



Inclusive growth

In this chapter, we share how we're accelerating inclusion and growth as we aspire to bring about an economy that works better and for more people.

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Jeremy Jenkins applied learnings from the McKinsey Black Leadership Academy to accelerate sustainability in his role at Dow Chemical. [Hear Jeremy's story here](#)

Inclusive growth at a glance



Economic growth is at its best when it is inclusive.

Growth has the power to accelerate inclusion. Top-performing companies can uplift communities, create jobs, and expand markets in ways that generate more opportunity for everyone. And inclusion can be a driver for lasting growth. When leaders include people from all walks of life in their search for exceptional talent and new customers, they tap a source of enduring advantage.

We partner with our clients on both sides of this equation, leaving their organizations stronger, more productive, and more resilient. The result? Inclusive economies, institutions, and workforces that reflect our communities.

As a firm, we strive to foster an environment that is distinctive and inclusive. We create opportunities based on skills and demonstrated impact, and we encourage self-authorship, challenging colleagues to reach their fullest potential in an empowering, caring meritocracy.

Key highlights

Launched **McKinsey Sciences for Growth**, bringing together the best tech-enabled capabilities and people to help the boldest leaders accelerate their growth ambitions

Received **Brandon Hall Group HCM Excellence Awards** for reducing biases in our recruiting processes and for our sourcing and assessment strategy

Enhanced support for our firmwide **support network for colleagues with visible and invisible disabilities, Access McKinsey**, in close consultation with colleagues

Reached 100,000 learners from 60+ countries across Africa, the Middle East, and beyond through our **Forward program, a free five-month online learning journey** equipping the next generation with the skills necessary to succeed in the future of work

\$140B

in value and 20,000+ jobs created by the 190+ new businesses imagined, scaled, and built through Leap by McKinsey

~\$620M

contributed in cash and in-kind support since 2020 toward our \$2 billion commitment to social responsibility by 2030 (\$275+ million this year)

48%

of our global workforce were women and 52% of client-serving US colleagues were from racial or ethnic minority groups¹⁷

67,000+

Black, Asian, Hispanic, and Latino leaders have enrolled in our Connected Leaders Academy to date

1,700

institutions we sourced talent from globally in 2022, up from 540 institutions in 2021

5,000+

growth engagements completed per year globally

¹⁷ 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. In previous reports, this group was referred to as "underrepresented" and is now referred to as "racial/ethnic minority." Race/ethnicity percentages in performance tables may not add up to figure due to rounding.



Our 10 Actions toward racial equity

In 2020, we publicly committed to support anti-racism initiatives and racial equity, outlining how we plan to accelerate change within our firm and help combat racism around the world.¹⁸

Drawing on our areas of core expertise, we focused on short-, medium-, and long-term actions to build Black leadership within McKinsey and beyond, conducting data-based research to identify barriers and solutions, and investing in greater racial equity and inclusion for Black communities in the United States and around the globe.

We are proud to support the leaders, businesses, and communities working for a more just, inclusive, and equitable society. While we are making progress, having achieved half of our actions, we—and the rest of the world—still have a long way to go.

Find out more about the impact we are having through our 10 Actions initiative throughout this report and read more about our [commitment to diversity, equity, and inclusion](#) for details on other actions we are taking to advance diverse and inclusive workplaces.

Action commitment	Status update	Action commitment	Status update
1 Double Black leadership and hiring	~70% of the way to our goal to double Black leadership	6 Launch McKinsey Institute for Black Economic Mobility	30 articles published by McKinsey's Institute for Black Economic Mobility
2 Equity and inclusion learning program	Achieved	7 Double spend with diverse suppliers in three years	Achieved
3 Day of Service	Achieved	8 \$2 million to Generation ¹⁹	Achieved
4 Minimize bias in people processes	5,000+ anti-bias trainings completed to help support the attraction and advancement of Black and diverse colleagues	9 \$200 million in pro bono support over ten years	~\$30M invested in completed pro bono engagements toward our \$200 million commitment by 2030
5 Create a Black Leadership Academy (BLA)	~55,000 leaders enrolled in our Black Leadership Academy	10 \$5 million in charitable giving	Achieved

¹⁸ 10 Actions progress updates on this page refer to the period June 2020 to December 2022.

¹⁹ For more information on Generation, see [Our approach to advancing social responsibility](#).



Our clients

Our approach

We build strategies that unlock the potential of our clients' people and open the way to new markets.

By strengthening our clients in this way, we strive to advance and accelerate long-term, inclusive growth globally. Our approach focuses on:

Seeing new potential for growth

Growth is the oxygen that organizations and economies need to thrive. Leaders who build companies that grow help to empower households, promote equitable opportunity, and serve a wide range of stakeholders.

Fostering greater inclusion in customer bases

Growth opportunities lie in underserved markets at home and abroad. We bring people and technology together to help new enterprises—and new customers—thrive.

Expanding inclusion in skilled workforces

The best leaders find ways to put the right people to work in the right ways. We help our clients unleash the power of inclusive workforces, translating strategy into action through technology.

Building on our expertise and research, we employ proprietary assessments, analytics-powered digital solutions, and facilitated programs to deliver results for our clients that accelerate inclusive growth. Examples include:



McKinsey Academy

Our capability-building programs unlock potential across all levels of an organization—from the executive team to middle management to frontline employees—to support broad transformation efforts and add value to their bottom lines.



Organizational Health Index (OHI)

We apply analytical rigor to organizational health management. Our quantitative diagnostics and proven recipes for success empower senior leaders to measure and achieve the organizational health required to sustain long-term performance.



Digital Capability Centers

These advanced tech-enabled innovation and learning hubs guide the realization of an organization's digital future, allowing companies to experience the latest digital and analytics opportunities and build the skills they need to apply them.

Our key actions in 2022

McKinsey Center for CEO Excellence

Companies have only one truly peerless role—that of the CEO. As much as 45 percent of what drives a company’s performance falls into the chief executive’s hands. Today, the role demands increasing ethical accountability, social responsibility, and environmental stewardship. The decisions a CEO is responsible for have grown twice as predictive of a company’s overall performance over the last 50 years. Launched in 2022 after the publication of our bestselling book—*CEO Excellence: The Six Mindsets That Distinguish the Best Leaders from the Rest*—the McKinsey Center for CEO Excellence seeks to provide leaders with meaningful support and guidance to help them perform at their highest level, maximize their potential, and successfully navigate a complex and constantly evolving world.

QuantumBlack, McKinsey’s integrated AI arm

QuantumBlack, a London-based startup we acquired in 2015, has been an accelerating force for our work in analytics. In 2022, it entered a new chapter by officially becoming the integrated AI arm of McKinsey. The QuantumBlack community has achieved a number of feats: building then donating Kedro, an industry-leading developer tool, to the open-source community; being named a Leader in AI; and supporting women in technology through community efforts and mentorship. Two years ago, most of our AI work was single-use cases. Today, roughly half is transformational—and delivered by QuantumBlack’s more than 1,000 technical practitioners across the globe.

