



Diversity & Equity Annual Report.

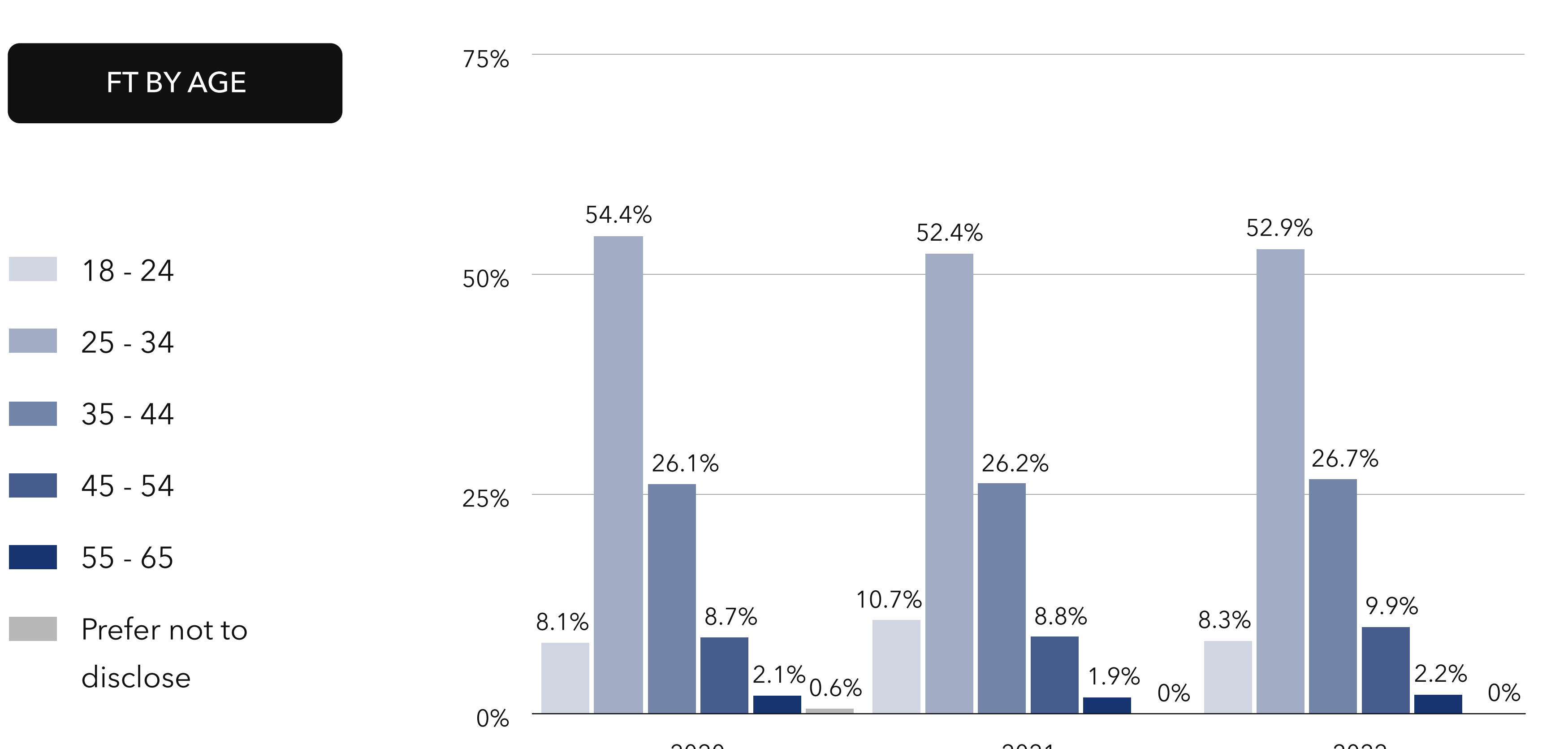
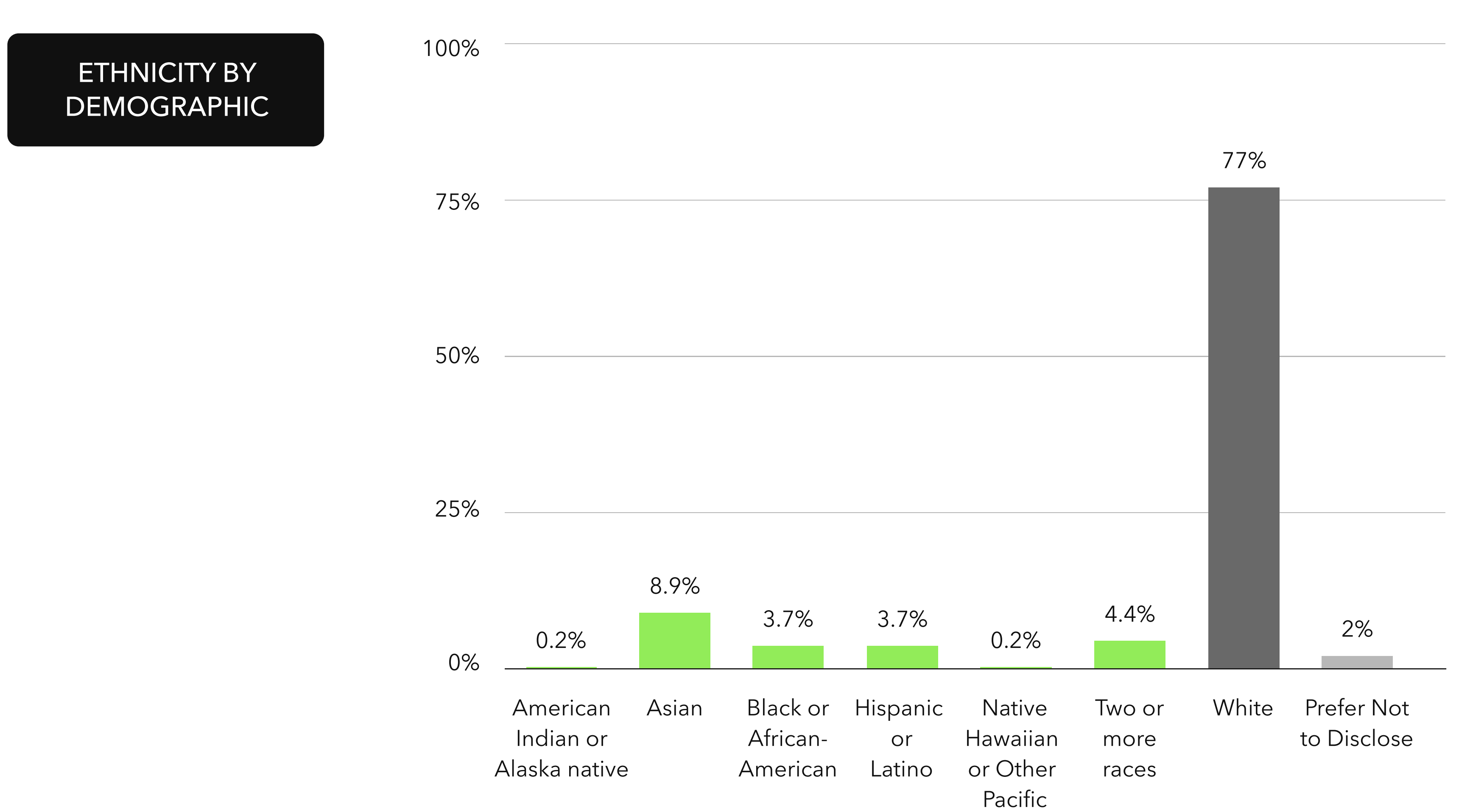
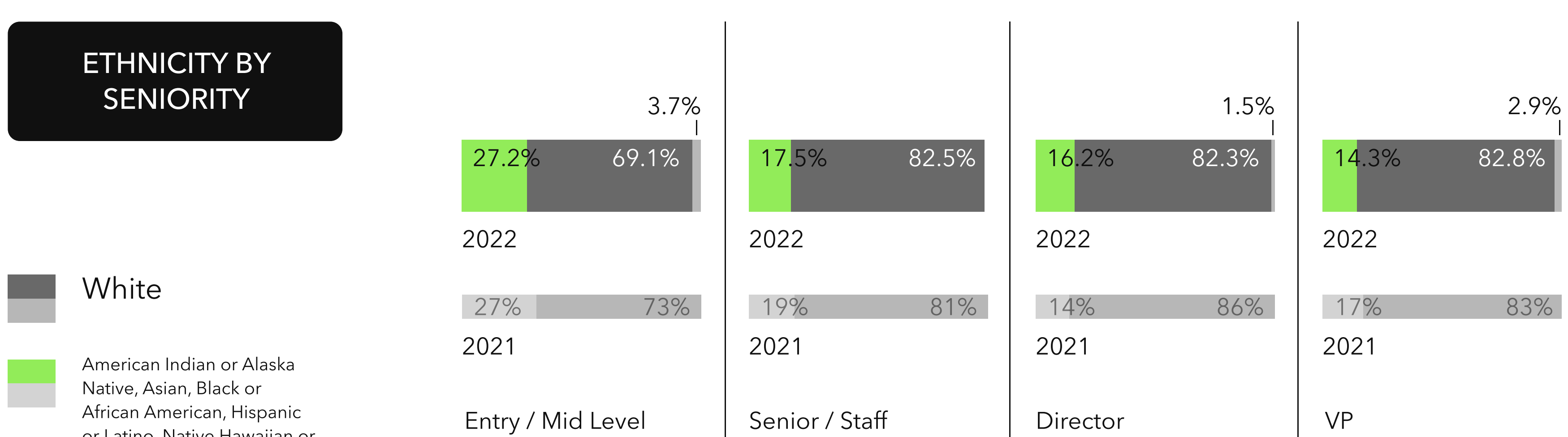
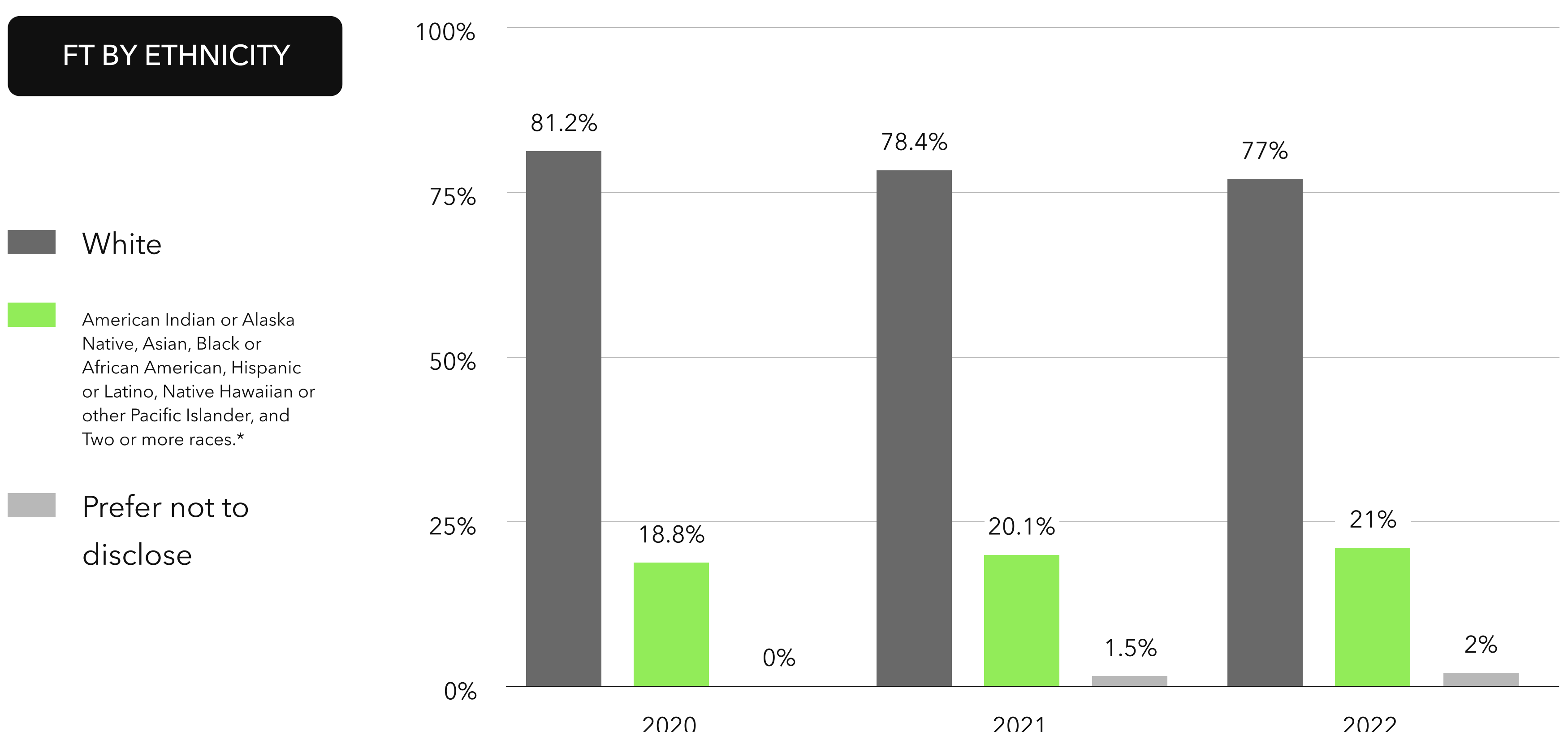
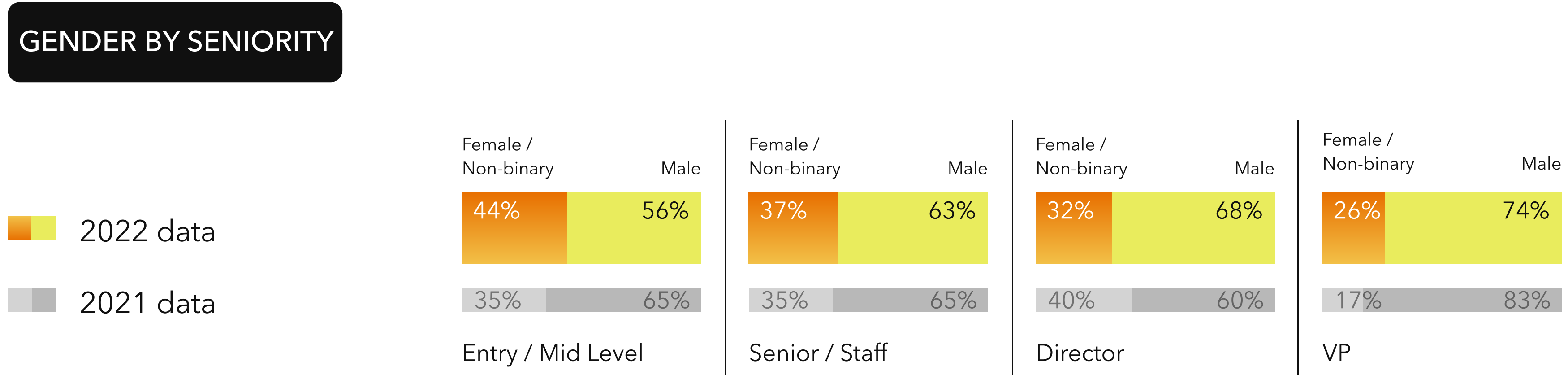
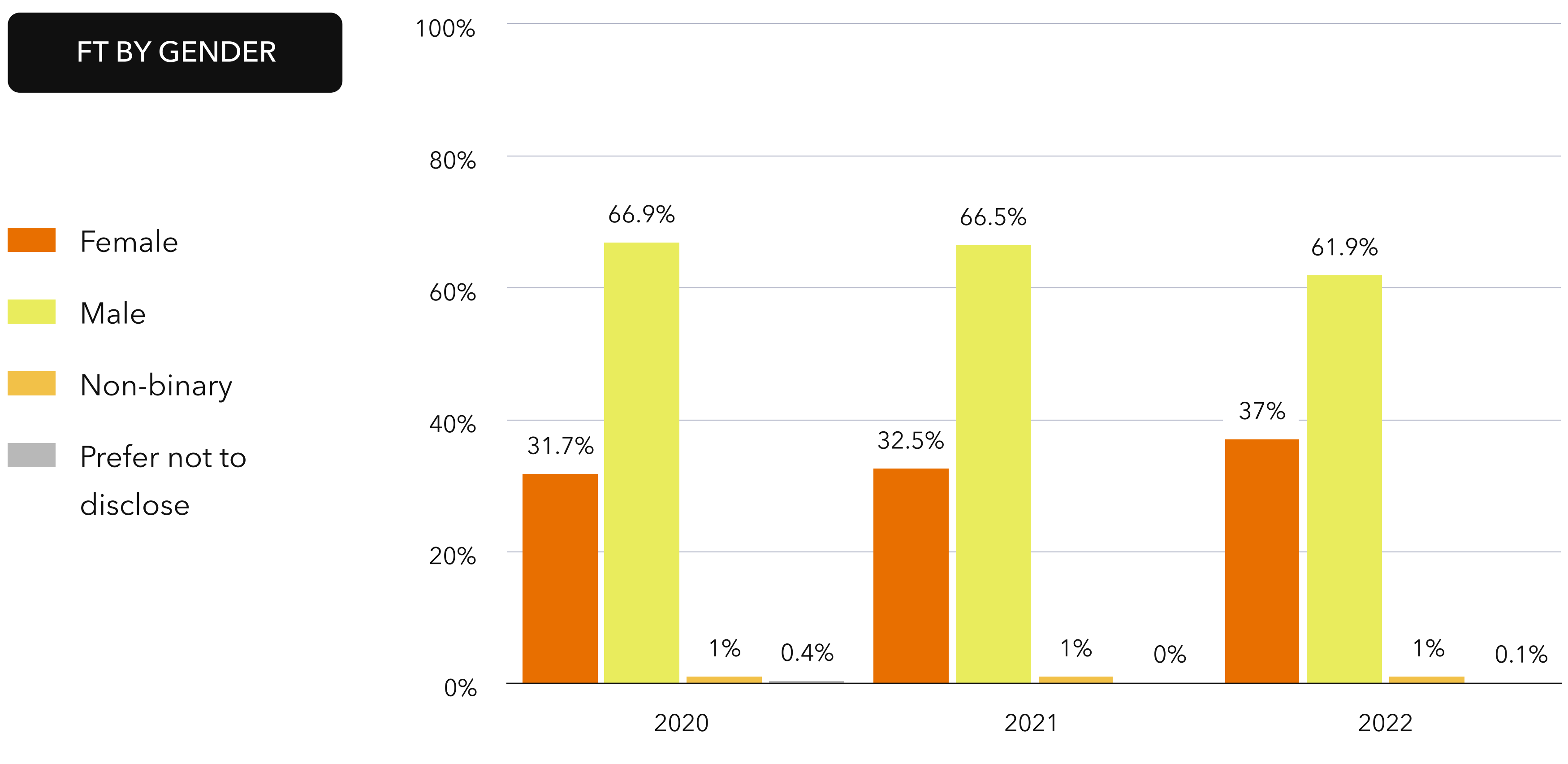
Our differences, both visible and invisible, benefit our teams, our communities, and the products we craft. That's why WillowTree strives to build a team with diverse backgrounds, skills, and perspectives. We're committed to creating an environment of inclusion - a place where every Tree can thrive. This is our second annual Diversity & Equity report that we publish at the beginning of each year. This year we have added more YOY data as well as some new demographics to section 4. Our goal is to measure our progress in several key areas and to hold ourselves accountable for making real progress.

