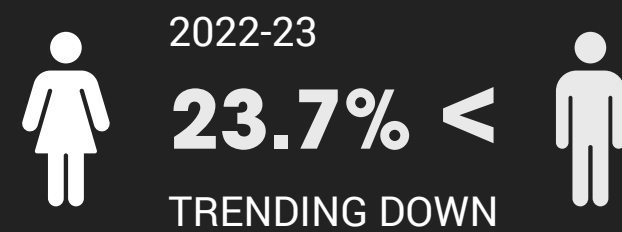




Gender Pay Gap Statement Stantec Australia 2024

The Gender Pay Gap often highlights if an Industry or Company has more men than women in very senior positions.

STANTEC Gender pay gap—Mean



WGEA INDUSTRY* benchmark—Mean



2021-22
NO DATA AVAILABLE

*Engineering Design and Engineering Consulting Services



STANTEC PAY QUARTILES



STANTEC AVERAGE TOTAL REMUNERATION

12%	Upper Quartile	88%	\$228,000
23%	Upper middle Quartile	77%	\$147,000
36%	Lower middle Quartile	64%	\$107,000
43%	Lower Quartile	57%	\$78,000

Gender pay gap reporting history

Pay equality—women and men paid the same for performing the same role or different work of equal or comparable value—has been a legal requirement in Australia since 1969. WGEA was established in 2012 to help employers comply with the Workplace Gender Equality Act 2012.

In 2023, the Australian Government passed amendments to the Act requiring WGEA to publish the annual gender pay gap for employers with 100 or more employees. Government regulations require pay gap data to be reported in a particular way.

WGEA's annual reporting period runs from 31 March to 01 April so the data in this 2024 report is at 31 March 2023.

Mean and Median

The gender pay gap is a high level snapshot of pay within an organisation. WGEA calculate it in two ways:

- MEAN—is the sum of all employee earnings divided by the number of employees.
- MEDIAN—is the middle value when all employees' individual earnings are arranged in ascending or descending order. If there is an even number of values, the median is the average of the two middle values. The median gender pay gap compares the earnings of the middle-ranking man to the middle-ranking woman, expressed as a percentage difference between their earnings at an organisation.

In 2024, WGEA will publish the median gender pay gap for each organisation. They will start publishing the mean gender pay gap after this reporting round.

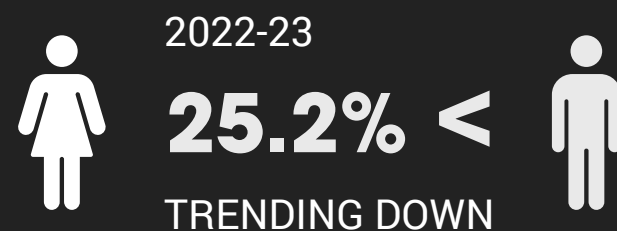
Pay quartiles

WGEA will also publish the proportion of women and men and the average total remuneration by quartile—four equal groups—with the first quartile for the highest earning group, moving down to the fourth quartile for the lowest earning group. This enables an organisation to compare earnings for men and women per quartile.

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 welcome and support the Australian Workplace Gender Equality Agency's (WGEA) efforts and actions to advance gender equality in the workplace and society.

We know that long-term dedicated action is required to bring about sustainable change to reduce the gender pay gap. We embrace the opportunity to play our part and will use the data and information in this report to help inform our actions towards achieving gender equality in the workplace.

STANTEC Gender pay gap—Median



WGEA INDUSTRY* benchmark—Median



*Engineering Design and Engineering Consulting Services

Our roles and strategic priorities

The roles we employ reflect the industries we work in. Therefore, 88% of our roles are operational, science or engineering focused. Of all the STEM professions, our research indicates that engineering has the lowest female representation. In 2022, females accounted for 16% of engineering graduates and 13% of engineers across Australia. The industry has a big job ahead if it is to increase and retain female engineers.

Since submitting our data for this report, we have continued to work on and implement numerous strategic initiatives to further reduce our gender pay gap.

We have five strategic priorities to help us focus on reducing our gender pay gap:

- 1 Champion science, technology, engineering, and maths (STEM) careers for females
- 2 Conduct regular internal independent salary reviews
- 3 Improve career goal planning through learning and development
- 4 Design and promote flexible hybrid working and family friendly leave
- 5 Partner with organisations dedicated to improving opportunities for females in the workplace

1 CHAMPION STEM CAREERS FOR FEMALES

We seek to influence female participation in an engineering career at three broad stages:

1. consider engineering—through our extensive school and university partnerships, we host students for work experience; and meet with students directly to share our experiences and answer their questions.
2. study engineering—we continue to grow our support and sponsorship of women in engineering and science student societies.
3. work in engineering—our dedicated internal groups and networks provide career development opportunities and connections. Currently we facilitate a Women's Leadership Development Committee, a Women@Stantec employee resource group, and Women in STEM work experience programs.

Underpinning these efforts, our recruitment team use a gender decoder tool to achieve neutral language and phrasing in our job ads. They also aim for gender balance on panel interviews as well as attend careers fairs and other university/education initiatives.

STRATEGY IN ACTION

Of our successful 2023 graduate and intern candidates, 29% were female. This is consistent with the percentage of applications and number of females studying engineering or STEM, 16% and 37% respectively, at universities in Australia in 2022.

2 CONDUCT REGULAR INTERNAL INDEPENDENT SALARY REVIEWS

We measure the performance of our employees against established competencies and expectations of their role, and we set goals accordingly, which are driven by our values. All our roles are part of a global career framework which objectively measures their scope and scale and attributes them to career families, disciplines, and career levels.

