



# DIVERSITY EQUITY INCLUSION

US 2022 REPORT



BCG



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# Foreword

As we release our second annual U.S. Diversity, Equity, and Inclusion Report, I am reflecting on BCG's purpose to unlock the potential of those who advance the world. We can only live this purpose if we work to create a more inclusive and equitable workplace for all our people inside BCG. Quite simply: no one can truly work and live to their fullest potential without being accepted for who they are.

We are, foremost, a people business, coming together to tackle the world's biggest challenges. BCG remains steadfast in its commitment to have hard conversations, address the realities of inequity, and continue to hold ourselves accountable.

We have much work to do, but we also can share progress. I am proud to highlight our efforts in 2021:

- More diverse talent joined BCG: 51% of 2021 new hires identify as Black/African American, Latinx, Asian, Indigenous, or two more races.
- The Center for Inclusion and Equity (CIE) launched late last year to partner with organizations to help build inclusive cultures, deliver social impact, create business value, and drive systemic change throughout a business.

- Our first annual DEI Alumni Awards kicked off and celebrated six former BCG team members who have made strides in DEI since leaving our company.
- The third annual Day of Understanding addressed inequity across North America with conversations that shared practical ways to create more inclusive environments.
- The Racial Equity Engagement Series brought eight speakers and thousands of listeners together for rich discussions on race, business, policy, and much more.
- The Groundwater Leadership Program brought together more than 200 senior leaders and colleagues from across 23 offices to take a hard look at inequity and foster new ways to hold ourselves accountable.

In this report, you will find more details on all these points, and much more. I hope you will explore the data.

There is, without a doubt, a long road ahead, yet I am optimistic we are quickly moving in the right direction, for the sake of our people, our clients, and the world beyond BCG.

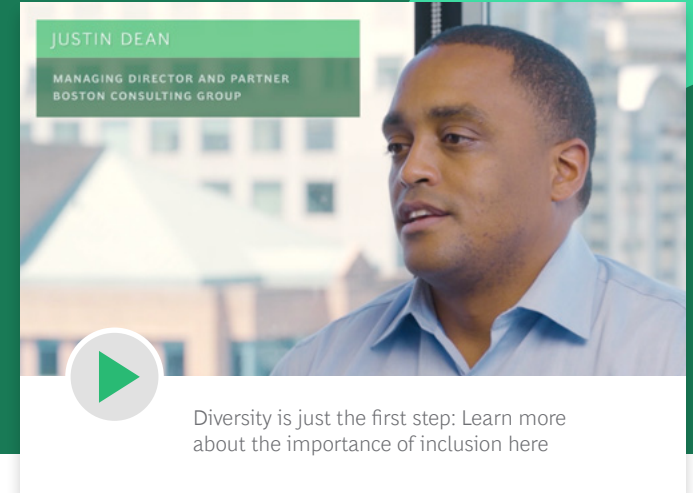


A handwritten signature in white ink, appearing to read 'Sharon Marcil'.

**Sharon Marcil** (she/her)  
Chair of North America

# Our Purpose

Boston Consulting Group's (BCG's) purpose is **to unlock the potential of those who advance the world.** Diversity, equity, and inclusion are essential for achieving that purpose as they enable us to bring our unique perspectives, backgrounds, and life experiences to support our clients, our people, and our company.



## 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.

# Our Purpose

## Diversity through our Purpose Principles

Our Purpose Principles are meant to represent who we are when we are at our best. Our principles are used as a framework to guide discussions, decisions, and behaviors and to evaluate whether we are staying true to our ethos and living our purpose authentically.

### We bring insight to light

Diverse voices uncover rich insights and help BCG push boundaries. We have never been afraid of challenging traditional thinking and ways of operating in business, and that spirit guides our strategy.

### We drive inspired impact

Our focus is on translating diversity of thought and background into tangible policy change in the workplace and broader society. Sustainable change requires reevaluating current processes and structures.

### We grow by growing others

When one of us grows, we all grow stronger. Our actions in support of DEI are not limited to a fixed definition of professional advancement. We understand that this is not a single, time-bound expression or temporary solution.

### We conquer complexity

We encourage unique spaces that highlight and empower the diversity of our teams. Because no one person, voice, or approach can conquer complexity—it will take our shared experience and expertise.

### We lead with integrity

Leading starts with listening. And when it is time to speak, it means candidly confronting difficult issues, acknowledging blind spots, and addressing the gaps in our approach.



# Our Purpose

## Our DEI vision

We must be an organization that draws from every voice to solve pressing problems for our clients. Diverse teams with inclusive and equitable work practices strengthen our organization, which allows us to better support our clients.

Our vision for DEI is that we are continually challenging injustice, discrimination, and prejudice, and inspiring all to advance equity—within our workplace, our work, and our world.

This vision requires that we incorporate DEI in every facet of our firm.

Our DEI approach includes three pillars of action that guide our work both internally and with our clients:



## Our Workplace

Aim for equity of outcomes across our employee lifecycle (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.





# An update on our 2020 Racial Equity Commitments

In 2020, we shared six commitments to advance racial equity. We are proud of the progress we are making both internally and externally and will continue to share our progress on these goals.

Throughout this report, we will share progress on these commitments. Select highlights can be found below:

## Our Racial Equity Commitments

### Our Workplace

Accelerating representation of Black BCGers and further committing to making BCG a place where all talent thrives.

Fostering accountability by accelerating the clarity, ambition, and measurement of our goals.

### Our Work

Strengthening our supplier diversity efforts.

Advancing the pursuit of racial equity with our clients through a lens of Total Societal Impact.

### Our World

Catalyzing change by investing \$100 million worth of employee work over five years.

Donating \$1 million spread over five years to organizations leading the change.

## Select Highlights for 2021

**10%+**

of new hires identify as Black/African American across US offices

**200+**

senior leaders have participated in the Groundwater Leadership Program to build awareness and collective action on racial equity

**Revamped**

Supplier Diversity program and grew our Supplier Diversity team

**100+**

racial equity projects launched internally and externally to amplify impact

**\$60M**

deployed in talent, including 400+ BCGers engaged in equity-focused projects

**\$650K**

in first two years of our five-year plan, donated \$650K of \$1M commitment to Black-equity focused organizations

# Our Workplace

Developing a diverse staff is critical for the vitality of our BCG community and our business. In 2021, we made significant strides to increase representation, which reflects our commitment to improving recruitment and retaining individuals from diverse backgrounds. We saw the most significant shifts in US new hires, where 51% identified as people of color and 52% identified as women. We are encouraged to see Black/African American representation at BCG increase by over 1% firm-wide in 2021, with a 3%+ increase in our Business Services Team. Continuing and accelerating this progress will be critical if we are to meet our racial equity commitment to increase Black/African American representation.

Diverse leadership is equally important at BCG to ensure that we can bring the most impactful, innovative solutions for BCG and our changing world. While the trajectory of our leaders' representation is slower, it is still positive. In 2021, 30% of our leaders identified as non-white, 20% of US leaders identified as Asian, 4% as Hispanic/Latinx, 4% as two or more races, 1% as Black/African American, and <1% as Native American. We're also seeing progress with more women (31%), veterans (3%), LGBTQ+ (4%) individuals, and people with disabilities (1%) joining our US leadership. We are invested in making BCG a home for all of our employees, and, while there is still much to be done, we are moving in the right direction.



