

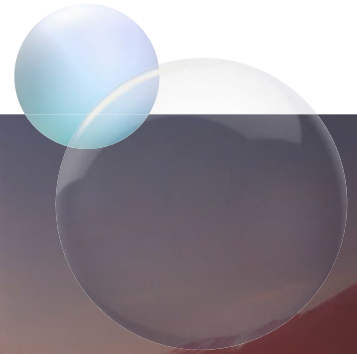


Environmental, Social, and Governance (ESG) Report

February 2025



Environmental, Social, and Governance (ESG)



Introduction

At Elevate, we know that our actions today have an impact on tomorrow. It is our duty to have a positive influence on the world. Our goals are to treat people well, conduct business responsibly, and operate sustainably.

We produce an ESG (Environmental, Social, and Governance) Report as a way of holding ourselves accountable. When we report honestly, we evaluate the results of our work, which helps us grow as a team, generate new ideas, and become more resilient.

In this report, we share our commitment to upholding our values and principles.

Introduction from our Chairman and CEO

I am pleased to share Elevate's 2025 Environmental, Social, and Governance (ESG) Report. This report reflects our continuing commitment to responsible business practices that make a difference for our stakeholders and communities.

We look to our core values for inspiration: We Care, We Innovate, and We Deliver. These shape everything we do—from pioneering solutions for customers, to fostering a workplace where Elevaters thrive with purpose and growth, maintaining the highest ethical standards in the communities we serve, and delivering sustainable financial results.

Our ESG Report is not just a reflection of our past efforts; it also signals our aspirations for environmental stewardship, social responsibility, and governance excellence in the future.

With shared vision and optimism, we aim to succeed together in creating a more sustainable, inclusive, and innovative future. This is how we *elevate*.

Sincerely,

A handwritten signature in black ink, appearing to read 'Liam Brown'.

Liam Brown
Chairman and CEO

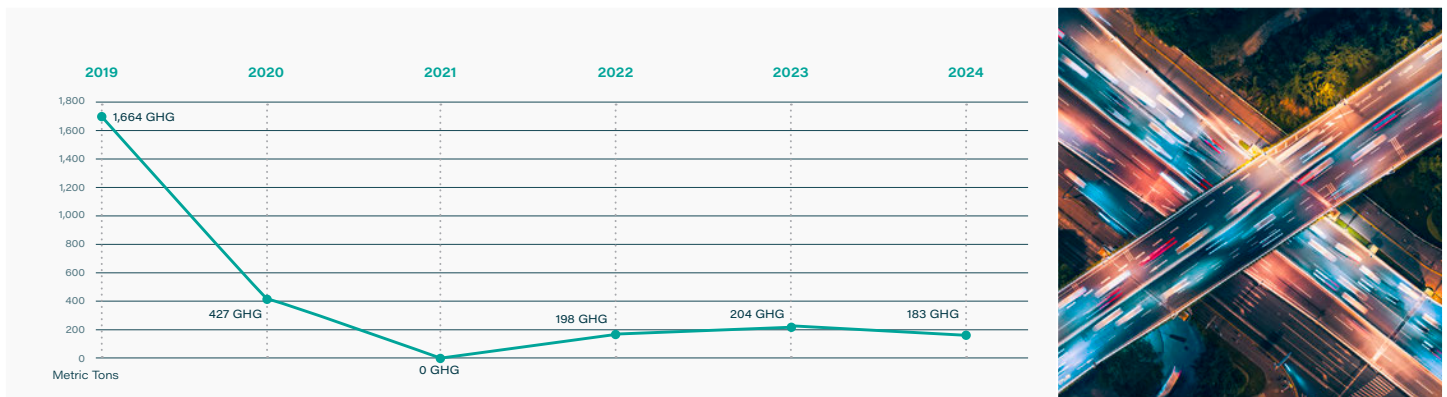
Environmental

It is important to Elevate that as we grow our business operations, we take note of the environmental consequences. We must be mindful of these effects and monitor the impacts and minimise wherever possible.