McKinsey Health Institute

Since it was founded in 2022 on the conviction that humanity could add up to 45 billion additional years of high-quality life, the McKinsey Health Institute (MHI) has established itself as a global leader in health. MHI rapidly achieved impact at scale by publishing industry-leading research in areas like brain health, employee health, and healthy aging, and collaborating with partners to build momentum for health as an all-sector priority. Among its accomplishments, MHI co-founded the World Wellbeing Movement, a coalition of global leaders advancing well-being in the public and private sectors; deployed training to help educators around the world better understand child trauma, reaching approximately 30,000 students; and supported the scaling of 988, a nationwide suicide and crisis hotline that saw calls increased by 47 percent, reaching nearly five million people in need. Learn more about [MHI’s work to catalyze progress](#).

Supporting social, healthcare, and public entities

For more than 70 years, we have worked alongside many of the world’s leading social, healthcare, and public sector organizations, enabling those who do so much good in the world to operate at the highest level. We are humbled to have the opportunity to support tackling some of the most pressing challenges of our time and are proud of the impact that our clients deliver.

Our mission is central in everything that we do and informs every choice we make. The institutions and topics we engage with are determined by whether our partnership can improve lives, livelihoods, and health. We choose to invest knowledge, research, and capabilities where we believe the most significant opportunities exist for such improvements.



We approach each engagement holistically, conscious that our clients often make complex choices that have far-reaching consequences. We invest in research on critical economic, government health, and social, economic, and government topics through dedicated research centers, including the McKinsey Center for Government and the Center for US Health Systems Reform.

All of this supports leaders to help them make good decisions that drive the positive changes—across their organization, operations, technology, and other capabilities—necessary to deliver against their mission.

Advancing racial equity

Connected Leaders Academy

Following the murder of George Floyd in 2020, we shared [our 10 Actions toward racial equity](#) as our plan to accelerate change within our firm and to help combat racism across the world. One of the actions was to launch our Black Leadership Academy, which we achieved the same year. Responding to participant feedback, the initiative grew the following year to become the Connected Leaders Academy and welcomed Asian, Latino, and Hispanic cohorts. More than 67,000 participants have enrolled in the academy, and in 2022 we added a program for early career leaders to support self-identified people of color as they advance to managerial roles from entry-level jobs. More than 18,000 participants have enrolled in this program, which is available at no cost to attendees.

Black Economic Mobility

Our annual Black Economic Forum event convenes Black leaders from the public, private, and social sectors, partnering to increase economic mobility in US Black communities and support the next generation of Black businesses and entrepreneurs. In 2022, the forum celebrated its fifth anniversary, with more than 200 leaders attending. We are deeply committed to accelerating Black economic growth. The McKinsey Institute for Black Economic Mobility, for example, is a research institute and think tank dedicated to advancing racial equity and inclusive growth. Its mission is to help private-, public-, and social-sector leaders accelerate Black economic development by providing in-depth research, convening with stakeholders, and translating research into practical assets and capabilities.



Jim Lowery, right, the first Black consultant at McKinsey, at the Black Economic Forum with Princeton University's Dr. Eddie S. Glaude, Jr.

Tearing the “paper ceiling”: Driving upward mobility for millions of workers

One of the ways we brought our strategy to life in 2022 was by taking a full system view of one of inclusive growth’s key elements—broadening the talent pool.

Based on our insights and extensive research on [skills-based hiring](#) and [human capital](#), we cast a spotlight on a talent pool that employers may overlook—the more than 70 million workers in the US who are STARS, or workers “skilled through alternative routes.” While STARS have the skills for higher-wage work, many are often automatically screened out from job postings that require college degrees.

We first applied these insights to our own firm, making significant investments in recruiting, hiring, and growing STARS through a comprehensive approach that recognizes candidates’ skills and experience, problem-solving ability, and intrinsic capabilities. For example, by moving from traditional case studies to a game-based assessment, nearly 150,000 candidates over the past two years have been able to demonstrate their critical-thinking and leadership traits even if they don’t have prior business or case-study experience.

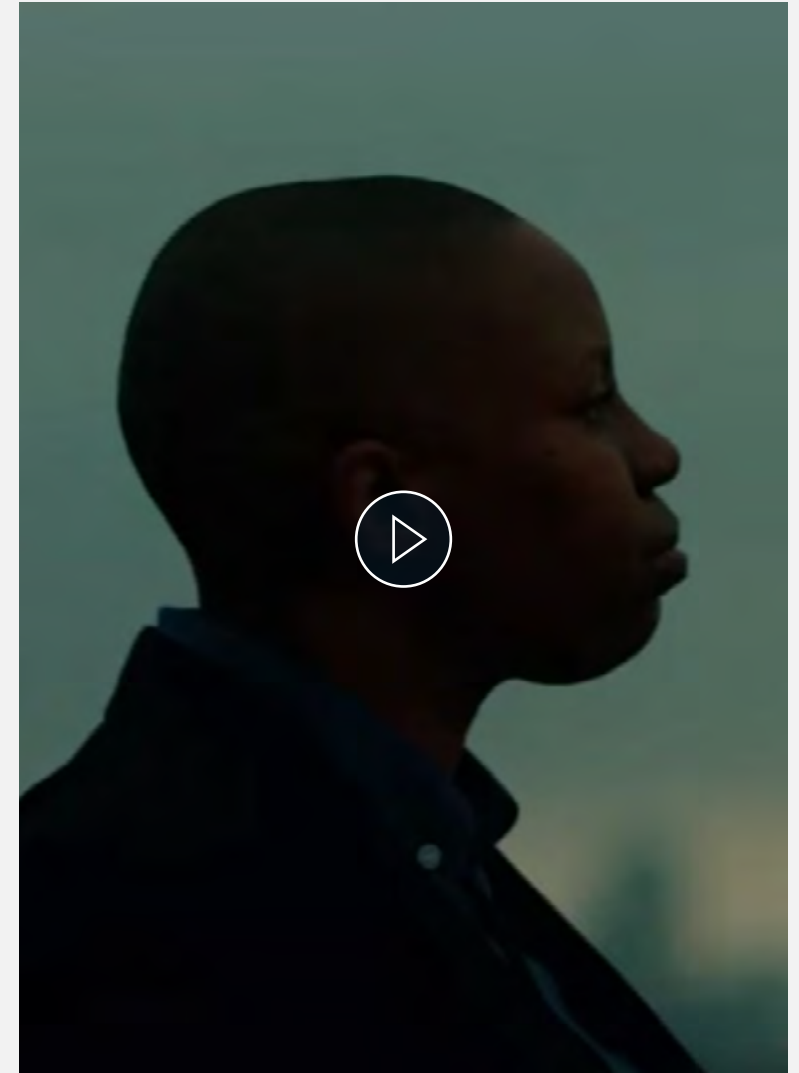
Our People & Organizational Performance technology organization led by McKinsey Partner, and a STAR, Carolyn Pierce, is at the forefront of putting outdated systems to the test, with many entry-level roles already open to STARS who have the relevant experience and skills.

We then took what we learned from our own work to our engagements with clients, building data-driven solutions that help other employers implement new ways of screening for knowledge, skills, and capacity to learn.

