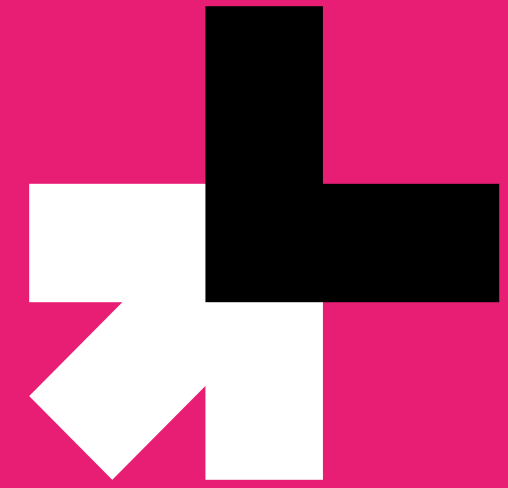


**Proven  
Solution**

Economic Justice



**HeForShe**

# **McKinsey & Co.**

# **Transforming the hiring pipeline with the 50% challenge**



## Global Context

**From McKinsey’s own research, we know the benefits of gender balanced organizations. Attracting and developing exceptional talent is core to our mission. If we do not have equal representation of women, we are missing out on critical talent. Recruiting is the beginning of our pipeline, which is why achieving parity in hiring was a core goal of our participation in HeforShe.**

When we started our HeforShe commitment, our hiring rate for women in full time consulting positions was stuck at roughly a third of all hires. One of the primary challenges we faced was increasing our women’s applicant pool; we needed to both broaden our talent sources as well as better articulate why careers at the firm are attractive.

To achieve our aims and better reach the talented women we aspire to hire, we knew

we had to change our approach to recruiting women, which meant changing both mindsets and systems.

We launched a global 50% Challenge campaign to entirely transform how the firm approaches gender balanced hiring across all roles. The result was a significant increase in our full-time hiring in every region, bringing our overall hiring to 47% women around the globe, and over 50% in some geographies.

“A diverse workforce starts with diverse hiring. McKinsey is making progress toward gender parity in hiring and are pleased to share our insights with other companies. Our research illustrates the clear benefits to a more diverse workforce and our own experience tells us that while not easy, we can achieve a more diverse workforce in this generation.”

**Kevin Sneader,**  
Global Managing Partner, McKinsley & Co.



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## Key Stages of Implementation



### Step 1 Establish a mandate

To emphasize the critical need to recruit more women across all parts of McKinsey, our campaign launched with support from each local leader defining clear women hiring aspirations and a detailed action plan. The central recruiting team implemented consistent communications from senior leadership reinforcing the firm’s gender parity commitment – from our global managing partner to individual office leaders. We named a lead partner in charge of women’s recruiting for each internal group, supported by a dedicated team to drive the action plan.

**Have a clear senior leadership mandate, initially and on an ongoing basis. Identify leaders at each relevant level and dedicate sufficient resources to support the plan.**

**To emphasize the critical need to recruit more women across all parts of McKinsey, our campaign launched with support from each local leader defining clear women hiring aspirations and a detailed action plan.**

### Step 2 Collect the data

Starting with our baseline analysis of the situation, we created a women’s recruiting scorecard to measure and monitor progress on a daily basis. Our scorecard does not just track hires – rather, it tracks the flow of women candidates through each step in recruiting so individual recruiting teams can monitor progress in real time.

**Collect data to establish a baseline. Determine the detailed, meaningful metrics that your organization needs to follow (women at each stage of the recruiting pipeline, women hired, etc.) Create a way to continuously monitor and measure the data.**



### Step 3 Speak to women first

We created a communications strategy focused specifically on women, adopting language and imagery featuring women’s stories and addressing women’s identified interests. We also made sure that there was greater balance in our all recruiting channel content, featuring more stories and profiles of women and diverse colleagues. At least 60% of all our social content now features women, stories of women or recruiting events focused on women candidates.

For the women in our application pipeline, we created a mentoring system that paired applicants with current consultants. This McKinsey Mentor program connects candidates and consultants to build personal relationships, gives candidates relevant insights into life at the firm and our All In program focused on women, interviewing and a trusted source for questions. We started hosting more women-only recruiting events to connect recruits with women colleagues and leaders and let them ask questions, get advice.

Understand what women candidates are looking for. Develop messaging that speaks directly to those values. Target recruiting to where women are already looking and speak directly to them. Offer more targeted support throughout the process.

**We created a communications strategy focused specifically on women, adopting language and imagery featuring women’s stories and addressing women’s identified interests.**



### Step 4 Resource appropriately

We increased our investment in internal teams dedicated to women’s recruiting, including creating a senior women’s recruiting team focused on creating more tailored messaging and programs specifically designed to meet the needs of senior female recruits. Recruiters and interviewers are trained in anti-bias techniques.

**Invest in women’s specific recruiting to enable innovation and experimentation. Offer training and support as well as funds.**





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**Encourage innovation by empowering each team to determine their own roadmap to success to enable local customization and ownership.**

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**Step 5 Encourage innovation**

To create even more impact, we asked each recruiting team to commit to new ways of finding and attracting talented women, including proactive outreach to women, women-focused internship campaigns, introducing recruiting intake windows, refreshed messaging, and an aspiration of 50% women at the start of each hiring process.

**Encourage innovation by empowering each team to determine their own roadmap to success to enable local customization and ownership. Communicate regularly to identify and scale early successes.**



**Step 6 Celebrate successes**

To keep momentum and encourage widespread adoption of best practices, individual team successes were amplified and celebrated with broad congratulatory announcements and individual notes of appreciation from leadership.

**Identify and promote wins. Thank teams for their success in meaningful and public ways to encourage momentum.**

**Contact**

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