

The background of the entire page is a dense crowd of stylized human silhouettes. The silhouettes are rendered in various shades of green, teal, yellow, and grey, creating a vibrant and diverse visual effect. A large, light grey diagonal shape cuts across the center of the image, serving as a backdrop for the title text.

BCG UK 2019
**GENDER PAY GAP
REPORT**

OUR COMMITMENT TO GENDER DIVERSITY

At Boston Consulting Group (BCG), integrity, respect for the individual, and diversity are some of our core beliefs. Diversity in its many facets, including gender, is crucial in creating a stimulating environment, in which we can develop new and innovative ideas for our clients.

We are deeply committed to making BCG a company in which all individuals are welcomed and given the opportunity to flourish, regardless of background, ethnicity, gender, gender identity, sexual orientation, or any other personal attributes.

Gender diversity is a top priority for our organisation at all levels. We are actively investing time and resources into research on this topic, and have taken input from our employees when shaping our initiatives to support talented women seeking careers with BCG.

In line with UK regulation, we are publishing our gender pay gap figures for the third year in a row.

Equal pay is grounded in our values. We ensure that equitable base pay and bonus pay are awarded based on performance—both of these are actively monitored at a global level. Our data shows that a gap in hourly pay rates and bonus pay arises due to a representation gap (i.e., the under-representation of women in senior positions).

We are actively addressing this issue through a number of specific initiatives across all our people processes. We are committed to continue building on these, as well as creating and adopting further innovative ideas that provide all our people with the opportunity to thrive at BCG.

We confirm the data reported is accurate.



Stuart Quickenden

Managing Director & Senior Partner
Head of BCG UK Office, Member of
BCG's Global Executive Committee

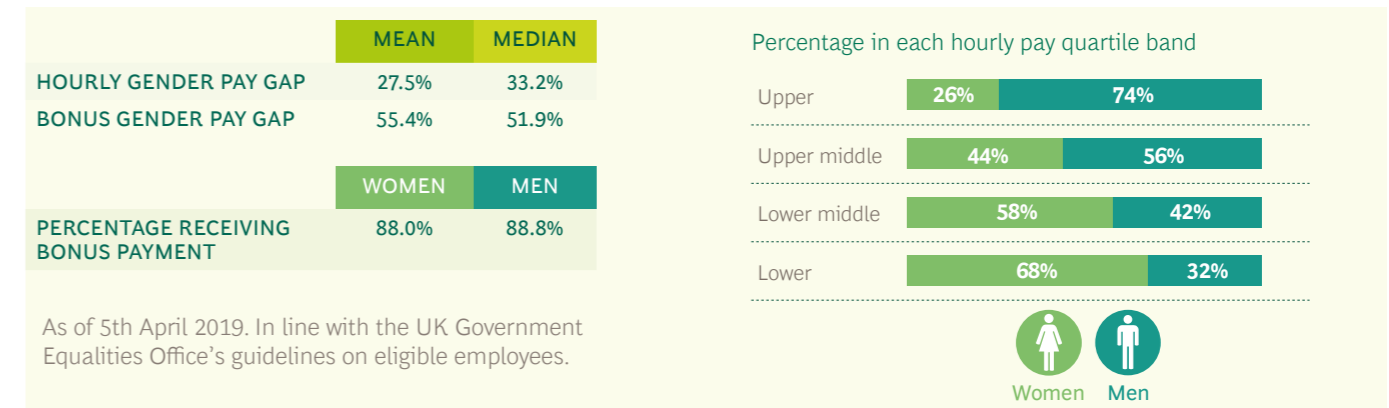


Nadjia Yousif

Managing Director & Partner
Head of Diversity and Inclusion, BCG UK

BCG UK GENDER PAY GAP (GPG) "AT A GLANCE"

HEADLINE STATUTORY GPG FIGURES



UNDERSTANDING OUR FIGURES

This year, our mean hourly pay gap is 28%, and our mean bonus pay gap is 55%. Analysis of our gender pay gap tells us that a gap in hourly pay rates and bonus pay arises due to a representation gap (i.e., the under-representation of women in senior positions, and of men in junior roles). While women make up 49% of our total staff in London, only 26% of our "upper" quartile positions are held by women. Unfortunately, the under-representation of women in senior roles is a long-term, industry-pervasive issue. For BCG in the UK, the recruitment and retention of women in senior roles continues to be the primary focus of our internal diversity agenda (see Our Action Plan on the next page). However, we understand that the measurable impact on our pay gap will take time.

