west monroe

IMPACT REPORT

2024

WHAT'S INSIDE

WEST MONROE AT-A-GLANCE

We're a global business and technology consulting firm that's passionate about creating value with our clients. We're fluent in industry and technology— co-creators, building real-world solutions.

What We Do

- Operations
- Organization & People
- Mergers & Acquisitions
- Tech & Experience

Where We Do It

- Financial Services
- Consumer & Industrial Products
- Healthcare
- High Tech & Software
- Insurance
- Life Sciences
- Private Equity
- Energy & Utilities

Our Global Presence

Office Locations

- Chicago (HQ)
- Minneapolis
- Los Angeles
- San Francisco
- New York
- Washington, D.C.
- Seattle
- London
- Dallas
- Costa Rica
- Boston

Talent Hubs

- Denver
- Pittsburgh
- Orange Country
- Chattanooga
- Columbus
- Portland

People Are at the Core of Everything We Do

We show up personally. And we focus on what matters most to drive tangible results.

Our Clients

79 Net Promoter Score[1] (the industry average for consulting is 44[2])

96% of clients consider West Monroe a strategic advisor[3]

Our Employees

71% of employees say their work has meaningful impact[4]

29 workplace awards in 2024

Our Communities

13K+ combined hours for pro-bono work, global fellowships, and volunteerism in 2024

1. 2024 Client Satisfaction Survey
2. B2B NPS® & CX Benchmarks Report
3. 2024 Client Relationship Survey
4. 2024 Employee Pulse Survey

A WORD FROM OUR CEO

As we all know, the past few years have been unpredictable to say the least and challenged us in ways we didn't expect. As a result, we've reframed opportunity and adopted a growth mindset (more on that below). No time was this more evident than 2024, when we focused on strengthening our foundation for the future. While this wasn't always easy, we pushed ourselves to make sure we were truly optimized across our business. A few examples:

- **Embraced a Growth Mindset:** Over the past couple years, we have doubled down on our commitment to a growth mindset—seeking feedback, growth opportunities, and continual improvement. In 2024, these efforts came to fruition as we established a quarterly performance process, giving year-round feedback, and a firmwide campaign to encourage our employees to adopt a growth mindset. This encourages adabtability and the ability to embrace change as part of personal and professional growth.

- **Rallied Around AI:** West Monroe is rooted in technology, and while AI isn't new at West Monroe, our people embraced AI in new ways in 2024. We held an energizing AI Week where we celebrated 60+ groundbreaking West Monroe innovations. With more than half our workforce participating, we reinforced our commitment to working smarter across the business. That translates directly to how we accelerate value for clients. Just one example: Our agentic AI solution Intellio® Hopper streamlines workflows from technical analysis and report development to quality assurance—and has achieved 77% time savings for our clients' report migration and data model work.

- **Reinvigorated our Brand:** And last but far from least, we launched a refreshed brand that reflects our position as the next-generation consulting firm: delivering fast, measurable value through a no-nonsense, hands-on approach. More than a new look, it's a clear expression of how we tell it straight, co-create with our clients, and challenge the status quo—together.

As we look to 2025, this year will mark a milestone for West Monroe as we transition CEOs mid-year: After nearly 11 years as CEO, I will transition to Executive Chairman and Gil Mermelstein, current President of West Monroe, will become CEO. We look forward to celebrating this long-planned transition! Throughout it all, our focus remains the same: taking clear action to drive lasting impact for our people, our clients, and our communtities.

Cheers,

Kevin McCarty,
Chairman and CEO

FOCUSING ON OUR PEOPLE AND COMMUNITIES

At West Monroe, our people are at the heart of everything we do—from how we partner with clients to developing the next generation of leaders. It's why one of our core values is "Be Human" and why we work to provide equal opportunities for all employees. We know a high performing, fulfilled workforce starts with a deep commitment to people.

People Strategy

We're committed to creating an environment where every employee can grow, make an impact, and feel a sense of belonging. We bring that strategy to life by actively listening—both informally through conversations with our people, and formally through our Voice of the Employee (VoE) program.

Our values serve as the foundation for the behaviors we model, shaping the culture we build together.

Be Human

People are the heart of our business. Every decision is made with care and empathy, balancing humility with boldness to deliver for our clients and each other.

Build It Better, Together

We succeed as one company, challenging and empowering each other to lead with inclusivity and diversity. As stewards of West Monroe, we're committed to making it better than we found it.

Deliver Impact

Collaboration powers our success. Clients trust us because we relentlessly drive value and deliver creative solutions. And we give back, using that success to uplift our communities.

Fuel Growth

We create opportunities by staying nimble and innovating for change. Our agility helps us thrive in a rapidly evolving world.

Make Work Fun

We find joy in our daily work—whether on a project or a break. Together, we build the culture we want to experience at West Monroe.

Voice of the Employee

Our VoE program ensures we're always listening to and engaging with our employees based on their feedback. Through biannual companywide pulse surveys and targeted surveys across the employee lifecycle—including onboarding, the annual review process, project experiences, and departures—we gather real-time feedback that informs our strategy. These data-driven insights guide where we invest and how we show up for our people, helping us prioritize initiatives that drive the most impact on our employee experience.

In 2024, we evolved one of our biannual pulse surveys into a "mini" pulse survey—aligning with the industry best practice of more frequent, shorter surveys that capture timely sentiment around key focus areas.

Switching to a mini pulse:

- Allows us to evaluate action plans from our summer pulse survey faster—validating or adjusting our 12-month initiatives in real time

- Values our employees' time, ensuring feedback fits into their busy schedules as they prioritize in-market client delivery

- Acknowledges that change takes time—avoiding unnecessary reinvention every six months and allowing initiatives to take root before evaluating their impact

Each question on both the full and mini pulse have a five-point Likert rating scale ranging from "strongly disagree" to "strongly agree" where respondents can share their feelings on the employee experience. Our key employee sentiment metric is fulfillment, which we measure by averaging the favorability percentage from several pulse questions including:

- "My work is making a meaningful impact"
- "I feel I belong at West Monroe"
- "I feel that I grow at West Monroe"
- "I am proud to work for West Monroe"
- "I see myself still working at West Monroe in two years' time"
- "People from all backgrounds have equal opportunities to succeed"

Transparency Matters

Sharing results across our employees allows them to confirm what they and others shared and underscores West Monroe's commitment to acting on employee feedback and making data-driven decisions to improve our employee experience. We report back our fulfillment score, key themes found during our analysis, and a clear plan for action.

New in 2024, we introduced a live, firmwide companywide readout of the summer pulse results, led by our Chief People Officer and President so employees knew their voices were heard by leadership in critical positions to act on what we've heard.

Our goal is simple: strengthen trust by showing that we hear our people and use the insights they share to help shape our employee experience moving forward—and we're committed to both celebrating our strengths and addressing areas for growth.

Employee Fulfillment

63.5% — 2024 Fulfillment*

74% — 2023 Fulfillment

*(average of both the February mini-pulse, and July pulse survey)

Percentages represent favorability.
Please see below for programming focused on addressing fulfillment across all employees.

Acting on Employee Input

We act on our VoE insights every year—but in 2024, we evolved our approach to double-down on strengthening our culture. That meant refining our process to make a more direct impact.

One of the biggest shifts was co-creating with our people. Using design-thinking principles and empathy mapping, the Employee Experience team collaborated with employees to identify pain points and develop over 20 solutions that our Chief People Officer and senior leadership team considered for action planning in 2025, including:

- Defining clearer expectations for practice development (PD) and business development (BD) efforts alongside client expectations

- Providing clearer context behind changes, decisions, and announcements

- Piloting a test group of employees to gather quick feedback on messaging before broader firmwide announcements

- Increasing employees' understanding of leaders' roles, and highlighting leadership collaboration among their peers

Beyond our co-creation sessions, we responded to employee feedback across several areas of the business and we:

- Curated practice-specific action plans to drive targeted improvements within each practice

- Evolved our in-person programming to invest in more intentional connection and culture for our employees

- Evolved our compensation approach to better reward performance outcomes, and held stay interviews to retain top talent

- Strengthened our learning and upskilling experience with our new platform, Degreed

- Invested in key trainings such as *West Monroe Economics* and *Sales Enablement Curriculum* to better equip our teams in BD skills

- Developed a more structured bench management process for employees who are not actively supporting a client

A Brand That Reflects Who We Are

In 2024, **West Monroe unveiled a new brand—one that truly represents who we are and where we're headed.**

In professional services, our brand is our people. That is why this evolution wasn't just a top-down change—**engaging employees was at the heart of our rebrand.** From strategy to rollout, we ensured our people had a voice in shaping and embracing the new brand that reflects their talent, values, and ambitions.

Here's how we engaged employees throughout the process:

- **Gathering input –** Employees across all levels participated in interviews and discussions, shaping our brand's direction.

- **Early access –** One month before launch, employees got a sneak peek in a firmwide town hall to familiarize themselves with the new brand.