To accelerate progress beyond our firm, in 2022 we began [providing pro bono data and analytics support](#) to Opportunity@Work for a national campaign with the Ad Council to “[Tear the Paper Ceiling](#),” the invisible barrier that keeps millions of Americans from jobs that allow upward mobility—an advance into higher economic and social positions. By partnering to demonstrate the value and transfer of skills developed through work experience, we encourage more employers to reimagine their hiring practices and build better ways to screen for talent and create opportunities for STARS.

“We know there are better ways to screen for talent and now we have the research and tools to back that up.”

Carolyn Pierce, McKinsey partner



LaShana Lewis, CEO, entrepreneur, and a STAR.

Impact story

JobsOhio: Revitalizing the state's economy through innovative solutions

After the Great Recession, Ohio's economy needed help to counter deep losses in manufacturing jobs. In 2011, using profits from the beverage industry, the state formed JobsOhio, a first-of-its-kind nonprofit to stimulate economic growth through new industries. To date, Ohio has seen nearly one million jobs created or protected.

As a key early partner, McKinsey helped develop JobsOhio's growth plan. Ten sectors were identified for their employment potential. These included aerospace and aviation, healthcare, logistics and distribution, and technology.

In 2018, McKinsey partnered with JobsOhio to evaluate performance. Insights informed the growth strategy for JobsOhio 2.0, which broadened its focus to building innovation districts in Cleveland, Columbus, and Cincinnati. These multi-organization partnerships created 60,000 jobs and established Ohio as a global leader in healthcare, life sciences, and technology.

In 2020, as COVID-19 began to spread, McKinsey again partnered with JobsOhio to create Ohio to Work, to assist displaced workers. The partners also designed a program through which JobsOhio pays tuition costs for technical degrees. Enrollees who secure jobs paying good wages gradually repay JobsOhio through a marginal percentage of their income. JobsOhio then reinvests the funds in its next enrollee group.

A decade of growth and economic investment in Ohio has helped to attract the largest single private sector company investment in the state. In 2022, Intel announced that it would open a new chip manufacturing plant in Central Ohio, creating 3,000 new jobs at the plant with an average salary of \$135,000.



“We’ve valued McKinsey’s partnership over the last several years. Their data-driven approach, combined with creative thinking, led to solutions that supported our success in creating hundreds of thousands of jobs.”

JP Nauseef, President and CEO of JobsOhio

~60,000

jobs created through multi-organization partnerships

Impact story

Manufacturing Africa: Strengthening Africa's manufacturing sector and creating jobs for a fast- growing population

Africa's population is growing faster than any other continent's and is set to double by 2050. New generations of young people will require economic opportunities—an estimated 18 million new jobs will be needed annually until 2035.

A competitive manufacturing sector would help address this gap and also provide Africa with a clearer strategic role in the global economy. Yet across the continent, many countries have struggled to develop their manufacturing base and move into high-value services due to a lack of investment resources.

Manufacturing Africa is a multi-year program created by the UK government's Foreign, Commonwealth & Development Office. It seeks to bring £1.2 billion in foreign investment to Africa's manufacturing sector, creating 90,000 new jobs and enabling an inclusive economic

transformation across five countries—Ethiopia, Kenya, Nigeria, Senegal, and Rwanda.

As part of Manufacturing Africa, McKinsey has worked closely on efforts to develop and support various manufacturing sectors, including global health and vaccine manufacturing, food security and agri-processing, and ESG and sustainability efforts.

This work has expanded the capacity of investment promotion agencies, which has contributed to manufacturing deals. For example, Manufacturing Africa worked with a major East African waste management company to update and test its model for business expansion, refine its investment thesis, and focus on developing innovative products to drive revenue.

Through additional foreign investment and strategic expansion, the company plans to increase the amount of organic waste collected and treated annually from 12,000 tons to one million. The waste will then be converted into valuable products like animal feed, fertilizer, and biomass fuel briquettes.

Now in its third year, Manufacturing Africa has helped to close 26 manufacturing deals, attracting more than \$800 million in foreign direct investment, which has the potential to create more than 14,000 jobs.



\$800M+

attracted through 26 manufacturing deals

Impact story

DRNSW: Upskilling in rural corners of Australia

Upskilling and reskilling today’s workforce—in non-degree, skill-building programs—is critical to attracting and retaining talent while driving market competitiveness. One organization that understands this is Australia’s [Department of Regional New South Wales](#) (DRNSW), a government agency supporting regional communities through agriculture, local infrastructure projects, soil conservation, environmental stewardship, economic development, [and more](#).

At the onset of the pandemic, DRNSW took stock of its employees’ digital capabilities. The department uncovered a range of opportunities to increase the team’s digital fluency and partnered with McKinsey to do so.

The first step was to reframe DRNSW’s transformation from a learning and development opportunity to skills training—which does not happen in a classroom but while employees are on the job and able to immediately operationalize it. McKinsey created a program rooted in human-centered design, informed by a deep study of the individual’s and organization’s needs, addressed in small groups and individual coaching.

Another core element of the DRNSW Digital Skills Program is the “skills hub,” critical for engaging the broader DRNSW organization and ensuring sustained impact as the program scaled. This new operational unit consists of a DRNSW squad with capability-building specialists, human-centered designers, instructional designers, and program delivery experts.

“Other agencies couldn’t believe we built, piloted, and started scaling this entire new approach to capability building in six months when this can typically take two or three years in government,” says Donna Mcleod, director of workforce capability and talent at DRNSW. “It was a phenomenal delivery.”

The program won the [Best in Class award](#) in the public sector category from Good Design Australia, one of the most prestigious design awards in the world. But the biggest testament to its success is the difference it has made in the careers of the employees.

80%

of learners reported productivity improvement and increased capability within their role

92%

employee satisfaction with the skills program



Impact story

Minuto de Dios University: Bridging the education access gap for thousands of Colombian students

McKinsey is supporting the transformation of Colombia's leading university, Minuto de Dios. An institution with more than 100,000 students, Minuto de Dios has historically targeted underserved communities throughout the country to tackle profound inequalities in education access.

The engagement has advanced the university's mission of providing affordable higher education for all Colombians, offering additional and better programs to more people, in more places. The transformation has included over 140 impact initiatives to simultaneously strengthen the quality of the academic programs and enhance the overall financial performance of the organization to foster sustainable growth.

