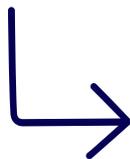


WEST MONROE PARTNERS, LLC -

2025 CLIMATE-RELATED FINANCIAL RISK REPORT

Prepared in Accordance with the Final Report of Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (June 2017) to Support Preparation for California Senate Bill 261 Codified in Health and Safety Code § 38533

Issued December 15, 2025 for the 2026 SB 261 Compliance year



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INTRODUCTION

West Monroe Enterprises, Inc., and its subsidiaries, including West Monroe Partners LLC (“West Monroe”, “its”, “we”, “our”, and “us”) is a private, primarily United States (U.S.)-based business and technology consulting firm passionate about creating value for its clients. We co-create solutions that accelerate results and prepare industries to tackle what’s next. We’re excited by the possibilities that technology creates. We work with our clients to deliver on the possible, build on their goals, generate fresh insights, and create inspiring outcomes.

We excel at the intersection of industry, strategy, people, and technology – always driving rapid impact. Our all-in approach comes from our unique employee ownership structure. Our clients’ success is our success. Since the beginning of our business, our growth has come from centering people. Fortune and USA Today consistently celebrate West Monroe as a top workplace, and Forbes recognizes us as a leading consultancy.

More information is available on [our website](#).

In 2023, the State of California enacted Senate Bill (SB) 261, the Climate-Related Financial Risk Disclosure Program (codified in Health and Safety Code § 38533) (“California SB 261”). Starting in January 2026, West Monroe will be required to prepare and publicly disclose, on a biennial basis, a report outlining its climate-related financial risks and the measures we’ve adopted to reduce and adapt to those risks. We developed this inaugural climate-related risk assessment report to comply with this requirement and continue refining our environmental impact assessment.

We prepared this report following the requirements of California SB 261, the Final Report of Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and the guidance documents provided by the California Air Resources Board (CARB). Following the TCFD framework structure, we outline:

- Our governance structure regarding the climate
- Our climate scenario analysis, including climate-related risks and opportunities most relevant to our business
- Metrics and targets in line with our climate-related risk management process

In this report, we also discuss the future of potential climate-related risks, opportunities, and financial impacts. We based these statements on current assumptions, scenarios, and information available as of the date of this report and are inherently uncertain; actual outcomes may differ materially. Climate-related disclosure standards, methodologies, and regulatory requirements are evolving and may change. Updates to laws, guidance, or market practices could affect the scope, interpretation, or presentation of the information in this report. Any projections, estimates, scenarios, or models referenced here are illustrative and not guarantees or predictions of future performance, risk exposure, or results. This report is provided for informational purposes only and does not constitute investment, legal, accounting, or other professional advice.

¹TCFD Recommendations (June 2017)

²Climate Related Financial Risk Disclosures: Draft Checklist (September 2025)

GOVERNANCE

West Monroe’s leadership includes the Board of Directors (the Board), Board committees, and several senior management committees that work together on strategy, accountability, and our business’ long-term success. Several committees inform the Board and oversee enterprise-level risks, including relevant climate-related issues that might impact our overall strategy and financial planning.

At the Board level, the Audit Committee is responsible for risk management and shares material climate-related risks to the Board as they emerge. The Audit Committee also provides the senior management-run Risk & Privacy Committee annual updates on material risks to our organization. The cross-functional Enterprise Risk Management (ERM) team, who meets quarterly, also informs The Risk & Privacy Committee. For more information on the ERM, refer to the Risk Management section of this report.

West Monroe’s Corporate Social Responsibility (CSR) & Environmental, Social, Governance (ESG) Committee (the CSR & ESG Committee) ensures that our sustainability efforts align with our values and strategy and are embedded across our business.

