

US REPORT 2023

Diversity, Equity, and Inclusion



BCG

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Foreword

Dear friends,

As we reflect on BCG's 60th anniversary this year, we have seen our attention on and investment in diversity, equity, and inclusion deepen in each decade of BCG's history. When we look at the progress we made in 2022, one word stands out: accountability.

We know that our ability to live our firm's purpose—to unlock the potential of those who advance the world—is only achievable when we bring together diverse perspectives, create equitable outcomes, and foster an inclusive culture. To do this, we need robust programs and groundbreaking thought leadership, transparency and accountability, and education and awareness. We are so proud of the incredible set of initiatives and progress that we have driven over the past year (more in the report!).

Our commitment to DEI has been embraced by so many teams and leaders across our firm, and it remains critical for us all. Nonetheless, this commitment is challenged at times as we confront serious issues in our global economy, climate, and political environment. This past year has required leaders across sectors to engage on ethical and political issues that have real business implications, from the war in Ukraine to decisions in Washington. All these issues have DEI considerations at their center. As a result, we advise our teams and clients to keep DEI as a visible priority as we go through these times of change—and we remain steady.

As we consider this environment and look to the future, we know we need more than just a set of actions if we want to create long-lasting change. We need accountability.

We found many opportunities in 2022 to hold ourselves accountable, constantly test and measure progress, and deepen our commitment to making BCG the best place for each of us to grow and thrive:

- Launched a more robust DEI Dashboard for BCG leaders to hold ourselves accountable for progress
- Incorporated a DEI approach into the selection process for leadership roles
- Updated core processes to further embed DEI, including incorporating DEI questions in upward feedback and restructuring onboarding
- Engaged over 600 BCG leaders in our opt-in immersive two-day racial equity training program

As part of our ongoing journey, we welcomed Ian Pancham into a new role as North America Diversity, Equity, Inclusion Managing Director and Partner, and we welcomed Nadjia Yousif as our first global Chief Diversity Officer—elevating DEI within our top leadership teams. We will focus on advancing our DEI agenda through programs, partnerships, thought leadership, and accountability measures, working in close collaboration with our leadership teams and our passionate and talented DEI leaders and teams.

We have done so much we are proud of over the past year, and you can read more details throughout this report: we launched more inclusive benefits, we expanded our programs that enable equity, we reinforced and expanded our DEI learning and development offerings, and we increased the diversity of our most senior leadership teams.

We are especially proud of the work we did to continue to invest in DEI thought leadership, including our work on the BLISS inclusion index and the care crisis. The care crisis is an example of an overlooked issue that has not only broad economic impacts but also disproportionate effects on women and people of color. As we do across sectors at BCG, we aim to drive change by shining a light on critical issues, such as the care crisis, with compelling analysis and thoughtful insights on how we can transform society.

We know that success rests on the ability to challenge mindsets and elevate diversity of thought and experience. Together, we will continue to embed DEI accountability measures into our leadership roles, foster an inclusive culture through awareness and dialogue, ensure equity by evaluating each of our functions, and connect and build meaningful communities of shared identities across our firm.

With this release of our third annual US Diversity, Equity, and Inclusion Report, we further demonstrate this commitment to our journey and our progress along the way.

Thanks to each of you for joining us on this journey. It is not a simple or straightforward one, but it is enormously important for our workplace, our work, and our world.



Sharon Marcil
(she/her)

North America Chair
Managing Director and
Senior Partner



Ian Pancham
(he/him)

North America Diversity,
Equity, and Inclusion Managing
Director and Partner

Defining Diversity, Equity, & Inclusion



Our DEI Vision

At Boston Consulting Group (BCG), our purpose is to ***unlock the potential of those who advance the world***. Our vision for DEI at BCG is to continually challenge injustice, discrimination, and prejudice, and inspire all to advance equity and inclusion—within our workplace, our work, and our world.

Defining DEI at BCG

DIVERSITY

We value the diversity of identity, culture, experience, and expertise that our employees bring, and seek to have representation that reflects our communities.

EQUITY

We aim to provide fair treatment, access, and advancement for all BCGers, scrutinizing our processes and policies to remove potential barriers and enable growth opportunities.

INCLUSION

We strive to create an environment in which our employees feel a sense of belonging and are valued for their contributions.

Pillars of Action

Three pillars of action guide our DEI approach, both internally and with our clients:

OUR WORKPLACE

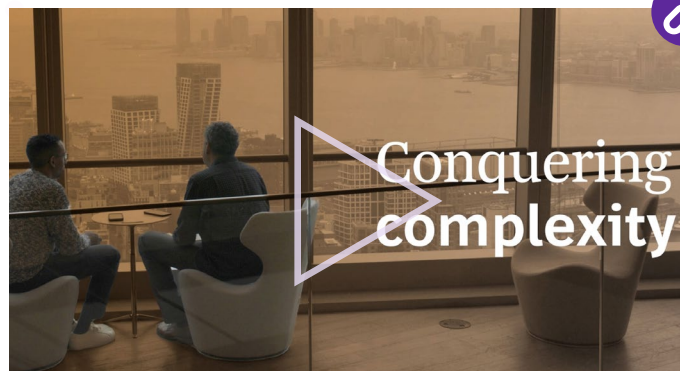
Aim for equity of outcomes across our employee life cycle (hiring, development, and promotion). Create a culture of inclusion that supports and grows diverse and equitable teams.

OUR WORK

Drive innovation and create value for clients by expanding access to opportunity through supplier diversity and broader market segments. Identify and address root causes of systemic inequity in business practices and strategies and empower clients to do the same.

OUR WORLD

Use our voice, influence, and philanthropy as a platform to catalyze change. Build coalitions to amplify commitments within industry. Invest in diverse communities and customer segments.



[Hear more about DEI at BCG from our senior leaders](#)



Our Workplace





Building Diverse Leadership

At BCG, we know that leaders are role models and sponsors for the next generation, so building a diverse leadership team is a priority. This means maintaining our concerted effort to increase diverse representation, experience, and expertise within our leadership teams across the firm. It means constantly updating our training, coaching, and mentorship programs to ensure they remain powerful tools in helping individuals to advance and in fostering a culture of equity and inclusion.

While our efforts to build a diverse workforce are paying off, we remain focused on building a robust talent pipeline and meeting commitments to grow the number of leaders who identify as underrepresented minorities. We know that this journey is a long-term commitment that makes our

teams stronger over time, and we are seeing progress. In 2022, we promoted one of our most diverse groups of managing directors and partners. We also have seen a 2x increase in the number of women on our North America Management Team since 2019, and a third of our system leaders are people of color.

Overall 30% of our leaders identify as people of color, with 21% of US leaders identifying as Asian, 4% as Hispanic/Latino, 3% as two or more races, 2% as Black/African American, and <1% as Native American/Indigenous. We have also maintained steady representation for women (30%), along with veterans (1%), LGBTQ+ individuals (3%), and people with disabilities (1%) in our leadership teams. We are excited to support this diverse team of leaders as they drive change for our teams and our clients.



BRINGING YOUR WHOLE SELF TO WORK

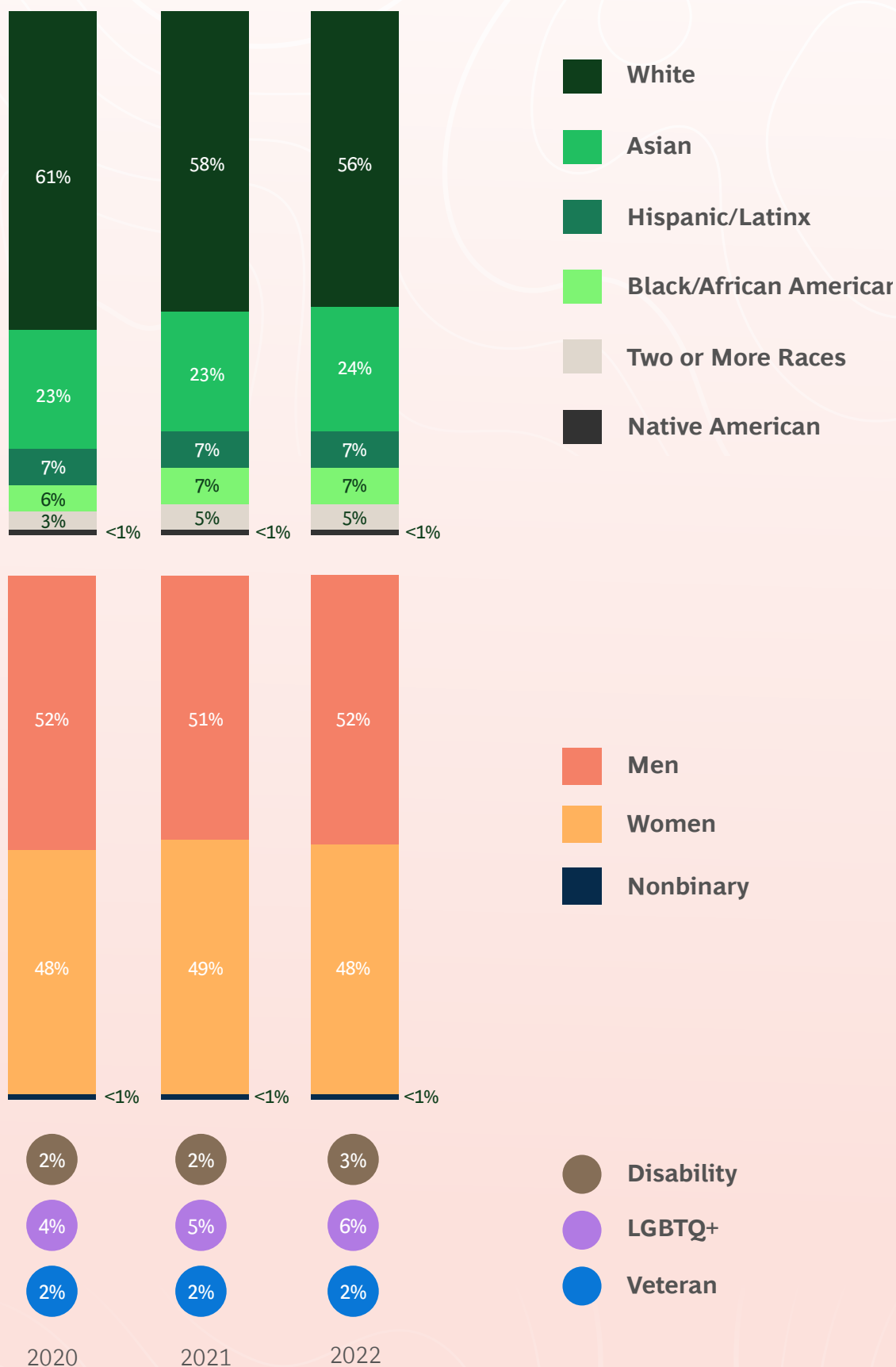
The ripple effect of bringing your "whole self" to work

Al Chambers grew up in New Jersey, has lived on both coasts, and now calls Atlanta home. As the Business Services Senior Director in one of BCG's largest—and most diverse—offices, Al gets his energy from the people around him. We met Al in Atlanta, where he spoke about his work-life balance, what gives him zen, and what he learned about compassion and a strong work ethic from his immigrant parents.

