

Our people

We are a firm of over 38,000 colleagues in six regions across the globe. Our people represent more than 150 nationalities and speak 120 different languages. We have a wide variety of educational experiences and include many colleagues from non-traditional backgrounds or with alternative entry routes into the workforce.

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2021 highlights:

38,000

colleagues globally

48%

women

52

average annual training hours
per consulting colleague

100%

of our people receive regular performance
and career development reviews

12,400+

colleagues in our Inclusion
Allies program

Our approach

Our firm is designed to operate as one—a single global partnership united by a common purpose, mission, and values, including creating an unrivaled environment for exceptional people. We embed a deep commitment to diversity and to creating inclusive opportunities in our client service and in how we run our firm.

To create an unrivaled environment for exceptional people, we expect our colleagues to:

- be non-hierarchical and inclusive
- sustain a caring meritocracy
- develop one another through apprenticeship and mentoring
- uphold the obligations to engage and dissent
- embrace diverse perspectives with curiosity and respect
- govern ourselves as a “one firm” partnership

Our people are our greatest asset. It is only with their engagement and dedication that we can deliver on our purpose to create positive, enduring change in the world. Our People Strategy—which encompasses our enduring mission and values—along with our People priorities help us to attract, develop, and support our colleagues and ensure they are thriving personally and professionally. McKinsey’s efforts to nurture our people are supported by a robust governance structure led by our chief people officer. At the board level, the People Committee of our Shareholders Council defines strategic direction and sets policies designed to fulfill our People Strategy.



Talent attraction

Our approach to talent attraction is central to McKinsey's dual mission—to help our clients make distinctive, lasting, and substantial improvements in their performance and to build a firm that attracts, develops, excites, and retains exceptional people. It also underpins our commitment to accelerate sustainable, inclusive growth.

To stay ahead of the curve and position ourselves to support our clients and our colleagues, we plan to radically expand our talent pools and evolve our processes and assessments while continuously working to mitigate the potential for bias.

Diversifying our recruitment sources

We work to build teams that reflect the diversity of our clients, the communities in which we work, and society as a whole.

We are continually looking for new ways to reach people who might not otherwise consider a career at McKinsey. This includes partnering with external organizations to help us connect with top talent, including the National Society of Black Engineers, Society of Hispanic Professional Engineers, Sticks & Stones, EUROUT, Grace Hopper, and JumpStart Advisory Group.

We invest to help create better access to McKinsey, including through:

- **learning programs** for women and underrepresented populations, such as Inspire—aimed at top Black, Hispanic, and Latino candidates in the United States—and Next Generation Women Leaders
- **McKinsey Achievement Awards**, which provide recipients with monetary awards to support their academic or professional development and join a mentorship program
- **A Place for You**, a campaign focused on connecting underrepresented talent to careers in management consulting through training and webinars with our consultants and recruiting team

In 2021, we held the McKinsey Juntos Conference in Brazil for young Black talent to connect, meet Black professionals with inspiring stories, develop new skills, engage with large companies, and learn about career opportunities.

Being consciously inclusive in our hiring processes

We work to ensure equity in our hiring processes and maintain a strong pipeline at all phases of our recruiting process.

In 2021, we introduced a full suite of solutions designed to go beyond removing the opportunity for bias in our processes by being consciously inclusive. For example, we launched new job descriptions that emphasize skills over academic pedigree and improved our résumé screening to be more inclusive of the diversity of experiences and skills.

We also launched inclusion nudges across our assessment approach and tools to help applicants write résumés and shine in our interviews. To combat potential biases, we created an inclusion advisor role and launched related training. Further, we scaled our industry-leading game Solve, which assesses candidates' problem-solving skills in an unbiased way by testing intrinsic capabilities and learning flexibility.