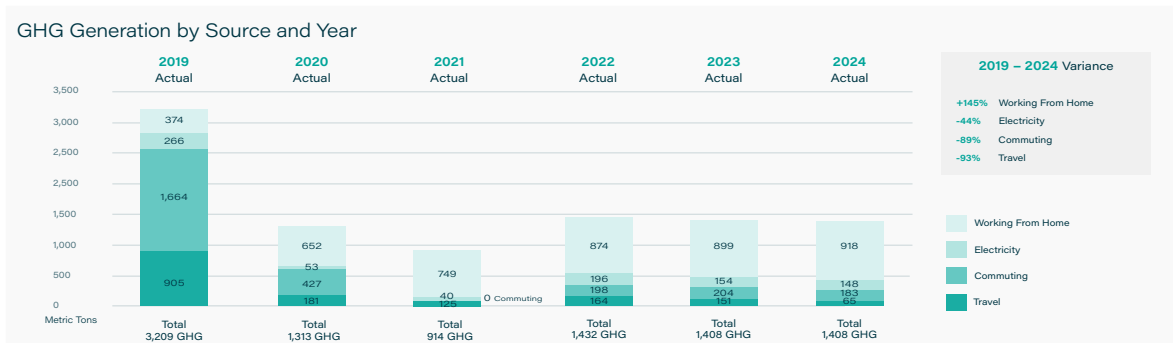
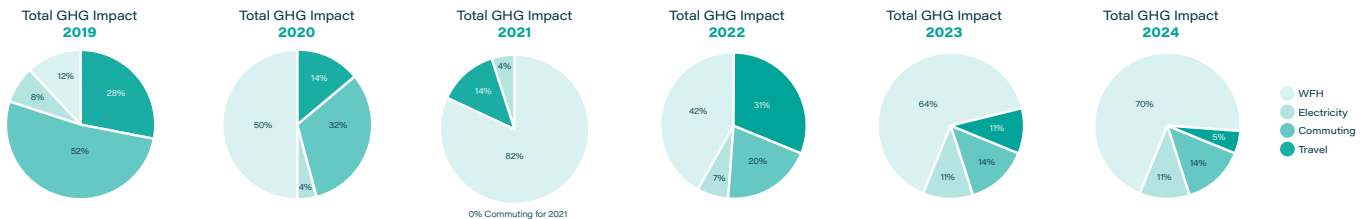
Our commitment to sustainability and responsible environmental practices motivates us to monitor the impact of the growth of our company. This report highlights our success in reducing our carbon footprint, conserving resources, and championing eco-friendly practices.

In 2024, we conducted assessments of Elevate offices in Poland, the UK, the Philippines and India, in an effort to define ways to minimize the environmental impact of our business expansion. The results motivated us to move to more energy-efficient, agile working spaces that better align with our current needs.

We improved our ability to collaborate virtually with our upgraded technology and continued a hybrid work model. These initiatives have a positive impact on the environment, with the added benefit of significantly reducing our business operating costs.



Based on 2024 data, our greenhouse gas (GHG) emissions have continued to decline compared to 2023 (2023: 1,408; 2024: 1,314). This represents an almost 60% reduction from 2019 levels.



