



BCG UK 2018 **GENDER PAY GAP REPORT**

OUR COMMITMENT TO GENDER DIVERSITY

At Boston Consulting Group (BCG), integrity, respect for the individual, and diversity are 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, or 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 in research on this topic, and have taken input from our employees when shaping the initiatives we have to support talented women seeking careers with BCG.

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

Equal pay is grounded in our values. We ensure equitable base pay and bonus is 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 the under-representation of women in senior roles through a number of specific initiatives in 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 flourish.

We confirm the data reported is accurate.



Stuart Quickenden

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



Nadja Yousif

*Partner & Managing Director
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BCG UK GENDER PAY GAP (GPG) “AT A GLANCE”

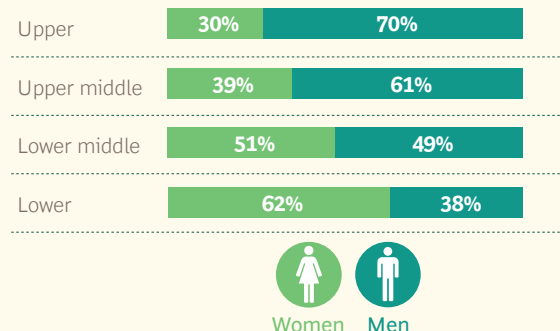
HEADLINE STATUTORY GPG FIGURES

	MEAN	MEDIAN
HOURLY GENDER PAY GAP	23%	29%
BONUS GENDER PAY GAP	49%	44%

	WOMEN	MEN
PERCENTAGE RECEIVING BONUS PAYMENT	80%	87%

As of 5th April 2018. In line with the UK Government Equalities Office's guidelines on eligible employees.

Percentage in each hourly pay quartile band



UNDERSTANDING OUR FIGURES

This year, our mean hourly pay gap is 23%, and our mean bonus pay gap is 49%.

Equal pay is grounded in our values. We ensure equitable base pay and bonus is awarded based on performance. Our compensation model is reviewed on a global basis to ensure our commitment to this policy and any deviation will be addressed.

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.

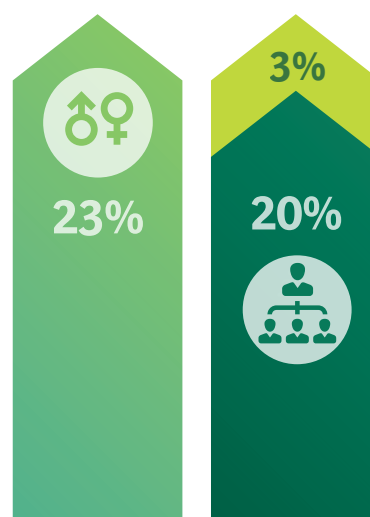
While women make up 45% of our total staff in London, only 30% of our 'upper' quartile positions are held by women.

The gap in percentage of women receiving a bonus can be explained by the higher proportion of women new joiners, who were not eligible for a bonus in the 2017 bonus cycle.

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

This is primarily driven by our employees' individual benefit choices, like pension contributions, which affect their pre-tax salary, thereby creating differences in hourly wages at the same level. This is also due to functional differences across roles, which we considered at the "same level"; where responsibilities differ in actuality, and there are structural variances in pay levels. 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

We rigorously track KPIs around gender diversity. We have already achieved consistent promotion and retention rates across genders, and in 2018, 49% of our incoming new joiners were female.

OUR GENDER DIVERSITY EFFORTS ARE FOCUSED ON 5 KEY DIMENSIONS*

Recruiting

Local events, scholarship programs, affiliation and conversion support in collaboration with UK universities drive a step-change in women applying and accepting roles at BCG.

The Return to BCG program is a concerted effort to bring talented alumnae back to the consulting track.

We are constantly monitoring the interview process and training our interviewers, to ensure there is no unconscious bias.

Career Support

Best-in-class career development, mentorship and networking programs to help women excel.

