

McKinsey
& Company

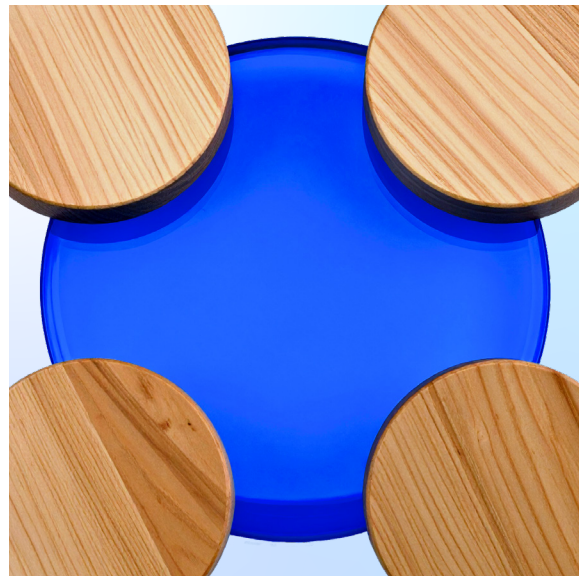
2025

Sustainable and inclusive growth impact report





Contents



Introduction

- 3 Message from our global managing partner
- 4 Our approach to impact
- 5 A century of helping organizations think bigger, build stronger, and expand opportunity for all

Growing economic opportunity

- 7 Jobs and reskilling
- 8 Economic mobility and affordable housing
- 9 Education

Improving health outcomes

- 11 Public health
- 12 Brain health
- 13 Women's health

Driving environmental sustainability

- 15 Decarbonization
- 16 Green business building

Unlocking inclusive growth through technology

- 18 Digital transformations
- 19 Artificial intelligence
- 20 Future of work



Message from our global managing partner

Optimism can be hard to come by these days. Take the long view, though, and you'll see that we've been here before. A century ago—when our firm was founded—we faced down similar geopolitical, economic, and technological uncertainties to those we do today. But in the 100 years since, we've doubled our lifespans, lifted billions from poverty, and put a man on the moon. Who is to say we can't go further?

We publish this report each year to measure our progress against an aspiration to accelerate sustainable and inclusive growth around the world. But for me, it's also a tribute to the power of choosing optimism. At a time when optimism can feel outdated, I see it not as naïve, but as a conviction to shape what comes next. Inside, you'll find stories of our clients and colleagues who have made that choice and decided—again and again—that they can make the next 100 years better than the last. Below is just a small sampling of what optimism in action looks like.

Growing economic opportunity

The past century has shown what's possible when growth expands economic opportunity, and we're proud to publish research and work alongside our clients to increase access to quality jobs, strengthen income mobility, and upskill workers. What does that look like in practice? Helping a US-Kenyan biotech create jobs and support local farmers; working with a nonprofit to find mobility gaps and practical solutions; graduating 120,000 learners across 133 countries from our Forward program; and more.

Improving health outcomes

There are many examples in this report of our efforts here, from the McKinsey Health Institute's work on women's health to expanding access to behavioral healthcare for kids. But one in particular has stayed with me—the story of a young father in Philadelphia whose life was saved thanks in part to our work with leaders in the city and beyond to embed health into trusted settings like grocery stores, schools, and workplaces. I encourage you to watch the [video about this work](#)—it's a powerful reminder of the opportunity to improve health outcomes for the people who need it most.

Driving environmental sustainability

A successful transition must solve the “trilemma” countries face in providing energy that is secure, affordable, and sustainable ... doing so will require both creativity and collaboration. Our recent work with Apple—in which we partnered to map circular value chains for materials such as aluminum, copper, and rare earth elements—is a unique example of both. So too is our work on the Climate Transition Impact Framework, which helps countries test climate pathways and socioeconomic outcomes.

Unlocking inclusive growth through technology

AI and other new technologies give us a generational opportunity to enable small businesses to go digital, help rural educators upskill remotely, and connect job seekers to roles faster. One of my favorite client examples from 2025 was our partnership with Ecuador's largest bank to launch a new digital bank and payments ecosystem, expanding access to financial services for six million people—more than 60 percent of the total addressable market—many of whom were previously underserved or unbanked.

I'm also proud of our upskilling efforts, including our work with Junior Achievement Worldwide to create an AI-powered coach to help students pitch and present their ideas. These are the kids who will be building the AI-native businesses of tomorrow ... I can't wait to see what they achieve.

Lastly, none of this would be possible without trust. We work hard to earn and keep that trust by leading with integrity and embedding responsibility into how we operate. Over the past several years, we have worked to set the standard for accountability and compliance in our profession—and we will not let up. That includes continued investment in our risk, legal, and compliance capabilities, as well as clear standards for how we use AI and achieve our emissions reduction targets.