[Learn more about how Al maintains the zen in his work and home life here](#)

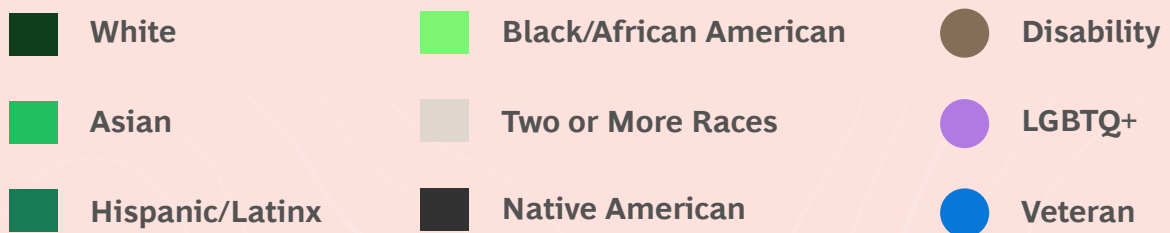
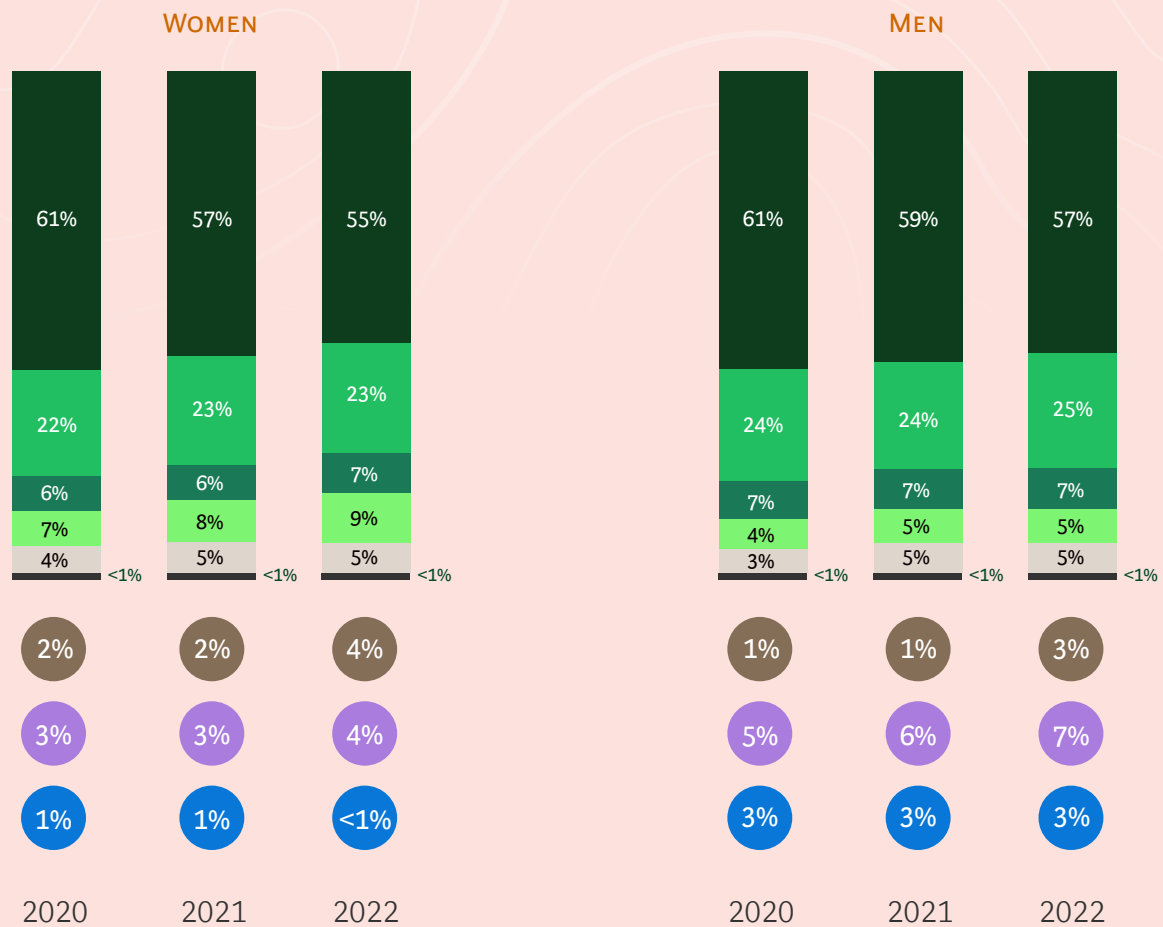


Overall US Representation



Note: Due to rounding, percentages presented throughout this document may not precisely reflect the absolute figures. Chart excludes the small number who responded "not available/indicated." Native American includes both American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. LGBTQ+, nonbinary, and disability data may not be fully representative due to opt-in process and confidentiality.

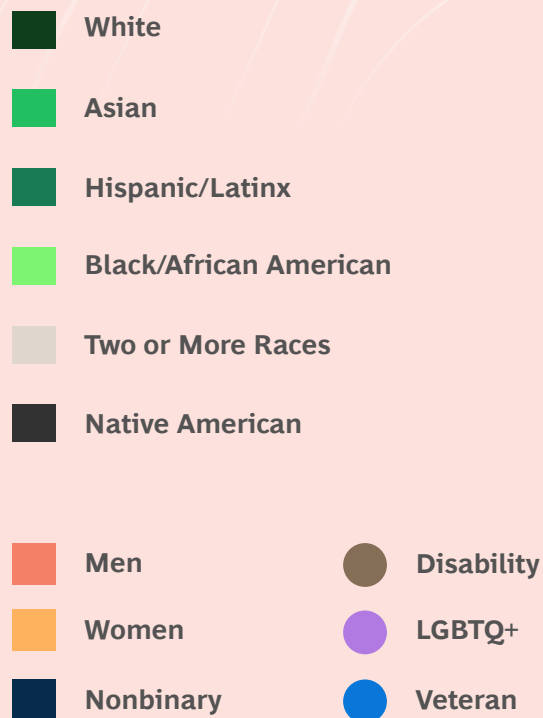
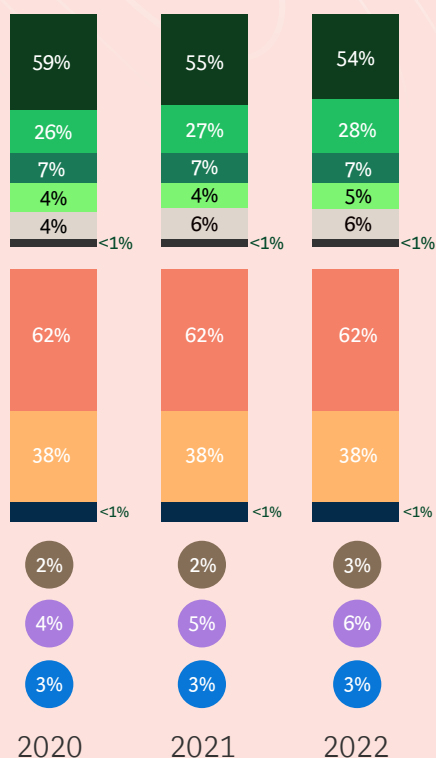
Intersectional Representation



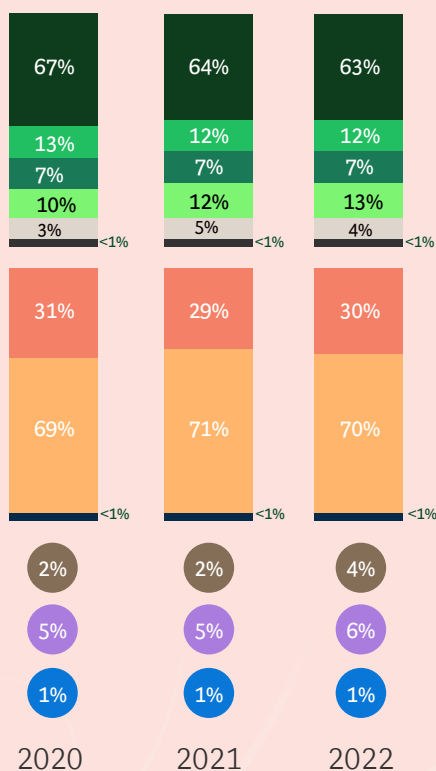
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Our Representation by Groups