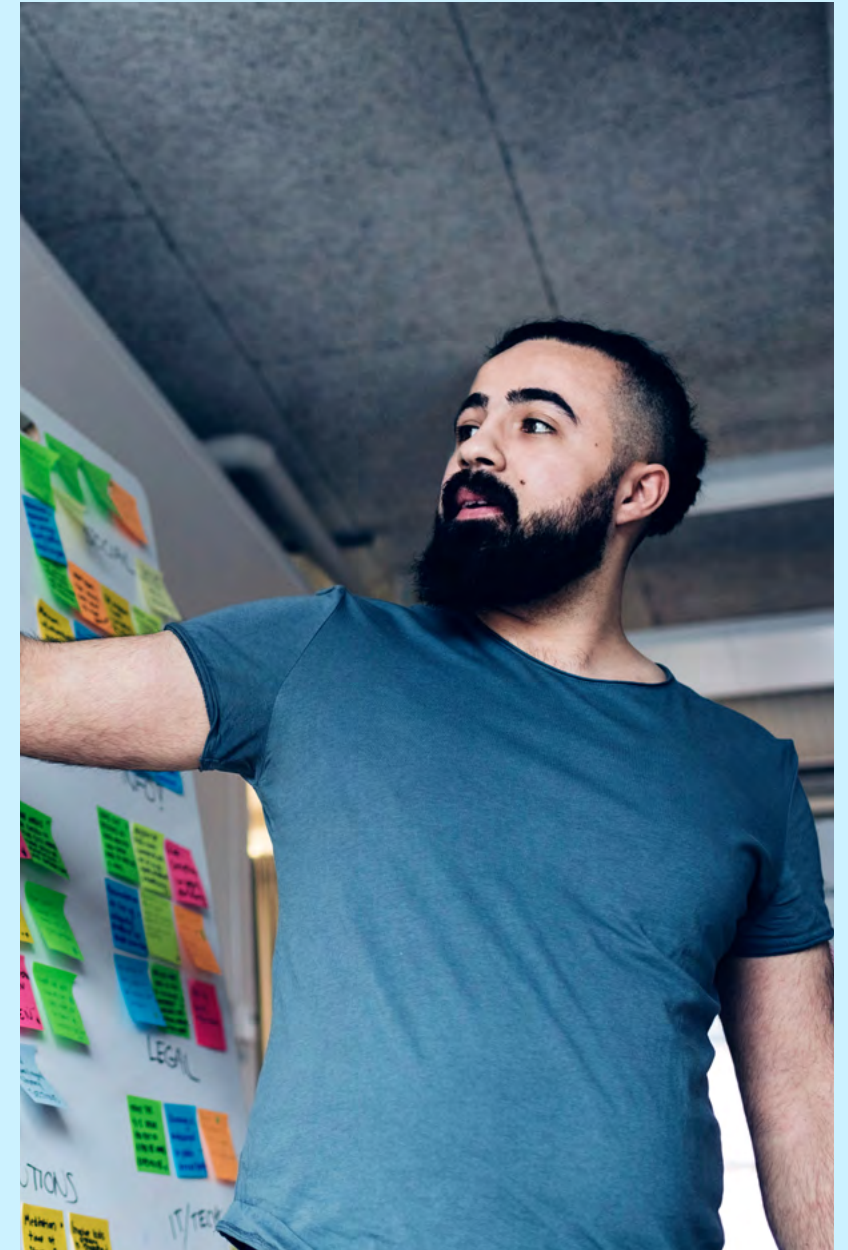
This includes setting up a National Center for Innovative Pedagogy and a portfolio of national virtual and hybrid courses, which ensures students from remote regions across the country have access to the best educators at the university. In its pilot phase, these courses are already benefiting over 25,000 students. The university has also worked to improve their information systems to bolster operational efficiency, and capability-building programs for the organization to execute a sustainable transformation.

Through the effort, the university aims to increase its student population by 41 percent to 140,000 students over the next two years, improve its standing in Colombia's national standardized tests, and achieve positive financial impact of more than \$30 million. In the first period under the implementation, 16,400 new students joined the university, representing 14 percent growth versus the previous cycle.

The transformation has been underpinned by an ambitious endeavor to cultivate the university's talent. Over 2,000 people have benefited from McKinsey's Ability to Execute program, which is designed to build individuals' capabilities at scale to drive and sustain transformational change.

2,000+

people upskilled across the university



Our insights

Key publications

We're helping to build an economy that works for all, publishing original research and analysis to grow, broaden, and sustain prosperity for all segments of society, in populations across the globe.

Achieving a more equitable and inclusive economy is an imperative of our time. Economic mobility depends on growth—and according to our research, growth is at its best when it propels broad-based prosperity, increasing well-being and reducing inequality across all strata of society. Our reports and articles enable leaders to support and expand inclusive growth, including by creating and improving access to jobs, advancing equity for diverse demographics, and equipping workers with the skills they need for our fast-changing future. Through actionable insights and data-driven solutions, we aspire to create an economy that not only works better but, vitally, that works better for everyone. Here are some highlights from our inclusive growth insights in 2022.



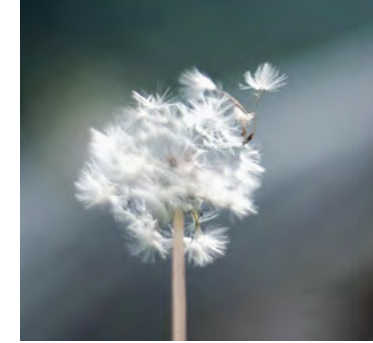
[Women in the Workplace 2022](#)

Conducted in partnership with LeanIn.Org, this is the eighth edition of the largest study of women in corporate America.



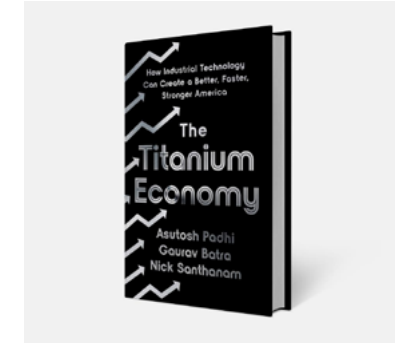
[Hybrid work: Making it fit with your diversity, equity, and inclusion strategy](#)

New research details what empowered employees love about hybrid work models and the risks to diversity, equity, and inclusion if managers get the evolving flexible workplace wrong.



[Addressing employee burnout: Are you solving the right problem?](#)

Employers have invested unprecedented resources in employee mental health and well-being. With burnout at all-time highs, leaders wonder if they can make a difference. Our research suggests they can.



[The Titanium Economy: How to overcome the challenge of filling high-quality jobs](#)

Thriving industrial technology companies use apprenticeships, upskilling, and upward mobility to staff and retain their workforces.

Our insights

Key publications (continued)



[The childcare conundrum: How can companies ease working parents' return to the office?](#)

The status quo work culture no longer works for most families—particularly those with very young children. But companies' support for childcare can turn worker attrition into attraction.



[Meeting the challenge of moms' "double double shift" at home and work \[Podcast\]](#)

As the United States emerges from the pandemic, how can businesses build a more inclusive working environment to improve outcomes for women in the workforce?



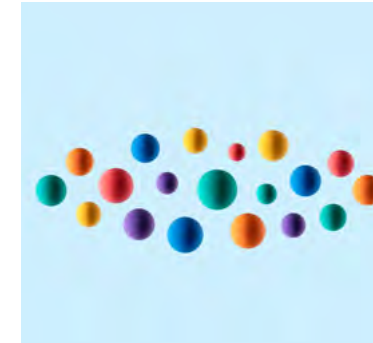
[The economic state of Latinos in the US: Determined to thrive](#)

US Latinos are a driving force of the US economy and account for the fastest-growing portion of US GDP.