In 2021, we welcomed our largest ever intake of talent to meet the needs of our client service while also ensuring diversity and inclusion. In addition, we:

- substantially expanded our sources, hiring interns and full-time consultants from around 540 institutions globally
- expanded our presence at Historically Black Colleges and Universities in North America and recruited from over 30 of these institutions
- recruited our highest global share of full-time colleagues for McKinsey Black Network, GLAM (LGBTQ+), and our First Generation network
- welcomed more than three times the number of Black colleagues to McKinsey in the United States as full-time employees compared to 2020

3x+

the number of Black colleagues hired as full-time US employees compared to 2020

540

institutions globally as part of hiring sources

49%

of new hires are women

Development

We foster a culture of continual learning and growth and embed learning into every aspect of our work. We aim to help everyone reach their potential, and provide colleagues at every level with access to world-class professional development to ensure they are building new skills, expertise, and capabilities.

In 2021, we invested more than \$850 million in knowledge development, capability building, and learning.

Culture of development

We believe that responsibility for encouraging our culture of development belongs to all firm members. This includes development through apprenticeship, sponsorship, mentorship, team- and cohort-based learning, on-the-job skill building, and strengths-based feedback. These are embedded into our core client and team operating system and our Way We Work initiatives, where development, learning, and apprenticeship habits are encouraged and tracked by team leaders. Our Mentorship, Apprenticeship, and Sponsorship Survey (MASS) provides insight into how well each colleague's needs are met.

We expect all our colleagues to act as both learners and teachers—for example, new joiners with extensive industry or technology-related experience are able to act as mentors to more senior colleagues.

Continuous learning

Every role at McKinsey has a core learning journey, built around our skills taxonomy, that is designed to balance leadership skills, capabilities for client service, technology acumen, and risk management awareness. Core programming may be:

- universal, such as our One Firm Onboarding curriculum for new colleagues
- hybrid, such as our Business Essentials learning module designed for client-facing colleagues with diverse educational and professional backgrounds
- self-directed, for example, a modular Digital and Analytics Tech Week created to empower colleagues from any background to level up in those skills
- customizable, such as content tailored for specific regions, interest or practice areas, role transitions, or affinity groups

We have created more than 2,500 learning offerings and provide access to tens of thousands more from external content providers.

Colleagues have access to elective and on-demand learning, as well as certifications and credentialing, to broaden skills, deepen expertise, and personalize their own development. In 2021, we introduced a new learner experience platform, providing a one-stop shop that provides colleagues with easy access to all of our learning content.

In 2021, our Learning organization also grew our range of multi-modal programming to be more personalized, inclusive, and sustainable.

For example:

- executive assistants piloted a performance support tool for in-the-moment help
- recent hires met in office hubs for connectivity and “masterclass” content
- team leaders learned more about apprenticing others via digital self-serve, region-based meetings, and global virtual content
- partners chose to attend bespoke workshops in person or virtually

\$850m

invested in knowledge development, capability building, and learning

2,500+

McKinsey-created learning offerings available

In 2021, McKinsey won more than 30 Brandon Hall Group HCM Excellence Awards, acknowledging outstanding innovations in learning and talent.

Self-authored journeys

We have always celebrated our colleagues’ ability to “Make their Own McKinsey”—defining industry, functional, and leadership focus based on personal interest. To continue driving higher performance through greater employee engagement and connection to purpose, we are introducing Leadership Growth Plans for each colleague. We are also restructuring our career paths to encourage more flexibility using rotations and global mobility, as well as the ability to leave for, and return from, external growth opportunities.

Skills- and impact-based advancement

We are moving to a model of professional advancement based on demonstrated impact and skill mastery. Our “skill taxonomy” applies across all roles, giving colleagues opportunities to develop their unique profile of strengths.

Mobility and global expertise

We encourage growth and development by providing opportunities for professional experiences across our client practices, firm functions, and geographies. Through mobility programs, we simplify and accelerate connections between early-tenure colleagues and offices in more than 65 countries to enable them to experience new cultures and client contexts, expand networks, and develop global mindsets.

We work closely with leaders across our firm to identify needs and move partners with relevant expertise. One-third of our partners have lived and worked in multiple countries, and 20 percent of our team leaders, associate partners, and equivalents made an international transfer during their time at the firm.

Continued growth beyond McKinsey

We provide extensive help to colleagues when they choose to grow beyond our firm. We also celebrate the increasing number of alumni rejoining our firm with new skills and expertise.

