

McKinsey  
& Company

Social Responsibility Report 2019:

# Appendix





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# Stakeholders

The way in which we run our firm and the decisions that we make affect a range of stakeholders, including our clients, our people (current, alumni, and future colleagues), and our suppliers, as well as our communities. We regularly use information from various touchpoints with these stakeholders to inform our goals, shape our practices, and refine our reporting.

## Our clients

We communicate regularly with clients through formal and informal feedback, and analyze client requests for proposals (RFPs) and other inquiries (for example, via third-party platforms and assessments) to identify trends in the issues that are most important to them.

## Our people

We draw on multiple formal and informal touchpoints to incorporate the insights of current, future, and previous colleagues, including surveys and town halls. We also have dedicated teams for recruiting and alumni relations who incorporate feedback from both groups.

## Our suppliers

We have dedicated supplier management teams who work with and hear directly from suppliers, including which procurement and other practices matter to them. Our Supplier Code of Conduct sets out our expectations of suppliers, and via the supporting Environmental, Social, and Governance (ESG) questionnaire we gain insights into their practices, which in turn inform our activities related to procurement and supplier management.

## Our communities

McKinsey has offices in over 130 cities. These communities are home to our clients and their stakeholders, and to our own people and their families. We want them to be inclusive, sustainable, and prosperous places to live and to work. We support 600+ nonprofits per year, and our interactions with them provide valuable insights into the needs of our communities from multiple perspectives.

## Civil society, multisector organizations

Our practices and reporting are informed and shaped by our participation in initiatives such as the UN Global Compact and RE100, a coalition of businesses committed to transitioning to 100% renewable electricity.

# Materiality

McKinsey has a long-standing commitment to social responsibility. We recognize that we have an opportunity, and a responsibility, to use our knowledge and our capabilities to help address the world's most pressing issues, including environmental and social issues.

In 2018, McKinsey became a participant in the UNGC, a set of Ten Principles covering the areas of human rights, labor, environment, and anti-corruption.

Our firm's values, our Code of Professional Conduct, the social impact we seek to achieve, and the voices of our diverse stakeholders inform the material topics upon which our social responsibility strategy and reporting are based.

To identify our material topics, we held working sessions with internal stakeholders, performed benchmarking across peers, referenced the Sustainability Accounting Standards Board (SASB) for the professional services sector, and incorporated external perspectives through a variety of touchpoints (for example, client requests regarding our social responsibility practices; requirements of third-party social responsibility and sustainability assessments; and initiatives and organizations with whom we participate).

## The priority topics we identified include:

- ethics (anti-corruption);
- environmental sustainability;
- employee development;
- diversity and inclusion;
- community engagement;
- human rights;
- supplier sustainability and diversity; and
- data privacy and security.



# Data tables

## Environmental sustainability

### Emissions (thousand tCO<sub>2</sub>e)<sup>1</sup>

	2017	2018	2019
<b>Total GHG emissions (market-based)</b>	780	787	743
<b>Total GHG emissions (location-based)</b>	779	812	764
<b>Net GHG emissions<sup>2</sup></b>	0	0	0
<b>Scope 1</b>	16	16	15
<b>Scope 2 (market-based)</b>	29	5	3
<b>Scope 2 (location-based)</b>	28	26	23
<b>Scope 3 (market-based)</b>	735	767	725
<b>Scope 3 (location-based)</b>	735	770	726
<b>Intensity (market-based GHG emissions per capita)</b>	0.0295	0.0264	0.0238
<b>Percent reduction in market-based GHG emissions versus 2017</b>			
Scopes 1 and 2	–	54%	60%
Scope 3	–	(4%)	1%

<sup>1</sup> Externally assured under ISO 14064-3.

<sup>2</sup> Verified by South Pole, closely aligned to PAS-2060. 2017–19 market-based carbon footprint fully offset.

# Data tables

## Environmental sustainability

### Energy and electricity consumption

	2017	2018	2019
<b>Total, Energy consumed (MWh)</b>	–	119,085	119,267
<b>Total, Consumption of fuel (MWh)</b>	–	56,717	55,480
<b>Total, Consumption of purchased or acquired electricity (MWh)<sup>1</sup></b>	–	53,180	54,095
<b>Total, Consumption of purchased or acquired heat (MWh)</b>	–	9,188	9,693
<b>Percent, Consumption of renewable electricity</b>	–	87%	95%

<sup>1</sup> Purchased or acquired electricity excludes electricity generated through backup gen-sets on-site (included in consumption of fuel).