Social

People

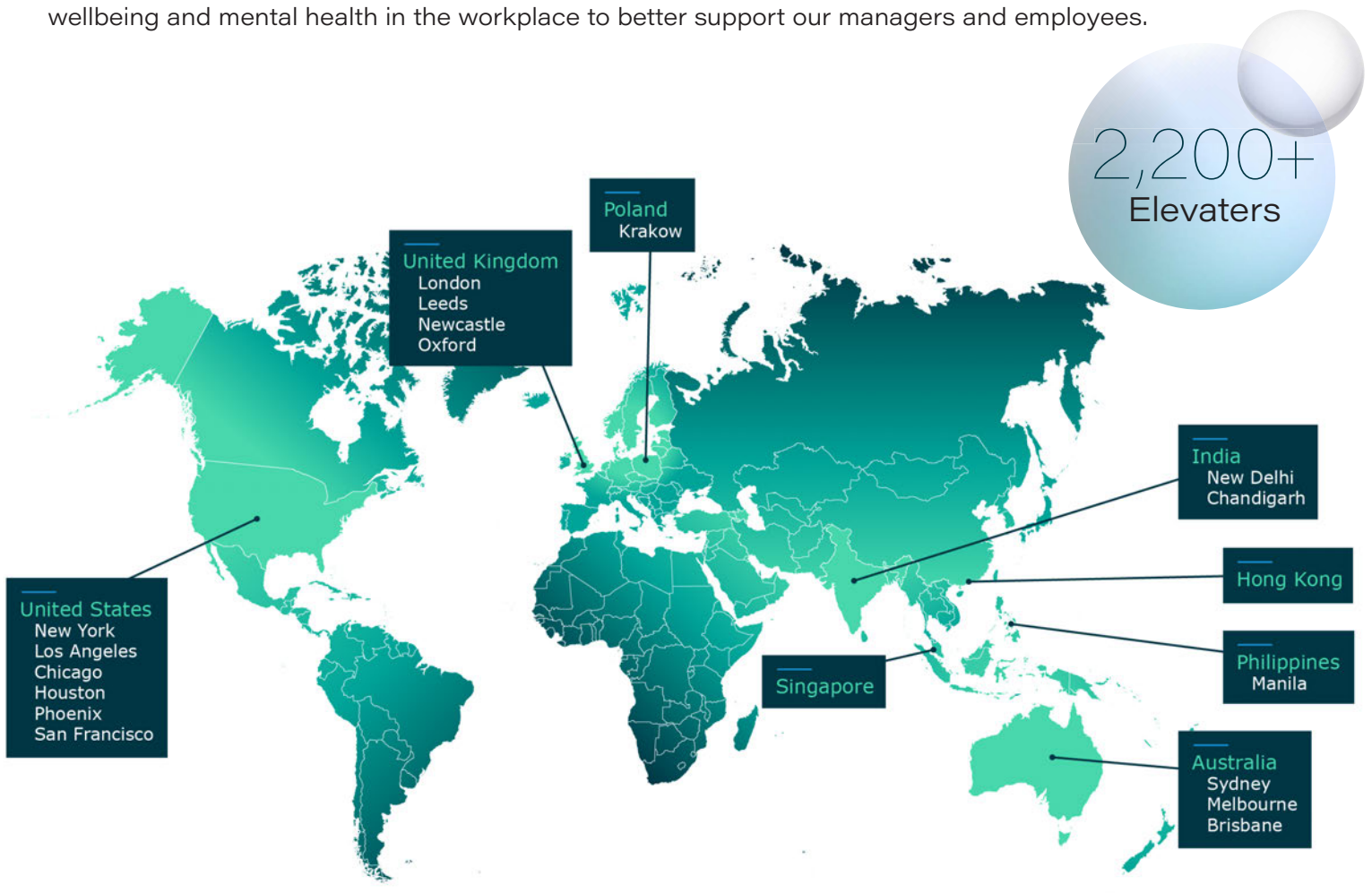
In this report, we share how we create a workplace that champions equitability and inclusion, where every voice is heard and every individual can thrive.

We believe our people are the foundation of our success, and we are committed to investing in their growth and development. Our L&D team has now taught over 50 workshops of our bespoke leadership program globally and trained over 600 Elevaters!

We offer flexible working options to help our Elevaters achieve healthy work-life balance.

Mental Health Ambassadors

We care about our people and want to support our Elevaters. In Q4 2024 we embarked on a Mental Health - Train the Trainer program for our People leads in India and UK, so we can now deliver mental health first aid and awareness training directly to our teams. Our plan is to educate and raise awareness of wellbeing and mental health in the workplace to better support our managers and employees.



Inclusion

Recruiting

We hire the best candidates fairly and equitably. Recruiters work as part of a global team with guidance and training sessions to locate the ideal candidates in experience, skill, and mindset. In addition, our recruiters meet regularly with managers to discuss strategies aimed at attracting top candidates. These constant and collaborative approaches allow Elevate’s recruiters to see candidates beyond their CVs.

Accessibility for All

Our leadership is dedicated to building a workforce that embraces truly diverse perspectives and experiences, extending efforts beyond just hiring. We are committed to providing growth opportunities for all groups, regardless of language, nationality, religion, race, gender, or political views.