We have a wide network of alumni in leadership roles around the world and take great pride in their impact in the world. We maintain close ties throughout their post-McKinsey careers and strive to help ensure their continued development and success.

Today our alumni network includes 44,000 former consultants across 125 countries. Over 3,000 are in prominent leadership roles in the private, public, and social sectors, and one in four have founded their own companies—including 40 technology “unicorns.” Every year, tens of thousands of alumni and firm members engage and collaborate through our alumni website, career services, communications, and knowledge and connectivity events.

52

average annual training hours
per consulting colleague

22

average annual training hours
per non-consulting colleague

100%

of colleagues have access to
career- or skills-related training

30+

Brandon Hall Group HCM
Excellence Awards won

100%

of our people receive
regular performance and
career development reviews

Caring for our colleagues

When employees feel supported, they thrive, both personally and professionally. We are committed to promoting a culture that protects and nurtures every facet of employee health and well-being, creating an environment where our people can reach their full potential. We approach health and well-being holistically—with benefits and programs that support the mind, body, and purpose.

31,000+

colleagues participated in mental health-related virtual events

One of our core values is to “sustain a caring meritocracy.” Our programs and initiatives include employee benefits and perks, our Mind Matters mental health programming and support, our global learning programs, and office-based initiatives.

Mind Matters

Our Mind Matters program aims to advance the conversation on mental health and provide support for colleagues where and when they need it. The program is designed to support our people in proactively managing mental health disorders and challenges. Through it, colleagues and their families can access early intervention and clinical resources, such as free, independent, and confidential support from trained professionals through an Employee Assistance Program.

We have appointed mental health points of contact in all of our locations, creating a safe option for discreet initial discussions and to find internal and external resources. Additionally, we have multiple learning programs to increase awareness, remove taboos, and de-stigmatize mental health topics across the firm. We also launched an ongoing internal storytelling campaign to share our colleagues’ inspiring stories, which will be presented in our dedicated mental health intranet site.

Well-being initiatives and habits

We equip colleagues with skills, mindsets, and behaviors to build resilience through balanced well-being and personal health. Our global well-being initiative was put in place to help individuals manage their well-being through a focus on mind, body, and purpose. These concepts have now been formally integrated into our learning programs and embedded in our day-to-day activities. Our well-being programs span a range of topics, including well-being basics like nutrition, physical fitness, meaning, and connection; personal operating models and norms; stress and burnout; mental resilience; empathy; and more.

These topics appear in our flagship programs, in office-learning and function-specific initiatives, and through designated learning days. Well-being is also a core part of our leadership framework for team leaders and partners.

Placing continuous focus on well-being and tracking organizational health through metrics are critical ways we care for our people. Our Way We Work (WWW) program drives well-being habits and rituals that make a real difference in an individual’s experience and, thus, positively impact our client service. Through WWW, we combine our strength in building agile, high-performing teams with data science to test and improve team practices. We also gain valuable insights through our bi-weekly Engagement Team Survey. Some habits and rituals promoted in WWW include:

- **setting a high aspiration for holistic impact with an inspiring experience:** connecting our work to a broader vision of our impact and defining what will make our work rewarding
- **operating as one inclusive team:** focusing on how we harness individuals’ talents, expertise, and perspective in our work together
- **building alignment and improving together:** excelling at rituals such as regular feedback sessions and one-on-ones designed to surface and resolve issues
- **showing care and appreciation:** understanding each other’s aspirations for and beyond client engagement and finding ways to support them, so that people feel valued
- **managing our well-being:** setting work norms to help each other take care of ourselves physically, mentally, and emotionally
- **helping each other grow:** being systematic about making development-oriented feedback and knowledge-sharing part of our day-to-day

We are embracing hybrid working and encouraging our teams to experiment with different co-location models, so that they have more flexibility to balance professional and personal needs and reduce unnecessary travel while maintaining connectivity, apprenticeship, and working relationships. As we track these different models, we are sharing insights with our colleagues to help them select and refine co-location models that work for client, team, and individual needs, rather than prescribing a single model for all situations.