It also includes the kind of institution we aim to build as we step into our second century. Our commitment to a diverse meritocracy and to developing leaders through apprenticeship, sponsorship, and mentorship remains central to who we are. That commitment matters beyond our four walls: For the third year in a row, *TIME* has named McKinsey the top company for future leaders.

Optimism can be hard to come by these days ... just not at McKinsey & Company. Thanks for reading.

Bob Sternfels

Global managing partner, McKinsey & Company

Bob Sternfels kicks off our centennial celebration at the global partner gathering in Chicago.



Our approach to impact

We partner with our clients, colleagues, and communities to accelerate sustainable and inclusive growth around the world.

About our firm

CEOs and boards turn to us when the stakes are highest and the decisions will define their institution's future. At moments of disruption, transformation, or growth inflection, we help leaders set direction and translate ambition into measurable performance. We bring together deep industry expertise, advanced analytics, and hands-on execution to redesign operating models, build digital and AI capabilities, and strengthen institutions for enduring impact.

Learn more about our [purpose, mission, and values](#).

How we make an impact

- **Develop and share insights** that drive action, including through our institutes
- **Help clients** turn ambition into real-world results
- **Give back** to our communities through pro bono consulting, volunteering, and financial support
- **Lead by example** through our firm's own actions and operations

Our clients have contributed:¹

16%

of global GDP growth

1M

new jobs per year

>80%

of reported CO₂ emissions reductions



¹ The following numbers are based on our ongoing analysis of publicly held companies between 2019–2024. We assess the percentage of global gross domestic product (GDP) growth driven by our clients relative to total global GDP growth. In the same time period, we look at total Scope 1 and Scope 2 CO₂ emissions reductions reported by these publicly held companies and the percentage of those achieved by our clients. We also establish the average net new jobs created by our publicly held clients during this period.



A century of helping organizations think bigger, build stronger, and expand opportunity for all



1926

Firm founded

James O. McKinsey establishes his eponymous consulting firm with a commitment to rigorous research and training.

1954

Pro bono work

Our partners vote to begin pro bono work for the Red Cross and other nonprofits, establishing a firm-wide commitment to giving back.

1964

First women MBAs

Harvard Business School graduates its first eight women MBAs, three of whom we hire.

1967

Public health and air pollution

We work with New York City on public health issues, including reducing air pollution.

1989

Early action on climate change

We conduct one of the earliest assessments of the costs of combating global warming and identify international funding mechanisms.

1990

McKinsey Global Institute

We launch the McKinsey Global Institute to provide a fact base to aid decision-making on critical economic and business issues.



1995

Support for LGBTQ+ colleagues

Our colleagues create GLAM, our firm's LGBTQ+ network. Now known as Equal, the network has more than 1,800 members worldwide.

2000

The third sector

We create a practice dedicated to nonprofits, foundations, and other nongovernmental organizations.

2007

Climate analysis

We launch a climate initiative, publishing the first global greenhouse gas cost curve to compare emissions-reduction options to help our clients decarbonize.

2014

Solutions to eradicate malaria

We join experts through Malaria No More to help chart a path to eradication by 2040.

2014

Jobs that change lives

We create Generation, a nonprofit focused on global youth unemployment, which trains and graduates more than 125,000 students across 17 countries by its 10th anniversary.²



2019

Responsible practices

We introduce the most rigorous [client selection policy](#) in our profession, supported by an investment in our global risk, legal, and compliance teams that began in 2018.

2020

McKinsey Institute for Economic Mobility

We launch the Institute to advance Black lives and, building on that success, later expanded our economic mobility agenda to Latino and rural communities.



2022

McKinsey.org

We launch [McKinsey.org](#), offering free skill-building programs to nonprofits and individuals.

2022

McKinsey Health Institute

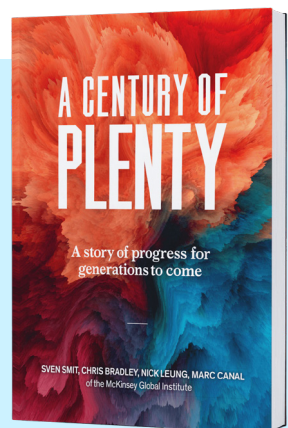
We [create the McKinsey Health Institute](#) to catalyze the research, actions, and investment needed to advance human health, adding years to life and life to years.

2025

More than 100 million people supported

We reach the milestone of supporting more than 100 million people toward economic opportunity through our nonprofit partners and pro bono programs.