We recognize the importance of diversity within our organisation, as it drives innovation and supports our success. By creating an inclusive environment that promotes fairness and equality for all, we aim to remove barriers and empower everyone to thrive.

Elevate is committed to leveraging a wide range of abilities and perspectives to enhance the working environment for all Elevaters, providing opportunities for growth, success, and meaningful contributions to our collective achievements.

What it means to be a Kaleidoscope Company

In 2019, our Founder, Liam Brown wrote about his vision of a company that could solve our customers increasingly complex problems with the great minds from a multi-cultural, multi-lingual, multi-gender, multi-ethnic, multi-religious, multi-disciplinary... basically multi-everything community!



In 2024, our equitability and inclusion program, now in its ninth year, was rebranded from Synergy to Kaleidoscope and even received its own logo! This year’s activities have continued to strengthen our corporate culture while promoting the hiring, retention, and advancement of a truly diverse global workforce.

By harnessing the unique and creative ideas of our diverse global teams and drawing from our rich cultural mosaic of experience, we are able to create the best solutions for customers.

Kaleidoscope is led by dedicated volunteers who facilitate meaningful conversations on critical issues. These include working with individuals who hold different political views, gender pay parity, LGBTQ+ inclusion, socioeconomic diversity, disability inclusion, and religious diversity.



- Women account for 55% of all Elevaters globally (a 1% increase from 2021).
- 50% of our board of directors are women.
- 52% of our Global Leadership Team are women.
- In the US, UK, and Australia, Elevate’s community now consists of 20% under-represented populations, 2% more than last year.

Kaleidoscope Culture

We Care

As a Kaleidoscope company, Elevate recognizes the rich diversity in its workforce, promotes an environment for multidisciplinary careers, and brings diverse legal, business, and technology professionals together. Our Kaleidoscope company embraces our differences and brings global teams together to develop cutting-edge ideas, drive innovation, and make a significant impact in the legal world.

We Innovate

At Elevate, we celebrate creativity and encourage our people to support causes that matter to our community. Through our paid volunteer days (VTO), Elevaters have the freedom to innovate and dedicate time to causes close to their hearts. Caring is a core value of being an Elevater, and each year, our volunteers contribute to a range of outreach initiatives that they care about personally.

Our teams have supported food banks, participated in walks for justice, contributed to disaster relief efforts, and worked with children’s charities—demonstrating care and compassion for the most vulnerable in society.

Our Women’s Employee Resource Group meets regularly and hosts roundtable events to inspire and empower Elevate women. These forums provide opportunities to share ideas, foster professional development, and build a supportive global community. A highlight of this group is the #HerStory series, where female leaders share their career journeys to inspire others.

We Deliver



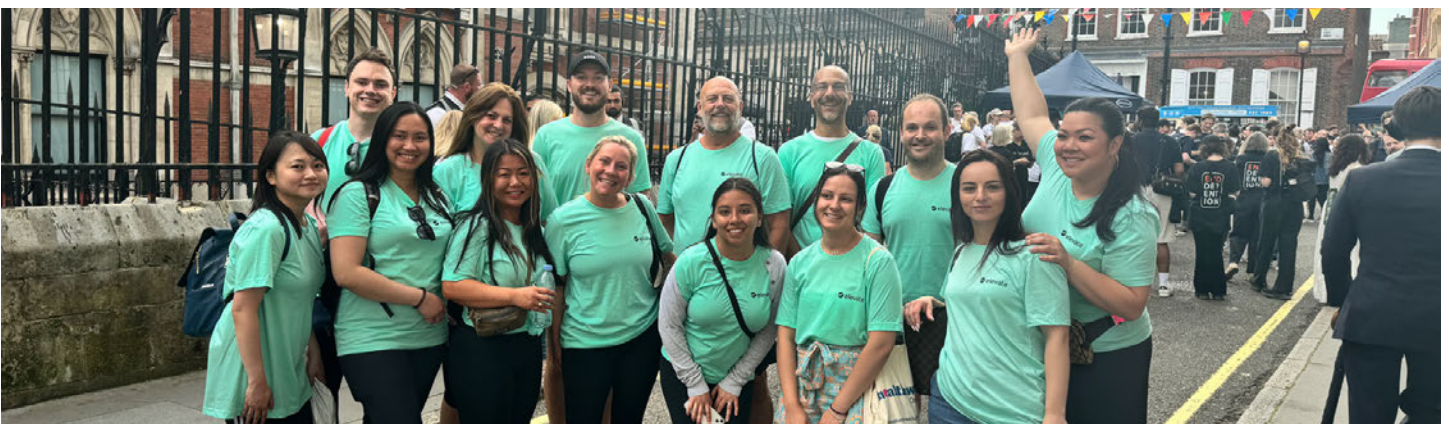
This is the sixth year our Elevate volunteers have partnered with the Social Mobility Business Partnership (SMBP) Work Insight & Skills Experience (WISE) program in our Newcastle office, hosting a career day with students from underprivileged backgrounds.