Staying safe and resilient

We believe that all colleagues should always feel safe and secure. From our offices in metropolitan areas, to remote or higher-risk work sites, McKinsey proactively seeks to safeguard the well-being and personal security of colleagues.

Our Security and Resilience (SR) Function is staffed by experienced professionals across the globe who partner with our offices and our Real Estate, Travel, and Technology teams to build internal resiliency and respond to incidents. We partner with leading peers in the industry to help ensure that colleagues can get security, medical, and counselling support, regardless of location. Our SR Function focuses on four contexts:



Workplaces: Partnering with our Real Estate team, our SR Function selects and designs offices that are aligned with safety and security industry standards. Our Workplace Safety and Security program provides ongoing management and monitoring of the safety and security of all our offices.



Travel: Our Travel Safety program aims to safeguard colleagues wherever they travel. The program includes screening airline safety measures, as well as a hotel safety review. The program provides real-time guidance and support for colleagues who travel to higher-risk destinations.



Client service: For clients that may be located in more remote or higher-risk locations, the SR Function has established the Client Engagement Safety program that monitors all client service globally and provides advice and support for those in higher-risk contexts.



Events: The SR Function supports global events to enable colleagues and clients to convene in safe and secure environments—from creating safety protocols for planning to providing on-the-ground support.



Care throughout the COVID-19 pandemic

The COVID-19 pandemic continues to impact how we work and interact with colleagues and clients, and we are still navigating the impact of the pandemic on health and well-being. Our COVID-19 Response team continued to keep us aligned with changing restrictions and public health shifts to establish standards to keep us safe at work and address questions and concerns.

Many of our innovations in flexibility at the start of the pandemic—including in locations, hours, part-time options, caregiver resources, and mental health and wellness—were extended or bolstered in 2021. Local case management teams continued to support colleagues that were ill or exposed to COVID-19, we provided “flex days” (time away from work) for colleagues to care for themselves and their families. We receive valuable insight on colleague sentiment through the weekly “Pulse” surveys that we started during the pandemic.

In 2021, we reengaged with in-person work (at clients and in our locations), apprenticeships, and community-building initiatives in many parts of the world. Using technology and establishing safety protocols, we created foundations for hybrid work and connectivity.

Compensation and benefits

Our compensation decisions are guided by a total rewards philosophy to provide competitive pay and valuable benefits that support our colleagues’ physical, financial, and mental well-being.

Ensuring that compensation and benefits are equitable is central to our People Strategy. Our Compensation Policy Committee is responsible for supporting the strategy through the design and implementation of firmwide compensation approaches. This includes, among other things, setting our awards principles and strategy, overseeing operational elements of our compensation system, and ensuring integrity and compliance with tax legislation, local requirements, and benefits.

We are committed to equal pay for equal work and have processes in place to help ensure pay equity. Employment decisions, including compensation matters, are based on legitimate business needs, job

requirements, and individual qualifications without regard for any other factors. Each colleague and applicant is placed within a predetermined compensation structure based on relevant skills and experience, performance in role, and geographic location.

Central to our pay equity approach are objective benchmarking and market insights from multiple external sources and our robust audit processes ensure that all colleagues are paid equitably throughout their career. These efforts are led by our internal Pay Equity Service Line, a function within Global Compensation, which, in partnership with the legal team for the People function, uses third-party pay equity audit tools to provide an objective evaluation of and feedback on McKinsey’s compensation structures. We actively monitor pay equity reporting laws in all countries where we operate. Learn more about the [UK Gender Pay Gap Report 2021](#).

McKinsey is committed to paying all colleagues a living wage. As our pay is based on thorough and objective benchmarks and market insights from multiple reputed external sources, our lowest compensation ranges are above minimum wage, including for entry-level positions.

We offer generous benefits to colleagues and their families across our diverse population spanning over 65 countries. Where possible, we extend benefit plans globally; however, local regulations or market norms inform local practice. Our colleagues’ health and well-being is at the core of our benefits philosophy. We aim to deliver comprehensive benefits that help colleagues feel empowered and engaged in their personal and professional lives. Learn more about [Well-being initiatives and habits](#).

