

2022

PUTTING INCLUSION IN ACTION

INCLUSION & DIVERSITY REPORT





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We are growing the next generation of leaders to lead diverse, multidisciplinary teams inclusively—enabling us to develop and execute new ideas and ways of working and address our clients' most complex challenges.

KEVIN McCARTY
Chairman and CEO

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WEST MONROE

Don't Do Digital. **Be Digital.**

We are a digital services company that was born in technology but built for business—partnering with companies in transformative industries to deliver quantifiable financial value. We believe that digital is a mindset—not a project, a team, or a destination—and it's something companies become, not something they do.

2,200+
people

26%
compound annual
growth rate

94%
of our people say West Monroe
is a great place to work

OUR OFFICES

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

TALENT CONCENTRATIONS

Chattanooga
Columbus
Costa Rica
Denver
Orange County
Pittsburgh
Portland

MISSION

Building the Next Generation of Leaders

VISION

Be the leading digital services company renowned for developing the next generation of leaders who partner with clients to be digital. Where growth breeds opportunity, creating a virtuous cycle for our people and clients, and in turn the impact they have on their communities.

We are changing the way we work by bringing together diverse, multidisciplinary team members who use their business, creative, and technology expertise to develop and execute new ideas and ways of working. These teams work without silos to help clients be digital and win by delivering better experiences.

Building a diverse next generation of leaders is central to unlocking the potential of our teams. So, we focus on fostering the right environment for inclusion: one with a fast-paced, caring, and collaborative culture. One that breeds opportunity for all—through deep industry experience, leadership development, and the chance to grow expertise.

That way, when we come together, we can do what's never been done.

28 Workplace awards in 2021,
including Best Workplaces for
Millennials and Parents



INCLUSION & DIVERSITY IN ACTION:

A LETTER FROM OUR LEADERS

By Kevin McCarty and Regan Hall

In 2021, West Monroe made a notable shift in our approach to inclusion and diversity (I&D). We committed to putting I&D in action and driving measurable change.

When the two of us began working together in 2021, we decided that this journey requires I&D to be front and center every day—and so it was, as the top item on the 2021 virtual CEO whiteboard. In 2021, West Monroe hired and established a dedicated I&D team, created a new I&D Governing Body, formalized our strategy, and listened to and took to heart what colleagues think. Some of the feedback was not easy to hear. But it motivated us all the more to be better and to take action. As a result, we:



Published people and leadership representation goals for the first time. These goals reflect how West Monroe aspires to look in 2025.

Challenged our capacity for change. We know West Monroe cannot recruit its way into being a diverse organization. Retention is key, and we must continue to root out bias and inequity to meet our retention goals. So, we began asking tough questions, such as, “Is it necessary to require a diverse slate of candidates for open positions?” For West Monroe, this is now required in our hiring practices.

Increased cultural competence. We do this through through training, listening sessions, and employee resource group (ERG) activities.



Fostered inclusive leadership. One of the areas where we collaborated most closely was in taking our entire executive leadership team through Korn Ferry’s The Inclusive™ Leader program, a six-month process that opened our eyes to areas of strength and opportunity when it comes to leading inclusively.

Prioritized accountability. Ultimately, we want I&D to be an embedded part of who we are and how we work at West Monroe. That means taking steps to hold our leaders accountable through our performance management process.

These haven’t been easy actions, but they didn’t materialize from a blank slate. Several years of very intentional work set the stage for our efforts.

The year that moved us to change. At the beginning of 2020, West Monroe changed one of its core values from “respect for diverse experience and thought” to “inclusion and diversity” to be explicit about this commitment. We recognized that the diversity of our people defines the diversity of our ideas. The year that followed fundamentally altered the way our people engage as colleagues—and not just because of the pandemic. Racial injustices such as George Floyd’s tragic murder precipitated long-overdue conversations around how to create meaningful change. Our Black Employee Network ERG provided invaluable leadership by sponsoring listening sessions that encouraged authenticity and openness. This underscored the urgent moral and business imperative to put I&D in action.



To meet goals, let alone be seen as a leader, we need active advocacy, not passive support. Inclusion and diversity is not a cause where people can opt in or out.

What we’ve learned. In our roles as West Monroe’s CEO and Inclusion & Diversity leader, we’ve learned that while action is essential, so is listening and absorbing. In our regular one-on-ones over the past year, we’ve explored how leadership decisions affect people differently depending on their unique lens. We have to be willing to set aside our predisposition to create a “solution.” And we have seen that when we bring commitment, purpose, and understanding, real results are possible.

Today, we believe that West Monroe is approaching I&D with more humility, empathy, and open-mindedness. That said, we aren’t letting up. First and foremost, there are goals to meet. Our people expect progress, and our board is holding us accountable. But we won’t stop there. We see a bigger opportunity to really stand out in an industry that has struggled to fulfill its potential on diversity and inclusion.

What we need now. To meet goals, let alone be seen as a leader, we need active advocacy, not passive support. Inclusion and diversity is not a cause where people can opt in or out. In short, this is everyone’s chance to make West Monroe the diverse and inclusive organization we can be. This is why continuing to build leadership accountability and supporting the next generation of diverse leaders is a priority for us in 2022.

We are proud of the work West Monroe is doing and motivated by the potential—but also mindful of what’s ahead. More than anything, we want to be transparent, which brings us to this report. In it, we outline our strategy and highlight the impact we’ve seen and what comes next. It is not possible to include every detail or story. But we hope you see the commitment to achieving real change—and the passion with which our people are pursuing it.

KEVIN MCCARTY
Chairman and CEO

REGAN HALL
Leader, Inclusion & Diversity

OUR I&D STRATEGY

We deliver our best work when we bring together diverse and multidisciplinary teams to solve our clients' business challenges. Our I&D strategy is essential to that and includes investments and initiatives in three key areas: Employee Growth & Wellness, Partnerships & Candidate Experience, and Connection & Awareness.

People fulfillment. In 2019, we conducted extensive research to understand employee experience, with the goal of improving it as we grow. A key finding from the research was the opportunity to understand the motivations and needs of our people beyond their relationship with our organization. So, we decided to focus our people experience goals on fulfillment rather than engagement. We created a Fulfillment Index, which incorporates employee survey feedback to deepen our understanding of fulfillment across our employee base (more detail [here](#)). We used this index to establish and measure our 2025 people fulfillment goal.

Representation goals. In 2021, for the first time, our organization set and published people and leadership representation (director-level and above) goals. The goals focus on three demographic segments for which we are currently able to track progress: women, people of color (POC), and underrepresented people of color (URPOC).

Three focus areas. Our I&D strategy provides a framework for delivering on the promises we make around inclusion and diversity. We will achieve our 2025 people fulfillment and representation goals by focusing initiatives and investments in three areas depicted in the figure to the right. Inclusive Leadership and Accountability are essential drivers of these three areas, as we cannot accomplish our goals without the commitment and active support of our leaders.



*People of Color (POC) refers to anyone who does not identify as White, including Asian, Black or African American, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and Multiracial employees
Underrepresented POC (URPOC) refers to ethnic or racial groups whose population at West Monroe is disproportionate to the population in society. In the U.S., we are referring to Black or African American, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and Multiracial groups

2021 AT A GLANCE

In 2021, we built the foundation for putting I&D in action. We formed our I&D team, formalized our I&D strategy, and published people and leadership representation goals for the first time.

Collectively, the actions we took in 2021 (at right) are:

- Diversifying our talent
- Increasing cultural competence
- Fostering inclusive leadership
- Instilling personal accountability

We are committed to maintaining this momentum to ensure high fulfillment, recruitment, and retention of diverse talent and—ultimately—continued growth and impact in the marketplace.

This report provides more detail about some of these activities and tangible examples of the change they are driving in our organization.