- **Celebrating together –** We hosted in-office launch parties with swag and festivities to mark the occasion.
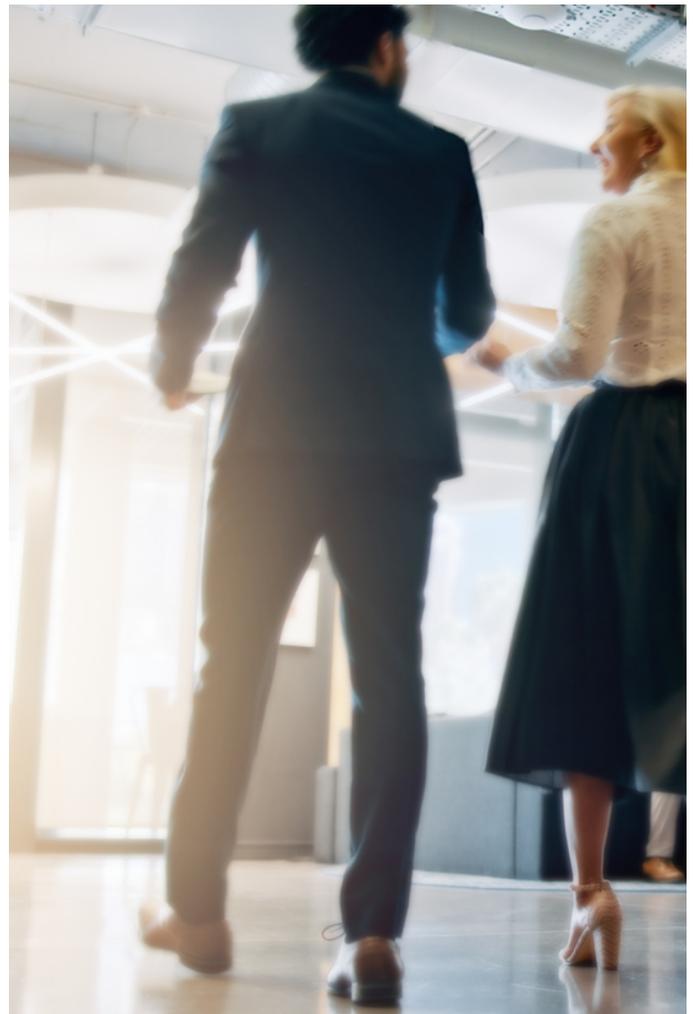
This rebrand isn't just a new look—it's a **reflection of our identity** and a **powerful tool for our people.** It strengthens our voice in the market and reinforces our **bold, challenger mindset,** ensuring employees feel empowered to represent West Monroe authentically and with confidence.

old logo

new logo

Growth & Expertise

In 2024, we doubled down on one of the key building blocks for a high-performance culture: giving our people the tools to upskill in the areas that matter most. We understand that learning is most impactful when it is self-directed, relevant, and fueled by intrinsic motivation. By empowering our employees to take charge of their own development, we cultivate an environment where growth is both personal and aligned with our firm's success.

Ongoing Feedback in the Performance Management Process

This year, we continued to strengthen our performance management process—building a culture where continuous, meaningful feedback drives personal growth and firm success.

Key improvements included:

- **Continuous feedback:** At the beginning of 2024, we communicated our commitment to a culture of ongoing feedback, including anonymous channels like our "Talk to Us" form. We saw a 128% increase in employees using Leadership Effectiveness feedback, demonstrating our people's willingness to share their thoughts with leaders outside of anonymous channels. In 2025, we look forward to also bringing back our Upward Feedback mechanism—a process that allows employees to provide anonymous feedback to more senior employees. Our first full year with quarterly check-ins also gave employees the opportunity to discuss feedback on a continuous basis, fostering a high-performance culture that supports our people's growth and development.

- **Promotion cycle improvements:** We enhanced our promotion process based on employee feedback by incorporating a Career Advisor's promotion rationale into leadership discussions when making promotion decisions. This increased transparency and provided a more holistic view for consideration.

- **Succession planning:** To ensure leadership stability and continuity, we formalized succession plans for our leadership Advisory Group— proactively identifying individuals for key positions.


A Leadership Perspective:
Feedback isn't just a formal, scheduled event but part of everyday interactions. Co-create a plan of action and schedule regular check-ins with plenty of opportunity to answer questions. The idea of co-creation is key. Using 'we' language shows support and collaboration.

Tanya Moore,
Chief People Officer
(As quoted in Fortune)

Pulse Results: Development Factor

70% — 2024 Development Factor
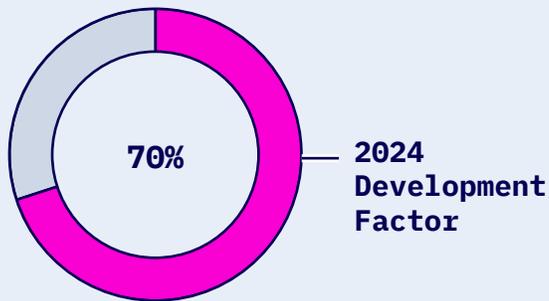
West Monroe's Development Factor is measured by averaging the favorability percentage from several pulse questions including:

- "There are good career opportunities for me at West Monroe"

- "West Monroe is a great place for me to continually build expertise in my craft"

- "I am able to build my skills at West Monroe"

- "I have access to the learning and development I need to do my job well"

- "I receive actionable feedback throughout the year on how I am performing"

- "I feel equipped to provide actionable feedback to my teammates throughout the year"

- "My Career Advisor helps me reach my professional goals"

(We added new questions in 2024 and therefore can't compare to 2023)
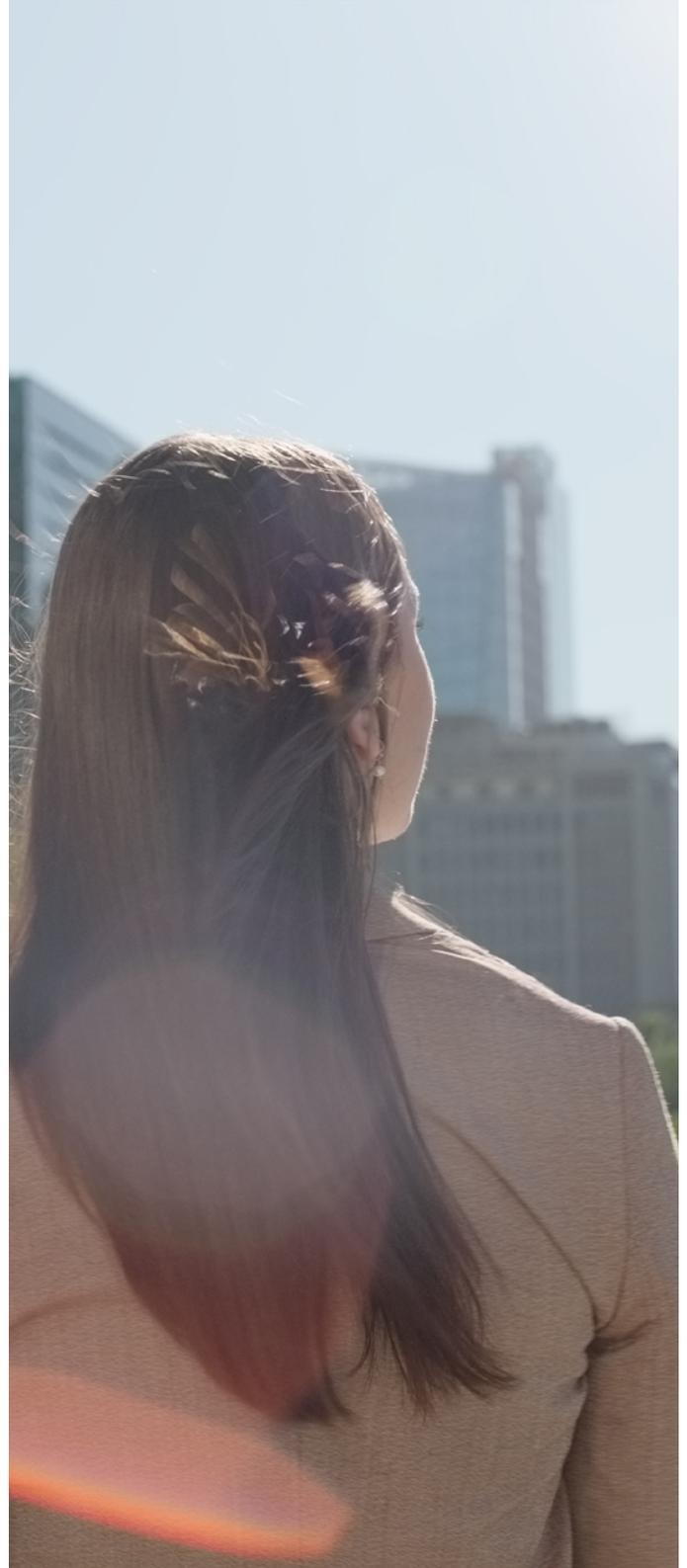
Building a Skills-Based Organization

To foster a high-performance culture, we coupled our performance management process improvements with concrete steps toward becoming a skills-based organization. In 2024, we focused on adaptability, innovation, and continuous improvement and the ways our people drive meaningful outcomes for clients, the business, and their own career journey.

Embracing A Growth Mindset

At West Monroe, skill development starts with a growth mindset—one that encourages employees to:

- View feedback as an opportunity for learning and development, not as an evaluation or criticism

- Identify opportunities to develop skills based on that feedback

To create a shared language around this philosophy, we asked all employees to complete a Growth Mindset Program in our learning platform Degreed. This self-paced course encourages our people to value progress, experiment in their projects, and learn from others—three habits that foster a high-performing culture. We also put growth mindset in practice by rethinking how we approach learning. Rather than mandating professional development credit hours—a system that didn't always align with market needs or employee career aspirations—we introduced a more dynamic way to learn that focused on building skill proficiency.

By shifting the focus from required hours to meaningful skill-building, we're ensuring our people stay ahead—ready to lead, adapt, and create impact where it matters most.

Our New Learning Platform & Courses

Becoming a skills-based organization starts with putting skills—along with continuous growth—at the center of learning. In 2024, we took a critical step by selecting Degreed, an AI-powered learning platform, which connects employees with internal programming and external courses (e.g., Udemy –a global online education platform) through personalized learning feeds.