- All data in this report is from 1/1/22.
- Data does not include WillowTree subsidiaries.
- To protect anonymity, we do not report compensation or promotion data on any group where there are fewer than 4 members of a particular demographic.

Section 1 | Current Self-reported Demographics

* Some racial/ethnic groups were combined due to the anonymity threshold. WillowTree is actively working to increase its representation in all of these underrepresented groups to surmount this threshold in the near future.

* Ethnicities represented in this report are Federal EEOC categories. WillowTree recognizes that these are not inclusive of all racial and ethnic identities and intersections.



Section 2 | Compensation

Did you know? We have **133** unique titles at WillowTree!

This section reports the average compensation % differential by job title where we have at least 2 genders or 2 ethnicities represented so there is a comparison. We removed the actual job title since many of these do not meet the anonymity threshold of 4 in each data point.

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AVG. COMPENSATION BY GENDER

Each cell (□) represents a title

16.9%	10.5%	8.6%	4.8%	3.6%
10.2%	4.8%	4.2%	1.8%	0.6%
7.1%	3.7%	0.8%	0%	0.6%
4.3%	1.1%		0%	1.7%
3.4%			1.5%	3.8%
0.4%	0.3%	0.9%	2.4%	6.3%
0.8%	1.6%	3%	4.3%	9%
1.8%	4.2%	6.6%	11.3%	13%

There are **96** roles where we only have 1 person or 1 gender in the role, so there is no data comparison.

There are **17** roles where the average Male salary is greater than the average Female/Non-binary salary. (■)

There are **18** roles where the average Female/Non-binary salary is greater than the average Male salary. (■)

There are **2** roles where the average Female/Non-binary salary is equal to the average Male salary. (0%)

No data represented. (□)

AVG. COMPENSATION BY ETHNICITY

Each cell (□) represents a title

- White
- American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, and Two or more races.*

7%	6%	5%	2.9%	0.9%
5.8%	3.2%	2.2%	0.4%	0%
4.3%	1.4%	0%		1%
2.2%	0.05%		0.3%	2.2%
0.7%		0%	1.8%	3.9%
0%	0.4%	1.8	3.5%	5.1%
1.6%	3.3%	4.3%	6.9%	15.4%

There are **101** roles where we only have 1 person or 1 ethnicity in the role, so there is no data comparison.

There are **14** roles where the average White salary is greater than the average American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, and Two or more races* salary. (■)

There are **14** roles where the average American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, and Two or more races* salary is greater than the average White salary. (■)

There are **4** roles where the average American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, and Two or more races* salary is equal to the average White salary. (0%)

No data represented. (□)