# Data tables

## Supplier sustainability and diversity

### Screening of new suppliers

	2018	2019
Percent, New suppliers screened on environmental criteria <sup>1</sup>	100% <sup>2</sup>	100%
Percent, New suppliers screened for social criteria <sup>1</sup>	100% <sup>2</sup>	100%

## Human rights

### Training

	2018	2019
Percent, Employees receiving training on human rights overall <sup>3,4</sup>	100%	100%

## Data privacy and security

### Training

	2018	2019
Percent, Employees completing information security training (data privacy principles, data-protection practices, and cybersecurity)	99%	99%

1 New suppliers expected to adhere to Code of Conduct.

2 Applies to part of the year after adoption of the Code of Conduct in 2018.

3 Timing of extended leave may make the percentage marginally less than 100%.

4 Addresses topics including anti-discrimination or harassment and personal conduct. We don't have an hours breakdown specifically focused on human rights.



# Data tables

## Ethics

### Training

	2018	2019
Percent, Employees completing Policy Certification <sup>1</sup>	100%	100%

### Community engagement

	2018	2019
Number, Nonprofit organizations supported (pro bono, board service, volunteering)	600+	600+
Percent, Regions participating (pro bono, charitable giving, volunteering, board service)	83%	83%

### Employee development

	2018	2019
Percent, FTEs with access to medical benefits <sup>2</sup>	100%	100%
Percent, Colleagues receiving annual performance reviews <sup>1</sup>	100%	100%
Percent, Colleagues with access to personalized career plan	100%	100%
Percent, FTEs who have access to career- or skills-related training <sup>1</sup>	100%	100%
Average hours, Training per year per consultant (centrally provided training), in person and digital <sup>2</sup>	46	47
Average hours, Training per year per internal staff (centrally provided training), in person and digital <sup>2</sup>	10	14

<sup>1</sup> Timing of extended leave may make the percentage marginally less than 100%.

<sup>2</sup> All (100%) of FTEs have access to relevant benefits according to their location, regional regulations, role, and other factors.



# Greenhouse gas reporting methodology

Our GHG emissions are calculated in line with the GHG Protocol Corporate Standard, covering material emission sources across Scopes 1, 2, and 3. Scope 1 emissions include all direct GHG emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles; Scope 2 covers indirect GHG emissions from the generation of purchased electricity, heat, or steam; and Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and

emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal.

Our methodology follows best practices, such as using internationally accepted emission factors and including a radiative forcing index of 1.9 for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral Company label. Our GHG footprint was independently verified under the ISO 14064-3 standard.

Scope 1 and 2 emissions are calculated using survey data covering 98% of our offices. When data was missing, estimates were used. Scope 3 emissions are mainly calculated based on mileage (air travel and ground transportation), stay duration (hotels), energy consumption (upstream emissions from purchased fuels and electricity), spend (purchased goods and outsourced activities), and industry benchmarks (waste disposal).

## Market-based and location-based reporting

The table below provides an overview of our GHG footprint using both a market- and location-based approach. The market-based figures reflect our procurement choices, such as renewable-energy purchases via contractual mechanisms, whereas the location-based figures reflect the average carbon intensity of the grids where our energy consumption occurs.

### GHG emissions (thousand tCO<sub>2</sub>e)

	Market-based			Location-based		
	2017	2018	2019	2017	2018	2019
<b>Scope 1: Direct GHG emissions</b>	15.8	15.7	14.7	15.8	15.7	14.7
<b>Scope 2: Energy indirect GHG emissions</b>	29.0	5.1	3.4	28.3	26.4	22.9
<b>Scope 3: Other indirect GHG emissions</b>	735.0	766.7	724.8	735.0	769.6	726.2
<b>Total GHG emissions</b>	<b>779.8</b>	<b>787.5</b>	<b>742.9</b>	<b>779.1</b>	<b>811.7</b>	<b>763.8</b>

Note: Figures may not sum to total, because of rounding.