**51%**

of US new hires identify as Asian, Black/African American, Hispanic/Latinx, Native American and/or 2+ races

**38%**

of our Global Executive Committee were women in 2021

**52%**

of US new hires identify as women

**2.5x**

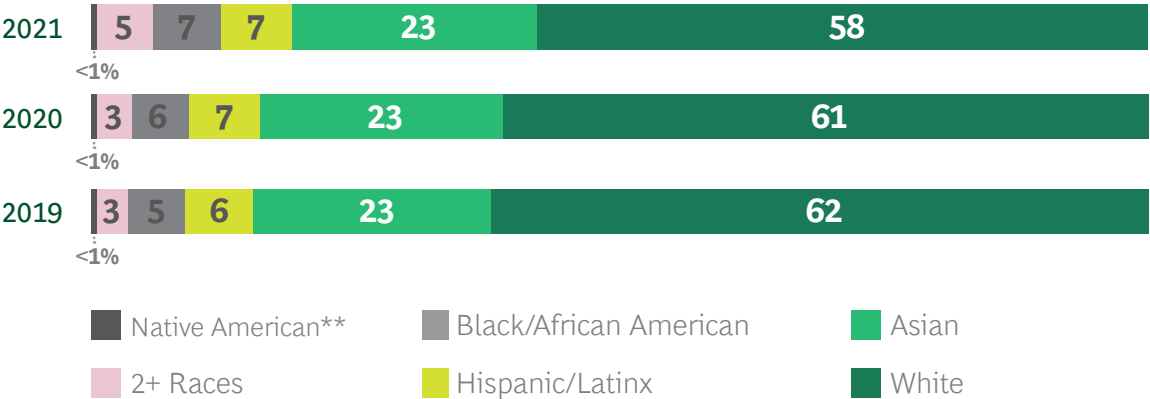
growth in our AccessAbility@BCG network membership since 2020



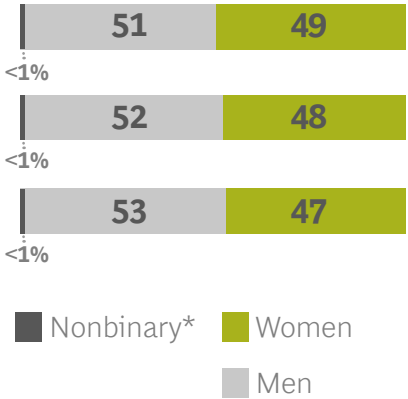
# Sharing Our Representation

## BCG's US Representation

Race/Ethnicity by %



Gender Identity by %



Veteran

2%  
2%  
2%

LGBTQ+\*

5%  
4%  
4%

Disability\*

2%  
2%  
2%

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.”  
\*LGBTQ+, nonbinary, and disability data may not be fully representative due to opt-in process and confidentiality.  
\*\*Native American includes both American Indian/Alaskan Native and Native Hawaiian/Pacific Islander.

# Sharing Our Representation

## Our Intersectional Representation

### Men by %



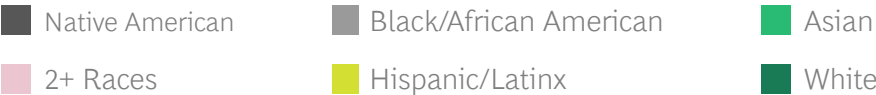
### Veteran LGBTQ+ Disability

3%	6%	1%
3%	5%	1%
3%	6%	1%

### Women by %



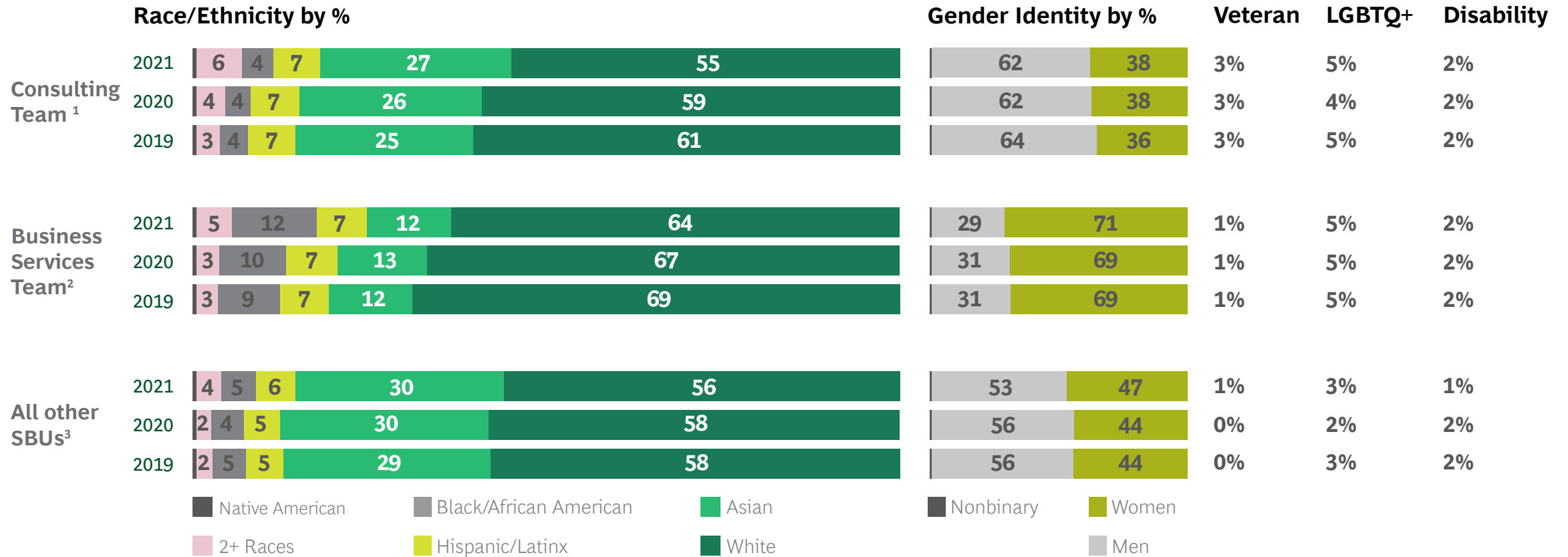
1%	3%	2%
1%	3%	2%
1%	3%	2%



# Sharing Our Representation

## Our Representation by Group

We studied representation and hiring data in three categories, analyzing our workforce across: Core Consulting Team (CT), Business Services Team (BST), and additional organizations and specialty business units (SBUs).

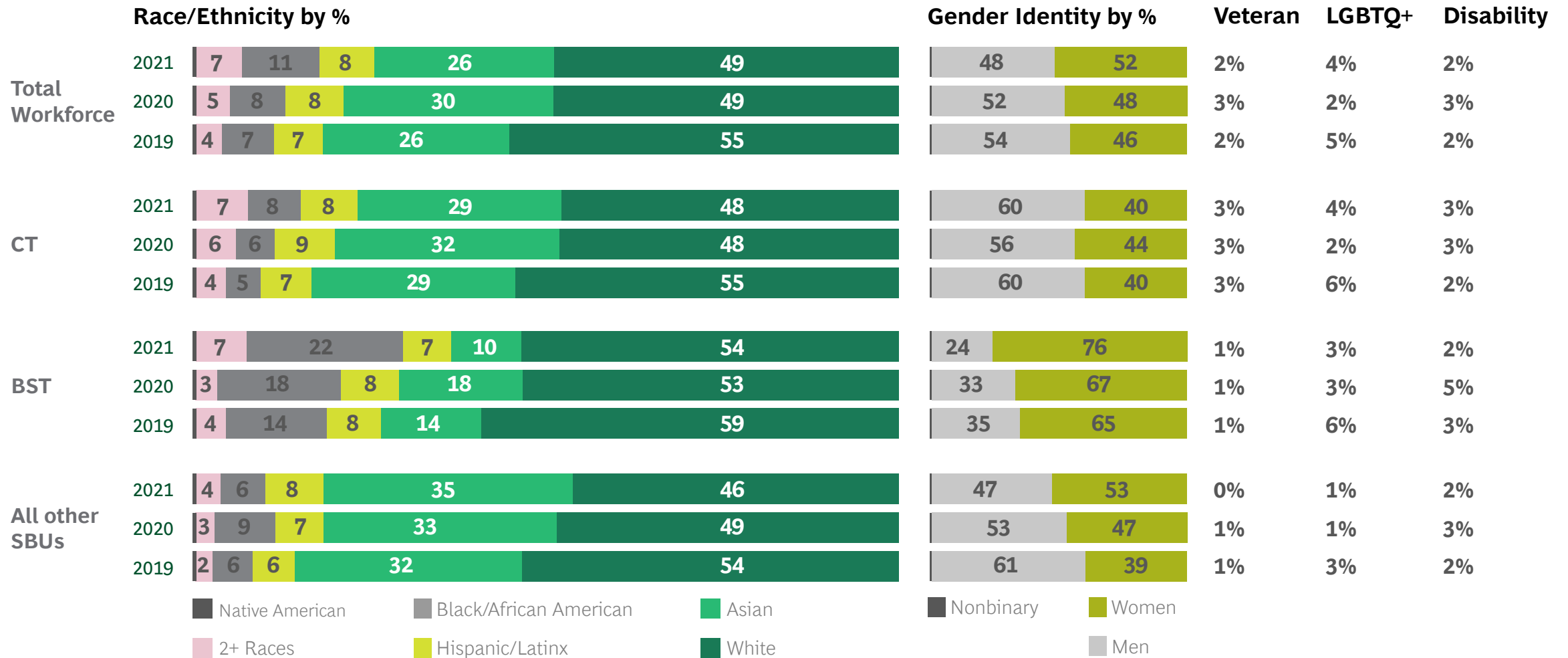


1. Consulting Team (CT) includes core consulting staff, Expert Career Track (ECT), GAMMA with <100% allocation.

2. Business Services Team (BST) includes North America BST, Global Services

3. All other SBUs includes Global Specialty Businesses, Digital Ventures, Platinion, BrightHouse, GAMMA with 100% allocation