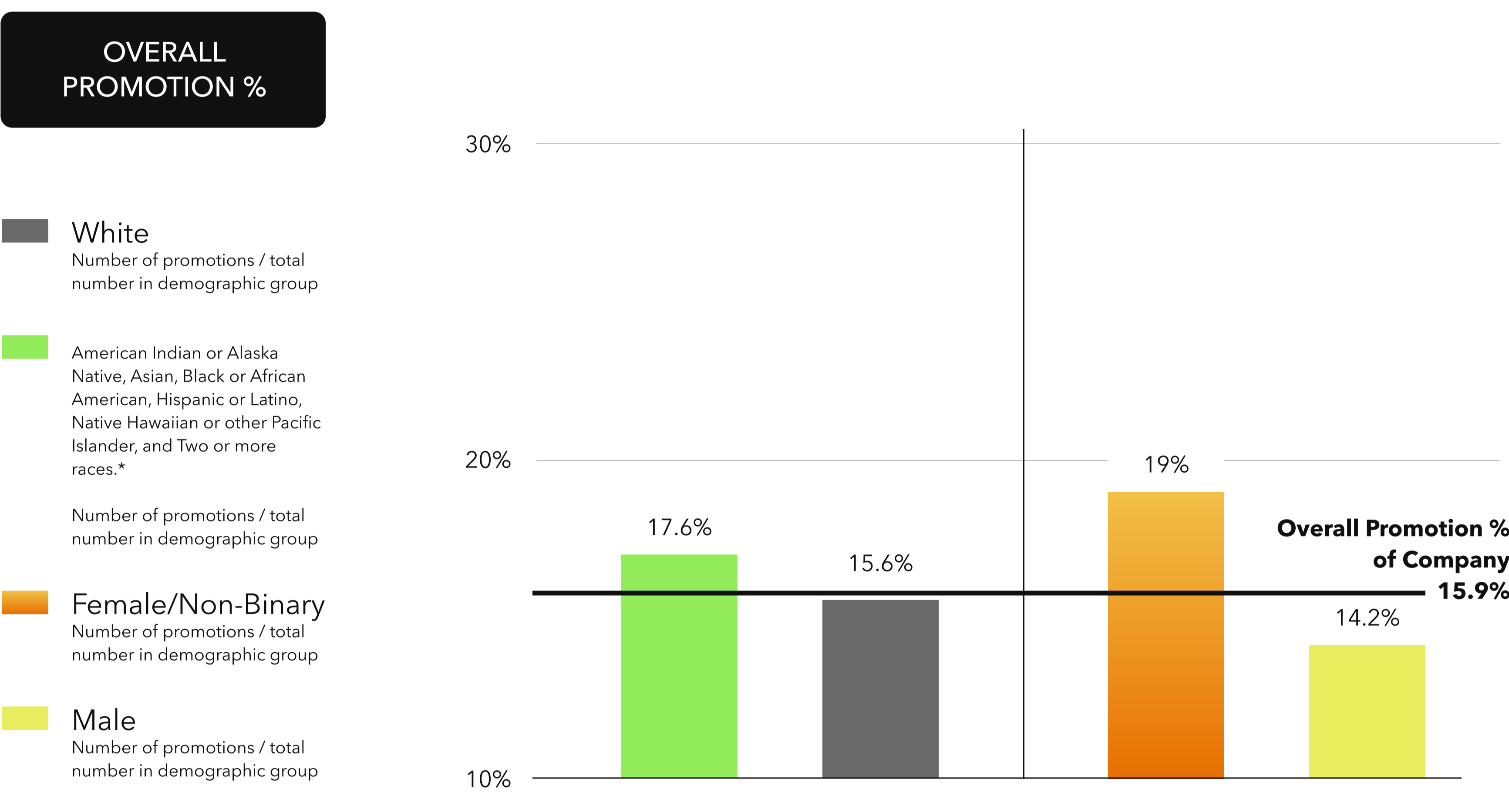
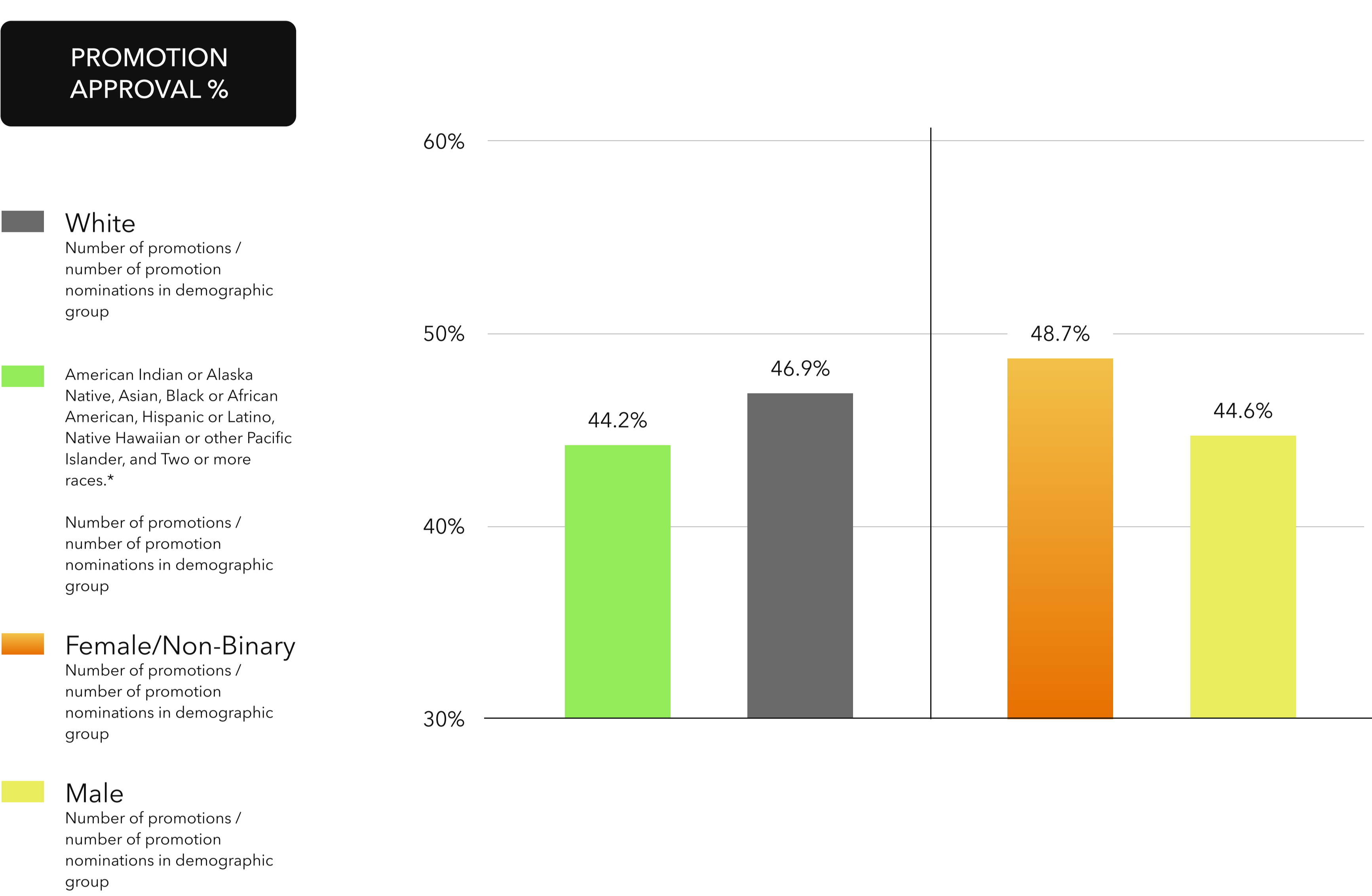
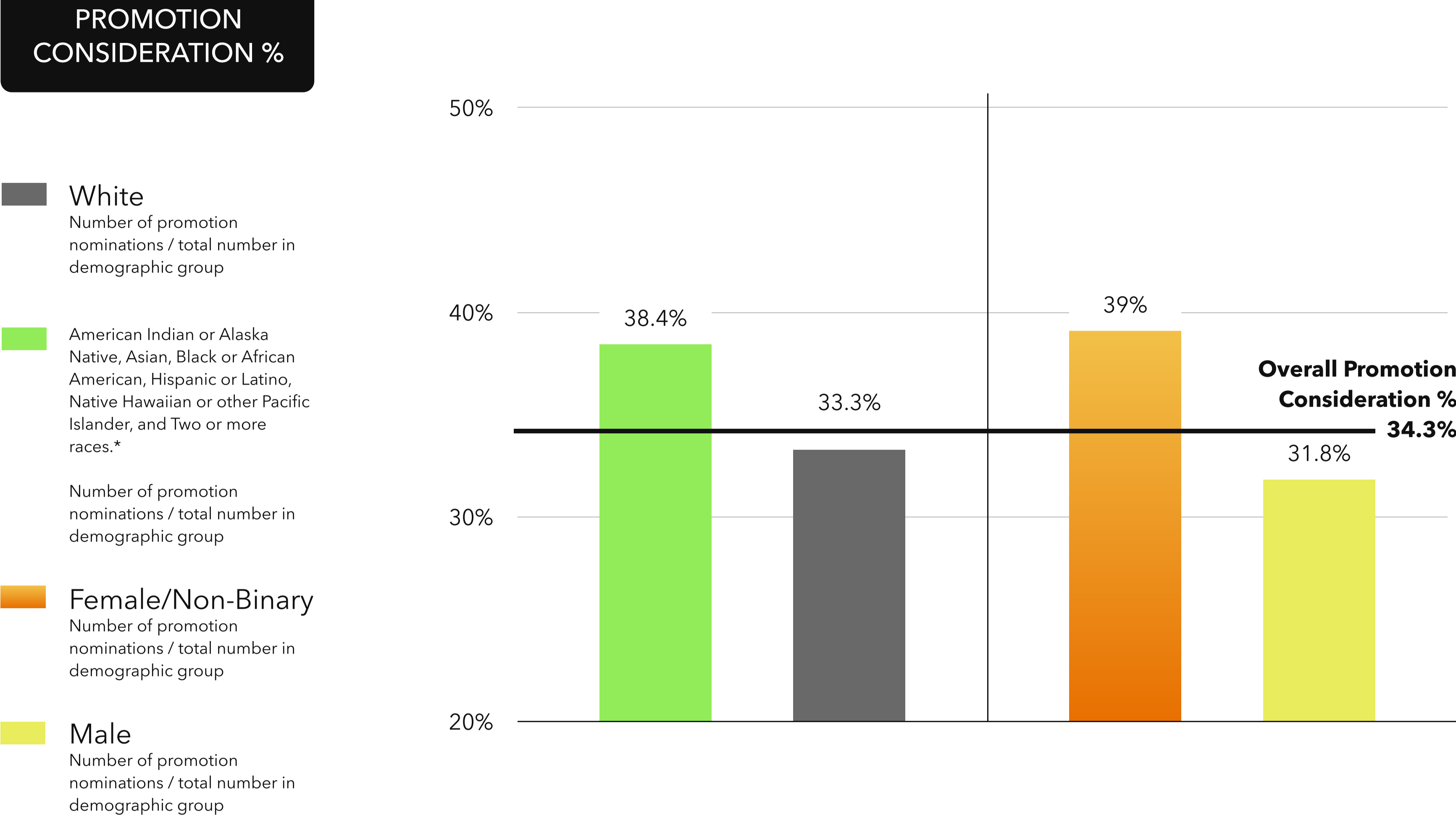
Section 3 | Promotions

WillowTree has 2 promotion cycles ~ mid-year and end-of-year. Each cycle's data is reported here.

