

BCG UK LLP 2026 Gender Pay Gap Report

March 2026



Our commitment to gender diversity

At Boston Consulting Group (BCG), our purpose is to unlock the potential of those who advance the world. To deliver on that, as a global consulting firm, diversity in all its forms - across our workplace, our work, and our wider communities - is essential to driving innovation and delivering the strongest outcomes for our clients.

Integrity, diversity, and respect for the individual are core values and fundamental to who we are. We remain steadfast in fostering an environment where every individual - regardless of background, ethnicity, gender, gender identity, sexual orientation, or any other personal attribute - is welcomed, supported, and given the opportunity to thrive. Our ambition is to build a high-performing, inclusive culture where everyone can excel, advance based on performance and contribution, and fulfil their potential.

This report forms an important part of our ongoing diversity and inclusion journey. It provides transparency into our UK gender pay gap and highlights both our progress and the areas where sustained focus is required.

Remuneration is determined by performance, and both salary and bonuses are actively reviewed and monitored globally.

While we have made meaningful progress in closing the gender pay gap by actively focussing on recruiting, retaining, and advancing women across many levels of our organisation, we recognise that a representation gap persists at senior levels. This continues to influence our overall gender pay gap.

Addressing and closing this gap remains a long-term priority. We continue to invest in research, targeted initiatives, and data-driven action plans to support gender equality across cohorts. Our approach includes programmes that enable women to build successful careers at BCG and progress into senior leadership roles. We want to ensure that all individuals have access to the opportunities and support they need to succeed.

In line with UK regulations, we are publishing our gender pay gap figures for BCG UK LLP for the tenth year in a row. We confirm that the data reported is accurate, with analysis conducted both internally and through an external partner to ensure a robust understanding of trends.

Office Leadership



Pranay Jhunjunwhala
Managing Director & Senior Partner
London-Amsterdam-Brussels
(LAB) System Lead



Christin Owings
Managing Director & Partner
London office Lead

Diversity & Inclusion Leadership



Tessa van Swieten
Managing Director & Partner
LAB Unlocking Potential Lead



Jon Williams
Managing Director & Partner
London Diversity & Inclusion Lead

Understanding our figures

This year, our median hourly pay gap is 16.6% (a decrease from last year's 22.2%), and our median bonus pay gap is 40.3% (a decrease from last year's 43.4%) (Exhibit 1).

Exhibit 1: 2025 reporting

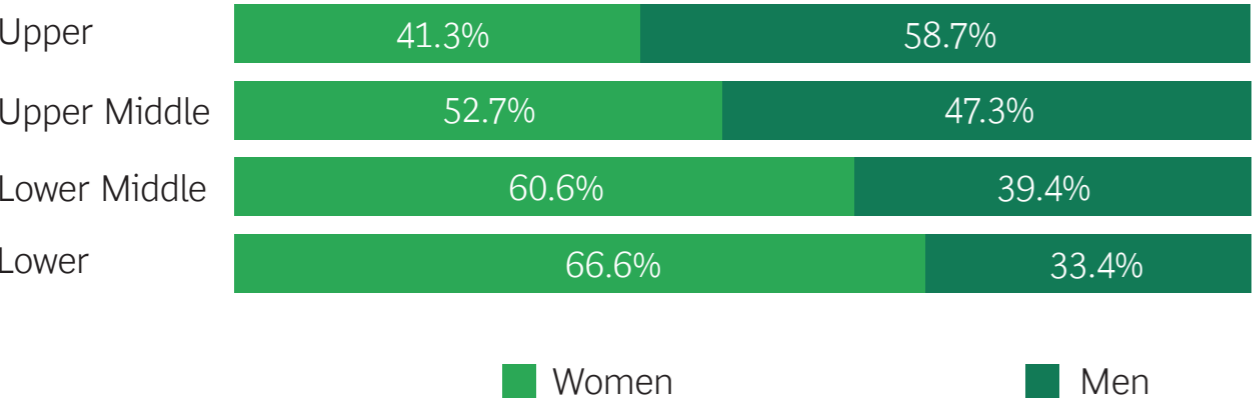
	Mean	Median
Hourly gender pay gap	15.6%	16.6%
Bonus gender pay gap	45.6%	40.3%

	Women	Men
Percentage receiving bonus payment	90.6%	91.5%

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 41.3% 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 upper quartile (+1.3%), and in the upper-middle quartile (+4.5%). We also see an increase of men in the lower (+1.4%) and lower-middle (+0.4%) quartile, where they are underrepresented. Despite this progress in representation, the underrepresentation of women in senior roles unfortunately remains a persistent issue for BCG and the wider industry.

Exhibit 2: Percentage in each hourly pay quartile band

Percentage in each hourly pay quartile band

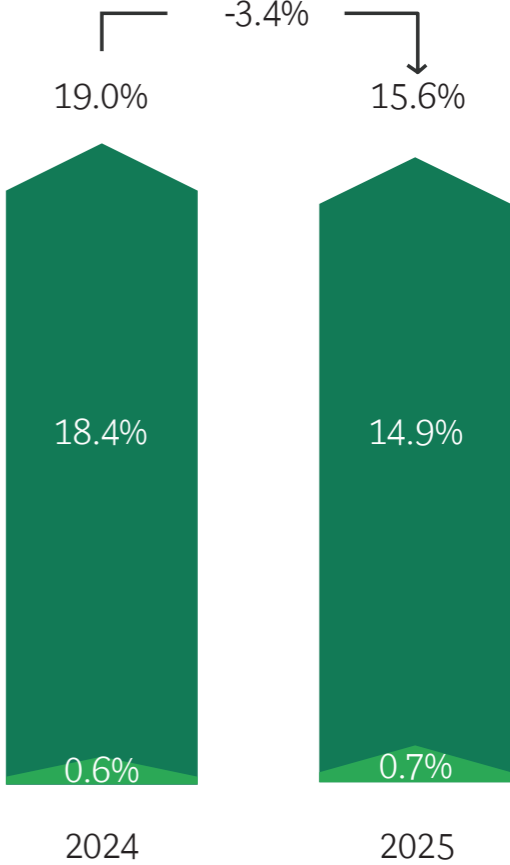


Equal pay is grounded in our values. We review our compensation model globally to uphold this commitment, ensuring that both base pay and bonuses are awarded fairly on performance. We also continuously assess our processes to identify and address potential biases.

A further key factor in the improvement in our hourly pay gap is an increase in the proportion of women hired at junior levels within the Consulting teams, a positive step towards achieving 50% gender balance within the organization, both now and 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. However, our analysis suggests that if we adjust for unequal gender representation across levels, our adjusted mean gender hourly pay gap drops by 0.7 pp (Exhibit 3). This 0.7 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 considered at the 'same level', but where responsibilities and pay differ. This occurs particularly in our Business Services teams.

Exhibit 3: Hourly Pay Gap breakdown into representation vs adjusted



Adjusted pay gap Representation gap

For BCG in the UK, recruitment, retention and advancement of women remain long-term priorities. We recognise that structural changes take time. However, through sustained investment in leadership development, inclusive sponsorship, and transparent performance processes, we are committed to accelerating progress.

BCG

