



BCG UK 2020
**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 fourth year in a row. Although the full impact of 2020 will not be reflected in this year's figures (which are calculated based on data as of 5 April 2020), we would like to acknowledge that 2020 was a difficult year for many, and had a huge impact on how we at BCG think about and champion diversity and inclusion.

The COVID-19 pandemic negatively impacted some groups more than others, including those with additional caregiving responsibilities (a group in which women are overrepresented). At the same time, the growth of the Black Lives Matter movement across the globe and within the UK laid bare continuing racial inequities and injustices that we must, as businesses and individuals, all fight to overcome.

While this report is focused on our gender pay gap and the actions that we are taking to close this gap, we have, where relevant, referenced broader efforts initiated in response to the events of 2020.

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. Despite this, we continue to see a gender pay gap in our hourly pay rates and bonus pay.

Our data shows that these gaps arise due to a representation gap (driven by the underrepresentation of women in senior positions). We are addressing this issue through a number of specific initiatives across all our people processes—and are committed to 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.



Patrick Roche

Patrick Roche

Managing Director & Senior Partner
Head of BCG UK office



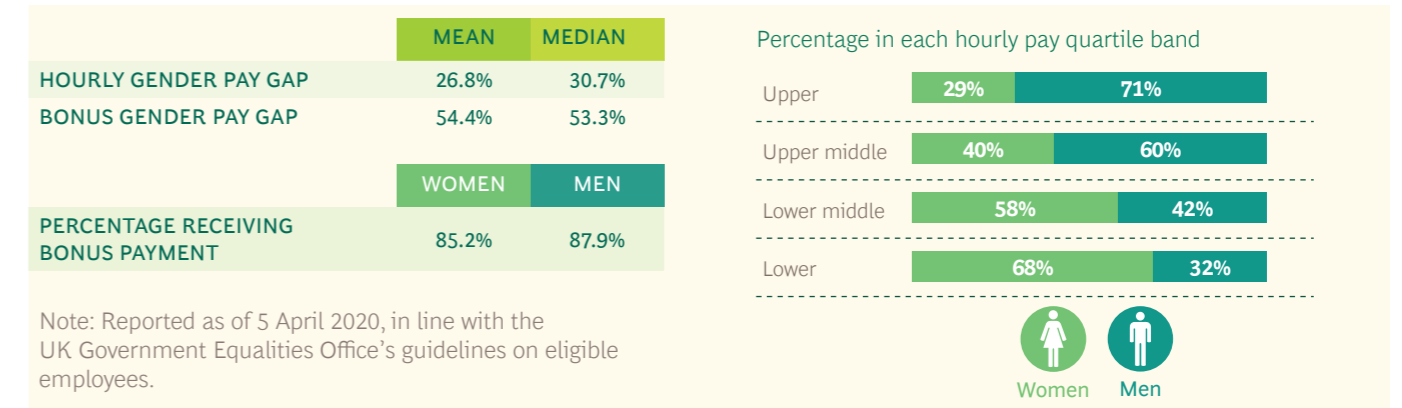
Nadjia Yousif

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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 27%, and our mean bonus pay gap is 54%. Analysis of our gender pay gap tells us that a gap in hourly pay rates and bonus pay arises due to a representation gap driven by the underrepresentation of women in senior positions and of men in junior roles. While women make up 49% of our total staff in London (excluding Managing Directors and Partners), only 29% of our “upper” quartile positions are held by women. Although this represents an increase from last year (26%), unfortunately, the underrepresentation of women in senior roles is a long-term, industry-pervasive issue.