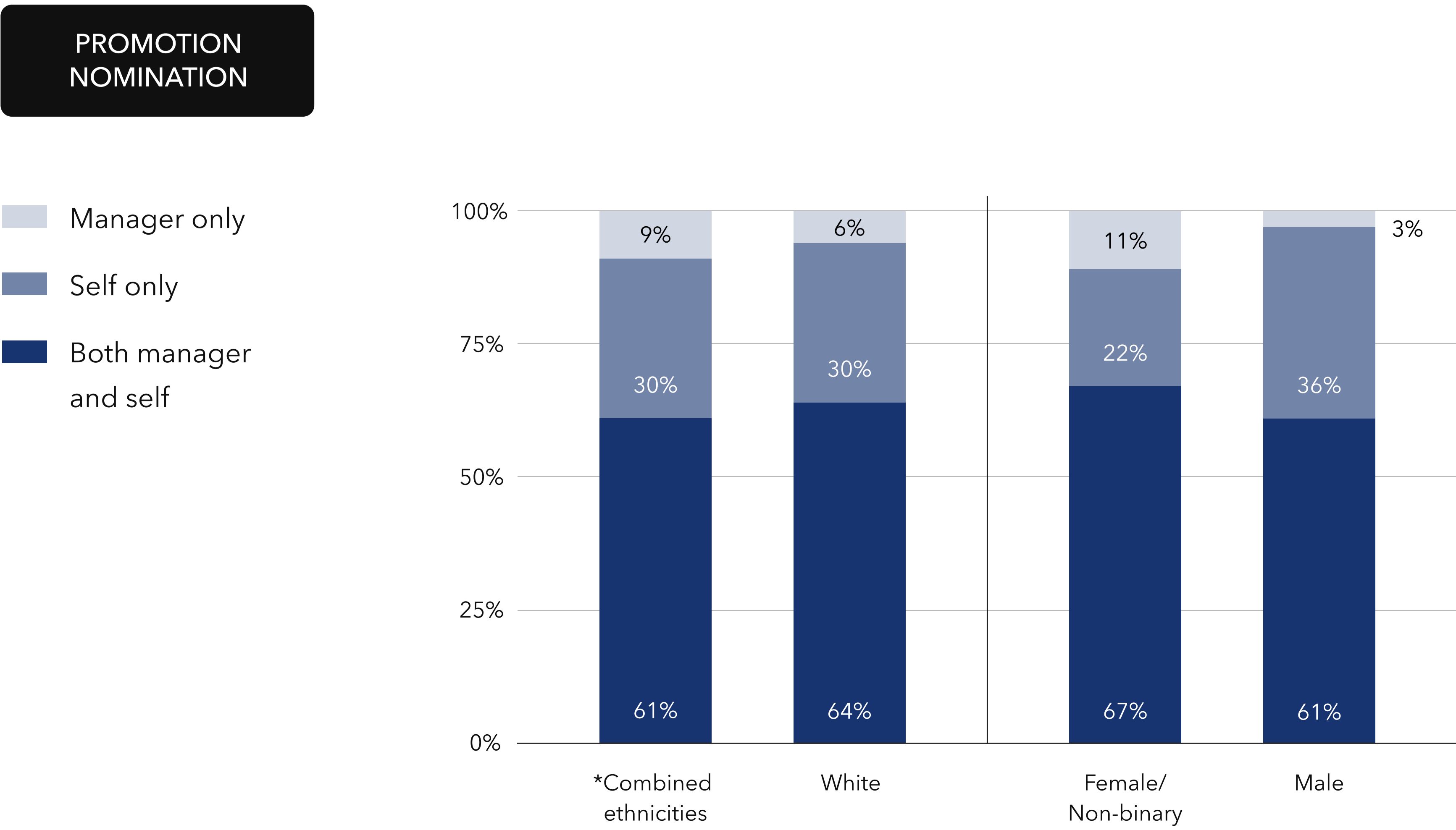
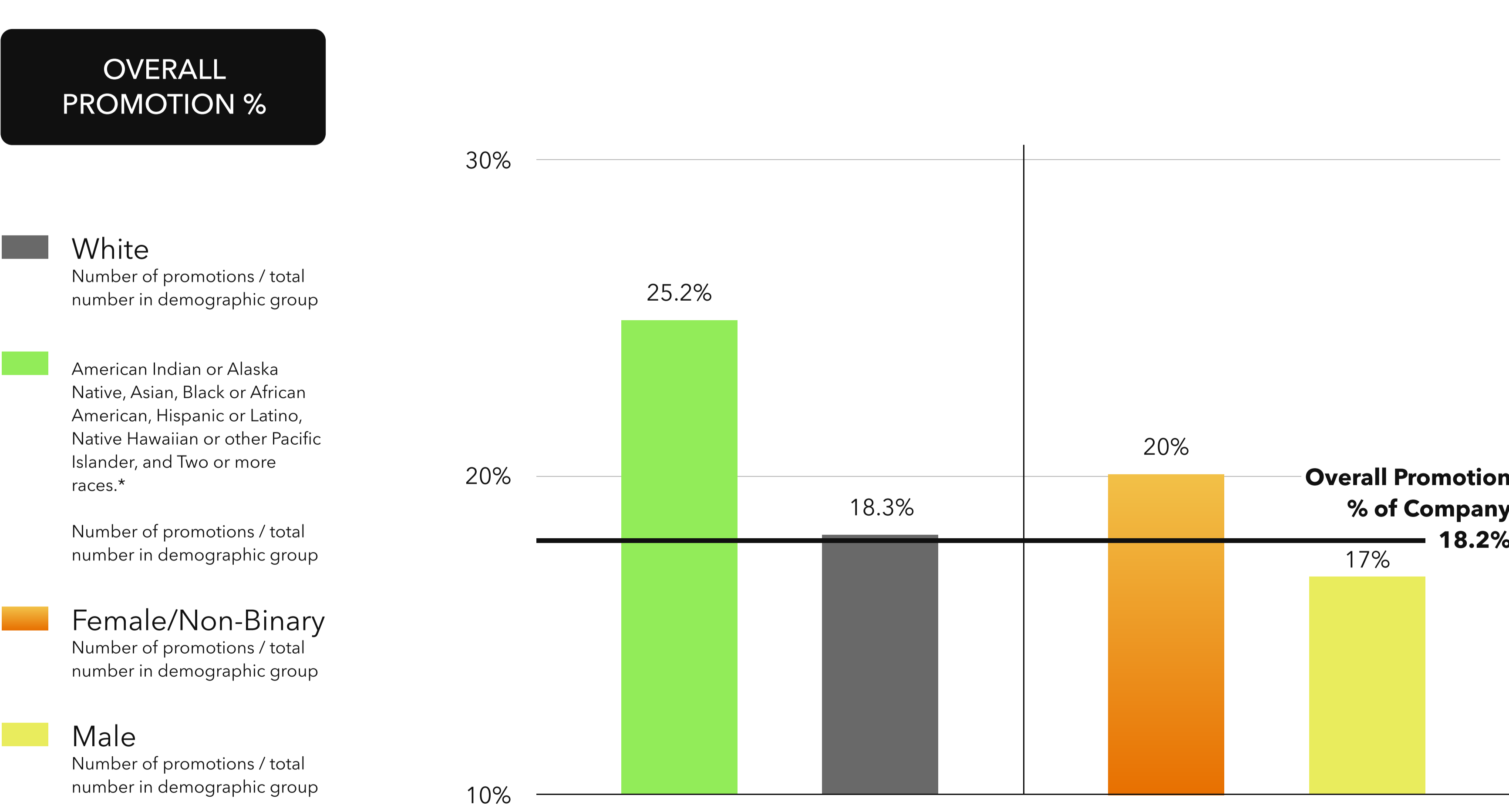
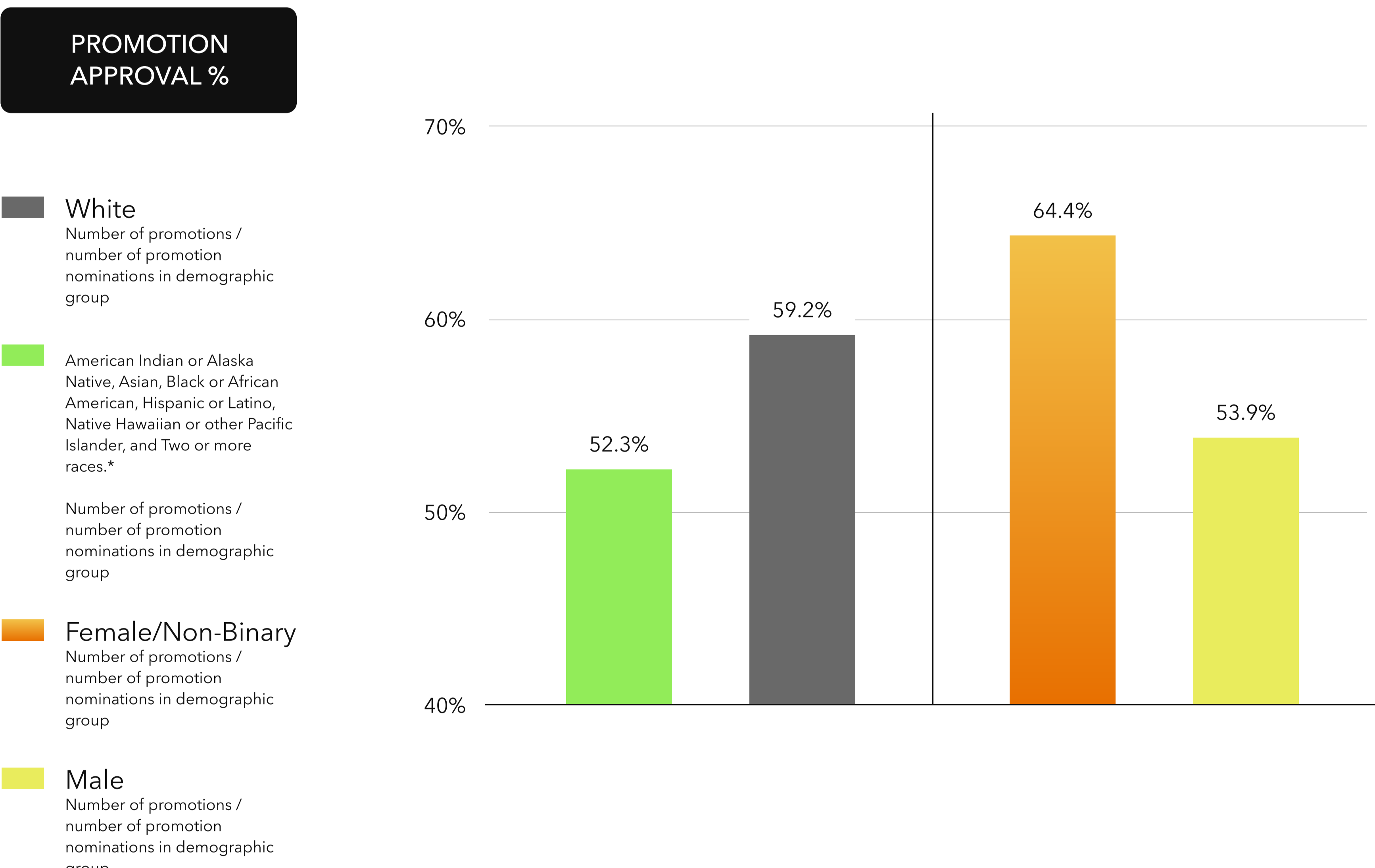
