

# **BOQ GROUP** **GENDER PAY** **GAP STATEMENT** **2022-2023.**



## At BOQ Group, we believe that having a diverse and inclusive organisation is key to achieving positive outcomes for our people and our customers.

We strive to uphold a purpose-led and values-driven culture where our people feel confident to bring themselves to work every day. We embrace the differences that make our people individuals, and believe that our workforce should reflect the customers and communities that we serve. Our inclusion strategy aims to harness behaviours that will foster a diverse workplace culture and inclusive employee experience. This includes a commitment to building a gender-balanced workforce and addressing the gender pay gap.

### Our gender pay gap.

When comparing the average base salary of men and women, as at 31 March 2023, BOQ Group's gender pay gap was 17.3%. This represents an improvement on our position of 18.7% in 2022 and demonstrates the work being done to address the gender pay gap across the Group. We will continue to focus on:

- implementing strategies that attract and retain women employees;
- applying a gender lens when recruiting for senior roles;
- removing barriers that impact women's career and development opportunities; and
- elevating our leader metrics and accountability.

### Our gender pay equity.

When comparing the like-for-like average base salary of men and women performing the same role or work of comparable value, individuals at BOQ Group are being paid similarly regardless of gender. We regularly review pay levels by role to ensure there is no bias in how we pay for like-for-like roles, regardless of gender.

### Final comments.

We are pleased to be reducing the gender pay gap at BOQ Group, but we know there is more work to do. While we have equal representation at Board level compared to an industry benchmark of 31%, and in the majority of our workforce, there remains a gender imbalance in our senior leadership positions.

I remain committed to closing our gender pay gap, maintaining fair pay equity in like-for-like roles, and continuing to hold ourselves accountable to addressing gender imbalances across our organisation.



**Patrick Allaway**

Managing Director and Chief Executive Officer

# The data.

## What is the gender pay gap?

The gender pay gap (GPG) is an organisation-wide measure of the difference between the average earnings of women and men. A positive GPG percentage indicates men are paid more than women. A negative percentage indicates women are paid more than men.

It is different from gender pay equity, which measures remuneration levels across like for like roles.

## What is BOQ Group's gender pay gap?

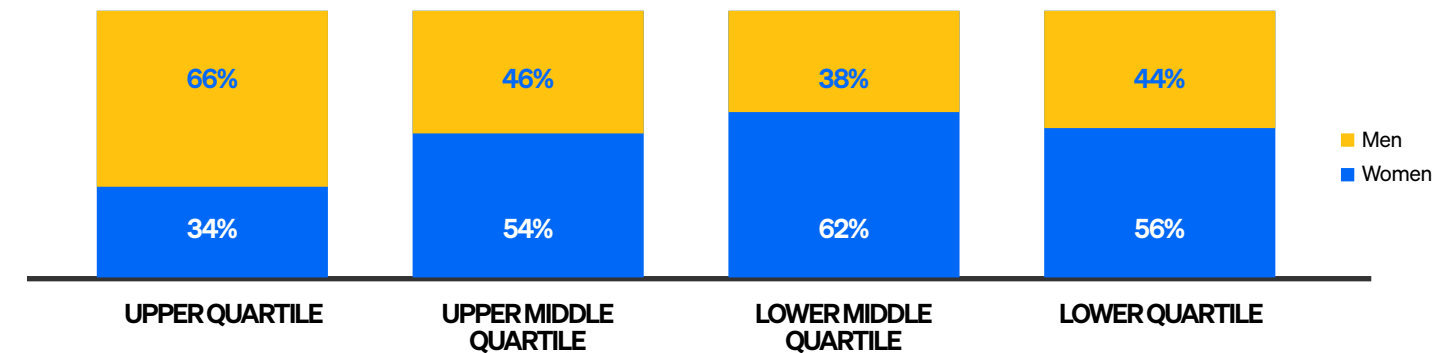
Each year we report on our GPG to the Workplace Gender Equality Agency (WGEA) based on statutory data requirement as of 31 March. In the reporting year 2022 – 2023, BOQ's average GPG on base salary was 17.3% and median GPG on base salary was 20.9%.

