

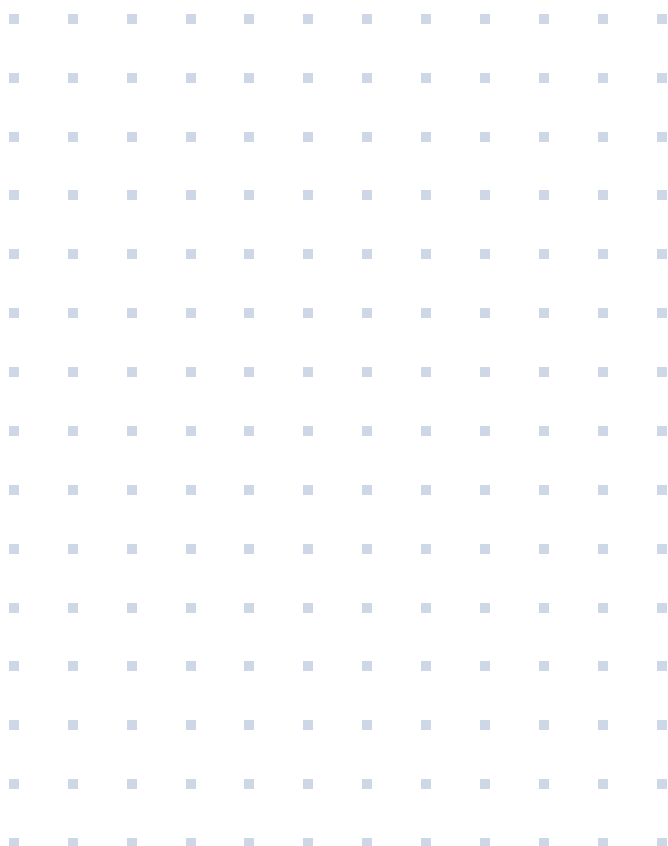
IMPACT REPORT

2025



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WEST MONROE AT-A-GLANCE

We're a global business and technology consulting firm delivering measurable, real-world impact for our clients. We combine industry expertise and technology to move quickly, deliver with certainty, and co-create practical solutions.

What We Do

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

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

Talent Hubs

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

People Are at the Core of Everything We Do

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

Our Clients

85 Net Promoter Score¹
(the industry average for consulting is 44²)

99% of clients consider West Monroe a strategic advisor³

Our Employees

71% of employees say their work has meaningful impact⁴

35+ workplace awards in 2025

Our Communities

10K+ volunteer hours in 2025

- 2025 Client Satisfaction Survey
- B2B NPS® & CX Benchmarks Report
- 2025 Client Relationship Survey
- 2025 Employee Pulse Survey

A WORD FROM OUR CEO



2025 was a year of continued momentum for West Monroe. We strengthened how we serve clients, invested in our

people, and continued evolving how we operate as a firm in a rapidly changing environment.

In July, I stepped into the role of CEO as we continue building the next chapter of the firm. We also strengthened our executive leadership team, bringing new perspectives and expertise to support the firm's growth.

The pace of change across industries continues to accelerate, that was true in 2025 and continues to be true today. In that environment, West Monroe is differentiated by combining speed to value with certainty of outcome. This means delivering results quickly while maintaining a high level of confidence in client outcomes.

At West Monroe, that means moving with urgency, operating with discipline, and continuing to invest in both technology and our people. AI is accelerating change across industries, but our differentiation still comes from the judgment, expertise, and relationships our people bring to clients. This report reflects how we are putting that into practice.

Investing in our people

Our people remain our greatest differentiator. In 2025 we continued focus on how we listen, how we develop talent, and how we prepare our workforce for what's ahead.

We made meaningful progress in acting on feedback, with employee fulfillment improving as we strengthened transparency, collaboration, and opportunities for growth.

We also continued investing in skills, expanding learning programs and reinforcing a skills-based approach to help our people adapt as technology and client needs evolve.

Doubling down on AI

AI is transforming how work gets done and across our clients' solutions. Our focus is embedding it into everything we do, accelerating how we deliver to clients and creating new opportunities for our people.

In 2025, we expanded AI learning programs, launched new skills badges, and integrated AI into everyday workflows. Alongside strong governance and best practices, these investments position us an AI-native business.

Tracking our environmental impact

We also continued advancing our sustainability commitments. In 2025, we formalized a new environmental policy, expanded employee engagement in sustainability initiatives, and strengthened our ability to support clients navigating the energy transition through the acquisition of 2050 Partners.

Across the firm, our people also contributed their time and expertise to the communities where we live and work. That's a reflection of what we believe at West Monroe. Business success should create broader impact.

As we look ahead, that doesn't change. We need to keep delivering results quickly, with confidence, and in a way that creates lasting value for our clients and the communities we serve.

Gil Mermelstein,
CEO

FOCUSING ON OUR PEOPLE AND COMMUNITIES

Grounded in our “Be Human” value, we strengthened how we listen to our people while continuing to invest in a culture of growth, connection, and inclusion.

