



# Our commitment to accessibility & inclusion

BCG Australia and New Zealand  
**Disability Inclusion Action Plan**  
2023 - 2026



# Contents

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<b>Message from BCG Australia Managing Director and Disability Inclusion Executive Champion</b>	Page <b>2</b>
---	---------------

---

<b>Section 1: Our business and context</b>	Page <b>3</b>
--	---------------

BCG in Australia and New Zealand

Disability in Australia and New Zealand

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<b>Section 2: Our vision and progress so far</b>	Page <b>7</b>
--	---------------

Our vision for disability inclusion at BCG

Our progress so far

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<b>Section 3: Our Disability Inclusion Action Plan</b>	Page <b>12</b>
--	----------------

Commitments and actions

Governance and accountability

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<b>Contact details</b>	Page <b>20</b>
------------------------	----------------

## Message from BCG Australia Managing Director & Disability Inclusion Champion



**Grant McCabe**  
Managing Director & Senior Partner

Leader of the Australia and New Zealand System



**Miguel Carrasco**  
Managing Director & Senior Partner

AccessAbility@BCG Executive  
Champion (Australia and New Zealand)

**Our purpose at Boston Consulting Group (BCG) is to unlock the potential of those who advance the world.** We achieve this when we bring together diverse perspectives, create equitable outcomes, and foster an inclusive culture where everyone is empowered to contribute to their full potential. This includes people living with disability, chronic illness and neurodivergence.

**We recognise that people with disability (PwD) face systematic barriers to entering and participating in the workforce.** In Australia, we have supported clients in the disability sector, including the National Disability Insurance Scheme and the Australian Human Rights Commission's IncludeAbility program, to advance disability inclusion outcomes nationwide. We bring the same commitment and drive to advancing accessibility inclusion in our own workplace.

**We believe we have made good progress in addressing some of these barriers,** including launching local and global employee networks on disability inclusion, and raising awareness of lived experiences such as mental health and chronic illness. We also know there is much more to do. Our Disability Inclusion Action Plan (DIAP) outlines our commitment to improving accessibility and inclusion at BCG in five areas:

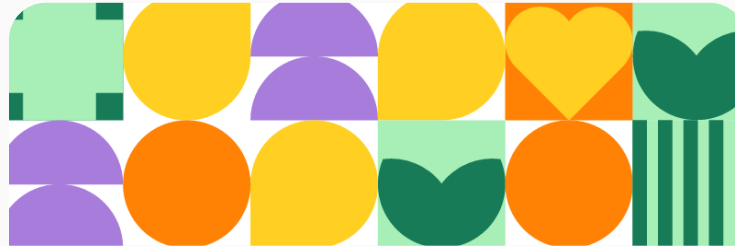
- **Build disability confidence** across our business, including teams and leaders
- **Foster a growing internal community** of people with disability, locally and globally
- **Embed systems of support** to ensure equitable outcomes for people with disability
- **Strengthen how we measure** representation and track progress
- **Extend our impact beyond BCG** to contribute to a more inclusive, accessible society

**We are pleased to launch this DIAP and share our ambition toward more equitable, accessible, and inclusive outcomes for our people, business, and society more broadly.**

# About this document

**This Disability Inclusion Action Plan (DIAP) outlines our commitment to accessibility and inclusion at BCG.**

This document outlines our strategy, including specific and measurable actions, to address the barriers that people with disability face in the workplace and advance accessibility and inclusion across our organisation.



*BCG BLISS Index visual identity*

**The imagery in this document draws from BCG's BLISS Index visual identity.**

BLISS stands for "Bias-free, Leadership, Inclusion, Safety, and Support" and the mosaic design uses shapes representing each element of the index.

