

# Gender Pay Gap Report 2024



# Who we are



*Cath Schefer*  
**Cath Schefer**

Executive Vice President,  
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## Welcome to Stantec

At Stantec, we are defined by more than our services. We are defined by who we are, what we stand for, and why we do what we do.

We make a difference in the world by creating communities. This is our purpose. When we say community, we mean everybody with a stake in the work we do—from the clients we collaborate with across many sectors, to the populations we reach, and the thousands of us working to serve them.

We're designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance quality of life in communities across the globe.

### We put people first

People are at the heart of everything we do; they give our work purpose. That's why we listen to and design for the distinct needs of our clients—and those who live and work in the communities we serve. It's why we prioritise the safety of everyone our work touches. And it's why we define fulfilling careers for our own people, helping them set and then surpass their individual goals.

### We do what is right

We approach every project as a partnership, because our work creates a lasting impact on our clients' communities. We are accountable to these communities—to strengthening them, and making them resilient for whatever the future may hold. Integrity guides what we do, which means that we make the right choice even when it's the tough choice.

### We are better together

When smart, passionate, creative people come together, real possibilities are unleashed. As our own community expands, we welcome everyone's contributions; diverse perspectives create extraordinary results. We draw on our global network to build the right team for each project, because when we work together, no problem is too large or complex.

### We are driven to achieve

We believe that transformation—in our work and in ourselves—is truly possible. We're defined by our entrepreneurial spirit and our unwavering pursuit of not only what's next, but also what's best. Bringing imagination and determination to every challenge, we leave no angle unexplored. As a result, we deliver the excellence that propels communities to success.

# Where we are on the gender pay gap

## 2023 results

Our 2023 results show Stantec UK's mean pay gap decreased from 16.9% to 15.9%. Our mean bonus pay gap also decreased, from 20.5% to 18.3%.

We are seeing improvement as a result of the strong percentage of women in our early careers pipeline, and our ongoing commitment to support women in progressing their careers with us. Female applicants are fundamentally changing the demographic of our historically male dominated industry, and we are making every effort to support this.

We are focused on building inclusive, accessible and enduring gender pay improvement, but as a highly acquisitive organisation, know this will be repeatedly required. We see this as an opportunity to keep improving and reinforcing policies that embed inclusivity throughout our current business, and those who join us.

## Gender Pay Gap reporting history

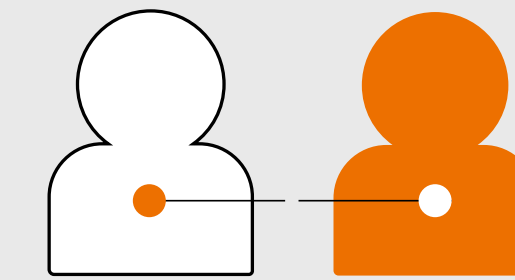
In 2017, UK Government introduced a mandatory requirement for all organisations in the UK with 250 or more employees to report annually on their gender pay gap.

The gender pay gap is a high-level snapshot of pay within an organisation, and is calculated as the difference between the

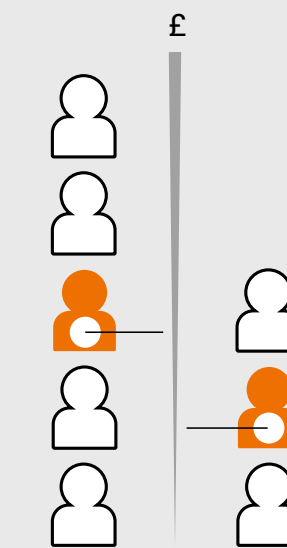
### Mean and Median

The measures and definitions we use to determine our gender pay gap are set by the UK Government to ensure all companies report consistently.

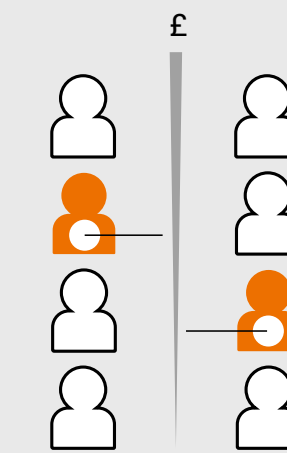
The same measure of mean and median is applied to bonuses.



**Equal pay** means that a person in one group and a person in comparator group should not be paid differently for performing equal work.



**The median** is the difference between the midpoints in the ranges of hourly earnings. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary



**The mean** is the difference between the average hourly earnings.

average salary of all men and average salary of all women in a workforce.

Government Regulations require the information is reported in a particular way.

The same measure of mean and median is applied to bonuses.

## Independent salary reviews

We measure employees on what they do and how they do it, and set value-centred goals accordingly. When it comes to compensation, we use promotions panels to ensure fairness and consistency and pay awards and bonuses are subject to checks and balances.