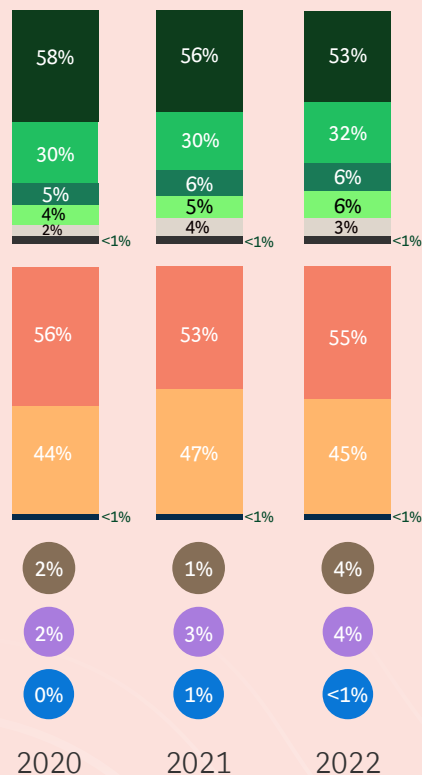
CONSULTING TEAM



BUSINESS SERVICES TEAM



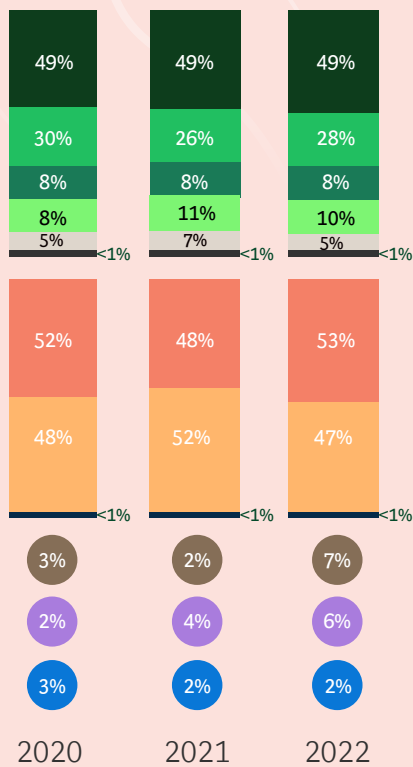
ALL OTHER SPECIALTY BUSINESS UNITS



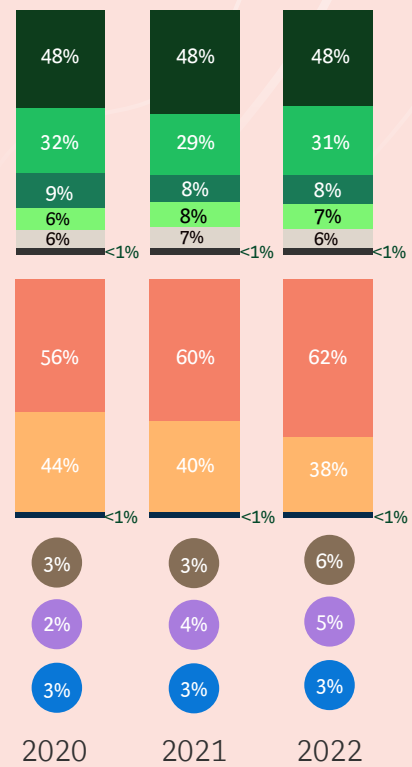
Note: All data for US BCG teams. "Consulting Team" includes core consulting staff, and Expert Career Track (ECT). "Business Services Team" includes North America BST, Global Services. "All Other Specialty Business Units" includes Global Specialty Businesses, BCG X, Platinion, and BrightHouse.

New Hires

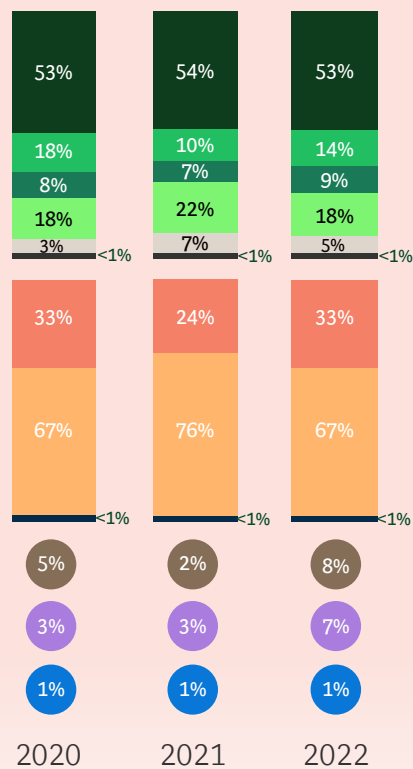
TOTAL WORKFORCE



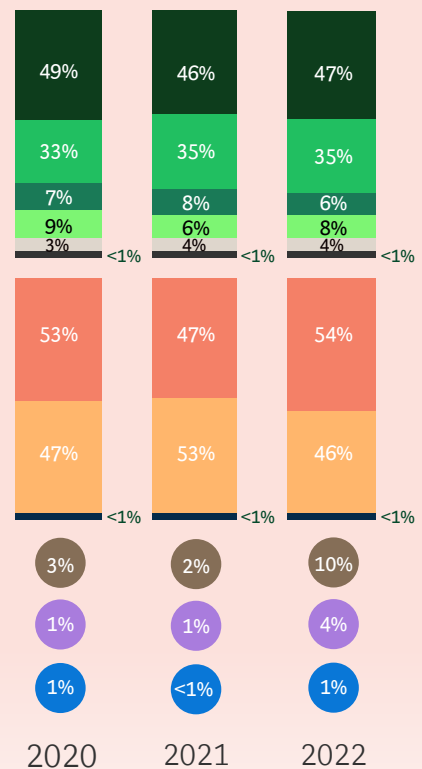
CONSULTING TEAM



BUSINESS SERVICES TEAM



ALL OTHER SPECIALTY BUSINESS UNITS



Note: All data for US BCG teams. "Consulting Team" includes core consulting staff, and Expert Career Track (ECT). "Business Services Team" includes North America BST, Global Services. "All Other Specialty Business Units" includes Global Specialty Businesses, BCG X, Platinion, and BrightHouse.

Investing in a Diverse Workforce

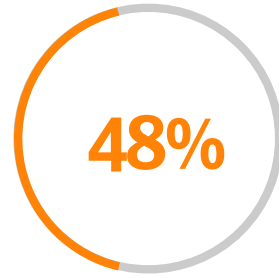
There are many ways to be successful at BCG. Supporting all BCGers to truly thrive starts with ensuring that we attract and engage candidates from a wide range of backgrounds. When it comes to recruiting a diverse workforce, we have several notable advantages: a wide variety of entry points, flexible career pathways, and plenty of opportunities to explore interests and indulge in curiosity.

Our investment in building diverse teams is having tangible impacts for our company, and 2022 was a year of continued progress. In a year of significant growth for the North American Business Services Teams—a major achievement in a tight labor market—we are proud of the fact that 45% of new hires identified as racial or ethnic minorities. Our focus on increasing the diversity of our student interns and professional hires is evidenced by our hiring numbers, and we're excited to continue improving.

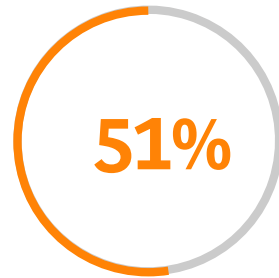
We also know that reaching these outcomes is not a mere coincidence—it requires intention and investment of time and resources. At BCG, we continue to build on our investments in career and campus initiatives that attract and engage high-potential candidates from all backgrounds. We know these individuals bring immense value to the firm, and we remain deeply committed to building inclusive and equitable recruitment processes to ensure we attract excellent candidates who represent a wide range of experiences and identities.



[Learn more about our teams at BCG.](#)



of US staff are women



of new hires across BCG identify as Asian, Black/African American, Hispanic/Latino, Native American, or 2+ races



of North America staff are a member of one or more diversity affinity network



of North America Staff are a member of two or more diversity affinity network

“

We're here to take care of and nurture candidates and to give them a place where they can voice questions or concerns as they navigate the recruitment process.



Bringing DEI Purpose to Life

Dimitri Hughes (he/him)

Principal, North America
Black, Latinx, Indigenous
Recruiting Director

When Dimitri Hughes joined the Dallas office of BCG in 2017, he saw that local office leaders were making a concerted effort to increase their support for Black/African American, Hispanic/Latino, and Native American/Indigenous BCGers. In his early days at the firm, Dimitri knew he was a beneficiary of these efforts. “Their work shaped what I would call a diversity agenda in the office,” he says. “Mentorship came in a number of forms, and a lot of it was behind the scenes. But through it all, I felt office leaders and senior partners were really trying to help me navigate the system.”

This was not always easy. “I had some valleys, and definitely some tough spots,” he recalls. “But when I hit those valleys, I had somewhere to go and people who were committed to helping me work through issues in a way that would enrich my narrative and enhance my career.”

This experience has informed Dimitri’s approach to his role as one of BCG’s rotating Recruiting Directors working to support candidates who identify as Black/African American, Hispanic/Latino, and Native American/Indigenous. For him, diverse leadership is critical. “I’ve grown to appreciate the particular influence that the

leaders of our Black+Latinx@BCG Network have here,” he says, “and I feel an obligation to be a responsible steward of that. The way I see it, we’re here to take care of and nurture these candidates and to give them a place where they can voice questions or concerns as they navigate the recruitment process. We want to welcome them to our community and give them love, support, and guidance—that is a key element of our Black+Latinx@BCG culture.”

Dimitri also views this role as an opportunity to bring his unique perspective to candidates. “It’s about providing a perspective and insight on the Black+Latinx@BCG experience. Candidates know that there is something unique about being Black/African American and/or Hispanic/Latino in these professional spaces, and hearing that firsthand is critical in this process,” he says.

His current role is also equipping him for his return to client work. “I now feel I could walk into a client environment and speak more authoritatively on human capital management and recruitment strategy,” he explains. “But what the role has also done indirectly is to empower me to be comfortable taking my space as a Black man at BCG.”

