

BCG UK LLP 2023 Gender Pay Gap Report

March 2024



BCG

Our commitment to gender diversity

Boston Consulting Group (BCG) is firmly committed to inspiring and advancing inclusivity within and outside our organisation. This report is a core part of our diversity, equity and inclusion (DE&I) journey, showcasing our commitment to gender diversity by transparently highlighting both our progress and opportunities for improvement in this area.

As a global consulting firm, we can only fulfil BCG's purpose is to unlock the potential of those who advance the world. We can only fulfil this if we truly embrace diversity in its many facets – within our workplace, our work and our world. Having genuinely diverse teams is not only crucial in ensuring that we can develop the most valuable and innovative ideas, but it will also drive and empower our clients to do the same.

We remain deeply committed to making BCG an inclusive 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 continues to be a top priority for BCG across the entire organisation and at every level. While this report is specifically focused on

gender pay gap reduction, we have, where relevant, included broader efforts that seek to drive inclusion and foster gender equity across the business.

Equal pay is an important element of our values. We ensure that equitable base pay and bonus pay are awarded based on performance – both 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 while these gaps have begun to decline due to our intentional and thoughtful efforts to promote gender equality across cohorts, there is still more room to improve. We recognise that improving the pay gap is a long-term initiative. We continue to tackle these challenges through a number of specific initiatives across all our people processes. We are committed to creating and adopting further innovative ideas that provide all our people with the opportunity to thrive at BCG.

In line with UK regulation, we are publishing our gender pay gap figures for BCG UK LLP for the eighth year in a row. We confirm the data reported is accurate. We use an external partner to process our gender pay gap data, and we perform additional analysis internally to understand trends better.

Office Leadership



Mai-Britt Poulsen

*Managing Director & Senior Partner
London-Amsterdam-Brussels (LAB)*



Jessica Frame

*Managing Director & Partner
London Office Leader*

Diversity, Equity & Inclusion (DE&I) Leadership



Christin Owings

*Managing Director & Partner
LAB DE&I*



Aico Troeman

*Managing Director & Partner
Energy & Industrial Goods (IG)
Amsterdam Office
LAB People Chair*

Our Action Plan

1

Recruiting

In 2023, we saw improvements in women senior joiners and the composition of women representation in senior cohorts, which increased by 25 pp - 45 pp over last year, driven by a focus on hiring from a strong talent pool of women candidates from industry. Business Support Team (BST) senior women hiring remains an area for improvement.

2

Career Support & Retention

Women@BCG continues to drive retention of women at the firm through career support, mentorship, policy support, and sponsorship opportunities. In 2023, Women@BCG launched the Ally Programme to engage men in the goal of improving the lived experience of women. Women@BCG also continue to offer the Segment of One sponsorship, to help partner-track women develop a strong platform in the organisation.

3

Affiliation

Driving strong affiliation of our female employees is an ongoing priority for us. In 2023, the Women@BCG ran numerous events to drive engagement, and career support. The programme accomplished this through various events, a mentorship scheme, and the marquee BCG International Women's Day event, among many others.

4

External Engagement

We continue to foster strong external engagement through publications, thought leadership, events, and partnerships. In 2023, we worked with our partners, such as WCAN, RARE, and Girls Who Code, to identify a pipeline for junior female talent. We also continued our ENGAGE series webinars to encourage talented senior women to apply to the firm.

5

Employee Value Proposition

In December 2022, we introduced a more flexible “birth giving” and “non-birth giving” leave programmes available for both men and women. The enhanced policy allows men to take flexible leave to support their new child. We also continued to offer our employees additional support in the form of back-up care.

6

Culture & Inclusivity

Culture continues to be a focal point for our strategy. Through our ongoing focus on the Teaming@BCG process, which is a programme that focuses on long-term sustainable work practices, we continue to prioritize the well-being of our people by recognizing and embracing different ways of working.

BCG has a strong portfolio of programmes that support improving the lived experience of women

