



**Diversity, Equity, & Inclusion
2023 Annual Report**



We Are Passionate

At Epiq, we are passionate about building a workplace where diversity, equity, and inclusion are not just values, but a lived experience for our people. Our journey is ongoing, but our commitment is unwavering.

HOW WE DEFINE DEI @ EPIQ

Diversity: encompasses the full range of characteristics and experiences that make each individual unique. At Epiq, we recognize and celebrate the richness of backgrounds, perspectives, and talents that our team members bring.

Equity: creates an even playing field for all our employees to be recognized, rewarded, and developed. By achieving equity, all our employees stand on their merits alone in our pay-for-performance culture.

Inclusion: seeks to ensure that all people have their views heard by creating an environment where employees feel valued, respected, accepted, and encouraged to fully participate in the organization.

As we continue this journey, it becomes increasingly clear that leading with inclusion is not just a noble aspiration but a strategic imperative. By inviting every voice to the table, irrespective of background or identity, we unlock innovation, foster collaboration, and drive sustainable growth. Together, we are shaping our organization's future and advancing a broader vision of a world where everyone can thrive.

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From Listening To Acting With Intention

A Letter from Dave Dobson, Epiq CEO



Since the inception of our DEI program, I've had the privilege of closely collaborating with our outstanding employee volunteers and actively participating in employee listening sessions. I've gained profound insights into our colleagues' challenges and the true power of inclusion shaping our organization.

At Epiq, we're more than just colleagues; we're a community of allies. We acknowledge that our world still falls short of providing equitable opportunities for all. We believe allyship is the foundation of progress, and we're proud to say that everyone can be an ally. Our best work emerges when we can bring the full force of our talents and ideas to our roles.

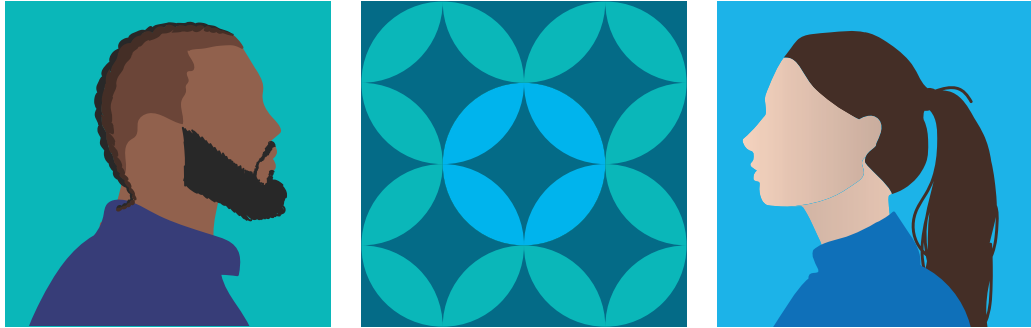
Collaboration is key, and we've fostered a strong partnership between our employee resource groups (ERG's) and strategic initiatives to weave diversity, equity, and inclusion into our culture. Our journey toward Diversity, Equity, and Inclusion is defined by our unwavering commitment to becoming a force for positive change. As we release this year's annual report, we reflect on our progress in the past year and the path ahead.

With our intentional approach, we've witnessed significant advancements, expanded our program, and even earned an Innovations in Diversity Award. We acknowledge that our work is far from complete, and we are committed to achieving more. We pledge to be open and candid about our triumphs, challenges, and strategies.

I want to express my heartfelt gratitude to our more than 6,200 people for their dedication to creating an inclusive workplace where diversity is celebrated, and equity is the ultimate goal. We are thankful to the communities we are dedicated to working in, and we express our appreciation to our valued clients who entrust us with their business. Your support fuels our commitment to serving, growing, and thriving.

We invite you to join us on this journey and share our vision of a more diverse, equitable, and inclusive world.

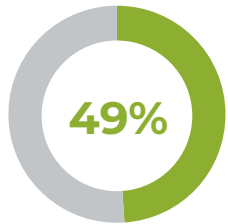
A handwritten signature in black ink that reads "Dave".



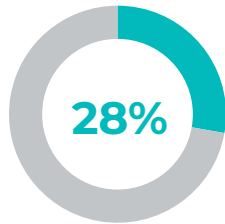
Celebrating Our Progress

At Epiq, we believe that diversity is our strength, and inclusivity is our guiding principle. This year, we're excited to celebrate our progress and share our journey toward greater transparency.

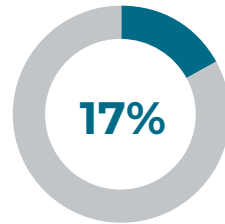
Celebrating Our Progress: DEI Demographic Data



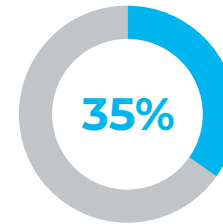
People of color in the total employee population (US only)



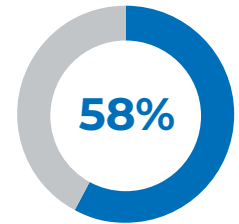
People of color in people manager and above positions (US only)



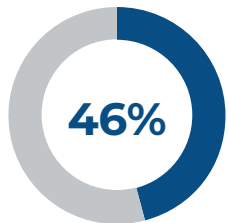
People of color in director and above positions (US only)



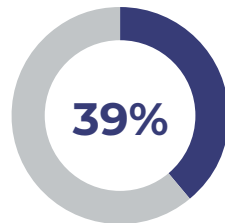
Promotions that were people of color (US Only)



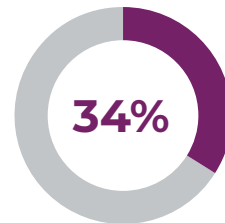
New hires that were people of color (US Only)



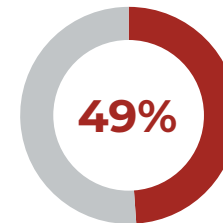
Women in the total employee population (global)



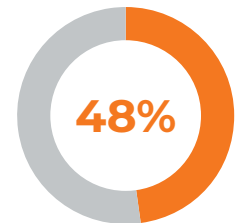
Women in people manager and above positions (global)



Women in director and above positions (global)

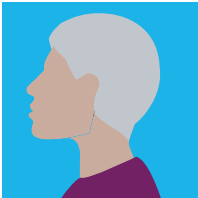


Promotions that were women (global)



New hires that were women (global)

Celebrating Our Progress: DEI Demographic Data

Classification	Percentage of overall employees across generation	Manager across generations	Director and above	Promotion across generation	New hire across generation
 The Silent Generation (78-95)	0.07%	0%	0%	0%	0.08%
 Baby Boomers (59-77)	10.54%	10.34%	8.77%	3.74%	7.70%
 Gen X (43-58)	32.44%	51.03%	60.96%	27.03%	23.03%
 Millennials (27-42)	47.93%	38.29%	30.26%	58.42%	48.36%
 Gen Z (11-26)	9.02%	0.34%	0%	10.81%	20.82%

Celebrating Our Progress: DEI Demographic Data



Women In Technology

At Epiq, we're committed to building trust through transparency and promoting behaviors that attract and retain more women in technology roles. In 2023, we achieved a representation of **22.5** percent of women in tech positions. While we celebrate this progress, we acknowledge industry-wide barriers women face, with women representing less than a third of the global tech workforce.