Engaging Candidates across Backgrounds and Identities: Recruiting Programs and Initiatives at BCG

At BCG, we know our success hinges on our ability to elevate diversity of thought and experience, and we aim to recruit passionate, open-minded people of all ethnicities, gender identities, sexual orientations, abilities, and experiences. Our recruiting programs offer candidates across a variety of backgrounds and experiences opportunities to learn more about consulting and connect with BCG.

Part of the BCG Unlock summer learning program, [BCG Empower](#) is a pre-matriculation workshop designed to provide MBA students with hands-on experience of consulting at BCG. Our BCG Empower Program supports for Black/African American, Hispanic/Latino, and Native American/Indigenous talent.

Through our [Growing Future Leaders Internship Program](#), we create opportunities for top Black/African American, Hispanic/Latino, and Native American/Indigenous talent to take a ten-week immersive summer internship program that helps prepare them to become leaders in consulting.

Our [BCG Advance](#) program, open to women in their freshman or sophomore year, is an inspiring, interactive virtual conference. It helps participants learn more about life as a consultant, meet BCGers, connect with peers, and build key skills.





Our Diversity Affinity Networks and Communities

To unlock the full potential of our people, we want BCG to be a place where employees feel they belong and where they can bring their whole selves to work. To meet this aspiration, we make it easy for people to join a wide range of Diversity Affinity Networks and DEI Communities. Through regular programming, events, workshops, and speakers, our Networks and Communities provide support and development. Across our North American offices, these Networks and Communities represent more than 9,000 employees.

Our eight Networks, including Veterans@BCG, Pride@BCG, and more, provide affinity spaces for employees from a range of backgrounds to connect across shared experiences and provide robust programming throughout the year. 75% of our staff are part of at least one Network, and more than a quarter are part of two or more Networks.

Our Communities were organized by passionate BCGers. Many started during our virtual working environment to bring together colleagues across shared identities,

cultures, faiths, experiences, and backgrounds. These staff-initiated groups have created informal opportunities for BCGers to connect and to support each other, building affiliation and advancing their careers in collective spaces that are safe and welcoming.

There is strong intersectionality of membership across Networks and Communities. These groups come together to celebrate diversity through discussions, events, and programs, connecting across a variety of dimensions. Examples of intersectional groups and segments within our Networks include: Queer People Of Color (QPOC), Women/Transgender/Gender Non-Conforming (WTGNC), ADHD focus group, and East Asian Community.

These groups, and many others, continue to build stronger bonds and momentum. And while in-person events have resumed, recent experience has shown us that virtual settings also present rich opportunities to connect and exchange knowledge and experience across our dozens of North American offices.



BRINGING YOUR WHOLE SELF TO WORK

The connection and confidence that inclusive spaces can build

Consultant Corey Fowler trained as an industrial engineer, which is fitting since his family has roots in one of America's founding industrial cities, Pittsburgh. In his work and personal life, Corey has traveled all over the world, but he's still proud to be thriving in his hometown, where he lives with his husband, Kyle. We spoke with Corey about growing up in the Steel City, what he loves about his work, and how he's found meaning and connection as part of BCG's Pride community.

[Read an excerpt from that conversation, in Corey's words here](#)



DIVERSITY AFFINITY NETWORKS

 **ACCESSABILITY**
@BCG



DEI COMMUNITIES

Christian@BCG - for employees to build community around Christian faith and purpose

Expats@BCG - for employees who identify as expatriates or are from a country outside of North America

FertilityJourneys@BCG - for employees seeking support with fertility and pregnancy loss

FlexTime@BCG - for employees utilizing flexible working models, such as a part-time schedule

Jewish@BCG - for employees connecting around Jewish culture, faith, and heritage

Lift@BCG - for employees building community around experiences of being the first in their families to attend college or having faced socioeconomic challenges

Muslim@BCG - For employees of the Muslim faith to connect through their shared experiences and sense of purpose



BRINGING YOUR WHOLE SELF TO WORK

Embracing the work-life philosophy of never settling

Kristi Woolsey is Associate Director and lead for BCG's Smart Environments Group in our Pittsburgh office. Trained as an architect, Kristi combines her design expertise with her research into digital technologies and human behavior to uncover how physical and virtual spaces inform the human experience. We spent an afternoon with her, learning about what sparked her endless curiosity, how it shows up in her work, and how she's passing down that same passion for exploration to her sons, Django, 11, and Miles, 14.

[Read about how Kristi's childhood fueled her curiosity and passion for adventure here](#)



Network Spotlight: AccessAbility@BCG

SUPPORT AND INCLUSION FOR AN ACCESSIBLE WORKPLACE

Our AccessAbility@BCG Network—which brings together individuals with differing physical abilities, neurodiversity, chronic illness, and mental health challenges—creates opportunities for members to strengthen their community locally, regionally, and globally. By raising awareness and acceptance of the disability community and embedding accessibility in our processes, we are fostering a more inclusive experience for all BCGers.

HOSTING OUR 1ST ACCESSABILITY@BCG CONFERENCE

In 2022, AccessAbility@BCG hosted an internal conference to gather together, learn, and connect more than 100 members across North America. Key highlights included: member story sharing, leadership panels, a disability language seminar, and a networking dinner. We were joined by keynote speaker Haley Moss, a leader on disability inclusion, autism, and neurodiversity in the workplace. BCGers found the experience fulfilling and inspiring, with the majority saying that connecting with colleagues was their top reason for attending. Allies and BCG leaders left the conference with renewed energy to further disability inclusion within our workplace.

REFLECTIONS FROM THE CONFERENCE

“I feel more confident about my career growth potential after networking with colleagues in different departments of BCG.”

2X growth in 2022

COMMUNITY PARTNERSHIPS

Empwr Conference - BCG participated in Empwr, the first MBA diversity recruiting conference designed to empower the disability community. As a diamond partner of the conference, members of the AccessAbility@BCG leadership team presented on important topics for the disability community and share their personal and professional stories.

Valuable 500 - BCG works with Valuable 500 to improve on our accessibility journey, most recently joining their Generation Valuable Mentorship Program.

DisabilityIn - DisabilityIn has provided BCG with opportunities to enhance our thought leadership, supplier diversity, and recruitment efforts related to disability.

Business Disability Forum (BDF) - BCG works closely with BDF's advisory team on several projects, such as workplace accessibility. Most recently, we welcomed Diane Lightfoot, founder & CEO of BDF, for an Authentic Conversation celebrating International Day of People with Disabilities.

“Hearing other people's stories across many cohorts at BCG and seeing senior leadership acknowledging the changes that need to be made was really powerful.”

“When you're trying to navigate an organization that's grown as much as BCG has, the AccessAbility@BCG network brings you closer to a group of individuals who are working through some of the same challenges as you or are in similar places professionally and in their lives. It means that on your journey, you're not isolated. This was demonstrated on a powerful Zoom call, when a senior leader talked about their mental health challenges. I've worked at many organizations, and this is the only place I have ever worked where someone that senior has had a vulnerable discussion about their mental health.”



Macharva Housley (she/her)
North America BST Talent Development Director



My fulfillment has always been in focusing on people—both teams and clients.



Bringing DEI Purpose to Life

Tina Gao (she/her)

Managing Director and Partner,
Washington Office Leader

For Tina Gao, her experiences in BCG's Diversity Affinity Networks, including co-leading the North America Asian Diversity Network (ADN), have provided important stepping stones on the path toward her current role as BCG's Washington, DC Office Leader.

It started when she was the Washington, DC network leader of Women@BCG.

"What I learned from Women@BCG was the benefits of having a national network," she says. This meant thinking about how to take advantage of scale efficiently, from building affiliation across different offices to identifying cohorts in need of more similar targeted support. "But I also learned that building connections has to start at home," she says. "This means finding leaders in your own office who are as passionate as you and having them lead with you. That was the key to success."

Next, Tina took those lessons to her role as co-lead of the ADN. "As I thought through our priorities and what we wanted to do with the network, I borrowed a lot from Women@BCG," she says. "And what I took was the need to build more structure at the national level to help facilitate the next phase of growth and development of the network."

This meant bringing ADN members and leaders together on regular calls, enhancing the network's national conference, and building a strong leadership team from across North America. "In addition to strengthening the bonds across our community, we focused our efforts on helping our members navigate the path to advancement at BCG, and we did that by making the most of our seat at the table, and driving systemic changes in addition to grassroots efforts," she recalls.

These leadership experiences are helping her as she thinks about how to approach her new role as Office Leader in Washington, DC. "I am applying a similar approach" she says. "I started by understanding the needs and opportunities here in Washington, building my vision for our community, defining the strategic pillars that will help us achieve that vision, and inviting others to lead the charge with me."

Ultimately, she says, it's all about people. "I owe a lot to the people who have put me in a position to be a leader and have supported and mentored me along the way. My fulfillment has always been in focusing on people—both my teams and clients. I'm excited to be able to take that on in a larger scale and have an impact across more people in the Office Leader role."



To me, supporting Pride@BCG members means making sure people are on track, but also having important conversations about life and how to make the job work.

Bringing DEI Purpose to Life

Nic Sukitsch (he/him)

Managing Director and Partner,
Pride@BCG Network Lead



As leader of the Pride@BCG Network for North America, with a strong leadership journey within Pride@BCG locally, regionally, and globally, Nic Sukitsch has a very personal understanding of the power of colleagues in encouraging people to be open about who they are.

“I was out at BCG from the beginning, from the recruitment process to getting hired,” says Nic, who came to the firm from business school after working in tech consulting and private equity.

“Pride@BCG was instrumental in both preparing me for interviews and getting me to think differently about the importance of being out at work, not just for myself but for the signal it sends to others and to the rest of the world.”

The type of support he received then and in his subsequent decade at BCG is something he intends to replicate as leader of Pride@BCG. “That’s the core of what I want our value proposition to our members to be,” says Nic.