Q1



- Created the I&D Governing Body (see [page 12](#))
- Held our inaugural I&D Summit
- Hired I&D Team Leader Regan Hall
- Introduced an I&D training curriculum

Q2



- Named Partnerships & Candidate Experience and Connection & Awareness leads
- Added inclusive leadership as a key performance expectation in our leadership (director level and above) career model

Q3



- Introduced leadership (director level and above) representation goals
- Named an Employee Growth & Wellness lead
- Implemented a system to mitigate bias in recruiting
- Enhanced self-identification opportunities for candidates
- Developed an I&D narrative and framework for responding to social issues
- Hosted an I&D Forum and a workshop at our director retreat
- Piloted the Inclusive Leadership program with our leadership team

Q4



- Designed a decision-making framework and investment strategy for high-value programming related to underrepresented talent
- Created an I&D Center of Excellence to support Talent Acquisition
- Launched I&D compliance training for managers and above
- Celebrated Global Diversity Awareness Month with a listening session on microaggressions and ERG events

ALL
YEAR



- Reported on people representation goals
- Created and introduced three new ERGs
- Delivered six company-wide listening sessions on I&D-related topics

PEOPLE REPRESENTATION

WHY WE DO IT

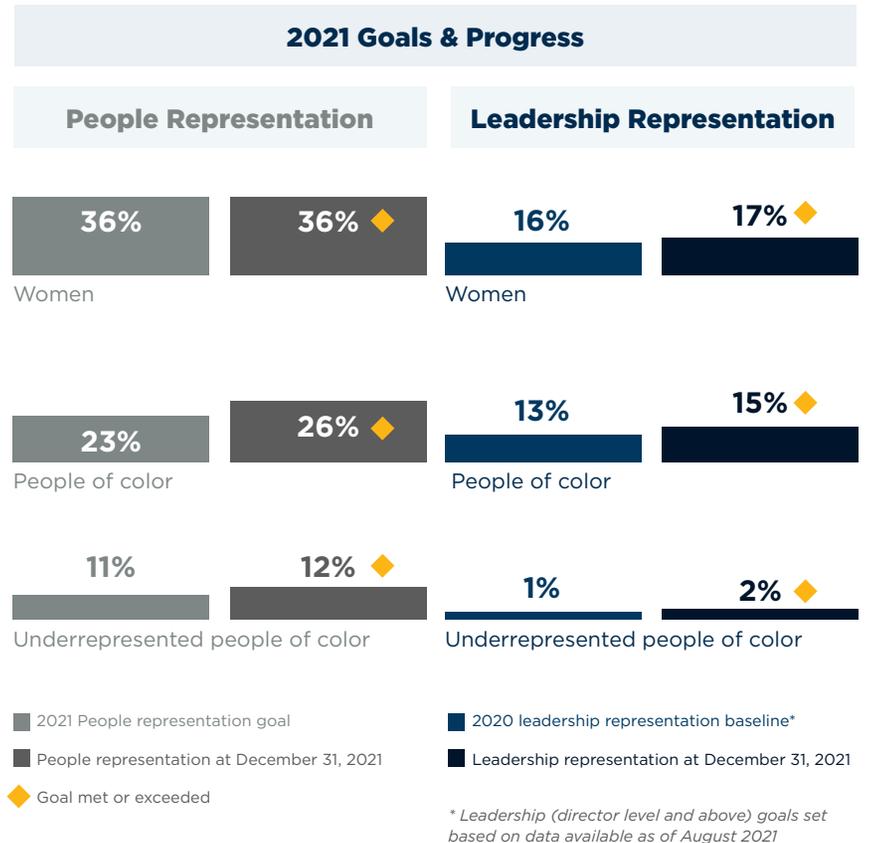


It's not enough to say we want to be more inclusive—we must be accountable. That's why we have set specific goals to ensure representation at every level, including leadership.

DOUG ARMSTRONG
Chief Operating Officer

WHERE WE ARE

People representation is an equation that reflects both the diversity of our candidate pipeline and our ability to retain a diverse population over time. We set annual hiring and retention goals to guide us toward our overall 2025 people representation goals, and we track representation annually so that we know where we stand against our goals—and what we need to do better or differently within our strategic initiatives in order to get where we want to be in 2025. In 2021, we added leadership representation goals for for director-level roles and above. We recognize the importance of seeing leaders who experience the workplace similarly to our underrepresented talent as we commit ourselves to growing the next generation of leaders.





WHAT'S NEXT

Our 2022 representation goals push us forward.

| People Representation | | Leadership Representation | |
|----------------------------------|------------|----------------------------------|------------|
| Women | 37% | Women | 20% |
| People of color | 27% | People of color | 15% |
| Underrepresented people of color | 13% | Underrepresented people of color | 4% |

Talent acquisition: Achieving our leadership representation goals will require focused effort. The Employee Growth & Wellness and Partnerships & Candidate Experience elements of our strategy address this through the growth and acquisition of diverse leaders. Learn more about these initiatives on pages [14](#) and [22](#).

Self-identification: In the middle of 2022, we will introduce a self-identification campaign to increase awareness of our workforce composition of LGBTQ+ colleagues—traditionally an underreported and undercounted group. As part of this program, our people will be able to voluntarily report their sexual orientation and gender identity.

LEADERSHIP ACCOUNTABILITY

WHY WE DO IT



We celebrate our differences and find unity through our shared vision. Diverse talent makes for powerful results. Our inclusive culture and our multidisciplinary teams inspire us to be bold, try new things, and focus on the bottom line: high-value deliverables that change the way our clients do business.

CASEY FOSS

Chief Commercial Officer

To grow, we need to differentiate. To differentiate, we need to retain top talent. To innovate and retain top talent, we need diversity. To activate our diversity, we need inclusion. To manage all of this, we need inclusive leadership.

WHERE WE ARE

We are taking a systematic approach toward making West Monroe more inclusive. A key part of that is maintaining a workforce of inclusive leaders who not only model inclusive leadership behaviors for the organization but who are also accountable for inclusion and diversity.

Performance management:

We now formally measure and recognize inclusive leadership in our performance management processes for directors and partners. All leaders have key performance expectations regarding inclusive leadership behaviors that are measured in our upward feedback process, through which colleagues at all levels provide anonymous feedback to their leaders.

Training: We have also invested in developing inclusive leaders.



ERG leaders, managers, and above complete I&D compliance training, and directors and partners complete an Exploring Bias course to build their cultural competence. In 2021, we piloted Korn Ferry's The Inclusive™ Leader program with our executive team, people leadership

team, and talent business partners. This training model encompasses five disciplines and five traits that make up an inclusive leader, based on analysis of over three million leadership assessments, thousands of in-depth interviews, and proven practices.

INCLUSIVE LEADER STORY

Gil Mermelstein, New York office leader and board member, offered this feedback about building leadership accountability:

I grew up in Israel and have lived in several countries, so I have always considered myself mindful of diversity. Yet, I walked away from the Inclusive Leadership program with a new, deeper understanding for the workplace experiences of our underrepresented employees—and the need to always be conscious about looking through a broader lens when driving change at West Monroe.

Normally, you build connections with those closest to you, and I learned that much of how we connect can be based in bias. Now, I make it a point to meet with everyone who joins our office, with no agenda other than getting to know them. This takes time, but it is a great way to learn others' stories

and what they need to thrive. I also spend a lot of time with our ERGs. For example, our Interfaith ERG recently hosted an office-wide event around Ramadan, where we broke fast in the office and learned more about Muslim faith and practices.

Another thing I emphasize regarding leadership accountability is that, when we create special roles or initiatives, we need to make sure the opportunities are open to everyone—not just those we know and have worked with in the past. West Monroe hires the best and brightest, and that quality is exhibited in our diverse population of next-generation leaders. We must trust them to lead.