The CSR & ESG Committee includes senior management from across the organization (e.g., Finance, People, IT, Legal, Consulting Operations, Utilities). They monitor and make strategic decisions regarding climate-related risks, opportunities, and initiatives our CSR & ESG team or members of the CSR & ESG Committee identify. Any climate-related risk identified as a priority is escalated to the ERM team, who can then escalate that risk to the Risk & Privacy Committee and the Audit Committee. Our General Counsel and Office of the President are members of the CSR & ESG Committee and liaise with the Board on time-sensitive climate-related issues and developments, ensuring senior management oversee climate topics.

Due to our size and industry, climate change has not required specific oversight or expertise at the Board level. We may consider training and subject-matter expert advisory in the future.

STRATEGY

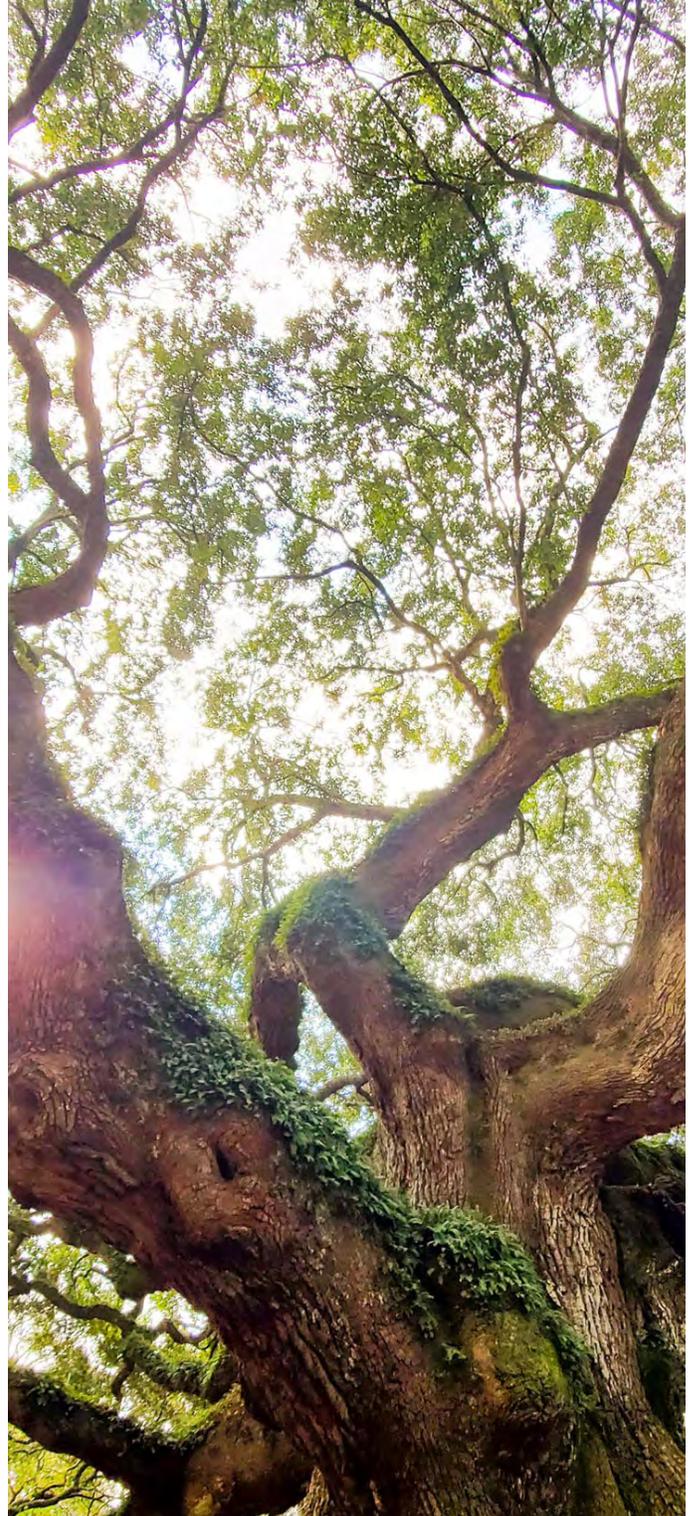
In 2025, West Monroe analyzed the potential impact of climate-related issues on our business operations and value chain, as well as our organization and strategy’s resilience to mitigate these issues. We considered and assessed:

- Climate-related physical and transition risks and opportunities that we might face in the short term (i.e., 1-2 years), medium term (i.e., 3-5 years), and long term (i.e., greater than 5 years), as well as across three climate scenarios developed by the Intergovernmental Panel on Climate Change (IPCC) in its Sixth Assessment Report (AR6).
- How climate-related risks and opportunities could affect our business to identify where we may need to adjust our strategy or operations.

