

The background of the entire page is a dense crowd of stylized human figures. The figures are rendered in various shades of green, yellow, and grey. A large, light grey diagonal band runs from the top left towards the bottom right, creating a visual separation between the BCG logo at the top and the main title below. The BCG logo is located in the top left corner, with the letters 'BCG' in a large, bold, serif font, and the words 'THE BOSTON CONSULTING GROUP' in a smaller, sans-serif font directly beneath it.

BCG

THE BOSTON CONSULTING GROUP

# BCG UK 2017 **GENDER PAY GAP REPORT**

# OUR COMMITMENT TO GENDER DIVERSITY

At BCG, integrity, respect for the individual, and diversity are our core beliefs. Diversity in its many facets, including gender, is crucial in creating a stimulating environment, in which we can develop new and innovative ideas for our clients.

We are deeply committed to making BCG a company in which all individuals are welcomed and given the opportunity to flourish, regardless of background, ethnicity, gender, gender identity, or sexual orientation.

Gender diversity is a top priority for our organisation at all levels. We are actively investing time and resources in research on this topic, and have taken input from our employees when shaping the initiatives we have to support talented women seeking careers with BCG.

In line with new UK regulation, we are now publishing our gender pay gap figures. This report provides BCG UK's gender pay gap as of 5th April 2017.

Equal pay is grounded in our values. We ensure equitable base pay and bonus is awarded based on performance – both of these are actively monitored at a global level. Our data shows that a gap in hourly pay rates and bonus pay arises due to a representation gap i.e. the under-representation of women in senior positions.

We are actively addressing the under-representation of women in senior roles through a number of specific initiatives in all our people processes. We are committed to continue building on these, as well as creating and adopting further innovative ideas that provide all our people with the opportunity to flourish.

We confirm the data reported is accurate.



A handwritten signature in black ink, appearing to read 'Stuart Quickenden'.

**Stuart Quickenden**  
*Head of BCG UK Office*



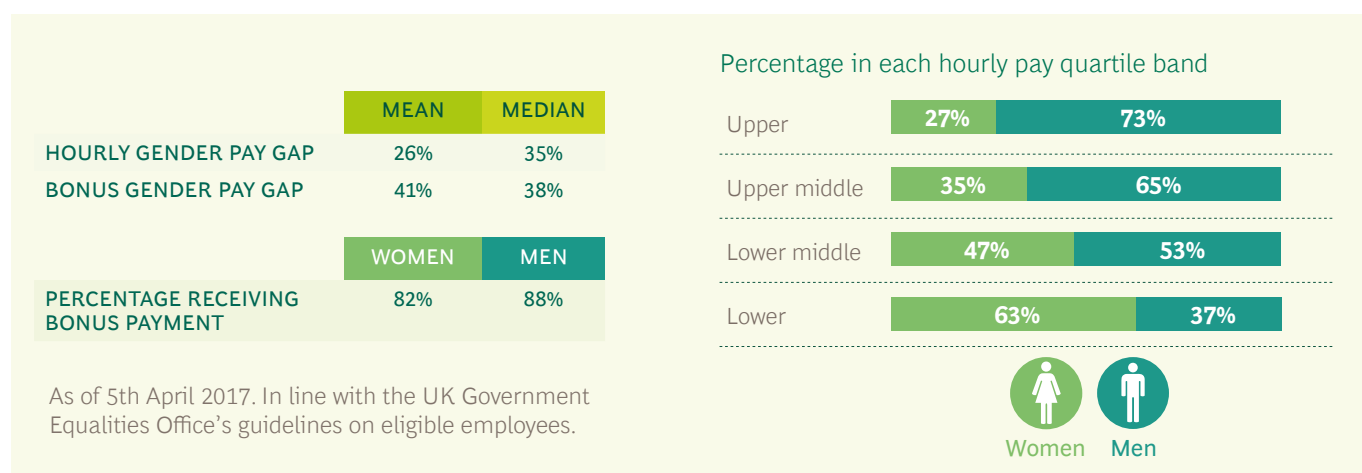
A handwritten signature in black ink, appearing to read 'Nadja Yousif'.

**Nadja Yousif**  
*Head of Diversity and Inclusion, BCG UK*

# BCG UK GPG

## “AT A GLANCE”

### HEADLINE GPG FIGURES



### UNDERSTANDING OUR FIGURES

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

Analysis of our gender pay gap tells us that a gap in hourly pay rates and bonus pay arises due to a representation gap i.e. the under-representation of women in senior positions, and of men in junior roles.

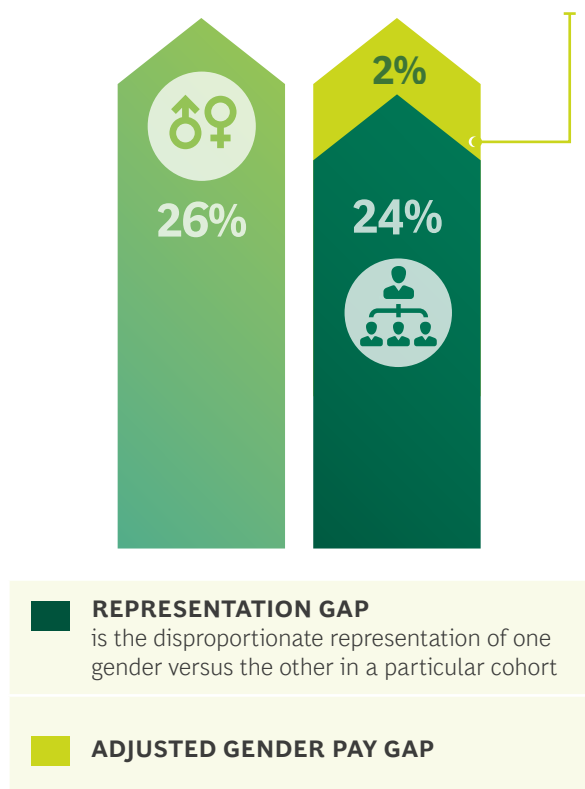
While women make up 45% of our total staff in London, only 27% of our 'upper' quartile positions are held by women.

The gap in percentage of women receiving a bonus can be explained by the higher proportion of women new joiners, who were not eligible for a bonus in the 2016 bonus cycle.

Our analysis suggests that if we adjust for unequal gender representation across levels, our adjusted mean gender hourly pay gap drops to 2%.

This is due to non-comparable roles across our business services team, where roles and responsibilities can differ but are not necessarily reflected in the job title. It is also driven by our employees' individual benefit choices, like pension contributions, that affect their pre-tax salary, which is used as a basis for the GPG calculations.

Primarily due to differences in pre-tax benefit choices and some non-comparable roles across our business services team



# OUR ACTION PLAN

We rigorously track key KPIs around gender diversity. We have already achieved consistent promotion and retention rates across genders. We are driving towards our goal of 40% women new joiners in our consulting team.

## OUR GENDER DIVERSITY EFFORTS ARE FOCUSED ON 5 KEY DIMENSIONS\*

### Recruiting

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

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

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

### Career Support

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

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

### Structure / Retention

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

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

### Affiliation

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

### External engagement

Ongoing BCG research and thought leadership on key topics, shared externally and also used internally to shape our own strategy.

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

\* Initiatives apply differently to different cohorts/roles



## About BCG

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

[www.bcg.com](http://www.bcg.com)

© 2018 The Boston Consulting Group



# BCG

THE BOSTON