



April 2025 Snapshot Gender Pay Gap Reporting Narrative

L.E.K. Consulting LLP is committed to being a diverse, inclusive, and equitable place to work. All our employees are encouraged and enabled to be their authentic selves and deliver the best outcomes for our clients and our community in a sustainable way.

Pay equity is central to our Equality, Diversity and Inclusion (EDI) strategy and as such we regularly review remuneration, including salary and pay outcomes to ensure that all staff with the same experience, qualification and rank are remunerated equally, irrespective of gender.

At the snapshot date of this report, 5 April 2025, women made up 45.3% of our workforce, including all employees and partners, which is slightly lower than our last report (47%). In analysing our data, we include partners for complete transparency. Due to historical imbalances in our gender distribution at senior levels, this contributes significantly to our gender gap in both pay and bonus terms, as we have a larger number of men at the more senior levels of the firm.

Today, the proportion of females in the upper (29.1%) pay quartile is also slightly down compared to the data from last year (33.1%). We continue to focus on increasing our proportion of female partners and managers, with the aim of greater representation of female talent across the global partnership by 2030.

We continue our commitment to EDI at a global level and we aim for greater representation of women at all levels of the firm. This commitment, alongside other initiatives, is focused on narrowing the gender pay and bonus gap in the coming years and enabling all staff to reach their full potential. Specific actions already in place include:

- **Recruitment:** All talent pipelines are regularly reviewed to ensure we have a balanced pool of candidates. We also work closely with our external search partners and universities to take a pro-active approach to developing strong pipelines of female candidates at all levels across our industry.
- **Development:** As part of our performance process our analytics team analyses all review scores to track and report outcomes based on gender to ensure there is no evidence of systemic bias.
- **Mentoring:** All employees are given a coach or mentor to support them through their career and for senior female employees we enhance this further by offering informal mentorship from a female or male partner.
- **Flexibility:** All roles are open to part-time working requests, and, in addition, we support informal flexible working to enable parents and carers to mix their home and work commitments in a way that best suits them and their clients.
- **Parental Leave Policies:** L.E.K. offers enhanced leave and pay arrangements and takes a highly tailored approach to enable mothers and fathers to take and share the leave. One example of this is allowing primary carers to return to work on an 80% work schedule for 100% pay, for up to 6 months.

Employee Resource Groups

L.E.K. has a number of active employee resource groups to promote inclusion and belonging for all employees and, in the context of our commitment to gender equality provide safe spaces for women to connect, discuss issues that directly affect them and propose action.

- **Women@LEK:** dedicated to reflecting the experience of all women and providing safe and open spaces for all employees to engage in topics that affect women inside and outside our organisation. The group enables process and policy change and works closely with our regional People team to promote transparent reporting and open discussion forums.
- **Pride@LEK:** committed to fostering a community for LGBTQ+ employees and allies where people can be their authentic selves in the workplace regardless of their gender, race, sexual orientation. The group closely support recruitment activities, policies, training initiatives and supporting LGBTQ+ charities.
- **Parents@LEK:** Reflecting and supporting the lived experience of all working parents in our organisation, this is a network for parents of children at all ages with a focus on developing internal networks and promoting policy and organisational change to ensure we offer best in class support for all parents. As part of this commitment, we offer parental coaching for all returners from long maternity or paternity leave.
- **Mosaic@LEK:** committed to fostering cultural, ethnic and social diversity and further strengthening our environment so that it is inclusive, promotes equity and embraces differences of all our employees. This group has a focus on identifying and addressing opportunities to enhance the organisation's inclusive culture in its daily activities, supporting recruiting initiatives to improve access for under-represented groups and supporting the development of under-represented employees in our organisation.
- **Neurodiversity@LEK:** a network committed to increasing awareness of neurodiversity within L.E.K. and to help to ensure the policies and recruitment process is as neurodiversity friendly as possible to enable attraction of neurodivergent talent.

Specific detailed findings from snapshot data 2025:

Hourly pay:

- Our mean gender pay gap is 22.1% and our median gender pay gap is 23.0%; which reflects the distribution of men and women across different levels of seniority
- The primary driver of our gender pay gap is the underrepresentation of women in senior roles. This is reflected in our pay quartile data, where women make up 29.1% of employees in the highest pay quartile, compared to 70.9% men.
- We have strong representation of women in early and mid-career roles, particularly in the lower middle pay quartile where women represent 56.3% of employees. This demonstrates that we have a solid pipeline of female talent. However, progression into senior roles is not yet where we want it to be, and this remains a key area of focus.