In [A Century of Plenty](#), the McKinsey Global Institute documents the unprecedented gains in prosperity, health, and living standards achieved over the past century, and concludes that the world does have the resources for every country to reach the living standards of today's most advanced economies by 2100. Building on the lessons of that progress and our history, we are working with leaders across sectors to help shape the next century of plenty—through growth that is sustainable, inclusive, and enduring.



² Source: Generation. Learn more in our blog post, [Building careers and changing lives: A decade of impact with Generation](#).



Growing economic opportunity

The past century demonstrated what is possible when growth accelerates and opportunity expands.³ Extending that progress so more people can fully participate in it remains one of the defining economic priorities of our time. We work alongside companies, governments, and nonprofits to broaden access to quality jobs, strengthen income mobility, and build more inclusive labor markets. We complement this work with no-cost skill-building programs that help nonprofits increase their effectiveness and equip individuals to succeed in roles that improve their lives. Through our research, we provide leaders with rigorous, fact-based insights to support coordinated action that expands economic opportunity at scale.

In this chapter

- 7 Jobs and reskilling
- 8 Economic mobility and affordable housing
- 9 Education

³ Learn more in [A Century of Plenty](#).





Abednego Brandy Opey, a graduate of the McKinsey.org Forward program.



Jobs and reskilling

We equip people with the skills and access they need to secure higher-paying jobs that improve their lives.

Featured insight

[The upskilling imperative: Required at scale for the future of work](#)

AI and technology are reshaping work and redefining the skills required to compete. This report highlights how closing critical skills gaps can expand economic opportunity while enabling employers to build workforces that are adaptable, resilient, and positioned for sustained performance.

Giving back

Building essential skills through the McKinsey.org Forward program

[Forward](#) is our free, ten-week, online learning program that equips individuals—especially those early in their careers or navigating transitions—with practical, future-ready workplace skills that enable them to thrive in a rapidly changing workforce. In 2025, we graduated approximately 120,000 learners across the 133 countries where Forward is available.

“Being part of the McKinsey.org Forward journey was like having a personal coach for my career, helping me recognize and address patterns in my behaviors. The tools helped me grow quickly in my new role.”

—McKinsey.org Forward alumna

Client impact

[Expanding economic opportunities for rural farmers in East Africa](#)

We supported Kentegra Biotechnology in refining its growth strategy and unlocking \$25M in funding that expanded job creation and support for local farmers in Kenya and beyond. With a clear path forward to grow its financial and operational capabilities, Kentegra is driving more stable employment, including more than 300 direct jobs, higher incomes for over 20,000 farmers, and increased resilience across rural communities in East Africa.⁴

Leading by example



Advancing the world’s preeminent leadership factory

In 2025, *TIME* and Statista named us the world’s number one company for future leaders for the third consecutive year. This recognition reflects the

strength of our leadership model: continuous skill building, apprenticeship and hands-on experience, and sustained sponsorship and mentorship at every stage of a career. We invest deliberately in developing leaders across roles, tenures, and geographies, building capabilities that endure well beyond any single engagement or role.

⁴ Source: Kentegra Biotechnology.



Economic mobility and affordable housing

We help leaders across sectors work together to increase economic mobility, expand access to affordable housing, and address the housing and homelessness crisis.

Featured insight

[Investing in housing: Unlocking economic mobility for Black families and all Americans](#)

Quality, affordable housing is out of reach for many Americans, and a persistent housing shortage is at the heart of the problem. Investing to close this housing shortfall could unlock as many as 1.7 million jobs and add nearly \$2 trillion to GDP through 2035.

Giving back

[Unlocking career paths for workers through skills-first hiring](#)

We partner with Opportunity@Work to tackle a simple but stubborn problem: Millions of capable workers are locked out of good jobs because they don't have a four-year degree. By helping employers shift from degree screens to skills-based hiring practices, we're helping open pathways to higher-wage roles for workers Skilled Through Alternative Routes (STARs), supporting Opportunity@Work's ambition to unlock \$20 billion in aggregate wage gains for STARs by 2030.

Client impact

[Advancing economic mobility in the United States with Blue Meridian Partners](#)

In collaboration with Blue Meridian Partners, we work alongside organizations to expand economic mobility—from strengthening historically Black colleges and universities (HBCUs) by driving enrollment growth and contributing to a \$1.3 billion increase in net assets, to helping school system leaders deploy \$35 billion in federal funding to accelerate learning. Together, we also developed the Economic Mobility Analytics Tool, drawing on 30 data sources and more than 200 indicators across education, income, housing, and health to help communities identify mobility gaps and focus on effective solutions.⁵

Leading by example

Opening pathways to exceptional talent

We believe exceptional talent can come from anywhere, and our diverse meritocracy reflects that conviction. Our global [Prism](#) community helps us attract, support, and advance colleagues from a wide range of socioeconomic backgrounds, strengthening our firm and the perspectives we bring to clients.