[The overlooked contributions and hidden challenges of Asian Americans \[Podcast\]](#)

Asian Americans play a key role in creating a more sustainable and inclusive economy. This report explores the challenges this group faces and how companies can better support them.



[What is diversity, equity, and inclusion?](#)

Companies that are diverse, equitable, and inclusive are better able to respond to challenges, win top talent, and meet the needs of different customer bases.



[Closing the racial wealth gap by investing in Black consumers \[Podcast\]](#)

Organizations that incorporate racial equity into their strategic agenda can promote growth and advance Black economic mobility. How can business leaders realize this transformative growth?

Our actions

Our approach to people


During COVID-19, the worker-employer contract fundamentally and permanently changed.

We are deeply committed to examining and reinvigorating our People approach to create inclusive opportunities for people of all backgrounds to both serve clients and run our firm.



We operate as a single global partnership, united by a common purpose, shared values, and a two-part mission that includes creating an unrivalled environment for exceptional people. Our values reflect our expectation that every colleague works to make our firm both distinctive and inclusive. Those values are:

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

During COVID-19 and since, [we and our clients have seen three workplace trends accelerate](#) : the search for meaning, the desire for flexibility, and the pace of technological transformation.

Building a distinctive and inclusive workforce

These trends led us to reexamine our talent model in 2022 and revitalize our People mission. We established new foundational pillars: the personalization of work to encourage flexibility and “self-authored” career paths, skills development, and demonstrated impact. The result is a diverse, inclusive, and caring approach to people in which individuals can pursue their own ambitions.

Our People strategy touches every aspect of how we recruit, motivate, develop, and retain exceptional talent. Using a rapidly growing number of cutting-edge tools and techniques, we are assessing for exceptional skills, regardless of academic background. Our formal and informal skills-development systems increasingly aim to help participants succeed in a growing range of roles. We are placing more emphasis on coaching and daily feedback.

We tripled our recruitment sources from 540 to 1,700 globally.

Attracting top talent

Our approach to attracting talent is central to McKinsey’s dual mission—to help our clients substantially improve their performance, and to build a firm that attracts, develops, excites, and retains exceptional people.

Diversifying our talent sources

We look at talent differently. We don’t assess potential candidates by where they are or where they studied—but rather by their skills and their potential. The exceptional people we need may come from anywhere, and we are dedicated to attracting distinctive and diverse talent to our teams. We want those teams to reflect the diversity of our clients, the communities in which we work, and society.

Building a firm of colleagues from different backgrounds and profiles is critical for us to deliver distinctive client service while making our firm a richer and better place. We are expanding our talent pools and evolving our recruiting and assessment processes while continuously working to mitigate the potential for bias.

49%

of new hires were women

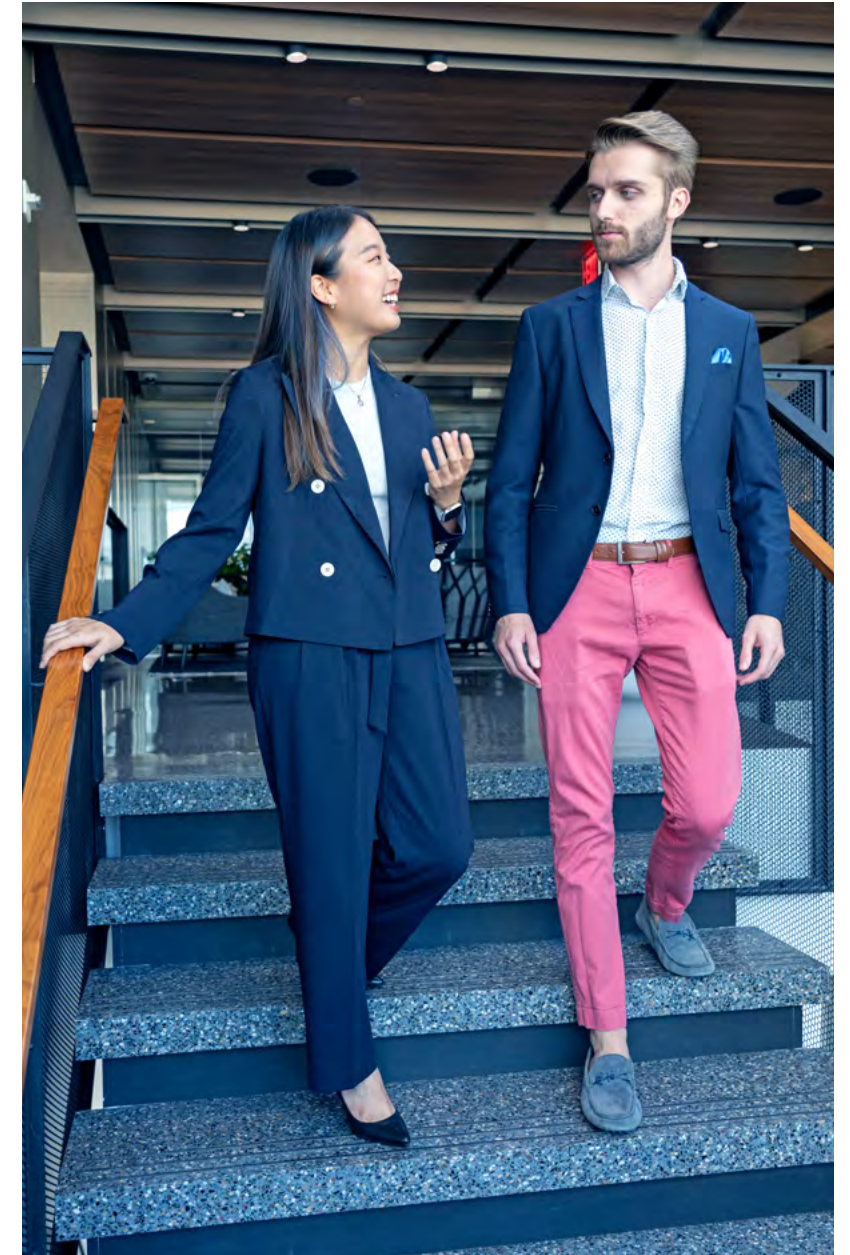
2022 progress highlights

- Almost half our new joiners today were experienced professionals.
- 49% of new hires were women.
- 53% of US new hires and 47% of our US workforce were from racial or ethnic minority groups.²⁰
- In North America, we launched the Business Insights Leadership Development Program (BUILD), a two-year rotational program offered to students from New York public colleges and universities created to support our commitment to the New York Jobs CEO Council.
- In Latin America, we supported colleagues in developing their English proficiency through classes and coaching offered in programs like our Women Tech Academy in Brazil.
- We tripled our recruitment sources from 540 to 1,700 institutions globally.

Ranked 1# in Germany and #4 in the US on Glassdoor’s Best Places to Work list 2023



²⁰ 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. In previous reports, this group was referred to as “underrepresented” and is now referred to as “racial/ethnic minority.” Race/ethnicity percentages in performance tables may not add up to figure due to rounding.





Alberto, an engagement manager and leader of the McKinsey Black Network in Brazil, at the Juntos Conference he helped found.