We proudly spotlight the exceptional accomplishments of women in tech within our organization, celebrating their innovative contributions and leadership.



Alyssa Miller

SVP & CISO, Women Worth Watching in STEM



Ellen Polhamus

SVP Client Services, 2023 Women Leaders In Tech

Celebrating Our Progress: DEI Demographic Data

Embracing Self-ID: A Collective Step Forward

One of our most significant steps in 2023 was our Self-Identification (Self-ID) Campaign. It was a call to action for employees to share their demographic information voluntarily. The response was heartening as more of our team members chose to self-identify than ever before.

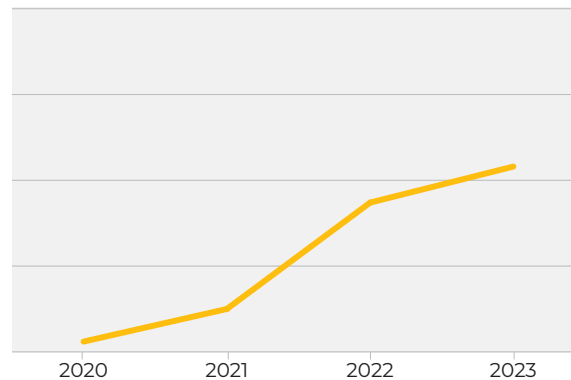
A Pledge To Future Transparency

As we move forward together, we pledge to maintain our commitment to transparency. We recognize the importance of accountability to our DEI initiatives. Our dedication to sharing our demographic data openly reflects our belief in the power of inclusivity and the imperative to make data-driven decisions to drive positive change. By consistently increasing transparency, we hold ourselves accountable to make progress across our organization.

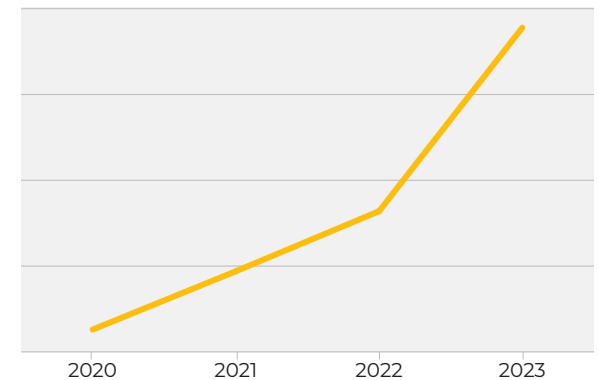


Empowering Disabled And Veteran Employees

We witnessed a remarkable increase in the self-identification of disabled and veteran employees. We believe this is a testament to the safety our employees feel in bringing their whole selves to work.



Total percentage of employee population self-identifying with disabilities in 2020, 2021, 2022 & 2023



Total percentage of employee population self-identifying as veterans in 2020, 2021, 2022 & 2023



Our DEI Commitments

In 2023, we were successful in delivering on all our commitments to advance our culture at Epiq. You will find details of how we this success throughout the report, as well as details on our commitments towards further advancements in 2024.

Our DEI Commitments

In 2023, we successfully delivered on the following commitments

- Elevate the voices of our employees through regular Listening Sessions with senior leaders to gather feedback and guide strategy.
- Launch a Self-ID Campaign to better represent and serve our global employee population.
- Further evolution of our benefits offerings with direct input from our Employee Resource Groups.
- Launch a Trans Benefits Guide to ensure all trans employees have the resources and support needed to thrive in the workplace.
- Create an Employee Resource Group focusing on Hispanic and Latina/e/o/x employees.
- Further, invest and expand direct DEI programming to our APAC region.
- Complete the UN Global Compact Target Gender Equality Program.
- Launch a Pay Transparency Campaign.
- Weave Inclusive Leadership into all manager onboarding.
- Evolve our ERG Leadership Professional Development Program.
- Execute our multipronged inclusive hiring strategy.
- Continued focus on inclusion through education with year-round educational content for all employees.

Our DEI Commitments

In 2024, we are committed to making the following advancements

- Launch the Trans Advocacy Committee's HR Business Partner and Managers Playbook to support employees transitioning in the workplace.
- Create an Inclusive Hiring Committee dedicated to enhancing our inclusive recruitment efforts.
- Enhance family planning benefits based on feedback to explore additional support for adoption and surrogacy.
- Redefine our bereavement leave policies recognizing the kaleidoscope of family structures that define our workforce.
- Expand our ERGs' impact to focus on leadership development within our ERGs to foster the next generation of company leaders.
- Continue compensation transparency to demystify compensation practices and ensure equity.
- Our six ERGs will host monthly membership meetings for members and 12 professional development events throughout the year.
- Launch an Allyship Through Empathy ERG Program with six allyship-focused events.
- Further develop inclusive leadership as a part of manager onboarding.
- Leverage technology, such as AI, to de-bias job postings and streamline recruitment efforts.
- Actively identify job advertising avenues and company brand promotion events that resonate with candidates across all identities.
- Continue the pursuit of awards and certifications for our employees, their efforts, and our company culture.
- Continue to take our employees on all annual DEI education journey.

Embracing DEI: Integral To Our Identity And Success

A Letter from Terry Gaylord, Epiq Chief Human Resources Officer



As we stride forward in our commitment to Diversity, Equity, and Inclusion (DEI), it is clear that this commitment is not just a series of platitudes or singular initiatives, it is woven into the very fabric of Epiq. This commitment is a reflection of who we are.

Our Employee Resource Groups (ERGs) exemplify this commitment. They are more than just forums; they generate collaboration, allyship and business impact. In many ways, our ERGs have become a primary mechanism for employees to both create and experience the Epiq culture; they have become critical in reinforcing connections between people. The business value, cultural impact and interpersonal connection generated through the Epiq ERGs propels us toward a future where diversity is not just celebrated but is the driving force of our innovation and growth.

The advances in compensation and benefits reflect our unwavering commitment to equity. We have worked to ensure that our practices in these areas are competitive and inherently fair, respecting the diverse needs and contributions of our Epiq family.

Our approach to training, education and hiring is similarly interwoven with DEI principles. Our educational initiatives are designed to embed DEI into the core of our professional development. Likewise, our hiring practices are tailored to embrace diversity, enriching our team with a wide spectrum of perspectives and experiences.

At Epiq, DEI is not a standalone pillar, it is a cornerstone that supports every structure of our organization. Through this lens, we approach every challenge and seize every opportunity. As we continue along this journey, the collaboration among our ERGs, business leaders, and every team member remains crucial. This collective effort shapes our culture, making Epiq a remarkable place to work and a beacon of inclusivity and collaboration in the industry.

Thank you for being an integral part of this journey. Your contributions, perspectives and commitment make Epiq a leader in embracing diversity, equity, and inclusion as a core part of our identity and success.