# GRI Index

## General Disclosures

Disclosure	Description	Reference or additional information
<b>Organizational profile</b>		
102-1	Name of the organization	<a href="#">McKinsey &amp; Company</a>
102-2	Information on activities, brands, products, and services employees and other workers	<a href="#">Overview of McKinsey &amp; Company</a>
102-3	Location of headquarters	<a href="#">McKinsey Fact Sheet</a>
102-4	Location of operations	<a href="#">Locations</a>
102-5	Ownership and legal form	<a href="#">McKinsey Fact Sheet</a>
102-6	Markets served	<a href="#">Locations:</a> 130+ cities, 65+ countries <a href="#">Functions:</a> 12 business functions <a href="#">Industries:</a> 21 industries



# GRI Index

## General Disclosures

Disclosure	Description	Reference or additional information
102-7	Scale of the organization	<a href="#">McKinsey Fact Sheet</a> In 2019 McKinsey had revenues in excess of \$10 billion. <a href="#">Change that Matters</a> See also our <a href="#">Locations</a> <a href="#">Functions</a> <a href="#">Industries</a>
102-8	Information on employees and other workers	As noted in our McKinsey <a href="#">Fact Sheet</a> , we have approximately 30,000 colleagues, our people speak more than 130 languages and they represent over 130 citizenships. McKinsey offers colleagues multiple opportunities for flexibility. Nearly 8% of our colleagues (11% of consulting colleagues) worked part-time for at least some period during 2019. In addition, we are supported by a pool of external workers globally, who provide specialized expertise or capacity on an as-needed basis. More information about women at McKinsey is also available on our <a href="#">website</a> .
102-9	Supply chain	<a href="#">2019 Social Responsibility Appendix, 2 (Stakeholders)</a> →
102-10	Significant changes to the organization and its supply chain	No significant changes in 2019
102-11	Precautionary Principle or approach	We manage our business to reduce, avoid, or mitigate risks. <a href="#">2019 Social Responsibility Report, 31-32 (Addressing our environmental footprint)</a>



# GRI Index

## General Disclosures

Disclosure	Description	Reference or additional information
102-12	External initiatives	<a href="#">2019 Social Responsibility Report, 24 Building knowledge and partnerships around environmental sustainability</a> <a href="#">About Us &gt; Diversity</a> <a href="#">About Us &gt; Environmental sustainability at McKinsey</a> Leaders and partners across the firm also participate in external initiatives. See also <a href="#">Functions</a> <a href="#">Industries</a>
102-13	External memberships	<a href="#">2019 Social Responsibility Report, 30-32 (Addressing our environmental footprint)</a> <a href="#">About Us &gt; Diversity</a> <a href="#">About Us &gt; Environmental sustainability at McKinsey</a>
<b>Strategy</b>		
102-14	Statement from decision maker	<a href="#">2019 Social Responsibility Report, 2 (Statement from Kevin Sneader)</a>
<b>Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behavior	<a href="#">Our mission and values</a> <a href="#">Code of Professional Conduct</a> <a href="#">Participant Page, UN Global Compact</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Code of Professional Conduct</a> <a href="#">2019 Social Responsibility Report, 41 (Upholding the highest ethical standards)</a> <a href="#">Supplier Code of Conduct</a>



# GRI Index

## General Disclosures

Disclosure	Description	Reference or additional information
<b>Governance</b>		
102-18	Governance structure	<a href="#">McKinsey Fact Sheet</a>
<b>Stakeholder engagement</b>		
102-40	Stakeholder groups	<a href="#">2019 Social Responsibility Appendix, 2 (Stakeholders)</a> →
102-41	Collective bargaining agreements	<a href="#">About Us: Responsible Professional Practice</a> (Human Rights) We support the protection of internationally proclaimed human rights and employees' rights of freedom of association and to take part in collective-bargaining processes. This information is not tracked globally, as most colleagues are not covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	<a href="#">2019 Social Responsibility Appendix, 2 (Stakeholders)</a> →
102-43	Approach to stakeholder engagement	<a href="#">2019 Social Responsibility Appendix, 2 (Stakeholders)</a> →
102-44	Key topics and concerns raised	<a href="#">2019 Social Responsibility Appendix, 2 (Stakeholders)</a> →
<b>Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	<a href="#">Locations:</a> 130+ cities, 65+ countries Our social responsibility reporting covers all locations of our firm globally.
102-46	Defining report content and topic Boundaries	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality)</a> →
102-47	List of material topics	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality)</a> →
102-48	Restatements of information	No restatements of information



