



2025 ANNUAL SUSTAINABILITY REPORT

Unlocked Potential, Transformative Impact

Executive Summary

June 2026

2025 Highlights

DRIVING INSPIRED IMPACT

\$500M+

Invested in societal impact;
\$3B since 2020

3,000+

Societal impact cases, +29%
annual growth since 2020

80%

Of our largest clients involved in
at least one societal impact case

200

MtCO₂e of annual emissions
reduced and avoided by 2030

14

Large-scale social impact
transformations supported
across development institutions

12pp

Higher annual total shareholder
returns for our top 100 clients
vs. the S&P 1200¹

LEADING WITH INTEGRITY

\$14.4B

In revenue, with 33,500
people on our global team

36%

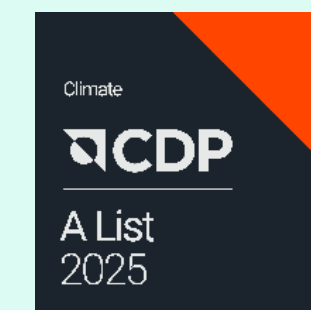
Carbon emissions reduction
since 2018, surpassing our initial
science-based targets

49%

Women globally and 39%
women on the Executive
Committee

1st

Premium consulting firm with
global ISO/IEC 42001 certification
for its AI management system



Sources: S&P Capital IQ; BCG ValueScience Center analysis.

Note: Figures cover January 1 to December 31, 2025, and include both reported actuals and forward-looking projections (e.g., impact estimates). Forward-looking statements are estimates, based on the best information available at the date of publication and are subject to risks and uncertainties that may cause actual results to differ. Methodology and assured data for climate metrics are set out in BCG's 2025 Annual Sustainability Report.

¹Cumulative relative total shareholder return (TSR), indexed to \$100 invested on January 1, 2021, is measured against the S&P Global 1200, based on the combined market value of the top 100 BCG global clients as of December 31 each year. Client list updated annually. Returns are calculated in each company's reporting currency. ²[EcoVadis link](#).



Every day, we work alongside our clients to deliver transformative impact. Building on over 60 years of expertise, we combine strategic clarity with applied AI to help clients across the private, public, and social sectors develop new capabilities and generate positive outcomes.

BCG's 2025 Annual Sustainability Report, *Unlocked Potential, Transformative Impact*, demonstrates how we create impact in two connected ways: through our work with clients and partners, and in the way we manage our own business.

As the world grows more complex, the need for purposeful, high-integrity business has never been greater. We're proud of the progress we made in 2025—and we remain committed, within BCG and beyond, to unlocking the potential of world-leading organizations and creating transformative impact, together.

CHRISTOPH SCHWEIZER
CEO, BCG

BCG's Purpose, Values, and Approach to Sustainability

Our Purpose

BCG stands shoulder to shoulder with leaders of the world's most influential organizations, combining strategic clarity and applied AI to turn ambition into outcomes. We build, we scale, and we stay through the last mile to create transformative impact—stronger returns, transferred capabilities, and change that sticks—all in service of our purpose: unlocking the potential of those who advance the world.

Offices in:

100+
cities

50+
countries

Founded in

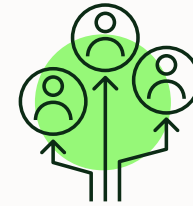
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Our Values

Our values are the building blocks of our culture, embedded in everything we do and central to enabling us to be a global consulting firm that leads with integrity.



Integrity



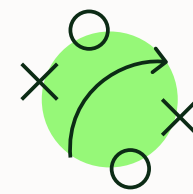
Respect for the individual



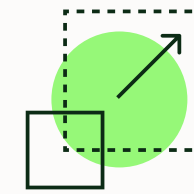
Partnership



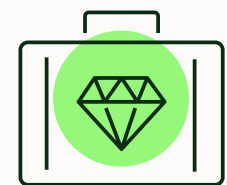
Clients come first



The strategic perspective



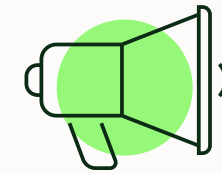
Expanding the art of the possible



Value delivered



Diversity



Social impact

Our Approach

We focus on topics that matter for our business and for society. In 2025, we assessed and managed material impacts, risks, and opportunities across our value chain.

