

The background of the entire page is a dense crowd of stylized human silhouettes. These silhouettes are in various shades of green, yellow, and grey, representing a diverse group of people. A large, light grey diagonal band runs from the top left towards the bottom right, creating a sense of movement and depth. The text is centered within this band.

# BCG UK 2021 **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 BCG UK for the fifth year in a row. We would like to acknowledge that the last two years have been difficult for many, and this continues to have a significant impact on how we at BCG think about, and champion, diversity, equity, and inclusion.

It's clear that the COVID-19 pandemic negatively impacted some groups more than others, in particular those with additional caregiving responsibilities (a group in which women are overrepresented). 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.

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 continue to persist due to a representation gap (i.e., the underrepresentation of women in senior positions). Although we have made strong progress in our junior cohorts, achieving parity in recruiting, retention, and advancement, we fully recognise the challenges arising in these areas for our senior cohorts. We continue to tackle these challenges 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



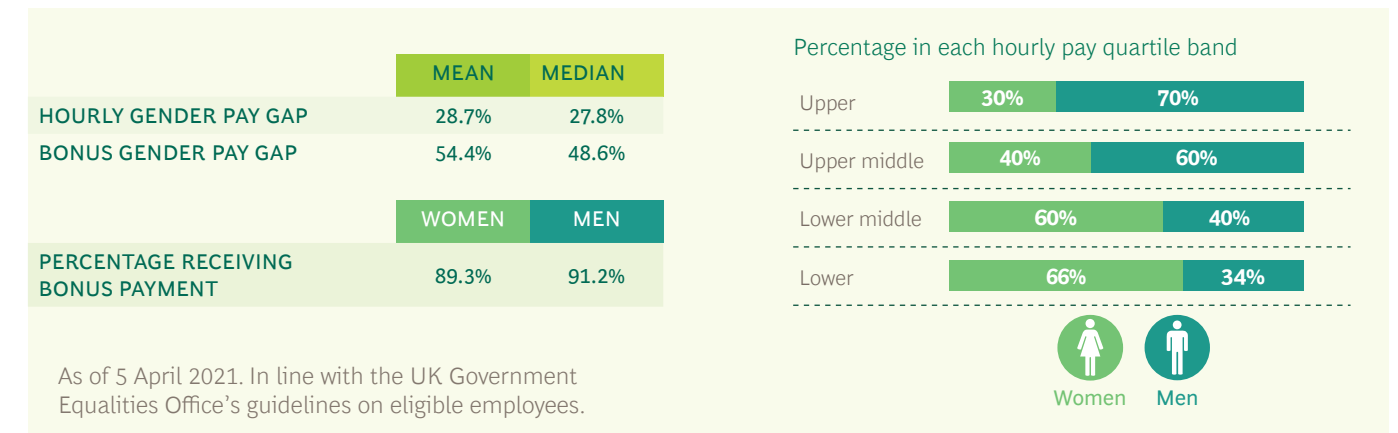
*Christin Owings*

**Christin Owings**

Partner  
Head of DE&I, 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 29%, 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 (i.e., the underrepresentation of women in senior positions and of men in junior roles). While women make up 51% of our total staff in London (excluding Managing Directors and Partners), only 30% of our “upper” quartile positions are held by women. This slight increase in our mean hourly pay gap since last year (27%) demonstrates that, unfortunately, the underrepresentation of women in senior roles is a long-term, industry-pervasive issue.

Equal pay is grounded in our values. Our compensation model is reviewed on a global basis to ensure our commitment to this policy, and we ensure that equitable base pay and bonus pay are awarded based on performance. We recognise that our gender pay gap continues to be driven by our representation gap. This year, the increases in our hourly and bonus pay gaps are primarily driven by two factors. Firstly, we have recruited a higher proportion of women at junior levels within the Consulting and Business Services teams, a positive step towards achieving greater gender balance within the organisation. Secondly, the proportion of men in our senior cohorts has increased. Our analysis suggests that if we adjust 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 functional differences across roles that are considered at the “same level”, but where responsibilities and therefore pay differ. This occurs particularly in our Business Services team.

For BCG in the UK, the recruitment and retention of women continues to be a long-term priority effort to build a pipeline for more women in senior roles. We understand that the measurable impact on our pay gap will take time, but it is imperative that we double down to tackle the prevailing challenge of gender diversity within the industry. 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.

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**  
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 6 KEY DIMENSIONS\*

Note: While this report is focused on our gender diversity efforts, we have, where relevant, included current broader diversity, equity, and inclusion initiatives.

### Culture

Diversity efforts are most successful within a workplace environment where everyone feels supported and comfortable being their full selves. At BCG, we strive to create an inclusive culture and a sense of belonging for all.

