

JUNE 2026

Workforce Gender Statement

and our mission to work with Diversity, Inclusion and Wellbeing in Norway



Current state of gender equality

At The Boston Consulting Group Nordic AB in Norway (BCG Norway), our people hold a wide range of roles, seniority levels, and responsibilities. Reaching our vision – unlocking the potential of those who advance the world – requires a strong and diverse team, from entry-level associates and business operations staff to senior partners. Our ability to deliver meaningful impact for clients depends on attracting, developing, and retaining a high-performing and inclusive workforce at every level.

To ensure transparency, we report gender representation across two cohorts:

- **Junior level**, entry-level and operational roles
- **Senior level**, experienced professionals with management responsibilities

To safeguard employee privacy, data is reported only for cohorts with a minimum of five employees.



1.1 Overall gender representation

	WOMEN	MEN	TOTAL
TOTAL EMPLOYEES	41%	59%	100%

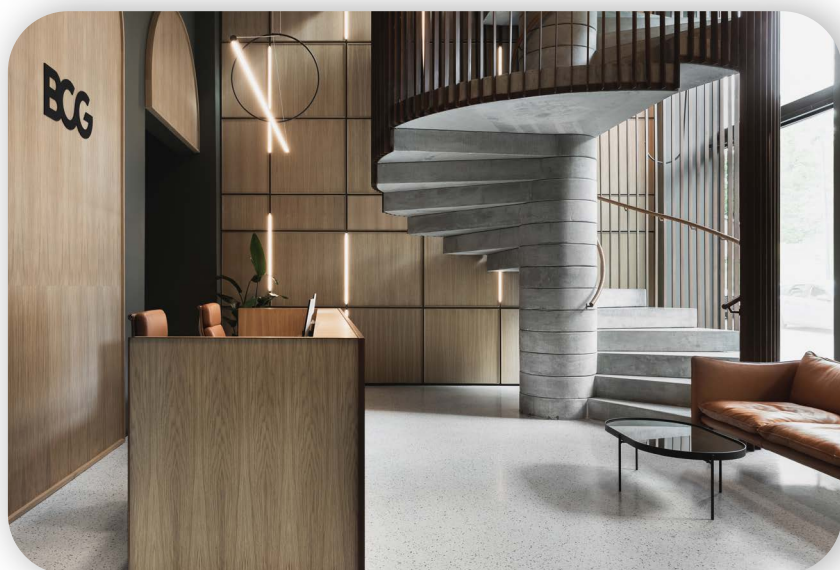
BCG Norway has achieved close to balanced gender representation at entry level, reflecting several years of sustained gender-balanced hiring and targeted recruitment efforts. However, women remain underrepresented at senior levels, primarily due to historical workforce composition and the time required to progress into senior consulting roles. As advancement to senior

positions typically occur over several years, previous periods with lower female representation continue to influence today's senior cohort. We are encouraged by the positive trajectory we are observing and remain committed to sustaining momentum through targeted initiatives across the full employee lifecycle.

1.2 Temporary employment

	WOMEN	MEN	TOTAL
TEMPORARY EMPLOYEES	2,70%	0%	2,70%

The share of temporary employment remains low and aligned with Norwegian labor market standards, indicating stable employment conditions across the organization.



1.3 Parental leave

	WOMEN	MEN	TOTAL
AVG. NUMBERS OF WEEKS	25,9	8,6	14,7

In BCG Norway, the average number of weeks individuals were on parental leave in 2025 is 14,7. In 2025, men took an average of 8,6 weeks and women took an average of 25,9 weeks. Please note that this includes only part of the parental leave, as the figure above relates only to weeks taken during 2025. Thus, in some cases, this data only represents part of the full leave period.

BCG Norway actively supports all parents in taking their full leave entitlement. To reinforce

this, employees on parental leave continue to accrue performance credit, ensuring leave does not disadvantage career progression timelines.

BCG Norway recognizes the importance of shared caregiving responsibilities and continues to promote an inclusive culture in which all employees feel supported in utilizing parental leave arrangements.



1.4 Total compensation differences on gender and on job levels¹

	Women share	Men share	Women's share of men's total compensation
SENIOR LEVEL	23%	77%	34%
JUNIOR LEVEL	51%	49%	103%
TOTAL	41%	59%	32%

As shown in the table above, BCG Norway maintains balanced gender representation at the junior level, while this balance declines at senior levels, resulting in lower overall gender parity.

The observed pay differences are primarily structural, reflecting the overrepresentation of men in senior roles, which carry higher levels of compensation. Progression to senior positions at BCG typically takes approximately eight years, and historical hiring patterns – where male intake exceeded female intake – continue to influence the current composition of the senior cohort.

We expect this imbalance to gradually improve over time, supported by sustained gender-balanced hiring at junior levels and targeted initiatives to strengthen the retention and advancement of women.

In addition, women are more heavily represented in our Business Services team, which operates under a different compensation structure than the

Consulting Staff team. This difference in role composition contributes to the overall pay gap and is also reflected within each cohort.