Every piece of content is tagged with skills. Employees can track their development, rate the skills they've built, and focus on growing expertise—not just advancing to the next level.
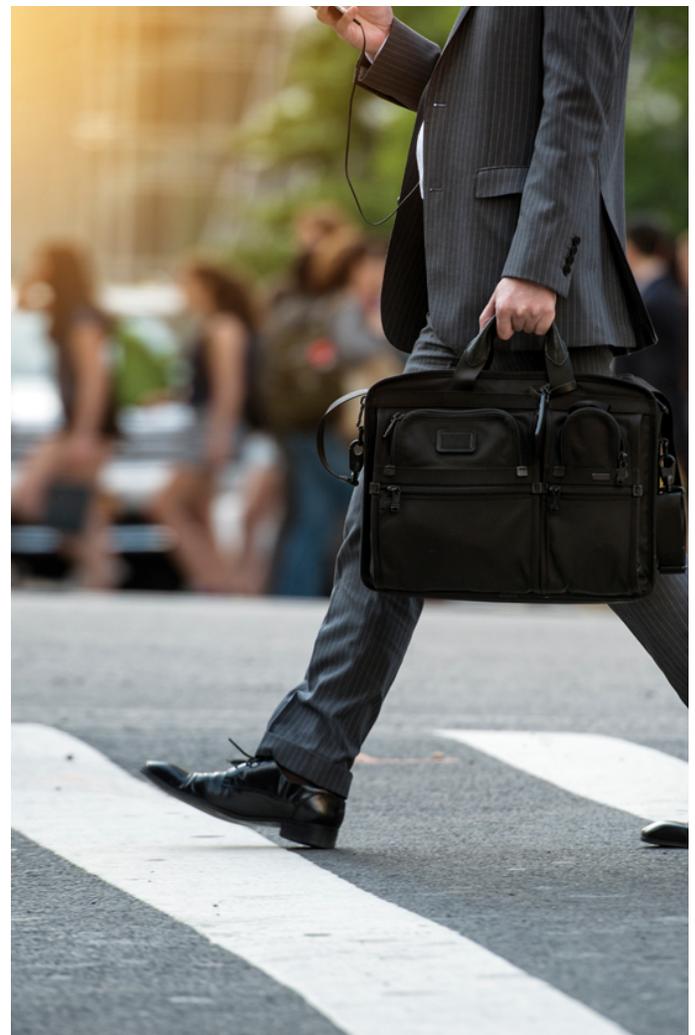
Recognizing & Showcasing Skills

We also piloted the West Monroe badge program, launching our first digital badge, *AI-Enabled: Prompt Engineering.* Digital badges are verified, shareable credentials that recognize the skills and expertise employees work hard to build—helping them showcase expertise to colleagues, leaders, and even clients.

We expect employees to use Degreed to track their skill development, as these ratings will inform client staffing decisions and support career development and advancement.

95% of employees logged into Degreed within 6 months of launch

30K+ skills added to profiles in Degreed

30K skill ratings in Degreed

AI-ENABLED: PROMPT ENGINEERING

AWARENESS

west monroe

Workforce Planning & Bench Program

It's not uncommon for a consultant to occasionally find themselves on "the bench"—a period when they are not staffed on a client-facing project. As part of our shift toward a skills-based organization, we formalized a more transparent bench management program to ensure increased and equitable access to business development and practice development opportunities across the firm. This included launching a digital marketplace through Degreed where unstaffed employees can see and express their interest in available opportunities.

Our goal? To turn bench time into a strategic growth opportunity. It works like this:

- Active business development and practice development opportunities are listed in the Degreed marketplace.

- Employees express their interest through the Degreed marketplace and fulfill the available needs.

- Skills drive staffing decisions, ensuring the right person is matched to the right opportunity, while encouraging skill development and training.

- Data informs strategy, with reporting on how our people spend their bench time, helping us refine the program and identify opportunities for maximum contribution while on the bench.

West Monroe's workforce planning and bench program are integral to our long-term strategy—ensuring we have the right talent to meet demand while preparing for the opportunities ahead. By proactively managing resources and investing in our employees' growth, we're driving success for our people, our clients, and our business.

Diversity, Equity, & Inclusion

West Monroe remains committed to our diversity, equity, and inclusion (DEI) strategy and programming. Our people are at the core of everything we do, and we're dedicated to creating an environment where everyone can learn, contribute, grow, and feel included. This means understanding and leveraging diverse perspectives from all backgrounds, as well as diversity of skills, experiences, and journeys.

Our DEI strategy is overseen by the DEI Governing Body, which is comprised of our CEO, Chief People Officer, President, People Strategy & Experience leader, Corporate Strategy leader, DEI team, and our companywide employee resource group (ERG) leaders. Meeting twice a year, this group oversees and assesses our DEI strategy, gathers employee feedback, and discusses emerging issues.

Embedding DEI in How We Work

In 2024, we took a deliberate approach to operationalizing DEI, integrating it into core workflows. This approach led to process improvements designed to enhance talent outcomes and strengthen our culture.

Key initiatives included:

- **Embedding DEI into our bench management program,** refining guiding principles, roles, and responsibilities, and providing trainings for all consulting line bench managers to ensure all employees have access and opportunity to BD and PD activities

- **Strengthening internal mobility by** partnering with the Talent Acquisition team to build guidelines, FAQs, and process maps for our internal careers site, clarifying the internal opportunities available

- **Improving executive hiring** by advising the Talent Acquisition team during the implementation of HighMatch, streamlining and automating assessments—resulting in quantifiable time savings

- **Providing DEI training opportunities,** including our Dismantling Our Prejudice program, which engaged managers, senior managers, and directors in a learning experience that encouraged self-reflection, empathy, and actionable, inclusive leadership behaviors

Supplier Diversity at our Clients

Within our Energy & Utilities industry practice, we partner with certified Diverse Business Enterprise (DBE) suppliers to bring value to our engagements at six major utility clients. These partnerships aren't about meeting benchmarks—they're about long-term empowerment, knowledge sharing, and meaningful opportunities.
In 2024, we invested $5.3M across 17 DBE suppliers. We've seen the unique insights and incredible value that these partnerships bring, and we look forward to our continued partnerships.

Our DEI Programs

Beyond embedding DEI into our business processes, we continue to evolve our DEI-focused programs and initiatives to support and empower our people. Program highlights from 2024 include:

- **Lead360:** Previously known as the career development program, we expanded Lead360 to include internal sponsorship and career coaching from a third-party, driving a 33% increase in participation.

- **Hiring Our Heroes:** In partnership with the Veterans Committee ERG, our Energy & Utilities practice piloted a partnership with Hiring Our Heroes, a 12-week program supporting retiring military members as they reintegrate into the workforce. Two fellows joined West Monroe—one of whom accepted a full-time offer. An additional fellow completed a 12-week program supporting our Corporate Social Responsibility initiatives.

- **Self-ID Campaign:** We saw measurable improvement in self-ID participation, with 45% of eligible employees voluntarily and confidentially self-reporting their gender identity and sexual orientation in Workday—a 7% increase from 2023.

- **Talent Partnerships:** We sponsored our first cohort of students through of Howard University's 21st Century Advantage Program. This program is dedicated to all first-year students in the business school, and included professional development, skills-building workshops, and social events. In the future, we hope to integrate students from this program into our Sophomore Series and Internship program.

- **Genesys Works:** Our partnership with Genesys Works Chicago provided year-long paid internships to students, developing soft skills, technical skills, and business acumen. Eleven student interns joined our internal and client teams as part of the 2024-2025 school year. Since 2019, we've welcomed 51 Genesys Works interns.
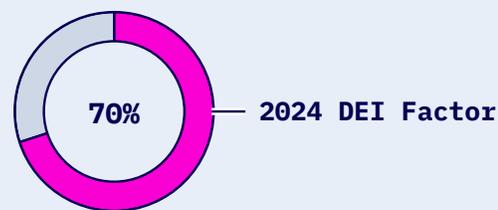

A Personal Perspective: Lead360 in Action
I believe that every connection helps our firm grow and empowers every team member along the way.

Luis Davila,
Senior Principal,
Consumer & Industrial Products
Lead360 participant

Pulse Results: DEI Factor

70% — 2024 DEI Factor

West Monroe's DEI Factor is measured by averaging the favorability percentage from several pulse questions including:

- "I feel safe taking risks at West Monroe"

- "I can be my genuine self at work"

- "I can voice a contrary opinion without fear of negative consequences at work"

(decrease of 2 percentage points since 2023)

Employee Resource Groups

West Monroe continues to sponsor seven ERGs that provide opportunities for all employees to collaborate, build relationships, and learn from each other. Each ERG aligns their programming to the mission and goals of their resource group. Highlights from 2024 include:

BEN | west monroe
BLACK EMPLOYEE NETWORK

Built the professional skills and personal brands of six BEN leaders across our TechEx and Organization People & Change practices by representing us for the first time at the national Afrotech conference

Interfaith | west monroe

Led us through the firm's first-time REDI Index and Monitor report completion, where we later ranked #10 among U.S. non-Fortune 500 companies

PAN | west monroe
PAN-ASIAN NETWORK

Increased PAN's presence and community by representing us for the first time at the national Ascend conference, as well as welcoming 24 new PAN members and five new PAN office and initiative leaders

¡SOMOS! | west monroe

Engaged employees across offices in skills-sharing and community building through the SOMOS Familias initiative, an opportunity for ERG members to gather in smaller groups for deeper connection, mentorship, and networking

VETERANS | west monroe
COMMITTEE

Created an inclusive environment for those in the Veterans community by providing a space to share memorable experiences and insights from their military service

PRIDE | west monroe

Led us to a 100-pt Human Rights Campaign Corporate Equality Index Score, our third perfect score in a row, by partnering with Shared Services teams to update our people practice documentation

Women's | west monroe
LEADERSHIP NETWORK

Incorporated 2024 International Women's Day theme Inspiring Inclusion into a firmwide townhall by highlighting health disparities and promoting advocacy with a panel of Payer and Provider industry practice members

"

A Leadership Perspective:
Our ERGs are more than communities within the company—they are powerful drivers of inclusion, engagement, and culture. They are spaces for connection, learning, and growth that empower our people to thrive, not only enhancing our employee experience but also the value we drive for clients.

Will Hinde,
Head of Industry Practices

Employee Well-Being

Employee well-being is a priority at West Monroe, and we work to ensure our people have the support and resources they need to thrive. Our holistic approach to well-being extends throughout each stage of an employee's career, integrating a thoughtful total rewards approach, flexible policies, and a culture that values recognition and celebrates achievements.