McKinsey’s holistic benefits package for colleagues and their families includes⁹:



Health and well-being

- Medical, dental, and vision coverage: protecting colleagues’ and their families’ health with comprehensive benefits, low out-of-pocket costs, and high levels of coverage
- Mental health: helping colleagues and their family members manage their mental health needs at minimal or no cost through a variety of confidential resources, including the global Colleague Support Center, telehealth solutions, and access to in-person psychology and psychiatry services
- Business travel emergency protection: providing 24/7 global support, through International SOS, for emergency medical, security, and logistical issues when working away from home



Financial protection

- Life and accident insurance: safeguarding colleagues’ and their families’ futures in the event of an accident or death
- Disability insurance: preserving colleagues’ income if an illness or injury prevents them from working
- Retirement programs: securing colleagues’ futures with savings and investment plans



Family and personal support

- Personal leave policies and support: flexible work arrangements and leaves of absence to allow colleagues time for caregiving or grieving
- Parental leave policies: generous time away from work for new parents
- Adoption and surrogacy assistance: facilitating financial help for colleagues who adopt a child or use a surrogate
- Elective egg preservation: enabling colleagues to choose the family planning path that’s right for them, based on their needs and situation

⁹ Listed benefits offered to McKinsey colleagues are not exhaustive and may vary by country.

Diversity, equity, and inclusion

McKinsey has long been committed to advancing diversity, equity, and inclusion (DEI) in business, society, and our firm. This commitment is integral to building a firm that attracts, develops, and excites exceptional people. It is also key to our [client service strategy](#).

Our research underscores that diversity and inclusivity are connected to better business performance and to retaining colleagues. Led by our chief DEI officer, our global DEI team is striving to foster an inspiring and inclusive workplace. Beyond our own workforce, we are increasing our spending and engagement with diverse suppliers. Learn more about [Sustainable procurement](#).

We also partner with others to expand our impact, including UN HeForShe, the Women's Forum, the World Economic Forum (WEF), the Aspen Institute, and The Trevor Project. In 2021, we became a founding signatory member of the WEF's [Partnering for Racial Justice in Business](#). We have also signed on to the WEF's [Stakeholder Capitalism Metrics](#).

Our approach

In 2014, we established a global change movement designed to set internal targets, create transparency about performance through foundational data, and to follow our own research.

To bring our ambition to life, we created a comprehensive program to:

- Appoint visible senior leaders, including a chief diversity and inclusion officer
- Formalize our expertise through a global center of excellence and regional teams to share best practices, define strategies, and implement programs
- Tailor our solutions to colleagues' journeys through initiatives across recruitment, retention, and advancement

Progress snapshot

Across McKinsey, we have increased leadership accountability for our change efforts, created greater data transparency,¹⁰ and advanced best practices. Since launching our [10 Actions](#) in June 2020, we have expanded efforts to support Black leadership within our firm and invested in greater inclusion in our communities. We have also collaborated with many of our clients, supporting their efforts to advance DEI.

In the United States, colleagues from underrepresented groups¹¹ make up 43 percent of our total US workforce and 35 percent of leadership. In 2021, we welcomed our largest class ever of Black and Hispanic/Latino summer interns, more than triple the size of the previous class.

Today, women represent nearly half of our colleagues and new hires globally, and we have tripled the number of women partners in the past ten years. By our 100th anniversary in 2026, we aspire for half of all firm members to be women. Learn more about [Supporting women at McKinsey](#).

Milestones in our DEI journey

1970–79

- First Black partner
- First woman partner

1980–89

- First woman senior partner

1990–99

- McKinsey Black Network founded
- GLAM, LGBTQ+ at McKinsey founded
- First Black woman partner

2000–09

- McKinsey Hispanic and Latino Network founded
- Parents of Special Children at McKinsey founded
- First Black senior partner
- First Black woman senior partner

2010–19

- Asian and Asian Americans at McKinsey founded
- Access McKinsey (for colleagues with disabilities) founded
- Inaugural meeting of The Alliance, a platform for convening a global network of LGBTQ+ senior leaders from public, private, and social sector institutions

2020+

- Indigenous at McKinsey founded
- Founding signatory member of the WEF's Partnering for Racial Justice in Business

¹⁰ Where permitted by law.