# GRI Index

## General Disclosures

Disclosure	Description	Reference or additional information
102-49	Changes in reporting	No significant changes
102-50	Date of reporting	January 1 to December 31, 2019 Financial Year 2019
102-51	Date of most recent report	June 2019
102-52	Reporting cycle	Annually
102-53	Contact point for questions regarding the report	McKinsey welcomes your comments and questions regarding this report. Please contact us at <a href="mailto:social_responsibility@mckinsey.com">social_responsibility@mckinsey.com</a> ↗
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
102-55	GRI Index	2019 GRI Index
102-56	External assurance	We conduct external assurance of our GHG emissions. <a href="#">2019 Social Responsibility Appendix, 8 (GHG methodology)</a> →



# GRI Index

## Ethics: Anti-corruption

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">Participant Page, UN Global Compact ↗</a> <a href="#">About Us: Responsible Professional Practice (anti-corruption) ↗</a>
103-2	The management approach and its components	<a href="#">Code of Professional Conduct ↗</a> , 6 (Corruption, bribery, gifts, and entertainment), 8 (Seeking advice and raising concerns) <a href="#">Supplier Code of Conduct ↗</a> , 3 (Anti-corruption, Gifts) <a href="#">2019 Social Responsibility Report, 41, 44 (Upholding the highest professional standards) ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 41, 44 (Upholding the highest professional standards) ↗</a>
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">2019 Social Responsibility Report, 41, 44 (Upholding the highest professional standards) ↗</a> <a href="#">2019 Social Responsibility Appendix, 7 (Data tables: Ethics) →</a> <p>Our anti-corruption policy is made available to all colleagues on our intranet. In addition, we communicate important elements of our policy to our stakeholders publicly, via our Social Responsibility Report and our Code of Professional Conduct, which are available for download on <a href="#">McKinsey.com</a>.</p>



# GRI Index

## Environmental sustainability: Energy

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">Participant Page, UN Global Compact ↗</a> <a href="#">Environmental sustainability at McKinsey ↗</a>
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 28-34, 36 (Addressing our environmental footprint) ↗</a> <a href="#">Code of Professional Conduct, 5 (Environment) ↗</a> <a href="#">Supplier Code of Conduct, 4 (Environment) ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 30-34 (Addressing our environmental footprint) ↗</a>
302-1	Energy consumption within the organization	<a href="#">2019 Social Responsibility Report, 31-32 (Addressing our environmental footprint) ↗</a> <a href="#">2019 Social Responsibility Appendix, 5 (Data tables: Energy) →</a>





# GRI Index

## Environmental sustainability: GHG emissions

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality)</a> → <a href="#">Participant Page, UN Global Compact</a> ↗ <a href="#">Environmental sustainability at McKinsey</a> ↗
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 28-32 (Environmental practices)</a> ↗ <a href="#">Code of Professional Conduct, 5 (Environment)</a> ↗ <a href="#">Supplier Code of Conduct, 4 (Environment)</a> ↗
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 31-32 (Addressing our environmental footprint)</a> ↗ <a href="#">2019 Social Responsibility Appendix, 8 (GHG methodology)</a> →
305-1	GHG emissions (Scope 1)	<a href="#">2019 Social Responsibility Report, 31-32 (Addressing our environmental footprint)</a> ↗ <a href="#">2019 Social Responsibility Appendix, 8 (GHG methodology)</a> →
305-2	GHG emissions (Scope 2)	<a href="#">2019 Social Responsibility Report, 31-32 (Addressing our environmental footprint)</a> ↗ <a href="#">2019 Social Responsibility Appendix, 8 (GHG methodology)</a> →
305-3	GHG emissions (Scope 3)	<a href="#">2019 Social Responsibility Report, 31-32 (Addressing our environmental footprint)</a> ↗ <a href="#">2019 Social Responsibility Appendix, 8 (GHG methodology)</a> →
305-4	GHG emissions intensity	<a href="#">2019 Social Responsibility Report, 31-32 (Addressing our environmental footprint)</a> ↗ <a href="#">2019 Social Responsibility Appendix, 8 (GHG methodology)</a> →
305-5	GHG reduction	<a href="#">2019 Social Responsibility Report, 31-32 (Addressing our environmental footprint)</a> ↗ <a href="#">2019 Social Responsibility Appendix, 8 (GHG methodology)</a> →



# GRI Index

## Supplier sustainability and diversity: Environmental assessment

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">Participant Page, UN Global Compact ↗</a> <a href="#">Supplier Code of Conduct, 3 ↗</a>
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 35 (Engaging suppliers) ↗</a> <a href="#">About Us &gt; Supplier Standards ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 35 (Engaging suppliers) ↗</a>
308-1	Percentage of new suppliers that were screened using environmental criteria	<a href="#">2019 Social Responsibility Report, 35 (Engaging suppliers) ↗</a> <a href="#">2019 Social Responsibility Appendix, 6 (Data tables: Supplier sustainability and diversity) →</a>  All (100%) suppliers are expected to adhere to our Supplier Code of Conduct, which includes environmental criteria, including managing the environmental footprint.