Bonus Pay Gap:

- Our mean bonus gap is 68.0%, while the median bonus gap is 16.2%. The difference between these figures reflects the impact of a small number of higher-value bonuses, which are more prevalent in senior roles where men are currently overrepresented – mostly Partners.
- Importantly, bonus participation is high and broadly consistent across genders, with 97.5% of

women and 95.1% of men receiving a bonus. This indicates that the gap is not driven by access to bonus schemes, but by the distribution of employees across roles where bonus outcomes are higher.

Action Plan:

- Strengthening the pipeline of female talent through targeted development and progression initiatives
- Enhancing sponsorship and leadership programmes to support women into senior positions
- Continuing to review our reward practices to ensure fairness, transparency, and consistency
- Embedding accountability for diversity and inclusion outcomes within our leadership teams

We are keen to continue to address the structural factors that drive the GPG, particularly progression into senior roles, while continuing to support an inclusive and equitable workplace for all employees. We look forward to reporting the results of this in the future.

L.E.K. Consulting LLP

We confirm that the data reported below in the appendix is accurate.



Peter Ward
Partner, Head of London



Ben Faircloth
Partner, Head of Europe

London, 30th March 2026

The 'gender pay gap' is the difference in average earnings (separately, hourly pay rate and annual bonus payments) between all men and all women (including Partners) in the firm in the UK, expressed as a percentage of men's average earnings. This is calculated on the snapshot date of 5th April 2025.

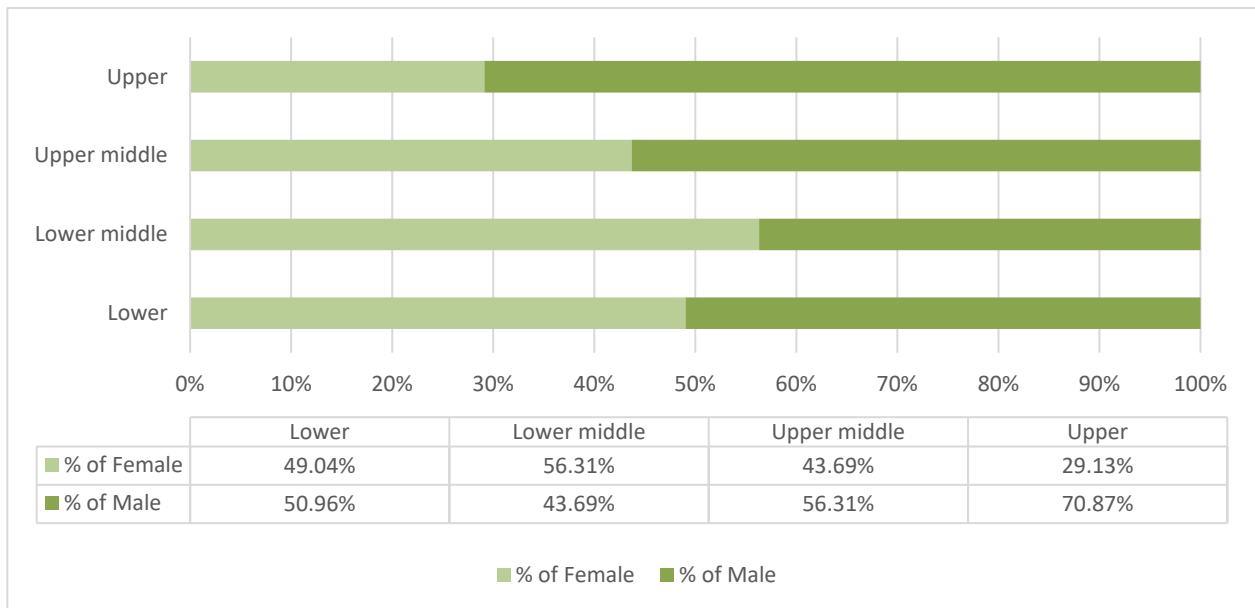
Gender pay gap – hourly pay, April 2025

Mean	Median
22.1%	23%

Gender pay gap – bonus pay, April 2025

Mean	Median
68%	16.2%

Proportion (%) of employees and partners in each pay quartile, April 2025



Proportion receiving bonus payment, April 2025