**We have considered accessibility in producing this document by using:**

- Simple, jargon-free language
- Consistent and readable fonts (12pt+) with ample line spacing
- Accessible, high-contrast colour combinations for colour-blind users
- Alternative text for images and correct reading order for assistive technologies

Section 1

# Our business and context



# BCG in Australia and New Zealand



**Boston Consulting Group (BCG) is a global consulting firm that partners with leaders in business and society to tackle their most important challenges and capture their greatest opportunities.**

Our success depends on a spirit of deep collaboration and a global community of diverse individuals determined to make the world and each other better every day.



**Our purpose at BCG is to unlock the potential of those who advance the world.** We work closely with clients – empowering organisations to build sustainable competitive advantage, and drive positive societal impact. Likewise, we are committed to provide diverse and rewarding career paths for our people.



**Our diverse, global teams are passionate about unlocking potential and making change happen.** We currently have ~22,000 employees across more than 90 offices, in over 50 countries. We employ ~600 staff across our Australian and New Zealand offices in Sydney, Melbourne, Perth, Canberra, and Auckland, with ~10% of employees self-identifying as living with disability, chronic illness, or neurodivergence<sup>1</sup>.

Footnote 1: Optional employee self-identification survey across demographic dimensions including gender, sexuality, ethnicity, disability, socio-economic status, First Nations identity, and caring responsibilities (2023)

# We are guided by our core values in how we work with our clients and with each other



**Integrity:** We take the time to consider our actions and ask whether we can defend them openly today and tomorrow



**Respect for the individual:** We respect the capacity and desire for personal growth, as well as the talents and beliefs of clients, colleagues, alumni, recruits, and all other people we meet in the course of our work



**Clients come first:** We measure our success by our clients' success



**Diversity:** It is fundamental to our success that we accept, value, and incorporate the contributions of people from a wide variety of backgrounds



**Strategic perspective:** We consider the business as a whole, the competitive system, and its dynamics



**Partnership:** We take a long-term view in our relationships, and strive to build bonds founded on respect, caring, honest, and mutual respect



**Value delivered:** We create value for our clients that returns many multiples of their investment



**Expending the art of the possible:** Our goal is not simply to apply best practice but to invent it



**Social impact:** We create a positive and lasting impact beyond the business domain

# Understanding disability in Australia and New Zealand

Persons with disabilities include those who have long-term physical, mental, intellectual, or sensory impairments, which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.

*UN Convention on the Rights of Persons with Disabilities*

## Experiences of disability can include, but are not limited to:

- Permanent, temporary, or acquired conditions
- Physical, psychiatric, sensory, neurological, immunological disabilities that may be visible or invisible
- Chronic conditions and illnesses e.g., arthritis, diabetes, Cystic Fibrosis
- Psychosocial conditions e.g., depression, anxiety, or neurodivergence e.g., autism, ADHD

We also recognise the unique experiences of **people who are carers to someone with a disability**, and **people with intersectional experiences** (e.g., women with disability)

**Disability arises from the physical, digital, and social barriers** that impact an individual's ability to equitably participate in society. This **social model of disability** underpins our approach to access and inclusion which focuses on building capacity and addressing barriers to participation.

## In Australia and New Zealand<sup>1</sup>...



**1 in 6 people** live with a disability



**1 in 10 people** are carers to someone with a disability



People with disability are **2-3 times more likely** to be unemployed than people without disability



**1 in 6 people** with disability have experienced disability discrimination in the past year

Footnote 1. Australian Institute of Health and Welfare (2022); NZ Ministry of Health (2022)



Section 2

# Our vision and progress so far



# Our vision for disability inclusion at BCG

At BCG, we strive to create equitable, inclusive experiences for our people throughout their employee journey by:



**Recruiting processes** that ensure candidates from diverse backgrounds can perform at their full potential by making reasonable accommodations readily available



**Onboarding and integration processes** that set people up with the tools, connections, and knowledge to work effectively from Day 1, and with tailored support where needed



**Team structures and ways of working** to where everyone is empowered and enabled to work at their best and collaborate effectively



**Learning and advancement programs** designed to ensure everyone has equal access to opportunities and tailored support where needed



