



Gender Pay Gap

OC&C UK April 2025 Snapshot



INCREASING THE DIVERSITY OF OUR WORKFORCE IS A STRATEGIC PRIORITY FOR THE BUSINESS. WE RECOGNISE THAT HAVING GREATER DIVERSITY LEADS TO BUILDING A STRONG, INCLUSIVE, AND HIGH-PERFORMING ORGANISATION.

Bringing together people with different backgrounds, experiences, and perspectives leads to better decision-making, greater innovation, and a deeper understanding of our clients. It also supports a more inclusive culture where individuals feel valued and able to contribute fully.

In line with previous years, we have chosen to carry out two separate calculations to ensure we meet our statutory obligations while also producing a tailored snapshot we can use to more accurately measure progress year on year.

We are proud to have a highly structured compensation model that ensures individuals are paid equitably based on their role and performance. Our bonus and pay structures, along with the criteria used to evaluate performance, are transparent and build trust that everyone receives equal pay for doing the same jobs across all levels. From our analysis, our gender pay gap (GPG) continues not to be driven by differences in pay within a grade but instead influenced by lower representation of women in senior positions.

While there is no regulatory requirement to do so, we have opted to include Partners in our GPG reporting. The inclusion of our Partners significantly influences our GPG given women are underrepresented at that level. However, providing the full picture of our whole UK firm ensures we hold ourselves accountable and enables us to better monitor our progress year on year.

As of 5 April 2025, women made up 45% of our workforce, including all UK employees and Partners, and as of today (our publication date) women make up 46%, a small increase from our position this time last year. Our mean pay gap across our entire UK firm stands at 25.6%, a slight increase from 23% the previous year. Our median pay gap across our entire UK firm remains at 39.68%. Although we are moving in the right direction, our analysis tells us the gap remains, due to 65% of our top two pay quartile positions being held by men (despite this decreasing from 66% in 2024).

We recognise that improving gender balance, particularly at senior levels, is a key part of reducing the gender pay gap. By continuing to attract, develop, and retain diverse talent, we aim to create greater opportunities for progression and ensure our workforce better reflects the society in which we operate. To achieve our ambitions, we prioritise key initiative areas to ensure OC&C is a place where talented individuals of any gender or background can thrive:

- **Our Global Diversity & Inclusion Council** provides a mechanism for employee-led networks to communicate with our leadership and drive our shared agenda to be a truly diverse and inclusive firm. Networks are empowered to raise issues, review data and hold leadership to account on key D&I matters, as well as being given budget to run their own initiatives. Bringing together the relevant communities and key stakeholders also allows the council to act as a powerful forum for idea generation and problem solving.

From our analysis, our gender pay gap (GPG) is not driven by differences in pay within a grade but instead influenced by lower representation of women in senior positions.

- **Our Women's Network** at OC&C focuses on supporting the retention and development of female talent through a combination of practical initiatives and community-building events. This year, the network has provided targeted training, mentoring and coaching designed to support career progression (particularly from Consultant to Manager, one of the major milestones in an OC&C career) and equip women at all levels with the tools to succeed. Alongside this, the network fosters connection and visibility through storytelling and sharing experiences, including podcasts, panel discussions and events. One of the networks largest events of the year was the Global Senior Women's Offsite, where a group of over 50 women spent 2 days together, diving into personal goals and ambitions for the coming year, learning about how to lead with resilience & stepping away from our desks to engineer gravity-defying pasta towers, create questionable masterpieces in ketchup, and demonstrate elite-level biscuit-balancing skills - all in the name of teamwork. Together, these initiatives create opportunities for relationship building, learning & open dialogue and stronger networks across the firm, helping to build an environment in which women can thrive and progress.

- **Family friendly policies** - three years ago we launched equalised and flexible parental pay and leave globally. Depending on length of service, our UK policy offers up to 29 weeks fully paid regardless of gender, helping to ensure that parenting isn't solely the responsibility of working women, and therefore levels the playing field when it comes to the pace men and women progress in the workplace. We also have a supportive parental transition package that includes bespoke return-to-work programmes, specialist parental coaching and an emergency childcare option. We are pleased to see these benefits being utilised by staff at all levels.