	BOQ Group*	Financial & Insurance Services Industry Comparison**
Base Salary Average	17.3%	17.2%
Total Remuneration Average	20.0%	20.9%
Base Salary Median	20.9%	20.1%
Total Remuneration Median	21.9%	22.3%

## Why does BOQ Group have a gender pay gap?

Our GPG is primarily driven by a lower number of women in leadership roles where just under two thirds of middle and senior management roles are held by men. While at an organisational level, 51% of the roles are occupied by women and 49% by men, when our gender composition is viewed by pay quartiles<sup>^</sup>, 66% of the upper quartile roles (highest paid) are occupied by men in comparison to 34% of roles held by women. This gender imbalance in the composition of employees continue to impact our gender pay gap.

Gender composition by pay quartiles

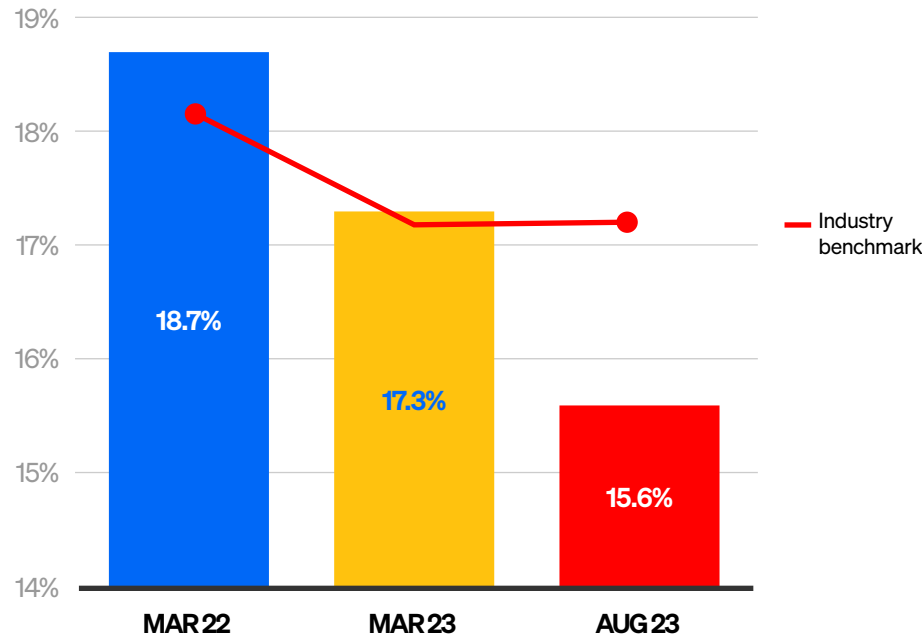


## What are we doing about the gender pay gap?

We are committed to building a gender balanced workforce and a safe and inclusive culture for our employees across all levels of the organisation, and we recognise this will take time.

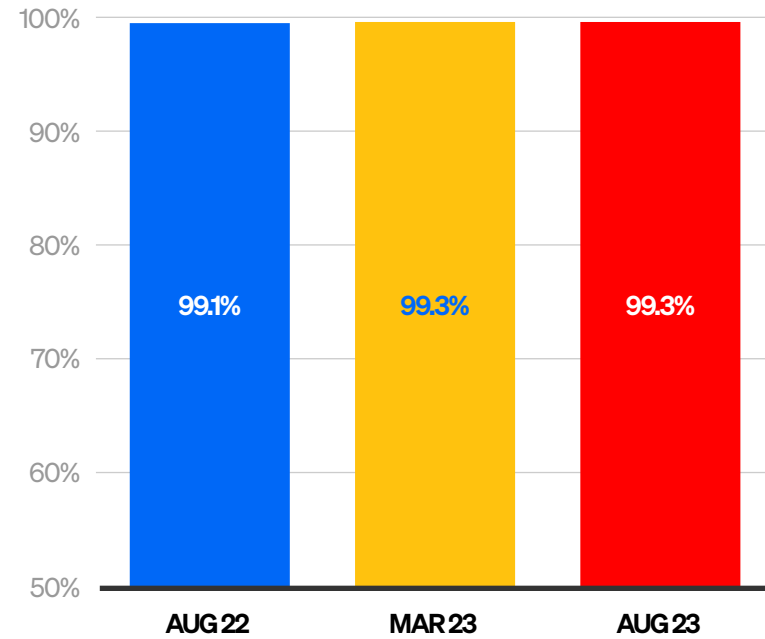
To close the gap, we continue to work towards managing our talent pipeline, reviewing, and removing barriers impacting women's career and development opportunities and elevating our leader metrics and accountability.