# GRI Index

## Employee development: Employment benefits

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">Participant Page, UN Global Compact ↗</a> <a href="#">About Us &gt; Our Values (People) ↗</a>
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 37-40 (Supporting our people in an unrivaled environment) ↗</a> <a href="#">Code of Professional Conduct, 4 (Creating a working environment that inspires and motivates our people) ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 37-40 (Supporting our people in an unrivaled environment) ↗</a>
401-2	Benefits	<a href="#">2019 Social Responsibility Report, 39 (Supporting our people in an unrivaled environment) ↗</a> <a href="#">2019 Social Responsibility Appendix, 7 (Data tables: Employee development) →</a>



# GRI Index

## Employee development: Training and development

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">Participant Page, UN Global Compact ↗</a> <a href="#">About Us &gt; Our Values (People) ↗</a>
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 37-40 (Supporting our people in an unrivaled environment) ↗</a> <a href="#">Code of Professional Conduct, 4 (Creating a working environment that inspires and motivates our people) ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 37-40 (Supporting our people in an unrivaled environment) ↗</a>
404-1	Average hours of training per year per employee	<a href="#">About Us &gt; Overview ↗</a> <a href="#">2019 Social Responsibility Report, 39 (Supporting our people in an unrivaled environment) ↗</a> <p>In 2019, colleagues in client-facing roles participated in an average of 47 hours of firm-led training per year, while colleagues in internal roles participated in an average of 14 hours of training per year, in addition to training opportunities offered by individual locations and practices. Training participation does not vary materially by gender.</p> <a href="#">2019 Social Responsibility Appendix, 7 (Data tables: Employee development) →</a>
404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">2019 Social Responsibility Report, 39 (Supporting our people in an unrivaled environment) ↗</a> <a href="#">2019 Social Responsibility Appendix, 7 (Data tables: Employee development) →</a>



# GRI Index

## Diversity and inclusion

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">2019 Social Responsibility Report, 37-38 (Fostering diversity and inclusion) [↗]</a> <a href="#">Participant Page, UN Global Compact [↗]</a> <a href="#">Code of Professional Conduct, 4 (Inclusion and Diversity) [↗]</a> <a href="#">About Us &gt; Diversity and Inclusion [↗]</a>
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 37-38 (Fostering diversity and inclusion) [↗]</a> <a href="#">Code of Professional Conduct, 4 (Creating a working environment that inspires and motivates our people) [↗]</a> <a href="#">Supplier Code of Conduct, 3 (Inclusion and Diversity) [↗]</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 37-38 (Fostering diversity and inclusion) [↗]</a> <a href="#">About Us &gt; Diversity and Inclusion [↗]</a>
404-1	Diversity of governance bodies and employees	<a href="#">2019 Social Responsibility Report, 37-38 (Fostering diversity and inclusion) [↗]</a> <a href="#">About Us &gt; Diversity and Inclusion [↗]</a>



# GRI Index

## Human rights

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">Participant Page, UN Global Compact ↗</a> <a href="#">Human Rights Statement ↗</a>
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 41-43 (Upholding the highest professional standards) ↗</a> <a href="#">Code of Professional Conduct, 5 (Human Rights), 8 (Seeking advice and raising concerns) ↗</a> <a href="#">Supplier Code of Conduct, 3 (Human Rights) ↗</a> <a href="#">Human Rights Statement ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 41-43 (Upholding the highest professional standards) ↗</a>
412-2	Employee training on human rights policies or procedures	<a href="#">2019 Social Responsibility Report, 42 (Upholding the highest professional standards) ↗</a> <a href="#">2019 Social Responsibility Appendix, 6 (Data tables: Human rights) →</a>