Our pay structure includes salary ranges for each internal position, benchmarked against local remuneration surveys with data relevant to those positions. To ensure it is applied fair and consistently, we monitor out of cycle salary reviews, promotions, pay awards and bonuses; and we conduct mid-year and annual salary reviews.

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.

STRATEGY IN ACTION

Our annual salary review evaluates where each employee sits in their salary range, their business centre, and their discipline. Our analysis also overlays gender comparisons to identify and correct any anomalies.



Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place and of belonging. That's why at Stantec, we always **design with community in mind.**

3 IMPROVE CAREER GOAL PLANNING THROUGH LEARNING AND DEVELOPMENT

In 2023 we piloted the 'SponsorHer' program, partnering high performing, high potential females with senior leaders for sponsorship. Our Returneeship program was also expanded to include six-months of individual coaching to assist females to smoothly transition back to work following an extended period of leave such as parental leave or a career break.

Our SponsorHer and our Returneeship programs, alongside our Unconscious Bias Training and mentoring program, are integral to our culture of creating a psychologically safe organisation where women can be their true authentic selves.

STRATEGY IN ACTION

Our Returneeship program is helping increase the percentage of females returning to work for a year or more following an extended period of leave.

RETENTION 2021 = 88% 2022 = 90% 2023 = data not available yet

4 DESIGN AND PROMOTE FLEXIBLE HYBRID WORKING AND FAMILY FRIENDLY LEAVE

We recognise that today's workplace is not fixed, and that it is important to support our employees through lifestyle events and changes. That is why we leverage technology and flexible hybrid working to equip our employees with the tools to manage their professional and personal commitments.

We also know everyone benefits from true flexibility. We can attract a wider talent pool and retain employees through different life-stages, when they are able to manage their work and personal demands.

STRATEGY IN ACTION

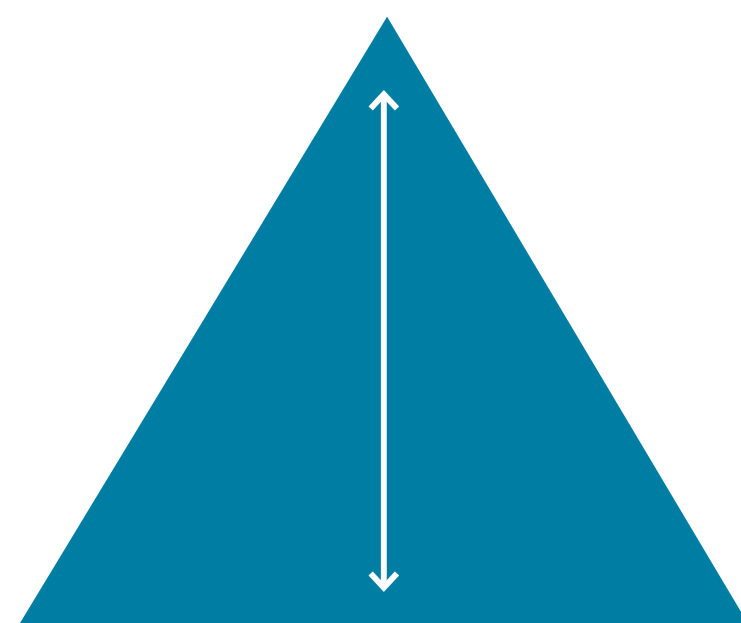
Our flexible work practice facilitates how employees can change the number and pattern of hours, and location, of their work. Employees can also purchase up to four weeks additional annual leave, and request school term employment contracts.

5 PARTNER WITH ORGANISATIONS DEDICATED TO IMPROVING OPPORTUNITIES FOR WOMEN IN THE WORKPLACE

We know that to be successful, you need to be accountable. That's why we partner with organisations that champion change. Whether it be attaining [Work180](#) endorsement, making the [Bloomberg Gender Equality Index](#), or working with [Catalyst](#) to advance women in the workplace, by engaging with external groups we can encourage all our employees to be their best self. And that's the greatest success there is.

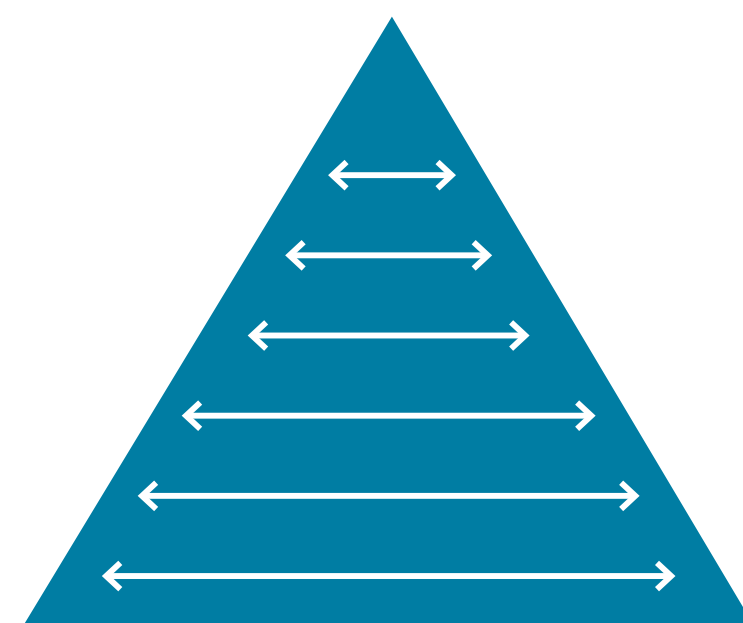
STRATEGY IN ACTION

We are a Work180 endorsed employer. This means we not only meet the standards required, but that we are committed to breaking down workplace barriers for women.



GENDER PAY GAP

The difference between the average pay of women versus men across a company.



PAY EQUITY

When everyone receives equal pay for work of equal or comparable value.

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