We are making good progress from an awareness perspective. I've worked in various organizational cultures and think very highly of West Monroe. That said, I would like to see us become better at influencing and holding our peer leaders accountable. That is how I&D will truly become part of our organizational DNA and who we are.

THE IMPACT

98%

of leaders completed I&D compliance training

88%

of leaders completed the Exploring Bias course

40

executive and senior leaders completed Korn Ferry's The Inclusive™ Leader program



WHAT'S NEXT

We aim to have 100% of our directors and partners complete Exploring Bias training.

We will also extend Korn Ferry's The Inclusive™ Leader program to more members of our management team in 2022.

The next wave of the program will enable anyone at the manager level or above to identify their development opportunities as inclusive leaders.

The I&D and Talent Management teams will partner to create leadership development programs based on internal employee experience metrics. These programs are designed to hold people accountable for inclusive behaviors, build a culturally competent organization, and enhance inclusive leadership.

I&D LEADERSHIP & PARTNERS

AN INCLUSIVE PARTNERSHIP

In 2021, we moved from a grassroots I&D council to a new advisory group—the Inclusion & Diversity Governing Body (IDGB)—comprising our CEO and two other C-suite leaders, our ERG leaders, and our I&D team. This strengthens alignment between our business strategy and our I&D strategy and gives ERG leaders access to decision-making and leadership-level discourse that typically isn't possible in other organizations. The IDGB meets every other month to discuss and assess strategy, feedback from our people, emerging issues, and progress toward our I&D goals.

I&D Governing Body (IDGB)

I&D TEAM



REGAN HALL
Leader
I&D, Remote



NAVEA FRAZIER
Connection & Awareness Lead
I&D, Chicago



JASMINE DAVIS
Partnerships & Candidate Experience Lead,
I&D, Chicago



STACIA PETERS
Employee Growth & Wellness Lead
I&D, Dallas



CAROLYN GUSICK
Product Experience & Engineering Lab,
New York



JOSH COPELAND
Healthcare & Life Sciences, Chicago



IMAN KIALEUKA-TIYA
Operations Excellence,
New York



DAN CHOI
Mergers & Acquisitions,
Los Angeles



DANNY LOCKE
Product Experience & Engineering Lab,
Minneapolis



LAURA SANZ
Operations Excellence,
New York



JESSICA RUSSOTTO
Customer Solutions,
Chicago



MALCOLM FRIDAY
Energy & Utilities,
Chicago



JEN PARK
Talent Management,
Los Angeles



FATIMA AZFAR
Product Experience & Engineering Lab, Remote



JOSÉ AVILA
Operations Excellence,
New York

SENIOR LEADERS



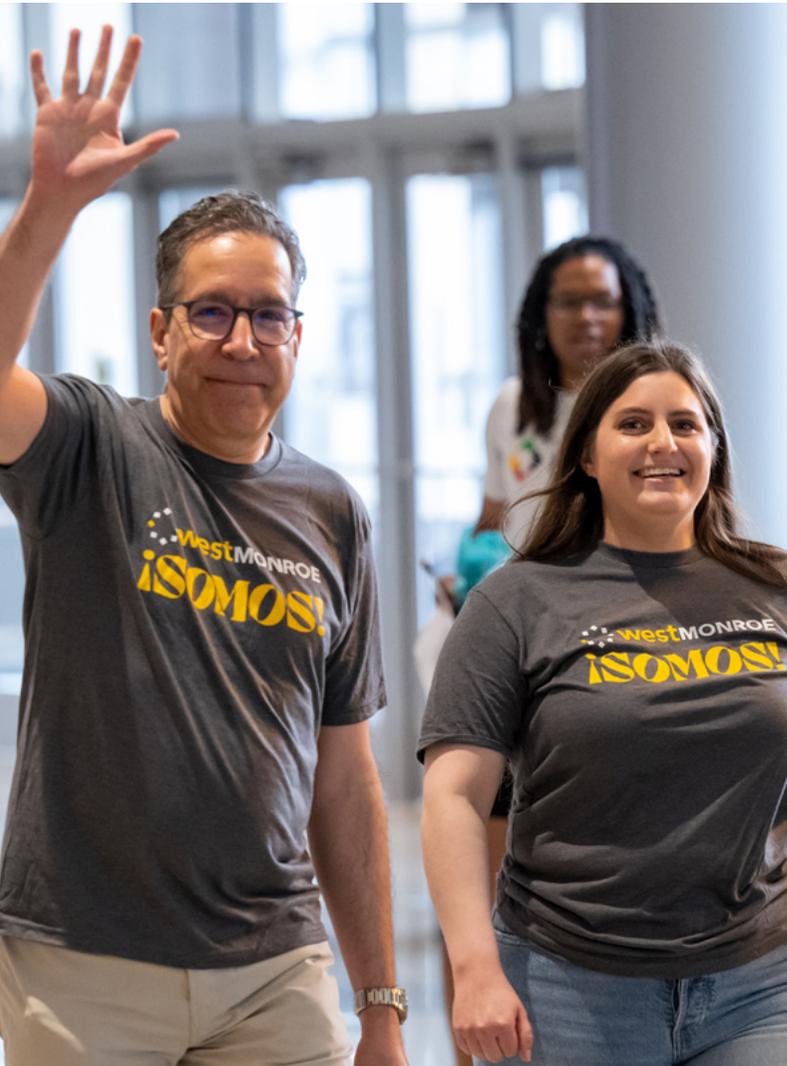
KEVIN McCARTY
Chairman & CEO



DOUG ARMSTRONG
Chief Operating Officer



SUSAN STELTER
Chief People Officer



PROGRAM MANAGEMENT

While I&D is everyone's responsibility, it is important to have people whose roles are dedicated to making sure we meet our commitments.

I&D team: In April 2021, we hired a full-time I&D team leader and subsequently added three team members focused on the key elements of the strategy described in this report. Our I&D team is part of the People function reporting directly to our chief people officer, rather than a subset of a human resources function. That means it is well-positioned to contribute to and benefit from initiatives that drive our people's experience and fulfillment.

Business partnerships: Our I&D team also partners closely with other functions and initiatives that share responsibilities for delivering on our organization's strategy and I&D goals. For example, our I&D leader serves on the Corporate Social Responsibility (CSR) steering committee, ensuring inclusion and diversity is woven through our wellness and social responsibility efforts (learn more on pages [20](#) and [34](#)).

WHAT'S NEXT

We will expand the IDGB to include the leaders of our new Veterans Committee, introduced in 2022 (learn more on [page 31](#)).

We are developing an I&D engagement framework to encourage consistent execution and tactical support across offices and practices—for example, our Women in Mergers & Acquisition group—as they put I&D in action. Learn more about our Women in M&A group [here](#).



Employee Growth & Wellness

EMPLOYEE GROWTH & WELLNESS: AT A GLANCE

It is important to us—and vital to the quality of work we do—that people feel they are part of a healthy, caring culture where they can develop expertise, realize their growth aspirations, and succeed as leaders. Our I&D strategy puts particular focus on three areas to ensure an equitable experience for all of our people.

HIGHLIGHTS

People Fulfillment

- Enhanced analysis of pulse survey data to identify gaps in fulfillment
- Coordinated with ERGs to analyze gaps and take action to close them

Next Generation of Leaders

- Mandated bias training for everyone involved in promotion and advancement decisions
- Began measuring and rewarding effort associated with I&D leadership

Wellness

- Elevated our wellness strategy, with added focus on mental health
- Introduced new benefits such as Headspace for coping with the stresses of life and our profession
- Delivered regular wellness education, including ERG-led sessions

IMPACT

4 to 6 percentage point increases

in fulfillment among women, people of color, and underrepresented people of color since February 2020

4 to 7 percentage point increases

in perception of growth potential among women, people of color, and underrepresented people of color between February 2021 and August 2021

Zero-cost copays

or telemedicine and mental wellness services saved our people \$963,000 in 2021

EMPLOYEE GROWTH & WELLNESS

PEOPLE FULFILLMENT

WHY WE DO IT

To maintain a high level of fulfillment, we need to measure and manage sentiment on three dimensions: relationships and sense of belonging; feeling of having an impact beyond the job; and perception of growth potential within our organization.