We considered our existing or planned future mitigation measures in this assessment.

So far, climate-related issues have not materially affected our business, strategy, or financial planning. As a primarily U.S.-based business with a small real estate and greenhouse gas (GHG) emissions footprint, our exposure to climate-related risks is less severe than it is for other industries. Our assessment confirmed that mitigation measures are already in place to manage most of the climate-related risks relevant to us.

However, we identified how some climate-related risks and opportunities could impact our strategy and financial performance in the next three years and beyond. In response, we’ll continue to monitor and assess key climate-related risks, develop controls and mitigation measures, and adapt our companywide strategy and financial planning if needed.



Climate-related Risks & Opportunities Assessment Approach

Physical Risks

Physical risks include disruptions due to:

- Extreme weather (e.g., cyclones, flooding, and wildfires as acute physical risk)
- Changing weather patterns over time (e.g., water stress as chronic physical risk)

To analyze our exposure to physical risk, we leveraged an advanced climate-risk modeling platform that provided quantitative assessments of climate-related hazards for our key office locations in the U.S., Costa Rica, and the United Kingdom (UK). We considered these risks in the context of three Shared Socioeconomic Pathway (SSP) scenarios developed by the IPCC in its Sixth Assessment Report. These scenarios are in Table 1 below.

Table 1. Selected IPCC AR6 Climate Scenarios

Scenario	Global Temperature Rise Outcome	Description	Rationale
SSP5: Fossil-fueled development	~4.6 °C by 2100	Rapid technological advancement coexists with heavy resource exploitation	Allows West Monroe to explore possible exposure to physical climate hazards under a worst-case scenario
SSP2: Middle of the road	~2.7 °C by 2100	Continued technological advancement coexists with lessened resource exploitation	Allows West Monroe to explore possible exposure to physical climate hazards under a middle of the road scenario
SSP1: Sustainability	~1.8 °C by 2100	Global cooperation and policy-driven mitigation efforts, leading to a significant reduction in GHG emission	Allows West Monroe to explore possible exposure to physical climate hazards under an optimistic scenario

Based on this assessment, cyclones (i.e., hurricanes), water stress, and heatwaves are the most relevant climate-related physical hazards for our locations. Most sites we analyzed are expected to be exposed to at least one of these physical hazards in the short term, and all sites could be exposed to at least one of these physical hazards in the long term. Our office locations in certain U.S. cities (e.g., Boston, New York, Washington, D.C.) face particularly high cyclone exposure across time horizons and IPCC climate scenarios.

Transition Risks and Opportunities

We also considered and assessed risks and opportunities for transitioning to a lower-carbon economy, consistent with a climate scenario that would limit global temperature rise to about 1.8°C or lower by 2100. We could see risks regarding policy and legal changes and evolving market and technological trends as well as our reputation among customers and stakeholders. Transition opportunities may come from our ability to meet evolving client needs and leverage our partnerships with IT service providers.

Our transition risks and opportunities assessment involved:

- In-depth peer and value chain climate maturity research and analysis
- A review of industry trends
- Interviews with senior stakeholders across the Finance, Legal, Risk, Strategy, IT, People, Communications, and CSR & ESG teams

Potential Business Impact of Key Climate-related Risks and Opportunities

We qualitatively assessed climate-related risks for their potential business impact (i.e., the likelihood the risk would occur and how severely impact our business across time horizons). We evaluated these risks based on our senior stakeholders' insights as well as existing or planned mitigation measures. As a result, we categorized risks by materiality— from minor (i.e., risk already managed), moderate (i.e., risk requiring additional adaptation and mitigation measures), major (i.e., risk likely to require a pivot of operations or strategy) or potentially catastrophic (i.e., risk would require a pivot of operations or strategy). Results are in Table 2 below.



