



Boyce™



# Boyce WGEA Employer Statement

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January 2026

## Executive Summary

Boyce is committed to fostering a fair, inclusive and equitable workplace for all team members. Each year, we submit our gender equality data to the Workplace Gender Equality Agency (WGEA), and we value the opportunity to reflect on our progress, identify areas for improvement and continue building an environment where everyone can thrive.

This report is for the period 1 April 2024 – 31 March 2025.

## Understanding Our Gender Pay Gap

These results show continued improvement compared to 2023–24:

Measure	2023–24	2024–25	Change
Average total remuneration gap	14.6%	<b>8.7%</b>	▼ -5.9pp
Median total remuneration gap	18.2%	<b>12.7%</b>	▼ -5.5pp
Industry average	12.8%	<b>8.2%</b>	▼ -4.6pp
Australia's average	21.1%	<b>21.1%</b>	=

A positive percentage means men, on average, are paid more than women across the organisation.

Importantly, Boyce maintains pay equity on a like-for-like basis, meaning women and men are paid equally for performing the same or comparable roles. The overall pay gap instead reflects the structural composition of our workforce.

## What Drives Our Gender Pay Gap

Boyce's gender pay gap is driven by workforce distribution, not pay inequity:

- Women are more commonly represented in junior, administrative, clerical and part-time roles, which are typically lower-remunerated occupational categories across the industry
- Men are more commonly represented in senior and management roles, which are typically higher-remunerated occupational categories across the industry.
- This distribution pattern is consistent with broader industry trends and mirror's themes highlighted across other employers within the industry.

## Key Progress in FY25

Boyce recorded multiple positive shifts across gender equality indicators:

### Leadership & Governance

- 50% female Board representation, exceeding industry norms.
- Increased number of women stepping into mid-senior roles across business units.

### Flexibility & Parental Leave

- Improved uptake of Boyce Paid Parental Leave by both men and women.
- Improved male uptake of parental leave, which is a recognised factor in narrowing gender pay gaps.

Partnering with generations to thrive.

## Policy & Process Improvements

- Strengthened bias-free recruitment and promotion processes.
- Expanded flexibility arrangements across all levels.
- Increased transparency around remuneration decisions and starting salaries.

## Actions Boyce is Taking to Reduce the Pay Gap

To continue closing the gap, Boyce is implementing a mix of representation-focused and structural actions, aligned with best practice actions across the industry.

### 1. Increasing representation of women in senior roles

- Strengthening our leadership development and mentoring pathways for women.
- Supporting mobility across business units to broaden experience and career growth.

### 2. Continuing robust annual pay equity reviews

- Monitoring starting salaries, performance-based pay and remuneration outcomes to identify any variance.
- Reporting insights regularly to the Executive and Board for awareness and visibility.

### 3. Promoting flexible work for all genders

- Encouraging take-up of flexible working arrangements across all levels.
- Supporting both men and women with parental responsibilities, recognising the link between balanced care and reduced pay gaps.

### 4. Strengthening recruitment and promotion processes

- Reviewing shortlisting and selection methods to ensure diverse candidate pools.
- Ensuring career progression decisions are transparent and based on capability, performance and experience.

### 5. Building gender balance in our pipeline

- Focusing on early-career pathways, including graduate and undergraduate roles.
- Encouraging more women to pursue accounting, advisory and technical specialisations, a challenge echoed across several industries.

## Our Commitment

We recognise that progress takes time and sustained effort. Consistent with the guidance from WGEA:

- We will continue reporting transparently on our progress.
- We will maintain a sharp focus on increasing the representation of women at senior levels.
- We will ensure equitable access to development opportunities, flexible work and parental support.
- We will embed gender equality into our long-term People & Culture strategy.

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Boyce is proud of the improvements made to date and remains fully committed to strengthening gender equality across our organisation. Our people are at the heart of what we do, and fostering an equitable environment is essential to delivering great outcomes for them and our clients.