# GRI Index

## Community engagement

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">2019 Social Responsibility Report, 8, 12-15 (Giving back around the globe) ↗</a>
103-2	The management approach and its components	<a href="#">About Us: Social Responsibility ↗</a> <a href="#">2019 Social Responsibility Report, 8, 12-15 (Giving back around the globe) ↗</a> <a href="#">Code of Professional Conduct, 5 (Societal impact of our activities) ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 3, 8, 12-15 (Giving back around the globe) ↗</a> <a href="#">About Us: Social Responsibility ↗</a>
413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">2019 Social Responsibility Report, 8, 12-15 (Giving back around the globe) ↗</a> <a href="#">2019 Social Responsibility Appendix, 7 (Data tables: Community engagement) →</a>



# GRI Index

## Supplier sustainability and diversity: Supplier social assessment

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">Participant Page, UN Global Compact ↗</a> <a href="#">Supplier Code of Conduct, 3 ↗</a>
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 35 (Engaging suppliers) ↗</a> <a href="#">About Us &gt; Supplier Standards ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 35 (Engaging suppliers) ↗</a>
414-1	Percentage of new suppliers that were screened using social criteria	<a href="#">2019 Social Responsibility Report, 35 (Engaging suppliers) ↗</a> <a href="#">2019 Social Responsibility Appendix, 6 (Data tables: Supplier sustainability and diversity) →</a> <p>All (100%) suppliers are expected to adhere to our <a href="#">Supplier Code of Conduct ↗</a>. We screen new suppliers for social criteria, including upholding human rights and operating workplaces free of discrimination. Also see our <a href="#">Modern Slavery Statement ↗</a>.</p>





# GRI Index

## Data privacy and security

Disclosure	Description	Reference or additional information
103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Social Responsibility Appendix, 3 (Materiality) →</a> <a href="#">2019 Social Responsibility Report, 45-46 (Data privacy and standards) →</a>
103-2	The management approach and its components	<a href="#">2019 Social Responsibility Report, 45-46 (Data privacy and standards) →</a> <a href="#">Code of Professional Conduct, 3 (Client confidential information), 4 (Our colleagues' personal information), 6 (Data security and protection) ↗</a> <a href="#">Supplier Code of Conduct, 3 (Data Privacy and Security) ↗</a>
103-3	Evaluation of the management approach	<a href="#">2019 Social Responsibility Report, 45-46 (Data privacy and standards) ↗</a>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">2019 Social Responsibility Report, 45-46 (Data privacy and standards) ↗</a> As described in our report, we have extensive practices in place to ensure data privacy. For example, systems and controls are designed to meet ISO/IEC 27001 standards, in combination with industry best practices. Our security operations center ensures a high level of information security for McKinsey's applications (internal and external), systems, and all related data by providing best-in-class security-incident detection, analysis, containment, and mitigation. Complaints, if any, are considered confidential to our firm. <a href="#">2019 Social Responsibility Appendix, 6 (Data tables: Data privacy and security) →</a>

# United Nations Global Compact Index

In April 2018, McKinsey became a participant in the UNGC, a set of Ten Principles covering the areas of human rights, labor, environment, and anti-corruption. This report serves as our second Communication on Progress in implementing the principles of the UNGC and supporting broader UN goals. The table shows where relevant content can be found in our [Social Responsibility Report 2019](#), or in this Appendix.

**WE SUPPORT**



	Principle	Report section or other reference (2019 Social Responsibility Report, Appendix)
<b>Human rights</b>	1. Businesses should support and respect the protection of internationally proclaimed human rights; and	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">↗</a> <a href="#">Engaging suppliers, 35</a> <a href="#">↗</a> <a href="#">Human rights and labor, 42</a> <a href="#">↗</a> See also our <a href="#">Human Rights Statement</a> <a href="#">↗</a>
	2. make sure that they are not complicit in human rights abuses.	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">↗</a> <a href="#">Engaging suppliers, 35</a> <a href="#">↗</a> See also our <a href="#">Supplier Code of Conduct</a> <a href="#">↗</a>
<b>Labor</b>	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">↗</a> See also our <a href="#">Code of Professional Conduct</a> <a href="#">↗</a>
	4. the elimination of all forms of forced and compulsory labor;	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">↗</a> See also our <a href="#">Code of Professional Conduct</a> <a href="#">↗</a>
	5. the effective abolition of child labor; and	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">↗</a> See also our <a href="#">Code of Professional Conduct</a> <a href="#">↗</a>
	6. the elimination of discrimination in respect of employment and occupation.	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">↗</a> <a href="#">Fostering diversity and inclusion, 37</a> <a href="#">↗</a> See also our <a href="#">Code of Professional Conduct</a> <a href="#">↗</a>