Programme	ASPIRE Workshop	Women@BCG	Segment of One (Consulting Team) and ELEVATE (BST)	Parent & Caregiver Programme	Affiliation Networks (e.g., BOLD, Pride, Asian, etc.)	Grow with BCG
Description	Workshop partnering women students with BCG consultants to develop skills	Affiliation network that works to improve the lived experience of every woman at BCG	Provides senior women an MDP mentor (Consulting Team) or equivalent (BST) to support progression	Provides flexible time off equally to men and women to facilitate balancing family needs and career progression	Affiliation networks working in partnership with women to create an inclusive environment for all	Opportunity available to LAB BST, which partners Senior leaders with a Junior team member to facilitate career development
1 Recruiting	✓				✓	
2 Career Support & Retention	✓	✓	✓		✓	✓
3 Affiliation		✓	✓		✓	
4 External Engagement	✓				✓	
5 Employee Value Prop.		✓	✓	✓	✓	✓
6 Culture & Inclusivity		✓		✓	✓	
Quote	<p>"The ASPIRE programme allows us to attract talented women into our recruiting pipeline. Last year, the programme welcomed 42 nationalities, across 38 EMESA offices, many of whom were recruited full-time at BCG. The programme helps us ensure that we are accessing a diverse pool of world class women talent."</p> <p>Wies van der Ven EMESA Recruiting Senior Manager DE&I</p>	<p>"Initially, the Women@BCG programme was seen as a programme for women by women; however, the Ally Programme has allowed us to see how men can also be role models in pushing for equal representation."</p> <p>Matthieu Schmitt Managing Director & Partner IG</p>	<p>"I have found the programme helpful to have someone to talk to who has charted a path in BCG that I would like to go down, and can share the lessons they learned along the way to help set me up for success, as well as practical advice on major life and career milestones like managing the transition to MDP alongside starting a family."</p> <p>Rosie Sargeant Project Leader & Mentee People and Organisation & Public Sector</p>	<p>"I think the paternity leave program at BCG is great, it provided a lot of flexibility for me to take time off at a time that worked best for my family. It was all planned in advance, so I could focus on my family at a really important time, and towards the end I transitioned back to work at my own pace."</p> <p>Alex Dumbell Managing Director & Partner Telecom. Media & Technology</p>	<p>"As a Black woman at BCG I have been involved in the BOLD@BCG, a network of Black professionals where I have provided mentorship to high-potential junior talent through the BCG partnership with RARE, among other initiatives."</p> <p>Suzana Amoes Project Leader Energy & IG</p>	<p>"I have found the mentors to be exceptionally supportive and encouraging. This programme has significantly broadened my professional network, allowing me to connect with BCG professionals from various groups across BCG."</p> <p>Vicky Tai Executive Assistant Operations</p>

Understanding our figures

This year, our median hourly pay gap is 24.7% (a decrease from last year's 29.7%), and our median bonus pay gap is 47.6% (a decrease from last year's 48.9%) (**Exhibit 1**). 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 just over half of our total staff in London, only

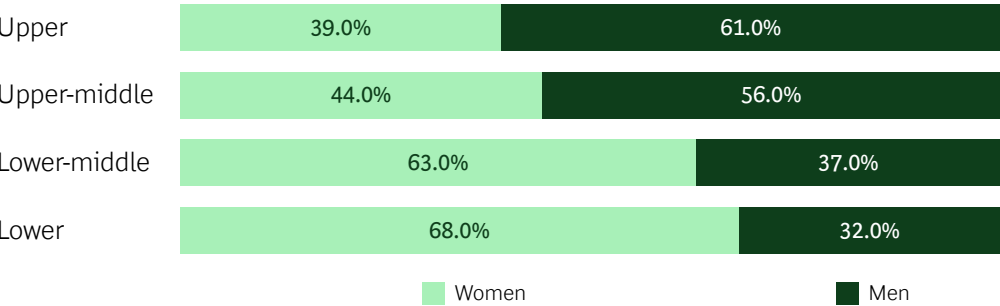
39.0% of our upper pay quartile positions are held by women (**Exhibit 2**). However, this year, there has been an increase in the share of women in the top quartile (6 percentage points), and an increase in the share of men in the bottom two quartiles, where they are underrepresented. Despite this progress in representation, the underrepresentation of women in senior roles unfortunately remains a long-term, industry-pervasive issue.

Exhibit 1: Summary Pay Gap Statistics for 2023

	Mean	Median
Hourly Gender Pay Gap	19.5%	24.7%
Bonus Gender Pay Gap	52.3%	47.6%

	Mean	Median
Percentage of women receiving a bonus payment in 2023	81.6%	88.2%

Exhibit 2: Women and Men representation breakdown by pay quartiles



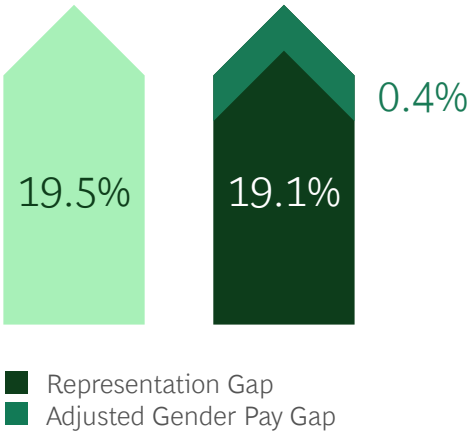
Note: quartiles are based around pay

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. A key factor in the increase in our hourly pay gap is our recruitment of 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 in the longer term.

Despite increases in the representation of senior women across most cohorts in the last year, the proportion of men in our senior cohorts remains higher than the proportion of women in our senior cohorts. Our analysis suggests that if we adjust for unequal gender representation across levels, our adjusted mean gender hourly pay gap drops by 0.4 pp (**Exhibit 3**).

This 0.4 pp 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.

Exhibit 3: Pay Gap breakdown into Representation vs. Adjusted



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.

