



# Gender Pay Gap Statement

Stantec Australia 2025



# With every community, we redefine what's possible

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 statement to help inform our actions towards achieving gender equality in the workplace.



# 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.

WGEA's annual reporting period runs from 01 April to 31 March. The data in this 2025 statement is accurate as of 31 March 2024.

# Mean and Median

WGEA calculate the gender pay gap in two ways:

**MEAN**—the sum of all employee earnings divided by the number of employees.

**MEDIAN**—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.

Stantec’s median gender pay gap of 23.9% is lower than the Engineering Design and Engineering Consulting Services Industry average of 26.3%, and we’re trending down, year on year.

## Stantec gender pay gap—Mean

2023-24

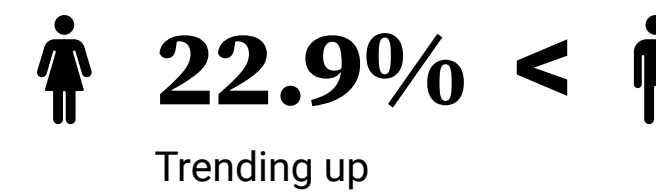


2022-23

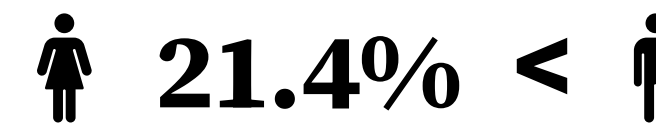


## WGEA industry\* benchmark—Mean

2023-24



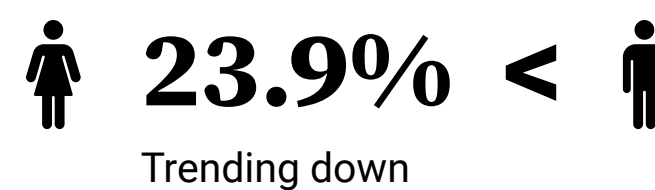
2022-23



*\*Engineering Design and Engineering Consulting Services*

## Stantec gender pay gap—Median

2023-24

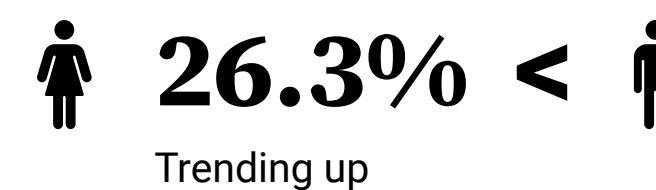


2022-23

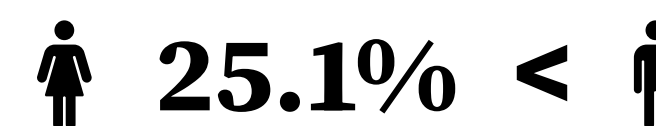


## WGEA industry\* benchmark—Median

2023-24



2022-23



*\*Engineering Design and Engineering Consulting Services*

# 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.

Stantec pay quartiles	Stantec average total remuneration
14% Upper Quartile	86% \$235,000
27% Upper middle Quartile	73% \$151,000
35% Lower middle Quartile	65% \$111,000
45% Lower Quartile	55% \$81,000

*\*Representation of women in upper and upper middle quartiles has increased since the previous reporting period.*

## Our strategic priorities

We have five strategic priorities to help us reduce 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 that improve opportunities for women in the workplace



## Our roles

Our roles reflect the industries we work in, with 88% in operations, science, or engineering.

A November 2023 Engineers Australia report revealed that 17.7% of engineering graduates and 14% of the engineering workforce in Australia are women. The industry has a big job ahead if it's to increase and retain female engineers.

We continue to invest in our strategic priorities to reduce our gender pay gap.

# 1. Champion STEM careers for females

We aim to influence female participation in engineering careers at three key stages:

- 1. consider engineering**—use our school and university partnerships to offer students work experience and engage with them directly to share our experiences and answer their questions.
- 2. study engineering**—continue to expand our support and sponsorship of women in engineering and science student societies.

- 3. work in engineering**—provide career development opportunities and connections through internal groups and networks like our Women’s Leadership Development Committee, Women@Stantec employee resource group, and Women in STEM work experience programs.

Underpinning these efforts, we use a gender decoder tool to achieve neutral language and phrasing in our job ads.

## Strategy in action

In 2023 and 2024, our Women@Stantec group and Early Careers team delivered an interactive and informative work experience program for female students from Brisbane State High School.



# 2. Conduct regular internal independent salary reviews

All staff should be fairly compensated for their role and performance which is why we continuously strive for pay equity.

We measure each employee’s performance against established competencies and expectations of their role, and we set goals accordingly.

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 role, benchmarked against local remuneration surveys. To ensure fairness, we monitor out-of-cycle salary reviews, promotions, pay awards, and bonuses, and conduct mid-year and annual salary reviews.

## Strategy in action

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

### 3. Improve career goal planning through learning and development

Our focus on learning and development includes professional development programs, continuing education programs, and professionals association memberships.

Our Graduate Program builds our business's long-term capability by offering graduates on-the-job experience, technical training, business skills development, and mentoring. And our Returneeship program supports staff returning from extended leave with coaching and mentoring.

These programs, along with our Unconscious Bias Training, foster a psychologically safe environment where women can be their authentic selves.

#### Strategy in action

In 2024, our Graduate Program won the Best Learning and Development Platinum Award at the Learn X Awards, with entries from over 30 countries. We're also proud to be named one of the [Top 10 Graduate Programs for Women](#).



### 4. Design and promote flexible hybrid working

We recognise that today's workplace is not fixed, and that it's important to support our employees through lifestyle events and changes. That's 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

People seek flexibility for various reasons, such as managing school pick-ups, studying, caring for relatives, health and wellbeing, or achieving better work-life harmony. We support [flexibility in the workplace, even if you don't have kids](#).



## 5. Partner with organisations that improve 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.

### Strategy in action

We remain a Work180 endorsed employer. This means we meet the standards required and that we're committed to breaking down workplace barriers for women. In 2024 we were recognised as one of the [Top 101 Workplaces in Australia for Women](#).

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 these groups we can encourage all our employees to be their best self. And that's the greatest success there is.



Stantec is a global leader in sustainable engineering, design and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.

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