As he works to develop this value proposition, he wants to make sure everyone can benefit from the type of support he had in a way that is customized to their own context and needs.

“That means making sure people are on track from a performance standpoint, but also having important conversations about life and how to make the job work,” he says.

Nic describes Pride@BCG as “one of my homes at BCG” — and it is one that is rapidly expanding, with over 600 members in North America, serving employees across all businesses and cohorts. For Nic, this provides both challenges and opportunities.

Among the challenges is managing what he calls “diversity within diversity”—that is, finding new, flexible ways of meeting the specific needs of individuals and groups in different cohorts, communities, and geographies. “One of the hallmarks of what I’ve set out to do in the next year is prioritizing the unique needs of different members of our community, rather than thinking about the group as having one broad set of goals” he explains.

Meanwhile, for Nic, taking on leadership of the North America Pride@BCG Network has presented him with opportunities for professional growth that will also benefit his work with clients in Health Care, Social Impact, and Public Sector at BCG.

“What’s being asked of me in this role is different in some ways from my normal client services role,” he says. “But it’s an opportunity to flex and to try things I don’t necessarily do on a day-to-day basis. It’s investing in my own long-term leadership.”

[Check out a timeline of our Pride@BCG progress - view the milestones here](#)





Advancement and Development for Our Teams

Advancing and developing our people is one of the ways we strive to support our employees' growth through constant exploration and accelerated learning opportunities. This promise sets the foundation for our employees to develop as more inclusive leaders.

CAREER DEVELOPMENT

At BCG, giving our employees the opportunity to grow in their roles and into new roles is a top priority. We continue to engage our Consulting Team career development advisors, those who advise and support employees on their career journey, in critical conversations about how race and other dimensions of difference influence career experiences. Resources are also provided across our Business Services and Knowledge Team organizations to provide managers with tools to engage in similar conversations. Centering on the employee experience, the focus is on mitigating potential biases, misconceptions, or gaps in advancement.

We also recognize that receiving and acting on feedback can be a challenge in career advancement. This is a more common challenge for individuals from historically marginalized groups as research tells us that across degrees of difference, managers may be more likely to give indirect or coded feedback. For that reason, we developed a robust “Competencies in Action” resource for our Consulting Team members, which helps to enrich

employees' and managers' shared vocabulary for discussing feedback and helps to mitigate potential bias in performance reviews by making “what good looks like” more tangible and transparent. Diversity Affinity Networks have leveraged Competencies in Action to explore these topics with their members. We also developed targeted trainings to ensure we mitigate potential bias across our year-end review and development processes for our Business Services and Knowledge Team members.

Through this work, we see that senior leadership and mentorship are key components in helping a diverse employee base thrive. For our Business Services Teams, we have engaged our most senior leaders in review of Black/ African American and Hispanic/Latino employees to gain deeper insights into how to better support career growth. We have made further impact with our Champions Program designed to go beyond mentorship to sponsorship by engaging senior firm leaders to play an active role in the development and success of Black Consulting Team members. In 2022 we reached more than 300 pairings of our most senior leaders with associates and consultants. While we continue to invest in the program and relationships are thriving, we also know that this program is just one step, and we have more work to do. We continue to reflect on what is working well for our teams and where there are gaps, and we are using what we learn to grow and evolve.

DEI Learning Opportunities

At BCG, we are on a journey to enhance and refine our DEI learning offerings with the ultimate goal of delivering high-quality learning opportunities through both formal and informal contexts. This approach allows us to meet people where they are in their DEI journey and propel them in their growth.

CORE LEARNING

Integrated into our formal learning programs and embedded in onboarding, our DEI, Human Resources, and Learning and Development teams deliver core DEI content to teams. Select programs/trainings include:

- Understanding our Commitment to DEI
- Inclusive Leadership and Inclusive Teaming
- Striving for Equitable Outcomes in Our People Processes

SELF-DIRECTED LEARNING

We offer a selection of trainings and engagements at the local and regional levels for employees. Examples include:

- Speaker Series featuring community and business leaders
- Authentic Conversations to support dialogue across cultures and backgrounds
- Asynchronous modules through our Learning at BCG platform

LEADERSHIP DEVELOPMENT

BCG's own research on inclusion (see BLISS Index, p31) tells us that leadership is a key driver of inclusion, so we are invested in more deeply embedding DEI in our leadership trainings and learning opportunities.

For our Business Services Managers, this includes a new manager orientation that covers fundamental topics like BCG values and commitment to DEI. Across our Consulting Team, we continue to track feedback on inclusion and diversity for managers. Coaching is also a critical part of developing our leaders individually and equipping them with the skills they need to help all employees grow. Professional coaches at BCG help offer a space for leaders to slow down, reflect, and move forward with intention. This is supplemented with coaching focused on helping leaders develop trust, psychological safety, and a growth mindset on their teams—all key aspects of creating an inclusive and equitable team experience.



INCLUSION ACCELERATOR HIGHLIGHT

Inclusion Accelerators, which spearhead programming related to culture and identity at each office in North America, continue to support and lead local events. Building on efforts begun in 2020, Inclusion Accelerators drive inclusion and belonging in local offices, and in 2022 they continued to grow and host a broad range of local office events. Programming ranged from Authentic Conversation sessions, events supporting heritage months and holidays, and informative DEI content. Inclusion Accelerators also met with office leadership and attended monthly virtual cross-office summits to discuss progress and share ideas to strengthen their efforts.

RACIAL EQUITY ENGAGEMENT SERIES UPDATE

This virtual speaker series, open to all North America employees, was started in 2020 aiming to bring awareness to racial equity topics within our communities. This year, the Racial Equity Engagement Series hosted five speakers and thousands of listeners for critical discussions.

DEI Accountability for Our Leaders and Teams

As we have progressed on our DEI journey, we have learned that real transformation in this space requires a commitment to outcomes and having clear ownership of those outcomes, particularly among firm leaders. While we remain committed to and are making progress in a number of DEI goals across North America, we know that holding ourselves accountable in DEI will require deepening understanding and engagement across our firm in the years to come.

We are taking two approaches to increasing accountability within BCG: expanding transparency and adding systems and incentives linked to DEI outcomes. We developed new data transparency tools, including this annual external report and more robust internal dashboards for reporting across teams on metrics related to representation, hiring, retention, sentiment, performance, intersectionality, and teaming. We also have evolved our performance review processes, revising career development structures for both Consulting Teams and Business Services Teams to mitigate potential bias in our systems. Leaders are held accountable for DEI outcomes in performance reviews. And in considering candidates for leadership roles, we review their track record on DEI measures.

The work does not stop here. We continue to refine data-sharing systems, and we are designing more robust, individualized, and dynamic reports for leaders so they can have a more layered view of DEI outcomes. We continue to explore opportunities to infuse accountability into our systems. Finally, we know that engaging our leaders as owners of DEI accountability will be a critical lever in propelling us forward.



THE POWER OF DATA

All BCG leaders have access to robust internal dashboards with metrics related to their team's representation, hiring, sentiment, performance, intersectionality, and teaming.

“As a system leader, driving DEI accountability means that I feel a sense of personal responsibility for the success of BCGers in my system. Sponsoring individuals from diverse backgrounds is a big part of that, and because of my role I am uniquely positioned to make sure other senior leaders are sponsoring, mentoring, and supporting diversity as well. I am also intentional about creating an inclusive environment in our system and making sure we each understand our role in taking action for progress on our DEI outcomes.



Erin George (she/her)
Managing Director and Senior Partner
Head of BCG Southwest System

“DEI must be embedded throughout our work, not as a standalone idea. It is a core competency against which I, and all leaders, should be evaluated. I am responsible for equitable outcomes for the programs that I manage and run. That includes measuring and tracking how individuals engage in our programs to ensure people from different backgrounds have equitable access. Across the firm, one of the important changes we have made in recent years is making sure we provide metrics for senior leaders to know how they are doing on creating inclusive environments and diverse teams. Transparency of data in a firm that is so focused on outcomes and metrics is really important - we approach it in the same way we try to solve any client problem.



Ian Maron (he/him)
BCG X People and Talent Senior Director

Racial Equity at BCG

RACIAL EQUITY COMMITMENTS

In 2020, we announced six commitments to advance racial equity, and we continue to make progress within our workplace, work, and world. 2022 highlights include:

Accelerating Representation of Black BCGers | Equal retention rates across race/ethnicities in 2022 and 12% Black Hires for 2023 Class

Fostering Accountability by Accelerating the Clarity, Ambition, and Measurement of Our Goals | Increased optimization and capabilities with dashboard that helps leaders manage outcomes across DEI

Strengthening Our Supplier Diversity Efforts | 47% increase in supplier diversity spend

Advancing the Pursuit of Racial Equity with Our Clients Through the Lens of Total Societal Impact (TSI) | 120+ racial equity projects launched since 2020

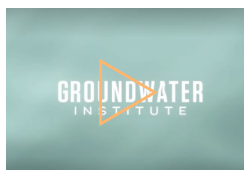
Catalyzing change by investing \$100 million worth of employee work over five years | \$72M deployed in talent, including 700+ BCGers engaged in equity-focused projects

Donating \$1 million spread over five years to organizations leading the change | \$900K donated in the first three years of our five-year plan

GROUNDWATER LEADERSHIP PROGRAM

Through our partnership with the Groundwater Institute, cofounded by BCG alumni and senior leaders of the Racial Equity Institute, growing numbers of BCGers are benefiting from our Groundwater Leadership Program. This immersive multi-day program takes participants through an analysis of structural inequities based on race. Nearly 70% of BCG's North America leadership team has participated in the program at least once.