# Sharing Our Representation | Our New Hires



# Recruiting a Diverse Workforce

**We celebrate the progress we are making in increasing our firm's diversity, and we know that hiring is a key component of that. We are committed to continuing to hire diverse students and professionals to accelerate these gains.**

**42%**

**women hires**  
across our digital  
businesses in  
North America

**27%**

**increase in  
LGBTQ+ hires**  
across North America

**4x**

**increase in Black,  
Hispanic, and Latinx**  
hires for US Business  
Services Team

**56%**

**increase in  
Veteran hires**  
across North America

At BCG, our people are our greatest asset, and we know we must make meaningful investments to attract and engage future BCGers. To that end, we are refining our processes and strengthening our partnerships. In 2021, we expanded partnerships with Historically Black Colleges and Universities and Hispanic-Serving Institutions. We deepened relationships with the external LGBTQ+ community through sponsoring conferences such as Out 4 Undergrad and Reaching Out MBA (ROMBA). Additionally, we expanded our BCG student programs, which include programs engaging Black/African American, Hispanic/Latinx, and Native American/Indigenous candidates, including our Growing Future Leaders Sophomore Internship Program that

targets underrepresented minorities during their sophomore year in college.

Our investments are showing results. For our Business Services Team, the percentage of new hires that identified as Black/African American or Hispanic/Latinx increased 3x since 2020. Our digital Specialty Business Units improved gender parity in hiring, with 42% of new hires identifying as women. For our Consulting Team, 15%+ of our new hires identified as Black/African American, Hispanic/Latinx, and/or Native American/Indigenous. While these achievements are encouraging, we know we must continue to expand opportunities to engage with the many high-potential candidates who would add tremendous value to BCG.



**Amira Hannon** (she/her)  
Consultant, former Growing Future Leaders intern

I was nervous going into the Growing Future Leaders Sophomore Internship Program (GFL) internship program. I'd just finished my sophomore year and I didn't know much about consulting. However, because of the early introduction through the GFL internship, I was able to hit the ground running during my second summer as an intern at BCG. Throughout the program, I built lasting relationships with full time employees and with my fellow interns; relationships that I still have today. I even met one of my best friends through GFL, and we're both still BCGers!

# Engaging Diversity Affinity Networks

Our Diversity Affinity Networks and DEI communities create a better sense of belonging for our employees, which is fundamental to our culture. These groups provide support, create opportunities for mentorship and professional development, and help empower our employees to bring their full selves to work. With regular programming, events, workshops, and speakers, BCGers come together to support each other's growth and deepen bonds around a shared identity. Our networks and communities represent over 5,000 employees across our North America offices with many groups having global reach.



## Diversity Affinity Networks

 **ACCESSABILITY**  
@BCG

 **ASIAN DIVERSITY**  
@BCG

 **FAMILIES**  
@BCG

 **INDIGENOUS**  
@BCG

 **PRIDE**  
@BCG

 **VETERANS**  
@BCG

 **WOMEN**  
@BCG

**BLACK+LATINX**  
@BCG

 **Black@BCG**

 **Latinx@BCG**

## DEI Communities

Our communities connect BCGers across shared identities, cultures, faiths, experiences, and backgrounds. We offer communities such as Expats@BCG, FlexTime@BCG, Jewish@BCG, and Muslim@BCG. Each year, we have new communities formed by passionate and committed BCGers who aim to bring together colleagues with shared experiences.



# Engaging Diversity Affinity Networks

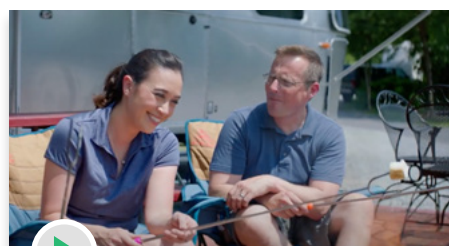
## Building strong communities

Our networks are resolute in finding new ways to bring BCGers together, ensuring that our communities continue to grow stronger together even through challenging times. Where possible, local leaders for each network organized in-person events to bring members back together in 2021, while national virtual conferences and local network gatherings helped BCGers stay connected across the region.

Our allyship programs at BCG remain active as well. Our ally communities include BCGers of all backgrounds, increasing awareness of gender, LGBTQ+, and racial equity issues, supporting individuals across communities, and advocating for change. Organized events around allyship more broadly have included panels on mentorship and sponsorship, discussions on systemic bias, and trainings on bystander intervention.



The Power of Allyship: Watch BCG's Rich Lesser and Nan DasGupta discuss allyship and the actions we can take to make a difference



Learn more about our Veterans@BCG network. Hear Jenn and Peter's stories in this video about their transition from the military to BCG



AccessAbility@BCG

**Nicky Maxwell** (he/him) | BCG Alumnus

When I came to BCG, I was looking for ways to stay involved in the disability community. There were so many opportunities here. I joined AccessAbility@BCG and eventually the leadership team. I had the chance to be an intern on a project supporting youth athletes with disabilities and then eventually joined Achilles International on a secondment through BCG. It's a powerful organization that impacts so many athletes with disabilities, and now I am in a position to help them think about their future growth strategy.



Women@BCG

**Amy Kotulski** (she/her) | North America Operations Director

Personally, connections to other inspiring women in my office were so critical to my success at BCG. Women@BCG has been one way of making a big company like BCG feel small, and I feel more understood, connected, and anchored here. Now, our network is growing, and we're integrating across more levels and business units. I think we're seeing that we're more alike than different, and there's strength in that for all of us.



Veterans@BCG  
Black+Latinx@BCG

**Fernando Londoño** (he/him) | Principal

The Veterans@BCG network has helped me connect with people with similar backgrounds and learn more about our shared strengths and insecurities. At our panels and events, hearing from different BCGers at all levels talk about their transitions has helped me understand how my previous experience is relevant to the job.

# Engaging Diversity Affinity Networks

## Celebrating diversity within our networks

As our networks and communities have grown, we celebrate the diversity that exists across these groups as well as within each one. In 2021, we also extended our efforts across networks to ensure that alumni can stay connected to their Diversity Affinity Networks and Communities, and 7% of alumni have opted to join networks in the past year. These networks serve the intersectional needs of our employees.



Pride@BCG  
AsianDiversity@BCG  
Women@BCG

**Alex Briñas** (she/her) | DV Senior Communication Designer

When I joined BCG, I got connected to our Pride, Asian Diversity, and Women's networks quickly. From the beginning of my time at BCG, I have appreciated being part of Pride@BCG. Within Pride, we created a queer people of color (QPOC) group to build visibility for LGBTQ+ people of color at BCG and beyond, as well as provide a safe space where we can connect and share experiences. We're focused on hosting events and initiatives open to the greater Pride@BCG community, including extending our reach beyond BCG, whether that means mentoring BIPOC and/or queer youth or supporting QPOC-owned businesses. I have also seen different networks at Digital Ventures partnering with each other to expand reach and impact, and that is a source of inspiration.



AsianDiversity@BCG | Women@BCG

**Fumi Tamaki** (she/her) | Partner

AsianDiversity@BCG has been a family within my broader BCG family and has supported me since my early days as a consultant. Now, as a leader in the network, I try to foster that same sense of community and pay it forward by mentoring new BCGers. Many of us in the Network have shared life experiences. At the same time, I appreciate how AsianDiversity@BCG celebrates diversity within our 1,500+ person network and acknowledges some of the unique challenges we face in corporate America. For example, on International Women's Day, Asian female leaders hosted a panel discussion with our BCG mentors—some from the network and others who were allies—about how to build meaningful mentoring relationships at work.

# Engaging Diversity Affinity Networks

As our Diversity Affinity Networks have grown, so too has the strength of their leaders. Each network has a Leadership Team that draws from across our multiple business units, helping to ensure that our networks are an inclusive and welcoming community for all members across BCG.

## Supporting inclusive leadership



Indigenous@BCG

**Jon Swan** (he/him)  
Managing Director and Partner, North America Indigenous@BCG Lead

Indigenous@BCG is growing, and we are building a strong community here. It's important, because business is critical to progressing economic sovereignty in Indigenous communities. My vision is to build an army of BCG-experienced leaders that will eventually go back to their communities to apply all that they have learned.



