

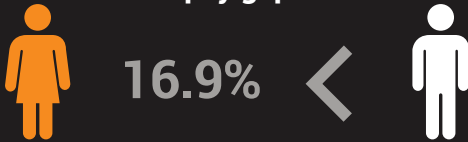
Gender Pay Gap Statement 2022

Stantec UK Ltd

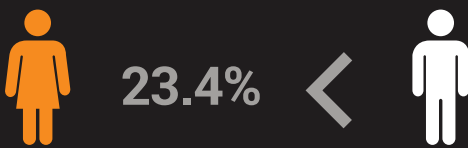
Gender Pay Gap (2021)

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

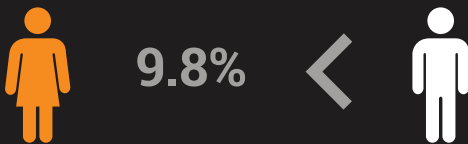
Gender pay gap - Mean



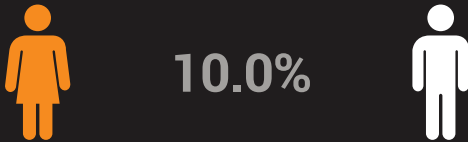
Gender pay gap – Median



Bonus pay gap – Mean





Bonus pay gap – Median



Bonus received



Pay Quartiles

	18.4%	Top Quartile		81.6%
	24.1%	Upper Middle Quartile		75.9%
	33.1%	Lower Middle Quartile		66.9%
	40.3%	Lower Quartile		59.7%

Gender Pay Gap Reporting and Requirements of the UK Government

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:

1. Mean gender pay gap - Ordinary pay
2. Median gender pay gap - Ordinary pay
3. Mean gender pay gap - Bonus pay
4. Median gender pay gap - Bonus pay
5. The proportion of male and female employees paid a bonus
6. Proportion of male and female employees in the lower, second, third and higher pay quartiles

The objective of the reporting is to identify if a gender pay gap exists within an organisation and if so, act as a trigger for further investigation about the reasons why the gap exists.

Understanding Stantec's gender pay gap

We were clear in our report last year that the figures reported in 2021 (reflective of our 2020 data) showed a less-pronounced gender pay gap across all metrics, owing to our pandemic workforce planning response. This disproportionately affected lower quartile earners with furlough activity. This year's reporting figures are also not reflective of our pre-pandemic operating environment, owing to our large acquisition in 2018, which affected our 2019 figures so past comparisons will not be drawn upon. A more valuable comparison is the national average and the results show alignment with average norms in our industry. Whilst we always strive to reduce or remove the gender pay gap, this year's reported figures show a mean gender pay gap of 16.9%, which is close to last year's national mean pay gap of 15.4%.

The disparity in the number of males to females receiving a bonus is a reflection of our upper and upper-middle quartiles senior technical positions being dominated by a male workforce, as females are more heavily represented at career levels and in job types which are not eligible for bonus payments. Nonetheless, the gap is reassuringly bridgeable with applied focus. While there is progress to be made, it is indicative of a levelling-up in our traditionally male dominated industry and I am heartened to see that we promoted 23% of females to 26% of males last year, an almost even split, reflective of the merit due to our hardworking experts, regardless of their genders.

I would like to draw the distinction between gender pay gap and equal pay for the same work. We are clear that unequal pay is not a factor determining our gender pay gap, moreover the representation of women at our most senior levels and encouraging numbers of female promotions are indicative that the gap should start to reduce.

Our focus and priorities:

The gender pay gap at Stantec continues to be a strategic focus. Over recent years we are seeing more women joining our traditionally male dominated industry and our concentrated approach of creating networks and opportunities, which allow our colleagues to achieve their full career potential has started to pay dividends.

We know that to harness the emerging talent of the future, we need to champion inclusion and diversity, offer clear career paths, empower our people, recognise their contribution and reward them for it fairly. Wielding our diversity, we will enhance our organisation's equality of opportunity and reward.