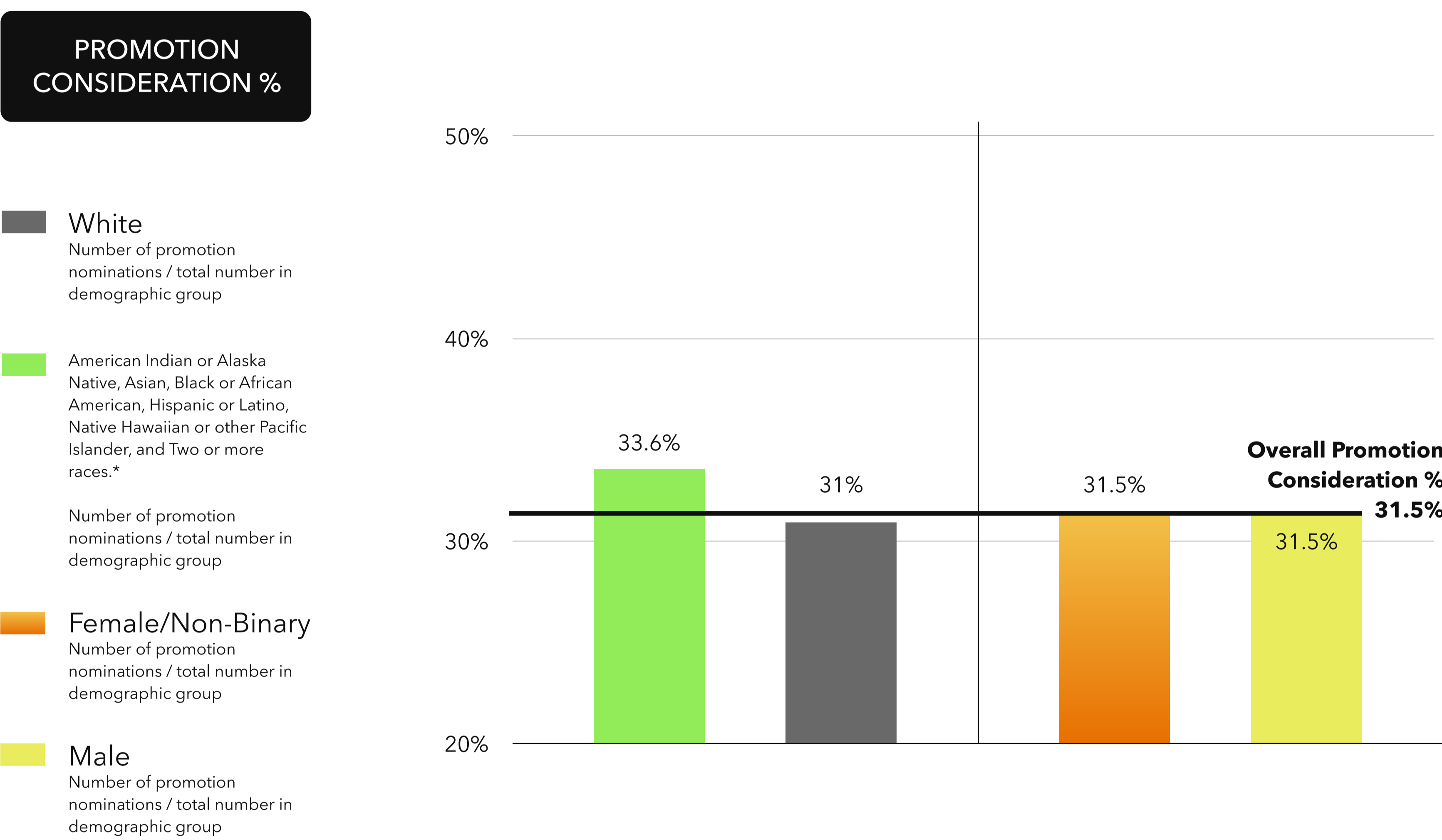
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MID-YEAR 2021