Pride@BCG

**Britt Ayers** (they/them)  
Executive Assistant, North America Pride@BCG BST Lead

Knowing that BCG had a Pride@BCG Network was such a draw for me when I started at BCG. This year, I joined the North America Pride leadership team as BST Lead, and we've worked to ensure Business Service Team members in newly formalized roles feel supported and enabled to lead alongside their Consulting Team counterparts. We're creating a fully inclusive model, which is key for truly understanding what it means to be LGBTQ+ at BCG. With BCG and Pride@BCG, I'm part of a community that helps me feel fully welcomed and represented at work.



Black+Latinx@BCG

**Philip Javier Zakahi** (he/him)  
Partner, NYC Black+Latinx@BCG Co-Node

I've evolved as a leader at BCG at the same time I grew as a leader within the network. I became the Black+Latinx@BCG Network co-node in NYC right before COVID-19. It's been extremely challenging but also rewarding to shift from being a member of the group to helping to lead it. After a slow start, we're now finding ways to reconnect in a hybrid environment, and having the chance to see everyone in person again this summer was fantastic.

# Retaining & Advancing Our People



**BCG is deeply committed to ensuring that our employees have robust opportunities to grow and succeed at the firm.**

As we learn more about addressing the needs of our people, we continue to improve our processes, systems, and environment to make BCG a place that supports the advancement of all. Our efforts are increasingly driven by a deepened understanding of the ways that inequity can be perpetuated through systems and structures. This work includes not only supporting individuals but also transforming our people processes to ensure long-term change.

**Meghan Perez** (she/her) | North America Consulting People Team Senior Director

In order to drive lasting change, equitable outcomes can't be reduced to a program or initiative – equity has to be woven into the fabric of how we operate all of our people processes as a firm. When we scrutinize how we onboard and train staff, evaluate performance, and equip managers, we are taking critical steps on the journey toward equity for all of our people.



“

# Retaining & Advancing Our People



“

**John Pineda** (he/him) | Partner and Director

I had mentorship and support at critical points in my career at BCG, so reinforcing for newer BCGers that “we’ve got your back” is important to me. For me, it took a while to even realize I had that support. I want our people to know how important they are. We are having really explicit conversations about it as leaders. We’ve developed some more formal programs to make that happen, and I’m seeing progress.



To support our people, we have expanded opportunities for mentorship, particularly for Black/African American and Hispanic/Latinx employees. Our previous research ([“The Real Reason Diversity is Lacking at the Top,” BCG, 2020](#)) suggests that professional environments can pose unique challenges to team members from ethnically and racially diverse backgrounds. With this in mind, we expanded our MDP Champions Program, which pairs Black/African American consultants with managing directors and partners (MDPs) as mentors. In our annual People Survey, for Black consultants, we saw an 11 point jump in the number of people who said they had a mentor supporting their

success at BCG. Our AccessAbility Network mentorship Program has seen meaningful growth as well—with over 40% network membership participation. Additionally, we are piloting a new Black/African American, Hispanic/Latinx mentoring program for our Business Services Team (BST) which pairs junior team members with senior leaders in BST. This program provides resources for mentors and offers programming for mentees to ensure these pairings turn into meaningful relationships. We also embarked on a review of our BST teams with our most senior leaders to help them establish longer-term career planning and retention insights.

**To support our people, we have expanded opportunities for mentorship, particularly for Black/African American and Hispanic/Latinx employees.**



# Retaining & Advancing Our People

## Promoting equitable practices

We focus on our systems and people processes through the lens of inclusion and equity, and in the last year, we have concentrated this effort across the full employee lifecycle.

Within onboarding, we enhanced our BST onboarding experiences to ensure they better align with the development needs of new Black/African American and Hispanic/Latinx team members. This process included listening sessions with employees and structured support for line managers as they piloted new initiatives.

Within performance management, we launched a series of discussions with our 500+ consultant career development advisors on identifying and mitigating potential bias in the career development process. A similar program also launched

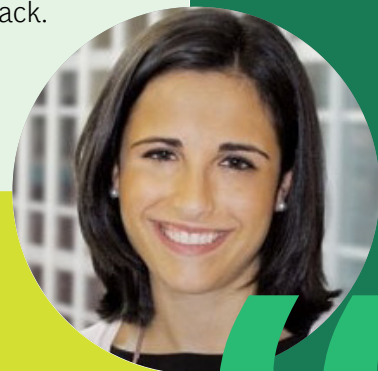
for our 260+ BST line managers—ensuring all people managers across our firm have the skills to mitigate potential bias in performance discussions. We also added upward feedback on inclusion and diversity for consultant staff managers. Lastly, our Segment of One program continues to provide support and mentorship as people advance to more senior levels of leadership on the consulting track.

“



**Rhonda Sarmento** (she/her) | North America BST Career Lifecycle Manager

We are looking at key success and failure points in our people processes to identify gaps. Coordination across all BCG businesses has been a critical unlock as well—we’re leveraging learnings and resources to make sure we’re bringing our entire team on this journey.



**Sarah Polito** (she/her) | North America Business Services People Team Director

Our goal is to ensure every member of our team has the support and resources to be their best self each day at BCG. As we roll out initiatives to adapt our processes and environment for all employees, we center the needs and experiences of historically underrepresented minorities. The best way to improve opportunities for Black and Latinx employees is to focus on making systemic change.



# Retaining & Advancing Our People

An example of what we're doing: MDP Champions program



**Laura Juliano** (she/her)  
Managing Director and Partner



**Alicia Pittman** (she/her)  
Managing Director and Senior Partner, Consulting People Team Chair

I wanted to ensure I was fully supporting all of my diverse teams. After talking with peers who seemed to 'get this right', I noticed one commonality. People who performed well had personal relationships with senior leaders, cultivated early in their careers, which helped shepherd them through those formative years. So I decided to put my energy there and help lead the creation of the MDP Champions program.

I am proud and grateful for the 150 managing directors and partners of all backgrounds who are taking active roles in our racial equity efforts. Our MDP Champions are investing time in educating themselves, leading networks, and driving important dialogues in their teams, offices, and practices. It's energizing to witness the impact they are driving and we can see that our inclusion agenda is being activated at a whole new level.

The MDP Champions program is a sponsorship program where BCG's most senior leaders, our managing directors and partners (MDPs) have an active role in the development and success of our Black consulting team members. MDP Champions work to ensure their championees are progressing across tenure steps and have the access to resources they need to succeed at the firm. This can be weekly or monthly touchpoints, hands-on apprenticeship during casework, connections to staffing opportunities, and being a resource to navigate BCG as they climb through the ranks.

We recognized a need to go beyond mentorship to sponsorship by engaging senior firm leaders to use their influence and create opportunities, as this makes a crucial difference for advancement. Mentorship and coaching are of course essential to equip our Black consulting staff with the tools to succeed, but by effectively taking on a sponsorship role, our MDP Champions have a material stake in their championees' work, team experiences, and career trajectories.

**150**

**MDP champion pairings since the program began in September 2020**

## Early indicators of success

Participants feel the impact:

**92%**

I find my relationship with my MDP Champion valuable

**81%**

My MDP Champion has helped me navigate BCG (staffing, networking, reviews, feedback, etc.)

# Developing an Inclusive Culture

## Fostering Awareness

BCG should be a place where employees can not only succeed but also thrive. BCG attracts individuals who are passionate, driven, creative, and ambitious, and we want to support them beginning in their very first days at the firm. We are also strengthening this culture of inclusion with the expansion of programs we launched in 2020 that focus on fostering awareness of issues of systemic racism and inequality.

Inclusion Accelerators, which spearhead programming at each office in North America, continue to support and lead local events. The North America Inclusion Accelerators (IAs) built on efforts in 2020 to continue to push inclusion and belonging efforts in local offices. In 2021, as part of a robust calendar of programs, IAs hosted the annual Day of Understanding where, across North America, BCGers engaged in rich conversations on the topic “Fostering Belonging Through Psychological Safety.” IAs also were instrumental in broadening exposure to the Groundwater metaphor by guiding discussions in their local offices.