Sarah Tucker-Ray, a partner and a leader of the McKinsey Institute for Economic Mobility.

⁵ Source: Blue Meridian Partners.



Davis Arifin, a partner and a leader of our Young Leaders for Inclusion initiative in Asia.

Education

We work with education leaders to improve student outcomes, expand access and affordability, and enable new academic research.

Featured insight

[Manufacturing in rural America: A plan for K-12-industry partnerships](#)

As manufacturing expands in rural America, schools and employers have an opportunity to better prepare students for local jobs. We highlight practical ways K-12 schools and manufacturers can work together to connect classroom learning to the skills these roles require and to create clear paths from school to employment. When these partnerships are strong, students gain access to good jobs, employers build a reliable local workforce, and local economies benefit.

Giving back

Developing the next generation of leaders across Asia

Through our Young Leaders for Inclusion initiative, more than 100 colleagues across Malaysia, Singapore, the Philippines, Indonesia, Vietnam, Thailand, and Sri Lanka delivered in-person leadership training to university students. Students then applied these skills to real challenges from nonprofit partners—receiving hands-on coaching from our colleagues while delivering solutions that strengthened nonprofit impact and gave students direct, real-world leadership experience.

Client impact

[eHBCU: A first-of-its-kind HBCU online consortium to expand economic mobility through education](#)

Delaware State University (DSU) faced growing demand for online learning but limited ability to scale alone. We partnered with DSU to design and launch eHBCU, a shared online consortium that streamlines admissions, builds common infrastructure, and expands access to degrees and credentials. In just one year, eHBCU gained national momentum, attracting interest from more than 20 universities and securing a \$2 million grant.⁶ With the capacity to scale enrollment and support student success, eHBCU is opening new pathways to economic mobility for learners.


Leading by example

Bringing an educator’s mindset to consulting

The same skills that drive effective teaching underpin great consulting. Many colleagues began their careers as teachers, including for Teach For America, where they developed leadership, adaptive communication, and problem-solving capabilities they now apply to delivering lasting client impact. Learn more about their [transition from the classroom to the boardroom](#).

6 Source: Delaware State University.


Improving health outcomes

Research from the [McKinsey Health Institute](#)  shows that over the next decade, the world could gain up to 45 billion additional years of healthier life.⁷ It also makes clear that investing in health is essential to strong societies and economies. We are acting on these insights by accelerating progress in areas of health that have long been overlooked. We work with organizations around the world to test and scale practical solutions, and we openly share data, tools, and evidence so others can build on what works.

In this chapter

- 11 Public health
- 12 Brain health
- 13 Women's health



⁷ Learn more in our report, [Adding years to life and life to years](#). 



Kevin Carter, a Philadelphia resident and heart attack survivor saved by an in-store screening.

 [Hear Kevin's story](#)

Public health

We work with leaders across sectors to strengthen public health systems and tackle global challenges—from infectious disease threats to the rising burden of chronic conditions.

Featured insight

[A generational shift: The future of foreign aid](#)

Global health is at an inflection point as foreign aid declines and priorities shift. Reduced funding is disrupting care delivery, access to essential medicines, and disease prevention in many countries. In this article, we identify a path forward to protect health outcomes and maximize the impact of constrained funding.

Giving back

[Improving the experience for pediatric cancer patients and their families](#)

Our Middle East office partnered with the Sanad Children's Cancer Support Association to transform the pediatric cancer patient journey from diagnosis through treatment. We built digital intake tools, redesigned family touchpoints, and trained care teams to engage parents and siblings more effectively, creating a more compassionate experience when families need it most.

Global impact

Advancing health in cities: A path to societal and economic resilience

Cities are powerful engines for health and economic progress, yet many residents still lack access to care. In [Philadelphia](#) and [Santiago](#), the McKinsey Health Institute partnered with public, private, and community leaders to embed health into trusted settings like grocery stores, schools, and workplaces. By uniting public health outcomes with business incentives, these collaborations are creating healthier populations, stronger economies, and more resilient communities.

Leading by example

Taking a holistic approach to supporting colleague well-being

Our well-being program, Well@Work, translates our research into action: Colleagues who are holistically healthier—physically, mentally, socially, and spiritually—perform better, longer. We equip people at pivotal moments—from stepping into leadership to starting a family—with targeted resources, support, and benefits that strengthen resilience, sharpen performance, and raise the bar for long-term effectiveness.