Strong sponsorship program ensures that women in leadership receive tailored support as they progress to senior roles.

Structure / Retention

Formal FlexLeave (time out) and FlexTime (part time working) options with support on the ground to encourage uptake.

[PTO](#) (predictability, teaming, and open communication) initiatives helps to make work easier to predict and schedules easier to plan.

Creation of visible role models within the firm, with a focus on dual career couples, and people utilising flexible working options.

External engagement

Ongoing BCG research and thought leadership on key topics, shared externally and also used internally to shape our own strategy. Recent pieces include “Making the Workplace Work for Dual-Career Couples”, and “Why Your Diversity Strategy Needs to be More Diverse”

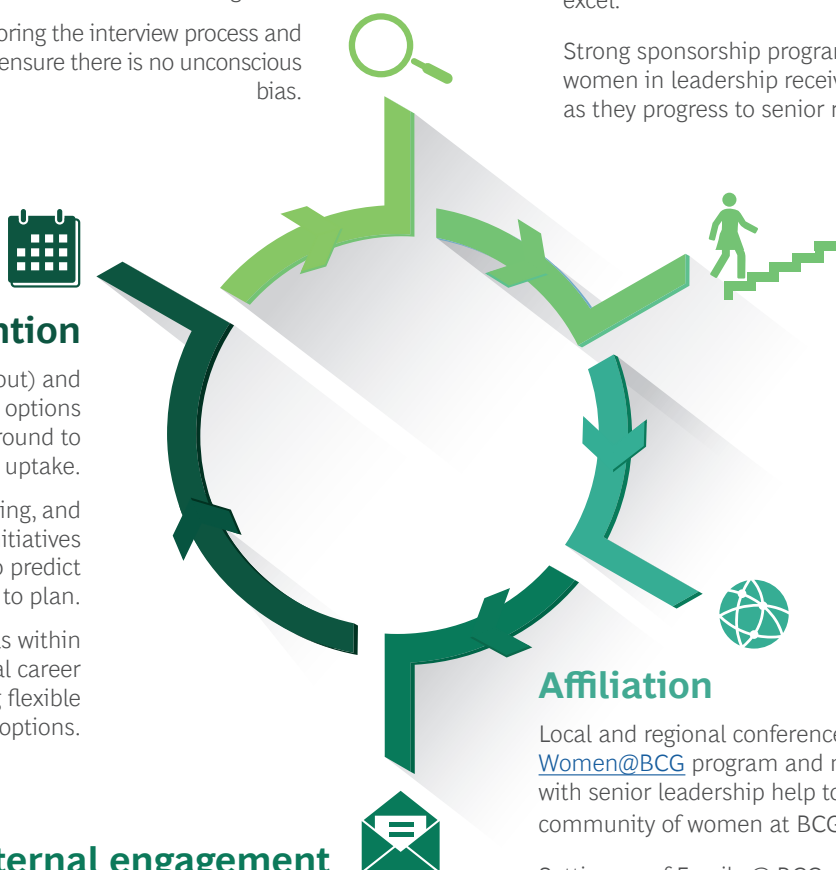
Sponsorship and participation in key conferences such as TEDWomen, and Women in the World connects BCG women with women from all industries.

In 2019 we will launch our Diversity Drivers Initiative; shining a spotlight on the UK Business Leaders who are taking the most active steps to increase diversity within their organisations.

Affiliation

Local and regional conferences such as our [Women@BCG](#) program and networking events with senior leadership help to build a supportive community of women at BCG.

Setting up of Family @ BCG; a network of men and women who have or are interested in starting families. This provides a platform for colleagues to share practical ideas and best practices around flexible working, and to offer a support network for those with family obligations.



* Initiatives apply differently to different cohorts/roles



About BCG

Our mission is clear. We go deep to unlock insight and have the courage to act.
We bring the right people together to challenge established thinking and drive transformation.
We work with our clients to build the capabilities that enable organizations to achieve sustainable advantage.
We are shaping the future. Together.

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