With Our Clients and Partners. We create our greatest value beyond BCG by working with clients and partners to tackle shared sustainability challenges. Through our client work, we help organizations unlock business value and enhance their environmental and social performance. Through cross-sector collaborations, we co-develop scalable solutions that drive broader systems change.

In Our Operations. We strive to operate sustainably. That means managing our own environmental impact, empowering our people, and delivering client services in a responsible way.



Driving Inspired Impact

in Partnership with
Our Clients

DRIVING INSPIRED IMPACT

Working Shoulder to Shoulder with Clients and Partners, We Pursue Transformative Societal Impact

2025 HIGHLIGHTS



\$500M+

Invested in societal impact, totaling \$3 billion since 2020

3,000+

Societal impact cases, +29% annual growth since 2020

80%

Of our largest clients were involved in at least one societal impact case, up from 2024

\$70B

In annual value creation by 2030 through climate and sustainability work

200

MtCO₂e of annual emissions reduced and avoided by 2030

14

Large-scale social impact transformations supported across development institutions

Note: Figures cover January 1 to December 31, 2025, and include both reported actuals and forward-looking projections (e.g., impact estimates). Forward-looking statements are estimates based on the best information available at the date of publication and are subject to risks and uncertainties that may cause actual results to differ. For more, see BCG's 2025 Annual Sustainability Report.

DRIVING INSPIRED IMPACT

Unlocking Value Chain Decarbonization with Dow's Carbon Footprint Ledger



Partner's Challenge

Dow, Inc., a leading chemicals company, plans to build the world's first net zero Scope 1 and Scope 2 emissions integrated ethylene cracker and derivatives site. But translating decarbonization investments into customer value is difficult when supply chains are complex and global. Dow needed a way to monetize the low-carbon value of its products. Two problems make this hard in practice:

- **Location Mismatch.** Decarbonized production often occurs at locations far from customers that want lower-carbon products.
- **Impact Dilution.** Benefits of reduced emissions may be spread across many products and buyers, making it hard to create a material emissions reduction for any one customer.

Dow needed to connect its low-carbon production to specific customer purchases without rebuilding physical supply chains.



Potential Unlocked

Monetized Low-Carbon Portfolio. A Carbon Footprint Ledger (CFL) enables Dow to package low-carbon attributes into products for customers that are willing to pay for them, wherever the decarbonized asset sits. CFL has enabled landmark customer transactions.

High-Integrity Scope 3 Reductions. Product carbon footprint certificates, backed by independent assurance and strict guardrails, give downstream customers confidence that reductions are real, traceable, and not double-counted. Current transactions aim to reduce several million metric tons of greenhouse gas emissions over the next decade.

Scaled Value Chain Decarbonization. Customer case studies demonstrate that CFL is a replicable model to unlock capital for industrial abatement projects.

Pathway for Broader Industry Adoption. CFL shows how pragmatic accounting solutions can overcome barriers that have historically slowed investment in the production of low-carbon materials.

[READ THE FULL STORY →](#)

DRIVING INSPIRED IMPACT

Innovate in India: Scaling National R&D Programs in Pharma and MedTech



Partner's Challenge

India has the opportunity to combine its global leadership in pharma with an accelerated innovation-led health care transformation. As the world's third-largest producer of pharmaceuticals (by volume), India commands a 20% share in global generics supply and a 60% share in global vaccine supply. In high-value innovation, however, India lags global leaders, with global shares such as 3% in biosimilars, 2% in Phase 1 clinical trials, and 0.1% in patented drugs. The country's medtech sector depends heavily on imports, at approximately 70% to 80%—particularly for high-value devices. At the same time, India faces a dual health care burden. Noncommunicable diseases now account for over 60% of deaths, and the country also carries one of the largest absolute burdens of antimicrobial resistance globally. This highlights the importance of developing affordable, high-quality, scalable health-care solutions for India and for other countries across income levels.