**28**  
Inclusion  
Accelerators  
across North  
America

**100+**  
Inclusion  
Accelerator-hosted  
conversations  
on culture and  
identity topics

# Developing an Inclusive Culture

## Supporting the diverse needs of our people

The past few years have highlighted that inclusion is not only about what happens in the workplace—it's also about developing norms and practices that allow people to successfully balance life at work and life outside of work. We launched Next Generation Ways of Working (NGWoW) in 2021 to provide greater flexibility for the varied needs of our people. NGWoW leverages

research on the value of diverse teams and formalizes structures needed to enable sustainable careers for BCGers. NGWoW is a principled set of teaming tools that aims to improve sustainability and impact, engaging everyone from managing directors and partners to associates, in holding the team accountable. Managers participated in new programming to learn how to lead NGWoW teaming exercises, including leading case-team and officewide sessions on psychological

safety and multidisciplinary teaming as part of our Predictability, Teaming, and Open Communication (PTO) model. Our internal processes were also updated to ensure preferences about travel and colocation were incorporated as employees began to return to in-person work in our new hybrid working model. We continue to examine our practices and processes to ensure that we are building a more inclusive and equitable culture.



**David Foster** (he/him) | PTO Team Coach

At a PTO program level, along with our DEI team, I train incoming coaches on DEI-related issues, and I work to advance our program by considering our impact on those who may feel most marginalized or feel like they don't belong. I've been impressed by how much BCG has grown on DEI topics and issues. There is an intentional effort to have the conversations that need to happen, specifically on issues related to racial equity. We have a lot of work to do, but it's encouraging to see movement here.



**Beth Viner** (she/her) | Head of Digital Ventures North America

As a leader, I try to normalize talking about parenthood and my life outside of work to encourage others to feel comfortable doing the same. I see my responsibility as overarching, including how I show up as a parent (our Families@BCG network is a great support structure for this), a woman leader and more. I have taken my own unique path to leadership and motherhood, and I want others to see and feel encouraged by the diverse pathways that exist at BCG and beyond.

# Developing an Inclusive Culture

## Groundwater Institute

The Groundwater Institute, co-founded by BCG alumni and senior leaders of the Racial Equity Institute, brings decades of experience and robust quantitative and qualitative analysis on racial equity. It enables leaders to move for equity and justice, and they have been a critical element of our racial equity efforts at BCG.

In 2021, we expanded our partnership with the Groundwater Institute to broaden and deepen the collective understanding of racial equity among our leaders and staff. For BCG senior leaders, we expanded our Groundwater Leadership Program, which takes participants through an immersive multi-day workshop on structural inequities based on race. More than 200 senior leaders have participated in the multi-day program, a number that will continue to grow in 2022 as we expand.

BCG leaders have found the Leadership Program to be transformative. Leaders say it has expanded and clarified their views

**Leaders say it has expanded and clarified their views on how they as individuals and how BCG as an organization can contribute to racial justice.**

on how they as individuals and how BCG as an organization can contribute to racial justice. They have also found that the workshop provides important context that informs how BCG's racial equity efforts should look in practice.

Leaders who have participated now serve as advocates for its expansion, believing that the Leadership Program is critical to ensuring BCG delivers on its aspirations for racial justice. With the Groundwater Institute, we are also running an ongoing qualitative and quantitative impact assessment and the early results are promising. In early 2021, encouraged by these results, BCG partnered with the Groundwater Institute to co-create a scalable version to help grow its reach and impact.

BCG has also invested in raising awareness and building a shared language among our US employees with "Introduction to Groundwater" discussions, leveraging local staff who volunteered to lead these discussions. In 2022, BCG will be expanding the Groundwater programming available to our US staff.

To learn more, visit  
[www.groundwaterinstitute.com](https://www.groundwaterinstitute.com)

**\$2M+**  
invested in  
design and  
launch of  
Groundwater  
Leadership  
Program

**200**  
senior leaders  
participated in  
BCG's Groundwater  
Leadership program

“



**David Welch** (he/him)  
Managing Director and  
Senior Partner, Head of North  
America Career Development

The Groundwater Leadership Program's deeply analytical approach has equipped me with the confidence to drive positive change in ways I couldn't have imagined even two years ago. I now engage BCG's external clients and stakeholders and leverage our platforms to advance racial equity. Internally, I'm already seeing the impact in our career development commitments, processes, and engagement.

# Developing an Inclusive Culture

## The Racial Equity Engagement Series

Our Racial Equity Engagement Series was one of several programs that has expanded since 2020 to provide a space for rich discussion about racial equity topics.

We hosted eight events in 2021 that provided a platform for external experts to further discussions of racial equity topics across our team members nationwide. The speakers came from a variety of backgrounds to highlight the numerous experiences and perspectives, and the expanse of wisdom of people

of color across industries—activists, philanthropists, authors, professional athletes, researchers, and more. The topics were similarly varied—we’ve listed some of them here. Ultimately this series allowed us to make space for learning, reflection, and affiliation, while building community.

### Some of the highlights from the Racial Equity Engagement Series were discussions about:

- 1** Topics in the Indigenous community, such as tribal governance, landmark Supreme Court decisions, and violence against Indigenous women
- 2** Using metrics to gauge organizational equity and unconscious bias
- 3** The intersection of the Black experience in America and capitalism
- 4** Dynamics of success and struggles in sports business, relationships, and equity
- 5** Imposter syndrome’s impact on mental health
- 6** History of discrimination in the Asian community
- 7** The history and lives of urban Native Americans
- 8** The intersection of racial equity and environmental justice



# Our Work

## Launching the Center for Inclusion and Equity

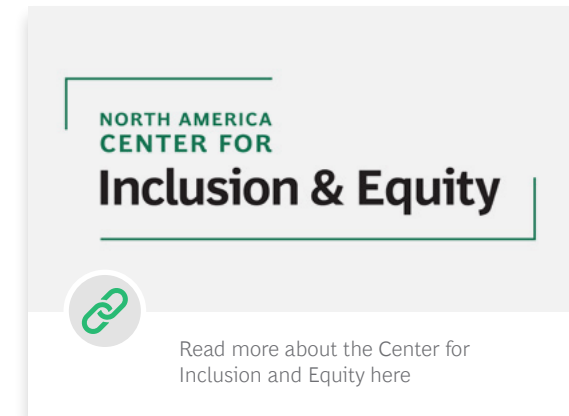
Working with our clients to drive impact is at the core of what we do here at BCG. We work with our clients to unlock their potential to advance the world, and we partner with them to drive diversity, equity, and inclusion in their spheres of influence. For years, we have gathered data and stories that underpin the insights and recommendations that advance DEI for both our clients and our people. We continue to build on this foundation and our long history of accelerating meaningful change through centers of excellence, such as the Center for Public Impact and Center for Energy Impact.

 We advanced our commitment to DEI through the formation of the [North America Center for Inclusion and Equity \(CIE\)](#), carving out a space to focus on equity and inclusion and bringing BCG's strategic approach to DEI that we have honed over the last ten years. The CIE takes a holistic approach to address DEI through three pillars: business strategy, team and culture, and social impact. Our focus on equity and

inclusion extends to Black/African Americans and all marginalized communities. The CIE centralizes and amplifies our North America DEI efforts to drive our work on inclusion for marginalized groups.

### The CIE works to:

- Convene leaders across private, public, and non-profit sectors to accelerate DEI
- Further our thought leadership in this space
- Support clients in learning how to embed inclusion and equity in their core business strategy





# Our Work

## Recent projects in the CIE

The CIE is off to a strong start. We have engaged with over 250 clients on DEI topics in 2021. We have worked with our clients across practices and within the public, and private sectors to advance equity and inclusion for marginalized communities. Our work over the past year included supplier diversity, the racial wealth gap, and health equity.

## Supplier Diversity

Building supplier diversity programs positively impacts minority- and women-owned businesses and the communities in which they operate. Our supplier diversity work spans private and public sectors, and commercial and non-profit work. BCG is also strengthening our internal approach to supplier diversity. We have committed to increasing our spend with minority- and women-owned businesses while empowering them through business development and partnerships.



## Access to Financial Institutions

For financial institutions, racial equity has broad implications. Throughout 2021, BCG worked with several financial institutions to consider the meaning of economic resilience and explore innovation for product offerings that appeal to many consumers in predominantly of-color communities. Understanding economic resilience for communities of color means banks must understand the issues and financial realities that exist for them. BCG worked with financial institutions to deepen their understanding and help them take meaningful action to embed equity into new innovations.

## Health Equity

The persistence of the pandemic continues to be a challenge that we all face. Teams across BCG worked with multiple state governments to help the country recover from the effects of COVID-19, particularly in marginalized communities. Our teams worked to build equity toolkits for providers, helped public health officials identify and develop testing and vaccination action plans for at-risk populations, and helped launch mobile testing and vaccination clinics in predominantly Black/African American, Hispanic/Latinx, and Asian communities in numerous states and cities.