With appreciation,

Terry

Strategic Priorities

At the heart of our company's ethos lies a steadfast commitment to diversity, equity, and inclusion (DEI) principles that drive our corporate culture and business success. Our four strategic priorities: Cultivate Inclusion, Empower Allyship, Elevate Expertise, and Catalyze Growth,—reflect our dedication to creating a workplace where every employee feels valued, empowered, and capable of thriving.



Cultivate Inclusion:

We deliver an empowering, inclusive, and supportive culture and environment where employees can be influential, leverage their capabilities, and thrive in their careers.



Elevate Expertise:

We maximize individual and organizational capability through leveraging our deep internal expertise and external industry experts to seamlessly integrate it into the core of our business operations.



Catalyze Growth:

We drive organizational growth by utilizing DEI's strategic advantage, unlocking innovation, attracting top talent, and expanding market reach through a commitment to diversity, equity, and inclusion.



Empower Allyship:

We advance the knowledge, skills, and cultural competence of employees and leaders to ensure they can thrive as members of our diverse workforce through the power of allyship.

A graphic consisting of four overlapping, teardrop-shaped petals arranged in a cross-like pattern. The top-left petal is a medium teal color. The top-right petal is a deep purple color. The bottom-left petal is a dark blue color. The bottom-right petal is a slightly lighter, muted blue color. All petals meet at a central point.

Cultivating Inclusion



Strategic Committees: A Year Of Purposeful Action

Our commitment to meaningful change led us to shift our focus from a global DEI Committee to Strategic Committees with specific objectives and expertise. In doing so, we aim to elevate internal voices, foster intentional change, and empower employees to drive DEI initiatives forward. In direct response to employee feedback, we launched two new pivotal committees:

The Evolving Legislation Committee emerged amidst global travel warnings and concerns elevated through our employee resource groups. This Committee composed of key stakeholders, including our Global Head of DEI, Corporate HR Director, Facilities Manager, and Legal Counsel, diligently reviewed our policies, procedures, and facilities. The outcome directly answered needs of our employees by introducing a new travel policy prioritizing employee safety and well-being, ensuring that no employee would face adverse consequences for declining travel to unsafe locations.

The Trans Advocacy Committee was formed with a mission to cultivate an inclusive and transparent environment for current and future transgender employees. Its mission includes reviewing company benefits, policies, and procedures to ensure they align with our values of creating a workplace where everyone can belong and thrive. It focuses on initiatives such as benefit reviews and developing a comprehensive resource guide for employees, managers, and HR business partners to support an employee transitioning in the workplace. It is comprised of representatives from the Epiq Pride ERG, Senior Leadership, HR Directors, and our Benefits team. It is chaired by our Global Head of DEI and includes Trans Employees as a driving force. This team collaborates bringing their lived experience and subject matter expertise to drive our essential goals forward and identify any other potential areas of opportunity. The tangible results include the development of a Trans Healthcare Benefits guide in 2023 and the upcoming launch of an HRBP and Managers Playbook in 2024.

Looking ahead, we are set on launching an Inclusive Hiring Committee in 2024. This strategic move underscores our dedication to inclusive hiring, promotion, and professional development practices that resonate throughout our organization, ensuring a meritocracy in our pay-for-performance culture.

In the ever-evolving landscape of DEI, our specialized committees exemplify our progress. Grounded in purpose and driven by collaboration, they exemplify our guiding principles of elevating expertise and cultivating inclusion across Epiq.



"Being selected to be a member of Epiq's Trans Advocacy Committee is incredibly meaningful to me because it

allows me to actively contribute to the development of procedures that support gender transition within the workplace. This involvement not only empowers me personally, but also reflects the company's commitment to fostering an inclusive and supportive environment for its trans employees, making a positive impact on the overall workplace culture."

*— Hudson Bitterman
Chair of Epiq Pride
Associate Project Manager*



Employee Listening Sessions

At Epiq, employee feedback is the cornerstone of our inclusive culture. In 2023, we committed to hosting regular listening sessions where employees have direct access to senior leaders, creating a two-way dialogue to guide us forward. We followed through on this commitment with in-office listening sessions at major hub locations as well as topic-specific virtual listening sessions focused on DEI strategy, inclusive benefits packages, and compensation education.

In response to our 2022 Listening Sessions, we took the following actions in 2023:

Launched an ERG for Hispanic and Latina/e/o/x employees, which has since doubled in size, to foster a supportive community and enhance cultural awareness.

Launched a Pay Transparency Campaign with a focus on manager training and internal tools for employees to understand their compensation package.

Expanded Inclusive Benefits by introducing new policies that have benefited employees in areas such as mental health and family planning.

As a result of our 2023 Listening Sessions, we are committed to doing the following in 2024:

Enhancing Family Planning Benefits: Based on feedback, we are exploring additional support for adoption and surrogacy.

Expanding ERG Impact: Focusing on leadership development within our ERGs to foster the next generation of company leaders.

Continuing Compensation Transparency: Further initiatives to demystify compensation practices and ensure equity.



Employee Resource Groups At Epiq

Our ERGs serve as vibrant communities within our organization, bringing together employees from various backgrounds and perspectives. These groups provide a platform for networking, mentorship, and support to enable employees to forge meaningful connections, offer valuable feedback, and navigate shared experiences.

DRIVING DEI INITIATIVES

The contributions of our ERGs are instrumental in shaping our DEI strategies and business objectives. through advocacy and collaboration. ERG members help steer our organization and serve as a conduit between our workforce and senior leadership to ensure employee voices are heard and considered in decision-making.

INVESTING IN OUR ERG LEADERS

In 2023, we continued to invest in the development and empowerment of our ERG leaders. ERG Chairs were provided third-party executive coaching, providing them with invaluable insights and tools to enhance their leadership capabilities. Our 2023 and 2024 ERG Leaders had the opportunity to present their accomplishments and priorities to our Executive Leadership Team helping to drive progress and guide strategic initiatives. In 2024, we are committed to further investing in our ERG Leaders by expanding our professional development program.

We take pride in the achievements of our award-winning ERG program with our newest ERG Gente@Epiq launching in 2023. Our ERGs are the foundation of DEI at Epiq and foster a sense of belonging and community among employees and their allies. According to our employee engagement surveys, ERG members are seven percentage points more engaged than the average employee. Through outreach and education initiatives, our ERGs play a pivotal role in raising awareness and promoting inclusivity within and beyond our organization.



"Our ERGs are the heart of our DEI program at Epiq. They infuse our culture with connection, belonging, and are a driving force for change.

I am so grateful for our

incredible ERG leaders who dedicate their knowledge, skills, and time to our program.

And to the active participation of our ERG members, thank you for making Epiq a more diverse, equitable, and inclusive workplace.

My work is only possible because of all of you"

— Malia Turner

Global Head of DEI



API@Epiq

API@Epiq strives to cultivate a business climate centered around Community, Culture, Career, and Commerce for our Asian and Pacific Islander (API) employees worldwide, and their allies. We pledge to foster a greater sense of belonging within Epiq by elevating our voices and highlighting our diverse API cultures year-round. We create networking and career development opportunities for our members while promoting allyship with all of our fellow ERGs.