We carry out yearly pay audits, taking external salary benchmark data from three external sources to ensure our roles track to the market as well as looking carefully at pay trajectories. In addition, all jobs in the company are within a global career framework that objectively measures their scope and scale, assigning them to career streams, job disciplines, and career levels.

In our annual pay review process, we cross check where our employees are positioned within the salary range for their career level, and relative to peers. We specifically analyse the distribution of women across quartiles and their progression year on year.

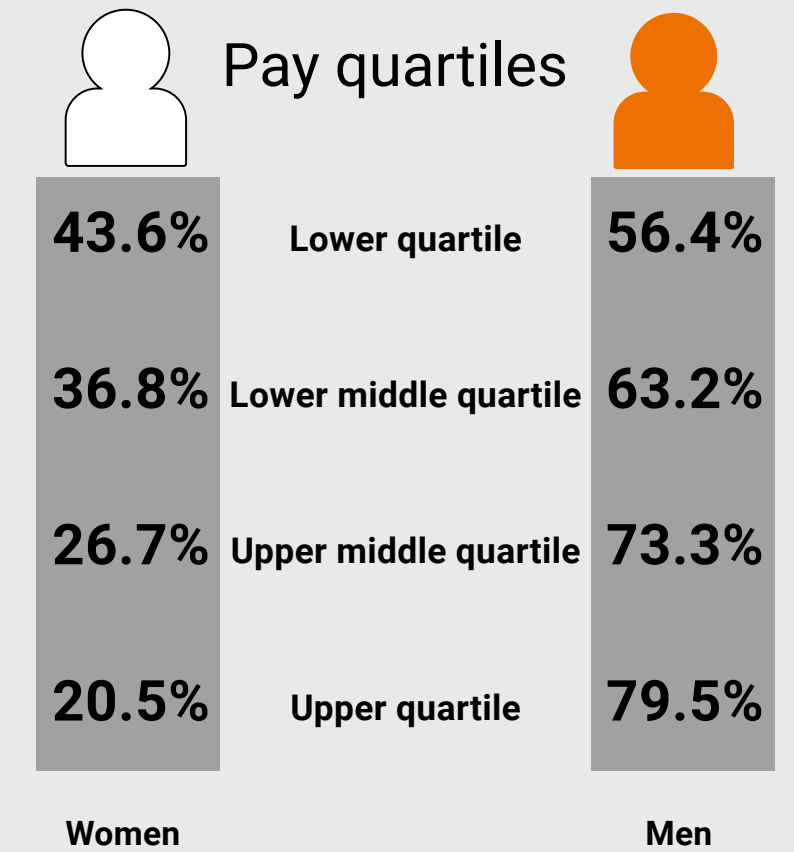
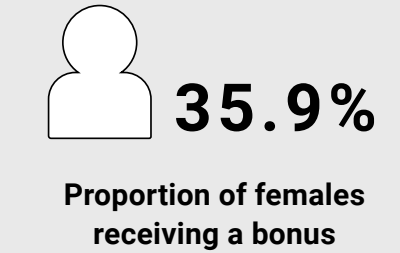
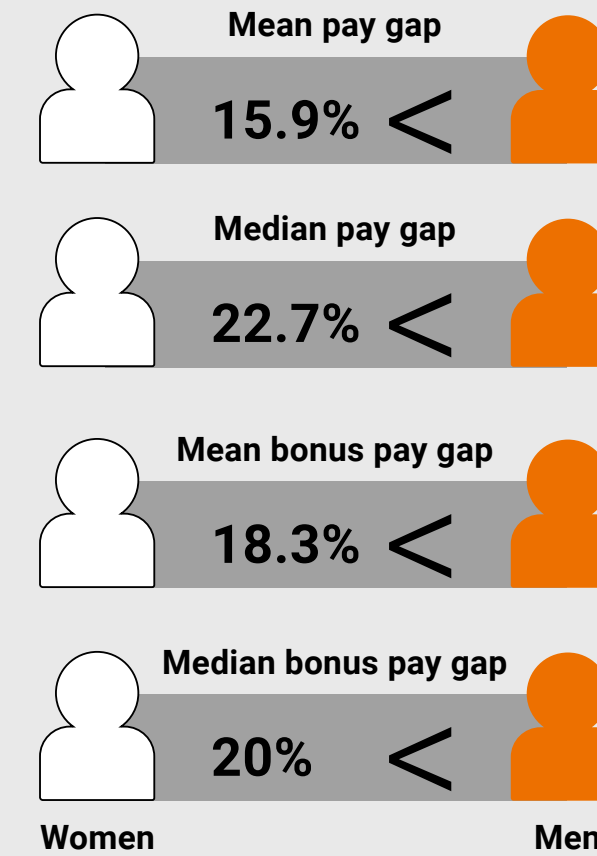
Our bonus scheme is only open to our senior levels, where the proportion of women to men is lower. At our most senior level, men and women are bonused at comparable levels. Our goal is to support more women to progress to higher levels in

the organisation by enriching and championing our inclusive culture, and through career coaching and sponsorship programmes.