Pulse results: Work Life Blend and Well-Being Factor
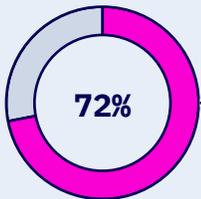
72% — 2024 Work Life Blend and Well-Being Factor

In 2024, we combined the separate work life blend and well-being factors to a single Work Life Blend/Well-Being Factor. The factor is measured by averaging the favorability percentage from several pulse questions including:

- "My overall well-being at work is positive"

- "West Monroe gives me access to the resources I need to manage work-related stress"

- "The project team leaders (who I work with most) genuinely care about my well-being"

- "I maintain a healthy blend between work and personal life"

- "My Career Advisor genuinely cares about my well-being"

(We included new questions in 2024 and therefore can't compare to 2023)

Total Rewards & Employee Benefits

Our total rewards model, which includes financial wellness, health insurance, and flexible working benefits, demonstrates our commitment to our people.

In 2024, this commitment was reflected in our robust benefits package (e.g., medical, dental, vision support) on top of additional resources like:

- **Employee Ownership:** Employees can invest in the future of West Monroe and our collective success by purchasing company shares through a KFund—an internal marketplace available to those enrolled in the West Monroe 401(k) plan. At the end of 2024, 69% of employees owned shares in West Monroe.

- **Employee Assistance Program (EAP):** West Monroe leverages Modern Health for our mental health and EAP platform to support employees.

- **Family Health Benefits:** Maven Clinic offers employees virtual care and support throughout their family building and parenting journey, including a free breast milk shipping service.

- **Child and Dependent Care:** Backup care, through Bright Horizons, offers adaptive, flexible support for employees' child and dependent care needs. Employees also have access to savings, discounts, and assistance in securing ongoing childcare, pet care, tutoring, and more.

- **Wellness Support:** West Monroe leverages the Wellness Hub, a Personify Health platform, that supports employee health and fitness goals, including physical, mental, financial, and social wellbeing.

- **Wellness Committee:** In 2024, the Wellness Committee hosted employee listening sessions and partnered on annual biometric screenings and companywide wellness challenges to increase engagement in wellness initiatives.

The Benefits Committee continuously evaluates and improves employee benefit plans and total reward packages. The Head of Global Enterprise Services, our Chief People Officer, Chief Financial Officer, and General Counsel staff the committee, along with working team members from our Human Resources Operations, Total Rewards, Talent Management, and Finance teams. The committee meets on a quarterly basis with additional meetings as needed.

Pay Equity

In alignment with our DEI strategy, we're committed to ensuring equity and mitigating bias in every aspect of our business, including our compensation practices. The Total Rewards team reviews employees' pay on a recurring basis to ensure we incent the right behaviors and provide equal pay for equal work.

In partnership with Talent Management, our Total Rewards team conducts a full-scale analysis every year to ensure that there aren't any inequities in pay based on gender, race, or ethnicity that are not explainable by objective, business-related factors.

Modern Health

In 2024, we partnered with Modern Health to replace our former EAP and separate mental health-focused app. Modern Health is a mental wellness platform that combines the benefits of an EAP and wellness app into a single, comprehensive experience. All employees and their families—regardless of their insurance policy with us—have access to the following:

- 10 one-on-one video sessions per year with certified mental health, professional, or financial well-being coaches

- 10 one-on-one video or in-person sessions per year with licensed clinical therapists

- Unlimited live and on-demand group support sessions

- Unlimited in-app guided meditations, educational programs, and courses

One quarter of our people are registered with Modern Health, and 95% of those employees have agreed the care improved their well-being, providing a net promoter score (NPS) of 77.1. During our first year with Modern Health, employees shared they received care in less than 24 hours for their first scheduled session. Following a session with one of the platform's practitioners, an employee remarked:

> "
>
> Once I accessed the care working with the provider, having it subsidized and scheduling through Modern Health have been great.

In 2024 we saw mental health claims reduce by 12% and our investment in Modern Health continues to provide increased wellness support for our people.

Helping Our People Thrive

At West Monroe, we foster a culture of trust, flexibility, and well-being. In 2024, we continued to build on that foundation—offering employees the support, time, and recognition they need to balance work, life, and personal growth.

- **Hybrid Work Approach:** We asked employees to work in person two-to-three times per week, with the potential for more should clients want greater in-person time. Leaders were asked to work in person at least three times a week as their presence is critical for growing our next generation of leaders.

- **Unlimited Flexible Time Off (FTO):** Employees are encouraged to take time off when they need it with no minimums or maximums, though we aim for employees to take at least 20 days of FTO per year.

- **Parental Leave:** We offer 10 weeks of paid leave, plus six to eight weeks of 100% disability coverage for those who delivered a baby.

- **Flexible Work Arrangements (FWA):** We recognize that there are times employees may need greater work-life flexibility. Our FWA policy provides employees an opportunity to request flexible schedules suited to their individual needs including:

  - **Remote:** Allows eligible employees to request changes to their work location

  - **Virtual Employee:** Allows eligible employees to request to be remote with minimal travel requirements

  - **Partial Workload and Part-time Schedules:** Allows eligible employees to request to work less than a full-time schedule and have responsibility for less than a full-time workload, with compensation and benefits shifting to accommodate the new arrangement

Recognizing & Celebrating Our People

At West Monroe, we take time to celebrate success—whether professional achievements or personal milestones. Recognizing great work builds an authentic, engaged culture where employees feel valued and inspired.

Recognition Highlights

- Our employee recognition platform Shout Out! exceeded benchmarks with 99% employee activation and 69% average engagement. This resulted in 21,124 recognitions sent.

- We received 29 workplace awards ranging from individual to company-focused recognition.

- 51 West Monroe leaders received the Sequoia Award for extraordinary commitment to mentorship. 28 of these leaders were first-time recipients.

- 530 West Monroe employees, 28% of our workforce, were promoted in March following the 2023 annual review process.

West Monroe 2024 Workplace Awards

- Built In Best Places to Work
- Top Workplace by USA Today
- Top Workplace in Chicago by Chicago Tribune
- Top Workplace in New York by AM Metro
- Top Workplace USA 2024—Culture Excellence Awards Spring
- Top Workplace USA 2024—Culture Excellence Awards Fall
- Best Workplaces for Consulting & Professional Services by Fortune and Great Place to Work

- Best Workplaces in Chicago by Fortune and Great Place to Work
- Corporate Equality Index: 100-Point Score —Human Rights Campaign
- Handshake Early Talent Awards Winner
- Healthiest Employer Award
- Top Management Consulting Firms by Modern Healthcare
- Newsweek's America's Greenest Companies 2025
- 2024 REDI Index

Philanthropy

At West Monroe, social responsibility isn't just a commitment—it's an ongoing effort to create meaningful and measurable impact. Through giving, volunteerism, and pro bono work, we build lasting relationships with local and global communities, extending our impact well beyond our four walls. In 2024, our philanthropic efforts—spanning pro bono work, volunteer hours, and charitable contributions—generated over $2 million in impact.

Due to a mid-year pause in pro bono efforts and the Fischer Fellowship program to focus resources on the business in a challenging economic environment, we saw a decrease in total impact value in 2024. However, we plan to reinstate both programs in the future, and as of writing this report, we've brought our individual match program back to a 100% match. We look forward to continuing to increase our overall community impact through 2025 and beyond.

Guiding Our CSR & ESG Strategy

Our Corporate Social Responsibility (CSR) & Environmental, Social, and Governance (ESG) Committee ensures our efforts align with our values, business practices, and strategy.

In 2024, the committee met quarterly and was chaired by the People Strategy & Experience leader. Additional members included:

- The Office of the President
- Chief People Officer
- Chief Information Officer
- Chief Financial Officer
- General Counsel
- Leader of Global Enterprise Services
- A senior partner from our Utilities practice

Partnering with Compass

To deepen our relationship with one of our Community Impact Fund grant partners, Compass Pro Bono, we led a pro bono project focused on redesigning the organization's website. Compass Pro Bono wanted to create a website that accurately reflected its mission and made it easier for nonprofits, volunteers, and corporate partners to navigate. Our design and technical teams iterated with the Compass team over six weeks to mock and iterate wireframes before rebuilding the site. Now, core stakeholder groups can quickly and easily find out more about Compass Pro Bono's incredible work and how to engage. Check it out here!

COMPASS PRO BONO

"
Working with the West Monroe team completely transformed how we communicate. They helped us turn an outdated, text-heavy, clunky-to-navigate website into a clear, engaging platform that truly connects with all of our varied stakeholders. Thanks to West Monroe's expertise, we now have a modern, interactive web presence that's easy for our stakeholders to navigate, easy for our small team to maintain, and built to grow with us.

Bethany Rubin Henderson,
CEO, Compass Pro Bono

Partnering with Posse Chicago

Since 2010, West Monroe has proudly partnered with Posse Chicago, supporting their mission to identify, recruit, and train individuals with extraordinary leadership potential. This partnership aligns with our philanthropic pillar of Building the Next Generation of Leaders and has grown significantly over the years through hands-on mentorship, leadership involvement, and skills-based volunteerism.

In 2023, West Monroe was the corporate honoree at Posse Chicago's Power of 10 annual event, and in 2024, we continued to grow the relationship through:

- Donating through our Community Impact Fund, Dollars for Doers, and individual match programs

- Hosting 150+ potential scholars at our Chicago office for Dynamic Assessment Process (DAP) Interviews

- Providing resume workshops and a virtual career fair

- Dedicating time to mentorship and coaching for three students

THE POSSE FOUNDATION, INC.

"

Posse Chicago is incredibly lucky to work in partnership with West Monroe. They strategize and implement programming for our Scholars and alumni, and, most importantly, they embody the elements of what it means to be a posse—teamwork, collaboration, effective communication, and enthusiasm. They keep our Scholars and alumni at the very core of their collective "why" and we are so grateful for the many ways they continue to show up for us.