Our People Strategy

We’re building a culture where our people feel heard, valued, and supported. In 2025, we acted on feedback, strengthened pathways to leadership, and expanded opportunities to connect and learn.



2024 Employee
Fulfillment

64%

2025 February
Fulfillment

59%

2025 July
Fulfillment

67%

Voice of the Employee

After a dip in early 2025, employee fulfillment rose by 8 percentage points over the summer. That improvement reflects how listening to our people—and acting on what we hear—drove meaningful gains in their employee experience.

We also revamped our Voice of the Employee program to understand those experiences at the moments that matter most. We expanded it to capture additional onboarding data and more complete feedback during an employee’s exit. We introduced new ad-hoc surveys to better understand how our people experience firmwide priorities in their day-to-day work.

Turning Feedback into Action

Based on what the firm shared in the July 2025 Pulse survey, we set firmwide priorities and tracked progress across three key focus areas:

- **Direction & Vision:** We hired external talent into key leadership roles, refined execution plans, and maintained transparent dialogue through listening tours and Ask Me Anything (AMA) sessions—giving our people more direct ways to share perspectives and see how their work connects to the firm strategy.
- **Collaboration:** We strengthened cross-firm cooperation with new leadership metrics that recognize multidisciplinary teamwork and prioritized in-person time with clients and teams.
- **Training & Growth:** We introduced new learning and development programming through Degreed, including AI learning paths and digital badges. We expanded learning and mentorship for leaders in business development and continued the DEI-led LEAD 360 program supporting up-and-coming leaders.

Diversity, Equity, & Inclusion

We sharpened our Diversity, Equity, & Inclusion (DEI) strategy by listening to our people and their unique experiences—reinforcing it as core to how we operate and drive performance.

LEAD 360: Developing Inclusive Leaders

LEAD 360 is a leadership program that provides coaching and sponsorship from senior leaders. Participants focus on self-awareness, strategic influence, and growth-oriented leadership. In 2025, 90% reported strengthening their leadership and professional skills.

Inclusive Leadership Drives Performance

2025 DEI Focus

Turning insights from our people’s experiences into action through data, education, and accountability.

How We Enable Impact

- **Talent Data:** Surface what our people are experiencing, identify equitable opportunities, and translate insights into clear action for leaders.
- **Leader Education:** Build on leadership strengths while addressing bias that can limit the ability to understand each person’s unique story and circumstances.
- **Employee Resource Groups:** Foster cultural connection and drive measurable business impact in support of our strategy.
- **Governance & Accountability:** Align leaders through shared metrics and oversight.

Results

Confident, thoughtful, people-centered decisions that meet employees where they are—enhancing their experience and supporting growth.

44% of employees were part of our ERG communities

6 percentage point increase in fulfillment for underrepresented talent

19% decrease in YOY turnover for underrepresented talent

4 workshops with practice leadership to share DEI best practices

Employee Resource Groups: Driving Business Impact

In 2025, [Employee Resource Groups \(ERGs\)](#) aligned their work to firm priorities, delivering both cultural connection and business impact. ERGs helped to:

- **Accelerate AI learning and adoption** through collaboration, integration of AI solutions into day-to-day work, and AI learning forums.
- **Strengthen business development capabilities** through targeted learning sessions.
- **Expand access to senior leadership expertise** through mentorship and knowledge sharing, generating nearly 2,500 mentorship hours.



ERGs are more than places for community—they help develop leaders, drive business results, and turn inclusion into outcomes that support growth, innovation, and strong performance.

Albert Peacock,
WMPRIDE ERG Leader

Turning DEI Insights into Action



Leveraging Pulse data and insights gathered from interviews, the DEI team identified opportunities to improve the employee experience. They applied these insights to talent decisions, strengthening fairness, consistency, and trust. Data-informed DEI education supports thoughtful leadership decisions.

Growth & Expertise

We invested in future-ready skillsets through targeted learning programs and career growth opportunities. Combined with thoughtful performance metrics, these investments better support development while driving the business forward.

Performance Management

In 2025, we:

- **Relaunched Upward Feedback** with a new, AI-powered tool that surfaces clear, actionable insights into leadership growth opportunities. This process enables employees to provide anonymous feedback to peers and leaders.
- **Established in-year revenue targets for leaders** to clarify expectations and reinforce the connection between individual performance and business outcomes.
- **Introduced additional data into performance dashboards**, improving visibility into progress and enabling leaders to coach employees with greater clarity and consistency throughout the year.

In 2025, 76 employees were recognized with the Sequoia Award for outstanding mentorship and impact.

Growing Our Skills-Based Organization

Strategy & Foundation

- Launched a skills-for-staffing initiative
- Refined how we define and name skills to better reflect the market

Skill Development

100K+ skills added to employee profiles

41K+ learning items completed

Skills Infrastructure

1.6K+ defined skills

4.8K+ role requests guided by skills selection

Impact

Data-driven staffing powered by stronger development pathways and improved capability planning for impactful teams.