**Physical and digital environments** that are accessible and free of barriers to ensure dignified access and use for all people



**An organisational culture** that is understanding and supportive of lived experiences of disability and aware of disability literacy

# Our recent progress on disability inclusion

2020

**Disability inclusion employee resource group launched** in Australia and New Zealand (Able@BCG), doubling in size within 2 years

**IncludeAbility launched with BCG's support**, Australia's leading employer network on disability inclusion as part of the Australian Human Rights Commission, headed by Dr Ben Gauntlett, joining as a member in 2021

**First optional 'Self-Identification Survey' conducted** in BCG Australia and New Zealand, enabling us to build a baseline of demographic dimensions including disability

2021

**Australian Network on Disability membership commenced** and first Access and Inclusion Index assessment conducted to understand our baseline

**First "Creating Awareness" hosted by Able@BCG**, upskilling managers on how to effectively navigate disclosure conversations

**Valuable 500 joined**, a global employer network on disability access and inclusion, affirming our global commitment to advancing disability inclusion

2022

**Mentoring@BCG launched** in BCG Australia and New Zealand, formalising mentoring support for lived experiences such as disability and chronic illness

**BCG's first Chief Diversity Officer appointed** to lead DE&I efforts globally (Nadjia Yousef)

**AccessAbility@BCG launched, BCG's global disability inclusion employee resource group**, scaling disability inclusion efforts globally and growing the community to 785 members by 2023.

# Spotlight on selected disability inclusion initiatives at BCG (1 of 2)



## Mentoring@BCG program

Through Mentoring@BCG, staff are paired with mentors who can provide guidance on navigating lived experiences at work (e.g., disability), career journeys, and general mentorship. Participants are provided with resources to make the most of the relationship (e.g., conversation starters, mentoring tips).



## Accessible physical workspaces

BCG's new Sydney office, opened in 2020, incorporates Universal Design principles throughout the workspace, including hearing loops in key meeting rooms, a designated 'quiet zone' to help reduce sensory distractions, ergonomic chairs and desks, and wide doorways and hallways.



## Disability confidence training for recruiters

In 2022, the BCG Australia and New Zealand recruiting team participated in the first of a series of 'disability confidence' trainings, equipping the team to navigate accommodations through the recruiting and interview process e.g., using the right language, offering appropriate accommodations.



## Structured working style discussions

All BCG projects start with a discussion on how we work together most effectively to drive client impact, facilitated by a dedicated team coach. This includes discussion on personal working styles and what it takes for each person to bring their best; e.g., collaboration styles, personal commitments

## Spotlight on selected disability inclusion initiatives at BCG (2 of 2)



### Local and global employee networks

A local disability employee network was launched in Australia and NZ in 2020 to drive disability inclusion efforts and build a community of employees with shared lived experiences. The global AccessAbility@BCG network was launched in 2022, extending these efforts across a global community.



### 'Creating Awareness' panel event series

The AccessAbility@BCG employee network regularly hosts panel discussions to build an understanding of various lived experiences (e.g., on ADHD, chronic illness) and offer practical tips to collaborate and lead more inclusively (e.g., do's and don'ts when navigating a disclosure conversation)