- **Our Recruitment team** remains dedicated to providing every applicant with a fair and equal opportunity to succeed throughout our hiring process. At senior levels, we prioritise strengthening our engagement with high-calibre female talent and expanding the top of our pipeline. This is achieved through targeted outreach initiatives and by highlighting our distinctive people proposition, ensuring we attract and retain a strong pool of talented women across all roles. At the graduate level, we are committed to achieving a balanced gender intake. We continue to build and enhance our relationships with university societies and external organisations, including WCAN Women, which support female students in pursuing careers in consulting. Alongside this, we run a range of insight days and networking events specifically aimed at female students. These initiatives not only help sustain strong application rates from women but also offer valuable guidance on the skills and capabilities needed to succeed in our recruitment process. Looking ahead to the next financial year, we will be launching Diversity & Inclusion-focused recruitment insight programmes. These initiatives are designed to introduce students from underrepresented backgrounds to strategy consulting and to OC&C, helping us to develop a broader and more diverse early talent pipeline.

We recognise these steps can only lead us to success through collective effort and shared goals. With this understanding, we will continue to focus on demonstrating that consulting can be a sustainable and incredibly rewarding career path for all.



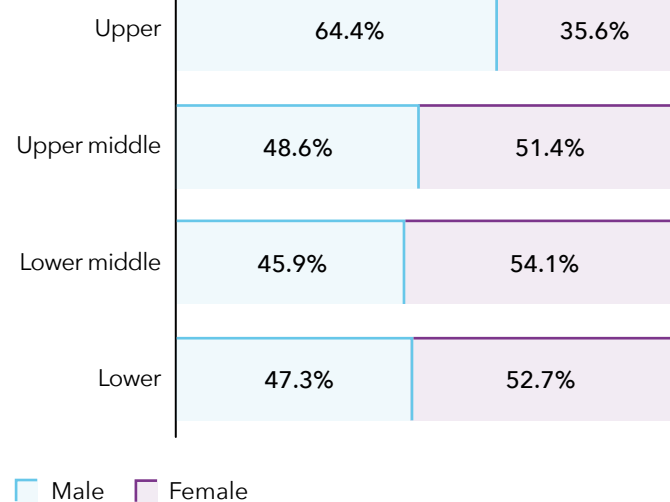
All UK Gender Pay Gap

April 2025 snapshot

WE HAVE OPTED TO INCLUDE ALL UK EMPLOYEES AND PARTNERS IN OUR GPG REPORTING WHERE POSSIBLE USING A MODIFIED CALCULATION THAT CAPTURES OUR STAFF BASE MORE ACCURATELY, IN ADDITION TO OUR STATUTORY GPG FIGURES FURTHER BELOW.