Reaching talent of the future

We want individuals from all backgrounds to get to know us, engage with us, and explore what it takes to help our clients succeed. We run:

- learning programs customized for women and racial/ethnic minority populations in management consulting, such as [The First Year Leadership Academy](#)
- the [Proud Leaders](#) speakers series in Europe, creating connections across the LGBTQ+ community, sharing research, and highlighting trans and nonbinary voices
- [A Place for You](#), a program aimed at connecting underrepresented talent to careers in management consulting through training and webinars
- preparation for students studying at Historically Black Colleges and Universities (HBCUs) for a meaningful start in consulting and building leadership skills for top Black, Hispanic, and Latino candidates in MBA programs in the United States

We also partner with external organizations to move conversations, actions, and commitments forward around diversity, equity, and inclusion. These include [AfroTech](#), the [Society of Hispanic Professional Engineers](#), [Reaching Out MBA](#), [HeForShe](#), [New York Jobs CEO Council](#), and [MAKERS](#), to name a few. Additionally, we continue to convene the [Juntos Conference](#) in Brazil, designed for young Black talent to connect, meet Black professionals, develop new skills, engage with large companies, and learn about career opportunities.

Being consciously inclusive in our hiring process

To understand and overcome personal biases and to ensure fairness in our hiring processes, we employ a full suite of consciously inclusive solutions. Our job descriptions emphasize skills, and our improved résumé screening process is more inclusive of a diverse set of experiences and skills.

To combat potential biases, we provide inclusion training for all of our assessors to ensure evidence-based hiring decisions, in conjunction with a trained and dedicated inclusion adviser. We are also expanding the use of [Solve](#), our game-based assessment that allows candidates to demonstrate their critical-thinking and problem-solving skills in an environment that is less likely to lead to typical job assessment biases.

In 2022, we received Brandon Hall Group HCM Excellence Awards for reducing biases in our recruiting processes and for our sourcing and assessment strategy.



2022 DEI progress

We foster an environment that is distinctive and inclusive, and measure our progress toward building teams that reflect the diversity of our clients, the communities in which we work, and society.

48%

global workforce were women

28%

leadership were women²¹

47%

US workforce were from racial or ethnic minority groups²³

49%

new hires were women

33%

Acceleration Team (Executive Committee) were women²²

52%

US client-serving colleagues were from racial or ethnic minority groups²³



²¹ The leadership definition has been updated to better reflect leadership roles at the firm. These roles include all partners, associate partners, and other senior firm leaders. Historical leadership numbers have been restated to be consistent with this definition.

²² In previous reports, the Global Managing Partner (GMP) and Extended Acceleration Team (AT) were not included in the total number of Acceleration Team members. This year and going forward, we will include the GMP and the Extended AT in the count. We have also restated historicals in this report to be consistent with this methodology.

²³ 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. In previous reports, this group was referred to as "underrepresented" and is now referred to as "racial/ethnic minority." Race/ethnicity percentages in performance tables may not add up to figure due to rounding.

Diversity, equity, and inclusion

McKinsey has long been committed to advancing diversity, equity, and inclusion (DEI) in our own firm, for our clients, and in broader society.

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 inclusion are connected to better business performance and talent retention. We understand that advancing DEI requires long-term commitment and dedication and that progress can be slow. Like many of our peers, we are not where we aspire to be. Yet we are proud of the progress we have made to date and are determined to continue our journey.

Championing DEI within our firm and with our clients

First, we aim to deliver on our talent ambition by attracting, developing, and retaining exceptional people from racial or ethnic minority groups. We support this work by creating and maintaining a caring meritocracy where all colleagues feel included and can thrive. We seek to foster an inclusive culture in which colleagues representing a vast range of diverse backgrounds and perspectives can find meaning in their work experiences, team collaboration, and professional development opportunities.

Second, we aim to better serve our clients with diverse teams, convening key stakeholders to advance the DEI agenda globally. We build capabilities along with our clients' diverse populations and advise them on their own DEI journeys.

Third, we aim to highlight the importance of taking a role in societal change by leading the knowledge agenda on DEI, building value-adding partnerships, and contributing toward a more just and equitable society through supplier diversity, pro bono work, and more. Learn more about our [DEI client work](#), [supplier diversity](#) and [pro bono work](#).

Driving measurable progress

Across McKinsey, led by our own research, we have increased our leadership accountability for our change efforts, created greater data transparency,²⁴ and advanced various programmatic efforts to tackle key obstacles. Since launching our [10 actions](#) in June 2020, we've more than tripled the number of Black hires in the US. Our pro bono efforts, including our partnerships with [Homeboy Industries](#), and the [Greater Washington Partnership](#) in the US and [Black Equity Organisation](#) in the UK, have made a great impact on local communities.

Our groups and communities continue to grow and include, among many others, the McKinsey Black Network, Hispanic and Latino Network, Asians at McKinsey, GLAM (for LGBTQ+ colleagues), Access McKinsey (for colleagues with disabilities, chronic illnesses, and mental health challenges), and PRISM (Progressing Representation and Inclusion in Social Mobility).

Today, women represent nearly half of our colleagues and new hires globally. By our 100th anniversary in 2026, we aspire for half of all firm members to be women. For more information, review our detailed [DEI data](#).

Delivering on our DEI talent ambition

Our DEI leadership is driving a comprehensive program to:

- have senior leaders who are visible, committed role models and who hold themselves accountable for DEI progress
- set clear and ambitious DEI aspirations and track progress to permit course correction when necessary
- find and attract the most exceptional and diverse talent
- drive programmatic solutions tailored to root causes and integrate them into existing processes and colleagues' journeys

Select recognition for our support of LGBTQ+ colleagues



²⁴ Where permitted by law.

Creating accountability

We know from research that senior leaders play critical roles in creating inclusive environments and configuring teams that will benefit from a diversity of perspectives, experiences, and expertise. To encourage such developments, we have embedded in every employee's evaluation specific expectations, tailored to roles, for inclusive behavior. We have equipped evaluators with individualized performance reports on inclusive leadership performance where relevant.

Building careers through sponsorship

Our research also highlights that formal sponsorship and actively working to create opportunities significantly improve the chances for advancement success. We approach sponsorship rigorously by measuring each colleague for how much and how well they perform as sponsors. We then design individual interventions to ensure all colleagues receive the support they need to be successful.

Additionally, we have tailored training and professional development programs focused on sponsorship for women and diverse colleagues. These include role-based programs, like Pathway to Partner, and programs designed to support specific groups, like Women's Leadership Workshop and the [McKinsey Black Network](#) sponsorship program. These programs focus on skill building, creating robust support networks, and providing tailored personal coaching and training.

2018

hired our first Chief Diversity and Inclusion Officer

Acting to tackle bias

We strive to follow the best practices that we champion in our research and we are diligently minimizing unconscious bias across our people processes. Learn more about [our approach to being consciously inclusive in our hiring process](#).