Building Future-Ready Capabilities

Within the first year of our Degreed digital skills badging program, we launched seven new AI badges and strengthened our collective AI capabilities. 98% of badge earners reported greater readiness to apply AI in their work.

We also strengthened our business development capabilities through new internal mentoring and external sales coaching. Within six months, these efforts delivered a 45x return on investment, supported by strong participation in foundational programs and peer-led learning.



 A portrait of Tanya Moore, Chief People Officer, is shown on the left. To her right is a large pink quote icon. Below the portrait and icon is a quote in white text on a dark blue background.

AI is changing how work gets done, and a skills-based organization is how we keep our people ahead of what's next—future-proofing our people's careers and delivering strong results for our clients.

Tanya Moore,
Chief People Officer

Employee Well-Being

We invest in our people through meaningful financial support, strong benefits, and flexible work options. It's a deliberate commitment to supporting the whole person, not just the role they play at work.

Supporting Financial and Personal Well-Being

In 2025, we expanded our options to better manage healthcare costs, including support for hospital stays through Transamerica and a new tax-advantaged way to save on dental and vision expenses for those enrolled in a high-deductible plan.

We also increased base salaries, continued performance-based profit sharing, and added incentives to recognize employees, with greater rewards for top performers. These investments reinforce our commitment to rewarding impact and sustaining a high-performance culture.

Pay Equity

Equity is critical to our Total Rewards strategy. We conduct regular pay reviews to support equal pay for equal work across gender, race, and ethnicity. We take action when gaps appear that are not explained by objective business factors.

Helping Our People Thrive

To support our people's well-being, growth, and recognition, we focused on:

- **Wellness initiatives** such as firmwide Modern Health events, step challenges, and biometric screenings across offices.
- **Development efforts** to advance intrapreneurial growth through AI adoption, leadership development, clearer roles and metrics, innovative career programs, and deeper client connections.
- **Employee recognition** through our Shout Out platform, service anniversary awards, and competitions tied to AI skill development, innovation, and sales growth—driving meaningful recognition and business impact.

Supporting Employees in Times of Need

When wildfires in Southern California affected members of our community, our priority was clear: support our people and help them stay safe.

We donated \$10,000 to the American Red Cross and matched more than \$6,500 in employee contributions to local relief efforts. We also provided flexible work arrangements, coverage for hotel and transportation costs, rideshare assistance, and expanded mental health and well-being resources through Modern Health. Talent Business Partners offered one-on-one support, and we connected impacted clients with our relocation partner to address urgent needs.

We were proud to show up for our people and clients when it mattered most—and to see our communities come together for each other.

Philanthropy

In 2025, our commitment to volunteerism, pro bono work, and charitable giving delivered more than \$1.5 million in community impact.

Giving Back with Purpose

We support nonprofit partners through [giving programs](#) that make it easy for us to contribute, volunteer, and amplify their impact on the causes they care about.

West Monroe 2025 Giving:



\$40K+

Dollars for Doers

\$235K+

Individual Match Program

\$385K+

West Monroe Community Impact Fund Grant Program

Volunteering in Our Communities

We contributed more than 10,000 volunteer hours to nonprofits supporting the communities where we live and work throughout the year.

Our annual [Day of Service](#) brought together more than 1,200 employees across 75 volunteer projects in 15 geographies on July 18. We supported local needs—from food insecurity and education to environmental sustainability—while strengthening connections across teams and regions.



Partnering with the youth and staff of Fundación Monge’s Soy Cambio program during Day of Service was deeply rewarding and reflected our values in action. Supporting the growth of the young people we met reinforced why this work matters.

Jose Ricardo Sánchez,
Costa Rica Philanthropy Co-Lead



SECTION 01: FOCUSING ON OUR PEOPLE AND COMMUNITIES

Our nonprofit partner Wildflyer Coffee recognized our ongoing commitment to service with their Volunteer All-Star Achievement Award.

Executive Chairman Kevin McCarty was also honored as both keynote speaker and honoree at the [2025 HFS Chicago Scholars Leadership Dinner](#), underscoring his 30-year relationship with the organization—from early volunteerism to board membership.



Sustained Action, Shared Values: Our Partnership with Nourishing Hope



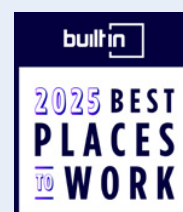
Our relationship with Nourishing Hope shows what happens when shared values turn into sustained action.

Director Chris Coleman and Manager Cashel Coughlan began volunteering with the nonprofit through West Monroe and have since expanded from hands-on service to leadership roles on the organization’s Young Leaders Board.

Their story shows what deeper leadership engagement looks like: consistent, meaningful involvement in the community. That commitment extends beyond volunteering to supporting signature fundraising initiatives, organizing food drives, participating in Day of Service, and providing financial support—all of which advance Nourishing Hope’s mission.