India brings together the scale of a \$60 billion pharma sector, an annual influx of over 1.5 million people with STEM training, 880 million digital health IDs, and a vibrant startup ecosystem with more than 10,000 life sciences startups. These are the right enablers to lead global health-care innovation. To accelerate a move toward "Innovate in India for Healthcare," the Indian government has launched several reforms and investment programs including Promotion of Research and Innovation in Pharma-MedTech (PRIP). A ₹5,000 Cr (roughly \$525 million) funding corpus has been allocated under the program to support R&D projects across industry, micro, small and medium-size enterprises (MSMEs) and startups. This will fund early-stage innovations up to ₹5 Cr (about \$500,000) and late-stage innovations up to ₹100 Cr (about \$10 million).



Potential Unlocked

The PRIP program is building a robust national innovation pipeline and strengthening India's R&D ecosystem. Early traction includes over 2,000 innovators reached, over 500 engaged via workshops and webinars, and 710 applications with broad participation across industry, MSMEs, and startups. Applications show strong interest in frontier areas such as cell and gene therapies (for example, CAR-T, CRISPR), next-generation vaccine platforms (including mRNA), biosimilars, novel medical devices, and AI-led drug discovery.

PRIP represents a new model for government-enabled innovation. By systematically catalyzing R&D, providing support beyond funding, and enabling cross-sector collaboration, it creates conditions to crowd in private capital and industry participation at scale. As a result, India is emerging as a potential model for the Global South demonstrating how governments can play a catalytic role in building innovation ecosystems, unlocking economic potential at the global level, and driving self-reliance in critical technologies.

[READ THE FULL STORY →](#)