Outreach organized by our Elevate Manilla team helped over 60 families in urgent need of help after the impact of Super Typhoon Carina. Lambakin, Bulacan, was one of the hardest-hit areas by the severe flooding, and thanks to the generosity of our Elevaters, we were able to provide essential relief goods directly to the community.



Our amazing team in Krakow Poland continues to support an orphanage with much needed supplies and maintenance for the center and grounds.



London Legal Walk, we joined thousands of other legal professionals in a 10k walk for justice, raising funds for the London Legal Support Trust. This walk supports free legal advice for the most vulnerable members of our community, assisting with issues such as debt, benefits, housing, asylum, and domestic violence.



Our Elevaters in Chandigarh and Gurgaon volunteered their time, efforts, and even their blood! The CSR events were an overwhelming experience. The welcome and heartfelt gratitude we could feel from the recipients at all the places we visited further solidified our beliefs in the value of making a positive impact, big or small, on the lives of people who need it.



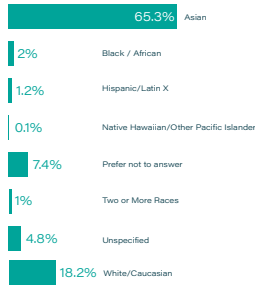
Our company culture fosters collaboration, innovation, risk-taking, and learning.

You can read about our Principles here:

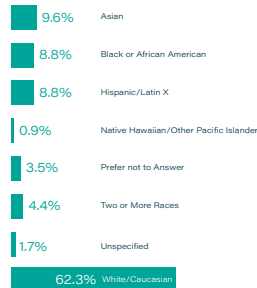
<https://elevate.law/wp-content/uploads/2023/08/Elevate-Principles-2023.pdf>

Ethnicity

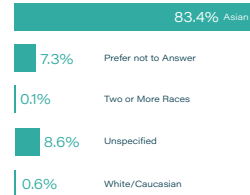
Global Ethnicity



AMER Ethnicity



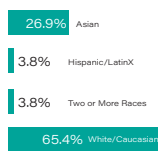
APAC Ethnicity



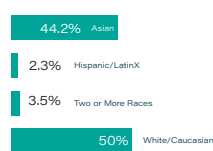
EMEA Ethnicity



ELT* Ethnicity



GLT† Ethnicity

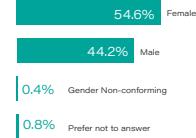


*Executive Leadership Team (ELT): Leaders of BUs, Geos, Corporate Functions, co-founders, and principals of acquired businesses. These leaders are consulted in developing company strategy and executing on broad initiatives, often with a company-wide perspective. Their day-to-day responsibilities are based on their specific role in the company.

†Global Leadership Team (GLT): Leaders who work with the ELT to execute strategy and goals for their teams. Have day to day accountability to execute the agreed tactics and priorities to achieve their department goals.