Top West Monroe 2025 Workplace Awards

- Built In Best Places to Work
- Top Workplace by USA Today
- Top Workplace in Chicago by Chicago Tribune
- Corporate Equality Index: 100-Point Score—Human Rights Campaign
- Top Management Consulting Firms by Modern Healthcare
- Consulting Magazine Best Firms to Work For
- Handshake Early Talent Awards Winner
- LA Business Journal Best Places to Work



ADDRESSING OUR ENVIRONMENTAL IMPACT

We are reducing our environmental impact across our operations, culture, and client work. In 2025, we formalized a new policy, expanded employee engagement in sustainability initiatives, and strengthened our ability to support clients navigating the energy transition through the acquisition of 2050 Partners. These efforts move us closer to our commitment to net-zero carbon emissions by 2040 as part of The Climate Pledge.

Environmental Approach & Commitments

The cross-functional Sustainability Team partnered with the CSR & ESG Team to further embed sustainability into our operations and culture. These efforts are helping us advance toward net-zero carbon emissions by 2040 as part of [The Climate Pledge](#).

For operations, we:

- **Introduced a [sustainability policy](#)** that aligns our environmental goals with our values
- **Researched sustainable sourcing practices** for offices and delivery teams, with implementation planned to reduce our overall environmental footprint
- **Prepared a [Climate-Related Financial Risk Report](#)** aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework in compliance with California Senate Bill 261, evaluating how climate-related risks and opportunities could affect our operations, value chain, and strategic resilience.

For our culture, we focused on:

- **Initiatives such as Plastic Free July**, which saw a 54% increase in participation compared to 2024 and reduced more than 269 pounds of plastic.
- **An Environmental Equity Knowledge Transfer Session** that examined how environmental factors affect communities.



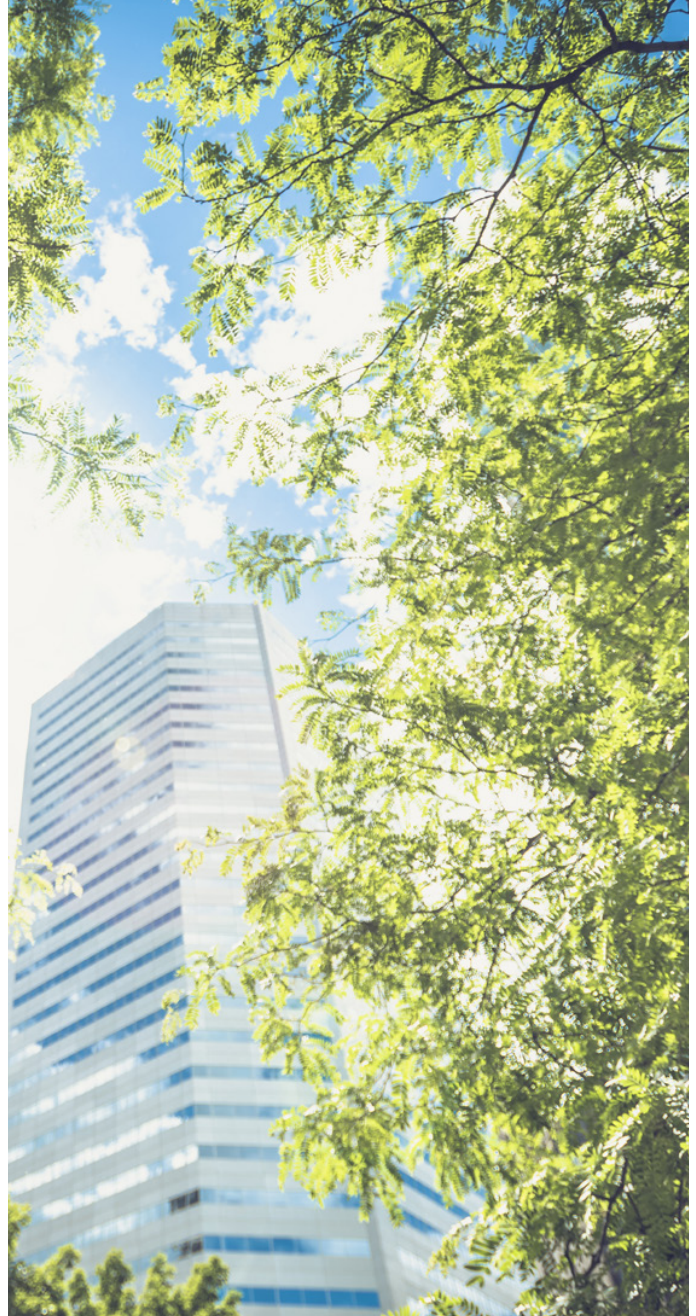
Environmental Impact

We strengthened how we track and manage emissions, even as our footprint grew alongside the business.

In 2025, total market-based emissions reached 12,715 metric tons (MT), up from 5,538 MT in 2024. This increase reflects both business growth and a more complete accounting of emissions sources. It also reinforces the importance of embedding sustainability into how we operate as we scale.