A LOOK BACK ON 2023

Laying the Foundation for Community & Belonging:

- Celebrated API Heritage Month with weekly programming highlighting members and celebrating API icons
- Launched API Media Club
- Celebrated API Holidays by creating educational resources and highlighting celebrations across Epiq offices
- Focus on APAC office celebrations and skills for cross-cultural communication

Championing Allyship:

- Issued statements of solidarity alongside educational resources for our fellow ERGs and their relevant holidays and events
- API@Epiq leadership and members modeled the allyship we hope to see for our community and others

Career Development and Networking:

- Launched API@Epiq Peer Networking program- connecting our members across business units and locations
- Membership Career Spotlights and interviews, where members discuss their careers, paths to success, and how other members can explore opportunities in their field





Cultivating Inclusion

API@Epiq

A LOOK FORWARD TO 2024

Strengthen Community And Belonging:

- Host monthly ERG meetings for members to connect and find a sense of belonging
- Host ERG meetings in available EMEA and APAC time zones for greater involvement and inclusion across our international offices
- Continue API Film Club media with discussions of the cultural impacts on the API community
- Create greater visibility of API employees and their accomplishments through Member Spotlight profiles

Developing Allyship:

- Continue with Statements of Solidarity and sharing educational resources for events/holidays promoted by other ERGs
- Host an Allyship Through Empathy event focusing on how to ally to the API community

Career Development And Networking:

- Debut API@Epiq Leadership Spotlight series where API Leaders within Epiq share their experience and path to success
- Career Spotlights by Epiq Leadership
- Peer Networking events and panel discussions
- Highlighting internal job opportunities for members



As we continue our journey, my biggest hope is for API@Epiq to always prioritize community so that we are immediately recognized first

and foremost as a space for belonging as well as allyship. I also hope that we continue to provide robust opportunities for broadening cultural awareness, networking, professional development, and API recruitment. The possibilities are truly endless.

— Jason Kim

Chair of API@Epiq

Manager, Information Governance



Black@Epiq

Black@Epiq fosters an environment that celebrates diversity, inclusion, and equity. Our goal is to create an environment in which underrepresented employees feel empowered to bring their “whole self to the workplace.” We will strive to build an environment where these values are engrained as a standard, and not a reaction. We are committed to using our resources to create opportunities for engagement, education, and dialogue within the Black community and our allies.

A LOOK BACK ON 2023

Raising Awareness:

- Hosted Black History Month “How to Be an Ally” open discussion
- Provided weekly educational content throughout BHM to all employees
- Sponsored Juneteenth museum visits for ERG members
- Hosted How to be an Ally panel workshop with Epiq Leadership

Networking And Professional Development:

- Launched Black@Epiq mentoring program
- Hosted virtual member meet and greet
- Conducted one-on-one listening sessions on professional development with Black executives across Epiq

Extending Community Outreach

- Co-sponsored Career Day at Epiq NY headquarters for Elevate Bridgeport, supporting career exposure for high school students from underserved communities

Increased Membership Engagement And Participation

- 50% increase in event attendance from Q1 to Q4
- Membership engagement increased from 30% to 60% in Q4, compared to Q1





Black@Epiq

A LOOK FORWARD TO 2024

Metrics And Reporting:

- Track and increase event attendance and participation - we are a safe space to come together

Raising Awareness:

- Establish monthly membership meeting cadence with an emphasis on open forums and focused topics/discussions
- Launch Black@Epiq Media Club
- Black History Month and Juneteenth Cultural events

Networking And Professional Development:

- Being Seen at Work - a conversation on Equity and Inclusion
- Continue to build on Black@Epiq Mentorship Program – A rising tide lifts all boats
- Create a “Sharing our Journey” program where Epiq professionals share their career journey

Community Outreach And External Credibility:

- Active partnership with Marketing & DEI Leaders on social media campaigns relevant to the Black Community
- In-person events at Hub locations

Elevate Employee Feedback Through Allyship And Intersectionality

- Continued support and increased participation in other ERG events. Networks of allyship drive change



As chair of Black@Epiq, it is clear that true progress comes through ongoing allyship and solidarity. The goal of Black@Epiq

is to cultivate a workplace where our members feel welcomed, supported, and able to contribute fully. We encourage active allyship through listening, amplifying black voices, and cooperating to drive change. By working together, we can build a respectful equitable culture where all employees thrive. Black@Epiq is committed to realizing this vision and advocating sustainable progress. Though there have been strides, the work is far from finished. We must continue to uplift diverse voices, and advocate for equity and inclusion.

— Jamaal Hale

*Chair of Black@Epiq
Design Development Engineer*



Cultivating Inclusion

Gente@Epiq

Gente@Epiq's mission is to empower and celebrate the vibrant energía of the Hispanic, Latin/a/e/o/x community, providing opportunities for growth and development while amplifying our voices to inspire positive impact and change.

A LOOK BACK ON OUR LAUNCH IN 2023

Monthly Founder Meetings

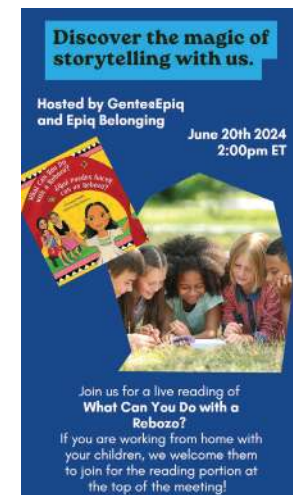
- Individuals who voiced the need for this ERG in our 2022 end-of-year listening session were brought into monthly calls to prepare for the ERG Launch
- Determined mission statement, charter, event brainstorming, and ERG name
- In June, a CTA was posted on One Epiq, doubling our founding members

August Launch

- The ERG launched in August with the largest group of members at launch in the history of our program
- The meeting launch was a focus group/listening session on members' desires for the future

Hispanic Heritage Month

- Launched Gente@Epiq media club discussing Dia De Los Muertos, death, grief, and cultural celebrations
- Interviewed Carlos Gonzalez, CIO: Over 75% of attendees completed a post-event survey – with five-star ratings and key callouts for the impact of the information shared





Gente@Epiq

A LOOK FORWARD TO 2024

Strengthen Community And Membership Engagement

- Establish monthly membership cadence, giving members consistent opportunities to build community
- Drive membership engagement through targeted programming

Raise Awareness Through Cultural Celebrations

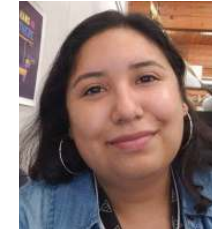
- Celebrate Hispanic Heritage Month through membership-focused events, One Epiq Content, and partnership with Marketing and DEI Leaders on relevant social media campaigns
- Establish a communications calendar relevant to our members and create and share relevant content

Allyship And Intersectionality

- Highlight our members' diverse range of experiences and stand in solidarity with other ERGs, including the Afro-Latino experience, Queer Latino experience, and spotlighting country and cultural heritages across our community
- Spotlights on country and cultural heritages
- Active partnership with other ERGs with a focus on allyship
- Host an event specific to how to build allyship for our community

Professional Development

- Host multiple professional development and networking events for our members
- Acknowledge Latina Equal Pay Day and host educational sessions on pay negotiation skills



As Gente@Epiq embarks on its inaugural year, we've looked toward our fellow ERGs who trail blazed before us for ways to build a

welcoming community with meaningful discussions and events. Cultural awareness and education as well as professional development have been and will continue to be some of our main objectives. The Latin/a/e/o/x population has grown significantly in the U.S. with nearly 1 in 5 people in the U.S. identifying as of Latin heritage, which makes it all the more important to provide spaces to amplify our voices and experience.

