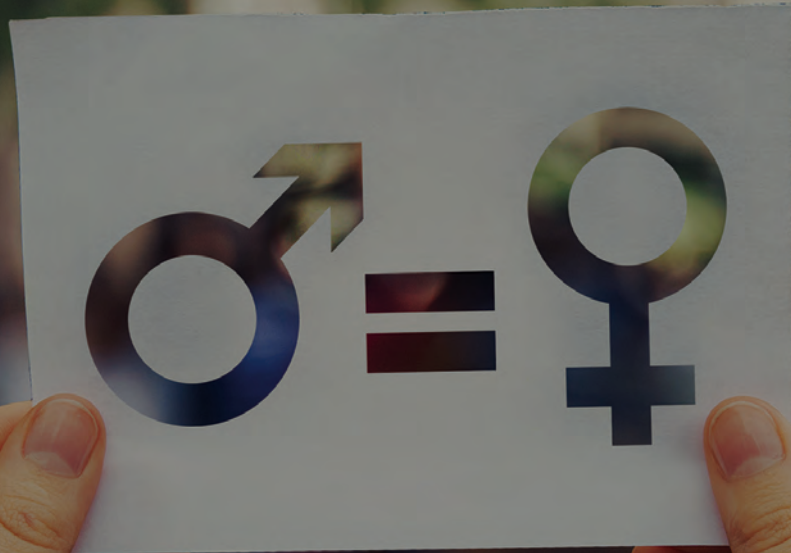


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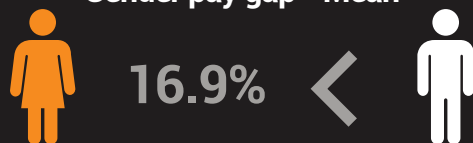
Gender Pay Gap Statement

STANTEC UK LTD

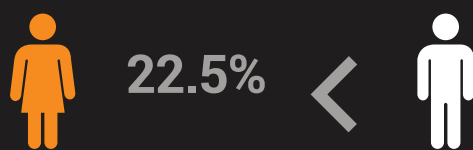
Stantec facts and figures

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

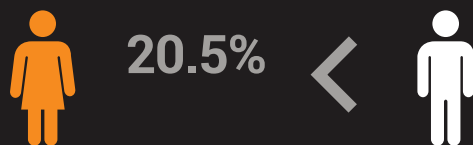
Gender pay gap - Mean



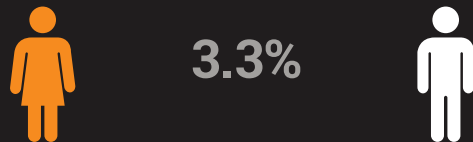
Gender pay gap – Median



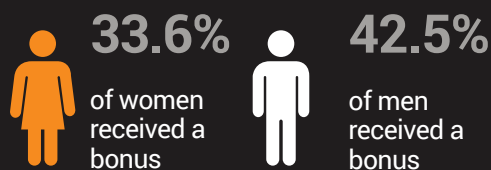
Bonus pay gap – Mean



Bonus pay gap – Median



Bonus received



Pay Quartiles

Female (%)	Quartile	Male (%)
20.8%	Top Quartile	79.2%
26.4%	Upper Middle Quartile	73.6%
35.6%	Lower Middle Quartile	64.4%
43.7%	Lower Quartile	56.3%

Gender Pay Gap Reporting and Requirements

At Stantec we put people first, and we continue to apply strategic focus on reducing our gender pay gap. We are pleased to see a gradual increase in the number of women joining and remaining in our industry, and we are working hard to reduce the gender pay gap, alongside many other new initiatives and practices to support women.

The Gender Pay Gap reporting history

In 2017, the 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 average salary of all the men and the average salary of all the women in a workforce.

The Government Regulations require the pay gap information to be reported in a particular way:

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 'mean' is the difference between the average hourly earnings
- 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 same measure of mean and median is applied to bonuses.

We have 5 strategic priorities to help us focus on reducing our gender pay gap.