We measure emissions across Scope 1, Scope 2, and relevant Scope 3 categories in line with the Greenhouse Gas Protocol. Scope 3 remain the largest share at 94.6% of total emissions, driven by business travel. This aligns with how we operate and where we continue to focus our efforts.

We are continuing to improve the quality and completeness of our data through better inputs, more precise categorization, and ongoing evaluation of emerging sources such as digital infrastructure and AI-related energy use. To calculate this year's emissions, we applied additional scrutiny to our methodology improving categorization while also examining materiality to our business.



SECTION 02: ADDRESSING OUR ENVIRONMENTAL IMPACT

West Monroe's carbon emissions calculations are subject to audit.

West Monroe Carbon Emissions in MT			
Scope Category	Relevant Emission Sources	2024 Total	2025 Total
Scope 1	Scope 1	115	128
Scope 2	Scope 2 (market-based)	464	559
	Scope 2 (market-based)	516	612
Limited Scope 3	Category 1: Purchased Goods and Services	376	1,566
	Category 2: Capital Goods	N/A	1
	Category 3: Fuel & Energy-Related Activities	N/A	142
	Category 4: Upstream Transportation & Distribution	N/A	0
	Category 5: Waste Generated in Operations	40	26
	Category 6: Business Travel	4,293	9,641
	Category 7: Employee Commuting	336	636
	Category 8: Upstream Leased Assets	N/A	16
Total Emissions (Market-based)		5,538	12,715
Scope 3 Percent of Total Emissions		89.6	94.6

Improvements to our methodology included the following calculation methodologies which leverage the Greenhouse Gas Protocol:

- 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. All expenses associated with business travel (food and beverage, transportation, accommodations, etc.) were included under Category 6: Business Travel.
- 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 totals.
- Scope 3 AI emissions** from West Monroe's proprietary tool, and other enterprise sources were assessed leveraging tokens. Using input and output tokens for each tool, we identified the annual kWh consumed by each, and applied emissions factors to measure total energy consumption across platforms.

Breaking down our emissions

Our emissions profile reflects the same core drivers, with increases tied directly to business growth. As the business expands, emissions from travel, procurement, and operations grow alongside it. That makes it critical to decouple growth from environmental impact and act where it matters most.

Scope 1 emissions held steady year over year, reflecting minimal changes in our operations. Scope 2 emissions increased as energy use rose with higher office utilization. This reinforces the importance of continuing to improve energy efficiency and identifying additional opportunities to reduce overall emissions.

Scope 3 remains the largest share of our footprint and our greatest opportunity to reduce impact. In 2025, three areas drove the majority of emissions:

- Business Travel remained our largest source of emissions as we continue to work side by side with clients in person.
- Purchased Goods and Services increased by 1,190 metric tons, reflecting higher business activity, including AI usage, and improved categorization of procurement data.
- Employee Commuting increased by 300 metric tons, in line with greater office presence in our hybrid work model.



Environmental Initiatives

We continued to prioritize green and efficient buildings across our office spaces. Four of our 11 offices were certified LEED Gold, and two held LEED Silver certification.

We also began aligning our offset strategy with the Oxford Principles for Net Zero Aligned Carbon Offsetting. This approach prioritizes reducing emissions first, shifting toward carbon removal offsets for residual emissions, supporting durable carbon storage, and investing in high-quality credits.

Technology Recycling

↳ We sent

435 laptops

and other technology assets for evaluation and processing to HOB International Inc., our long-term responsible technology partner. In total, 310 laptops were securely wiped and resold for reuse, and 38 were wiped and responsibly recycled. This approach extends device lifecycles, reduces electronic waste, and strengthens our commitment to responsible operations.

Supporting Our Clients

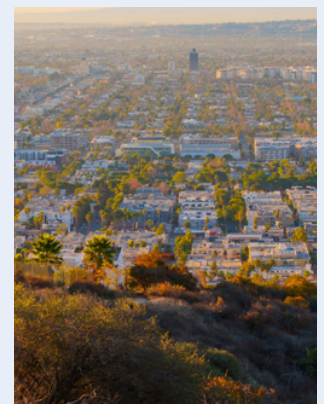
In 2025, we acquired [2050 Partners](#), expanding our ability to support clients' sustainability goals in the utilities and energy sectors. Through their expertise, we help clients develop energy policy and regulatory strategies, meet evolving regulatory requirements shape energy efficiency codes and standards, and develop data driven insights and policy recommendations.

We leverage CDP as well as the Sustainable Supply Chain Alliance to help clients meet growing expectations for environmental data and reporting. We filed our CDP disclosure privately and improved our score to a B-, reflecting continued progress in sustainability performance and transparency.

As we move into 2026, we continue partnering with our Sustainability Team to refine our data collection and evaluation processes and expand our understanding of the Science-Based Targets initiative (SBTi) framework, including target-setting options and emissions reduction levers West Monroe can utilize.