END OF YEAR 2021



Section 4 | Voluntary Attrition

99 team members left WillowTree in 2021.

WillowTree had its highest amount of voluntary attrition ever in 2021. It is hard to say goodbye to talented team members who you respect and admire. It is even harder when the losses negatively impact groups we are trying to support and grow. This year we have added a third datapoint to this section, % of Demographic, that allows us to see the impact attrition had on specific demographic groups. This is an incredibly eye-opening lens to look at attrition.

% of Attrition - the % of each demographic group of the total voluntary attrition population

% of Company - the % of each demographic group of the total WillowTree population

% of Demographic - % of the demographic group lost to voluntary attrition

PNTD - Prefer not to disclose

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ATTRITION RATE BY GENDER

	% of Attrition	% of Company	% of Demographic
Female	27.3%	35.4%	11.9%
Male	69.7%	63.6%	16.9%
Non-binary	2%	0.9%	33.3%

ATTRITION RATE BY ETHNICITY

	% of Attrition	% of Company	% of Demographic
White	67.7%	79.5%	13.2%
Asian	13.1%	9.1%	22.4%
Black or African-American	8%	3.9%	32%
Hispanic	3%	3.5%	13.6%
Two or more races	5%	3.5%	20.8%

ATTRITION RATE BY AGE

	% of Attrition	% of Company	% of Demographic
18 to 24	7.1%	8.3%	12.5%
25 to 34	70.1%	52.9%	19.6%
35 to 44	14.1%	26.7%	7.8%
45 to 54	6.1%	9.9%	9%
55 to 65	2%	2.2%	13.3%

ATTRITION RATE BY LOCATION

	% of Attrition	% of Company	% of Demographic
Columbus	11.1%	19.4%	8.4%
Charlottesville	57.6%	35%	24.2%
Durham	27.3%	25.9%	15.4%
New York	2%	1%	40%
Remote	2%	19%	1.6%

ATTRITION RATE BY TENURE

	% of Attrition	% of Company	% of Demographic
< 2 years	30.3%	43.6%	10.2%
2 to 4 years	45.5%	29.9%	22.3%
4+ years	24.2%	26.5%	13.4%

ATTRITION RATE BY SENIORITY

	% of Attrition	% of Company	% of Demographic
Entry / Mid	53.5%	40.8%	19.5%
Senior / Staff	34.3%	33.5%	15.2%
Director	11.1%	20.4%	8.1%
VP	1%	5.3%	2.9%

Section 5 | University/Apprentice Hiring

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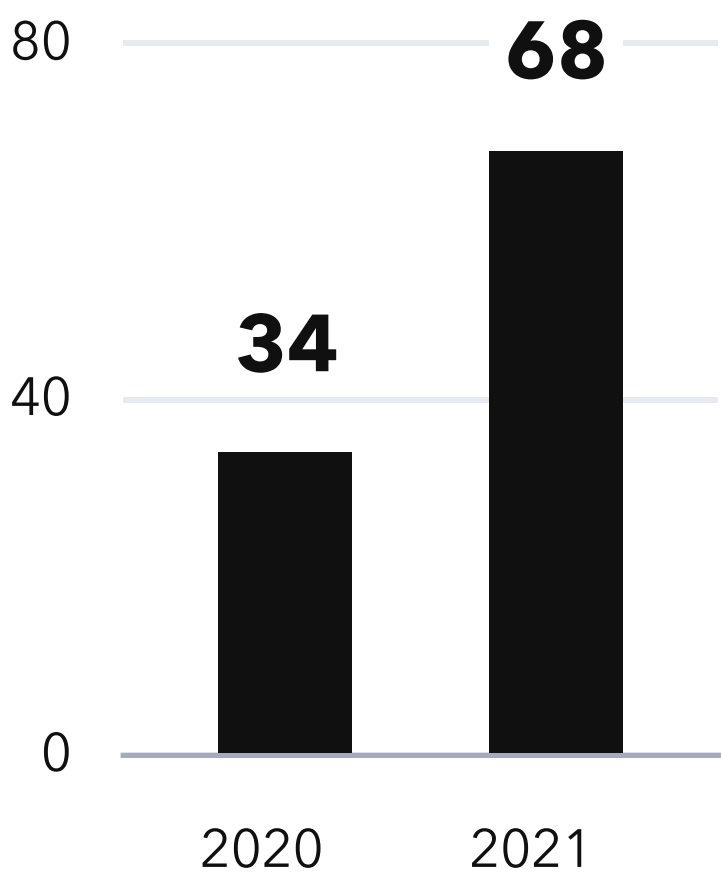
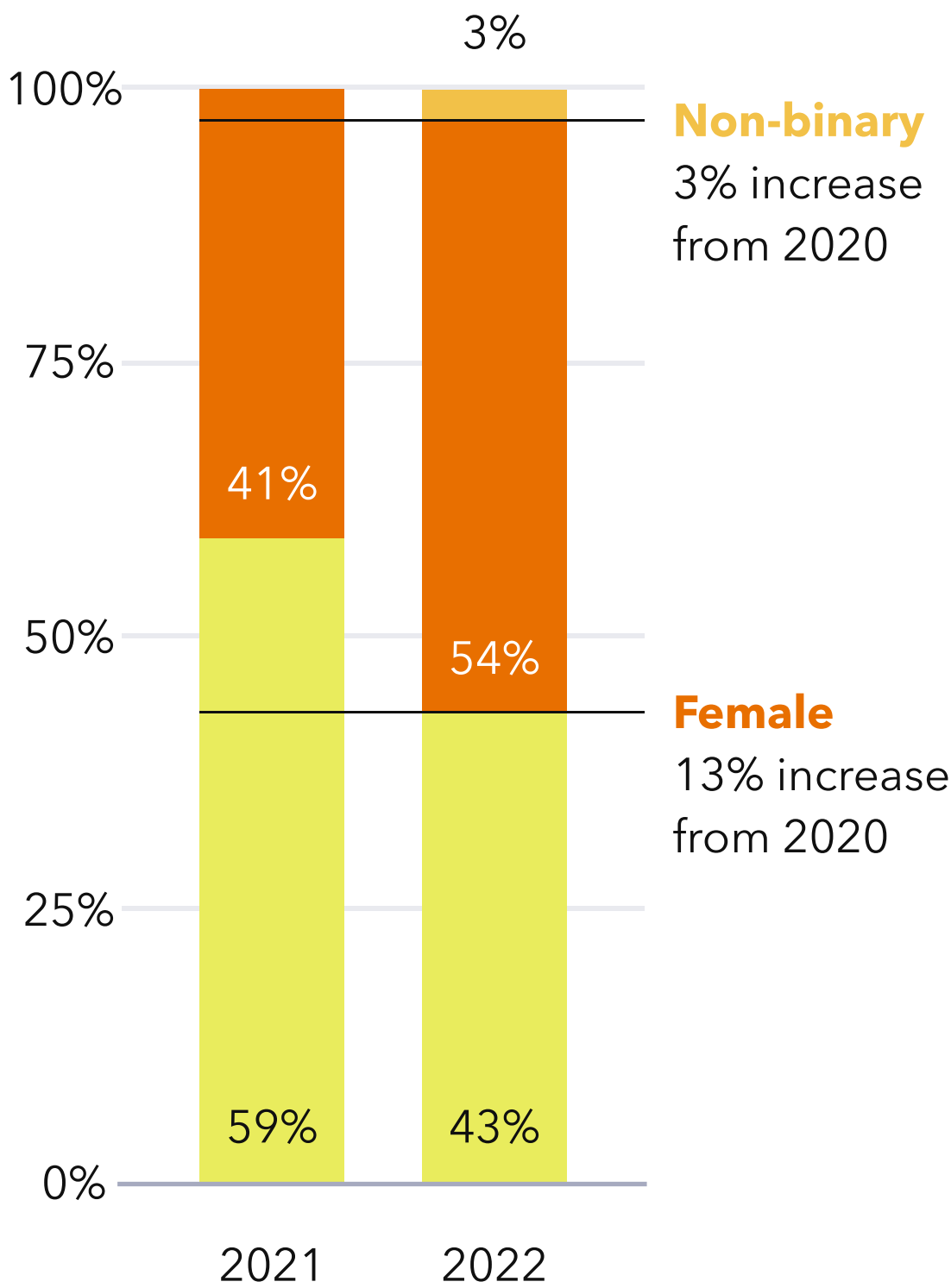
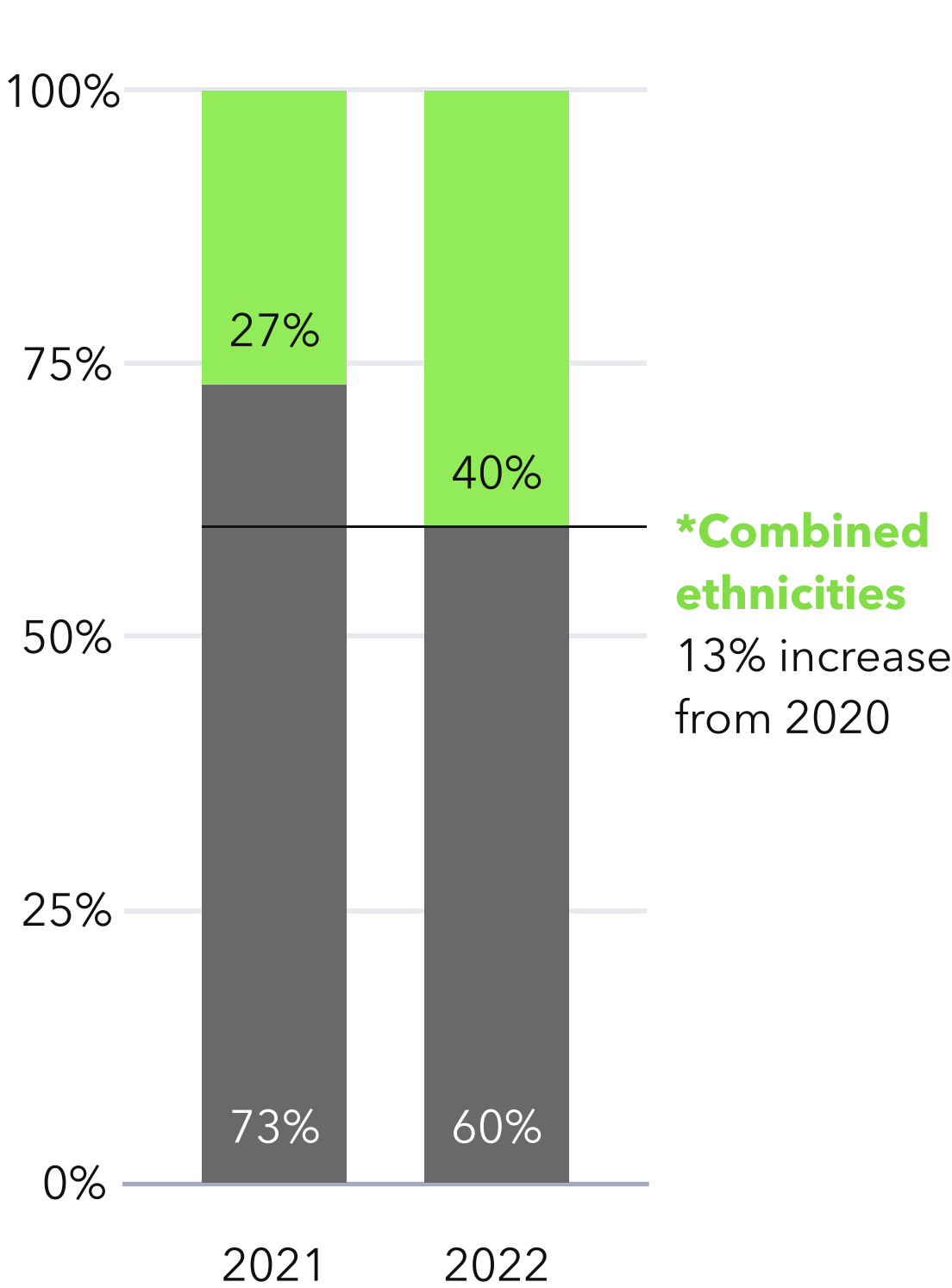
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*Demographic data is not complete for university hires at this point in the year. Data shown are for those that have disclosed this information.