As we continue to evolve the impact of the program, we are ramping up the advisory capacity available to senior leaders as they launch or support new DEI initiatives. Many MDPs are seeking opportunities to bring a Groundwater lens to their teams, clients, and communities. We are enabling and advising our leaders as they advance racial equity initiatives inside BCG and with our client partners and beyond, leading with topics such as Responsible AI and health equity. Looking ahead, we will continue to enable senior leadership while also expanding the Introduction to Groundwater program so that every BCGer can access the tools and knowledge of the Groundwater Institute to drive positive change.



[Hear more about the Groundwater experience from Joe Davis, Chair of the Center for Inclusion and Equity at BCG](#)



“

Groundwater brought out my passion. They bring the facts together, tell a lot of amazing stories, and ensure you get to root causes. Going through the program with other leaders at BCG catalyzed my interest in bringing this lens to my teams and clients. When I engage with my clients on health equity topics and bring in what I've learned, it deepens the relationship and it drives new conversations. Clients now have resources to devote to big societal challenges, and they see me as an advisor with a valuable perspective on how to maximize the impact of those resources.



Suchita Shah (she/her)
Managing Director and Partner

Read more about Suchita's health equity work in this recent BCG publication:
[“Biopharma's Role in Achieving Health Equity.”](#)



Supporting an Inclusive Culture through Our Benefits

BCG believes in providing best-in-class, equitable, and inclusive benefits to all BCGers and their families. We have learned from recent years that flexibility and attending to the diverse needs of our employees are more important than ever, and we have evolved to meet those needs. We provide specialized support for members of the LGBTQ+ community and their families along their health care journeys, and for those on a path to parenthood and as they grow their families, we provide enhanced benefits that support work-life balance. To ensure well-being for all, we are committed to providing high-quality mental health care to anyone who needs it. We continue to celebrate our best-in-class benefits and are keeping DEI a priority as we seek further enhancement and progress.

PROMOTING MENTAL HEALTH

At BCG, we provide extensive well-being resources, including an employee assistance program, mindfulness tools, and access to mental health services. We now offer a comprehensive new resource to support the mental health needs of BCGers and their families. This resource provides a one-stop shop for high-quality mental health care that offers fast and convenient access to appointments with therapists, counselors, or coaches as well as instant access to a library of on-demand well-being resources. In addition, it offers a platform for small-group listening and discussion sessions focused on mental health through thought-provoking topics such as race/ethnicity, gender, intersectionality, and religion/spirituality.

TOTAL FAMILY HEALTH AND WELLNESS

BCG supports employees as they move through each stage of life, including those growing their families. Recognizing there are many paths to parenthood, BCG provides benefits to support in vitro fertilization and adoption. Our approach to total family health and wellness in 2022 includes expanded parental leave and a new family care leave, which allows anyone to take paid time off to care for a loved one—whether a parent, spouse, domestic partner, or child—with a serious health condition. We continue to invest in flexible options to support all families, and BCGers know they are supported in finding balance as they reach new life milestones.

SUPPORTIVE HEALTH FOR LGBTQ+ COMMUNITIES

At BCG, we are committed to being a leader in ensuring that every member of our community feels safe and supported by providing inclusive and equitable health care services and treatment options. We now provide a service to BCGers in North America that offers care coordinators who specialize in ensuring that members of the LGBTQ+ community and their families can gain access to culturally affirming, high-quality care. These coordinators assist with topics such as coming out at work, parenting an LGBTQ+ youth, and understanding insurance benefits. In addition, we have enhanced our medical coverage to support gender-affirming care and services. “The impact of our new benefits to our BCG community is immeasurable,” says Emily Syrenne, an Agile Coach at BCG and Pride@BCG BST Lead. “And it is great to know our benefits team is so supportive. As the medical landscape continues to change, I know BCG will make an effort to stay informed of advancements in medical care to remain best-in-class in our offerings to our employees and their families.”



Our Work





The Center for Inclusion and Equity (CIE)

120+ racial equity projects completed since 2020

Launched in 2021, our North America Center for Inclusion and Equity (CIE) brings together more than 250 diversity, equity, and inclusion experts to drive change through DEI across sectors. The CIE, in partnership with our social impact practice area leaders, works with business leaders and organizations to help them pursue diversity, equity, and inclusion in their business practices. We support organizations in taking a holistic approach to reviewing and assessing their core strategies, processes, and products with an equity lens, helping them to create value while eliminating bias, delivering social impact, and driving systemic change.

CIE GOALS

1. Support clients in learning how to embed inclusion and equity in their core business strategies
2. Convene leaders across private, public, and nonprofit sectors to accelerate diversity, equity, and inclusion
3. Advance DEI thought leadership

Our goal is to drive measurable change for different racial, ethnic, and cultural groups, including Black and Indigenous people, people of color, women, the LGBTQ+ community, military service members and veterans, and people with disabilities.

CIE AREAS OF FOCUS AND 2022 IMPACT

In 2022, the CIE addressed three topics in its work with clients and partners: supplier diversity, access to capital, and next-generation people strategies. Collaboration across industries remains vital to advancing these focus areas, and we have been energized by our work with clients and partners.

Supplier diversity – Expand investment in diverse suppliers across the ecosystem, while also strengthening our internal approach to supplier diversity

Access to capital – Work with financial institutions, nonprofits, and public sector partners to address the largest drivers of racial wealth gaps

Next-generation people strategies – Support clients with a transformative DEI approach, leading with practices that drive outcomes for underserved populations across organizations



[Hear more about our approach to DEI as a core business strategy from leaders at the CIE](#)

Supplier Diversity

At BCG, we recognize that as a large global company, intentionally buying goods and services from diverse suppliers is an effective way to contribute to closing racial and gender wealth gaps. At the same time, as a consulting firm, we can also contribute by advising clients as they work to apply similar strategies to their procurement processes.

PROMOTING SUPPLIER DIVERSITY AT BCG

With supplier diversity as one of BCG's key commitments to advancing DEI, we are regularly reviewing our supplier diversity program and measuring the diversity of our vendor cohort, from travel and catering companies to real estate firms and IT providers. In 2022, we increased our procurement spend on Black- and Hispanic-owned businesses by 47% and strengthened our systems for tracking, managing, and onboarding new vendors to ensure we can grow and support minority vendors at scale.

We will continue to progress in our efforts to invest in supplier diversity at BCG. We are strengthening our network of engaged vendors and BCG leaders across offices to build a long-term pipeline of diverse suppliers that will grow as BCG grows.

To diversify procurement spending, companies need a different approach. In this [video](#), BCG senior advisor Jim Lowry explains the steps they can take to improve.

ADVANCING SUPPLIER DIVERSITY WITH CLIENTS & PARTNERS

Externally, our supplier diversity work spans private and public sectors, and commercial and nonprofit work.

This year, our work with clients was focused on ensuring that minority-owned businesses have meaningful opportunities to win supplier contracts that help to drive scale in their business. We supported businesses in developing growth-focused alliances, which partner minority-owned business with a mature, incumbent supplier. This kind of "growth-focused alliance" offers diverse suppliers measurable opportunities to grow capacity, gain capabilities, and take on roles in senior management—which can help them access larger, broader opportunities by entering new markets or new parts of the value chain.

Demand for supplier diversity strategy is growing as an increasing number of companies invest in creating or enhancing their supplier diversity programs. We meet clients where they are on their journey, whether they are looking to develop a new program or to transform an existing one to expand its reach. Through this work, BCG is supporting clients to think and spend differently with their suppliers.

“Being involved in supplier diversity work, I am seeing the impact and it’s very motivating. We are helping clients raise their level of ambition for supplier diversity: going beyond spend and focusing on diverse suppliers’ growth and mentorship. We are expanding the possibilities of what our clients can do for diverse suppliers, and I’m excited by how much BCG and our clients are putting into these efforts.”



Christine Young (she/her)
Principal

Access to Capital

SUPPORTING BLACK WOMEN ENTREPRENEURS WITH GRAMEEN AMERICA

In the United States, a racial wealth gap between Black and white Americans persists, and leaders at the CIE have been passionately engaged in understanding and addressing its root causes. We have learned that improving access to capital for marginalized communities is one of the best ways to support economic mobility, and we recently partnered with Grameen America Inc. (GAI) to take action.

GAI is the fastest-growing microfinance organization in the United States, helping thousands of women to lift themselves out of poverty through entrepreneurship. It offers small loans to women entrepreneurs, providing the funding many of these women would be unable to access through mainstream financial systems. Seeking better representation of Black women entrepreneurs, GAI developed a new initiative, “Elevating Black Women Entrepreneurs” (Elevate), and partnered with BCG to understand the needs of Black women entrepreneurs.

We first conducted surveys to understand the unique profiles of Black women entrepreneurs. These surveys uncovered financial challenges they might be facing, like pre-existing debt or low credit scores, as well as unique and sophisticated business models that often called for

more advanced forms of support. It also uncovered opportunities for partnerships that would help GAI improve member retention.

From these findings, GAI and BCG designed a new pre-loan pilot program to support Black women entrepreneurs. The program provided advanced education on loan and financing options, credit scores, budgeting, business plans, and more. Results have been promising, and GAI hopes to reach 80,000 Black women entrepreneurs in the next ten years.

RESULTS FROM THE FIRST YEAR

\$2.1M Funds disbursed

885 Microloans given

599 Black women entrepreneurs supported

[Learn more about our work with GAI](#)



“ When we work with nonprofit and foundation partners, we get to really think about key issues in DEI and how they are impacting specific communities.

Growing as a Leader Through DEI Work

Sossina Gutema (she/her)
Project Leader



Learn more about Sossina's work here:
["Know Where you Stand to Take a Stand on Equity."](#)



While her undergraduate activities reflected her passion for social impact, when Sossina Gutema joined BCG, it was as a generalist. “I wanted to see what was out there and get exposure to different industries,” she explains. “I wanted to learn from the spectrum of practice areas under BCG’s umbrella—and I learned a lot.”