Championing Inclusion and Diversity

Whilst Inclusion and Diversity have always been a strong focus for Stantec, in 2021 we have refreshed our approach to include input from a broader range of professionals through a specific Inclusion and Diversity Council, which will channel change in this area more formally. This is a group of professionals who are volunteering their time to give voice and enact change through progressive steps. The outputs of their work will enable colleagues and our business to seize the benefits created by our breadth of diversity in our ever-growing Stantec community.

Our Employee Representative Groups (ERG's) are also steering projects which enable our teams to thrive, regardless of their characteristics. In particular, our Women@Stantec ERG, which is focused on empowering our women colleagues and is one of the fora we are using to keep focus on gender pay disparity and provide a female lens on business priorities.

Overcoming barriers

As our councils and representatives are using their voices, we are now in a better position than ever before to identify the barriers to equality and enact the change we need. One of the many areas we have focused on is the menopause, recognising how related health factors can strengthen the bonds which hold our talented women back from achieving their potential. We hope that by creating the support and the awareness around this issue it will help to prevent barriers to career progression.

As we exit the Covid guidance to "work from home, if you can", we have recognised how our teams have performed in the digital office and seen the significant opportunity enabled by remote working. Hybrid-working, which allows a clean balance between working in Stantec spaces some days and from home on others, has become a part of our culture and will remain a flexible model, which our colleagues can enjoy. We are looking forward to working with our colleagues as our talented teams overcome the challenges of creating cohesive teams, while also being remote. Undeniably, the career and performance barriers which are created by time, distance and travel have been surmounted by hybrid-working and we are confident this model will benefit all our colleagues to balance their home-life commitments with a fulfilling career at Stantec.

Cross-country learning

One of the benefits of our international presence is the ability to share learning across borders. The gender pay gap is not unique to Stantec in the United Kingdom and we are reaching across time-zones to link our teams to a global strategy for equality and ensure that organisational learning is maximised.

UK senior leaders are represented on our Global Women Development Committee, exploring where we are getting it right, or wrong, and applying learning through workshops, networking and mentorship opportunities that will influence our UK leaders to recognise where gender unconsciously acts as a barrier to fair reward.

Learning and creating awareness are still two of our main drivers for change. Our unconscious bias training has now targeted 800 people in our UK business, ensuring that our most senior people are aware how their actions and perceptions can create barriers unintentionally

Retention & Compensation Strategy

Last year I reported on our record number of women UK graduates, which was equal to the number of men. As they grow and develop into skilled professionals we will be increasingly focused on measuring our attrition, examining exit reasons to pinpoint any push factors which prevent our women from reaching their career potential with Stantec. We recognise that life events, like starting a family, disproportionately affect women but our family-friendly policies are there to ensure those who want to continue their careers have the options and support they need. Parenthood should not be a barrier to professional achievement, as many colleagues demonstrate.

Another avenue of focus for 2022 is to formulate a strategy which actively targets those who have taken career breaks to deal with life events. We want to attract back the colleagues who left for career breaks and re-equip them to continue their professional development journeys with us. The support and opportunity we can offer women was recognised by Forbes last year as they ranked Stantec in their "Top Female-Friendly Companies in the World". We are adapting to empower our women and will put a lens to our remuneration strategy to ensure that our women are recognised equally.

Our continual process of compensation reviews places the gender difference at the centre of our analysis. Annually we review all our people by career level and gender split to drill into the reasons for disparity and challenge our leaders to recognise merit fairly, always looking at the quality of the contribution as a whole.

New Operating Structure:

2022 will be a year of further change for Stantec UK. We have designed a new operating structure which will allow our people greater exposure of opportunity outside of their established teams and under different leaders. The model is intended to optimise access to our skilled people and the effect will be to increase mobility and empower our people to explore different career paths. Assisted by hybrid working, whole new team dynamics will form. I am excited to see the progress our women will make in the new structure and we will be supporting them through Career Development tools and our General Competency Framework to gain the experience which brings them the rewards they desire, professionally and financially.

At Stantec we are all proud of the progress we are making to maximise the benefits our diverse Stantec community. We know that our people are our biggest asset when delivering what our clients need for their communities and at Stantec, we build with communities in mind.



Cath Schefer,
Executive Vice President, Chief Operating Officer - Global



Design with
community in mind

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