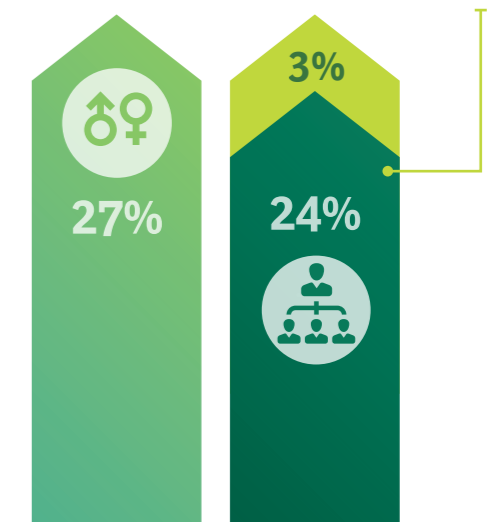
For BCG in the UK, the recruitment and retention of women in senior roles continue to be the primary focus of our internal gender diversity agenda (see Our Action Plan on page 3). In particular, we are focused on tailoring our recruitment strategies for senior women (e.g., proactive sourcing of candidates), removing barriers to equal advancement (e.g., providing effective mentorship and sponsorship programmes), and ensuring that we have the right support mechanisms and culture to make work sustainable and to make flexible working work. We appreciate that the measurable impact of these actions on our pay gap will take time.

This year, the decreases in our hourly and bonus pay gaps are largely due to a decrease in our representation gap. This is primarily driven by an increase in the percentage of women in our senior cohorts since 2019.

Our analysis suggests that if we account for unequal gender representation across levels, our adjusted mean gender hourly pay gap drops to 3%.

This 3% 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 career step and functional differences across roles with similar titles 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 mainly occurs in our Business Services team).



- REPRESENTATION GAP**
The pay gap driven solely by unequal gender representation
- ADJUSTED GENDER PAY GAP**
The pay gap driven solely by in-cohort pay differences between men and women

OUR ACTION PLAN

OUR GENDER DIVERSITY EFFORTS ARE FOCUSED ON 6 KEY DIMENSIONS*

Note: While this report is focused on our gender diversity efforts, we have, where relevant, included current COVID-19 and racial equity initiatives.

Culture

Diversity efforts are most successful within a workplace environment where everyone feels supported and comfortable being their full selves. Last year, we recognised that we could do much more to start open conversations and give individuals the tools to drive inclusion within BCG.

We launched Conscious Inclusion training for all staff, teaching individuals to understand their own biases, build empathy for others, and take action to challenge exclusion.

We have also launched Authentic Conversations, which are regular events (organised by volunteers) that bring individuals together to discuss culture, identity, and other topics to build awareness and understanding. In Q4 2020, we ran four different sessions on racism, with more than 100 employees in attendance at each session.

Structure

We recently enhanced our parental leave policy to help all new parents (including non-birthers) better balance the demands of their careers and personal lives.

We introduced an enhanced flexible working programme to support employees with additional caregiving responsibilities due to COVID-19. This builds on existing flexible working policies that allow employees to work part-time or to take extended time off.

With racial equity sharply in focus within BCG, we are reviewing and recalibrating our key internal people processes to ensure equity, support, and development for all our employees.

Recruiting

We continue to focus on recruiting women into our Consulting teams where they are historically underrepresented. Our focus on the intersections of gender and race this year has seen us partnering with Rare Recruitment and with WCAN (Women in the City Afro-Caribbean Network) to reach more Black candidates. In light of COVID-19 restrictions, we pivoted from on-campus to virtual recruiting. As part of this effort, we launched the Women@BCG digital series, comprising multiple virtual events designed to reach women candidates both within and outside of the UK.

We train all our interviewers to ensure that there is no unconscious bias. This year, we started using the Rare Contextual Recruitment System to ensure that we understand the context in which a candidate's experiences have been gained, including any structural and/or institutional barriers that they have had to overcome.

Career Support

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

100% of women leaders and 75% of women consultants across all BCG businesses and teams have requested and received women mentors.

We run regular training (last session held in December 2020) on finding common ground and unlocking conversations to deepen and further relationships for mentors and mentees.