Code Readiness

West Monroe is the implementer for PG&E's [Code Readiness Program](#), advancing the development and adoption of California's building and appliance energy codes. Through long-range planning and targeted data collection, the team closes critical data gaps and removes barriers to implementation. Their work strengthens the case for energy performance, cost-effectiveness, feasibility, and compliance, accelerating practical pathways to decarbonization. This program results in resilient, efficient buildings that support California's long-term climate goals.



OPERATING WITH INTEGRITY

Our governance and risk management framework is grounded in shared ownership, clear oversight, and responsible decision-making—guided by our core values.

Governance

Our people own half of West Monroe, with the remaining ownership held by an outside investor, including its affiliates and controlled funds. This structure drives long-term value and gives our employees a direct stake in the decisions that shape their experience—encouraging them to think and act like owners as the business grows.

Board of Directors

[Our Board of Directors](#) oversees governance, global strategy, and key policies. The Board meets at least four times a year and collaborates with the following standing committees:

- **Audit Committee:** Financial reporting, internal controls, and regulatory compliance
- **Compensation & Talent Committee:** Compensation, benefits, and people strategies
- **Valuation Committee:** Equity valuation processes and equity-related programs

Advisory Group

The Advisory Group, a subset of the Operating Committee, provides early input and alignment on major strategic and business decisions before they are presented to the Board.

Operating Committee

The Operating Committee drives business unit performance, provides leadership input on firmwide priorities, and translates long-term vision into day-to-day results.

Management-Level Committees

We maintain several management-level committees:

- **Benefits Committee:** Benefit plans and total rewards programs
- **Corporate Social Responsibility (CSR) & Environmental, Social, and Governance (ESG) Committee:** Values-led CSR and ESG efforts embedded in business practices and strategy
- **Diversity, Equity, & Inclusion (DEI) Governing Body:** DEI strategy, equitable inclusion, and listening to our people's experiences



Enterprise Risk Management

We identify and manage risks that may affect our strategy, operations, and people through our Enterprise Risk Management (ERM) program. A cross-functional ERM team monitors the business and operating environment to surface potential firmwide risks early.

Throughout the year, the team works with functional leaders to assess risks, review emerging issues and opportunities, and document mitigation actions. We evaluate risks using a rating scale that considers likelihood and impact across key areas: financial, reputational, compliance and legal; people and talent; and technology and security. Impact ranges from minor to catastrophic, with major risks defined as highly material and likely to require significant changes to business strategy or operations.

The Advisory Group and Board of Directors oversee the ERM program and the firm's top enterprise-level risks, with material risks escalated for intervention as needed. This approach embeds risk management into decision-making and supports long-term resilience.

In 2025, we also evaluated how climate-related risks and opportunities could affect our operations, value chain, and strategic resilience, and prepared a [Climate-Related Financial Risk Report](#).



Ethics & Integrity

We believe trust is built through consistent action and creating processes that reflect our values. In 2025, we introduced a [Human Rights & Modern Slavery Policy](#) and a [Supplier Code of Conduct](#), reinforcing responsible practices across our operations and value chain.

Our people are expected to follow our Code of Conduct and Business Ethics policies as outlined in the Employee Handbook. These standards reinforce compliance with applicable laws and regulations, including the Foreign Corrupt Practices Act, and guide everyday decision-making.

The Employee Handbook also includes policies that protect and support employees, including our Policy Against Sexual Harassment and Other Workplace Harassment, Confidentiality and Proprietary Information Policy, and IT Security Policy. Together, these safeguards help ensure we remain responsible, accountable, and a values-driven organization.

Ongoing Training & Accountability

We reinforce ethical conduct, inclusion, and security through clear expectations and ongoing training that helps our people understand different perspectives and make equitable decisions. Our people complete annual Harassment Prevention and Security Awareness training. Managers, Employee Resource Group (ERG) leaders, and DEI team members receive additional DEI training, and Chicago-based employees complete bystander intervention training.

A global ethics hotline allows for anonymous reporting and supports transparency, accountability, and a respectful workplace.

Data Privacy & Security

Our Risk, Compliance, and Cybersecurity team monitors evolving data privacy and security regulations to help ensure strong compliance and security practices across our operations.

We take a layered approach to data security designed to identify, prevent, and respond to risk. This includes annual penetration testing conducted by internal teams and an independent third party, as well as ongoing vulnerability scans—performed monthly for internal networks and weekly for external networks. We address identified issues quickly.

Our people complete annual Security Awareness training to reinforce responsible data stewardship and protect client information. We also tailor our security approach to meet client requirements, working closely with business units and legal teams to align expectations and manage risk effectively. For additional information, please see our responses to the [Software & IT Services and Professional & Commercial Services SASB Standards](#).

Responsible Technology

We invest in learning and development, support our teams, and apply industry-leading best practices to thoughtfully embed emerging AI and data-driven technologies into how we work. Security and trust remain top priorities.