### Dan Belz (he/him) | Managing Director and Partner

Companies have the power to help close the racial wealth gap by evaluating how they invest their money. We've seen an uptick in the number of companies that have announced great intentions and are now focused on the 'how', which is inspiring. This is where our work plugs in—helping them define the vision, targets, operating model, and change needed to increase their spend with diverse suppliers. One example this year is working very closely with a global tech leader to develop a specific path toward increasing their spend with diverse suppliers by 5x.

# Highlight: Equitable Access to COVID-19 Vaccines



BCG provided strategic support to the [Black Coalition Against COVID-19](#) (BCAC), a national coalition of representatives from leading Black/ African American community organizations, and academic and medical institutions.



## [Fixing the Fallout from a Myopic Focus on Black Vaccine Hesitancy](#)

Read more about the team's think piece on narratives around Black communities and COVID-19 vaccines [here](#)

The coalition has a dual mission of 1) providing trustworthy, reliable, and relatable information to minority communities on all aspects of the COVID-19 pandemic and 2) supporting the provision of direct services. BCG supported BCAC in navigating the numerous change agents, from federal government officials through community-based organizations, to accelerate equitable access to COVID-19 interventions. Beyond strategic support, BCG co-created key resources, including [a racial equity guidebook](#) to ensure racial equity in vaccine administration at new vaccine distribution sites.

This work led BCG to further examine the root causes and implications of inequity in the COVID-19 response, including the development of a think piece challenging the narratives around Black/ African American vaccine hesitancy.

## Vaccine Hesitancy Report Authors



**Naomi Alem**  
(she/her)  
Consultant



**Tazia Middleton**  
(she/her)  
Project Leader



**Kaye Foster**  
(she/her)  
Senior Advisor



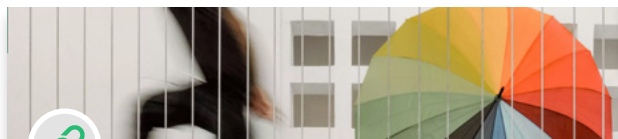
**Sarah Chamberlain**  
(she/her)  
Managing Director and Partner



**Steve Mitchelmore**  
(he/him)  
Managing Director and Partner, Seattle Office Lead

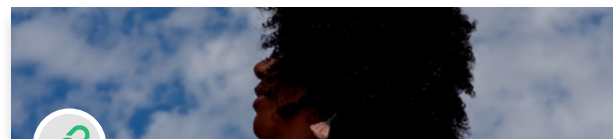
# 2021 DEI thought leadership

Each year, BCG conducts research and publishes thought leadership on a range of DEI topics. These examples showcase just a few of our publications across sectors and topics.



## Why the First Year Matters for LGBTQ+ Employees

Creating an environment where employees feel comfortable sharing their identity results in reduced employee turnover and more successful teaming.



## Racial Equity in Banking Starts with Busting the Myths

Black and Latinx families are overrepresented among the unbanked and underbanked. A greater understanding of what motivates the behavior of unbanked and underbanked individuals can help financial institutions design services that better meet the needs of these populations.



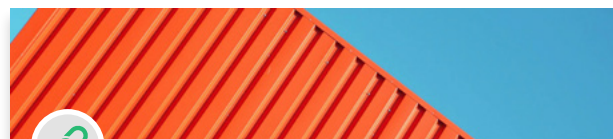
## How Private Equity Can Catch Up on Diversity

The unique nature of PE portfolio companies allows for agility which can be a big advantage in accelerating equity and inclusion. Pushing for equity and inclusion in portfolio companies can result in companies that are more innovative, and more able to attract top talent.



## Why Climate Action Needs a Gender Focus

Current efforts to combat climate change leave women behind. But drawing women fully into the fight is a win-win—accelerating climate progress and advancing gender equity.



## Driving Gender Balance in Oil and Gas

Although the oil and gas industry has made significant progress toward greater diversity, much remains to be done to gain the performance and productivity benefits that a diverse workforce provides.



## With Caregivers in Crisis, Companies Need to Step Up

It is critical to foster an environment where employees can make their needs known. Not doing so can result in companies losing valuable employees once the pandemic is over.

# 2021 DEI thought leadership

## A new approach to DEI

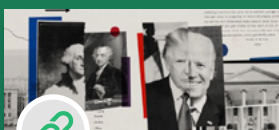
### Unprecedented times require an innovative approach to DEI

We are in a time of great upheaval: COVID-19 and the Great Resignation precipitated a workforce crisis that builds upon existing challenges facing minority communities. We need to fundamentally reimagine our approach to DEI—in a way that can confront the wide-scale and persisting challenges we are dealing with today. This new approach should respect individual employees as having agency over their careers, address underlying emotional needs that meaningfully shape employee outcomes, and do so at a disaggregated level, one that appreciates the multi-faceted drivers of differences in employee needs beyond simple labels such as gender or race.

### Check out more of Gabrielle's work here:



[Reinventing Gender Diversity Programs for a Post-Pandemic World](#)



[American Metamorphosis: Fragile Foundations](#)

### Approach to our Women in the Workplace analysis

At the BCG Henderson Institute, we leveraged BCG's proprietary Demand-Centric Growth (DCG) methodology to examine the US workforce via a survey of private sector workers.

In the DEI context, DCG provides a unique view of the characteristics and needs that drive positive employee outcomes at work. DCG gets at the heart of which elements of our identities most impact our experiences at work. Key takeaways from our initial deep-dive focusing on the US female workforce:

- **Satisfying employee needs matters** and is strongly correlated with leading indicators of positive employee outcomes, such as happiness, motivation, and retention
- **Emotional needs** (such as feeling valued and supported) are stronger drivers of happiness among women in the workplace—more so than functional elements such as compensation and benefits

**~9,000**  
Respondents  
in survey

**100+**  
Drivers of  
needs tested

- **One size does not fit all**, and a nuanced approach to sub-segmenting women in the workplace is needed
- **Needs are not static**, with the primary variables that drive dispersion among female employees' needs (age, seniority) being dynamic in nature
- **Race is indeed a discrete driver of needs** among younger, junior women in the workplace; moreover, race affects one's ability to satisfy workplace needs—even if those needs are shared with white colleagues
- **The programs that companies provide aren't the ones needed today**—we must expand the aperture beyond policies and representation to solve for more women in more types of roles.

**Gabrielle Novacek**  
(she/her) | Managing  
Director and Partner,  
CIE, BCG Henderson  
Institute Fellow



# 2021 DEI thought leadership

## Women in Tech


I have seen a lot of growth in the tech industry around getting women in the space. This year, I've been pushing for a lot more dialogue and discussion in multiple forums, because there are things everyone can do differently. In addition to our published work, we're opening the dialogue in forums like Grace Hopper and Fairygodboss.

There are many paths to success, so if we want diverse leadership, we must make space for alternative paths. Men and women have the same ambition levels, but men and women have different life and career trajectories toward leadership. Providing multiple paths of success to leadership enables diversity of thought, background, and experience of leaders, which leads to higher performing organizations.

**Neveen Awad** (she/her)  
Managing Director and Partner,  
Detroit Office Lead




Check out Neveen's work on women in tech here:



[Learning from Women Who've Made It to the Top in Tech](#)

Women are underrepresented in tech leadership, which puts these companies at a disadvantage. Tech companies who increase the number of women in leadership roles stand to benefit: firms where 30% of leaders are women have a 15% increase in profitability compared to their peers with no female leaders.



[How Women Make It to the Top in Technology](#)

Diversity drives performance; yet, in most industries, including technology, women are under-represented in leadership. BCG surveyed 457 female tech leaders and 300 of their male colleagues to understand how women make it to the top in the technology industry.



# Highlight: CEO Discussion Series

AsianDiversity@BCG  
Network discussion  
series on the moments  
that make a leader

“Often Tested, Always Proven,” our CEO Discussion Series was launched to highlight the personal leadership journeys of CEOs and share key insights on what it takes to be successful as a corporate leader. Sponsored by the AsianDiversity@BCG Network, the series featured Asian American CEOs representing a range of industries in 2021. People of Asian descent are underrepresented in corporate leadership. This series creates a platform for their voices to be heard. BCG Managing Director

and Partner Harish Hemmige, who leads discussions with each CEO, was inspired to focus on personal leadership journeys because he knew how valuable it had been for him to learn about unique pathways on the road to corporate success. He launched the series along with Nidhi Sinha, Director of Public Relations, and Alexandra Puig, Public Relations Senior Specialist. They wanted to ensure that rising leaders could learn from the invaluable insights of those who had succeeded—insights that were not always readily accessible.