Affiliation

Local affiliation efforts became more vital as BCG shifted to a remote-working model due to COVID-19. During this period, our Managing Directors and Partners (MDPs) called all employees to personally check in on their wellbeing. In addition, our Women@BCG volunteers ran regular virtual events, such as coffee chats and skill-building master classes, to keep women connected.

We also launched a new affiliation network, DAWN@BCG (Disability and Wellbeing Network), for employees—or caregivers for individuals—with disabilities and chronic illnesses. DAWN@BCG sits alongside our existing networks for Black employees, LGBTQ+ employees, ex-military employees, women employees, and employees with family/caregiving responsibilities.



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 “Easing the COVID-19 Burden on Working Parents”, “What’s Keeping Women Out of Data Science?”, and “Women Are the X-Factor in New Ways of Working”.

London MDP Nadja Yousif was included on *INvolve*’s top 100 women executives list, and BCG in the UK was awarded a PinkNews Business Equality Award for our efforts in improving LGBTQ+ equality within BCG and for our clients.

We continue to expand our [Diversity Driver Downloads](#) series, helping to disseminate the knowledge of those who have visibly improved diversity in large organisations.

*While the Recruiting and Career Support initiatives highlighted above primarily apply to Consulting cohorts, we are expanding our various offerings to support all of our teams.

OUR KEY DIMENSIONS IN ACTION

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



Nina Marshgreen
London Recruiting Manager

“By adopting new digital tools to deliver virtual event formats during the pandemic, we were able to extend the reach of our recruitment activities, increasing the awareness of BCG as a sustainable career choice for women in the UK. I am also proud that we are continuing to invest in training our recruitment teams and interviewers on recognising biases, championing underrepresented groups, and fostering an environment where we can all bring our full selves to work.”



Ashna Khagram
Senior Associate
Women@BCG Mentoring Volunteer

“I love introducing two people who may not know each other but eventually build a meaningful and supportive relationship. A successful mentoring relationship is built on trust and a willingness to be vulnerable with each other. My advice for mentees would be to know what you want out of the relationship; and for mentors, to know what you can offer. I am really proud that we have built a network of women who support and advocate for one another, especially in a corporate environment where women continue to face barriers to success.”



Arjun Bhaduri
Partner
Volunteer Inclusion Trainer

“It is imperative that everybody feels safe to bring their true selves to this job. I volunteered to become a trainer to help others feel more confident in doing so and to encourage the right discussions at work. My biggest takeaway from Conscious Inclusion training—one I hope will resonate with others, too—has been the reminder to always be sensitive and not to view things only through my own lens.”



Matthew Llewellyn-Jones
Consultant
DAWN@BCG Founder/Lead

“Diversity is such a high priority for BCG, and I want to make sure that those with disabilities and chronic illnesses (visible and invisible) are a part of that conversation. As a network, we want to raise awareness of disabilities and chronic illnesses, including how teams can make adjustments and provide support. We also want to contribute to ongoing conversations about new ways of working. The current situation has shown that we can deliver client and business impact with remote working and reduced travel, and I hope that this will influence how we continue to make different hybrid and flexible models work in the long term. This will create new career opportunities not only for members of DAWN@ but also for women who continue to take on the lion’s share of family and caregiving responsibilities.”



Adele Lomax
HR Director

“We have received positive feedback on our enhanced paid parental leave, flexible working policies, and family support during COVID-19. Post-pandemic, we want to use these learnings to find the right future working models that balance the needs of individuals, teams, and the business. Structurally, we are reassessing how we ensure fair outcomes for all individuals—we currently track recruitment, progression, and retention by gender, and are actively exploring tracking beyond gender in the UK. As a priority, we will continue to work with our functional leadership to mitigate bias throughout the employee lifecycle. We have much more to do to achieve diversity of all forms across our organisation; but, at the same time, we are immensely proud of our progress on gender. We will continue our momentum and learn from this.”



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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