### Our gender pay gap is improving



We continue to make incremental progress towards improving our GPG. Between March 2022 and 2023, BOQ's GPG on average base salary has improved from 18.7% to 17.3%. In August 2023, this continued to improve to 15.6%, 1.6% lower than the average financial & insurance industry benchmark (at 17.2%).

### Gender pay equity for like-for-like roles



Gender pay equity is how we measure that individuals performing the same role or work of comparable value are being paid the same regardless of gender. Across BOQ Group, on average, men and women are paid similarly in equivalent roles. We continue to review our relative pay levels by role during our annual reward reviews and conduct checks on our performance and variable reward recommendations to ensure equitable outcomes.

### A note on gender.

BOQ Group recognises that gender is a social construct created by societal norms and expectations about what it means to be male or female. Gender can influence how we're raised, the behaviours and traits we're encouraged to pursue, and outward appearance. Gender is a spectrum and not all people identify as male or female, which means there are many categories that can be considered non-binary.

While our data currently captures two categories as 'male' and 'female', we actively support all genders through our Diversity Equity & Inclusion Strategy. Since the 2020-21 reporting period, though WGEA has created the option for employers to report employee gender as non-binary and as a voluntary data category, the number of non-binary employees remains small and reporting is voluntary, meaning it cannot be analysed for the purposes of gender pay gaps.

# Closing the gap.



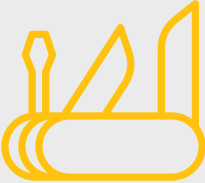
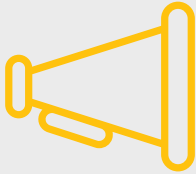

We have made strong progress to close the gender pay gap over time through a number of strategies related to [WGEA's gender equality indicators](#). This progress was recognised in 2023 when BOQ Group was awarded the WGEA Employer of Choice for Gender Equality (EOCGE), a voluntary best-practice recognition program designed to encourage, recognise and promote organisations with an active commitment to achieving gender equality in the workplace.

We recognise that building a gender balanced workforce will take time and that there are opportunities to improve the way in which we address our current gender pay gap. That is why we will also be focusing on:

- supporting career progression by enhanced management of the talent pipeline and programs across all levels in addition to leadership programs
- uplifting policies and offering related to parental leave and flexibility
- investigating turnover in employees returning from parental leave
- increasing leadership accountability and training
- strategically sourcing and pursuing female leaders in targeted areas.

BOQ Group's gender equality strategy will further undergo a comprehensive review to strengthen our approach to drive gender equality and improve our gender pay gap.

## BOQ Group continues to proactively support gender equality by:

 <p><b>Achieving a gender balanced organisation</b></p>	 <p><b>Creating a safe, inclusive and respectful workplace</b></p>	 <p><b>Offering flexible working arrangements and support for family and caring responsibilities, including 16 weeks paid primary and 4 weeks paid secondary parental leave inclusive of superannuation</b></p>
 <p><b>Regularly consulting with employees on gender equality</b></p>	 <p><b>Achieving gender composition by role and employment status across all levels</b></p>	 <p><b>Proactively reviewing and ensuring gender pay equity for like-for-like roles</b></p>



# Definitions.

Term	Definition
Gender Pay Gap	Measures the difference between the average pay of women and men at an organisational level.
Gender pay equity	Measures remuneration levels for women and men performing same or comparable roles.
Average / Mean	Is calculated by adding up the pay of all employees and dividing that number by the number of employees.
Median	The median is determined by listing all of the numbers in numerical order. If there is an odd number of results, the median is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.
Pay quartiles	Divides the total remuneration full-time equivalent pay of all employees into four equal quartiles.
Base Salary	Is an employee's regular salary, excluding superannuation, overtime, bonuses and other additional payments.
Total remuneration	This includes all remuneration for an employee, including superannuation, overtime, variable reward and other additional payments.