¹¹ Equal Employment Opportunity (EEO) categories: Black or African American, Asian, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander (not Hispanic or Latino), Two or More Races.

Engaging our colleagues

We remain deeply committed to grounding each colleague's experience in opportunity and fairness and to creating a culture where everyone feels a deep sense of belonging.

Our engagement with colleagues includes our affinity and resource groups, town halls, and other community-based events that help foster a sense of belonging among colleagues. They also provide the opportunity for communities to form around shared identity or interests.

Throughout the year, signature events, including International Women's Day, Day of Pink, Pride, and Black History Month, encourage our colleagues to come together around priorities such as allyship, belonging, and inclusivity.

Acting to tackle bias

We strive to follow the best practices that we champion in our public research, working to embed accountability for DEI across every stage of a colleague's journey at McKinsey, as well as to build teams that reflect the diversity of our clients, the communities in which we work, and society. We are diligent in minimizing bias across our people processes. Our recruiters and interviewers are trained in anti-bias techniques, and we

use tools—such as McKinsey Solve—that help us assess candidates in an unbiased way. More than 1,000 of our senior leaders have taken anti-bias training, and we are continuing to expand our focus on debiasing to the development and advancement processes. Learn more about [Development](#).

Building careers through sponsorship

As part of our talent development approach, we are implementing best practices for sponsorship, which is a commitment that goes beyond mentorship to create opportunities and offer support through transitions and talent-development programs, including:

- **Women's Leadership Workshop:** a global manager training workshop designed to develop the leadership skills and peer network needed for success in leading teams
- **Pathway to Partner:** a program for senior engagement managers that provides an opportunity to build leadership while expanding support networks
- **McKinsey Black Network sponsorship program and Endeavor learning journey:** programs that help advance experienced Black colleagues across several initiatives, including structural support for effective sponsorship, partner-readiness apprenticeship opportunities, and tailored personal coaching and training programs

Supporting women at McKinsey

We aspire for women to be equally represented across all levels of our firm and to have an exceptional environment for growth and advancement.

For the past decade, we have invested in programs to enable women at McKinsey to build exceptional careers, including specific learning-development programs, inclusive leadership and unconscious-bias training, and a global initiative to ensure our women are sponsored, with colleagues and leaders investing in their success. This work has enabled meaningful progress.

As part of our commitment to continue accelerating gender equality across the firm, McKinsey became a signatory to the UN Women's Empowerment Principles in 2021.

Our number of women partners has more than doubled in the past five years, and in 2021 women represented:

48%

of colleagues

49%

of new hires

22%

of leadership¹²

27%

of elected Shareholders Council (firm's board)

To multiply our impact, we continue to partner with organizations working for gender parity, including:

- Lean In
- UN HeForShe
- 30% Club
- Chefsache
- Male Champions of Change
- Valore D

¹² All client-facing partners, associate partners, and other senior firm leaders.

Promoting inclusion and allyship

To bring the best solutions to our clients, we need exceptional people from different backgrounds who bring fresh perspectives and approach our work from multiple angles. The gains that diversity promises are only achieved in an equitable and inclusive environment—a culture in which every colleague feels a deep sense of support, respect, and belonging.

We believe that inclusion is everyone's responsibility and a critical leadership skill. We continue to embed this expectation in our systems and culture. We also integrate principles of inclusion into our learning programs and offer inclusion-focused training for colleagues at all levels. Learn more about [Development](#) and [Talent attraction](#).

Inclusion Allies

Our Inclusion Allies program expands on a long history of colleagues acting as allies to each other. More than 12,400 colleagues are part of this change program designed to develop, connect, and activate a global cohort of inclusive leaders.

One component is our [Inclusion Nudges program](#) effort. Another element of the program is the Everyday Allyship campaign, in which colleagues from historically underrepresented groups share their perspectives on how allies can best support them.