Our regular Authentic Conversations (organised by volunteers) bring together individuals for open discussions around culture, identity, and values. Last year, we ran 14 sessions with up to 100 employees in attendance, from a wide range of functions and cohorts.

Working together with a specialist provider, we developed Conscious Inclusion training for all staff, which we deployed with the support of more than 30 volunteers. This training teaches individuals to understand their own biases, build empathy for others, and take action to challenge exclusion within their teams.

We actively promote and train our teams to embed Psychological Safety to help prioritise value and impact, whilst maintaining an inclusive team environment in which individuals' diverse skillsets are valued and integrated.

### Structure

With key progress made in sustainability and flexibility for our people, in 2021 we achieved our lowest attrition rate in several years. Our flexible working policies continue to allow employees to work part-time and/or take extended time off, with our staffing and capacity planning processes set up to approve and support an ever-increasing number of requests.

We continue to review our Benefits programme on a regular basis to ensure that they are fully supportive and inclusive for all caregivers. Recently, for example, our parental leave policy and our bonus allowance were enhanced to better support all new parents (including non-birthgivers) in balancing the demands of their careers and personal lives.

On our HR platform, we activated ethnicity self-ID, which is the starting point for us to capture broader diversity metrics and identify key areas to address, and set up KPIs to track our progress in the future.

### Recruiting

With BCG UK now achieving 50%+ gender balance in recruiting at entry level, we are doubling down on our efforts to achieve a step change in our gender ratio in senior hiring, where we have historically underperformed versus our target goals.

Given the legacy within the industry of recruiting disproportionately more male candidates, we are actively and continuously keeping track of our talent pipeline and promising candidates. Our Women@BCG network and campus teams host specific events to promote consulting as a career choice (e.g., our Women@BCG Digital Engage series). With mentoring and coaching available throughout the recruiting process, we ensure that all female candidates are assigned a buddy to support them throughout their journey.

All of our interviewers go through a comprehensive training process to set them up with the right capabilities. Unconscious bias is embedded in this programme, so that our interviewers are aware of their own potential biases and are equipped with tools to overcome them. For the last few years we have also been using the Rare Contextual Recruitment System to ensure that we understand the context of the barriers that a candidate may have faced.

Beyond gender diversity, we have launched key partnerships to focus our efforts towards candidate pools who would typically not consider consulting as an accessible career path.



### External Engagement

Ongoing BCG research and thought leadership on key topics are shared externally and are used internally to shape our own strategy. Recent pieces include *Inclusive Cultures Have Healthier and Happier Workers*, *It's Time to Reimagine Diversity, Equity, and Inclusion*, *Learning from Women Who've Made It to the Top in Tech*, and *Why the First Year Matters for LGBTQ+ Employees*.

BCG is consistently recognised as a top diversity employer. Last year, we were named in Best Companies for Women and Diversity by Comparably. For the 15th year, in 2022, BCG received a perfect score on the Corporate Equality Index, recognising equality for LGBTQ+ employees. BCG has been ranked number 12 on the Best Places to Work list for 2021, which relies solely on the input of employees.

Our own people are consistently recognised as a driving force for equality. Our Global Pride@BCG Manager, Kushal Khandhar (based in London), was recognised in 2020 and 2021 by INvolve as an OUTstanding LGBTQ+ Future Leader. Our new BCG CEO & President, Christoph Schweizer, was recognised in 2020 and 2021 by INvolve as a HEROes Women Advocate.

### Career Support

BCG leadership, at all levels, is strongly committed to supporting the advancement and promotion of women: best-in-class career development, mentorship, and networking programmes continue to help women excel at BCG.

Once at BCG, all female new joiners are automatically invited to join the Women@BCG network, where further affiliation and mentoring opportunities are available to provide the tools and support for a successful career start.

Our Segment of One programme is designed for every woman on track to becoming a partner, to provide support in building and establishing a platform for succeeding in their long-term career.

Recognising that diversity is imperative within the promotion decision-making committees, we strive for broader diversity to ensure our consulting population is fully represented, beyond gender (with now two-thirds of our committee chairs being women) also accounting for broader factors such as experience, tenure, and background.

We continue to increase transparency into the career development processes, offering dedicated sessions for questions and honest dialogue. Through our Conscious Inclusion programme in career development, we now provide tailored training and playbooks, and have introduced structure to keep ourselves aware of potential biases during career and development discussions.

### Affiliation

Since emerging from the pandemic, we have been promoting affiliation and engagement within the UK community. We ran several signature events to create moments for our employees to reconnect with their colleagues and teams. Our Women@BCG volunteers, for example, ran frequent coffee chats, master classes, and affiliation dinners to keep women connected.

Our Women@BCG network was extended to include members from all parts of the business to ensure that affiliation efforts are as inclusive as possible, and that BCG women can tap into an even broader pool of colleagues, mentors, and buddies.