DRIVING INSPIRED IMPACT

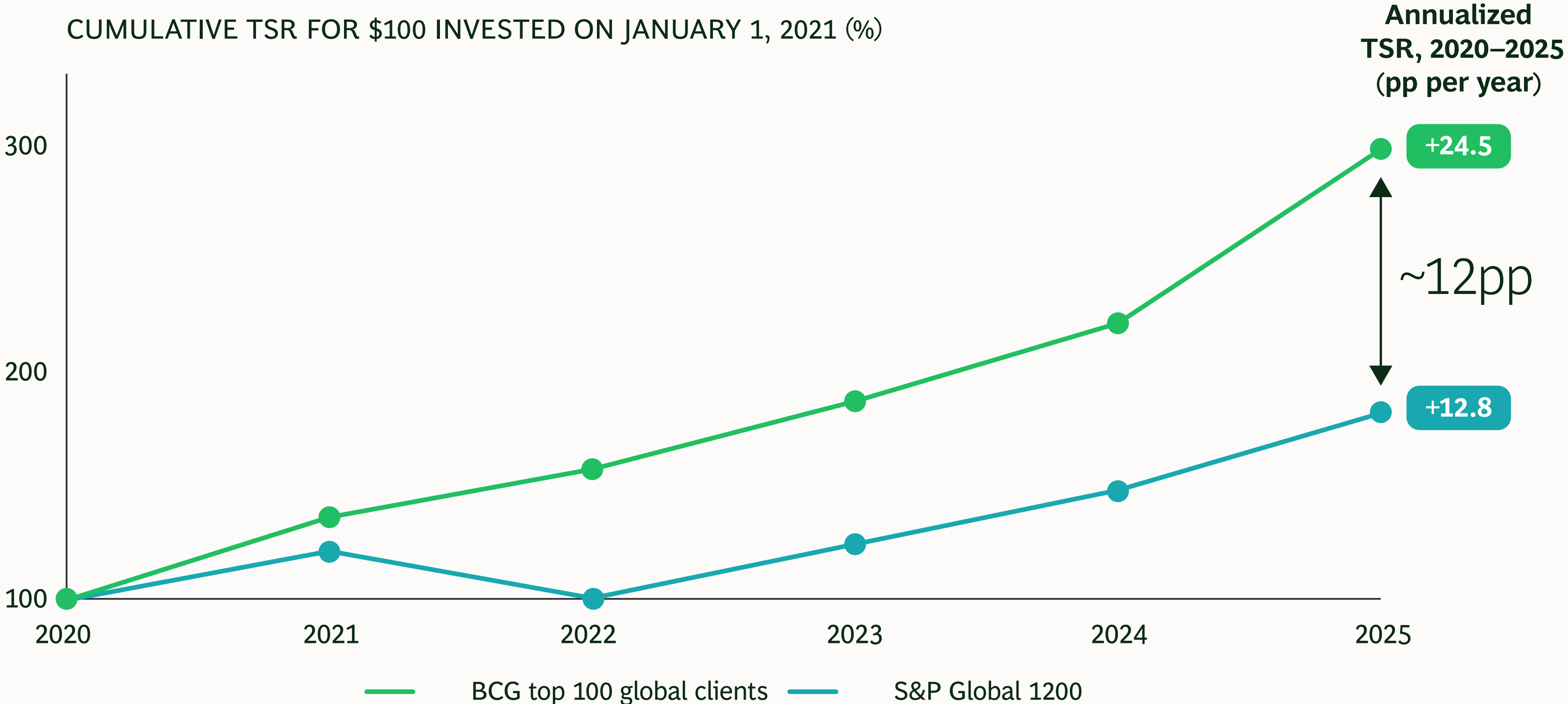
We Turn Ambition into Outcomes

We collaborate with clients to drive growth that contributes to global economic prosperity.

2025 HIGHLIGHTS

12pp

Higher annual total shareholder returns than the S&P 1200 for our top 100 clients



Sources: S&P Capital IQ; BCG ValueScience Center analysis.
Note: Client list is updated each year for BCG’s top 100 global clients. Returns are based on calendar year in the company’s reporting currency and reflect the five-year period 2021–2025, indexed to year-end 2020. pp = percentage points; TSR = total shareholder returns.

DRIVING INSPIRED IMPACT

Reckitt's Ambitious and Future-Ready Generative AI Transformation



Partner's Challenge

As a global consumer goods company, Reckitt has built its reputation on executional excellence and market agility. To sustain breakthrough innovation at speed, leadership saw an opportunity to transform its marketing capabilities while staying true to the company's lean, fast-moving culture.



Potential Unlocked

These solutions automated tasks that accounted for 30% to 40% of employees' time, reinventing workflows end-to-end. As a result, the amount of time that marketers spent on routine activities dropped by up to 90%, while output quality improved twofold.

Encouraged by this early success, Reckitt has begun looking at how to expand the program to R&D, with promising initial results.

[READ THE FULL STORY →](#)