The impact has been notable: each session has attracted hundreds of viewers, not only from the AsianDiversity@BCG Network but from a diverse audience. The broad appeal of the CEO Discussion Series demonstrates that, while those with shared backgrounds may experience an added benefit from connecting with certain elements of their stories, these CEOs also inspire and inform audiences about pathways to advancement, the challenges along the way, and what it takes to be a leader.

## Some of our speakers from 2021 included:



**Ann Mukherjee**  
NA CEO, Pernod Ricard



**Salman Amin**  
CEO, Pladis Global



**Nilam Ganenthiran**  
President, Instacart



**JehanZeb Noor**  
CEO, Smiths Medical



**Raj Gupta**  
Former CEO,  
Rohm & Haas



**Fred Hassan**  
Former CEO,  
Schering-Plough



**Ankur Vora**  
Chief Strategy Officer,  
Gates Foundation



**Ajay Banga**  
Chair and Former  
CEO, Mastercard



# Our World

## Driving Change

At BCG, we work across industries and sectors, globally and locally, to drive change and have a positive impact on the communities in which we live and work. Using our expertise and network we can accelerate change by working with and amplifying the voices of others who seek to end inequality.

In 2020, we made a commitment to provide \$100 million in pro-bono consulting services and \$1 million in donations over the next five years toward advancing racial equity. As of the end of 2021, we have deployed \$60 million worth of employee work and donated \$650,000 to organizations that advance racial equity, and we are well on our way toward meeting our goals.

Deployed  
**\$60M**  
worth of  
employee work

Donated  
**\$650K**  
to racial equity  
organizations



PARTNERSHIP FOR  
GLOBAL LGBTI EQUALITY

BCG supported the Partnership for Global LGBTI Equality (PGLE) to develop the **UN LGBTIQ+ Standards Gap Analysis tool**. This tool helps companies assess current policies and practices, highlight areas for improvement, and identify opportunities to set future corporate goals and targets to promote LGBTIQ+ inclusion in the workplace and beyond. Through showcasing good practices for advancing LGBTIQ+ equality around the world, providing an opportunity to measure progress over time, and leveraging resources for continuous improvement, the Tool helps businesses meet their human rights responsibilities and become active agents of change.

[!\[\]\(17413706fd4997a1a4bdf85c6864eee1\_img.jpg\) More information on the tool can be found here](#)

# Our World

## Advancing Equity at the CIE

Our work with clients and external partners, facilitated through the CIE, is grounded in three focus areas:

### Access to Education:

Ensuring school resources are allocated equitably

Addressing opportunity gaps in the educational system

Investing in programs that help students develop critical skills for future success

### Access to Health Care:

Removing barriers to quality health care

Increasing guardrails for social services

Identifying and addressing root causes of systemic health inequities

### Access to Capital:

Understanding and addressing institutional barriers to access

Enabling entrepreneurs of color

Expanding access to resources to increase employment success



# Our World

## Accelerating impact

**We continued to build on our existing social impact partnerships, as well as forge new partnerships to accelerate change.**

We continue to take part in the **CEO Action for Racial Equity Fellowship** and we are working closely with the **Hispanic Scholarship Fund**. We also carry forward our work on supplier diversity with the **Chicago Civic Community**, working with 70 large corporations to increase use of minority- and women-owned businesses. This year, that work is echoed in our **Greater Houston Partnership** and **Greater Washington Partnership**.

Select examples of our partnerships:



### CEO Action for Racial Equity Fellowship

This fellowship provides the opportunity for BCGers to help identify, develop, and promote scalable and sustainable policies and corporate best practices to address systemic racism and social injustice.



### Hispanic Scholarship Fund

Hispanic Scholarship Fund (HSF) empowers students and parents with the knowledge and resources to successfully complete a higher education, while providing support services and scholarships to as many exceptional students, scholars, and alumni as possible.

BCG partnered with HSF to create a new scholarship and career management platform, not only for HSF, but also for the 30 other scholarship programs that HSF administers on its platform.

By building this platform, HSF will now be able to offer additional support services to students in a modernized and streamlined web and mobile experience. Additionally, the platform will offer a new service to college students—the Hispanic Career Pathways Initiative (HCPI)—to support them in securing an in-demand career upon graduation. HCPI will help students identify careers that meet their interests and skills, offer personalized mentoring support, and provide resources to help them in their career development journey.

# Our World

## Strengthening partnerships



### Chicago Civic Committee

Business ownership is a proven way to build Black/African American and Hispanic/Latinx household and community wealth, and we know that the racial wealth gap for these households is large and continues to grow. Chicago has had many stakeholders in the ecosystem working to support growth for minority-owned businesses (MBEs).

BCG has partnered with the Civic Committee to facilitate efforts around increasing business diversity in Chicago. This effort helps business leaders in

the Chicago area to take on the racial wealth gap by shifting their spending to mid- to large-sized minority-owned businesses through the coordination of corporations and increased access to key decision makers across different sectors. Companies are developing “clusters” of particular spend categories, aggregating spend, and coordinating partnerships.

**The Chicago Civic Committee initiative is demonstrating early impact and the potential to scale:**

**30**

MBEs have been sourced and vetted

**\$20M**

in contracts are in progress from five discussions across the pilot cluster of companies

Anticipated  
**\$90M**

of opportunity over the next two years for cluster companies



### Greater Houston Partnership

In Houston, BCG is helping develop new approaches to supplier diversity, and expand access between minority-owned businesses in the Greater Houston region and demand-side purchasers.

BCG has supported the Greater Houston Partnership’s inaugural [2021 Equity & Inclusion Assessment](#), which is the first-ever regional baseline for talent and representation, DEI best practices, and supplier diversity.

Furthermore, BCG’s Platinion team [designed an interactive dashboard](#) for the regional assessment that enables users to parse statistical data for the city on gender, race, ethnicity representation, and DEI maturity across 15 best practices categories. Looking ahead, BCG supported the publication of industry factsheets to help companies within key sectors better understand and identify shared ambitions and develop individual and collective action plans to effect change.

# Highlight: BCG Spark

In 2016, BCG volunteers in Boston began providing consulting services to minority- and women- owned businesses (MWBs) in partnership with the Majira Project in support of community development through entrepreneurship. Five years later, the program has grown to 12 cities, dozens of businesses supported, over 300 BCG volunteers, and multiple external ecosystem partners and coaches.

Once selected to join the program, local businesses work with BCG volunteer teams over the course of four months on a traditional consulting engagement, with support on anything from sales and marketing to operations or strategy. BCG also partners with

local nonprofit partners who specialize in working with small and minority-owned businesses, such as the Majira Project and 1863 Ventures, which provide coaching and support. Business owners developed new pitch decks and, with the support of our partner EmVision, created their own pitch videos. They also raised millions of dollars in funding and have gone on to support and mentor other minority-owned businesses.

One summer fellow working with the Boston team pitched an additional support model, “Project Proximate,” that would add college fellows to the team, increasing team capacity and giving these students exposure to entrepreneurship and BCGers through Spark. Spark has an entrepreneurial spirit, and the program continues to grow as add new offerings each year (including pitch events, fundraisers, Buy Black/Hispanic/Indigenous initiatives).

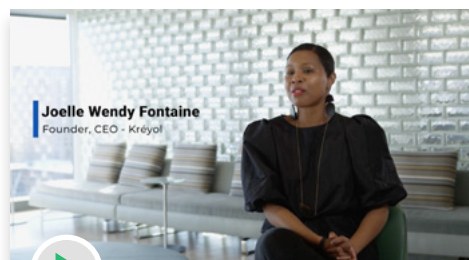
## 2021 impact

**39**  
MWBs

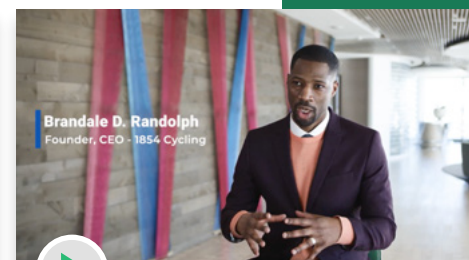
**350**  
BCG volunteers

**12**  
BCG offices

**16**  
College fellows



Watch Spark business owner pitch video: Kréyol. EmVision Productions



Watch Spark business owner pitch video: 1854 Cycling. EmVision Productions



Watch Spark business owner pitch video: Fresh Food Generation. EmVision Productions



**Walter Diaz** (he/him)  
Project Leader, BCG Spark Lead

With BCG Spark, we're really building, changing, and driving value for minority- and women-owned businesses, and at the same time we are exposing BCGers to really impactful work in their communities. It's been amazing to see these companies succeed with and beyond our support. We hope that this work can be part of a growing ecosystem of support for MWBEs as we work to build partnerships and other support capacity in the space. There are a lot of great companies doing work here and we want to really amplify their impact and the critical role they play in wealth generation and the larger community.