In addition to our Women@BCG network, we now have six other diversity networks that provide additional opportunities for community and support.

\*Recruiting and Career Support initiatives only apply to Consulting cohorts/roles.

# OUR KEY DIMENSIONS IN ACTION

We are shining a spotlight on the actions we are taking by sharing the personal stories of team members, highlighting their experiences in their own words.



### Carey McIntosh Senior Hire Recruiting Lead

"Senior hiring continues to be a significant priority for us at BCG, given the persistent challenge we face in diversity at our senior levels. It's been inspiring to have our new female system lead on board, driving and role modelling our DE&I agenda, and directly supporting the senior recruiting team.

"We have been doubling down on our digital tools and training to highlight and overcome any risks of bias, but beyond this there is a clear need for us to ensure that women feel confident enough to join BCG and carve their own career paths. We therefore focus on offering our female candidates a high-touch experience, providing role models and coaches who can support throughout the recruiting process."



### Ritika Sood Project Leader & Women@BCG Affiliation Lead

"We have had a lot of success in improving female representation in our junior cohorts, however we have yet to achieve the same level of success in our senior cohorts. Our network plays a crucial role in supporting, guiding, and championing females during their BCG journeys, particularly during key personal and professional milestones, to help them achieve success.

"I am excited about the structures and plans the network is putting in place around for example the maternity journey, to deliver on this mission."



### Pamela Harvey-Brown Career Development Manager & Volunteer Inclusion Trainer

"The culture we try to nurture at BCG is something I'm very passionate about. As an inclusion trainer I've had the opportunity to take part in some very honest conversations with people across different parts of the organisation, on what it means to be aware of our biases. The more we can talk openly about our experiences of feeling excluded, or part of an 'in' or 'out' group, the more we can empathise with each other and create an inclusive culture.

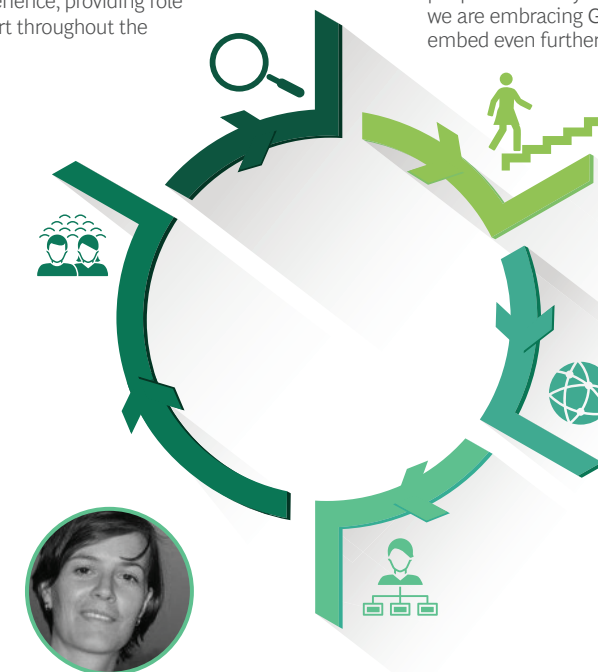
"I've found this to be particularly important within career development. I truly believe that we can only get the best out of our people when they feel comfortable being themselves, which is why we are embracing Growth Mindset—a topic I am particularly eager to embed even further into our career development processes."



### Oluseye (Bayo) Owolabi Project Leader Bold@BCG Recruiting Lead

"I've been really proud of the progress made by the Bold@BCG network to offer a sense of affiliation and community for our members. We have created external partnerships to expand and nurture our talent pool, and we have partnered with our internal functional teams to support and champion our internal talent. For example, we have created infrastructure and opportunities for our members to connect with leadership and form mentoring relationships.

"In particular, as a network we have welcomed the launch of ethnicity self-declaration. This is an exciting change that will over time help us target specific areas where we can improve, review the effectiveness of interventions, and adapt priorities accordingly."



### Maaïke Schilthuis Talent Director

"Coming out of the pandemic, we want to continue to set up the right working models that balance the needs of individuals, teams, and the business. As the business continues to grow, it's critical that we keep our structural measures and policies in place that support a sustainable work-life balance. Beyond our parental leave and flexible working policies, I've been proud that our UK system has been a driving force in rolling out our global programmes to support our consulting teams in measuring and reporting on sustainability.

"We continue to assess and review our people and talent processes to ensure fair outcomes for all individuals. We know that we have much more to do, and that we need to put in bold moves if we want to make a real step change in the next few years."

The background of the entire page is a dense, overlapping pattern of silhouettes of people of various ages, ethnicities, and genders. The silhouettes are in different shades of gray, creating a sense of depth and diversity. They are arranged in a way that suggests a large crowd or a community.

## 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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