Furthermore, the Latin/a/e/o/x community is incredibly diverse, spanning multiple races, languages, and geographical regions which is why Gente has prioritized and will continue to prioritize allyship and intersectionality in its programming.

*— Rebecca Lopez
Chair of Gente@Epiq
Client Services Program Manager*

Epiq Belonging

Epiq Belonging's mission is to create an inclusive and considerate environment of employee needs as they share and learn about each other's identities and experiences. We aim to develop skills for respectful inclusion in a global community, celebrating the intersectionality of our unique yet unifying identities.

A LOOK BACK ON 2023

Strengthen Community

- Hosted Pink Shirt Day membership event to stand against bullying
- Hosted "The Power of Language and The Five Steps of Inclusive Language" to lead to higher performance in the workplace, which was then shared with managers across the organization

Allyship And Intersectionality

- Celebration of World Inclusion Day, recognizing the value of diverse perspectives and experiences
- Epiq PridexEpiq Belonging event exploring the intersectional identity of LGBTQIA+ people with disabilities, with a discussion focusing on Ryan O'Connell and his Netflix series Special

Representation Creates Belonging

- Holocaust Remembrance Day to honor the survivors and pay respect to those who lost their lives
- Neurodiversity Celebration Week to challenge stereotypes and misconceptions about neurological differences
- Celebration of Autism Acceptance Month with educational resources
- Celebrated Disability Pride Month, celebrating the anniversary of the 1990 signing of the Americans with Disabilities Act and engaging in accessibility and inclusion for all
- Epiq Belonging Salutes Veterans' Day event supporting military members and their families
- Provided membership newsletters discussing a diverse range of monthly observances





Epiq Belonging

A LOOK FORWARD TO 2024

Strengthen Community And Create Belonging

- Establish monthly member meetings focusing on education and community building
- Launch Epiq Belonging Media Club with quarterly meetings focusing on education and connection
- Emphasize community and representation for Veterans, Caregivers, and those with Disabilities through education and employee storytelling

Developing Allyship

- Statements of support and solidarity throughout the year
- Sharing educational resources for events spotlighted by all ERGs
- Weave the tools of allyship into celebrations that honor the lived experience of those communities
- Partner with other ERGs to celebrate the intersectional identities of our members

Professional Development

- Focus on the professional development of our ERG members through leadership interviews, career spotlights, and member networking sessions



As Chair of Epiq Belonging, I truly felt a sense of belonging. Over the year, my network grew within Epiq, and I collaborated with many new people who I wouldn't have gotten a chance to meet otherwise. Through leading a Disability Awareness discussion, I became more comfortable and confident in who I was as a disabled employee and learned about how as a manager I can support our disabled employees and employees with disabled ones at home. Through running events for Hispanic Heritage Month, Veteran's Day, and UK Black History Month, it was enlightening to hear others' stories and embrace a sense of allyship. Lastly, being able to be in discussion with members of the ELT and freely discuss important matters that affect us gave me a feeling of being heard, accepted, and appreciated to be an Epiq employee.

— Laney Newton
Chair of Epiq Belonging
Design Operations Supervisor



Epiq Pride

Epiq Pride's mission is to create a safe, inclusive, and supportive community for LGBTQIA+ employees and allies with a focus on intersectionality and education. Epiq Pride promotes dialogue within Epiq and beyond to foster a welcoming workplace for all.

A LOOK BACK ON 2023

Strengthen Community And Create Belonging

- Established Monthly Membership Meetings with a diverse range of topics inclusive of the LGBTQIA+ community
- Launched Epiq Pride Media Club- Quarterly Discussions on queer media
- Celebrated Pride Month with weekly educational content on One Epiq, membership discussion on what Pride means to you, and special guest speaker Remy Drabkin- the first woman and publicly queer Mayor of McMinnville, Oregon
- Celebrated National Coming Out Day with a membership storytelling event, "How we've let people in vs. coming out"

Community Outreach And External Credibility

- Sponsorship and Table at Beaverton Pride- one of our Epiq Hub Locations
- Sponsorship and Recruitment at Lavender Law Conference
- Active partnership with DEI Leadership and Marketing on eight social media campaigns related to the LGBTQIA+ community

Elevate Employee Feedback Through Allyship And Intersectionality

- Epiq Women, Epiq Pride, and Benefit partnership on ERG Membership Presentation: Expansion of Family Forming Benefits

- Elevated employee concerns regarding transphobic legislation directly impacting Epiq employees
- Representation of ERG Leadership on Trans Advocacy Committee
- Focused on the following areas of intersectionality through programming
- Black history and LGBTQIA+ history
- Women's history and transphobia
- Neurodivergence and the LGBTQIA+ community
- Disability and the LGBTQIA+ community – in partnership with Epiq Belonging
- Indigenous third/multi genders

Professional Development:

- An interview with CISO Alyssa Miller, who shared more about her field, her path to success, and how to bring your authentic self to your career
- Created and circulated the "How To Be An Ally" series of documents used at career fairs, by managers, and throughout the organization to create an inclusive workplace for our community to thrive





Epiq Pride

A LOOK FORWARD TO 2024

Strengthen Community And Create Belonging

- Continue monthly membership meetings emphasizing open forum discussions and storytelling.
- Epiq Pride Media Club

Community Outreach And External Credibility

- Following our major success in sponsorship of Beaverton Pride- sponsorship of another Pride event in a Hub location
- Continued partnership with Marketing and DEI leaders on social media and One Epiq campaigns relevant to the LGBTQIA+ community
- Sponsorship of Lavender Law Conference and exploration of Epiq speaker at the event

Elevate Employee Feedback through Allyship And Intersectionality

- Education and programming with a focus on the intersectional identities of our members
- Statements of support and solidarity throughout the year
- Partnership with HR to publish educational content to MyHR for easier access and visibility

Professional Development

- Building off our recent interview with CISO Alyssa Miller, interview members highlighting the successful careers of LGBTQIA+ employees at Epiq



My role on the leadership council of Epiq Pride has been an important personal and professional outlet. From a personal

perspective, I get to spend a portion of my working life hanging out with other LGBTQIA+ folks and allies, planning events on topics I'm passionate about, and facilitating education for those in our community and beyond. From a professional perspective, I've gained valuable DEI experience, and I feel as though I'm actively trying to make the place I work better for all employees

*— Tayler Bradley
Chair of Epiq Pride
Design QA Lead*

Epiq Women

Epiq Women's mission is to empower and support women in the organization. We provide engagement, mentoring, resources, and professional development opportunities to develop skills and navigate the unique challenges women and their allies face in the workplace.