# Highlight: Southern Communities Initiative

The Southern Communities Initiatives (SCI) is a consortium of companies launched in 2021 to tackle some of the most common endemic problems facing communities of color. Partnering with Vista, PayPal, and the Walton Family Foundation, BCG is building solutions to accelerate racial equity in seven target communities in the South, where almost 60% of Black/African Americans live.



## Our theory on driving and sustaining racial equity

BCG has facilitated the commitment of corporate funds to racial equity topics since 2020.

- **Concentrate:** Direct resources and support
- **Amplify:** Raise profile of initiatives
- **Coordinate:** Break down silos
- **Sustain and track:** Measure impact

**Miles Fuller** (he/him) | Principal

It's really exciting that BCG goes beyond plugging into existing efforts of our corporate partners to drive impact on racial equity. We have taken a hands-on approach to develop

a strategic perspective on how best to drive progress. We leverage local, regional, and national expertise to define tactics to address the challenges within specific communities; and have facilitated powerful collaborations across our extensive private and public

sector networks to accelerate the pace of change. Going forward, we are building a self-governing structure ensuring progress continues to be tracked and reported to ensure long-term sustained success.



## Driving change via six pillars

**1** Health equity

**2** Housing

**3** Workforce development

**4** Digital access

**5** Wealth creation

**6** Physical infrastructure

This BCG-led effort enables collaborative partnerships to provide critical benefits to various HBCUs, including:

- 1 Facilitating updates to cybersecurity infrastructure, making them eligible to qualify for critical funding
- 2 Expanding tech capabilities and remote learning offerings to maximize student engagement through COVID-19 and beyond
- 3 Engaging corporate partners to secure additional revenue streams

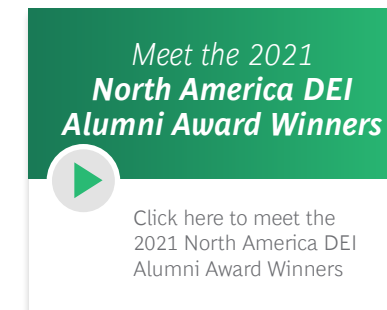
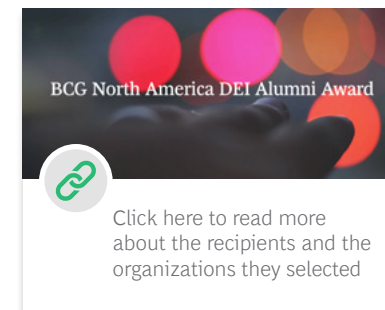
BCG has provided strategic support to Grameen America, a nonprofit microfinance organization that provides loans to minority women small business owners. Through this work, Grameen has

- 1 Enhanced their access to funding
- 2 Established new partnerships with community-based organizations
- 3 Identified financial sponsors for new branch locations across the Southeast to expand their on-the-ground presence



# 2021 North America DEI Alumni Awards

Our DEI Alumni Award recognizes alumni who are powerfully promoting diversity, equity, and inclusion in their organizations and communities. BCG made a donation in honor of each award winner to a non-profit organization of their choosing.



**Brittany Bankston**

For growing the pipeline of Black talent in product management through her organization, Black Product Managers.



**Ellen Hunter**

For deepening awareness among business leaders across the US on the causes and impacts of racial injustice through the Groundwater Institute.



**Jim Lowry**

For supporting minority-business development and supplier diversity programs as well as helping BCG foster an inclusive culture and build diverse teams.



**Kyle Hill**

For supporting Indigenous communities and improving educational outcomes for thousands of students in northern Canada through Teach for Canada.



**Bay Love**

For deepening awareness among business leaders across the US on the causes and impacts of racial injustice through the Groundwater Institute.



**Jasmine Pachnanda**

For increasing opportunities for thousands of Alliance College-Ready Public Schools Foundation (ACRPS) students and alumni by providing access to high-quality public education.

BCG is consistently recognized as a great place to work. We are proud of this recognition, and we celebrate all the individual and collective efforts that led to these achievements. We also recognize that we must not be complacent and will continue to strive for excellence.



Perfect score on Human Rights Campaign Corporate Equality Index—14th year in a row



BCG ranked #12 on Glassdoor's "2021 Best Places to Work"



BCG was ranked in Seramount's "100 Best Company," "Best Company for Dads," and "Top Company for Executive Women" 2021 Awards



BCG ranked #9 on Glassdoor's "2021 Best Global Culture" list



Eight straight years ranked as #1 on Consulting Magazine's "Best Firms to Work For"—ranked top five since 2001



BCG ranked #4 on Fairygodboss's "2021 Best Consulting Company" list



**MLT Black Equity At Work**

BCG became Plan Approved, which recognizes our robust, comprehensive plans to achieve Black Equity at Work Certification through MLT



[Click here for more info](#)

# Our Leadership and DEI Contributions

## 2021 Individual Awards

Several BCGers have also been recognized for their incredible DEI impact within and beyond BCG. This has included awards from *Consulting Magazine* and *INvolve Role Models*. *INvolve* recognized multiple BCGers with their OUTstanding, EMpower, and HERoes Role Models awards, which celebrate the contributions of LGBTQ+, ethnic minorities, and women role models and allies

### 2021 OUTstanding Role Model Award Winners

#### OUTstanding LGBTQ+ Executives

- Gabrielle Novacek (MDP)
- Michael Schachtner (MDP)

#### OUTstanding LGBTQ+ Future Leaders

- Kushal Khandhar (Global Pride@BCG Manager)
- Rachael Stein (Project Leader)

#### OUTstanding Ally Executives

- Matt Krentz (MDSP)
- Rich Lesser (Global Chair)

### 2021 EMpower Ethnic Minority Role Model Award Winners

#### EMpower Ethnic Minority Executive Role Model

- Kedra Newsom Reeves (MDP)

#### EMpower Ethnic Minority Future Leaders

- Lorena Buck (Senior Advisor)
- Uche Monu (Principal)

#### EMpower Ethnic Minority Advocate Role Models

- Joe Davis (MDSP, Chair of CIE)
- Alicia Pittman (MDSP)

### 2021 HERoes Award Winners

#### HERoes Top 100 Women Executives

- Sharon Marcil (MDSP, Chair of North America)
- Vaishali Rastogi (MDSP)

#### HERoes Top 100 Female Future Leaders

- Caroline Israel (MDP)

#### HERoes Future Leader Role Model

- Seema Bansal (Partner and Director)

#### HERoes Advocate Executive

- Georg Beyer (MDSP)
- Matt Krentz (MDSP)
- Christoph Schweizer (MDSP, CEO)

### 2021 Consulting Magazine

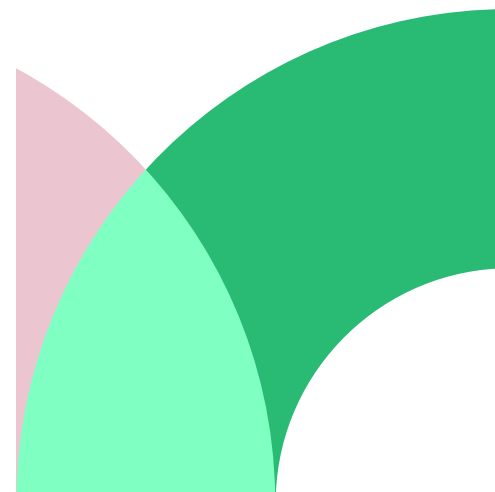
#### Women Leaders In Consulting

- Priya Chandran (MDSP)

# Our Leadership and DEI Contributions

## Engaging with partners

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



# Thank you

To all the individuals and organizations who have advised, guided, and partnered with us along this journey. To each member of our Diversity Affinity Networks and communities, to allies helping to drive change, to leaders remaining steadfast on our commitments and aspirations, and to our partners leaning in on tough challenges. Thank you for the work you do.



As a firm, we are embracing inclusive and anti-racist ideals, and we know that we need bold action to make change both within and beyond BCG. We have been committed to this work for a long time, and we also know that true transformation will require commitment to this DEI journey for the foreseeable future.

Right now, BCG is working on some of the world's most pressing challenges, from climate change to the future impacts of COVID-19. We do not shy away from difficult topics, including discussing the role of businesses like BCG in movements for justice across race, gender, sexual orientation, disability, and other elements of identity. We will continue to take on these challenges as we work to unlock the potential of those who advance the world.

A handwritten signature in white ink, reading "Lissa Filose".

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



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