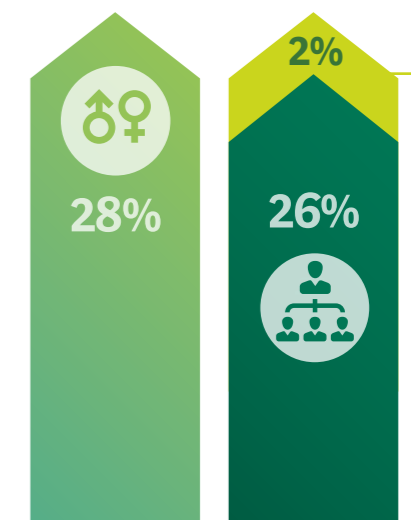
We recognise that our representation gap continues to drive the gender pay gap, as equal pay is grounded in our values. Therefore, we ensure that equitable base pay and bonus pay are awarded based on performance. Our compensation model is reviewed on a global basis to ensure our commitment to this policy.

This year, the increases in our hourly and bonus pay gaps are largely due to an increase in our representation gap. This is primarily driven by two factors. Firstly, we have recruited a higher proportion of women at junior levels within the consulting teams, a positive step towards achieving greater gender balance within the organisation. We have also seen an increase in the percentage of women at junior levels across our Business Services teams. Secondly, the proportion of men in our senior cohorts has increased since 2018. These representation issues have widened the bonus pay gap even more so than the hourly pay gap.

Our analysis suggests that if we adjust for unequal gender representation across levels, our adjusted mean gender hourly pay gap drops to 2%.

This 2% difference is primarily driven by our employees' individual benefit choices, such as pension contributions, which affect pre-tax salary and thus create differences in hourly wages at the same level. It is also due to functional differences across roles which are considered at the "same level", but where responsibilities and therefore pay differ. This occurs particularly in our Business Services team.

Primarily due to differences in pre-tax benefit choices, and functional differences across roles which are grouped within one pay gap calculation level (this primarily occurs in our business services team).



REPRESENTATION GAP is the disproportionate representation of one gender versus the other in a particular cohort

ADJUSTED GENDER PAY GAP

OUR ACTION PLAN

OUR GENDER DIVERSITY EFFORTS ARE FOCUSED ON 5 KEY DIMENSIONS*

Recruiting

Collaboration with UK universities and third-party organisations drives a step-change in women applying to and accepting roles with BCG. Our focus on Women in STEM this year has seen us partnering with Women in Silicon Roundabout and PyLadies.

We train all our interviewers to ensure that there is no unconscious bias. This year, we changed our way of scoring online assessments in an effort to remove structural bias based on gender preferences in answering.

The Return to BCG programme continues to be an important channel, focusing on bringing talented alumnae back to the firm.

Career Support

Best-in-class career development, mentorship, and networking programmes continue to help women excel at BCG.

100% of female leaders and 87% of female consultants across all BCG businesses and teams have mentoring relationships.

Training on finding common ground and unlocking conversations has helped deepen and further relationships for mentors and mentees.

Flexibility/Ways of working

We continue to expand and extend our flexible working programme (time-out and part-time working models).

PTO (predictability, teaming, and open communication) initiatives drive active discussions within teams to make work easier to predict and schedules easier to plan.

We continue to work with teams to better understand and enable psychological safety through pilots and experiments.

External engagement

Ongoing BCG research and thought leadership on key topics are shared externally and also used internally to shape our own strategy. Recent pieces include "How AI Could Help—or Hinder—Women in the Workforce", "Lightening the Mental Load That Holds Women Back", and "Flex-Work Programs That Actually Work".

LON MDPs Nadjia Yousif and Elliot Vaughn were included on INvolve's top 100 female and LGBT lists, respectively, and BCG in the UK was shortlisted for a PinkNews Business Equality Award.