Caryn Turgeon,
Senior Development Director,
Posse Chicago

Giving

We proudly support nonprofit efforts through monetary giving across a number of our philanthropic programs. These span from areas where employees have a strong passion to efforts that align directly to our strategic philanthropic pillars, Building the Next Generation of Leaders and Increasing Equity.

Our philanthropic giving programs, which accounted for over $650K of nonprofit support in 2024, include:

- **West Monroe Community Impact Fund:** The Community Impact Fund aligns with our philanthropic pillars. Nonprofits are selected in our local geographies to receive a corporate grant and holistic support through hands-on and skills-based volunteerism. We allocated just over $300,000 of grants in 2024.

- **ERG-led Philanthropic Gifts:** We support our communities through monetary gifts to nonprofits that align with the values and missions of our ERGs. Organizations are selected in partnership with ERG leadership, and $10,000 is allocated to each ERG. Though not an ERG, our Sustainability Team can also award a $10,000 grant. In 2024, West Monroe contributed $80,000 across 10 organizations through these gifts.

- **Dollars for Doers:** The Dollars for Doers program encourages and rewards employees who dedicate time to their communities through volunteerism. In 2024, 277 employees qualified for the $47,400 allocated among the Community Impact Fund and 104 nonprofits.

- **Individual Match Program:** In 2024, we offered a 50% match for most of the year and increased to a 100% match beginning in Q4 2024, up to limits set by level. Throughout the year, we matched just over $200,000 in contributions to eligible nonprofit organizations.

- **Giving Fridays:** With passionate employees, we aim to highlight organizations close to their hearts through office-based employee-powered fundraisers that raise awareness and encourage our employees to donate to their colleagues' favorite nonprofit organizations.

Volunteerism

We work closely with our Community Impact Fund partners and other local organizations to support hands-on and skills-based volunteer efforts:

- **Day of Service:** As part of our annual volunteer event on Friday, July 19, our employees supported 86+ organizations with 1,300+ volunteers across 4,184 hours.

- **Make a Difference Campaign:** Each year from November through mid-January, we encourage our people to dedicate their time and talent to local organizations—with many of our offices tying volunteerism into their end-of-year celebrations. In 2024, employees volunteered over 1,333 hours during the campaign.

- **Ongoing Volunteerism:** We partner with many of our Community Impact Fund grant partners through repeat volunteerism, including The Visiting Nurse Association of TX—Meals on Wheels program. Throughout 2024, we completed 22 routes, dedicated 44 hours, and delivered 220 meals.

We continue to drive our commitment to fostering growth, inclusion, and meaningful impact across the company and in our communities. In 2024, we enhanced opportunities for our employees to deepen their knowledge through skills-based learning pathways and formalized a bench management program, while continuing to embed inclusion into our workflows and culture. Through our philanthropic programs, we continued to extend our impact beyond our walls and look forward to our continued impact in 2025.

ADDRESSING OUR ENVIRONMENTAL IMPACT

At West Monroe, teamwork fuels our success—and that inspires us to examine our environmental footprint. Our employees' enthusiasm for sustainability comes through in everything we do—from innovative client projects to our everyday operations—as we pave the way for a more sustainable future. Together, we're not just imagining a more sustainable world; we're actively building it.

Environmental Approach & Commitments

West Monroe's Sustainability Team is a cross-functional group that works to positively impact West Monroe's environmental footprint and advises our clients on sustainability-related challenges. In 2024, West Monroe continued our pursuit to net-zero carbon emissions by 2040 as part of the Climate Pledge.

Our top priority for 2024, was to formalize and streamline carbon emissions tracking and reporting—ensuring we have the right structures in place to achieve our longer-term goals.

We advanced several initiatives focused on accurate impact measurement and supporting clients with their sustainability challenges:

- **Data-driven Carbon Offset Purchase:**
  - Improved our approach to selecting and purchasing carbon offsets, aligning projects with our environmental goals, company values, and sustainability strategy
  - Evaluated projects based on quality, environmental impact, third-party certification, and geographic relevance to ensure they deliver measurable benefits

- **Structuring for Success:**
  - Formalized roles, responsibilities, and committees to execute emissions reduction initiatives
  - Streamlined emissions data collection and reporting to enhance measurement accuracy and accountability

As we work toward achieving net-zero emissions by 2040, we also maintained our environmental commitments to our clients by reporting our annual emissions and other environmental metrics through organizations like the CDP and The Sustainability Project (TSP). As regulatory entities continue to evolve their reporting requirements, West Monroe is committed to evolving our data collection and reporting processes to meet required reporting and assessment criteria.

In recognition of our sustainability efforts, West Monroe was named to America's Greenest Companies 2025 list by Newsweek. West Monroe was selected based on a 3-part evaluation of public data across more than 25 parameters within the categories of GHG Emissions, Water Usage, Waste Generation, Sustainability Data Disclosure and Commitments.

Environmental Impact

In 2024, we continued refining our emissions tracking to ensure greater accuracy and accountability, calculating Scope 1, 2, and 3 emissions identified as most material for our business. Our latest evaluation of Scope 3 emissions identified new emissions sources, including emissions from our internal AI tools. By integrating these insights, we are further strengthening our commitment to transparent and comprehensive emissions repoting. Our calculations reflected approximately 8.7% decrease of total emissions.
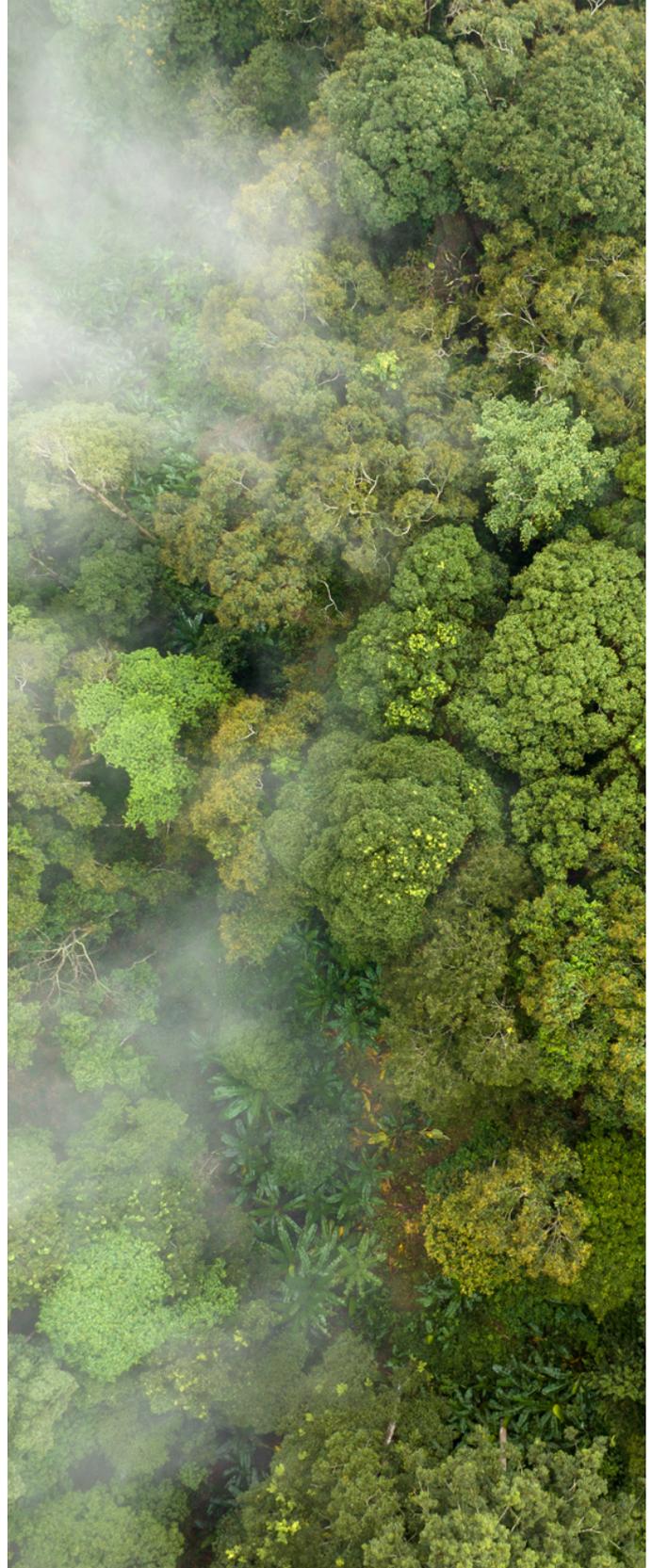
2024 Carbon Emissions in Metric Tons

West Monroe Carbon Emissions in MT			
Scope Category	Relevant Emission Sources	2023 Total	2024 Total
Scope 1	Refrigerants	115	115
Scope 2	Electricity (Market-Based)	434	323
	Electricity (Location- Based)	497	375
	Natural Gas	175	107
	Steam	34	34
Limited Scope 3	Purchased Goods and Services	208	290
	Business Travel	4,652	4,293
	Waste	29	40
	Water Usage	N/A	N/A
	Employee Commuting (including work from home (WFH) & Flexible Work Arrangement (FWA)	421	336
Total Emissions (Market-based)		6,068	5,538
Scope 3 Percent of Total Emissions		87.5%	89.6%

The following calculation methodologies leverage the Greenhouse Gas Protocol and were used to capture the above carbon emissions:

• **Electricity, natural gas, refrigerants, steam, and waste emissions were** calculated by multiplying raw data from our building managers for each relevant emission source by its corresponding U.S. Environmental Protection Agency (EPA)-provided regional emissions factor. Water usage emissions were calculated as very low for 2024, and therefore, considered negligible and excluded from the inventory. GSI also verified that this approach is standard practice among other companies in the professional services industry.

• **Purchased goods and services and business travel emissions** were calculated using a spend-based method that leverages data from Accounts Payable (AP) and our travel expense platform. Procurement items were categorized into economic sectors, which were then associated with a corresponding emissions factor.