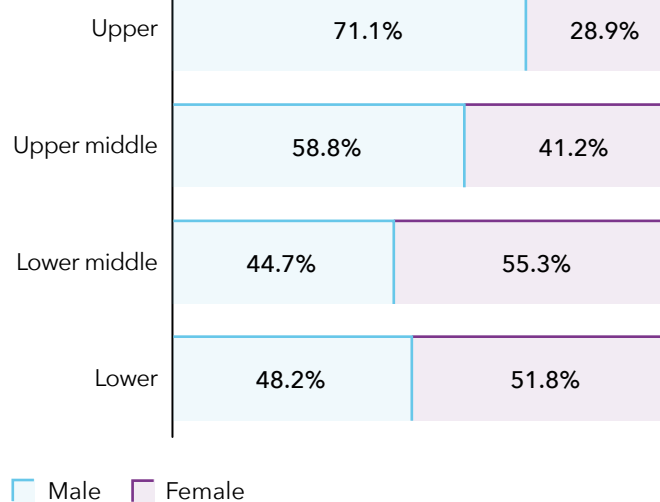
PROPORTION OF EMPLOYEES AND PARTNERS IN EACH PAY QUARTILE

Employees



Male Female

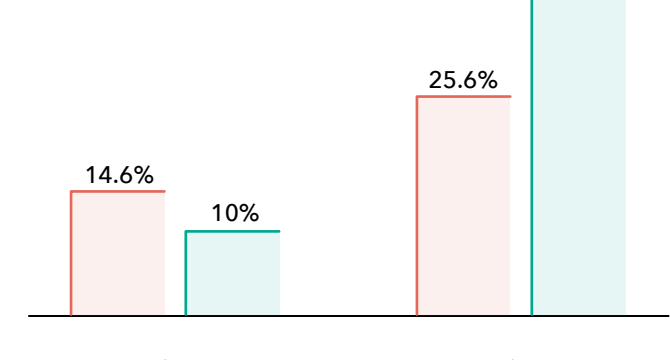
Employees and Partners



Male Female

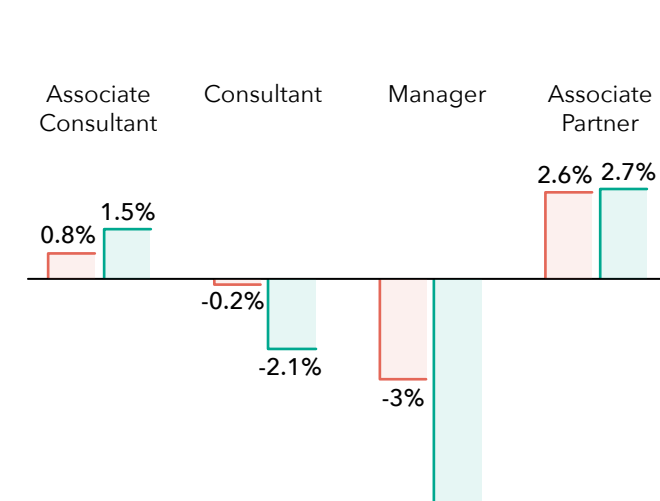
HOURLY PAY GAP

(Contractual hourly pay women/men, not including bonus)



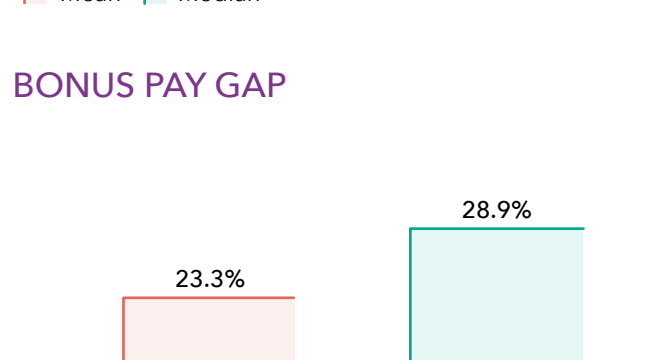
Mean Median

Hourly pay gap by consulting grade



Mean Median

BONUS PAY GAP



Mean Median

PROPORTION OF EMPLOYEES AND PARTNERS RECEIVING BONUS PAYMENT



Male Female

The gender pay gap (GPG) is the difference in average earnings between all men and women, shown by the percentage men earn more than women.

Statutory Reporting: OC&C Services Limited

Gender Pay Gap

April 2025 snapshot

WE ARE REQUIRED TO REPORT OUR STATUTORY GPG FOR OC&C SERVICES LTD SEPARATELY TO THE ABOVE ALL UK REPORT AND USING THE ESTABLISHED STATUTORY METHOD. EMPLOYEES WITHIN THIS ENTITY MADE UP 66% OF OUR UK WORKFORCE ON THE SNAPSHOT DATE.

OC&C Services Limited - April 2025

Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap	Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile	Portion receiving bonus
9.8%	4.9%	34.2%	8.2%	67.3% male	48.2% male	46.4% male	53.6% male	73% male
				32.7% female	51.8% female	53.6% female	46.4% female	75% female

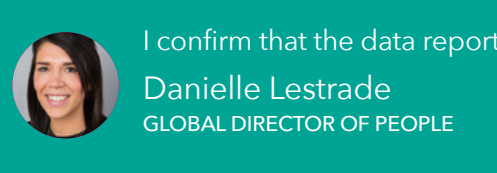
If you would like to discuss this report in more detail or simply learn more about us and our work, please get in touch.

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I confirm that the data reported is accurate.

Danielle Lestrade
GLOBAL DIRECTOR OF PEOPLE



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Gender *Pay Gap*

OC&C UK April 2025 Snapshot



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