- 1 Championing careers in Engineering & Science for girls through STEAM
- 2 Regular independent salary audits
- 3 Improving career goal planning, through tools and mentorship
- 4 Flexible hybrid working and family friendly leave
- 5 Supporting and enabling women through peri and menopausal stages

1. Championing careers in Engineering & Science for girls through STEAM (Science, Technology, Engineering, Arts & Maths)

We currently have 178 STEAM Ambassadors of those, 48% are female. We are passionate about our social value focus, and we believe having a strong network of STEAM ambassadors is not only great for our early career professionals to develop their skills, but also shows relatable role models within the communities that we serve. We think it makes a difference when we can demonstrate how girls and women can have fulfilling and engaging careers in engineering and science.

In 2022 our graduate intake was 40/60 female to male ratio which we believe is due in part to us ensuring our advertising and careers fairs presence is appealing to female applicants as well as male. We continue to use software to ensure our language and phrasing is gender neutral, and we send both men and women to careers fairs to show fair representation.

2. Regular independent salary audits

We measure our employees on what they do and how they do it, and we set goals accordingly, which are driven by our values. When it comes to compensation, we closely monitor all promotions, pay awards and bonuses to ensure fair and consistent practice.

It is our routine practice to carry out twice yearly pay audits, taking external salary benchmark data from three external sources and mapping all of our roles into one of four quartiles. In addition, all roles in the Company are within a global career framework, which objectively measures the scope and scale of all roles and attributes them to career families, disciplines, and job types.

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 the 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 levels men and women are bonused at comparable levels.

Our goal is to support more women to progress to the higher levels in the organisation, through family friendly, hybrid and career coaching assistance.

3. Improving career goal planning, through tools and mentorship.

In 2022 we held workshops on Authenticity, Courage & Confidence and Career Boosting which were designed for our female employees, to inspire, encourage and challenge on career perceptions and expectations. These workshops, along with our unconscious bias training are part of our culture of creating a psychologically safe organisation where women can be their true authentic selves and thrive. We also designed and launched our new reciprocal mentoring program and will also be participating in a female focused mentoring program in 2023.

4. Flexible hybrid working and family friendly leave

We are proud of our flexible hybrid working model and believe giving our employees choice and flexibility over their hours and location of work is an essential ingredient for trust, support and productivity. We have 4 pillars on which our flexible hybrid working model is based, **our clients, our teams, our roles** and **our wellbeing**. Our philosophy is about work / life integration, which for us is leveraging technology and flexible hybrid working to help our employees marry together their professional and personal commitments.

We also recognise that a working pattern is not necessarily set-in stone, and it's important to support our employees through lifestyle events and changes. In 2022 we trained every manager on how to engage in guided and supportive 121 discussions on hybrid working solutions.

5. Supporting and enabling women through peri and menopausal stages

Through open dialogue we identified a gap in support for women dealing with perimenopause and menopausal symptoms, to put in place support we held a Menopause Awareness seminar with the Newson Clinic. This seminar not only provided a medical explanation of this phase of female biology, but also offered reassurance and guidance on what help, and support is available. Since this seminar we have promoted our menopause support subscription service and published a large amount of support material. We have also introduced a new employee policy, to set out our approach to supporting women through the perimenopause and menopause. In addition we have made the commitment to be a 'Menopause Friendly Employer'.

Our Women@Stantec Employee Resource Group (ERG) also implemented free sanitary products to all our offices, permanently. This was in recognition of the impact of stress and discomfort felt by many women who may need these products during the working day.

Bloomberg Gender Equality Index

Globally we are also very proud to be listed for the fourth consecutive year in the Bloomberg Gender-Equality Index (GEI) for our commitment to transparent gender-data reporting and gender equality in the workplace.

Bloomberg evaluates approximately 12,000 firms and selects around 400 for inclusion in the Index, which has a combined market capitalisation of US \$16 trillion with companies headquartered in 45 countries across 11 sectors.

Companies are evaluated in five categories: leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, anti-sexual harassment policies, and external brand.

Since Stantec first hit the index in 2020, we have improved our score by 19%.

Some notable achievements include:

- Demonstrating a deeper commitment to inclusion by renaming our Chief Human Resources Officer role to Chief People and Inclusion Officer and formalising our flexible workplace strategy
- Steadily increasing the percentage of women hires and promotions
- Hiring more women than are leaving the Company and having a high percentage of women who return to work after parental leave
- Expanding our pay equity review and steadily decreasing the gender pay gap
- Committing to global frameworks that promote gender equality (such as the UN's Women's Empowerment Principles)



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Design with
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