Our people may only use internally vetted AI tools with approved use cases to ensure we protect data privacy and comply with regulations. Company and client data is never used to train public models. We maintain transparency in how AI is used and review outputs for accuracy, relevance, and bias. We review our AI Best Practices and Guidelines at least quarterly, and more frequently as new technologies emerge.

We're also committed to investing in and attracting top talent at every stage of their careers. We see AI as amplifying our people's skills and expertise, enabling them to work more effectively while keeping human judgment at the center of every decision. By freeing our people to focus on what matters most—shaping direction, building trusted relationships, and delivering results for our clients—technology strengthens our work without replacing the perspective and experience our people bring to it.



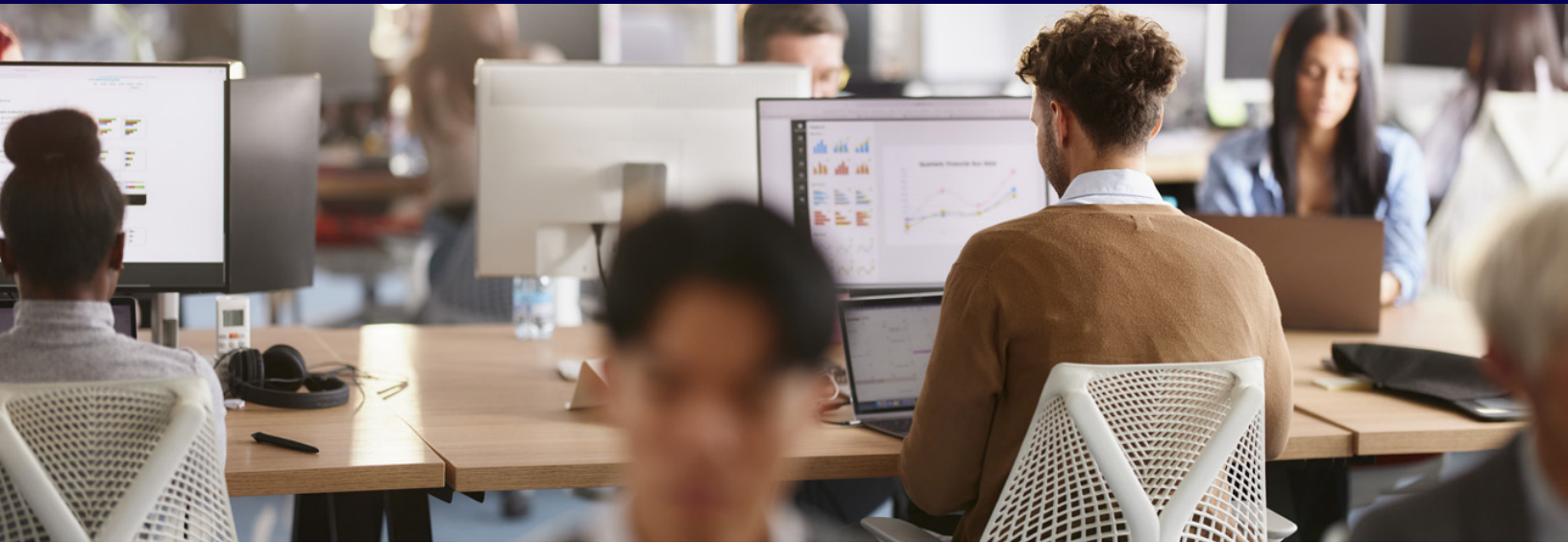
AI has powered meaningful results in our work for years, and our ability to move quickly ensures we capture even greater value as technology evolves. Across the firm, we're advancing from foundational understanding to power users and builders, trailblazing new client solutions. By amplifying the expertise of our people, AI strengthens what already sets us apart.

Bret Greenstein,
Chief AI Officer

The scope of our business directs us to report on topics we have identified as material from the Software & IT Services and Professional & Commercial Services SASB Standards, which we disclose as a private company. Disclosures from each of these standards can be [found here](#).

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

We report on material topics from the Software & IT Services and Professional & Commercial Services SASB Standards, as applicable to a private company. Disclosures from each standard are below, with those from the Professional & Commercial Services Standard marked with (*).