A LOOK BACK ON 2023

Elevate Member Feedback

- Conducted annual membership survey to understand what programs and topics are of interest, to solicit feedback on our activities to date, and to give a voice to our members

Strengthen Our Global Community

- Celebration of International Women's Day with interactive workshop: Optimizing your wellbeing
- Epiq Women Leaders and EMEA Linq group created an "In Conversation" video series ft. EMEA Women Leaders and an interview with Dave Dobson
- India-specific programming for Women's History Month
- Session for employees in India on understanding equity hosted by HR, DEI, and Epiq Women leadership
- Partnered with Epiq Leaders across EMEA and APAC to host various international events focusing on mindfulness, financial health, and health

External Credibility

- Created a #Embraceequity video for the International Women's Day social media campaign featuring members.
- The "In Conversation" Series was featured in a social media campaign

Membership Engagement And Education

- Relaunch of Epiq Women Book Club ft. "Dare to Lead" by Brene Brown and "Nice Girls Don't Get the Corner Office." by Lois P. Frankley, PhD
- Hosted "Fostering an Age-Inclusive and Intergenerational Workplace: Combatting Ageism Together" ft. members as panelists and breakout discussions amongst members

Professional Development

- Launch Epiq Empower Together Series- a member-led professional development series for Women and Allies at Epiq





Epiq Women

A LOOK FORWARD TO 2024

Developing Allyship

- Celebrate International Women's Day and Women's History Month through #InspireInclusion.
- Host the "Allyship Through Empathy" Series throughout the year
- Celebrate Black History Month with the "Allyship Through Empathy: The Black Woman's Experience" event

Meaningful Engagement Through Community

- Continue Epiq Women Book Club
- Establish a monthly membership meeting cadence that emphasizes strengthening one-on-one relationships between members
- Implement Statements of Solidarity and sharing educational resources for events/holidays promoted by other ERGs
- Establish educational resources and programming that represent the diversity of our membership

Professional Development

- Host two professional development events
- Empower Together Series- a member-led professional development series for Women and Allies at Epiq



Creating a community and a platform for women at Epiq is tremendously important to me, to our leadership, and the health of Epiq. The goal of Epiq Women is to create an inclusive and collaborative environment, one that welcomes and learns from diverse perspectives, champions our strengths, and one where our members can share, learn, support, and have fun. Looking forward, we plan to continue our work to support gender equality and balance, to collaborate for action, and to continue to find ways to support women and allies at Epiq

— Caitriona Robinson
Chair of Epiq Women
Senior Director, Business Operations



Elevate Expertise



UN Global Compact

Epiq became a member of the UN Global Compact's Target Gender Equality Accelerator in 2022 and completed the program in 2023. At the country level, Epiq participated in facilitated performance analysis, capacity-building workshops, peer-to-peer learning, and multi-stakeholder dialogue emphasizing equity for representation and pay for women in the workforce. Upon completing the program, Epiq attended a practitioner's Roundtable on Male Allyship at the UN Global Headquarters alongside international leaders. Epiq gained insights from UN partners and experts on how to accelerate progress on gender equality and develop an action plan to put what they have learned into practice. Our global head of DEI brought vital insights, strategies, and next steps back to Epiq. It informed our strategy moving forward, elevating the expertise within Epiq and benefiting from the expertise of world leaders and fellow DEI practitioners.





Leadership's Commitment To DEI at Epiq

KEY INITIATIVES AND ACHIEVEMENTS

- Strategic DEI Plan: We have developed and implemented a comprehensive DEI strategic plan. This roadmap is designed to integrate DEI into all aspects of our business operations, ensuring that our commitment to diversity and inclusion is not just a statement but a living, breathing part of our everyday work.
- DEI Training and Education: Recognizing the importance of continuous learning, our leaders have championed and participated in DEI training sessions. These sessions aim to enhance awareness, understanding, and skills to navigate and contribute to a more inclusive workplace.
- Employee Resource Groups (ERGs): With strong leadership support, we have launched and financially backed several ERGs. Each ERG has two Executive Sponsors who guide and mentor our ERG Leadership Councils. These groups provide crucial support networks for employees from diverse backgrounds and play a significant role in shaping our company culture to be more inclusive and equitable.
- Community Engagement and Partnerships: Our leadership has actively sought and fostered partnerships with non-profit organizations. Through these partnerships, we aim to impact our internal practices and make a positive difference in the wider community.

LOOKING FORWARD

Our leadership remains committed to strengthening our DEI efforts as we move forward. We are dedicated to setting and achieving more ambitious goals, rigorously measuring our progress, and seeking feedback from our employees and partners. Our commitment to DEI is a journey, not a destination, and our leadership is devoted to ensuring that this journey is undertaken with empathy, perseverance, and commitment to progress.



Elevate Expertise — Leadership's Commitment To DEI at Epiq



Abbas Najarali
Sr. Director, Legal Solutions
Executive Sponsor



Alison Wisniewski
Chief Legal Officer
Executive Sponsor



Ann Marie Carlson Yulman
Sr. Director, Document
Review Services
Executive Sponsor



Caroline Woodman
Sr. Vice President,
Managing Director
Executive Sponsor



Carlos Gonzales
Chief Information Officer
Executive Sponsor



Charlotte Pache
Sr. Vice President,
International Court Reporting
Executive Sponsor



Ellen Polhamus
Sr. Vice President
Client Services
Executive Sponsor



Jenny Trang
Vice President,
Client Solutions
Executive Sponsor



Malia Turner
Global Head of DEI



Michael Conner
Regional Vice President
Executive Sponsor



Nav Swamy
Global Treasurer
Executive Sponsor



Olivea Holley
Director of Document
Review Operations and
Continuous Improvement,
Global Chair-Diversity,
Equity & Inclusion



Randi Weaver
Director, Enhanced
Attorney Services
Executive Sponsor



Rebekah Stafford
Vice President, Epiq Counsel
Executive Sponsor



Rob Edwards
Vice President,
Talent Management
Executive Sponsor



Sara Littauer
Vice President, Transformation
Executive Sponsor



Stacy Pervall
Vice President, Remediation
Executive Sponsor



Terry Gaylord
Chief HR Officer
Executive Sponsor



Ziad Mantoura
Sr. Vice President,
General Manager
Executive Sponsor



Internal Expertise

Epiq is committed to promoting DEI within the organization and beyond. Malia Turner heads our Global Program and is a driving force in this effort, bringing more than ten years of leadership and management experience to her role. She drives our global strategy and provides direct consultation on DEI and culture across the company. As a leading expert in the field of DEI, Malia has been at the forefront of creating more inclusive and equitable workplaces, providing keynote speeches and workshops on the importance of DEI to audiences around the world and acting as a consultant to companies in need. She is involved in various organizations and initiatives, including the Society for Diversity and the UN Global Compact partnership.