• **Employee commuting** was calculated by accounting for employee average distance to home office; employee office attendance using general badging data; and preferred method of transportation by location with corresponding EPA emissions factors.

• **Work from Home (WFH) and Flexible Work Arrangement emissions** were calculated by multiplying the total number of employees' work-from-home days by the estimated home office energy usage.

• **Scope 2 emissions from electricity** were calculated using the location-based and market-based approaches included in the table above. Though both calculations are included in the inventory, market-based emission totals were used for baselining.

• **Scope 3 AI emissions** from West Monroe's proprietary tool, Nigel, were assessed via a PowerBI dashboard of West Monroe's Microsoft Azure usage, the foundation for Nigel. As our first year calculating scope 3 emissions from AI, which are included in Purchased Goods & Services, we will leverage 2024 as its baseline year (86 MT).

Breaking Down our Emissions

We continue to prioritize co-creation and collaboration with our clients, resulting in similar levels for emissions related to business travel and commuting in 2024. The slight decrease (8.7%) in each of these categories was expected as a result of a reduced headcount, and updated data on commute type (i.e., car vs. public transit) in some of our primary U.S. locations.

Analysis of West Monroe's AI usage revealed that approximately 49% of emissions were generated by Microsoft's data center operations within the United States, while the remaining 51% can be attributed to Microsoft's globally distributed data centers.

Emissions aligned to Scope 3 Purchased Goods and Services remained consistent, decreasing by 1.4% in 2024. This stability is attributed to consistent company spending and employee expense patterns.

Our overall decrease in scope 1 and 2 emissions we believe came from a few different factors:

- Adjustments to our physical locations with three properties ending their leases

- Decrease in overall natural gas usage based on building emissions reporting from building managers

- Updated EPA emissions factors for electricity, reflecting lower carbon intensity

- Two of our office locations—Dallas & New York—reported Green Power Purchasing Agreements (RECs) which were factored into Scope 2 market-based electricity calculations

Third-party verifier GSI provided the following verification assurance opinion based on the verification of our 2024 GHG emissions data and calculations:

Based on the process and procedures conducted, there is no evidence that the GHG statement is not materially correct and is not a fair representation of GHG data and information, as well as no evidence that the GHG statement has not been prepared in accordance with related International Standards on GHG quantification, monitoring and reporting, or to relevant national standards or practices.

Looking Ahead: Finalizing Our Short-Term Roadmap

2025 is the final year on West Monroe's short-term roadmap as defined in 2023. To close out this roadmap, our focus will be on:

- **Developing sustainable travel guidelines & exploring reporting opportunities**
  We plan to provide our employees guidelines to consider when planning and booking their business travel; and we plan to identify a method to track travel emissions for each trip to move us away from a spend-based calculation method.

- **Formalizing a carbon offset procurement strategy**
  Our goal is to streamline and finalize our carbon offset selection process and guidelines and determine other areas of interest for West Monroe to invest in as we reduce our emissions and environmental impact.

- **Piloting a vendor management process in a local office**
  We plan to review best practices for environmentally conscious vendors and product selection and pilot these guidelines in one of our core geographies, with the goal to expand that program in the future.

Additionally, the Sustainability Team will continue to create programs and incentive structures to encourage our employees to reduce their own emissions during work and in their personal lives to drive additional impact.

Environmental Initiatives

Since 2021, we've achieved carbon neutrality by purchasing certified carbon offsets. Though we didn't pursue emission reduction options such as Renewable Energy Credits (RECs) or Sustainable Aviation Fuels (SAFs) in 2024, we offset our emissions by purchasing carbon offsets aligned to industry best practices as well as prioritized, carbon removal offset projects.

In 2024, we also formalized our offset procurement strategy, creating a scorecard to weigh various factors when evaluating offset projects, including: geography in relation to our offices; project vintage; project type; direct correlation to our emissions, specifically for our Scope 1 and 2 emissions; and alignment with our industries and areas of expertise.

Based on this selection strategy, we selected four projects through Anew Climate. Most of these projects' total offset volume (64%) aligned to carbon removal projects – and supported our goal of having net zero carbon emissions by 2040.

As we move further toward that net zero goal, we will continue to select more carbon removal projects to account for our carbon emissions.

Carbon Offset Purchases for 2024 Emissions			
Business Entity Selling Offsets	Anew Environmental, LLC	Anew Environmental, LLC	Anew Environmental, LLC	Anew Environmental, LLC
Offset Registry or Program	American Carbon Registry	American Carbon Registry	American Carbon Registry	American Carbon Registry
Project ID Number	ACR992	ACR576	ACR679	VCS638
Number of Offsets Purchased (MT of CO2e)	1,000	1,769	1,769	1,000
Project Name as listed in Registry	HT HFC Reclamation Project Champaign 2023	Anew – Rainer Gateway Forestry Project	Anew – Washburn County Forestry Project	Rockingham County Landfill Gas Combustion Project
Offset Project Type	Industrial Process Emissions (Certified Reclaimed HFC Refrigerants)	Forest Carbon (Improved Forest Management)	Forest Carbon (Improved Forest Management)	Waste handling and disposal (Landfill Gas)
Carbon Removal, Avoided, or a Combination of Both	Avoided Emissions	Carbon Removals	Carbon Removals	Avoided Emissions
Site Location	Illinois, USA	Washington, USA	Wisconsin, USA	Virginia, USA
Protocol Used to Estimate Emissions Reductions & Removal Benefits	Methodology for the Quantification, Monitoring, Reporting, and Verification of the GHG Emissions Reductions and Removals from Certified Reclaimed HFC Refrigerants, Propellants, and Fire Suppressants Version 2.0	American Carbon Registry Forestry Methodology for Quantifying GHG Removals and Emissions Reductions through Increased Forest Carbon Sequestration on Non-Federal U.S. Forestlands, Version 1.3	American Carbon Registry Forestry Methodology for Quantifying GHG Removals and Emissions Reductions through Increased Forest Carbon Sequestration on Non-Federal U.S. Forestlands, Version 1.3	ACM0001: Flaring or Use of Landfill Gas – Version 19.0
Third-Party Verification of Company Data and Claims Listed	Yes	Yes	Yes	Yes

Technology Recycling

West Monroe partners with HOBI International Inc. for technology buyback and recycling functions. Our partnership began in 2022 and continues to expand each year.

In 2024, we:

- **Processed 696 laptops** through our buyback program
- **Recycled 98 laptops,** with all hard drives wiped to ensure data security

By continuing this partnership, **we are reducing electronic waste and reinforcing a circular economy within our technology assets.**

Engaging Our Employees in Sustainability

At West Monroe, sustainability is a team effort. Our Sustainability Team and local Green Chiefs lead initiatives that combine impact with engagement, making sustainability both meaningful and fun.

2024 Employee-Led Sustainability Highlights:

- **New York Office:** Hosted a Lunch-and-Learn to teach employees the importance of minimizing single-use plastics while prioritizing proper recycling technique and practiced their new skills in the field during a park clean-up opportunity.

- **Dallas Office:** contributed to clean-up efforts at White Rock Lake—a reservoir in northeast Dallas. Volunteers collected over 45 pounds of trash.

- **Firmwide Plastic Free July:** Employees across all offices reduced their single use plastic consumption by over 359 pounds while committing to adopt more sustainable habits.

Supporting Our Clients

West Monroe has continued to take a multidisciplinary approach with our clients on environmental and sustainability challenges, pulling in expertise from our Utilities, Technology, M&A, Commercial and Industrial Products, and Supply Chain teams. Industries and regulatory entities are increasingly leaning into climate risk and emissions reporting. To help our clients on their own net zero journeys and emissions reporting, West Monroe is expanding our expertise in this area. Through our own experience in each stage of data collection and reporting, we have the tools and talent to support our clients with understanding and implementing the tools and processes that work for them to meet their requirements and goals.

In the spring, West Monroe hosted an internal "Shark Tank" competition to innovate and identify capabilities that could help clients with decarbonizing their operations.

The winning proposal was a capability regarding Non-Pipes Alternatives (NPAs) for gas utilities, which is a key strategy emerging in several states that require gas utilities to consider alternative investments that avoid the need for building new pipeline infrastructure. Previously reliant on expanding pipeline networks to meet demand, new NPA requirements represent a significant shift in how gas utilities approach their infrastructure planning and operations. Since the competition, West Monroe has hosted workshops with several of our utility clients to collaborate on the development of NPA programs.

Our Sustainability Experts in the News

Our experts also published an article in the *Wiley Journal of Climate and Energy,* "Rethinking Natural Gas Infrastructure: How Non-Pipe Alternatives are Shaping Utility Planning"

We also continue to demonstrate our expertise through thought leadership on achieving sustainable supply chains (Why manufacturers are prioritizing sustainable supply chains) and additional contributions to the Wiley Journal of Climate and Energy highlighting our expertise on sustainable supply chains for the consumer & industrial products industry, meeting the growing energy demands of AI and data centers, and equity considerations of the energy transition.
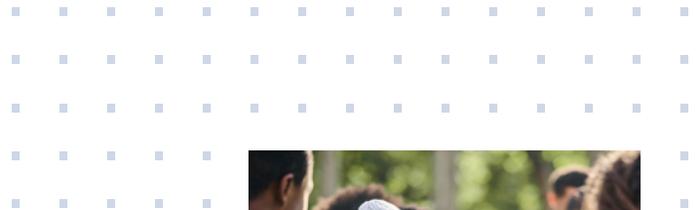
West Monroe is committed to environmental sustainability, with efforts spanning internal operations, employee engagement, and client collaboration to pave the way for a more sustainable future. In 2024, we prioritized further refining carbon emissions tracking and reporting, executed against our Net Zero Roadmap, and advanced our data-driven approach to carbon offset purchases. We look forward to continuing to our efforts in 2025.