WHERE WE ARE

WMPulse survey: We ask all employees to respond to a survey two times per year. This survey has about 25 questions aligned with certain categories, including five prompts focused on I&D (included below). Each question has a five-point ranking scale, where our people can share how they feel about a question from 1 (strongly disagree) to 5 (strongly agree). They can also add comments to share specific perspectives relating to the prompts. Though we use demographics to make our assessments, the surveys are

anonymous, giving colleagues the freedom to share their true experiences.

Moments that matter: We measure events in our journey, such as interviewing, onboarding, and recent project experience. These trigger a survey, which we track in order to assess trends for determining areas of improvement.

Acting on what we hear: We assess responses from people with underrepresented identities to understand how their experiences deviate from company-wide averages and other demographics so that we can respond in a timely

and systematic manner. Following the August 2021 pulse survey, we began sharing aggregated data with our ERGs to enable them to look at metrics specific to their missions.

West Monroe, office, and team leaders also have access to a dashboard of aggregated fulfillment and pulse survey data. Pulse managers in each office work with leaders to understand and act on this data as part of strategic and operational planning. We also share a pulse summary—including the most and least favorable scores and the actions we are taking—with everyone.

Each WMPulse survey I&D question has a five-point ranking scale: 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree



It is safe to take risks



I can voice a contrary opinion without fear of negative consequences



I can bring my authentic self to work



I feel I belong at West Monroe



People from all backgrounds have equal opportunities to succeed

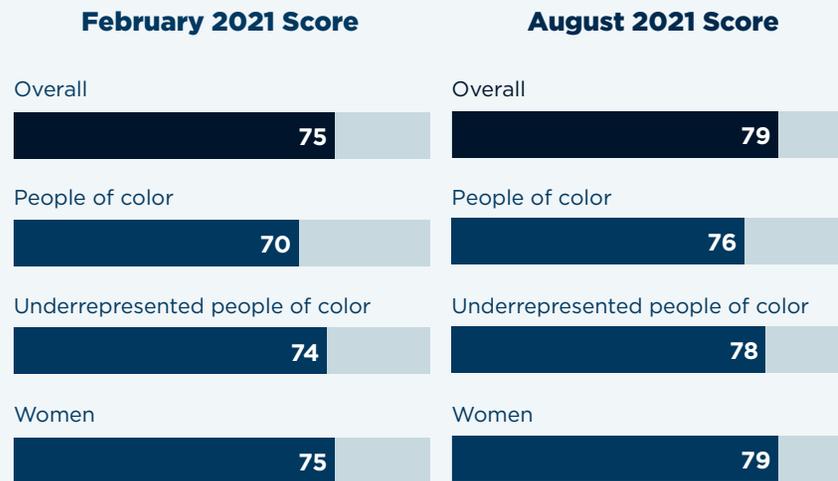
THE IMPACT

High participation: At 84%, participation in our pulse survey is well above the industry standard of 70%. Additionally, we receive comparable participation rates from women, people of color, and underrepresented people of color. This gives us rich and meaningful data for understanding and addressing fulfillment among specific demographic groups.

Increased fulfillment scores: Establishing our I&D team and strategy has been instrumental: Since February 2021, all underrepresented groups measured have shown an increase in fulfillment, underscoring the impact of putting I&D in action in all facets of our business and investing in sustainable change.

Examples of actions taken: The Voice of the Employee program has provided valuable insights that shape our I&D programming and investments. For example, in late

Emotional Feeling of Fulfillment



2021, the Women’s Leadership Network (WLN) ERG noticed a significant difference in fulfillment score between white women and women of color. That led to several actions designed to reduce this gap by August 2022, including establishing a role responsible for partnering with other ERGs to drive greater impact at the intersection of the ERGs’ efforts.

In addition, WLN updated its Develop Workplace Allies content to discuss the experience of women of color in the workplace.

In another example, decreases in favorability around wellness and work-life blend registered over the course of the pandemic led to enhanced wellness programs and greater focus on mental wellness.

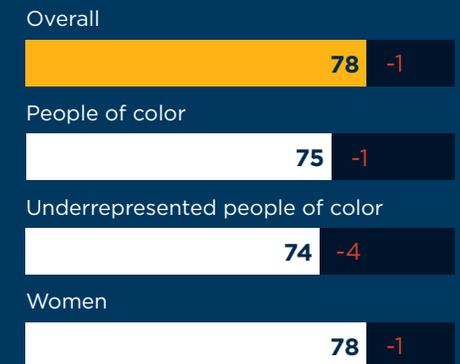
WHAT’S NEXT

ERG coordination: We are increasing ERGs’ involvement in analysis of and use of pulse data—as well as incorporating their input in our Voice of the Employee program.

Expanded analysis: With the mid-2022 launch of our self-identification campaign, we will begin looking at fulfillment and experience trends for people who identify as LGBTQ+.

Monitoring: We are continuing to measure and monitor sentiment around fulfillment—including addressing small declines registered in the February 2022 pulse survey.

February 2022 Score



Numbers to the right of each score indicate the percentage point change from August 2021

EMPLOYEE GROWTH & WELLNESS

THE NEXT GENERATION OF LEADERS

WHY WE DO IT

“

We want to make sure that all our people feel they can achieve their aspirations here—but when we look around us, it is clear we have work to do to make sure our leadership is representative of our workforce.

MIKE HUGHES

*Operations Excellence
practice leader*

Growth and development of world-class skills are important areas of focus for West Monroe and central to our mission of building the next generation of leaders. These are also among the key reasons people choose to be part of our organization.

I&D IN ACTION

Carolyn Gusick was new to consulting when she joined West Monroe from a utility company in 2016. “I thrived on delivering products and seeing clients benefit from new technology, but I found it difficult to develop my personal brand as part of a new team and in a new role. Doing so would be critical to career advancement,” she says. One channel Carolyn found was our WLN ERG. In addition to serving as WLN office lead in New York, in 2017, she volunteered to pilot the ERG’s new Career Champion program, which pairs participants with mentors to increase their exposure to and guidance from leaders within the company. Today, she is WLN’s national leader and steers the Career Champion program that provided professional development mentorship for more than 75 women in 2021.

“All of this takes time—and like everyone in WLN, I spend that time on top of my client delivery responsibilities. It was an ah-ha moment for me when I realized that being an ERG leader isn’t just a ‘plus one,’” Carolyn adds.

Mazen Ghalayini, WLN’s executive sponsor, worked with Carolyn to demonstrate in her annual review process how her ERG roles have built proficiencies in all of the areas she would need to demonstrate for promotion to director—a goal she achieved in 2022.

“This is a significant time commitment that tests leaders in a variety of scenarios,” explains Mazen. “It is a responsibility that allows the leaders to grow and develop their leadership, management, and cross-company partnership skills in



Carolyn Gusick (left), director in Product Experience & Engineering Lab, New York

a highly visible and important way. So, I encourage the leaders to set goals around the skills they are building.”

WHERE WE ARE

Performance management:

To help achieve our goals, we integrated I&D into West Monroe’s performance management processes. This includes requiring bias training for everyone participating in decisions around promotions and advancement. In addition, anyone in our organization can make I&D one of their strategic goals for the upcoming year during our annual performance process. Since these goals account for 20% of annual performance scores, this gives people the opportunity to prioritize I&D initiatives in their everyday work.