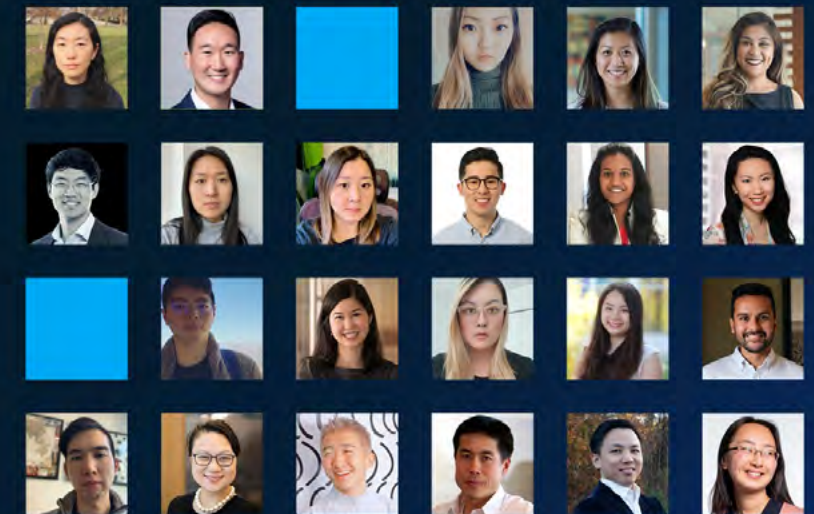
Our networks

Our groups and communities continue to grow and include, among many others, the McKinsey Black Network, Hispanic/Latino Network, Asian and Asian Americans at McKinsey, GLAM (for LGBTQ+ colleagues), Access McKinsey (for colleagues with disabilities), Indigenous at McKinsey, and Parents of Special Children. These networks are cherished communities that support personal and professional advancement.

As we strive for more inclusive workplaces and societies, one element that's often missing is a shared understanding of lived experience. Through our networks and other efforts, we actively seek to bring in diverse voices of our colleagues.

Our Asian voices

Recent years have seen a rise in acts of racism against people of Asian descent. Inspired by insights from Our [Black Voices](#) project, a group of 72 Asian colleagues at McKinsey created Our [Asian Voices](#), to share perspectives on what Asian identity means and what allies can do to support them.



Select recognition for our support of LGBTQ+ colleagues

Human Rights Campaign:

Best Places to Work: Corporate Equality Index score of 100 for LGBTQ+ equality (every year since joining the survey in 2006)



India Workplace Equality Index:

McKinsey India was recognized as a Gold employer by the India Workplace Equality Index for our commitment to advancing equality for LGBTQ+ people



Japan Work With Pride:

Our Japan office earned a Gold rank in the work with Pride Index



Diversity, equity, and inclusion data¹³

Global governance bodies

	2019	2020	2021
Shareholders Council (firm’s board)			
Total members	30	29	30
Women	23%	21%	27%
Acceleration Team (Executive Committee)¹⁴			
Total members	16	17	14
Women	31%	29%	29%

Global workforce

	2019	2020	2021
Women, all colleagues	45%	46%	48%
Women, managers	39%	42%	45%
Women, leadership ¹⁵	20%	21%	22%
Women, new hires	49%	47%	49%
Women, client-facing colleagues	33%	35%	37%
Women, client-facing new hires	40%	42%	42%

Global turnover rate

	2019	2020	2021
Turnover rate, all colleagues	Not reported	13%	17%

US workforce

	2019	2020	2021
Total number of colleagues	9,301	9,711	11,330
Women	48%	49%	49%
Race/ethnicity			
Black or African American	4%	5%	6%
Asian	26%	26%	27%
White	58%	56%	52%
Hispanic or Latino	7%	7%	7%
Other ¹⁶	3%	3%	3%
Undefined ¹⁶	2%	4%	5%

Other diversity groups

Veteran	2%	2%	2%
LGBTQ+	5%	5%	5%
Disability	1%	1%	2%

¹³ Due to data record updates because of the implementation of a new HR data system, certain figures have been updated from last year’s report to reflect more accurate information. All race/ethnicity, veteran, LGBTQ+, and disability data captured in this report is based on self-identification as of January 1, 2022. Percentages may not sum to 100% due to rounding.