Table 2. Potential Business Impact of Key Climate-related Risks with Mitigation Measures Considered

Category	Risk Description	Potential Business Impact			Mitigation Measures
		Short term	Medium term	Long term	
Physical	Offices and employees could be exposed to acute climate-induced physical hazards such as hurricanes in West Monroe's U.S. locations	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> • Work-from-home (WFH) arrangements • Ability to redistribute work to other offices and employees not impacted by physical hazard
Policy & Legal	Compliance with climate-related disclosure mandates, such as the California climate laws, or the UK Sustainability Reporting Standards, requires additional resources for monitoring, data management, and alignment	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> • The CSR & ESG team actively monitors and manages compliance risk with the Legal and Risk teams as well as external advisory resources • Additional resources (including data management systems) may be required in the future
Market	West Monroe serves clients in regions with exposure to climate-induced extreme weather events as well as in carbon-intensive industries, whose business is likely to be affected by climate change, which could in turn affect their financial ability to use West Monroe's services	Moderate	Major	Catastrophic	<ul style="list-style-type: none"> • Overall business risk is mitigated by the diversity of regions and industries served by West Monroe • However, additional assessment of West Monroe's exposure to this risk is planned
Market	Clients increasingly request climate-related data transparency and ambition from West Monroe, and the advisory services West Monroe provides might need to shift to align with its clients' low-carbon strategies	Minor	Moderate	Moderate	<ul style="list-style-type: none"> • The CSR & ESG team actively partners with the Client Success team and senior management to address client requests • Additional resources (including data management systems) and increased climate ambition may be required in the future
Market	West Monroe might face increasing capital and operational expenditures for climate-aligned IT infrastructure and software, travel solutions, and other decarbonization tools such as carbon offsets and renewable electricity credits	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> • The CSR & ESG team actively monitors market developments and informs the CSR & ESG Committee of potential strategy and financial planning impact(s)
Technology	High energy consumption from artificial intelligence (AI) and advanced analytics could heighten scrutiny from stakeholders and regulators, pressuring West Monroe to demonstrate responsible use of these resources	Minor	Moderate	Moderate	<ul style="list-style-type: none"> • Emerging risk – AI adoption by West Monroe and its clients is recent, but progressing quickly • West Monroe has senior AI experts that can help monitor and manage this risk as it develops
Reputation	West Monroe's employees and clients are demanding more thorough climate-related disclosures and action, requiring us to demonstrate robust commitments to maintain trust and competitiveness	Minor	Minor	Minor	<ul style="list-style-type: none"> • Existing commitment to Net Zero GHG emissions by 2040 • The CSR & ESG team partners with the Employee Experience and Client Success teams to monitor demands and escalate to senior management as required



We also evaluated key climate-related opportunities by looking at:

- Their potential business impact
- How we could implement across time horizons
- The level of effort or investment required
- The potential financial or strategic benefits for West Monroe

We categorized them by priority– from low (i.e., may not be worth pursuing), moderate (i.e., may be worth pursuing), significant (i.e., likely should be pursued), or major (i.e., worth pursuing). Results are in Table 3 below.

Table 3. Potential Business Impact of Key Climate-related Opportunities

Category	Opportunity Description	Potential Business Impact		
		Short term	Medium term	Long term
Market	West Monroe’s ability to meet current and new client demands might benefit from expanding its suite of business and technology advisory and implementation services to include climate-related considerations	Low	Low	Low
Market	West Monroe’s ability to meet current and new client demands might benefit from strengthening and expanding its partnerships with climate-aligned IT service providers	Moderate	Moderate	Moderate

RISK MANAGEMENT

The CSR & ESG team is responsible for identifying and assessing climate-related risks and opportunities by monitoring market, policy, legal, and regulatory trends and leveraging external expert input. A qualitative assessment of the climate-related issues relevant to our business is presented on a quarterly basis to the CSR & ESG Committee for feedback and action as needed.