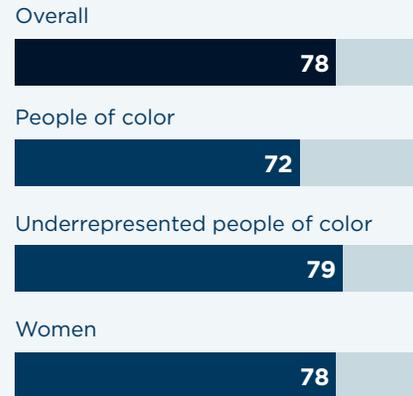
Rewarding I&D leadership: We recognize and reward the effort involved in leading an ERG when quantifying ERG leaders’ contributions during the annual review process.

THE IMPACT

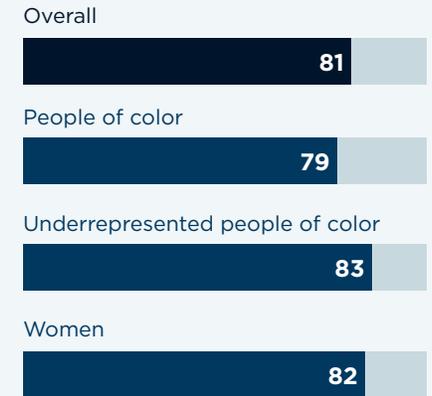
Retention and career development programs take time to build—and even more time to deliver results. For now, we can point to improvement in our pulse survey responses for the question, “I feel I can grow at West Monroe”:

Perception of Growth Potential

February 2021 Score



August 2021 Score



WHAT’S NEXT

Pilot retention programs:

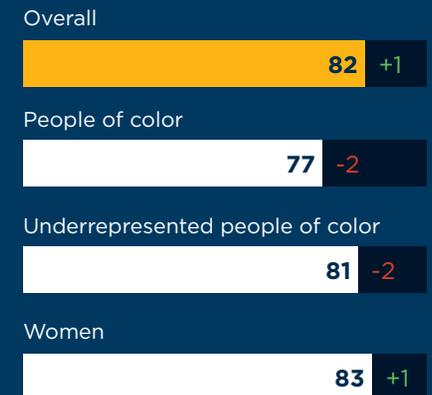
In the second half of 2022, the I&D team will launch pilot retention programs modeled after WLN’s Career Champion program to promote the advancement of underrepresented talent.

The program includes three activities: mentorship at the senior consultant level, sponsorship at the senior manager level, and shadowing for experienced hires to facilitate

their acclimation into our company and a digital services environment. We will also continue to integrate I&D and ERG leadership roles and contributions into the performance management process through regular training.

Monitoring: We are continuing to measure and monitor sentiment around growth opportunities—including addressing some small declines registered in the most recent pulse survey.

February 2022 Score



Numbers to the right of each score indicate the percentage point change from August 2021

EMPLOYEE GROWTH & WELLNESS

WELLNESS

WHY WE DO IT

The everyday stresses of our work, combined with pandemic-influenced changes to our professional and personal lives and high-profile events related to inequity and injustice, have underscored the need to support our team members' well-being and psychological safety. People need to feel this support to be their best at work every day.



West Monroe's product is only as good as the health of our people. Wellness is no longer a unique benefit or differentiator, but a business necessity for our strategy.

AJ BROWN

Commercial Growth team and Wellness Committee leader

WHERE WE ARE

Elevated wellness strategy with emphasis on mental health:

Our people care at West Monroe, and our pulse survey results show it. One of our highest August 2021 pulse scores revealed that 88% of colleagues believe their managers genuinely care about their well-being. In 2021, we established wellness as an organizational priority, formed a company-wide Wellness Committee comprised of HR Operations leads and interested colleagues, and developed a 2022 strategy that aims to:

- Educate our people about wellness and available resources
- Engage them in preventive care and new benefits and resources
- Empower them to prioritize wellness and seek help when needed



Wellness education: We devote two listening sessions every year to wellness-related topics. For example, in May 2021 for Mental Health Awareness Month, we held a session on cognitive distortions. Our ERGs also offer community-specific sessions; in May 2021, the Black Employee Network ERG partnered with Dr. Anancia Stafford, a psychotherapist, to offer an intimate conversation about racial trauma and the stigmas surrounding mental health in Black communities.

PEOPLE FIRST BENEFITS

Our benefits program goes beyond traditional healthcare coverage and time-off policies. Today, our colleagues have access to an array of offerings to support them through life events and needs—from backup child and elder care services to gender-affirming surgery to personal finance education.

In 2021, we also increased the number of Employee Assistance Program (EAP) free expert consultation services from 3 to 5 a year, added virtual tutoring as part of our backup childcare offerings, and we added the wellness app Headspace as a free resource for all of our people.

[Learn more.](#)

THE IMPACT

While many of our wellness and mental health offerings have been introduced within the past year, we are tracking program enrollment and utilization against benchmarks. For example, Headspace adoption exceeded initial utilization expectations—with 72% enrollment and 23% active monthly utilization. Utilization of our Employee Assistance Program, at 5.28% in the most recent quarter, exceeded the national average. And access to telemedicine services, including therapy sessions, with no copay saved our people nearly \$1 million in 2021.

Nearly 125 families have used Maven Maternity services since its launch in 2020. “We were probably one of the first couples to enroll in Maven Maternity when it became available,” says a new father and director in Chicago. “It was incredible to have video chat access to resources who helped answer our questions and showed us techniques, especially given the fact that we couldn’t go to traditional pregnancy classes in person due to the pandemic.”

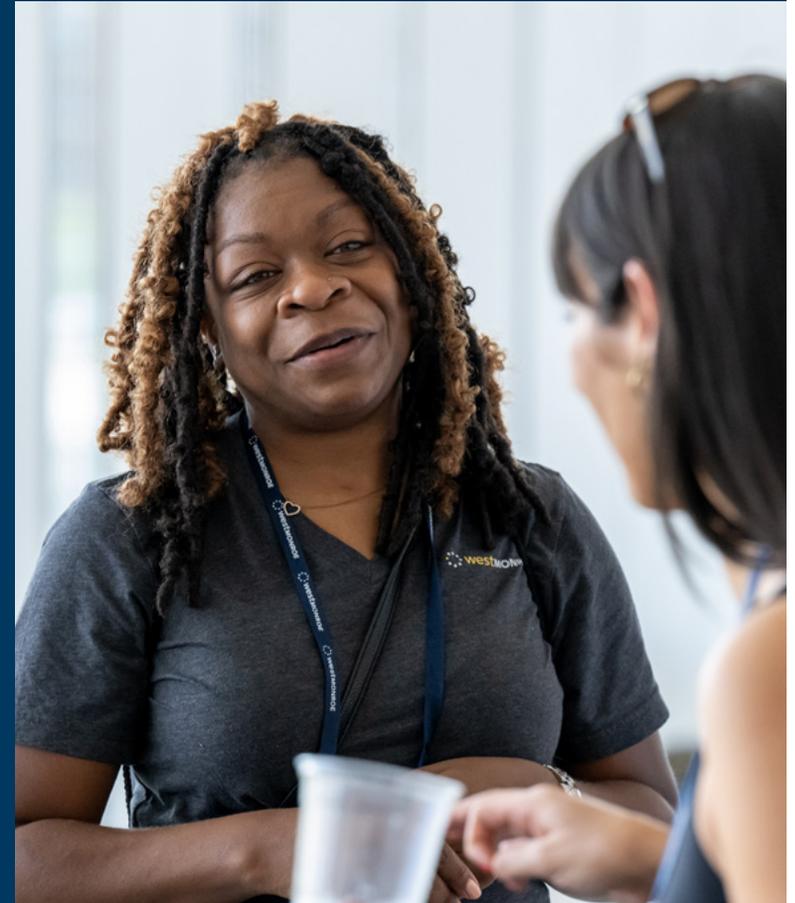
WHAT’S NEXT

The past few years of change and uncertainty have elevated stress levels. One of the lowest scores on our February 2022 pulse survey was around access to resources for coping with stress (67%).