Leading with Integrity

in Our Own Operations

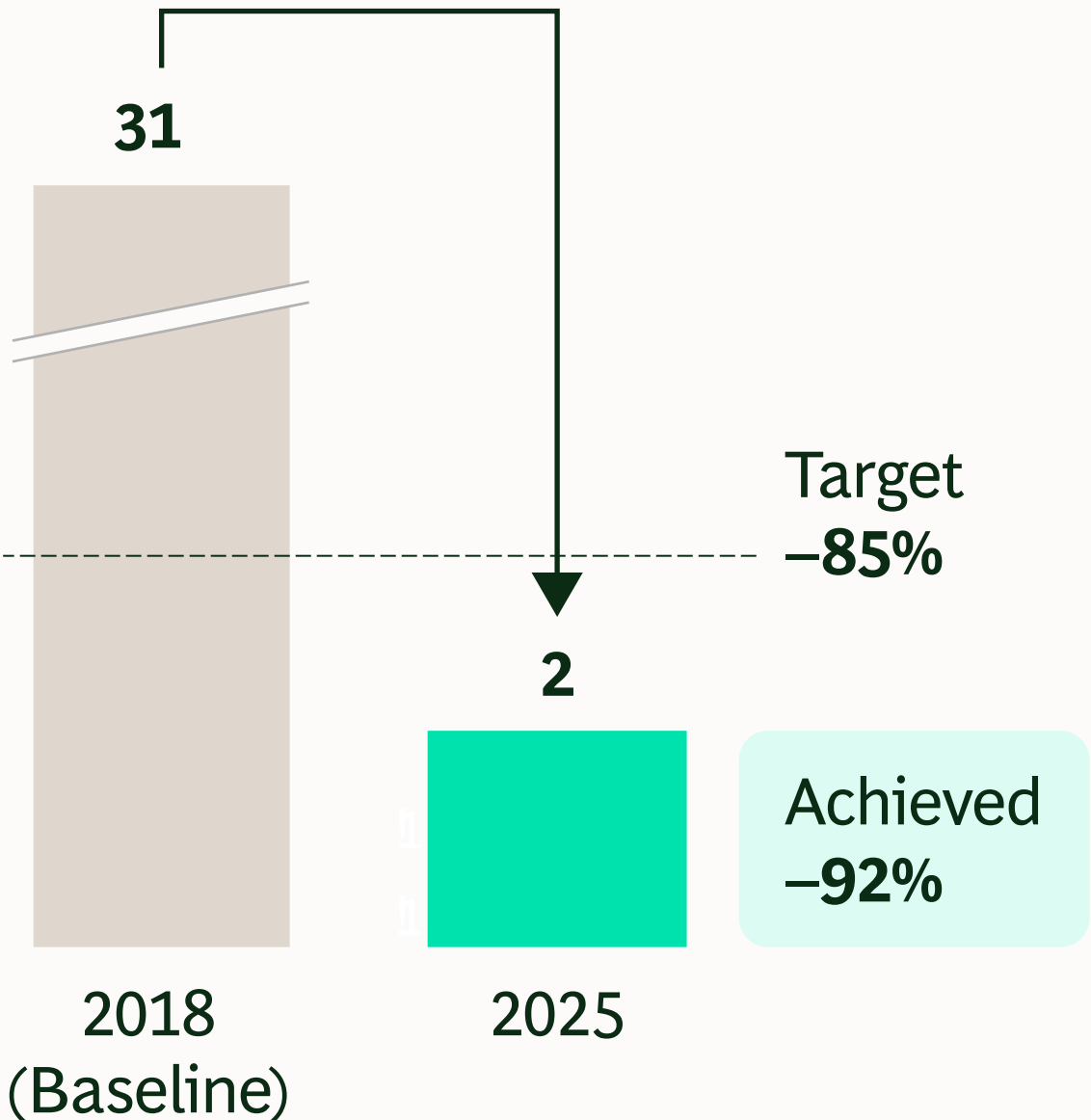
LEADING WITH INTEGRITY

Managing Our Environmental Impact

We've reduced total emissions by 36% since our baseline year, helping to surpass our initial Science Based Targets Initiative (SBTi) targets.