Malia Turner



Top 5 D&I Officer, NYC



International Diversity
Leadership Award



DEIB Trailblazer of the Year



Inclusive Hiring Strategies

At Epiq, we believe that diversity fuels innovation, fosters creativity, and drives organizational success. Our commitment to diversity, equity, and inclusion (DEI) extends beyond mere rhetoric; it's deeply ingrained in our recruitment processes, shaping the very fabric of our workplace culture.

IN 2023, EPIQ TOOK SIGNIFICANT STEPS TO ENHANCE OUR BRAND RECOGNITION AS AN INCLUSIVE EMPLOYER OF CHOICE:

- We amplified our commitment to DEI through strategic updates across our digital platforms – including LinkedIn, Glassdoor/Indeed, and our career website. The results speak volumes: over 50% of our applicants and referrals hailed from historically underrepresented groups, a testament to our inclusive branding efforts.
- We forged meaningful partnerships with our internal DEI and Employee Resource Group (ERG) team members.
- Collaborative initiatives empowered our recruiters to effectively communicate job opportunities to ERG members, connecting our employees to internal opportunities.
- We prioritized the development of our recruiters' skillsets through ongoing training and resource guide development, equipping our talent acquisition team with tools and knowledge to support inclusive hiring.
- Our commitment to inclusive hiring across genders was exemplified through our partnership with local colleges in India, resulting in 41% of hires being women.
- Looking ahead to 2024, we remain steadfast in pursuing inclusive excellence, with a renewed focus on anti-bias training and skills-based hiring practices.

CONTINUING THE JOURNEY TOWARDS INCLUSION

As we look towards the future, Epiq is committed to further refining our recruiting processes to ensure every candidate receives an unbiased experience. Leveraging technology, such as AI, we aim to de-bias our job postings and streamline our recruitment efforts. Additionally, we're actively identifying job advertising avenues and company brand promotion events that resonate with candidates across all identities.



The Power Of Inclusive Benefits

In 2023, our commitment to diversity, equity, and inclusion propelled us on a journey of empowerment and support for every member of our workforce. At the heart of our endeavors lies a dedication to listening, understanding, and responding to the unique needs of our employees.

EXPANDING COVERAGE FOR INFERTILITY IN 2023

As champions of inclusivity, we recognize that the journey to parenthood can take various forms, each deserving of recognition and support. In response to heartfelt feedback and candid conversations with our employees, we expanded coverage within our US Group Health plan to include Infertility Coverage. This milestone represents a significant enhancement to our benefits package and is a testament to our commitment to honoring our employees' diverse paths to family planning.

2024: FURTHER EXPANSION OF COVERAGE

In the year ahead, we pledge to complete the implementation of the adoption and surrogacy reimbursement program, symbolizing our support for every individual's journey to parenthood. Recognizing the kaleidoscope of family structures that define our workforce, we plan to redefine our bereavement leave policies. Through thoughtful reflection and inclusive dialogue, we aim to create policies that honor the diverse ways our employees define and cultivate their families, offering support during life's most poignant moments.



Pay Transparency Through Compensation Education

Epiq embarked on a journey to strengthen transparency within our organization in 2023, particularly regarding our compensation practices. It was a year dedicated to empowering our managers with the tools and knowledge to champion equitable pay and support our overarching commitment to diversity, equity, and inclusion (DEI).

WE TOOK DELIBERATE STEPS TO ACHIEVE THIS GOAL IN 2023:

- **Creating Accessible Resources:** Recognizing the importance of accessibility, we developed a dedicated compensation page within our Workday system. This centralized hub offered managers easy access to essential resources, including new compensation reports, an updated Compensation Guide for Managers, and additional training materials.
- **Facilitating Learning:** Understanding that knowledge is critical, we conducted live training sessions for managers. These sessions were designed to familiarize them with our compensation processes, from navigating our systems to addressing common inquiries through tailored FAQs.

Through these initiatives, we aimed to promote transparency and foster a culture where every employee feels empowered and valued.

LOOKING FORWARD TO 2024

Our commitment to transparency and equity remains. Building upon the foundations laid in the previous year, we set our sights on further enhancing our efforts:

- **Expanding Access:** Our primary focus will be ensuring that all employees have access to comprehensive information regarding their compensation. We will continue to develop resources and provide insights to help individuals better understand their total compensation packages.
- **Continued Evaluation:** Our journey toward pay equity does not end with awareness; it requires ongoing evaluation. We will persist in assessing pay differentials across various factors such as job profiles, performance, demographics, and responsibilities.
- **Validation and Assurance:** Our analysis will identify and validate disparities against legitimate job-related or business factors. This ensures that every employee is fairly compensated for their contributions.

We remain committed to transparency and equity as we navigate the path ahead.



Catalyze Growth





Client Focus

Epiq's DEI Program is as essential to our employees as it is to our clients. A diverse and inclusive workplace is key to providing clients with the best possible service and products.

EPIQ'S DEI PROGRAM DIRECTLY BENEFITS OUR CLIENTS IN THE FOLLOWING WAYS:

Improved Customer Service: Our diverse workforce brings a range of perspectives and experiences to the table, which enables us to understand and empathize with clients from all backgrounds. This also leads to more effective and efficient customer service and has reduced turnover, ensuring the people our clients build relationships with are retained.

Increased Cultural Competency: Epiq's DEI program helps our employees develop cultural competency, which means they are better equipped to understand and work with people from diverse backgrounds. This improves communication and client relationships built on trust.

Broader Representation: Our commitment to DEI helps us attract and retain a diverse group of employees, which results in more representative and inclusive marketing, advertising, and product development. Our offerings are more appealing and relevant to a broader range of clients.

Increased Innovation: Our diverse workforce brings a range of ideas, experiences, and perspectives to the table, leading to increased innovation and problem-solving.

Enhanced Reputation: Organizations known for their commitment to DEI enjoy a positive reputation, attracting clients who value diversity and inclusiveness. By working with Epiq, clients are choosing a company dedicated to creating a more equitable and inclusive world for all.



Conference Sponsorship Spotlight: Lavendar Law

Epiq's 2023 Lavender Law® Conference and Career Fair sponsorship is a strategic investment in our company's future. As a sponsor, we not only supported an essential platform for LGBTQ+ and ally legal professionals but also actively participated in shaping an inclusive future for the legal profession. Through the Career Fair, we had the opportunity to engage with a diverse talent pool; we're not just filling positions but bringing in new perspectives that drive innovation and problem-solving. This commitment enhances our brand's reputation, builds trust with our clients, and creates a vibrant, inclusive culture that attracts and retains top talent. Furthermore, the connections we've made during the conference extend beyond immediate hiring needs—they're about building a collaborative network that supports our growth and strengthens our leadership in the legal profession. This engagement underscores our commitment and catalyzes comprehensive growth, positioning us as a beacon for fostering an environment of inclusivity and respect within the legal community and beyond.