We also operate a discretionary bonus programme for more junior career levels, which is a peer-to-peer recognition scheme based on demonstration of our values. Of the 444 awards made during 2023, approximately 200 were awarded to female colleagues.

## Stantec facts and figures

The following figures have been drawn from our Human Resources and Payroll records



# How we're moving forward

## Getting more women into the workforce

Working to increase the number of women in our talent pool, Stantec provides resources to promote STEAM (science, technology, engineering, arts and maths) education, alongside supporting multiple female-focused engineering associations.

We currently have 239 STEAM Ambassadors, of which 82% are under 35, and 48% are female. We are passionate about our social value focus, and believe having a strong STEAM network is not only great for developing the skills of our early career professionals, but also to create visible, relatable role models for the communities we serve.

Our 2023 graduate intake was 40/60 female to male ratio and almost 50/50 in 2022, which we attribute in part to efforts ensuring inclusive advertising and careers fair presence. We use software to verify our language and phrasing is gender neutral, and send men and women to events to show fair representation, present our organisational values and tell their stories of life at Stantec.

## Helping women succeed in the workforce

We use a number of tools to enhance career development and planning. Our Better Together Exchange offers reciprocal mentoring, pairing early career employees with members of the executive leadership team. This enables shared insights;

introduces different perspectives; and offers learning and exposure opportunities. It increases employee engagement, breaks down generational stereotypes and grows understanding of intersectionality.

Our well-established Development Centres bring together early to mid-career colleagues from across the business. The centres help them focus on career aspirations, providing practical guidance on career goals and plans, as well as a 6-month mentoring relationship with a senior business leader.

Both the Better Together and Development Centre programmes boasted close to 50% female representation, showing women outperforming their Stantec ratio of 34% of the workforce, and the industry average of just 30%.

To promote gender equity, we partner with Catalyst (to remove barriers and drive the advancement of women in the workplace), the UN Global Compact Gender Equity Network (engaging the private sector to eliminate barriers faced by women in the workplace) and WORK180 in Australia (following global standards that deliver great workplaces for all women). Our Women Leadership Development Committee champions programs that support women, such as our SponsorHer@Stantec program (female-focused advocacy by senior leaders). As a business, we observe International Women's Day and International Women in Engineering Day.



WOMEN @ STANTEC  
 PRIDE @ STANTEC  
 PWD @ STANTEC  
 MAVA @ STANTEC  
 REACH @ STANTEC  
 NEURODIVERSITY @ STANTEC

# Creating the best environment

## Inclusion, diversity, and equity (IDE)

At Stantec, we like to create opportunities by inviting, embracing, and celebrating differences. Inclusion, diversity, and equity (IDE) foster a healthy range of views, facilitate innovation, improve results, and nurture a sense of belonging. While our primary focus is to build and strengthen a strong IDE culture within Stantec, we also strive to bring the mindset to interactions with our clients, industries, and communities.

We believe long-term improvements in diversity are only possible when underrepresented employees feel included and have a sense of belonging, working in an environment of fair treatment and respect.

At our most senior level, Stantec has a global IDE Council that functions as a steering committee. Sponsored by our chief executive officer and chaired by our chief people and inclusion officer, it provides direction to regional councils that implement strategy in our major geographies.

From the grassroots level, our employee resource groups (ERGs) provide platforms that celebrate and promote intersectionality, and help refine and influence the business's IDE strategy. Current ERGs include Women@Stantec, Pride@Stantec, Reach@Stantec, PWD@Stantec (People with Disabilities), Neurodiversity@Stantec, and MAVA@Stantec (Military and Veterans Advocates). Women@Stantec boasts

almost 40 global chapters, helping countless employees build networks, expand their spheres of influence, and remove obstacles and biases.

For the fourth year in a row, Stantec was named in the Bloomberg Gender Equality Index in 2023. We were named by Forbes as one of the World's Top Female-Friendly Companies in 2021, ranking 164 out of 300 companies.

## Supporting through peri and menopausal stages

We made a commitment to become a Menopause Friendly Employer and embed support firmly in our culture. We continue to advance our collective skills and knowledge, making perimenopause and menopause understanding a core part of our Wellbeing Programme. We've trained 30 Menopause Champions across the UK&I business, including all our HR Client Services team. Further support is promoted via a private Menopause Matters Viva Engage Group; 'Pause' coffee mornings, and comprehensive information available on internal wellbeing pages.