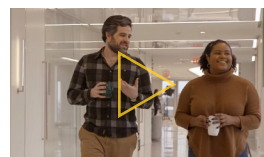
Through exposure to DEI and social impact projects, Sossina realized she wanted to put this work at the heart of her professional life, and her mentors helped point her in the right direction. On their advice, she sought out project leaders who were working on social impact and DEI and offered them her assistance. Soon, they started pulling her onto the kinds of projects that really interested her. Looking back, Sossina recognizes how much of a difference mentorship made to her. “I’ve been very fortunate,” she says. “And part of it is having somebody to turn to when you don’t know if what you’re doing is right, or you don’t know how to do something better.”

Not that progressing in her career was always easy, as Sossina found in the transition from consultant to project leader. “Your job changes significantly. The expectations change and you become responsible for your team in a way that you are not when you’re a consultant,” she says. “That can be very challenging.”

One key source of support was the Black+Latinx@BCG Network. Through events and workshops, the Network creates opportunities for mentorship and professional

development, as well as for sharing experiences. In becoming a leader, Sossina also reflected on her early days at BCG. She understands the need to strike a balance between giving teams sufficient support and allowing people to seek out opportunities for themselves. “If you give people the trust and the space, they’ll surprise you with how much they’re able to accomplish,” she says. “People grow into the space you give them.”

Working in DEI offers plenty of opportunities for doing this, she says, since BCG is still expanding programs and making new investments in the topic. By engaging directly with companies on DEI and through client work, Sossina feels she is making a difference both by contributing to communities she cares about and by working on projects whose insights can be shared across the firm well beyond project completion. “Several years later, I still get requests for information and data points on these topics,” she says. “I love passing that on to other project teams—and hopefully that turns into something new.”



[Hear more about Sossina's experience as a leader at BCG](#)



Latest Thinking on DEI

Explore some of BCG's latest thought leadership on diversity, equity, and inclusion to understand the benefits of diversity, how to achieve it, and how to unlock the potential of a diverse workforce.



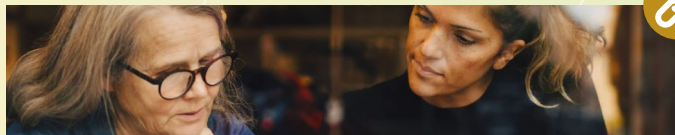
[The Pandemic's Lasting and Surprising Effects on Women in Tech](#)

COVID-19 impacted women in tech differently. Midlevel women saw some benefits, but many women of color faced new challenges.



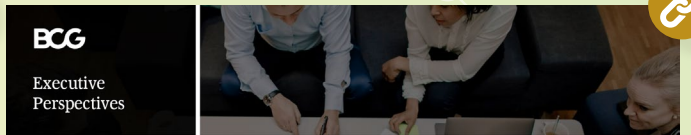
[Internal Talent Mobility Programs Can Advance Gender Equity. Do Yours?](#)

By reshaping the way employees find challenging opportunities, Talent Mobility programs can help women grow their careers.



[The Importance of Being Equitable in Product Design](#)

Equitable products, which use human-centered design, increase value, provide better customer experiences, and solidify brand trust.



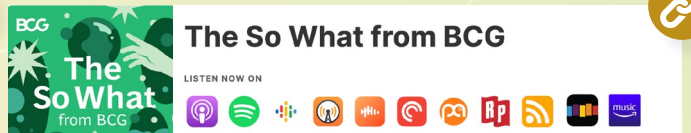
[Executive Perspectives: Rethink & Broaden Diversity, Equity, and Inclusion to Create a Competitive Advantage](#)

A multidimensional approach to DEI is critical to drive change, but questions remain on how to make progress in key areas.



[What Companies Are Missing in Their Approach to Corporate Activism](#)

Some companies are champions for social change; others keep a lower profile. All need dedicated corporate-activism capabilities.



The So What from BCG

LISTEN NOW ON



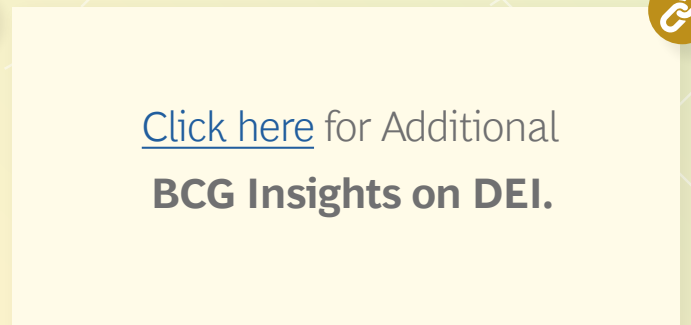
[The So What Podcast: Why being out at work matters](#)

Pride@BCG leader, Dakota Santana-Grace, talks about supportive work culture and why being out at work matters professionally and personally.



[The So What: Are you bridging or broadening the racial wealth gap?](#)

Kedra Newsom Reeves highlights how organizations can deeply embed inclusivity into their business practices.



[Click here](#) for Additional
BCG Insights on DEI.

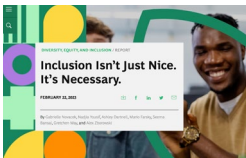
Enhancing Inclusion in the Workplace: BCG's BLISS Index

Today, a growing number of leaders understand the importance of DEI. Yet many struggle to define, measure, and influence DEI, particularly the “I,” inclusion. As a result, inclusion is often underprioritized in workplace DEI efforts.

Yet when done right, enhancing inclusion in the workplace delivers enormous value. This was a clear finding from BCG’s BLISS (Bias-free, Leadership, Inclusion, Safety, and Support) Index, a data-driven approach to measuring inclusion in the workplace. It found, for example, that when employees feel DEI programming is a priority in the workplace, the percentage of all employees who are happy increases by 31%, and the number of both women and men surveyed who feel motivated increases by nearly 25%.

The results speak for themselves: inclusion is good for every employee and for the business.

BCG’s BLISS Index draws upon data from more than 27,000 employees across industries in 16 countries. This comprehensive and rigorous tool helps identify which workplace experiences influence feelings of inclusion and ultimately inform employee decisions about whether to stay in a job.



[Click here to read our full
Bliss Index Report](#)



Survey participants responded to statements like these:

- The executive leadership team at my company is committed to diversity, equity, inclusion
- My direct manager creates a safe working environment

Companies with the highest BLISS Index scores have employees with higher levels of happiness, empowerment, and an ability to fulfill their potential. We found that several key factors strongly support feelings of inclusion in the workplace, including:

- **Committing to DEI at the executive level, openly and publicly**
- **Building a diverse executive team at the C-suite level**
- **Having direct managers who support DEI and build safe team environments**
- **Creating a work environment that is discrimination-free, bias-free, and respectful**

We can now measure both employees’ feelings of inclusion and the impact of DEI investment, and this tool will give companies the ability to do right by their employees—and seize a genuine business advantage. Given the profoundly varied experiences employees are facing at work today, the BLISS Index offers leaders a lifeline—and a mandate for action.

“

For someone like me who loves data, seeing this explicitly spelled out was profound. Having a list of drivers of inclusion that companies can control and a tool that can track progress—that’s incredibly exciting. And for me personally, it changed how I showed up for work—I looked for opportunities to create deeper connections and I felt more empowered to ask questions about the lived experiences of my team, which led to higher levels of inclusion, both within my team and for myself.



Alex Zborowski (he/him)
Project Leader

Closing the Gap in the Care Crisis

Estimated by BCG at up to \$6 trillion, the care economy is a vast ecosystem of families, employers, and institutions, from daycares and nursing homes to schools and hospitals. While it is expanding fast, it is highly fragmented and lacks the capacity to organize comprehensive solutions. In a major 2022 report, BCG forecasted that unless we fix two critical dynamics: the lack of available workers and the loss of productive employees due to unpaid-care duties, the US will forego about \$290 billion a year in GDP in 2030 and beyond.

Filling the gaps will not be easy. Care jobs generally pay less than \$18 an hour and offer poor benefits and inadequate training. Turnover is high and positions are hard to fill. This means more people with full-time jobs are having to take time off to care for children or older relatives, affecting productivity or even forcing a departure from the workforce.

\$290B projected economic losses from US care crisis for 2030+

We identified five ways for companies to ease the burden on working caregivers:

- Know your working caregivers and listen to their needs
- Expand benefits and resources
- Embed flexible ways of working, part-time options, and job sharing
- Ensure that taking advantage of flexibility options does not hinder career advancement
- Foster a culture of inclusion and elevate senior role models who highlight work-life balance for caregivers

The private sector will play a critical role in creating a more caregiver-centric workplace and helping more employees balance their professional lives with their caregiving duties. Fixing a broken system will require collaboration across all sectors to provide the support necessary for the functioning of a healthy care economy.



[Click here for other insights on the care crisis](#)



Our World



Partnerships Driving Change

At BCG's Center for Inclusion and Equity, BCG team members continue to work with partners to advance DEI in our communities. Partner organizations include:



The Greater Houston Partnership (GHP) is a gathering place for community-minded business leaders who want to be involved in Houston's positive growth and influence our economic trajectory. 2022 was the second year of BCG's collaboration with GHP on DEI topics. BCG supported GHP in launching Houston Buyer Cohort, representing major companies, which works to develop practices and increase spend with minority-owned business enterprises (MBEs) in the Houston region. As part of our support, we helped launch a Chief Procurement Office (CPO) roundtable that brings together procurement officers from the area to discuss ways to improve diversity. BCGers also helped organize and facilitate the second DiversityCity Summit, convening business leaders to advance equity and inclusion in the region.



Civic Committee of the Commercial Club of Chicago comprises senior executives from leading employers committed to making the Chicago region a better place to live, work, and do business. In 2022, BCG continued to support the Chicago Civic Committee in scaling its Business Diversity Initiative, which helped grow a cluster ecosystem from 30 to 50+ MBEs. Additionally, we facilitated dozens of introduction meetings, resulting in several MBEs engaging in advanced commercial discussions with cluster firms. This work and our partnership with the Chicago Civic Committee have led to the identification of \$120M+ in potential spend opportunities for MBE participants.