OPERATING WITH INTEGRITY

At West Monroe, integrity is the foundation of how we operate. We balance our entrepreneurial roots with governance, processes, and structures to ensure we deliver impact to our clients, communities, and people—while staying agile in a rapidly evolving world.

Governance

West Monroe's ownership structure reflects our belief in shared success. Employees own 50% of the firm, while the other half is owned by an outside investor, including its affiliates and controlled funds. This structure underscores the ownership mindset we encourage in every employee as we continue building a stronger, better West Monroe.

A Leadership Perspective:
Throughout West Monroe's history, the philosophy of employee ownership has consistently proven to be a success story and a unifying force among our employees.

Gil Mermelstein,
President
(As quoted in Authority Magazine)

Our leadership structure consists of the Board of Directors and several management-level committees, ensuring strategic alignment, accountability, and long-term success.

Board of Directors: Driving Strategy & Oversight

The Board of Directors is responsible for West Monroe's governance, global strategy, and major policies.

In 2024, the Board consisted of seven members:

• Two members appointed by our outside investor

• Three West Monroe leaders—including the Chief Executive Officer and President

• Two independent members

The Board had two vacant seats in 2024: one that could be filled by our outside investor and a second that could be filled by an independent director. In 2025, there will an additional vacant seat that can be filled by West Monroe.

The Board meets a minimum of four times per year and works through the following committees, which make recommendations to the Board:

- **Audit Committee:** Ensures the integrity of financial reporting, internal controls, and regulatory compliance while overseeing risk management

- **Compensation and Talent Committee:** Oversees compensation, benefits, HR strategies, and policies that support West Monroe's culture and Employee Value Proposition

- **Valuation Committee:** Manages West Monroe's equity valuation process and oversees the design and implementation of equity programs

Advisory Group: Connecting Leadership & Strategy

The Advisory Group, a subset of the Operating Committee, serves as a liaison between management and the Board —providing preliminary approvals on major business strategy changes before they advance for final approval.

This group also monitors strategic progress to proactively addresses potential risks. In 2024, they met at least monthly.

Members include:

Kevin McCarty
Chief Executive Officer, Chairman of the Board

Dan Freiman
Chief Financial Officer

Gil Mermelstein
President, Board Member

Tanya Moore
Chief People Officer

Casey Foss
Chief Commercial Officer

Tom Ewers
Chief Revenue Officer

Matt Sondag
Head of Functional practices

Will Hinde
Head of Industry practices

Brian Paulen
Leader of Global Enterprise Services

Operating Committee: Driving Strategy & Execution

The Operating Committee is responsible for executing the firm's strategy, setting and achieving business-unit goals, and providing input on strategic decisions as needed. Led by the President, the committee is comprised of 43 senior leaders and meets biweekly.

Risk Management

The cross-functional Enterprise Risk Management Team is responsible for identifying and flagging reputational, financial, operational, and strategic risks based on the current business and operating environment. The team meets to discuss potential companywide risks and provides a forum for business units to address them. The team meets several times a year to monitor risks, discuss priorities, and document next steps for mitigation as defined by the function owner. If needed, risks are brought to the Risk & Privacy Committee.

West Monroe's Risk & Privacy Committee is responsible for identifying, overseeing, and mitigating operational risks, including those involving IT, data, privacy, security, clients, and contracts. The Risk & Privacy Committee meets several times a year and is comprised of leaders from Client Success, Legal, IT, and relevant practice areas, each serving a three-year term. The Risk & Privacy Committee is also responsible for elevating risks to the Board of Directors for consideration, when necessary.

West Monroe's CSR/ESG Committee continues to monitor ESG-related risks and opportunities, and the CSR lead can bring any identified risks to the Enterprise Risk Management Team for review.

Additional Management-Level Committees

In addition to the Advisory Group and Operating Committee, we have several management-level committees that make decisions regarding West Monroe's business operations, risks, and our people-focused approach.

- Benefits Committee
- Corporate Social Responsibility (CSR) & Environmental, Social, Governance (ESG) Committee
- Diversity, Equity, and Inclusion (DEI) Governing Body
- Risk & Privacy Committee

Ethics & Integrity

We believe trust is the foundation for strong partnerships, so we hold ourselves to high standards for moral and ethical business conduct.

All employees follow our Code of Conduct and Business Ethics policies, outlined in the Employee Handbook, which reinforce our commitment to integrity, compliance, and ethical decision-making. These policies ensure we conduct business responsibly and adhere to all applicable laws, including the Foreign Corrupt Practices Act.

The Employee Handbook also includes policies designed to protect and support our people, including:

- Policy Against Sexual Harassment and Other Workplace Harassment
- Confidentiality & Proprietary Information Policy
- IT Security Policy

Ongoing Training & Accountability

To ensure our policies are more than just words, all employees complete annual Harassment Prevention and Security Awareness training. Additional specialized training includes:

- **Annual DEI training** for all managers, ERG leaders, and DEI team members.
- **Bystander training** for all Chicago-based employees.

In addition, we employ a global ethics hotline for employees to anonymously report potential violations, discrimination, harassment, or other concerns.

Data Privacy & Security

As West Monroe grows, so do our responsibilities in data privacy and security. Our Risk, Compliance & Cybersecurity (RC&C) team stays ahead of evolving regulations in the U.S. and global markets, ensuring compliance and security across all operations.

In 2024, we achieved SOC 2, Level II certification for the full audit period of November 1, 2023—October 31, 2024. This certification reflects our commitment to rigorous security standards.

Other key security measures include:

- **Annual penetration testing** conducted by both an internal team and an industry-leading third party
- **Ongoing vulnerability scans**—conducted monthly for internal networks and weekly for external networks—with immediate action on any identified risks
- **Annual Security Awareness training** required for employees to ensure we're practicing stewardship with our clients
- **Aligning our data security approach** to each client's specifications, allowing us to coordinate efforts with business units and our legal teams

Responsible Technology

Our Information Technology (IT), Commercial Growth (CG), and client teams develop many AI-powered tools and assets designed to augment day-to-day needs and common workflows to best serve our clients. These tools and assets improve the quality of work by delivering consistent and relevant outputs; reducing risk through standardized processes; and enhancing efficiency by automating complex tasks and reducing manual effort.

We prioritize security and responsibility in both our established and emerging technologies. We create learning and development resources; provide ongoing support; and leverage industry-leading best practices to ensure the responsible integration of AI- and data-driven systems and solutions.

We follow a set of principles to ensure our employees use AI responsibly, including:

- **Privacy:** We protect the privacy and confidentiality of data by ensuring compliance with data protection regulations.

- **Approved Tools & Use Cases:** We only use internally vetted AI tools, where West Monroe and/or client data is never used to train public models, as well as, acceptable use cases.

- **Transparency:** We explain how AI was leveraged and offer supporting documentation on any processes or workflow where AI was used.

- **Review and Verification:** We keep the human in the process and review AI outputs for accuracy, relevance, and to mitigate any potential bias.

In Fall 2024, we came together for **AI Week** to celebrate 60+ groundbreaking West Monroe innovations accelerating client impact and everyday efficiency. From Intellio® Advantage to our GenAI platform Nigel, and domain-specific AI workflows, our top innovators showcased AI-powered solutions through five curated sessions and 40+ one-on-one conversations. With nearly 900 participants—over half the firm—we reinforced our commitment to working smarter, not harder across the business.
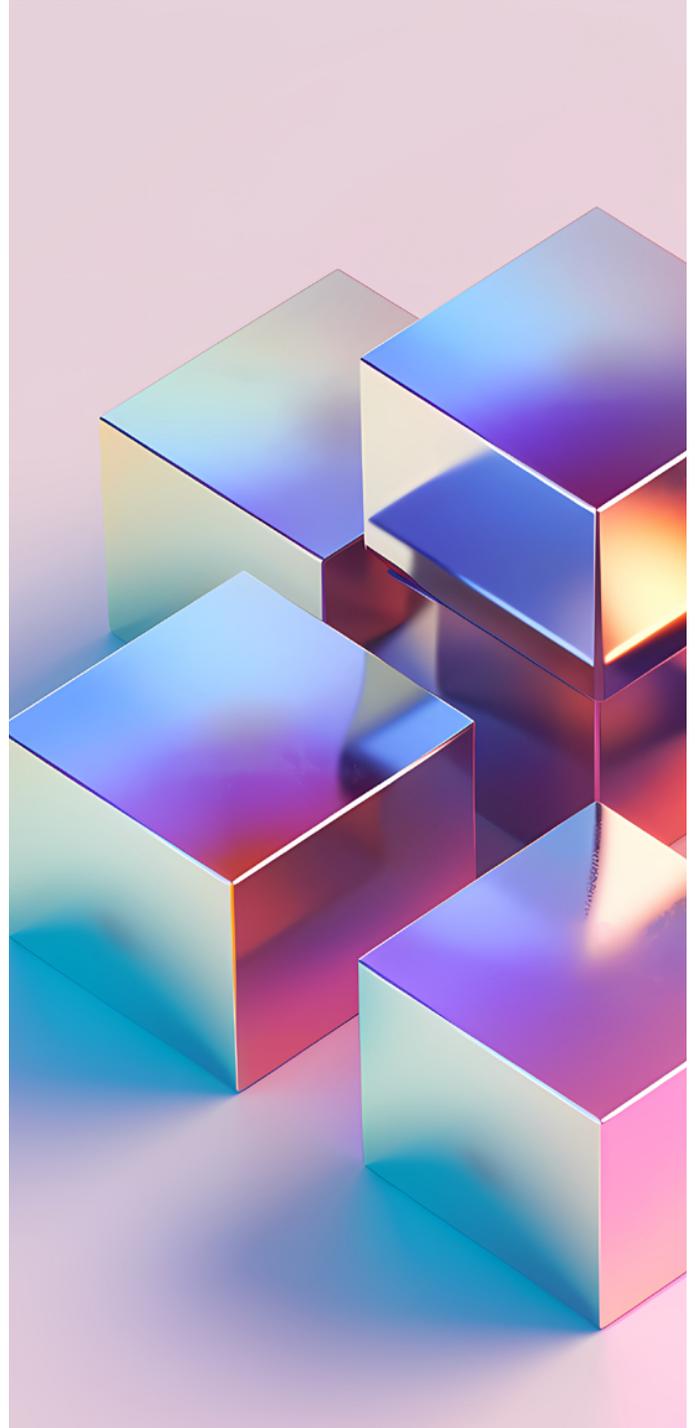
AI Asset Spotlight: Intellio® Advantage

Launched in 2024, Intellio® Advantage is an AI-powered asset designed to transform how consultants analyze large volumes of documentation. This tool enables teams to:

- Rapidly process internal, public, or client-provided data to extract key insights

- Identify missing information required for analysis

- Flag risks and opportunities to inform decision-making

By automating time-intensive tasks, Intellio® Advantage allows our consultants to focus on high-value activities—delivering faster, deeper, and more strategic recommendations to our clients.