Gender

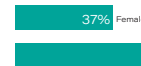
Global Gender



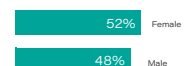
Board Gender



ELT Gender



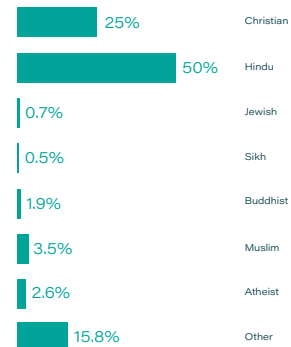
GLT Gender



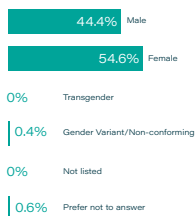
Global Gender Pay Gap



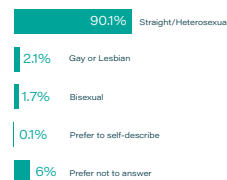
Religion



Gender: To which gender do you most identify?



Sexual Orientation: What is your sexual orientation?

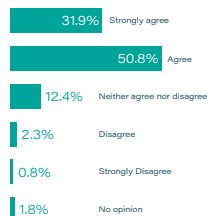


Disability:

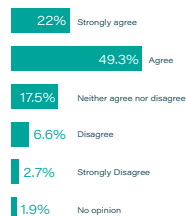


Inclusivity

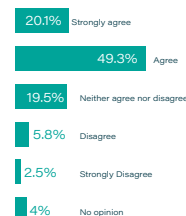
At Elevate, I feel like I belong.



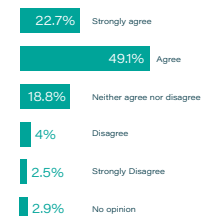
I can voice a contrary opinion without fear of negative consequences.



Perspectives like mine are included in decision making.



Elevate cares about me.



Governance

Our company operates under the guidance of a dedicated corporate leadership team, is governed by an independent board of directors, and benefits from access to capital from institutional investors. We reinvest profits strategically for sustainable growth to operate as a dynamic and successful business over the long term.

Leadership and Governance Structure

All business units and corporate functions report to our CEO, who, in turn, is accountable to the board of directors. The board comprises seven members: one institutional investor director, five independent directors, and the Chairman and CEO representing management. The board convenes regularly through quarterly meetings and additional sessions as needed.

Risk Oversight

The board's risk committee oversees the company's risk management framework, providing guidance to the Chief Risk Officer and ensures alignment with business ethics and legal/ regulatory requirements. It coordinates with other committees to address cross-functional risks, supports management in mitigating risks, and ensures the corporation has robust systems in place to manage these effectively. The Chief Risk Officer maintains a direct reporting line to the board.

Financial Stewardship

The audit committee is tasked with reviewing the company's financial accounts, policies, and compliance with GAAP standards. It also recommends and engages independent auditors and reviews their findings. This committee ensures that the company's financial systems and controls are sound, transparent, and aligned with best practices, with the Chief Financial Officer maintaining a direct reporting line to the board.

Compensation Strategy

The compensation committee oversees executive compensation programs, including employee equity plans, and reviews employment and severance agreements for the CEO, directors, and officers. The committee sets annual performance goals and reviews outcomes to ensure competitive and fair compensation systems. The Chief People Officer reports directly to the board on these matters.

Through this robust governance structure, we ensure accountability, transparency, and alignment with our mission to build a sustainable and successful organization.

Corporate Management



Liam Brown
CEO



Steve Harmon
Chief Operating Officer
and General Counsel



John Croft
President and
Chief Revenue
Officer



Bud Phillips
Chief Information
Officer



Joyce Thorne
Chief People Officer



Chris Penka
Chief Financial
Officer

Board of Directors



Liam Brown
Chairman and member
of all committees



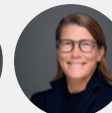
Amanda Burton
Senior Independent
Board Director



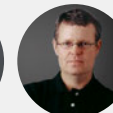
Leon Chen
Institutional Investor
Board Director



Dawn Haghighi
Independent
Board Director,
Chair of the Risk
Committee



Hillary Smith
Independent
Board Director,
Chair of the
Compensation
Committee

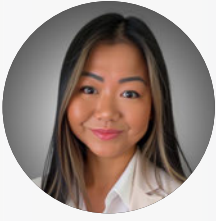


Paul Sparta
Independent
Board Director



Jeremy Westlake
Independent
Board Director,
Chair of the Audit
Committee

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