CEO Action for Racial Equity (CEOARE) is a pledge by CEOs and presidents to work together to identify, develop, and promote scalable and sustainable policies and corporate best practices to address systemic racism and social injustice, and improve societal well-being. In 2022, as a member of the CEOARE Governing Committee and signatory of the Business Diversity, Digital Divide, and CDFI working groups, BCG dedicated a fellow to support CEOARE place-based work in Birmingham, Alabama, in order to advance equity with community and corporate partners.



Southern Communities Initiative (SCI) was co-founded by BCG in 2021 and partners with Vista Equity, PayPal, and the Kellogg Foundation to close the racial wealth gap across 6 cities in the US South, where ~50% of the Black population in the United States lives. SCI is working across the ecosystem to break down silos and channel the \$100+ billion in racial equity commitments made by corporate and philanthropic organizations since 2020 towards high impact opportunities that drive MBE entrepreneurship, access to capital, education and workforce development, and digital access. In 2022, SCI also partnered with local CEOs and community organizations in Birmingham to design strategic solutions around these pillars and build local capacity to drive impact, developing a playbook with learnings that can be scaled to other SCI markets. To date, SCI has been endorsed by 90+ corporate and philanthropic signatories.

A Systematic Approach to Racial Equity

BCG supported the creation of the Management Leadership for Tomorrow's (MLT's) Racial Equity at Work certification programs, while also serving as a launch partner. MLT offers a range of services and resources that accelerate progress in racial equity efforts along with recognition for achievements. The certifications have enabled BCG and other corporate leaders to take a systematic, results-oriented approach to our racial equity goals.



BLACK EQUITY AT WORK CERTIFICATION

BCG has achieved an MLT Black Equity at Work Bronze Certification. This milestone is an important continuation of our journey toward Black equity specifically and racial equity more broadly. Alongside the growing community of employers participating in the program, we look forward to continuing to make progress.

HISPANIC EQUITY AT WORK CERTIFICATION

We are proud to be a launch partner of the Hispanic Equity at Work Certification Program, launched in fall 2022. In pursuit of Hispanic equity, this first-of-its-kind certification sets clear, measurable standards for achieving Hispanic equity internally and contributing to Hispanic equity in society.





BCG Spark: Supporting Entrepreneurship

At BCG, we recognize that entrepreneurship can be incredibly powerful, not only for personal growth but also for community development. We have seen this impact directly through BCG Spark, a program that pairs BCG volunteers with growing minority- and women-owned businesses (MWBEs). Run in partnership with the Majira Project, a Boston-based nonprofit, the program has so far supported more than 140 companies and helped to create more than 1,000 jobs.

BCG Spark provides consulting, business development, and mentorship initiatives for MWBEs across a broad range of sectors, including consumer goods, technology, education, and professional services. In 2022, the program grew to include more than 400 volunteers across BCG from 16 different offices across North America, supporting over 40 minority and women business owners. BCG Spark will continue to grow as we expand our partnerships and increase its offerings. We look forward to the continued growth and evolution of BCG Spark to support talented entrepreneurs and their communities.

400+

**BCG Volunteers from 16 different
offices across North America**

40+

**Minority- and women-owned
businesses supported**

DEI Alumni Awards

For BCG, diversity, equity, and inclusion are not only at the heart of our operations as a business—we are also deeply committed to helping individuals, communities, and businesses thrive as they work to create a world that is more equitable and inclusive. These core values are why we established an annual North America DEI Alumni Award, which recognizes the outstanding contributions of BCG alumni who are working to advance diversity, equity, and inclusion in their organizations and communities.



[Meet the 2022 North America DEI Alumni Award Winners](#)



Aliya Bhatia

Executive Director, Vot-ER
BCG Atlanta 2013-2016

Aliya Bhatia is making a tremendous impact at Vot-ER, where she's led the organization to help underrepresented communities exercise their right to vote. At Vot-ER, Aliya is leading efforts to increase engagement by partnering with hospitals and with patients of color, and she has set internal DEI benchmarks to ensure that the organization attracts and retains a diverse staff. While at BCG, Aliya helped create an in-house diversity training program and coauthored *The Diversity Paradox*, a report providing guidance on how organizations can accelerate their progress on DEI.



Kristin Peck

CEO, Zoetis
BCG New York 1999-2004

Kristin Peck has led Zoetis to make significant progress toward cultivating a safe, flexible, diverse, and inclusive workplace. As CEO of the world's leading animal health company, Kristin has helped Zoetis increase its representation of women and people of color. She has made a similar push in the animal health industry, overseeing the establishment of the Zoetis Foundation, which supports three grant-making priorities—education, well-being, and livelihoods—with a global focus on diversity, equity, and inclusion for veterinarians, veterinary technicians, and farmers to thrive.

BCG and Employee Awards and Recognition

BCG is honored to be recognized by notable external and independent organizations for our robust company culture and commitment to DEI. We look forward to continued progress on our journey.



[Check out our company awards and recognition](#)

Several BCGers have also been recognized this year for their outstanding personal accomplishments and DEI impact within and beyond the organization.

2022 SAVOY MOST INFLUENTIAL BLACK EXECUTIVES IN CORPORATE AMERICA

Kedra Newsom Reeves (MDP)

2022 INVOLVE EMPOWER ROLE MODEL LIST EMPOWER TOP 100 SENIOR EXECUTIVES

Justin Dean (MDSP)

2022 CONSULTING MAGAZINE WOMEN LEADERS IN CONSULTING: EXCELLENCE IN LEADERSHIP

Jeanne Kwong Bickford (MDSP)

EMPOWER TOP 100 FUTURE LEADERS (#3)

Walter Diaz (Principal)

2022 CONSULTING MAGAZINE TOP 25 CONSULTANTS: EXCELLENCE IN DIVERSITY, EQUITY, AND INCLUSION

Nan DasGupta (MDSP)

EMPOWER TOP 50 ADVOCATES

Laura Juliano (MDP)

2022 INVOLVE OUTSTANDING ROLE MODEL LIST OUTSTANDING LGBT+ EXECUTIVES

Elliot Vaughn (MDSP)

Gabrielle Novacek (MDP)

2022 WOMEN IN TECH: WOMEN TO WATCH AWARD

Necole Jackson-Dejoie (Executive Director)

2022 BCG'S SERAMOUNT WORKING PARENTS OF THE YEAR

Tina Gao (MDP)

Brian Gross (MDP, COO)

OUTSTANDING LGBT+ FUTURE LEADERS

Chloé Caparros (Principal)

Pavlos Papaefstathiou (Partner)

2022 INVOLVE HEROES ROLE MODEL LIST HEROES TOP 100 WOMEN EXECUTIVES

Nadjia Yousif (MDP, CDO)

OUTSTANDING ALLY EXECUTIVES

Nadjia Yousif (MDP, CDO)

Roshni Rathi (MDP)

HERoes TOP 100 FEMALE FUTURE LEADERS

Ricole Tan (Partner and Director)

HERoes TOP 35 ADVOCATE EXECUTIVE

Christoph Schweizer (MDSP, CEO)

Naoto Kubo (MDP)

Engaging with Our Partners

OUR LEADERSHIP AND DEI CONTRIBUTIONS

We are leading and engaging in DEI conversations with many partners and organizations.



Thank You

Advancing justice and inclusion requires the dismantling of centuries of systemic inequity. It doesn't happen with one bold statement, one task force, or one report. The work of diversity, equity, and inclusion must happen 365 days a year, over as many years as it takes. The attention and ambitious commitments we saw from many parts of the business community in 2020 must continue in order to make the lasting change we aim to achieve. BCG's leaders - including the North America Management Team pictured below - remain committed to this ongoing work both within and beyond our company for the long term.

We would like to thank all of the BCG leaders and colleagues who commit time, energy, and ideas to advancing our DEI agenda. Special thank you to our North America DEI Team and DEI Council, both of which bring expertise, passion, and dedication to this work every day.

Thank you to all of the individuals who contributed to this year's report, including the advisors, designers, contributors, and featured employees, including all the Boston-based BCGers whose photos appear throughout the report. And a special thank you to Lisette, Chelsea, Elisa, Catherine, and Christina for bringing this year's report to life.



Lissa Filose (she/her)
North America Diversity, Equity, and Inclusion Senior Director

North America Management Team

REGIONAL CHAIR



Sharon Marcil

SYSTEM LEADS



Danny Acosta
West



Dan Gott
Great Lakes



Rob Souza
Northeast



Justin Dean
Mid-Atlantic



Kathleen Polsinello
Canada



David Webb
*Managing Director,
NAMR Systems*



Erin George
Southwest



Vinay Shandal
Climate & Sustainability



Alan Wise
Southeast

FUNCTION, BUSINESS AND PRACTICE LEADS



Micaela Corkery
Staffing & Mobility



Sesh Iyer
BCG X NA co-lead



Brian Myerholtz
Talent Acquisition



Brian Gross
COO, Head of HR & BST



Ken Keen
Client Team



Alicia Pittman
Consulting People Team



Patrick Hadlock
Consumer



Emily Malkin
Chief of Staff



Gideon Walter
FPA Team Leader



Tristan Hoag
BCG X NA co-lead



Mary Martin
*Tech and
Digital Advantage*



Mel Wolfgang
MDP People Team



Kelly Howe
Chief Finance Officer



Aryn Merchant
Functional Accelerator



Beth Viner
X. Ventures Global Lead

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 work closely with clients to embrace a transformational approach aimed at benefiting all stakeholders—empowering organizations to grow, build sustainable competitive advantage, and drive positive societal impact.

Our diverse, global teams bring deep industry and functional expertise and a range of perspectives that question the status quo and spark change. BCG delivers solutions through leading-edge management consulting, technology and design, and corporate and digital ventures. We work in a uniquely collaborative model across the firm and throughout all levels of the client organization, fueled by the goal of helping our clients thrive and enabling them to make the world a better place.