### "True Colours" storytelling series

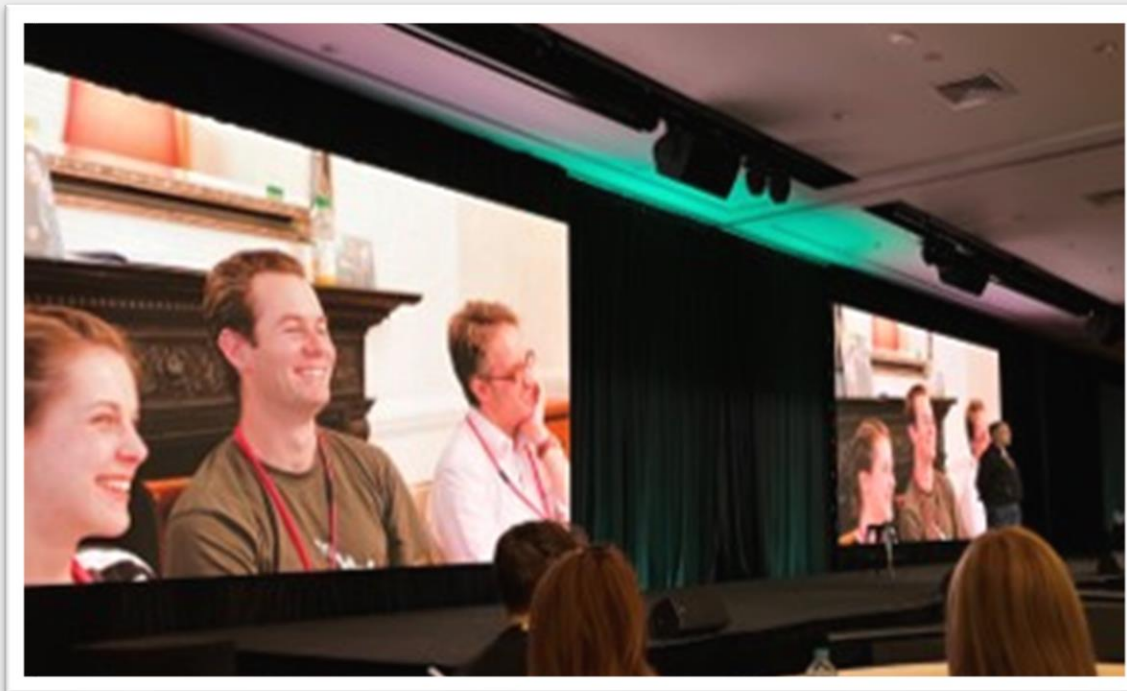
"True Colours: Authentic Conversations" is a story-telling series providing staff and senior leaders a safe environment share authentic lived experiences with colleagues. One such event was held at an all-staff conference in 2022, with a BCG senior leader sharing his lived experience with mental ill-health.



### Inclusion playbooks

Inclusion playbooks provide staff easy access to guidance and resources, such as templates, digital tools, and tips and tricks, to embed inclusion into their day-to-day e.g., the **Inclusive Communications Playbook, Inclusive Events Playbook, and Inclusive Leadership Playbook.**

# Spotlight on selected disability inclusion initiatives at BCG



Adam Whybrew (MDP, Sydney) sharing his lived experience as part of the 'True Colours' event at Firmwide 2022