Brain health

We promote positive brain health, including mental health and interventions for the full range of mental, substance use, and neurological conditions.

Featured insight

[The new case for brain health: Scaling interventions for health and economic growth](#)

Brain health is both a societal imperative and a major economic opportunity. McKinsey Health Institute research shows that scaling cost-effective interventions for mental, neurological, and substance-use conditions could reclaim millions of years of higher-quality life and unlock healthier, more productive communities and economies.

Giving back

Using AI to help close the mental healthcare gap

The McKinsey Health Institute partnered with Grand Challenges Canada and Google to publish an open-access [Mental Health & AI Field Guide](#). It provides a practical blueprint for how AI can responsibly strengthen task-sharing programs—models where nonspecialist providers are trained to deliver evidence-based mental health interventions—by improving training, supervision, and decision support, helping expand access and improve outcomes.

Client impact

[Expanding access to behavioral healthcare across California’s children and youth](#)

We partnered with the California Department of Health Care Services to implement the Children and Youth Behavioral Health Initiative with the goal of expanding access to behavioral health services in schools, homes, digital spaces, and communities. We helped develop sustainable school reimbursement models, launch two youth-designed virtual platforms, and scale evidence-based and community-defined evidence programs statewide—helping millions of young people access care earlier and more easily.

Leading by example

Supporting mental health at McKinsey

Mind Matters is our firm-wide mental health program designed to help our colleagues thrive at work and beyond. It is informed by McKinsey Health Institute [research on brain capital](#) and grounded in the Institute’s four-part health framework across mental, physical, social, and spiritual health. It offers early-intervention resources to colleagues and their families, including 24/7 access to counselors and coaches, as well as trained points of contact in our offices. This provides them with timely, confidential support and practical tools to manage challenges, build resilience, and perform at their best.



Kana Enomoto, a partner, director of brain health for the McKinsey Health Institute, and co-author of [The new case for brain health](#).



Anouk Petersen, a partner, director of women's health at the McKinsey Health Institute, and co-author of [Blueprint to close the women's health gap](#).

Women's health

We are working to close the women's health gap to improve the lives of women, communities, and economies around the world.

Featured insight

[Blueprint to close the women's health gap: How to improve lives and economies for all](#)

Advancing women's health represents one of the largest untapped economic and societal opportunities of our time. Globally, women spend about 25 percent more of their lives in poor health than men. We lay out a clear blueprint—better data, redesigned care models, and targeted investment—to close this gap, potentially adding millions of healthy years and at least \$1 trillion annually to global GDP by 2040.

Giving back

[Closing the women's health gap in Canada](#)

McKinsey Health Institute research revealed that closing the women's health gap in Canada could return one additional week of healthy life per woman each year and unlock an estimated \$37 billion in GDP by 2040. We partnered with Women's Health Collective Canada to turn these insights into a [national blueprint for action](#) to help make Canada the leading nation in women's health.

Global impact

[Turning evidence into action to advance women's health](#)

Women's health is often viewed as a cost—yet [research](#) from the McKinsey Health Institute shows it is a significant economic opportunity. This research has been cited as the evidence base for action across the public, private, and social sectors globally. For example, in philanthropy, the [Gates Foundation](#), [Wellcome Leap](#), and [Pivotal Ventures](#) have cited McKinsey Health Institute insights to make the case for investing billions and millions of dollars in women's health.

Leading by example

Expanding access to women's health resources and benefits

We built a centralized resource that makes our women's health benefits transparent, accessible, and actionable. Offerings include in-network access to a virtual women's health clinic and expert-led courses on female-specific health topics, designed to improve outcomes, reduce barriers to care, and support well-being for our colleagues.

Driving environmental sustainability

A successful energy and materials transition must deliver four outcomes simultaneously: emissions reduction, affordability, reliability, and industrial competitiveness. We help companies and countries achieve these objectives by scaling what works, growing while cutting greenhouse gas (GHG) emissions, and turning sustainability into a competitive edge and source of resilience. We apply the same discipline to our own operations, advancing a science-aligned path to net zero with clear targets and measurable progress.

In this chapter

15 Decarbonization

16 Green business building





Dr. Mekala Krishnan, a partner at the McKinsey Global Institute and co-author of [The hard stuff 2025](#).

Decarbonization

We help companies—wherever they are on their journey—decarbonize faster and find solutions that benefit the planet and the bottom line.

Featured insight

[The hard stuff 2025: Taking stock of progress on the physical challenges of the energy transition](#)

The energy transition is progressing—but at about half the pace required to meet the Paris Agreement targets. While renewables and EVs are being adopted in many markets, progress lags on tougher physical challenges like hydrogen, carbon capture, and decarbonization of heavy industry. In this report, we examine progress on the transition, particularly on the “demanding dozen”—the twelve hardest physical challenges that account for nearly half of energy-related CO₂ reductions.