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	Principle	Report section or other reference (2019 Social Responsibility Report, Appendix)
<b>Environment</b>	7. Businesses should support a precautionary approach to environmental challenges;	<a href="#">Addressing our environmental footprint, 30</a> <a href="#">Engaging suppliers, 35</a> <a href="#">↗</a>
	8. undertake initiatives to promote greater environmental responsibility; and	<a href="#">Addressing our environmental footprint, 30</a> <a href="#">Engaging suppliers, 35</a> <a href="#">↗</a> See also our <a href="#">Code of Professional Conduct</a> <a href="#">↗</a>
	9. encourage the development and diffusion of environmentally friendly technologies.	<a href="#">Addressing our environmental footprint, 30</a> <a href="#">Engaging suppliers, 35</a> <a href="#">↗</a>
<b>Anti-corruption</b>	10. Businesses should work against corruption in all its forms, including extortion and bribery.	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">↗</a> <a href="#">Engaging suppliers, 35</a> <a href="#">↗</a> See also our <a href="#">Code of Professional Conduct</a> <a href="#">↗</a>

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## [Implementing the Ten Principles into Strategies & Operations](#)

### UN Global Compact Advanced Level Criteria

Report section or other reference (2019 Social Responsibility Report, Appendix)

1. The COP describes mainstreaming into corporate functions and business units

[Helping create positive, enduring change in the world \(foreword by Kevin Sneader\), 2](#) [↗](#)

[Engaging suppliers, 35](#) [↗](#)

[Upholding the highest professional standards \(Client Service Policy and Code of Professional Conduct\), 41](#) [↗](#)

[Appendix, 2, 3 \(Stakeholders, Materiality\) →](#)

[Human rights and labor, 42](#) [↗](#)

See also our [Human rights statement](#) [↗](#)

2. The COP describes value chain implementation

[Engaging suppliers, 35](#) [↗](#)

[Upholding the highest professional standards \(Client Service Policy and Code of Professional Conduct\), 41](#) [↗](#)

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## UN Global Compact Advanced Level Criteria

Report section or other reference  
(2019 Social Responsibility Report, Appendix)

### [Human rights](#)

Robust Human Rights  
Management Policies  
& Procedures

3. The COP describes robust commitments, strategies or policies in the area of human rights

[Engaging suppliers, 35](#)

[Upholding the highest professional standards, 41](#)

[Giving back across the globe, 12](#)

[Human rights and labor, 42](#)

See also our  
[Human Rights Statement](#)

4. The COP describes effective management systems to integrate the human rights principles

[Engaging suppliers, 35](#)

[Upholding the highest professional standards, 41](#)

[Human rights and labor, 42](#)

See also our  
[Human Rights Statement](#)

[Appendix 2, 9 \(Stakeholders, GRI Index\)](#) →

5. The COP describes effective monitoring and evaluation mechanisms of human rights integration

[Engaging suppliers, 35](#)

[Upholding the highest professional standards, 41](#)

[Human rights and labor, 42](#)

See also our  
[Human Rights Statement](#)

[Appendix 5, 9 \(Data tables, GRI Index\)](#) →

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## UN Global Compact Advanced Level Criteria

Report section or other reference  
(2019 Social Responsibility Report, Appendix)

### Labor

#### Robust Labor

#### Management

#### Policies & Procedures

6. The COP describes robust commitments, strategies or policies in the area of labor

[Fostering diversity and inclusion, 37](#)

[Supporting our people in an unrivaled environment, 39](#)

[Engaging suppliers, 35](#)

[Upholding the highest professional standards \(Code of Professional Standards\), 41](#)

[Appendix, 9 \(GRI Index\)](#) →

See also our

[Values](#) and [Diversity and Inclusion](#)

7. The COP describes effective management systems to integrate the labor principles

[Fostering diversity and inclusion, 37](#)

[Supporting our people in an unrivaled environment, 39](#)

[Engaging suppliers, 35](#)

[Upholding the highest professional standards \(Code of Professional Standards\), 41](#)

[Appendix, 9 \(GRI Index\)](#) →

See also our

[Values](#) and [Diversity and Inclusion](#)

8. The COP describes effective monitoring and evaluation mechanisms of labor principles integration

[Fostering diversity and inclusion, 37](#)

[Supporting our people in an unrivaled environment, 39](#)

[Appendix, 9 \(GRI Index\)](#) →

See also

[Diversity and Inclusion](#)

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## UN Global Compact Advanced Level Criteria