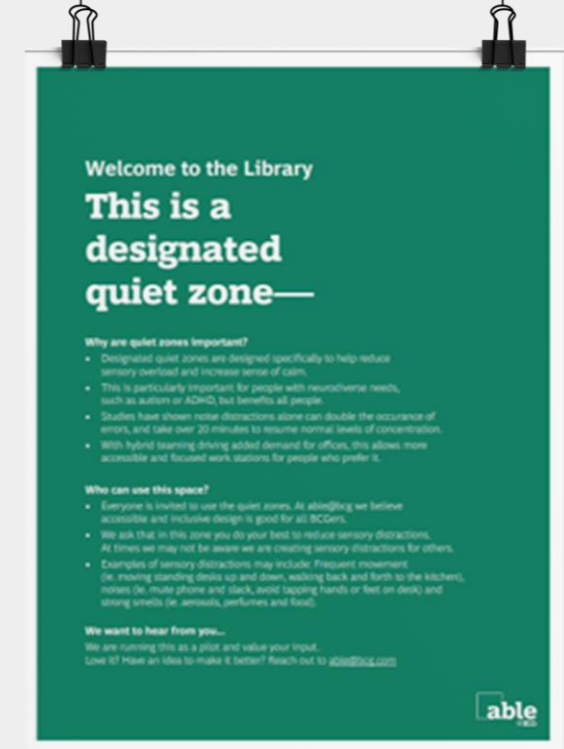


Accessible and Inclusive Communication Playbook

## Quick Checklist | Planning an inclusive, impactful event

Plan	Prepare	Execute
<ul style="list-style-type: none"> <li>Agreed the objective, key messages, speakers and format of the session (e.g., in person, virtual, hybrid)</li> <li>Identified a date and time by checking the AIZ Events calendar, avoiding clashes with Days of Significance, school holidays, and managing for time zones across all offices (inc. Perth, Auckland)</li> <li>Sent a planholder invite to the AIZ Events calendar, event organisers, and speakers to hold the time</li> </ul>	<ul style="list-style-type: none"> <li>Draft an event invite and test with relevant stakeholders or e.g., People Ops teams, CE/HR team, MDP sponsor, example invite here</li> <li>Ensured balanced representation across speakers/presenters (e.g., BSL, CI, BCG's gender/cultural identity)</li> <li>Prepared speakers (e.g., speaker notes, briefing call or email)</li> <li>Prepared content (e.g., checking for inclusive language, relevant to a broad audience, visual accessibility)</li> </ul>	<ul style="list-style-type: none"> <li>Booked room/venue and catering, working with Client Services teams</li> <li>Considered accessibility and dietary requirements (e.g., catered for major dietaries such as vegetarian and gluten free, ensured a range of non-alcoholic options, checked for accessibility requires with audiences)</li> <li>Tested IT set-up including audio, presentation, Zoom link etc.</li> <li>Registered external attendees, provided premium stickers for name tags, provided Acknowledgement of Country where relevant</li> </ul>

Inclusive Events Checklist in the Inclusive Events Playbook



Posters for 'quiet zones', designated low-sensory spaces in each office

Section 3

# Our Disability Inclusion Action Plan



# Our DIAP focuses on building capability in five priority areas



**1. Continue to build disability confidence across our business,** including upskilling managers on navigating complex disclosures and workplace adjustments, and upskilling the broader business on how to team inclusively and effectively



**2. Foster a growing community of people with disability across BCG,** within the local AccessAbility@BCG network and global AccessAbility@BCG network, by continuing to recruit from diverse talent pools and building a culture where more people feeling comfortable openly disclosing lived experiences of disability



**3. Embed formal processes and systems of support to ensure equitable outcomes for people with disability,** including formalising a Workplace Adjustment Policy to streamline access to workplace adjustments and related resources



**4. Strengthen how we measure representation of lived experiences of disability,** and how we track progress disability inclusion efforts



**5. Further extend our impact beyond BCG to contribute to a more inclusive, accessible society,** including continuing to invest in partnerships such as the Valuable500 and IncludeAbility



# 1. Continue to build disability confidence across our business

Outcome	Initiatives	Owner
<b>Build an understanding of lived experiences of disability across the business through authentic storytelling</b>	<ul style="list-style-type: none"><li>• Continue to host 2-3 'Creating Awareness' panel events per year, on topics such as mental health, neurodivergence, chronic illness, and caregiving</li><li>• Continue the 'True Colours: Authentic Conversations' series, inviting staff to share personal stories of disability and other intersectional experiences</li></ul>	DE&I team and local employee network
<b>Create easy access to tools and resources to enable staff to work and collaborate effectively and inclusively</b>	<ul style="list-style-type: none"><li>• Launch 2-3 digital all-staff newsletters (via Slack) per year to raise awareness of disability inclusion concepts and 'tips &amp; tricks'</li><li>• Embed the Inclusive Events checklist into all event planning processes</li><li>• Launch the Inclusive Leadership Playbook to capture best practices on inclusive team management and leadership</li></ul>	DE&I team and local employee network
<b>Build the disability confidence among staff and leaders by upskilling them on concepts that are most relevant to their roles</b>	<ul style="list-style-type: none"><li>• Host 'Conscious Inclusion' training biennially to upskill all staff and leaders on complex inclusion scenarios (e.g., navigating a disclosure discussion)</li><li>• Host targeted 'disability confidence' training for recruiters and interviewers to upskill on navigating accommodations and running inclusive interviews</li><li>• Build disability inclusion scenarios into existing staff and leader trainings</li><li>• Deliver annual mental health training to all senior leaders and provide all-staff access to relevant online learning resources (E.g., Everymind Champion course)</li></ul>	DE&I team and L&D team