We recognise Menopause Awareness Day as a key opportunity in our wellbeing calendar to raise awareness, promote webinars and share story telling by colleagues through our "Menopause and Me" series, including experiences from male allies.

### Flexibility and family friendly leave

We are proud of our flexible, hybrid working model and believe giving employees choice and flexibility over their hours and location is essential for trust, support and productivity. We have 4 pillars on which the model is based: our clients, our teams, our roles and our wellbeing. Our philosophy is about work / life integration, which means leveraging technology and flexible hybrid working to help employees manage professional and personal commitments. We also recognise that a working pattern is not set-in stone, and it's important to support our employees through lifestyle events and changes.

Our suite of family friendly practices offer support to colleagues as they navigate important life events, such as starting and growing their families, taking career breaks, or modifying their working patterns. We regularly review the sorts of support that our colleagues find most valuable, and always welcome feedback and suggestions helping us continuously improve.

### Returning to work

Returning to work following extended periods away for things like maternity leave, paternity leave, sabbaticals or long term illness can be challenging. In response, we are introducing ComeBackCoaching for employees returning to us, offering a safe, non-judgemental, confidential space for colleagues to work through concerns, rebuild confidence and remember strengths. The coaching extends to people leaders managing returnees so they can provide the right support too. Feedback has been very positive, and we're working to fully embed the programme.

# Perspectives from our people

“ Thanks to the Women@Stantec team for driving fantastic initiatives across the business this IWD. Enjoy celebrating as we #inspireinclusion ”



Emma Day W@S UK&I Chair

## Spotlight on our Women@Stantec ERG

Our vision for the Women@Stantec (W@S) UK&I ERG is to empower, and drive equity for, all women at Stantec. W@S seeks to open opportunities for personal and career development, give suggestions and work with relevant business areas to help promote gender equality. We educate and inform our people on intersectionality, helping create a culture where we attract and retain the best people. Our ERG committee meets every month with our executive sponsor, who helps us gain support and traction right at the leadership level on our initiatives and ideas.

W@S is pulling in professional expertise to provide advice, guidance and education for all colleagues on things that can affect women at different stages of life, including menstruation, endometriosis, polycystic ovary syndrome, menopause and more.

## Highlights of the past year include

- Collaborating with our Neurodiversity ERG group for a panel discussion where neurodivergent women from all levels of our business talked through challenges they've faced during their careers, and the positive impact their neurodivergence has brought.
- Recognising that non-work events affect how colleagues are in work, we brought in an external coaching psychologist to offer support and advice.
- Creating 'Caring Communities' groups that bring together groups to show how we can use each other as support networks for advice and guidance.
- Celebrating and sharing the project work of incredible colleagues who are challenging the status quo and designing more inclusive communities.
- Training sessions with support from external experts on topics including confidence, presenting and business development.



# Spotlight on . . .

## Better Together

Our Better Together Exchange programme is a reciprocal mentoring programme, pairing early career employees with executive team members, enabling shared insights; different perspectives; learning and exposure. It also promotes inclusion and diversity enabling an understanding of intersectionality, increases employee engagement and retention as well as breaking down generational stereotypes.

Employees who have received mentoring through our Better Together Exchange programme tell us they feel more engaged, and more eager to remain with Stantec. By pairing people early in their career with executive team members, the programme offers benefits and new perspectives to both sides. The programme works to increase knowledge sharing up and down the business, encourage inclusion and diversity and breakdown potential silos.

“ Keeping our many fabulous women in our business and helping them grow their careers and flourish into senior roles is a key way to reduce our gender pay gap, so everything we do to embrace diverse ways to support and encourage women in Stantec is a step in the right direction. ”

“ Seeing and interacting with numerous female leaders within the business has shown me the possibilities available to me here. ”

## Development Centres

Our development centre program supports the professional development and growth, It includes a full day assessment with senior leaders where participants are active in assess their own behaviours, identifying strengths and development areas that will help them reach their career potential. Each attendee is given a detailed development plan, assigned career goals for the coming year, and with a senior leader to mentor and support progression.

Of our 2023 pilot cohort, 50% were female. The centres aim to create a strong pipeline of talent for leadership and critical roles, a capable workforce who deliver greater results, and increased employee engagement.

“ The day was overwhelming but in a positive way! An opportunity to really hear how my peers and team see my experience and capabilities, and to be matched with a mentor who so far has been extremely supportive and offered great guidance to where I go next in my career. ”

“ The development centre was fantastic that I felt being valued by the company. It also helped me on understanding what opportunities are available within the company to further my career. ”

“ The development centre was a highlight of my year and really opened my eyes to aspects of the business I had no experience of. I feel more confident and it's opened lots of doors for me. The on-going mentoring has been great too. ”

For the purpose of Stantec's policies mentioned in this report we use the terms female, woman and women to represent everyone who identifies as a woman.

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