

Equality Statement

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



2024

1. Actual state of gender equality

At The Boston Consulting Group Nordic AB in Norway (BCG Norway), our people have various roles, seniority and responsibilities. To reach our vision, unlocking the potential of those who advance the world, BCG Norway is dependent on a strong and diverse capabilities team, from entry level associates and business operations staff to senior partners.

To give a clear view of reality in BCG Norway, we will report our cohorts based on below:

- **Junior level**, entry positions and operating positions
- **Senior level**, experienced staff with management responsibility

To care for our employee's integrity, our statistical data will only be available for cohorts with minimum five employees.

1.1 Total gender balance in company

	Women	Men	Total
Total employees	42%	58%	100%

One of our highest priorities is supporting women in the workplace, which we aim to do through career growth and representation and by celebrating the achievements of women at our firm. We are encouraged by our progress and excited about what the future holds as we enhance opportunities, the BCG experience, and work-life integration, not just for women at BCG, but for all BCGers. Please have a look at Section 2 of this statement if you want to learn more about initiatives that we are running to further increase the female share across all cohorts.

1.2 Temporary employees

	Women	Men	Total
Temporary employees	0,80%	1,60%	2,40%

In Norway, the average share of employees in temporary positions is very low (less than 2,5%).

1.3 Parental leave

	Women	Men	Total
Avg. Numbers of weeks	12,7	7,6	11,26

In BCG Norway, the average number of weeks individuals were on parental leave in 2023 is 11.26. In 2023 men took an average of 7.6 weeks and women took an average of 12.7 weeks. Please note that this includes only part of the parental leave, as the figure above relates only to weeks taken during 2023. Thus, in some cases, this data only represents part of the full leave period.

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	25%	75%	48%
Junior Level	51%	49%	85%
Total	42%	58%	47%

As shown in the table above, BCG Norway maintains a balanced gender representation at the junior level, but this balance diminishes at senior levels, resulting in less gender parity overall.

The primary reason for the observed pay differences is the overrepresentation of men in senior positions. In BCG, rising through the ranks to partnership takes ~8 years, and the history of higher intake of male than female employees pursue us in gender diversity in the senior cohort, which typically command higher compensation packages. We trust that the balanced intake at junior level and the value propositions we have introduced over the last years will, with time, bring balance to the senior level.

Additionally, there is a higher representation of women in our Business Service Team, which generally has a different and lower compensation package compared to our Consulting Staff Team. Those two factors contribute to the overall pay disparity but holds also true for the observed differences within each of the two cohort levels, as illustrated in the table.

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

¹ We adapted our methodology in terms of calculating the gender pay gap, now taking into consideration total rewards including salary, bonuses and benefits.

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 strive to foster a more balanced and inclusive workplace at all levels within BCG Norway.

2. Our mission to work with Diversity, Equity, and Inclusion in Norway

2.1 Risk Analysis and causes of identified risks:

This section covers various potential dimension of discrimination, such as (1) *gender*, (2) *pregnancy*, (3) *leave in connection with childbirth or adoption*, (4) *care responsibilities*, (5) *ethnicity*, (6) *religion*, (7) *belief*, (8) *disability*, (9) *sexual orientation*, (10) *gender identity*, (11) *gender expression*, (12) *age* or (13) *other significant characteristics of a person*.

BCG is a truly global organization with over 32 000 employees in more than 50 countries around the world. We are the world's largest global partnership. Hence, to communicate effectively and clear, our working language in all offices, including Oslo, is English. This secures integration for those colleagues that don't speak the native language fluently and that everyone is included in all aspects of the working environment, be it meetings, town halls, social events etc.

BCG Oslo had, as of December 31, 2023, employees of 42 nationalities working in our Oslo office. Mobility within BCG is highly encouraged, and new perspectives and cultural nuances enriches both our office environment and client relations. See 2.2.d for further information.

As of 31 December 2023, our total female share was 42%. The number has been constantly increasing over the last years. We can especially see a positive trend in the senior level, and we expect the positive impact to pay off in the coming years as we will continue our efforts. In our junior levels we do have a female share close to 50%.

We do see a balance in our senior levels within our operations teams, however we recognize that we are still far from achieving proportionate representation of women at senior levels in our consulting teams. Given that women have historically been underrepresented at senior levels within our industry, the talent pool from which we are looking to make senior hires is much smaller than the equivalent for men. We are therefore focusing our efforts on identifying new and relevant talent pools to hire from as well as adopting a more proactive approach to recruitment to reach high-potential women who might not have considered applying to our firm. BCG's experts are highly appreciated in many industries, so in addition to recruiting and offering value propositions that are competitive, we are also aware that we need to keep our talents, offering a BCG career journey that culminates in seniority.

2.2 BCGs measures suited to foster diversity, ensure equity & promote inclusion

Our DE&I strategy spans around the entire employee life cycle, starting with Recruitment but also including critical processes along our people strategy and leadership culture.

a. Recruitment Targets

DE&I is one of the main focuses for recruitment in BCG. Diversity can have many expressions. We believe that diverse teams are the solid ground on which innovation can be built, therefore make conscious effort and practices for balanced hire from all genders. 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 on-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 DE&I 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 be sustainable, not merely a temporary fix that improves statistics without real change. Consequently, we anticipate a significant 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 ensure our employees are heard and contribute 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 confirms that BCG Norway staff generally feel empowered and 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.

We fully support all parents by providing a full base salary for up to eight months, regardless of gender or the nature of parenthood (e.g., adoption, biological child). This initiative ensures equitable treatment and fair working conditions for all parents, including those undergoing fertility treatments. Earning of bonus in BCG commences through a parental leave; an attribute we are proud of to secure our employees and their families financial predictability.

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. Inclusion through 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.

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.

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 2023, our global network expanded to over 1300 members, reflecting a growth of more than 30% from the previous year.

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.

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, Equity and Inclusion (DE&I) initiatives. Our latest Nordic BCG publications include [*Why the First Year Matters for LGBTQ+ Employees*](#) or [*Finding the Value in Diversity: Diversity and Inclusion Isn't Just a Fix*](#).

Other than that, we invest in global research on the topic. Our latest BCG publications include: [*Inclusive Cultures Have Healthier and Happier Workers*](#), [*It's Time to Reimagine Diversity, Equity, and Inclusion*](#), [*Learning from Women Who've Made It to the Top in Tech*](#).

2.3 Final Remarks

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

We are seeing positive effects in our close monitoring, but we will continue to work on diversifying also our senior consulting cohorts. We are striving to be an employer of choice for all talents independent of any diversity dimensions.

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