¹⁴ The Acceleration Team was formerly known as the Partnership Service Team.

¹⁵ All client-facing partners, associate partners, and other senior firm leaders.

¹⁶ “Other” includes colleagues who identify as American Indian, Hawaiian or Pacific Islander (not Hispanic or Latino), or Two or More Races; “Undefined” refers to colleagues who have not disclosed their race or ethnicity. In previous reports, these two groups were combined into a single category. Beginning with this report and moving forward, we will show the two separately.

¹⁷ Non-binary colleagues represent less than 1 percent of total US workforce and are not included in the intersectional view.

US workforce, intersectionality of gender + race/ethnicity¹⁷

	2021
Women	
Black or African American	7%
Asian	25%
White	54%
Hispanic or Latino	7%
Other ¹⁶	3%
Undefined ¹⁶	4%
Men	
Black or African American	5%
Asian	29%
White	50%
Hispanic or Latino	7%
Other ¹⁶	3%
Undefined ¹⁶	7%

We allow colleagues to self-identify as women, men, or nonbinary (used to indicate a gender identity other than exclusively man or woman, recognizing an individual may identify with another term to best express their identity). The share of women’s representation describes the number of colleagues identifying as women out of the total population of colleagues identifying as women, men, or nonbinary. The current percentage of nonbinary colleagues, globally and in the US, is less than 1 percent.

US workforce, managers

	2019	2020	2021
Women	44%	47%	50%
Race/ethnicity			
Black or African American	3%	3%	4%
Asian	28%	28%	28%
White	59%	59%	55%
Hispanic or Latino	6%	5%	6%
Other ¹⁸	2%	2%	2%
Undefined ¹⁸	2%	3%	6%

US workforce, leadership¹⁹

	2019	2020	2021
Women	24%	25%	27%
Race/ethnicity			
Black or African American	2%	2%	2%
Asian	27%	27%	27%
White	63%	61%	60%
Hispanic or Latino	4%	4%	5%
Other ¹⁸	1%	1%	1%
Undefined ¹⁸	4%	4%	4%

US workforce, new hires

	2019	2020	2021
Total number of colleagues	1,776	1,491	3,141
Women	53%	50%	48%
Race/ethnicity			
Black or African American	6%	6%	10%
Asian	26%	31%	31%
White	53%	46%	41%
Hispanic or Latino	8%	7%	7%
Other ¹⁸	4%	4%	4%
Undefined ¹⁸	4%	6%	7%

Other diversity groups

Veteran	3%	4%	4%
LGBTQ+	6%	8%	5%
Disability	2%	2%	2%

US workforce, client-facing colleagues only

	2019	2020	2021
Total number of colleagues	6,026	6,275	7,445
Women	35%	38%	39%
Race/ethnicity			
Black or African American	3%	4%	5%
Asian	33%	33%	33%
White	53%	50%	46%
Hispanic or Latino	6%	6%	6%
Other ¹⁸	3%	3%	3%
Undefined ¹⁸	3%	5%	7%

US workforce, client-facing new hires only

	2019	2020	2021
Total number of colleagues	1,165	1,099	2,337
Women	44%	47%	40%
Race/ethnicity			
Black or African American	5%	6%	8%
Asian	32%	35%	36%
White	48%	43%	39%
Hispanic or Latino	6%	6%	6%
Other ¹⁸	4%	5%	3%
Undefined ¹⁸	4%	6%	8%

¹⁸ "Other" includes colleagues who identify as American Indian, Hawaiian or Pacific Islander (not Hispanic or Latino), or Two or More Races; "Undefined" refers to colleagues who have not disclosed their race or ethnicity. In previous reports, these two groups were combined into a single category. Beginning with this report and moving forward, we will show the two separately.

¹⁹ All client-facing partners, associate partners, and other senior firm leaders.