Giving back

Protecting nature for future generations

Enduring Earth advances long-term conservation and sustainable development at scale. We help them align public, community, and funding partners on the financing and actions needed to protect ecosystems and support communities—ensuring efforts are built to last. In Brazil, Canada, Colombia, and Mongolia, these initiatives conserve 210 million hectares of land, ocean, and freshwater and have mobilized \$1.7 billion for people and nature.⁸

Global impact

[Balancing climate ambition and economic impact in Indonesia](#)

We developed the Climate Transition Impact Framework to give countries and regions a practical way to test climate pathways and understand their socioeconomic consequences. Applying the framework to Indonesia, we discovered potential upside in its transition to renewables—including up to 1.3 million renewable energy jobs by 2050—alongside risks around energy prices and workforce shifts. We serve as the knowledge partner to the World Economic Forum’s Equitable Transition Initiative to help countries use the framework to identify opportunities, weigh tradeoffs, and make informed choices.

Leading by example



[Delivering measurable progress on our net-zero commitment](#)

To reach net zero, we are reducing our own GHG emissions, compensating for those we have not yet eliminated, and helping catalyze broader climate action through strategic partnerships. In 2025, we met our near-term emissions reduction targets and were recognized on CDP’s Climate A List for climate disclosure and performance.

8 Source: Enduring Earth.



Green business building

We partner with clients to create and scale businesses and products that address climate change and accelerate a more sustainable future.

Featured event

[Building and scaling green business ventures](#)

We convened more than 350 entrepreneurs, investors, and executives in Stockholm for our annual Green Business Building Global Summit to address how incumbents, start-ups, and investors can fast-track the creation of competitive green businesses. Discussions centered on developing new models that reduce costs, speed scaling, and strengthen partnerships. Leaders left with a clearer playbook for how to turn climate innovation into profitable growth.

Giving back

Delivering solar power solutions in Manila

Our Manila Green Team—colleagues championing sustainability locally—partnered with Liter of Light, an organization that equips communities to build and maintain solar lighting using locally available materials. Through this collaboration, our colleagues assembled and delivered solar lamps to an off-grid community, enabling safer, low-carbon nighttime lighting while strengthening long-term community resilience.

Client impact

[How Apple is helping unearth a path toward increasing the global use of circular materials](#)

As the transition to a low-carbon future progresses, how can manufacturers build more sustainable technologies when the materials used to make them are so emission-heavy? We partnered with Apple to map global circular value chains for materials such as aluminum, copper, and rare earth elements and to identify untapped scrap sources to reduce emissions and increase material supply. We also defined pathways to recover and reuse materials, contributing to a clearer, repeatable roadmap for expanding the use of circular materials across the industry.

Leading by example

Building markets for next-generation climate solutions

We help scale early-stage green businesses by partnering with others to accelerate demand, financing, and market infrastructure for critical climate solutions. Through targeted buyer collaborations and advance market commitments, we support the scale-up of permanent carbon removal (Frontier), nature-based solutions (Symbiosis), and sustainable aviation fuel (Sustainable Aviation Buyers Alliance). Together, these efforts move promising climate innovations from pilot to real-world impact.



Stefan Helmcke, a senior partner and a leader in our sustainability practice.

Unlocking inclusive growth through technology

AI is a once-in-a-generation inflection point for leaders seeking inclusive growth. When strategy, technology, and talent align, organizations can redesign business models and translate ambition into measurable performance. We help institutions embed AI and digital capabilities at scale, grounded in responsible standards and hands-on execution. In practice, this expands access and opportunity in tangible ways, such as enabling small businesses to go digital, helping rural educators upskill remotely, and connecting job seekers to roles faster.

In this chapter

18 Digital transformations

19 Artificial intelligence

20 Future of work





Juan David Muñoz, a partner and member of our banking practice that supported [Pichincha in building a new digital payment system to reach the unbanked.](#)

Digital transformations

We deliver end-to-end tech-enabled transformations that drive measurable results and lasting societal impact.

Featured insight

[The athlete's mindset for digital and AI transformation](#)

Adopting an “athlete’s mindset” can make digital and AI transformations far more effective—by setting clear goals and metrics, training with the right capabilities, and staying disciplined about execution. This means moving fast in focused bursts, pausing to learn and adjust, and avoiding getting stuck in endless pilots. Teams that work this way are much more likely to turn AI ambition into real, measurable impact.