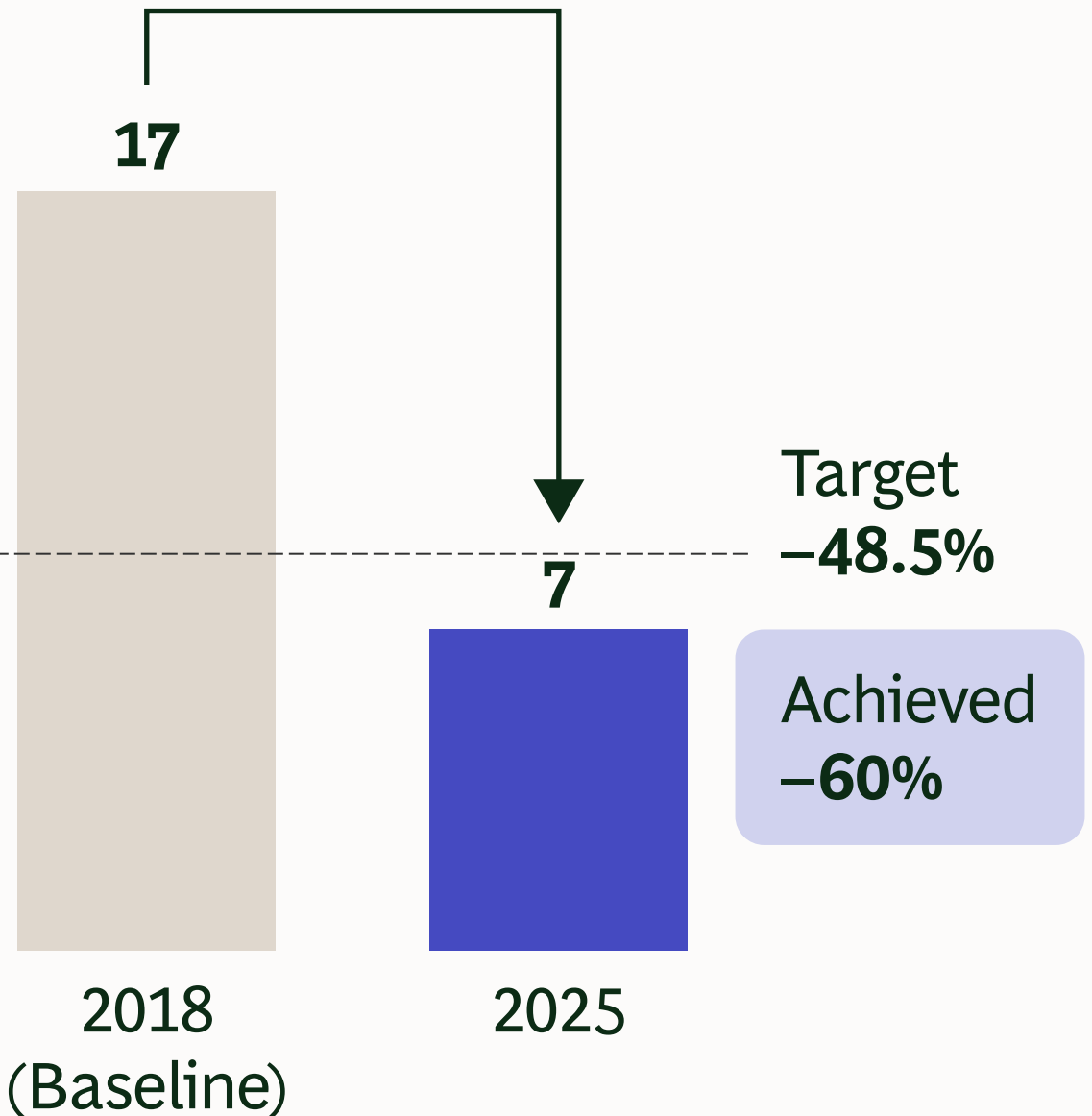
92% reduction in Scope 1 and Scope 2 emissions

Surpassing SBTi target (85%)

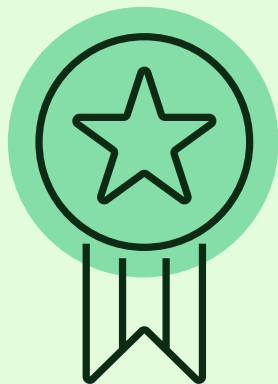


60% reduction in business travel emissions per employee

Surpassing SBTi target (48.5%)



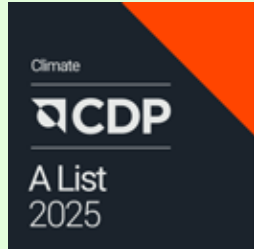
Top 10 global buyer of durable carbon removal credits



200K+

Metric tons purchased to neutralize hard-to-reduce emissions and support climate tech¹

Pursuing leadership via independent validation, disclosure, and ratings



¹CDR.FYI. ²EcoVadis link.

LEADING WITH INTEGRITY

Empowering Our People



We seek to build a sustainable, inclusive, and responsible business where people can thrive, grow, and make an impact.