Measurement: We continue to track sentiment around wellness and update our pulse survey to add questions about parent and caretaker experiences.

ERG activities: Our ERGs will offer company-wide town halls and community chats with culturally competent mental wellness experts to increase awareness and destigmatize conversations on mental wellness. We will also partner with our ERGs, such as the WLN Consulting Moms Group, to increase awareness about existing resources.

New benefits: We regularly add access to new benefits, such as voluntary egg freezing, pet insurance, and additional critical illness and accident options. We will also introduce a new wellness platform with capabilities such as biometric screening.





Partnerships & Candidate Experience

PARTNERSHIPS & CANDIDATE EXPERIENCE: AT A GLANCE

Meeting our people and leadership representation goals starts with increasing the diversity of the talent pool from which we recruit, as well as our hiring rate for historically underrepresented talent. To accomplish this, our I&D strategy focuses on two areas:

HIGHLIGHTS

Partnerships

- Revised our talent partnerships strategy
- Formalized relationships with new and existing partners that reflect our people and leadership representation goals

Candidate Experience

- Adopted a new recruitment tracking system that enhances insight and reduces bias
- Delivered training on inclusive hiring practices
- Established an I&D Center of Excellence under Talent Acquisition to promote use of best practices

IMPACT

8 strategic partnerships
for sourcing historically underrepresented talent



Received North American Candidate Experience (CandE) Award from the Talent Board for the sixth consecutive year

PARTNERSHIPS & CANDIDATE EXPERIENCE

PARTNERSHIPS

WHY WE DO IT

To achieve our people representation goals, we need to find the right channels for recruitment, hiring, and development. There are many organizations that reach and engage communities of interest—and we can amplify our own talent acquisition efforts through thoughtfully created partnerships.

WHERE WE ARE

At the beginning of 2022, we formalized eight new and existing partnerships with organizations that support our I&D strategy and goals. Our partnerships align specifically to our campus and experienced hire candidates and across all of our different industries and business functions to help us achieve our people representation goals.

PARTNERSHIPS



JumpStart Advisory Group partners with companies to diversify the employment pipelines at the college, graduate, and experienced hiring levels.



Forté links women with companies, universities, business schools, and donors to advance women in business. We attend the MBA Women's Leadership Conference.



Association of Latino Professionals for America focuses on providing professional development workshops and career resources to its members.



Noble is part of the largest charter public school network in Chicago and introduces our team members to students. We offer a winter externship for Noble Network alumni.



Blacks in Technology Foundation is a global platform that represents the largest community of Black technologists.



The AnitaB.org Grace Hopper Celebration connects thousands of women in technology globally and is a series of conferences designed to bring the research and career interests of women in computing to the forefront.



Howard University: Our West Monroe Scholarship & Development Fund supports business students through a cohort model including mentorship, scholarships, and soft-skills development.



National Society of Black Engineers promotes the aspirations of collegiate and pre-collegiate students and technical professionals in engineering and technology. We attend its national conference.

THE IMPACT

In the first year of a partnership, the emphasis is on building awareness of West Monroe among new communities. In the second year, we begin to measure interest and hiring. And in the third year and beyond, we focus on deepening our impact. Our tech talk at the most recent National Society of Black Engineers conference drew more than 30 attendees—a good outcome for first-year involvement. We also evaluate feedback (e.g., the quality of questions asked), as well as follow-up activity, such as how many expressed interest in our company through our candidate system.

These partnerships help us to create brand awareness with critical talent communities and bring more diverse talent into our pipeline—contributing directly to our hiring goals. For example, Layla Lu discovered West Monroe through our partnership with JumpStart and joined our Mergers & Acquisitions practice.



Partners like JumpStart Advisory Group do a great job of providing the credibility that West Monroe is walking the walk.

GAGE NORDLOF

Talent Acquisition team

“As a minority woman, I wanted to work somewhere where I feel respected and valued regardless of gender or ethnicity—and in an environment where women are happy and thriving,” says Layla. “When I received JumpStart’s notice about this opportunity at West Monroe, I was interested in learning more about it, because JumpStart is well-known for its partnership with reputable employers. I was attracted to West Monroe’s growth, the niche Value Creation practice, the firm’s diversity—especially female leadership in the Value Creation team.”

“Partners like JumpStart do a great job of providing the credibility that West Monroe is walking the walk,” says Gage Nordlof, a manager on our Talent Acquisition team, who met Layla through the JumpStart relationship and guided her through our recruiting process. “They know our company, the progress we’ve made, and our commitment to increasing our people representation. Because of this relationship, we have access to talent like Layla that we may not have found during our day-to-day recruiting efforts.”

WHAT’S NEXT

Partnership strategy

introduction: This will take place throughout 2022, with more than 20 events and activities planned.

Model effectiveness and expansion:

We will study the Howard University experience to look for opportunities to expand the relationship and/or extend the model to other institutions.

Hiring: As we nurture and grow our partner relationships, we will begin to measure and see the impact in hiring.

Executive-level recruiting:

We will study how executive search firms can help us recruit diverse talent at the executive and leadership levels.

PARTNERSHIPS & CANDIDATE EXPERIENCE

CANDIDATE EXPERIENCE

WHY WE DO IT

We have a compelling employee value proposition that emphasizes inclusion and diversity—and we want to make sure all candidates experience it from the moment they learn about and begin interacting with us.

WHERE WE ARE

We have made significant investments to become more aware of bias and microaggressions and eliminate them during moments that matter—including the candidate experience.

Enhanced recruitment tracking:

In 2021, we adopted the Greenhouse application tracking system to help mitigate bias when creating job postings and during the interview

process. Candidates can pre-record the pronunciation of their names and select pronouns. The scorecard system allows interview panelists to submit their evaluation before the group debrief, which reduces groupthink. And hiring managers have access to data insights to report on candidate demographics.

Recruitment training:

We provide training on inclusive hiring practices for talent acquisition and HR professionals, as well as team members who participate in recruiting.

I&D Center of Excellence (CoE) within Talent Acquisition function:

This CoE, steered by a member of the I&D team, ensures that we leverage the full potential of our I&D programming, partnerships, and best practices in the recruiting process.

Other process updates:

- Discuss diversity goals before opening a job requisition
- Remove college degree requirements to widen our talent pipeline
- Focus on skills and capabilities during interviews, rather than direct experiences and “fit”—ensuring candidates without certain experience are not at a disadvantage
- Use a blind skills assessment as the first step following recruiter screening
- Require a diverse interview slate for senior candidates
- Offer our pronouns in communication with candidates
- Refine Talent Acquisition team structure to allow for recruiter specialization

THE IMPACT

In 2021, West Monroe received our sixth consecutive North American Candidate Experience Award (CandE) from the Talent Board, based on feedback by job candidates.

Candidates—such as Will Smith, a senior technology delivery professional who joined our Operations Excellence practice in 2021—see a difference. “West Monroe’s interview approach is one of the keys to removing bias from candidate experience,” he notes. “Another was the mutual respect shown in regular conversations with my recruiter over more than a year. When I first connected with West Monroe, it was a case of ‘right candidate, right fit, wrong time.’ When the stars finally aligned, the process focused on ensuring that West Monroe was the right fit for me.”

A CANDIDATE EXPERIENCE STORY

When sourcing a data science role for the Corporate Strategy team, Zach Thompson, talent acquisition manager, found a candidate named Qiana Sanders. Qiana was concerned about how our organization would perceive a very specific need should she be hired. “During the interview process, I shared with Zach that my gender confirmation surgery was coming up and I would need time off from the role to heal. He was incredibly empathetic. He thanked me for sharing this and reassured me that he was sure the organization would be as supportive as he was.”