Giving back

Upskilling teachers to better support students

We partnered with Funsepa to tackle the challenge of helping teachers in Guatemala’s public school system improve their digital and teaching capabilities. Together, we designed an AI-powered, gamified learning and certification platform with the potential to certify over 95,000 teachers by 2030 and improve learning outcomes for more than two million children nationwide.⁹

Client impact

[Building a new digital bank and ecosystem to reach the unbanked with Pichincha](#)

We partnered with Banco Pichincha, Ecuador’s largest bank, on an end-to-end, tech-enabled transformation to help the bank rethink how it serves customers and competes in a digital-first market. By redesigning the operating model, modernizing technology, and launching Deuna!—a new digital bank and payments ecosystem used by six million payers and 500,000 merchants—we helped expand access to formal financial services for previously underserved and unbanked customers, while bringing more merchants into the formal economy.¹⁰

Leading by example

Enhancing our recruitment efforts with AI

As part of our firm’s own digital transformation, we’re modernizing our recruiting process to better support both candidates and interviewers. From tools that help interviewers sharpen their skills to AI-enabled interview prep for candidates, we are exploring ways to expand access, flexibility, and consistency to help candidates feel more confident and prepared.

⁹ Source: Funsepa.
¹⁰ Source: Pichincha.



Artificial intelligence

We harness AI as a force for good to help organizations reimagine how they work, grow, and advance inclusive growth.

Featured insight

[The state of AI in 2025: Agents, innovation, and transformation](#)

AI is everywhere, but for many organizations, real value remains elusive. We surveyed leaders globally to understand what’s working and found that organizations that move beyond pilots—by redesigning workflows and embedding AI into strategy—are the ones turning AI adoption into meaningful performance and growth.

Giving back

[Preparing the next generation of confident communicators in an AI-driven economy](#)

Through our AI for Good initiative, Noble Intelligence, we partnered with JA (Junior Achievement) Worldwide to help students build essential communication and entrepreneurial skills. Together, we co-created JA Pitch Master, an AI-powered communication coach that could help more than 500,000 students practice and improve their pitching and presentation skills, built on responsible AI guardrails to support safe and inclusive learning.¹¹

Client impact

[Transforming clinical authoring through AI with Merck](#)

At Merck, the time and effort required to produce clinical study reports were limiting the speed of regulatory submissions. Drawing on the AI and data science expertise of QuantumBlack, McKinsey’s AI arm, we partnered with Merck to build an AI authoring platform that cuts drafting time from weeks to days, improves quality, and enables authoring teams to focus on higher-value analysis—helping bring new medicines to patients faster.

Leading by example

Embedding responsibility at the core of our AI

We take a comprehensive, end-to-end approach to responsible AI, embedding ethics, safety, and human oversight into how we design, deploy, and scale AI. Our Responsible AI Principles and Responsible AI Standard set clear expectations for accuracy, fairness, transparency, security, and privacy, supported by firm-wide governance, continuous monitoring, and required training. Together, these guardrails enable innovation at scale while helping teams and clients manage risk and build trust as AI evolves.



Rory Walsh, a partner and a co-leader of QuantumBlack Labs, our center for AI innovation.



Generation learners in Thailand, one of 17 countries where the global employment nonprofit operates.

Generation
THAILAND

Future of work

We shape the future of work by redesigning how people, technology, and organizations come together to perform at their best.

Featured insight

[Agents, robots, and us: Skill partnerships in the age of AI](#)

As AI agents and robots take on more tasks, the real challenge is redesigning work so people and technology perform better together. We show how new skill partnerships—where humans focus on judgment, creativity, and oversight while machines handle execution—can reshape workflows, boost productivity, and unlock economic value.

Giving back

Helping people find the right job, faster

For the past decade, we have partnered with Generation to train and place adults into otherwise inaccessible careers. In 2025, Generation surpassed 140,000 cumulative graduates who have collectively earned more than \$2 billion in wages.¹² To accelerate this impact, we helped Generation [build an AI-enabled tool](#) that matches online job vacancies with their learners' skills—resulting in faster, more relevant job placements, better career outcomes, and a solution that can be scaled across Generation's 17 countries.