Equal pay is a fundamental value at BCG. We ensure that equitable pay is awarded based on performance, which is actively monitored at a global level.

We are proactively addressing the current pay disparity through several targeted initiatives across all our people processes (please see section 2). We remain committed to developing and adopting further innovative strategies to ensure that all our employees have the same opportunity to thrive at BCG.

By continuously focusing on representation and equitable pay practices, we aim to further strengthen an inclusive workplace and support balanced representation across all levels within BCG Norway.

1. The methodology for calculating compensation differences was updated this year to include total compensation, including salary, bonuses, and benefits, rather than base salary only.

Our approach to Diversity, Inclusion, and Wellbeing in Norway

2.1 Risk analysis and identified drivers

BCG Norway assesses risks related to discrimination across multiple dimensions, including gender, pregnancy and parental leave, caregiving responsibilities, ethnicity, religion, disability, sexual orientation, gender identity and expression, age, and other personal characteristics.

As a global organization with more than 33,500 employees across over 50 countries, BCG operates in a highly international environment.

English serves as the working language across all offices, including Oslo, ensuring equal participation and inclusion regardless of native language.

As of 2025, around 20% of our employees in Oslo have an international background, reflecting a diverse and internationally integrated workforce. Internal mobility and cross-border collaboration further strengthen inclusion and contribute to a dynamic and diverse working environment.

KEY RISK AREAS

1 GENDER REPRESENTATION AT SENIOR LEVELS

While overall female representation has increased over time and is close to balanced at junior levels, women remain underrepresented in senior consulting roles. Although a positive trend is emerging, achieving proportionate representation remains a key challenge.

2 STRUCTURAL CONSTRAINTS IN EXTERNAL TALENT POOLS

The pool of women with relevant senior consulting experience is comparatively smaller, reflecting broader industry dynamics. This impacts both external hiring and the pace of change at senior levels.

3 RETENTION AND CAREER PROGRESSION RISKS

Sustained progress depends not only on recruitment but also on the retention and advancement of women over time. Ensuring that career paths are sustainable and attractive is therefore critical.

2.2 BCG's measures suited to foster Diversity, Inclusion and Wellbeing

BCG Norway applies a comprehensive Diversity, Inclusion and Wellbeing strategy across the entire employee lifecycle, spanning recruitment, development, retention, and leadership practices. The approach is designed to ensure that diversity, inclusion, and wellbeing are embedded in core people processes and decision-making.

A. RECRUITMENT

We believe that diverse teams are the solid ground on which innovation can be built, therefore we make conscious efforts for balanced hire. We do not shy away from setting ambitious goals for ourselves on 50/50 intake on gender on entry level and other similar KPIs on other aspects.

Yet, we know that not all genders and educational lines share the same awareness about management consulting. Therefore, we host a number of tailored recruitment events such as Women Mentorship Program, ASPIRE Women's Workshop, Case Interview Preparations, Pride Beyond Proud, etc. that both raise awareness about the opportunities within BCG and also prepare diverse candidates for case interviews. We work with campus event teams and unions to expand their understanding of the importance of the topic.

In addition, all our flagship events for undergraduates such as Consulting Bootcamp, +You Student Seminar, and more have clear targets on the diversity of participants: both genders, but also other dimensions. Lastly, we work continuously with unconscious bias trainings for all interviewers and work proactively to eliminate biases during the selection process. We self-evaluate every year and ask ourselves, what can we do better?

It is that committed, consistent and holistic approach to our recruitment strategy that makes us passionate about moving from Diversity, Inclusion and Wellbeing strategy to practice.

B. RETENTION & PROMOTION

At BCG we are committed to achieving equal retention and advancement for all genders across all roles and levels of seniority.

Our goal is to cultivate a gender-balanced talent pipeline and remove any obstacles hindering the retention and progression of women. This approach is designed to support meaningful and sustainable long-term progress. Consequently, we anticipate an increase in the representation of women in senior consulting roles in the years to come.

We continue to prioritize the sustainability of careers within our organization. We are dedicated to ensuring that our competitive, flexible working models are effective in practice and that all employees feel genuinely supported when engaging with these initiatives. Our weekly Teaming-surveys, Feedback and People surveys ensures our employees are heard and contributes to adapting working environment and work-life balance to the needs and necessities of staff in all phases of life. We are happy to see that the results from the annual People Survey confirm that BCG Norway staff generally feel empowered and have a strong sense of belonging.



C. FLEXIBILITY OFFERINGS

BCG is committed to providing flexible working options to accommodate the diverse needs of our team members. Any employee can apply to adjust their work hours temporarily or permanently to a reduced schedule (e.g., 60%, 80%, etc.). We also offer leaves of absence (LOA) for consultants seeking additional time off throughout the year, with no obligation to disclose the reasons for their requests.

In Norway, BCG recognizes the importance of religious observance. Every team member has the right to take time off for religious holidays that are significant to them. This flexibility allows employees to celebrate meaningful festivities, such as Yom Kippur or Diwali, by taking those specific days off and working alternative days as needed.