“

I felt that the leadership wanted to hire me for me and not just for my skills.

QIANA SANDERS

Corporate Strategy team



Qiana Sanders, in red, senior analyst in Corporate Strategy

Before each interview, Zach briefed Qiana on how to prepare. “I really enjoyed this part of the process because it set me up for success,” she says. “I felt that the leadership wanted to hire me for me and not just for my skills.”

“Any company can issue a press release or put together a web page reflecting its beliefs, but what separates West Monroe is that we take the necessary steps to ensure we are an inclusive company for employees and potential employees,” Zach notes.

Qiana took a month and a half off to heal from surgery at the beginning of her tenure. “My team and recruiter would check in with me to make sure I was okay and if I needed anything,” Qiana recalls. “When I flew back home, I came home to a beautiful bouquet of flowers and ‘get well soon’ card from everyone, and I cried tears of joy and appreciation. I’ve never felt so supported before in my career.”

WHAT’S NEXT

We continue to make sure everyone involved in the candidate experience has the skills and techniques to deliver an equitable experience and demonstrate that West Monroe is an inclusive company for all.

We are introducing training designed to build the cultural competence of our talent acquisition professionals.

We will also provide new training for hiring managers around bias, microaggressions, and challenging non-inclusive behaviors.



Connection & Awareness

CONNECTION & AWARENESS: AT A GLANCE

We aim to increase mutual understanding of diverse experiences and how—collectively and individually—we can foster a culture of listening, empathy, and action that reflects our core values. This aspect of our I&D strategy includes three key action areas:

HIGHLIGHTS

Connection

- Strengthened our ERG strategy and support structure
- Engaged ERG leaders as members of our I&D Governing Body
- Added PAN (Pan-Asian Network), SOMOS (Hispanic and Latin American network), and Interfaith ERGs

Awareness

- Delivered Exploring Bias training program to people at all levels
- Hosted 6 employee listening sessions on topics such as gender inclusion in the workplace
- Launched a quarterly I&D newsletter
- Introduced an Inclusive Leadership framework for building I&D awareness

Social Responsibility

- Increased strategic focus of our Corporate Social Responsibility program
- Made “Increasing Equity & Decreasing Discrimination” one of two strategic pillars for philanthropy
- Aligned giving and volunteerism with causes important to our ERGs

IMPACT

6 active ERGs,
including the 3 established in 2021

\$150,000
invested in ERGs for annual activities

12 annual ERG events
that drew company-wide participation

6 employee listening
sessions, averaging over 95% favorability

Brandon Hall Group Human Capital Excellence
Award for Exploring Bias training

ERG-led grants and gifts
including \$10,000 to Asian Americans
Advancing Justice

CONNECTION & AWARENESS

CONNECTION

WHY WE DO IT

Employee resource groups (ERGs) connect us as colleagues. They bring us together through shared identity or interests, support professional development and social impact efforts, raise awareness around important issues impacting our people, and provide advocacy to propel our I&D strategy forward—all foundations for an environment of inclusion where everyone can thrive together.

WHERE WE ARE

Our first ERGs formed through grassroots efforts—operating separately and differently from one another and from office to office. We adopted the concept of ERGs in 2018 and continued to build an approach that today stands out among companies of our size:

- ERGs are proposed, launched, and run by **interested colleagues who have a passion for doing so.**
- Each ERG has an **executive sponsor** who is a member of our executive leadership team. This increases leadership's visibility and accountability to address the needs of our people, as well as the ERGs' exposure to senior leaders.
- ERG national leaders serve on our **I&D Governing Body**, along with members of our C-suite.
- ERG leaders' time spent on ERG efforts is recognized as a part of their **annual performance reviews.**
- ERGs have a **charter** and **create annual plans** that demonstrate how their activities support our I&D and company strategies.
- We provide funding to execute annual plans, as well as **grants for increasing social impact** in the community.
- We empower ERGs to run in a way that makes sense for our people, with one requirement—they are **inclusive and welcoming to anyone** who wants to participate.
- Our I&D team has a **dedicated ERG program leader**, which allows ERG leaders to focus on creating value for their ERGs, rather than administration and logistics.



THE IMPACT

ERG leaders fill a vital role in shaping both I&D and company strategy through their seats on our I&D Governing Body. They also have a tremendous impact on colleagues and our workplace. “I wanted to co-create a space where Hispanic and Latin American colleagues can bring their whole selves to work and enjoy the results,” says José Avila, SOMOS co-founder and national co-lead. “Before joining West Monroe, I kept my personal and professional life separate. Over my career here, I have been able to bring my whole self to work and the results have been outstanding!”

“ERG leadership isn’t just important for our workplace; it builds skills. We see this role as a great opportunity to grow diverse leaders at West Monroe,” says Kevin Rooney, chief administrative officer and SOMOS executive sponsor.

Even before the introduction of a formal ERG program, these groups stepped up to provide I&D leadership for the company.



Being an ERG leader has fundamentally changed me as a person, as a professional, as a leader, as a colleague and as an ally. We work on being heard, being seen, and being valued, and that has unequivocally impacted my employee experience.

JEN PARK

Talent Management team and PAN national co-lead

WMPride, whose ERG mission is to support LGBTQ+ individuals, took input from two years of participation in the Human Rights Campaign Foundation’s Corporate Equality Index (CEI) to propose improvements in policies, training, and education; community involvement; and giving policies. In the two subsequent years, we received a score of 100, the highest possible. [Learn more.](#)

The Black Employee Network (BEN) guided our organization and leaders through the difficult period following George Floyd’s murder—organizing

listening sessions about racial equity in the workplace attended by more than 75% of our people. “BEN has impacted West Monroe’s leadership team significantly, helping us understand our Black colleagues’ experiences in the workplace and driving change toward a more equitable firm,” says Tom Hulsebosch, BEN executive sponsor and leader of West Monroe’s Chicago office.

“The beauty of being part of BEN is the ability to collaborate with many individuals—both Black and allies—with different backgrounds who share the same passion for furthering inclusion and diversity and uplifting racial minorities in the workplace,” says Malcolm Friday, BEN co-founder and national co-lead.

WHAT’S NEXT



Additional ERGs:

We are adding the Veterans Committee—our seventh ERG—to support military service members and their families and demonstrate that we are an employer of choice for veterans. Learn more [here](#).

ERG program evolution:

Our people will determine how the program grows and evolves.

Access to data:

We will continue to equip ERGs with pulse data to help them surface and address issues that matter to our people.

CONNECTIONS & AWARENESS

AWARENESS

WHY WE DO IT

Putting I&D in action requires reading, learning, and engaging.



Educating ourselves and our colleagues about faith-based practices helps foster inclusion and improves my employee experience—I as an individual no longer have to go through the same burden and stress of re-educating aspects of my identity every time I step into a new space at West Monroe.

FATIMA AZFAR

Product Experience and Engineering Lab and Interfaith national co-lead

WHERE WE ARE

Unconscious bias training: In 2019, in partnership with an external learning & development organization, we created and piloted a custom unconscious bias training for all of our people. The day-long course is capped at 30 participants and goes beyond understanding what unconscious bias is. It uses experiential tactics to guide participants through activities that enable them to identify where in their lives they may experience unconscious bias and how to take action to address those areas.

Listening sessions: In 2020, we began offering listening sessions that focus on I&D and wellness topics, creating a space where our people can learn, listen, and share. To formalize them, we bring in third-party resources who have credentials as I&D

Inclusive Leadership Model



practitioners and in psychotherapy to support conversations.

Communication: We began sharing quarterly I&D newsletters to share resources and progress about our I&D efforts.

Inclusive Leadership Model: Introduced in 2021, this supports our goal to foster an inclusive environment where everyone can thrive. We built a robust digital communication campaign for 2022 around this model with meaningful calls to action.