Client impact

[Driving a digital, operational, and skills transformation to take Jubilant Ingrevia's business to the next level](#)

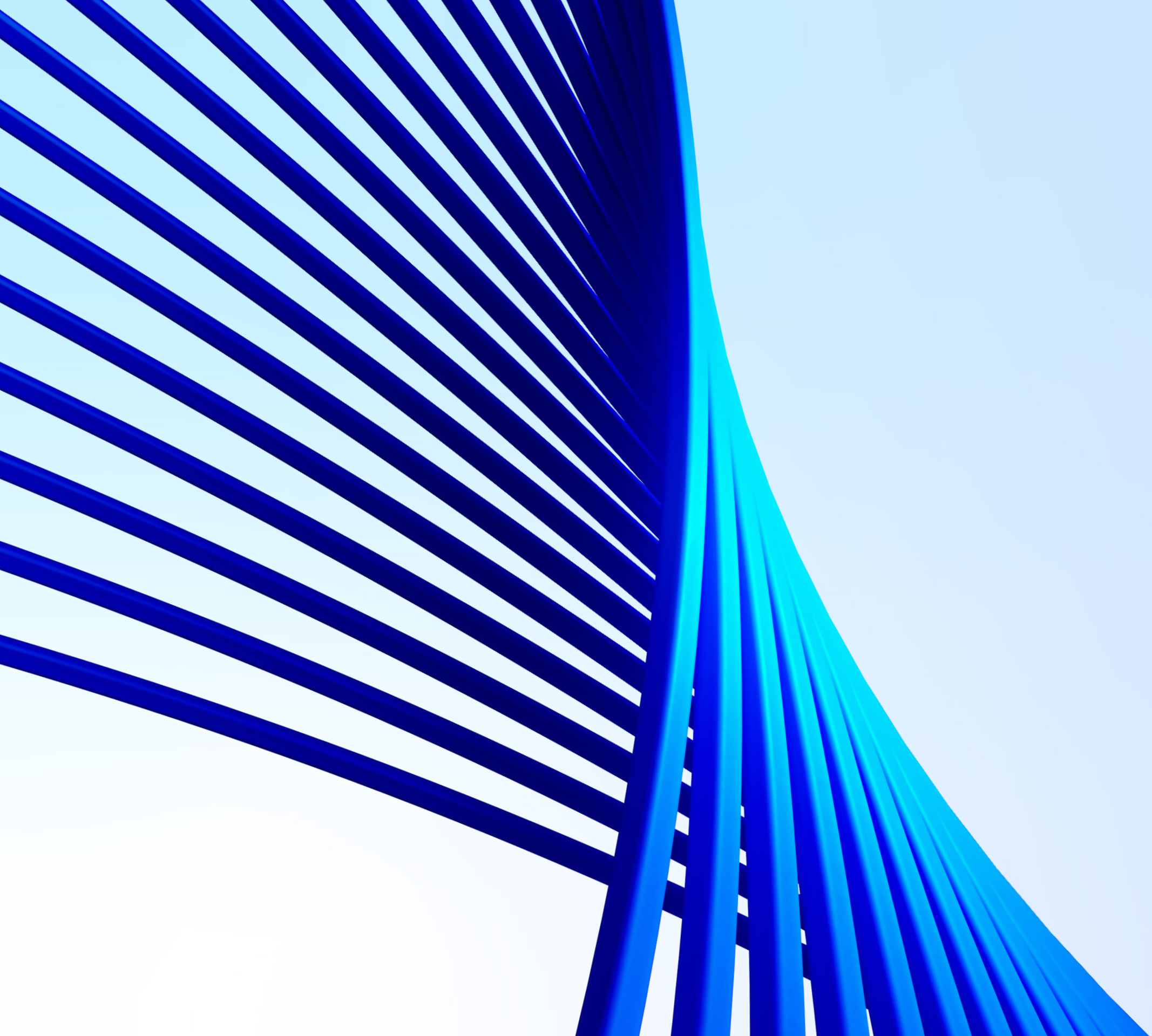
When India-based Jubilant Ingrevia faced volatility and slowing growth in its specialty chemicals and life sciences ingredients businesses, we partnered to modernize its manufacturing, supply chain, and commercial operations. By embedding digital analytics and upskilling teams, we delivered more than \$13 million in EBITDA impact and built a more agile workforce empowered to make data-driven decisions.¹³

Leading by example

Reimagining the way we work to unlock value for clients

We are integrating AI into our processes so we can spend more time where it matters most for our clients. Our colleagues have already developed more than 25,000 AI solutions to handle routine tasks, freeing up time to focus on higher-value strategy, creativity, and client engagement. By redesigning workflows so AI becomes a true collaborator, we are delivering faster insights, clearer decisions, and even stronger client outcomes.

¹² Source: Generation.
¹³ Source: Jubilant Ingrevia.



Illustrations in the report were created with the help of AI.

Learn more online at:

[McKinsey.com/sustainable-inclusive-growth-report](https://mckinsey.com/sustainable-inclusive-growth-report)

We welcome your comments and questions regarding this report.

Please contact us at Social_Responsibility@McKinsey.com