Supporting colleagues with disabilities, chronic illnesses, and mental health challenges

In 2022, we enhanced support for Access McKinsey—a group founded to support colleagues with disabilities, chronic illnesses, and mental health challenges. In close consultation with some Access McKinsey members, we assembled a broad task force, which included Access McKinsey members, to identify and implement accessibility enhancements and increase firm awareness of issues central to the community. Early initiatives included creating a centralized website for accessibility resources and extending tailored learning programs to colleagues in the group. We sought to improve colleagues' experience with the accommodations process and the Human Resources team consolidated general accommodations process guidelines, which are being adapted to local legal conditions, to support colleagues more consistently. In 2022, McKinsey celebrated International Day of Persons with Disabilities, with colleagues joining panel discussions to better understand disability and accessibility needs, and how to be better accessibility allies. Learn more about how we are [caring for our colleagues](#).

Building inclusion and allyship

We believe that inclusion is every individual's responsibility as well as a critical leadership skill. We continue to embed this expectation in our systems and culture by integrating inclusion principles into learning programs and offering focused training for colleagues at all levels. Learn more about [colleague development](#) and [talent attraction](#).

Almost 14,000 colleagues are part of our Inclusion Allies program, designed to develop, connect, and activate a global cohort of inclusive leaders through training, initiatives, mentoring, and research. In 2022, we launched our "Inclusion Champions Badges" program that formally acknowledges and makes visible our most active allies contributing to building a more inclusive firm.

**We aim to be distinctive and inclusive,
and we value potential more than pedigree**

Better serving our clients

The business case for DEI is growing stronger. An increasing number of companies recognize diverse teams and leadership as critical for enabling talent acquisition, enhancing innovation, and improving customer insights.

We strive to serve our clients by example. We make a priority of bringing diverse perspectives to our clients through our teams. We also convene experts and key stakeholders to advance DEI thought leadership globally. By helping our clients build the next generation of diverse leaders and advising them on their DEI efforts, we support our clients' efforts to make substantial, lasting performance improvements.

Convening LGBTQ+ leaders

After two years of the global pandemic, we were finally able to bring together a record number of global LGBTQ+ senior leaders for The Alliance in Athens, Greece. This gathering focused on LGBTQ+ inclusion in the workplace. It featured McKinsey's research on transgender/nonbinary inclusion; intersectional identities in the US, the UK, and Brazil; and the condition of LGBTQ+ individuals in high-risk geographies (concentrating on LGBTQ+ refugees).



Senior LGBTQ+ leaders from around the world gathered in Athens, Greece, to discuss inclusion in the workplace.

Taking a role in societal change

We are committed to being role models for the prioritization of DEI efforts. We hope that others will follow and ultimately drive positive societal change. Our collective DEI efforts include producing cutting-edge knowledge, building value-adding partnerships, ensuring supplier diversity, and conducting pro bono work. With our best-in-class partners across the globe, we share a commitment to expand economic opportunity and support communities. Learn more about our [supplier diversity](#) and [pro bono work](#).

Developing insights to accelerate action

Our broad portfolio of DEI research continues to be a leading voice on the subject and catalyzes change across industries. In 2022, our [Women in the Workplace report](#) was the largest study on the state of women in corporate America and was one of our top three most read reports of the year globally.

We have deepened our research focus on the experience of racial or ethnic minority groups in North America, and possible ways to maximize their economic opportunities. Recent work includes [the economic state of Latinos in the US](#), the [invisible challenges faced by Asian Americans in the workplace](#), and a series of detailed articles on the [Black consumer experience](#).

We plan to expand our global research. In 2022, we were proud to present research on socioeconomic [Diversity Matters in Latin America](#), as well as our latest report in Germany on how [new careers can potentially enable more diverse leadership](#).

Our Women Matters series continued to bring focus to different markets, for example, [investigating the progress of gender parity in Mexico](#). We went beyond gender parity to examine how successful French companies have been in their search for [executives with diverse national origins and socioeconomic backgrounds](#).

Partnering to drive impact

We collaborate with partners, such as HeForShe, Women's Forum, Aspen Institute, and The Trevor Project, to expand our impact. In 2022, we teamed up with [Openly](#), a global news platform dedicated to underreported global news for and about LGBTQ+ people. We also partnered with the World Economic Forum to launch the [Global Parity Alliance](#), a cross-industry group of companies taking action to accelerate DEI in the workplace and beyond.

Read more about accessible leadership

- » [How parenting through a medical diagnosis inspired a new way to lead and live](#)
- » [Leadership lessons from the world's best CEOs \[Podcast\]](#)

Our giving

Our approach to advancing social responsibility

We are committed to creating a more inclusive economy by enabling people to meet their basic needs, access opportunities, and achieve economic empowerment through access to essentials, quality jobs, and skilling.

We have committed \$2 billion to social responsibility efforts by 2030 and have so far contributed nearly \$620 million in cash and in-kind support toward that commitment (more than \$275 million this year).

Through our social responsibility strategy, we seek to:

- drive our social responsibility investments toward at-scale efforts that increase inclusive growth
- engage our colleagues through giving and volunteering, and support all colleagues to participate in and serve their local communities

A dedicated committee of senior leaders is responsible for advising on giving in line with our firmwide Social Responsibility Policy. Regional and local pro bono work is guided by local committees.

Driving at-scale efforts to increase inclusive growth

Fund for Social Good

We support and fund multi-year partnerships with leading institutions around the world, tackling complex problems and finding creative solutions that advance and accelerate sustainable and inclusive growth. Established in 2020, the Fund for Social Good has committed to multi-year support of diverse projects, including:

- **African Agricultural Transformation Initiative (AATI):** This project aims to drive inclusive agricultural transformation in Africa. Co-founded by partners including the [Alliance for a Green Revolution in Africa](#), the [Bill & Melinda Gates Foundation](#), the International Fund for Agricultural Development (IFAD), and McKinsey.

~\$620M

contributed in cash and in-kind support since 2020 toward our \$2 billion commitment to social responsibility by 2030 (\$275+ million this year)

4,000+
nonprofits supported through pro bono engagements, McKinsey Gives, and McKinsey Grants

488,500
hours dedicated to social responsibility through volunteering, board service, pro bono engagements, and fellowships at nonprofits

\$28M
contributed to Ukraine war relief efforts, including \$18 million in donations from our colleagues and firm to more than 1,600 organizations and \$10 million in pro bono support

100%
of McKinsey offices in 65+ countries volunteered with local organizations for our third annual Day of Service

AATI builds on McKinsey’s impact on agriculture and food systems across Africa, including work to increase food production that helped contribute to 11 million fewer undernourished people, 150,000 fewer deaths from hunger, and 100,000 new jobs. AATI launched support to its first wave of countries to accelerate effective and sustainable food system changes based on country needs, priorities, and existing infrastructure. Learn more about [the AATI partnership](#).

- **Conservation:** Through our work with partners like [Blue Nature Alliance](#) and [Enduring Earth](#), over the next few years we will conserve more than one billion hectares of land and create or protect over 200,000 jobs through the implementation of 30 mega conservation projects around the world.

In 2022 alone, our conservation work helped implement three mega conservation projects, creating 10,000 direct jobs and protecting 78 million hectares. A critical component of this collaboration is creating jobs for remote and Indigenous communities in places around the world where nature conservation is particularly important. Such communities are incredibly hard to reach with standard stimulus or other growth measures. They’re more dependent on intact natural capital, and they are the first to benefit from jobs created directly in nature conservation or as a by-product of conservation.