Report section or other reference  
(2019 Social Responsibility Report, Appendix)

### Environment

Robust Environmental  
Management  
Policies & Procedures

9. The COP describes robust commitments, strategies or policies in the area of environmental stewardship

[Planet \(Rethinking Recycling, Building knowledge and partnerships\), 20](#) [↗](#)

[Addressing our environmental footprint, 30](#) [↗](#)

[Working with our suppliers on sustainability, 36](#) [↗](#)

[Engaging suppliers \(Supplier Code of Conduct\), 35](#) [↗](#)

[Appendix 3, 9 \(Materiality, GRI Index\)](#) →

See also our

[Environmental Statement](#) [↗](#)

10. The COP describes effective management systems to integrate the environmental principles

[Addressing our environmental footprint, 30](#) [↗](#)

[Upholding the highest professional standards \(Code of Professional Conduct\), 41](#) [↗](#)

[Engaging suppliers \(Supplier Code of Conduct\), 35](#) [↗](#)

[Appendix 8, 9 \(GHG methodology, GRI Index\)](#) →

See also

[Sustainability](#) [↗](#)

11. The COP describes effective monitoring and evaluation mechanisms for environmental stewardship

[Addressing our environmental footprint, 30](#) [↗](#)

[Appendix 5, 8, 9 \(Data tables, GHG methodology, GRI Index\)](#) →

See also

[Sustainability](#) [↗](#)

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	UN Global Compact Advanced Level Criteria	Report section or other reference (2019 Social Responsibility Report, Appendix)
<b>Anti-corruption</b> Robust Anti-Corruption Management Policies & Procedures	12. The COP describes robust commitments, strategies or policies in the area of anti-corruption	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">Anti-corruption, 44</a> <a href="#">Engaging suppliers, 35</a> <a href="#">Appendix, 2, 3 (Stakeholders, Materiality)</a> → See also our <a href="#">Code of Professional Conduct</a> and <a href="#">Supplier Code of Conduct</a>
	13. The COP describes effective management systems to integrate the anti-corruption principle	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">Anti-corruption, 44</a> <a href="#">Engaging with our suppliers, 35</a>
	14. The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	<a href="#">Upholding the highest professional standards, 41</a> <a href="#">Anti-corruption, 44</a> <a href="#">Appendix 7, 9 (Data tables, GRI Index)</a> →

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## Taking action in support of broader UN goals and issues

### UN Global Compact Advanced Level Criteria

### Report section or other reference (2019 Social Responsibility Report, Appendix)

15. The COP describes core business contributions to UN goals and issues

[Supporting the SDGs, 4](#)

[Generating knowledge that benefits society, 6](#)

[Helping clients drive positive social impact, 7](#)

16. The COP describes strategic social investments and philanthropy

[Supporting the SDGs, 4](#)

[Giving back across the globe, 12](#)

[Appendix, 2, 9 \(Stakeholders, GRI Index\)](#) →

17. The COP describes advocacy and public policy engagement

[Helping create positive, enduring change in the world \(foreword by Kevin Sneader\), 2](#)

[Supporting the SDGs, 4](#)

[Generating knowledge that benefits society, 6](#)

[Helping clients drive positive social impact, 7](#)

18. The COP describes partnerships and collective action

[Supporting the SDGs, 4](#)

[Generating knowledge that benefits society, 6](#)

[Giving back across the globe, 12](#)

[Building knowledge and partnerships around environmental sustainability, 24](#)

[Working with our suppliers on environmental sustainability, 36](#)

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**Corporate sustainability, governance, and leadership**

## UN Global Compact Advanced Level Criteria

Report section or other reference  
(2019 Social Responsibility Report, Appendix)

19. The COP describes CEO commitment and leadership

[Helping create positive, enduring change in the world \(foreword by Kevin Sneader\), 2](#)

20. The COP describes Board adoption and oversight

[Helping create positive, enduring change in the world \(foreword by Kevin Sneader\), 2](#)

[Promoting transparency and accountability, 47](#)

21. The COP describes stakeholder engagement

[Appendix, 2, 3 \(Stakeholders, Materiality\)](#) →

[Supporting the SDGs, 4](#)

[Helping clients drive positive social impact, 7](#)

[Generating knowledge that benefits society, 6](#)

[Giving back across the globe, 12](#)

[Building knowledge and partnerships around environmental sustainability, 24](#)

[Working with our suppliers on environmental sustainability, 36](#)

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