

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 2022, women made up 45% of our workforce, including all employees and partners which is an increase since our last report. 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 middle (50.0%) and upper (25.3%) pay quartiles, compared to last year's data (34.7% and 20.5% respectively) highlights that female representation at more senior levels is increasing. We continue to focus on increasing our proportion of female partners globally, with a goal of increasing the proportion female managers in consulting positions to be 40% and for female partners to represent at least 30% of the regional and global partnership by 2030.

We have recently renewed our EDI strategy and goals at a global level and continue to be committed to greater representation of women at all levels of the firm. This commitment, alongside other initiatives is focused on narrowing of the gender pay and bonus gap in the coming years and enabling all staff to reach their full potential.

- **Recruitment:** All talent pipelines are regularly reviewed to ensure we reflect 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 analyse 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.

Employee Resource Groups

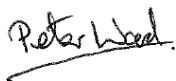
L.E.K has a number of active employee resource groups to promote inclusion and belonging for all employees and, in the context of our commitment to gender equality provide safe spaces for women to connect, discuss issues that directly affect them and propose action.

- **Women@LEK:** dedicated to reflecting the experience of all female aligned employees 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 self 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 inclusion culture in its daily activities, supporting recruiting initiatives to improve access for underrepresented groups and supporting the development of underrepresented employees in our organisation.

Looking ahead, we are keen to continue to address the causes of the GPG at our firm with confidence and conviction and look forward to reporting the results of this in the future.

L.E.K. Consulting LLP

We confirm that the data reported below is accurate.



Peter Ward
Partner, Head of London



Ben Faircloth
Partner, Head of Europe

London, 3rd April 2023

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 2022.

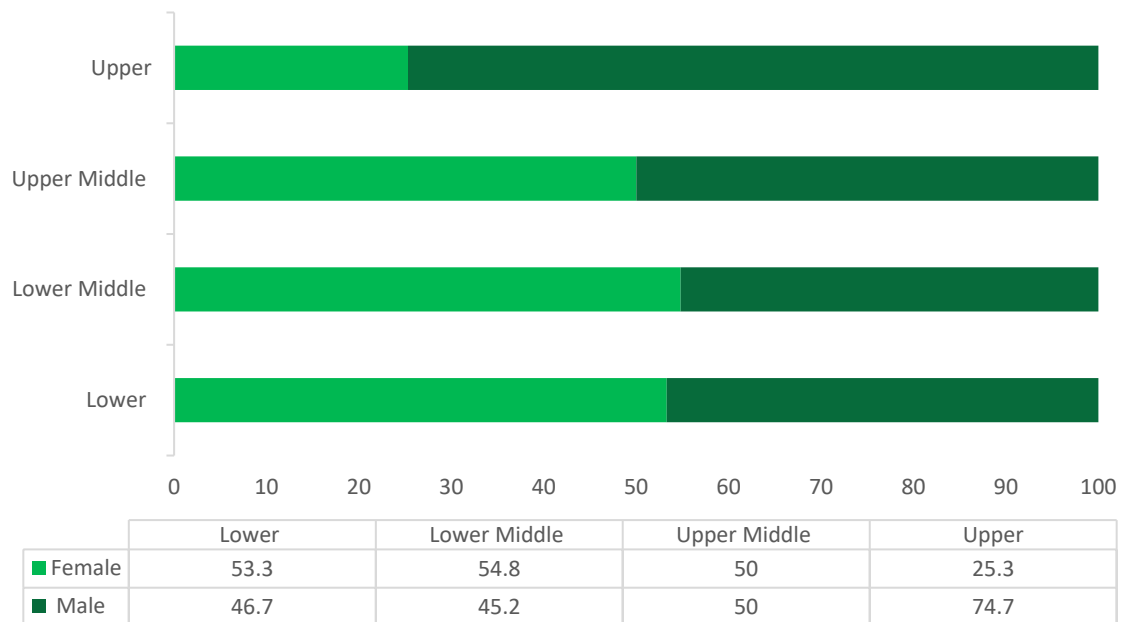
Gender pay gap – hourly pay, April 2022

Mean	Median
29.2%	24.6%

Gender pay gap - bonus pay, April 2022

Mean	Median
79.7%	37.1%

Proportion (%) of employees and partners in each pay quartile, April 2022



Proportion receiving bonus payment, April 2022