Learn more about the [Blue Nature Alliance](#).

Learn more about [Enduring Earth](#).

Examples of pro bono efforts around the world

Forward

In 2022, we were proud to celebrate the landmark achievement of reaching the first 190,000 learners through the Forward program—our free, five-month online learning journey. Forward, which targets those with fewer than five years of work experience, is designed to equip the next generation of talent with the tools necessary to succeed in the working world. Digital courses and sessions are focused on transferable skills like adaptability, problem-solving, communication, and being digitally savvy. In the initial 18 months of the program, we reached learners in more than 70 countries across Africa and the Middle East, as well as in Pakistan, Türkiye, and Azerbaijan.

McKinsey.org

In 2022, McKinsey launched McKinsey.org as a philanthropic initiative to bring the firm’s capability-building solutions at no cost to nonprofits that are accelerating inclusive growth around the world. By sharing the best of McKinsey’s programs to nurture leaders and foster more effective organizations, McKinsey.org aims to unlock the full potential of nonprofits. It offers programs designed to uplift entire organizations, including:

- **Ability to Execute (A2E) for Nonprofits:** Designed to empower employees with a new way of working, and build the capabilities needed to drive and sustain organizational change.
- **Organizational Health Index (OHI) for Nonprofits:** Helps an organization align around a common mission, execute with excellence, and continually renew itself to serve its mission more effectively.



The Akanksha Foundation, one of the nonprofits we support through our capacity-building programs.

78%
of Forward graduates who completed the full program experienced career or role growth due to applying the new skillsets and attitudes learned

15M
beneficiaries reached through 100 nonprofits in 60 countries participating in McKinsey.org programs

Generation

In 2014, we founded [Generation](#), an independent nonprofit organization that transforms the education to employment system to prepare, place, and support people into life-changing careers that would otherwise be inaccessible. Our continued support for Generation is one of the ways we're helping foster a more inclusive economy. Together, we're enabling people to meet their basic needs, access opportunities, and achieve economic empowerment through quality jobs and skilling. In 2022, 22,000 participants graduated from Generation, a 185 percent increase from 2021. In partnership with about 11,000 nonprofits, governments, and employers, Generation has helped train and place more than 75,000 people into jobs across 35 professions in 17 countries. Its global graduates have earned \$630 million in wages to date.

75,000

people across 17 countries trained and placed in jobs through Generation

Juntos

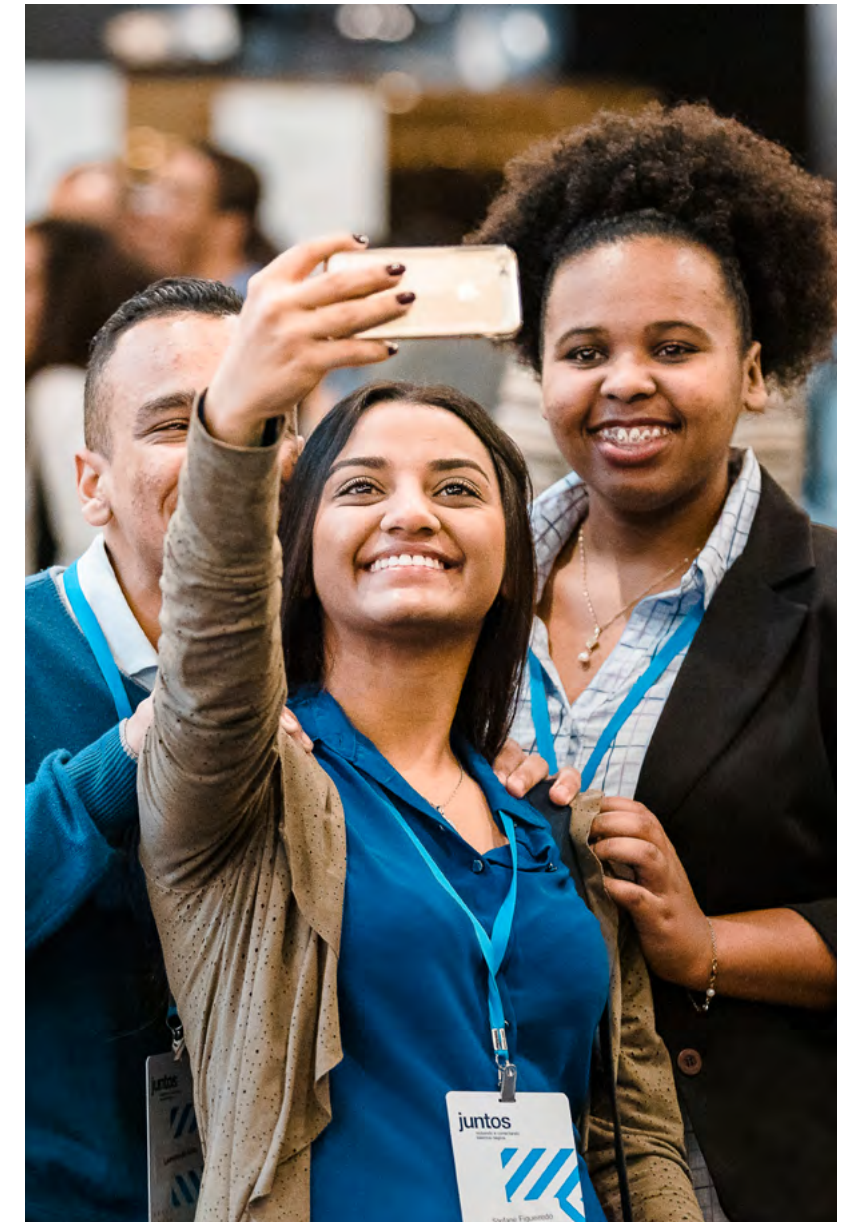
In 2018, we created the [Juntos Conference](#) in Brazil to address the disparity between the representation of Black Brazilians in senior roles in the private sector compared to the general population. It works to create a platform for networking and professional development in partnership with other large companies committed to racial justice. Through training, panels, and career fairs, the annual Juntos Conference supports the creation of an inclusive environment to help Black professionals succeed.

Our 2022 conference was the largest to date, offering virtual and in-person sessions for the first time. In total, over 4,000 participants registered for the conference, with over 1,000 in attendance at our in-person events in São Paulo, Salvador, and Porto Alegre in Brazil. The conference is supported year-round by the [Juntos Ecosystem](#), an online platform that offers further development solutions.

Ownership Works

Along with more than 60 organizations across the private, public, and social sectors in the United States, McKinsey helped to launch [Ownership Works](#). This nonprofit is dedicated to implementing broad-based employee programs to generate at least \$20 billion of wealth for working families by 2030.

The initiative aims to improve awareness of shared stock ownership programs and equip more organizations with the necessary tools to implement these for their employees. As a result, Ownership Works provides low- and moderate-income households and people of color with access to the single largest source of wealth in America: stock ownership.



Participants at McKinsey's annual Juntos Conference in Brazil.