It has been estimated to drive 15% time savings for clients. When using Intellio Advantage and Nigel, time savings is estimated to go up to 35-65%, depending on the scope and complexity, with improved effectiveness provided through the tools as well. Usage on projects has increased 42%.
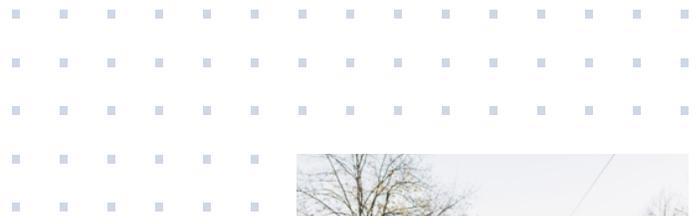
Integrity is woven into our culture and supported by our governing bodies and ethical standards. This combined with a shared ownership structure, drives accountability and our long-term success. In 2024, we enhanced risk management, strengthened cybersecurity protocols, and launched domain-specific AI workflows to drive efficiency and impact while maintaining responsible practices. Looking ahead, we will continue to bring together technology, governance, and human-centered approaches to our operations.
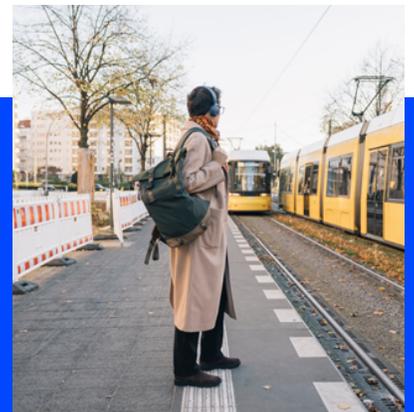
SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

The scope of our business directs us to report against topics we have identified as material from the Software & IT Services and Professional & Commercial Services SASB Standards, of which we are able to disclose as a private company. Disclosures from each of these Standards are below.
Material disclosures from Professional & Commercial Services Standard are marked with (*).

Topic	Code	Accounting Metric	2024 Response
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) 6,672.038 GJ (2) 67.83% (3) 10.33%
	TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	(1) 25.53 thousand cubic meters (2) 4.90%
Data Privacy & Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to targeted advertising and user privacy	Refer to Data Privacy & Security Section West Monroe follows industry best practices for collection, usage, and retention of data in accordance with the General Data Protection Regulation and the California Consumer Privacy Act. West Monroe updates its Privacy Policy as necessary to reflect changes in regulations and legal obligations. In 2024, West Monroe updated the following privacy policies to reflect the 2024 SOC 2, Level II audit findings. View our polices by clicking on the links below: • Privacy Policy • Terms of Use • Cookie Policy Though West Monroe rarely receives personally identifiable information (PII) from clients, we are committed to safeguarding any such data that we do receive in accordance with all applicable regulations. We work with our clients to ensure that any sensitive information, such as personal health information (PHI), is only accessible through the client's managed systems and environments, and only when it is explicitly required to deliver on a statement of work.
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	West Monroe does not process personal data for secondary purposes, except in very limited circumstances permitted by law and in compliance with applicable data privacy requirements.
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring.	0
Data Security	TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (3) number of users affected	Refer to Data Privacy & Security
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	To ensure that our privacy and security practices are effective, West Monroe conducts an annual live test of the SOC 2, Type II third-party audit. Internal systems are also scanned continuously to uncover any issues in real-time. We also perform annual penetration tests and desktop disaster recovery preparation (i.e., ransomware and data compromise).
	*SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	West Monroe follows relevant regulatory requirements and industry best business practices for the collection, usage, and retention of customer information. We gather only the necessary information for business purposes. Access to the data is restricted to personnel on a need-to-know basis and we keep the information only as long as required by law or contracts. If there are both legal and contractual requirements, we prioritize the legal requirements first.
*Professional Integrity	*SV-PS-510a.1	Description of approach to ensuring professional integrity	Refer to Ethics & Integrity

Topic	Code	Accounting Metric	2024 Response
Recruiting & Managing a Global, Diverse, & Skilled Workforce	TC-SI-330a.1	Percentage of employees that require a work visa	Only 0.4% of our employees require an employer-sponsored or family-sponsored employment authorization. The risk to West Monroe of recruiting and retaining employees that require a work visa is very low. A Senior Manager, liaising with internal and external partners, serves as the Immigration and Mobility Function Leader and is responsible for overseeing all processes and monitoring of regulatory and legislative changes. External partners include relevant tax, legal, and other service providers.
	TC-SI-330a.2	Employee engagement as a percentage	West Monroe conducted a Pulse Survey in February and July 2024 to measure employee fulfillment. Employee fulfillment score for 2024 was 63.5% (average of February and August pulse surveys). Employee Fulfillment is measured by averaging the favorability score of 6 Pulse survey questions: • "My work is making a meaningful impact." • "I feel I belong at West Monroe." • "I feel that I can grow at West Monroe." • "I am proud to work for West Monroe." • "I see myself still working at West Monroe in two years' time." • "People from all backgrounds have equal opportunities to succeed." Each question has a five-point rating scale ranging from "strongly disagree" to "strongly agree". Favorability of each question is calculated by looking at what percentage of respondents said "Strongly agree" or "agree" to each question. Refer to West Monroe Pulse & Milestone Employee Experience Surveys

				Women	Men	Asian	Black or African American	Hispanic or Latino	White	Other
	TC-SI-330a.3	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	Executive Management*	23.08%	76.92%	0%	7.69%	0%	92.3%	0%
			Non-executive Management	32.58%	67.42%	12.97%	3.00%	3.22%	75.13%	5.68%
			Technical Staff	18.75%	81.25%	31.25%	0%	9.38%	34.38%	25%
			All Other Employees	43.36%	56.64%	16.36%	3.78%	6.15%	60.14%	13.57%

For reporting purposes, our Advisory Group as well as any additional C-Suite members are considered the Executive Management Team.

Topic	Code	Accounting Metric	2024 Response
	*SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	• 13.0% voluntary • 15.9% involuntary (includes rightsizing)

Topic	Code	Accounting Metric	2024 Response
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	West Monroe experienced negligible performance issues or downtime in 2024.
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	The Risk and Privacy Committee is responsible for assessing and mitigating operational risks, including risks related to disruption of operations. One of the key portions of our mitigation approach is our relationship with cloud services provider, Microsoft Azure, which maintains multiple cloud data centers globally, significantly reducing risk of service failure. West Monroe's Security Incident Response Policy defines a series of requirements that guide our rapid response to security incidents in an appropriate manner that minimizes potential negative business effects. In accordance with the policy, we complete annual exercises to ensure our incident response plan is appropriate should a disaster, like ransomware, hit the organization. In 2024, our security tools quickly detected a cyber event and successfully detected the activity to limit any impact. We took immediate action to contain and resolve the situation. Through third-party review, we have independently confirmed that there was no impact on West Monroe's operations or our clients' systems, and that there was no data exfiltration from West Monroe or its third-party partners. Following this event, we enhanced security protocols, including: • Updated our multi-factor authentication (MFA) and single sign on (SSO) prompts • Added a banner to emails from external senders to help employees better understand where messages originate and avoid phishing scams
Activity Metrics	*SV-PS-000.A	*Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	• 1,664 full-time employees • 7 part-time employees • 252 contract employees
	*SV-PS-000.B	*Employee hours worked; percentage billable	Total employee hours worked: 3,207,910 (total hours include interns) Hours worked by non-billable employees are not tracked and therefore are not included in the total hours worked. Billable employee utilization: 66.2% (This rate takes into account other non-working hours such as paid time off, unavailable time, and bereavement.)
	TC-SI-000.A	(1) Number of licenses or subscriptions, (2) percentage cloud-based	The below represents our most significant licenses. Nearly 90% of our licenses and subscriptions are cloud-based. • Achievers: 2,085 • Alation: 1000 viewer, 50 creator • Confluence: 1,000 • Concur Expense: Enterprise • Culture Amp: 2,300 • Degreed: 2,100 • Glean: 2,000 • Greenhouse: 2,089 • JAMF User License: 550 • Kantata: 2,507 • Leanix: Enterprise • Learn Amp: 2,500 • Lucidchart: 500 • Mercer: 2,000 • Microsoft365 E5: 2,268 • Miro: 1,750 • ModernHealth: 2,288 • Moveworks: Enterprise • Onit: Enterprise • Personify Health: 2,000 • Prolifq: 1,100 • ScreenSteps: Enterprise • Templify: 1,700 • Salesforce: 5,000 • Slack: 1,000 • Smartsheet: 750 • Workday: 2,500 • Workday FINS: 2,500
	TC-SI-000.B	(1) Data processing capacity, (2) percentage outsourced	Nearly all (98%) of West Monroe data processing is outsourced.
	TC-SI-000.C	(1) Amount of data storage, (2) percentage outsourced	Most of West Monroe's data storage is outsourced except a small percentage (less than 1%) that may be used for minimal internal purposes. West Monroe privacy policy mandates that all storage is to be maintained within the cloud infrastructure.

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