2025 HIGHLIGHTS

33.5K

Our global headcount grew to 33,500 in 2025

100%

Of employees have access to well-being, career growth, family leave, and learning support

49%

Of our global workforce are women, as are 39% of our Executive Committee

1M+

Hours of online learning logged by employees

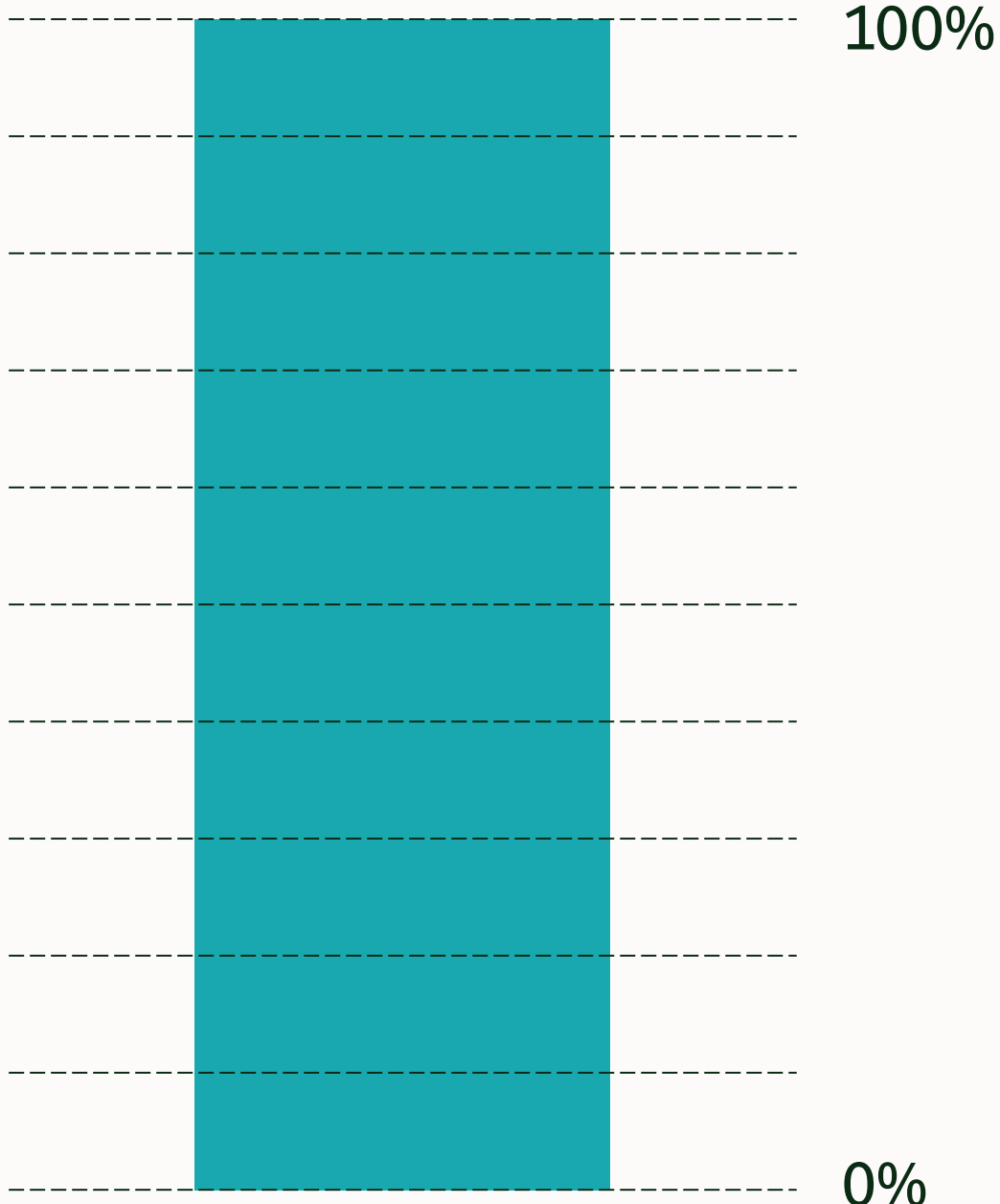
LEADING WITH INTEGRITY

Promoting Responsible Business



Integrity, respect, and accountability are foundational to our operations.

100% of our teams completed business ethics training



2025 HIGHLIGHTS

100%

All high-risk GenAI projects reviewed by the Responsible AI team and given guardrails

1st

In our peer group to achieve ISO/IEC 42001 certification for AI management systems, demonstrating early leadership in responsible AI governance

Learn more

[VISIT OUR IMPACT AND COMMITMENTS PAGE](#) →

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