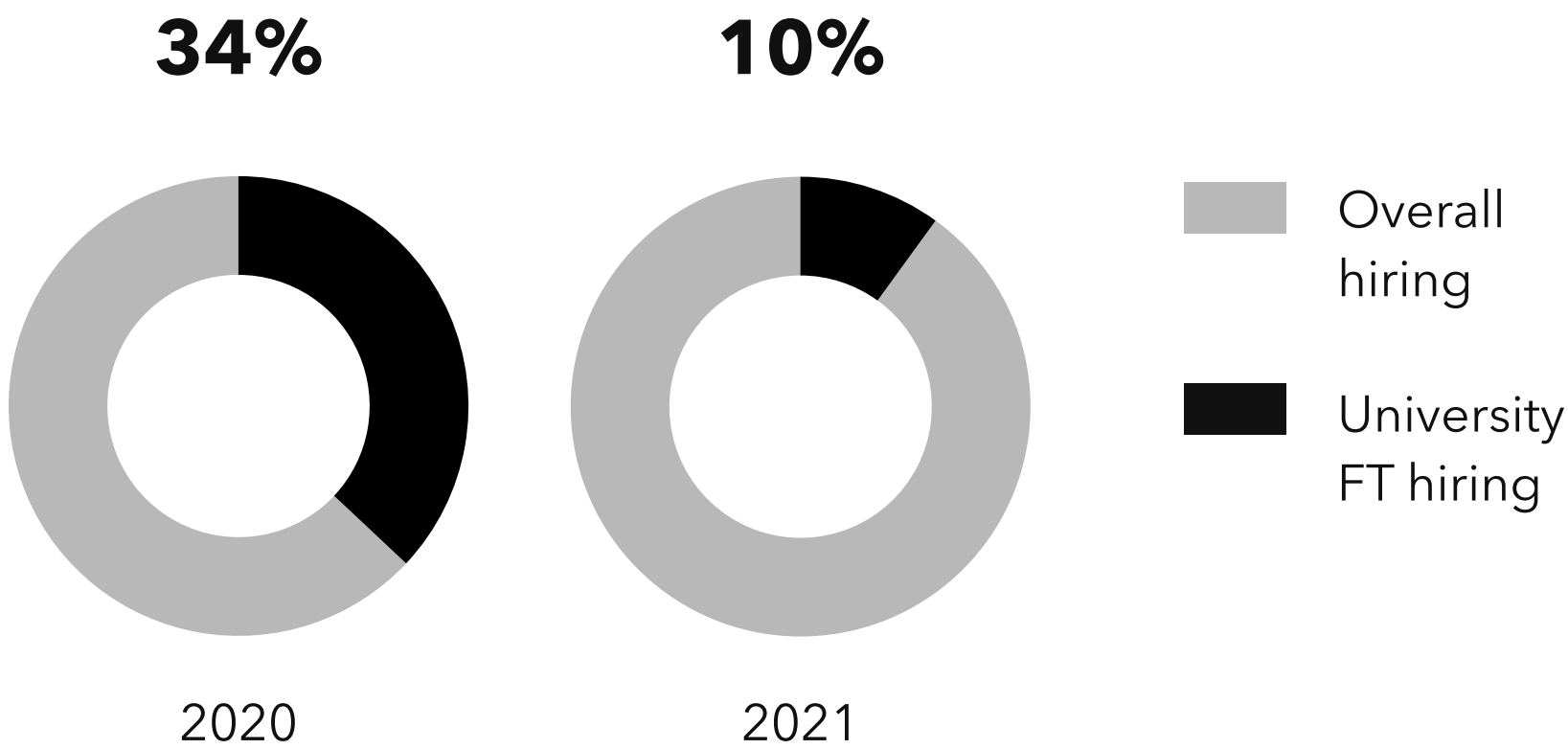
Data includes FT and intern hiring numbers.

BY ETHNICITY AND GENDER

- White
- American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, and Two or more races.*
- Female
- Male
- Non-binary



100% increase from 2020. On par with expected growth from 2019 noting the cancellation of the 2020 intern program.



2021 University FT hiring was 10% of overall hiring. Significant decrease from 2020 for a few reasons: large decrease in experienced hiring in 2020, cancellation of 2020 internship meant no intern conversion in 2021, massive increase in experienced hiring in 2021.