The CSR & ESG Committee escalates any high-priority climate-related risks to the ERM team. This cross-functional team is responsible for flagging potential companywide risks based on the current business and operating environment. The ERM team meets several times a year to evaluate risks, review opportunities, and document mitigation steps for the relevant function owner. They evaluate risks based on an internal qualitative and quantitative framework that assesses risk likelihood and frequency, impact potential, and the corresponding risk areas (i.e., Financial, Reputational, Legal and Regulatory, Operational, Strategic). Substantive effect is defined as any development that could lead to a 11-20% positive or negative change to West Monroe's primary financial metric, earnings before interest, taxes, and depreciation and amortization (EBITDA).

The ERM team brings material risks to the Risk & Privacy Committee. The Risk & Privacy Committee meets several times a year and includes leaders from Client Success, Legal, IT, and relevant practice areas, each serving a three-year term. The Risk & Privacy Committee is responsible for identifying, overseeing, and mitigating operational risks and elevating risks to the Board for consideration.

We recognize the importance of proactively identifying, assessing, and managing climate-related risks and opportunities. Our process for climate-related risks is integrated in our overall cross-functional risk identification, assessment, and management process, which ensures a robust link to strategy and financial planning.

As detailed above, we performed a detailed, standalone climate-related risks and opportunities analysis as part of our preparatory work to comply with California Climate Related Financial Risk Act (SB 261) in 2025 to supplement our existing risk management process. In this process, we considered the climate-related physical risks, transition risks, and opportunities that we're facing or might face in the short, medium, and long term. None of the climate-related risks or opportunities identified through this process have a substantive effect on West Monroe at this stage. For more information on this analysis, refer to the Strategy section.

METRICS AND TARGETS

West Monroe tracks metrics related to energy, waste, water, and GHG emissions across our business every year and continues to work toward greater accuracy and accountability of our environment impact. We currently prioritize streamlining how we track and report metrics to ensure the correct structures are in place to make informed impact mitigation decisions.

We calculate our annual Scope 1, 2, and 3 GHG emissions by following the GHG Protocol Corporate Standard and leveraging emission factors published by the U.S. Environmental Protection Agency (“EPA”). We obtain annual third-party verification assurance for our GHG emissions data and calculations. Our 2023 and 2024 GHG emissions are outlined in Table 4 below.

Table 4. West Monroe 2023 and 2024 GHG emissions in metric tons (MT) of CO₂e

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%

Our 2024 emissions evaluation process identified new sources for Scope 3, including emissions from our internal AI tool Nigel. As a professional services company, our water usage is tracked but considered immaterial to our GHG footprint and therefore excluded from our emissions reporting. Integrating these insights is a key component of strengthening our commitment to transparent and comprehensive emission reporting.

For more information on our GHG emissions accounting methodology and performance, as well as comprehensive reporting against the SASB Software & IT Services and Professional & Commercial Services standards, please refer to [our latest Impact Report](#).

We started pursuing net-zero carbon emissions by 2040 by signing the Climate Pledge in 2022. The Climate Pledge is a commitment bringing together corporations hoping to accelerate joint action and responsible change.

We've achieved carbon neutrality since 2021 by purchasing certified carbon offsets aligned with industry best practices, with a focus on carbon removal offset projects. We formalized our offset procurement strategy by creating a scorecard to weigh a variety of factors when evaluating offset projects. These factors include 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. For additional information regarding our offset purchases in 2024, please see [our latest Impact Report](#).

Going forward, West Monroe may consider tracking additional metrics to monitor the climate-related risks and opportunities identified in this assessment as part of its efforts to manage the risks and leverage the opportunities.



³ [West Monroe's Climate Pledge Webpage](#)



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