D. DIVERSITY NETWORKS AND OTHER ACTIVITIES

We have five other diversity networks that provide additional opportunities for community and support:

Women@BCG: This network fosters a sense of belonging among women on our consulting track. It hosts regular social and educational events to explore topics relevant to its members. Additionally, our regional Women@BCG teams organize conferences to facilitate connections among senior women throughout our organization.

Our Women@BCG network brings together thousands of members across the globe to advance gender inclusion and empower women at all career stages. The community provides space for connection, mentorship, and growth, supporting women in building meaningful careers and realizing their full potential. Now marking its 25th anniversary, Women@BCG continues to be a cornerstone of our inclusion efforts. Today, women represent 49% of BCG's global staff and 29% of the EC, reflecting our ongoing commitment to fostering gender balance and leadership representation across the firm.

Family@BCG: Dedicated to supporting BCGers with family commitments, this network fosters a sense of community, advocates for family-friendly working options, and offers practical resources to support families in all situations.

AccessAbility@BCG: This inclusive community strives to advance BCG through unlocking the potential of BCGers with disabilities by focusing on awareness and education, affiliation, equitable people policies, processes and accessible built environment as well as retention and advancement of its members. It supports all BCG employees who may have or experience:

- Physical disabilities, visible or otherwise,
- Neurodiverse conditions, such as dyslexia or ADHD,
- Chronic illnesses,
- Mental health conditions, including depression or anxiety.

Our AccessAbility@BCG network includes more than 1,500 members across nearly 50 countries, welcoming BCGers interested in topics such as chronic illness, physical disability, neurodivergence, and mental health – including those with lived experience, caregivers, and allies. The network fosters a workplace that removes barriers, provides assistive technologies, and connects colleagues through mentorship to build understanding, awareness, and professional growth so every BCGer can thrive.

Pride@BCG: Anchored in our purpose to unlock the potential of our LGBTQ+ colleagues, support their authentic selves, and create a thriving workplace environment, this network enhances recruitment practices, fosters open dialogue on LGBTQ+ inclusion, and provides ongoing mentorship to all of its members. In 2025, our global network expanded to over 1,500 members, reflecting a growth of more than 30% from the previous year.

With more than 1,500 members and allies across nearly 50 countries, Pride@BCG unites LGBTQ+ colleagues and allies to strengthen visibility,

belonging, and inclusion. Founded in 1998, it remains one of BCG's most active and enduring communities. The network aims to unlock the potential of our LGBTQ+ colleagues, support them in being their authentic selves, and provide a workplace environment to help them thrive. Pride@BCG also drives education and awareness across the firm – fostering a culture in which everyone feels seen, valued, and empowered to prosper.

Internationals@BCG: To cultivate an environment where every employee feels connected and valued, we've established a network dedicated to both internationals and Norwegians from diverse ethnic and cultural backgrounds. This network provides opportunities for networking, informal mentoring, and the chance to influence cultural change.

Additionally, we have introduced **Teaming@BCG**, an initiative that incorporates Strength-Based Development, Psychological Safety, and Growth Mindset strategies. This initiative is designed to help teams prioritize value and impact while fostering an inclusive environment where the diverse skills of individuals are recognized and integrated.

E. EXTERNAL ENGAGEMENT

We continue to publish research underlining the business benefits of diversity and guiding companies on how to improve their own Diversity, Inclusion and Wellbeing initiatives. Our latest Nordic BCG publications include [*Danish Companies Miss the Mark on LGBTQ+ Inclusion*](#) and [*Time to Run, Finland! The business imperative of diversity and inclusion in Finland.*](#)

Additionally, we invest in global research on the topic. Our latest BCG publications include [*Cultural Diversity Elevates Belief, Belonging, and Business in DACH, Social Mobility in Organizations*](#) and [*An Inclusive Workplace Is Good for Business*](#) to name a few.

BCG Norway also supports external initiatives focused on advancing female leadership, entrepreneurship, and inclusion in Norwegian business. In 2026, BCG Norway served as Award Sponsor of the "Growth Business of the Year" category at HER Conference & Awards 2026, a national platform recognizing women leaders, founders, and role models across industries.



2.3 Final Remarks

As described in the previous section, our broad variety of activities and initiatives are helping us to continuously improve diversity, inclusion and wellbeing within all of our teams.

We are seeing positive effects in our close monitoring, and we will continue to work on diversifying also our senior consulting cohorts. We strive to be an employer of choice for all talents, regardless of background or personal characteristics.

For further questions regarding this report, please find our contact details [here](#).





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Our diverse, global teams bring deep industry and functional expertise and a range of perspectives that question the status quo and spark change. BCG delivers solutions through leading-edge management consulting, technology and design, and corporate and digital ventures. We work in a uniquely collaborative model across the firm and throughout all levels of the client organization, fueled by the goal of helping our clients thrive and enabling them to make the world a better place.

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