## 2. Foster a growing community of people with disability across BCG

Outcome	Initiatives	Owner
<b>Continue to recruit a workforce that represents the diversity of the community we work in</b>	<ul style="list-style-type: none"><li>Continue to strengthen a targeted recruitment strategy to ensure people with a disability have strong visibility into careers at BCG, and an equitable recruiting experience by:<ul style="list-style-type: none"><li>Creating visibility of careers at BCG and our inclusion efforts in external forums e.g., university societies, peak bodies</li><li>Making reasonable adjustments in hiring and onboarding for all candidates, and continuing to track adjustments and numbers of candidates who self identify as having a disability</li></ul></li></ul>	Recruiting team
<b>Continue to strengthen the AccessAbility@BCG community</b>	<ul style="list-style-type: none"><li>Continue to introduce AccessAbility@BCG and disability inclusion efforts to all new starters during their induction to BCG</li><li>Use awareness programs (e.g., Creating Awareness sessions) to encourage more staff to disclose their lived experiences and join the AccessAbility@BCG network</li></ul>	Local employee network
<b>Foster meaningful connections among people with shared lived experiences of disability</b>	<ul style="list-style-type: none"><li>Host 2-3 informal catch-ups per year for AccessAbility@BCG members and allies</li><li>Continue matching staff with senior mentors with shared lived experiences through the Mentoring@BCG program</li></ul>	Local employee network & People Experience team
<b>Engage with BCG's global disability inclusion community</b>	<ul style="list-style-type: none"><li>Create opportunities for AccessAbility@BCG members to attend at least 1 global Accessibility event per year to learn from and connect with global peers</li></ul>	Local employee network

### 3. Embed formal processes and systems of support to ensure equitable outcomes for people with disability

Outcome	Initiatives	Owner
<p><b>Formalise and embed a formal Workplace Adjustment Policy and process</b></p>	<ul style="list-style-type: none"> <li>• Design and embed a formal workplace adjustment policy and passport to enable access to reasonable adjustments (e.g., flexible work models, leave of absence, range of adjustments that do not require any evidence or approval )</li> <li>• Deliver targeted upskilling for key users of the workplace adjustment policy (e.g., HR team, line managers)</li> <li>• Raise awareness of the workplace adjustments by communicating during employee onboarding and through key employee touchpoints</li> </ul>	<p>HR Team</p>
<p><b>Continue to enhance the accessibility of BCG office spaces to ensure dignified access for all staff and visitors</b></p>	<ul style="list-style-type: none"> <li>• Conduct a biennial audit of current ANZ offices to identify opportunities to improve physical accessibility</li> <li>• Ensure accessibility principles are embedded into the design of all new offices in partnership with global facilities team</li> <li>• Ensure all event organisers request accommodations from attendees in event invites and related communications</li> </ul>	<p>Office leadership with support of local employee network</p>
<p><b>Continue to strengthen teaming practices to ensure accessible and inclusive collaboration</b></p>	<ul style="list-style-type: none"> <li>• Continue to hold structured team kick-off discussions to understand team members' personal working styles and accessibility requirements so these can be factored into co-location, team collaboration, and stakeholder engagement models</li> </ul>	<p>People Experience</p>

## 4. Strengthen how we measure representation of lived experiences of disability and track progress on disability inclusion efforts