SECTION 04: SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

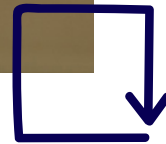
Topic	Code	Accounting Metric	2025 Response
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) 2,994,377 kWh (2) 73.86% (3) 26.14%
	TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Water Consumed: 1,164,571 gallons 10% in regions with High or Extremely High Baseline Water Stress
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, the California Consumer Privacy Act, and other privacy regulations that pertain to West Monroe's services portfolio as a data services provider. West Monroe's infrastructure framework is modeled under ISO 27001 standards. West Monroe updates its Privacy Policy as necessary to reflect changes in regulations and legal obligations. In 2025, we renewed our SOC 2, Level II certification for the full audit period, reinforcing our commitment to rigorous security controls. View our policies by clicking on the links below: <ul style="list-style-type: none">• Privacy Policy• Terms of Use• Cookie Policy Though West Monroe receiving personally identifiable information (PII) from clients is outside our normal business services, we are committed to safeguarding any such data received 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.
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	West Monroe does not process personal data for secondary purposes.
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring.	None. West Monroe provides business-to-business consulting and technology services to its clients and is not aware of any government-required monitoring, blocking, content filtering, or censoring that apply to our core products or services.
Data Security	TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (3) number of users affected	West Monroe did not have any data breaches in 2025.
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	In 2025, we achieved SOC 2, Level II certification for the full audit period, reinforcing our commitment to rigorous security controls. The audit has been executed for two consecutive years without any exceptions taken by our auditing team. As part of this effort, we strengthened our Third-Party Vendor Management program and advanced a security roadmap that includes Artificial Intelligence certification, ISO 42001 alignment, and GDPR compliance. West Monroe's infrastructure framework is modeled under ISO 27001 standards.
	*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

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Topic	Code	Accounting Metric	2025 Response							
Recruiting & Managing a Global, Diverse, & Skilled Workforce	TC-SI-330a.1	Percentage of employees that require a work visa	Only 0.2% of our employees require employer-sponsored or family-sponsored employment authorization. The risk to West Monroe associated with recruiting and retaining employees who require work visas, is minimal. Our internal team collaborates closely with both internal stakeholders and external partners, serving as the Immigration and Mobility subject matter experts (SMEs). They are responsible for overseeing all immigration processes and proactively monitoring regulatory and legislative changes. External partners include specialized tax, legal, and other professional service providers to ensure full compliance and effective program management.							
	TC-SI-330a.2	Employee engagement as a percentage	<p>West Monroe conducted a Pulse Survey in February and July 2025 to measure employee fulfillment. Employee fulfillment scores were 59% in February and 67% in July. Employee Fulfillment is measured by averaging the favorability score of 6 Pulse survey questions:</p> <ul style="list-style-type: none"> • “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.” <p>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 Voice of the Employee.</p>							
	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		Women	Men	Asian	Black or African American	Hispanic or Latino	White	Other
			Executive Management*	23.08%	76.92%	0%	7.69%	0%	84.62%	7.69%
			Non-executive Management	32.58%	67.42%	13.26%	3.18%	0.11%	78.90%	4.56%
			Technical Staff	25.90%	74.10%	22.39%	3.86%	0.19%	68.15%	5.41%
All Other Employees			43.91%	56.09%	22.04%	4.38%	0.65%	67.10%	5.83%	
*For reporting purposes, our Advisory Group as well as any additional C-Suite members are considered the Executive Management Team.										
*SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	<ul style="list-style-type: none"> • 14.8% voluntary • 1.9% involuntary 								

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Topic	Code	Accounting Metric	2025 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 2025.
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	<p>The Enterprise Risk Management team 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.</p> <p>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.</p>
Activity Metrics	*SV-PS-000.A	*Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	<ul style="list-style-type: none"> • 1,840 full-time employees • 5 part-time employees • 232 contract employees
	*SV-PS-000.B	*Employee hours worked; percentage billable	<p>Total employee hours worked: 2,953,911 (total hours include interns)</p> <p>Hours worked by non-billable employees are not tracked and therefore are not included in the total hours worked.</p> <p>Billable employee utilization: 71.8% (This rate takes into account other non-working hours such as paid time off, unavailable time, and bereavement.)</p>
	TC-SI-000.A	(1) Number of licenses or subscriptions, (2) percentage cloud-based	<p>The below represents our most significant licenses. Nearly 90% of our licenses and subscriptions are cloud-based.</p> <ul style="list-style-type: none"> • Achievers: Enterprise • Alation: 1000 viewer, 50 creator • Concur Expense: Enterprise • Confluence: 1,000 • Culture Amp: Enterprise • Degreed: Enterprise • Explorance: Enterprise • Glean: Enterprise • Greenhouse: Enterprise • JAMF User License: 550 • Kantata: 2,507 • Keepit: 2,400 • Leanix: Enterprise • Learn Amp: Enterprise • LinkedIn Sales Navigator: 500 • Lucidchart: 500 • Mercer: Enterprise • Microsoft365 E5: 2,145 • Miro: 1,600 • ModernHealth: Enterprise • Moveworks: 3000 • Onit: Enterprise • OpenAI: Enterprise • Personify Health: Enterprise • Prolifq: 1,100 • Salesforce: 5,000 • ScreenSteps: Enterprise • Slack: 940 • Smartsheet: 1000 • Templify: Enterprise • Workday: Enterprise • Workday FINS: 2,500
	TC-SI-000.B	(1) Data processing capacity, (2) percentage outsourced	Approximately 98%+ of West Monroe data processing is outsourced.
	TC-SI-000.C	(1) Amount of data storage, (2) percentage outsourced	West Monroe's data storage is outsourced except for 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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