Our Diversity Driver Downloads series was launched, helping to disseminate the knowledge of those who have visibly improved diversity in large organisations.

Affiliation

Local and regional conferences such as the Women@BCG Aspire programme and networking events with senior leadership continue to help build a supportive community of women. Our male Managing Directors and Partners (MDPs) closely participate and help drive the inclusion agenda.

Our newly launched Women in Technology network has garnered a strong presence with digital talent.

Family@BCG celebrated its first anniversary and released the second issue of Making Work, Work, a collection of personal stories from individuals in different roles, who talk about their working models and how they make work, work.

OUR KEY DIMENSIONS IN ACTION

This year, we wanted to take the opportunity to shine a spotlight on the action we are taking by sharing the personal stories of team members, highlighting their experiences in their own words.



Jacob Rosenzweig
Managing Director & Partner

"Speaking openly with one another is a key factor in creating a more sustainable working environment. We recently launched a series of pilots enabling greater "psychological safety" within our case teams. It's been really exciting to see how we can create open discussions about how we work, which has generated practical ideas for how we can team even better. We believe this will lead to tangible improvements not only in sustainability, but also in creating team environments where people learn faster and are more comfortable being themselves".



Jess Frame
Managing Director & Partner

"Returning to BCG after seven years in industry was triggered by a phone call with an old colleague, where the intellectual stimulation, challenge, and passion for people reminded me why I had first joined. From day one, I was impressed by the platform for honest conversations around family life and diversity in all forms. Whilst not claiming to have the silver bullet, there is a rich dialogue and openness across the business. Having a strong constellation of support is key to balancing family and personal responsibilities. It's about teaming and open communication".



Neeru Ravi
Consultant

"Winning a competition to represent BCG at the Women in the World Summit in New York was a once-in-a-lifetime experience. It was tremendously inspiring to hear from successful women in areas as diverse as politics, startups, film, and international development; to connect with other ambitious women from across the world; and to meet the Women@BCG leadership team. This is just one of the many opportunities at BCG to build a network of inspiring female role models internally and externally".



Megan Millwater
Mobility and Immigration Coordinator

"After joining BCG as a Career Development assistant, I had the opportunity to join the Mobility team. I received full support from my manager, and both teams worked together to ensure a smooth transition. Mobility provided me with new challenges and exposed me to a global network of mobility specialists. With BCG's support, I've completed CIPD Level 7, enhancing my HR expertise. BCG, where possible, will support you to take on new challenges and career opportunities, so I'd encourage others to have open and honest conversations about their careers and goals".



Myrto Lee
Managing Director & Partner
Women@BCG mentoring lead

"Our woman-to-woman mentors are committed to helping others succeed, whether they're looking for career guidance or information on personal topics such as juggling family life with overseas work. The programme provides women with role models who can relate to their experiences on a personal level. My advice to female consultants is to find something you're good at and love doing, and set goals for where you want to end up both personally and professionally. Your mentor can be invaluable in supporting you to achieve this".



Raphael Ducasse
Principal
Family@BCG Co-Lead

"Since starting the Family@BCG network, we have seen an increase in the number of dads getting in touch about how we make flexible models work, both for the individual and our teams. This signals to me that we are going in the right direction. Our network is actively expanding what we do and how we support people with family responsibilities beyond parents, including careers and other personal circumstances. BCG's platform and support for our network are truly helping us change the way we think about—and what we do to promote—work-life harmony".

* apply differently to cohorts/roles



ABOUT BOSTON CONSULTING GROUP

Boston Consulting Group partners with leaders in business and society to tackle their most important challenges and capture their greatest opportunities. BCG was the pioneer in business strategy when it was founded in 1963. Today, we help clients with total transformation—inspiring complex change, enabling organisations to grow, building competitive advantage, and driving bottom-line impact.

To succeed, organisations must blend digital and human capabilities. Our diverse, global teams bring deep industry and functional expertise and a range of perspectives to spark change. BCG delivers solutions through leading-edge management consulting along with technology and design, corporate and digital ventures—and business purpose. We work in a uniquely collaborative model across the firm and throughout all levels of the client organisation, generating results that allow our clients to thrive.

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