Outcome	Initiatives	Owner
<b>Build an accurate baseline of representation at all stages of the employee journey</b>	<ul style="list-style-type: none"><li>• Provide optional opportunity for candidates to self-identify as living with disability, chronic illness, or neurodivergence at point of application to BCG</li><li>• Continue to strengthen self-identification data for current staff by introducing an optional disability self-identification field in the HR platform (Workday) and increasing participation in the annual, optional self-identification survey</li></ul>	DE&I team
<b>Maintain an understanding of employee experience for key demographic groups (e.g., people with disability) to inform targeted measures</b>	<ul style="list-style-type: none"><li>• Conduct a demographic analysis of the annual employee engagement survey results (including for people with disability)</li><li>• Gather qualitative insights on the experience of employees with disability to supplement quantitative insights and better understand nuances in lived experience</li></ul>	DE&I team
<b>Build a baseline of workplace adjustments offered at all staff to strengthen process and supports</b>	<ul style="list-style-type: none"><li>• Centrally track approved and pre-approved workplace adjustments provided to candidates and staff, including type of adjustment, duration, and relevant feedback (anonymised)</li></ul>	HR team

## 5. Further extend our impact beyond BCG to contribute to a more inclusive, accessible society

Outcome	Initiatives	Owner
<p><b>Raise our awareness of disability inclusion best practices by engaging in external forums</b></p>	<ul style="list-style-type: none"> <li>Attend quarterly IncludeAbility and Australian Network on Disability forums to learn from experts and other organisations</li> <li>Regularly share learnings and best practices with DE&amp;I, HR, and broader People leaders so they can integrate into their own functions and practices</li> </ul>	<p>DE&amp;I team and local employee network</p>
<p><b>Extend engagement with people with disability in the community</b></p>	<ul style="list-style-type: none"> <li>Partner with an external forum (e.g., Valuable 500), to facilitate mentoring relationships between a BCG senior leader and person with disability</li> <li>Support 1-2 fundraising campaigns per year for organisations that specifically focus on people with disability (e.g., Cerebral Palsy Alliance)</li> <li>Work with partner organisations to host at least one networking, mentoring or skills building events for emerging leaders with disability per year</li> </ul>	<p>DE&amp;I team and local employee network</p>
<p><b>Share our learnings and insights on disability externally</b></p>	<ul style="list-style-type: none"> <li>Develop and publish at least one local BCG thought leadership publication on disability inclusion each year, to share with clients and media</li> </ul>	<p>Local and global DE&amp;I and Marketing teams</p>

# How we will keep ourselves accountable



## Delivering on our commitments

Teams across BCG are accountable for delivering on our commitments and initiatives, including the DE&I, HR, Recruiting and People Experience Teams, as well as the local disability inclusion employee network.

The DE&I team will centrally coordinate and support delivery of these initiatives in partnership with accountable teams through bi-monthly meetings involving key stakeholders.



## Tracking our progress

We will track our progress on these initiatives through:

- Annual, optional self-identification survey to maintain an ongoing view of representation
- Demographic lens on the annual employee engagement survey to understand the people experience for staff with disability (versus the average)
- Annual benchmarking of internal practices with an external expert organisation e.g., Australian Network on Disability

# DIAP Leadership Team

## Diversity, Equity & Inclusion (DE&I) Leadership Team Australia & New Zealand

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ANZ Human Resources  
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**Camilla Forman**

ANZ People Experience  
Director



**Kat Sneddon**

HR Specialist, Employee  
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**Justin Doyle**

Project Leader,  
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**Aanchal Chopra**

ANZ DE&I and  
Engagement Manager



**Sarah Thom**

Managing Director and  
Partner, DE&I Executive  
Sponsor



**Miguel Carrasco**

Managing Director and  
Senior Partner,  
Employee Network  
Executive Champion

The BCG logo is rendered in a bold, dark green, sans-serif font. The letters are closely spaced, with the 'C' being particularly prominent and rounded.

BOSTON  
CONSULTING  
GROUP