THE IMPACT

In 2021, our Exploring Bias: From Insight to Action training program received the Brandon Hall Group Human Capital Excellence Award in the category of Best Learning Program for Unconscious Bias Awareness. The course has become a staple of our core curriculum, required learning for our leaders, and a continuous driver for shifting the mindset of people at all levels.

In 2021, we increased our number of offerings to 12 sessions. More than 250 people completed the training, awarding it a course effectiveness score of 4.5 out of 5.0.

One participant “enjoyed this course for its exercises, which effectively brought to life the everyday biases that we carry with us. I appreciated its emphasis on empathy. It didn’t feel like a ‘check the box’ course for compliance. It genuinely felt like leadership cared about our success.”



Our six 2021 listening sessions on topics such as Gender Inclusion in the Workplace and A History of Microaggressions earned average favorability ratings of over 95%.

“The listening sessions have really helped increase my awareness and give me practical help and guidance during difficult and unknown situations. I feel I understand my team better as a result of these initiatives,” says Elisabeth Moore, partner in Corporate Strategy.

WHAT’S NEXT

2022 multi-channel communication and education campaign:

These initiatives include quarterly topics based on each inclusive leadership behavior. For each topic, we curate specific inclusive leadership actions and provide links to articles and resources, on-demand micro-learnings available on our I&D training curriculum, and ERG and listening session events. Our people can track completion of activities and receive professional development credit.

We have planned a full-year calendar of communications around this model—through multiple channels:

- A **quarterly I&D newsletter**
- **I&D In Action one-pagers** such as “Managing Inclusive Projects”
- **6 employee listening sessions** per year featuring external experts to discuss topics such as Self-Awareness & Privilege

Measurement: We are assessing participation and impact.

For example, we have seen:

- **22% increase in I&D training curriculum followers**, with the Inclusive Leadership micro-learning course being the most popular
- **36% completion of our Exploring Bias training company-wide**
- **94% favorability** for our most recent listening session on Self-Awareness and Privilege

CONNECTIONS & AWARENESS

SOCIAL RESPONSIBILITY

WHY WE DO IT

We want to be purposeful about how we harness our collective energy as we grow our corporate social responsibility (CSR) initiatives and evolve toward true environmental and social governance (ESG) impact and reporting.

WHERE WE ARE

Strategic approach: Over the past couple of years, we have moved from a primarily grassroots approach to giving and volunteerism to one that balances grassroots and strategic initiatives.

Two philanthropic pillars: In 2021, we focused our philanthropic efforts to increase our impact and made “Increasing Equity & Decreasing Discrimination” one of two strategic pillars of our philanthropy strategy. Through our philanthropy strategy, we are able to directly support nonprofits that address racial, healthcare, and economic inequalities—including those organizations near and dear to our people.

Alignment with ERGs: Because tackling inequity is a key strategic pillar, ERGs now play a greater role in giving and volunteering. They determine the recipients of in-office donation campaigns aligned to their ERG strategies, and each ERG receives \$10,000 to donate to a national nonprofit whose work is important to its mission. For example, in 2021, our Pan-Asian Network ERG supported Asian Americans Advancing Justice.

THE IMPACT

2021 highlights:

9,900+ volunteer hours

\$675,000+ donated through charitable contributions, Giving Fridays (an employee-led giving initiative that provides people the opportunity to highlight and encourage their colleagues to donate to a local nonprofit organization, after which West Monroe matches any donations), and the West Monroe Community Impact Fund (a donor-advised fund used for company-wide philanthropy that supports office-level local grant partnerships)

6,223 pro-bono hours

I&D IN ACTION

Clarence Booth, a Customer Solutions manager in Chicago, saw small, minority-owned businesses in his community struggling to remain connected with customers during the pandemic. So, he proposed a program to provide them access to expertise around being digital and doing business through multiple channels—at no cost.



Clarence Booth, left, Small Minority Owned Business Program lead.

“

My colleagues have told me that being part of the Small Minority Owned Business Program feels like a real and tangible way to make a difference—doing the same things we do at work every day.

CLARENCE BOOTH

Customer Solutions practice

“I identified and engaged several businesses and organized formal projects—just as we do for clients. For example, one restaurateur was struggling to pivot to being a wholesale business. Over 10 months, we contributed supply chain and manufacturing expertise to help her move into a commercial space outside of her restaurant, as well as to secure funding from a venture capital investor. Today, she has products in over 200 stores around Chicago,” he notes.

About 30 West Monroe colleagues from around the country have

contributed nearly 1,500 hours of pro-bono work to these projects—and many more have volunteered to get involved.

“As a Black American, I was deeply affected by the news cycles surrounding George Floyd and others,” Clarence explains. “I talked to many people who want to do something but aren’t sure what. My colleagues have told me that being part of the Small Minority Owned Business Program has felt like a real and tangible way to make a difference—by doing the same things we do at work every day.”

WHAT’S NEXT

Expanded ERG involvement:

We have committed to increasing our philanthropic impact by 2025 and are stepping up involvement with certain nonprofits identified by our ERGs—supporting their missions through volunteerism, assistance for specific board needs, pro-bono work, and educational opportunities.

Expansion of Small Minority Owned Business Program:

We will work with a national nonprofit that has expertise in community development, including small, minority-owned businesses, to expand the Small Minority Owned Business Program to other West Monroe markets.

A COMMITMENT TO EQUITABLE CHANGE

By Susan Stelter, Chief People Officer



Two guiding principles. Any company that wants to be serious about putting I&D in action needs to recognize the importance of change and commitment to two principles: 1) change is everyone's responsibility, and 2) It isn't enough just to change—changes have to be sustainable.

Fostering inclusive leadership. We know that inclusive leadership is critical to our success and that is why we have started at the top. Our executive team's work with Korn Ferry required a significant commitment to coaching and reflection to ensure that we are prepared to be accountable for leading the charge for change. Within that work, leaders explored how our unconscious bias impacts our day-to-day experiences and decisions. We took lessons learned to each of our teams—by demonstrating inclusive behaviors, encouraging

challenging conversations, and holding ourselves accountable through our business practices and how we develop the next generation of leaders. We are now cascading this approach throughout of our organization—because it takes ALL of us to make change. Training is one component of driving sustainable change. We are also embedding inclusion and diversity into our career models, our surveys, and our performance management process.

Catalysts for change. I am proud of our investment and willingness to support all of our people and address the need for change directly. Our I&D team champions change across the company and partners with our ERG leaders and members—encouraging them to bring their experiences to the forefront. As Kevin and Regan noted in their letter, the Black Employee Network guided us through long overdue conversations about systemic inequities following George Floyd's murder. WMPride engaged us in discussions about what we needed to change to better serve our colleagues identifying as LGBTQ+. We acknowledge that leading change can leave our ERG leaders feeling empowered, yet exhausted, so we recognize their hard work through our performance management process. By continuing to reward our inclusive leaders, we drive sustainable change.

WHAT'S NEXT

We are becoming a global organization, which expands how we put I&D in action. Our exciting growth helps us connect with a bigger talent pool, and at the same time, presents new I&D considerations. In service to constant improvement, we must be open to continual learning and embracing new backgrounds and experiences as we grow.

We have invested in outside expertise to define our goals and strategy, but we know that our strategy will continue to evolve with us. This is a long-term process and commitment building towards true equity and we have a ways to go. While our focus to date has been on inclusion and diversity, our next chapter will see us actioning to ensure that we build equitable experiences for everyone to grow and thrive at West Monroe.

As chief people officer, I am passionate about inclusion, diversity, and equity in our workplace. As a constant reminder, we need all of our colleagues to be equally as passionate about change, as it will take everyone to put I&D in action.

SUSAN STELTER

Chief People Officer