"I was sincerely honored to have the opportunity to represent Epiq at the 2023 Lavender Law Conference and Career Fair in Chicago, IL and network with over 2,000 attendees and 200 leading law firms (many of whom are Epiq clients). The conference theme was law-student-centered, and the opportunity to network with more than 400 eager law students in an inclusive setting was invigorating. The jam-packed conference schedule included timely and thoughtful session topics ranging from career search and development within the context of LGBTQ+ and other intersectional identities, hate crimes statutes and enforcement, guidelines to assist and encourage organizations to create more welcoming and inclusive workplaces and much more. A personal favorite session revolved around how we can best leverage Employee Resource Groups to help create, support and progress institutional DEI efforts - the discussion was robust! Couldn't be prouder of Epiq for supporting this conference and all DEI efforts."

— Jay Smith
Sr. Legal Recruiter,
Communications and Marketing Officer Epiq Pride



Celebrating Excellence And Empowerment

Our concerted efforts have harnessed DEI's strategic advantage, attracting top talent and expanding our market reach. This is a testament to our inclusive culture, where every voice is valued, and every contribution is recognized. This year, our employees and the company have been honored with prestigious awards that underscore our dedication to creating an environment where exceptional people thrive. These accolades are not just symbols of our collective success; they are a recognition of our remarkable team members' potential, passion, and perseverance. Each award reflects our shared vision of excellence and the transformative power of embracing and celebrating our diverse talents and perspectives.

Looking ahead to 2024, we are excited to democratize recognition further and elevate our employees by introducing an innovative internal nomination program where our ERGs will lead our nomination process. This will empower every team member to acknowledge the extraordinary efforts of their peers, fostering a culture of appreciation and respect.

Our accolades serve as a compelling reminder of what we can achieve together in an environment that nurtures talent, encourages innovation, and honors excellence. We know these accolades propel our growth forward.



Celebrating Excellence And Empowerment



Epiq Global

Innovations in Diversity Award
Recognized for Cultivating Inclusion



Hudson Bitterman
Diverse Lawyers Making
a Difference



Michelle Deichmeister
10 Most Inspiring Women
in Business



Carlos Gonzalez
Latino Leadership Award



Phil Hardy
Black Leadership Award



Olivea Holley
Women Worth Watching
in Leadership



Alyssa Miller
Worth Watching in STEM



Jenny Trang
Asian Leadership Award



Malia Turner
International Diversity
Leadership Award



Ellen Polhamus
Named among 2023 Women
Leaders in Technology



Alison Wisniewski
CCBJ 50 Women to Watch



Empower Allyship



Education Leads To Inclusion

At Epiq, we are committed to fostering diversity, equity, and inclusion (DEI) throughout our organization. We believe education is pivotal in cultivating an inclusive culture where everyone feels valued and respected. Building upon the foundation laid in previous years, we continue to prioritize comprehensive education and training initiatives to develop our employees' cultural competency further.

ALLYSHIP DEVELOPMENT: EMPOWERING EVERY VOICE

In 2023, we dedicated significant resources to developing allyship among our employees. Recognizing the importance of allies in creating inclusive environments, we executed the “2023 All Employee DEI Learning and Development Roadmap on Allyship.” This multifaceted approach included:

- Distribution of the book “Say the Right Thing: How to Have Conversations About Identity, Diversity, and Justice” to all managers.
- Enrollment of all employees in the LinkedIn course “Becoming an Ally to All.”
- Interactive sessions featuring authors discussing “How to Be An Ally & Have Better Conversations.”
 - Part 1 featured Kenji Yoshino, Chief Justice Earl Warren Professor of Constitutional Law at NYU School of Law and Director of the Meltzer Center for Diversity, Inclusion, and Belonging. 874 employees attended, with 96% feeling to fully ready to engage in conversations about diversity, equity, and inclusion afterward.
 - Part 2 featured David Glasgow, Executive Director of the Meltzer Center for Diversity, Inclusion, and Belonging. 663 employees attended, and 88% expressed their intention to take positive action due to the training.
- Employee development session exploring the impact of affirmative action on Epiq’s DEI program, featuring Alison Wisniewski, Jenny Trang, and Malia Turner.
- Launch of the Virgin Pulse Wellness Challenge for Allyship, promoting holistic well-being and allyship engagement.
- Introduction of the “Inclusion and Equity for Workers with Disabilities” course to commemorate Disability Pride Month.

INCLUSIVE LEADERSHIP

Inclusive leadership serves as the cornerstone of our organizational ethos. As part of our ongoing efforts to cultivate inclusive leadership practices and to deliver on our commitments, we wove Inclusive Leadership into all manager onboarding in 2023. In 2024, we are committed to further developing this program and additional targeted leadership support and development.



On-Demand Education: Meeting Diverse Learning Needs

We remain committed to providing accessible education. Through our internal platform, One Epiq, we delivered over 50 on-demand educational resources tailored to meet the diverse learning needs of our employees. These resources encompass various topics, empowering individuals to engage with learning materials at their own pace and convenience.

MLK Day

Lunar New Year

Black History Month

Women's History Month

International Women's Day

Holi

Mental Health Awareness Month

API Heritage Month

International Day for the elimination
of Racial Discrimination

International Day Against Homophobia,
Transphobia, and Biphobia

World Day for Cultural Diversity for
Dialogue and Development

Pride Month

Juneteenth (US)

Armed Forces Days

Canada Indigenous Peoples Day

International Non-Binary People's Day

Disability Pride Month (US) & Disability
Independence Day (US)

International Day of the World's
Indigenous Peoples

India Independence Day

Hispanic Heritage Month (US)

National Day of Truth and
Reconciliation (CA)

Breast Cancer Awareness Month

LGBTQIA+ History Month

National Disability Employment
Awareness Month (US)

UK Black History Month

World Mental Health Day

National Coming Out Day

Men's Health Month & International
Men's Day

Native American Heritage Month (US)

Dia De Los Muertos • Diwali

Global Veteran's Day Events

Trans Awareness Week • Trans Day
of Remembrance

International Volunteers Day

A Heartfelt Thank You

We extend our deepest gratitude to every one of you who has contributed to our Diversity, Equity, and Inclusion (DEI) program. Your dedication, insight, and commitment to fostering an inclusive workplace where every voice is heard and valued make our efforts meaningful and successful. To our employees who have participated in DEI initiatives, shared their stories, and helped educate their peers, your courage and openness have paved the way for meaningful conversations and learning. To our ERG Leadership Councils, Strategic Committee members, and volunteers who have spent countless hours planning and executing programs, your passion and hard work do not go unnoticed. This journey toward creating a more inclusive environment is ongoing, and the collective effort of each of you drives us forward. Your willingness to embrace diversity, advocate for equity, and practice inclusion in every interaction shapes our company culture and strengthens our team. We acknowledge that our work in this area is never done, and we look forward to continuing this journey with you. Let's keep striving to make our company a place where everyone feels they belong and can thrive. Thank you for your support and for being an essential part of our DEI program. Here's to our continued growth and success in creating a workplace that celebrates diversity and fosters inclusion for all.

With the sincerest appreciation,

