



2026
**Gender
Pay Gap
Report**





01

Introduction

In This Section

Messages from
our leadership

Messages from our leadership



Cath Schefer

Executive Vice President,
Chief Operating Officer – Global

At Stantec, our values guide how we show up for one another. We want every person to feel they belong, are treated fairly and have the opportunity to thrive.

Our Better Together culture is built on that foundation. It is more than collaboration—it’s about ensuring people are seen, heard, and supported to reach their potential.

Reducing our gender pay gap is an important part of building that culture. Real progress takes steady focus on how we attract, develop, and advance people at every stage in their career, particularly into senior and technical roles.

We remain committed to taking meaningful action and tracking our progress. A more inclusive and balanced organisation strengthens our team, improves our performance, and deepens the positive impact we make in the communities we serve.



Brian Yates

Managing Director

Our Better Together culture is what sets us apart. When people feel supported, valued, and able to bring their full selves to work, they can contribute with confidence. That’s when we deliver our strongest outcomes.

The Gender Pay Gap Report is an important part of being open and accountable. The data shows where representation needs to improve across our organisation and understanding those gaps helps us focus on the actions that will drive meaningful change.

In the UK, we are taking targeted action to address the drivers of our gender pay gap and to strengthen female representation at all levels of the business. Our focus is on creating sustainable change through fair processes, supporting inclusive leadership, and building clear pathways for career growth.



02

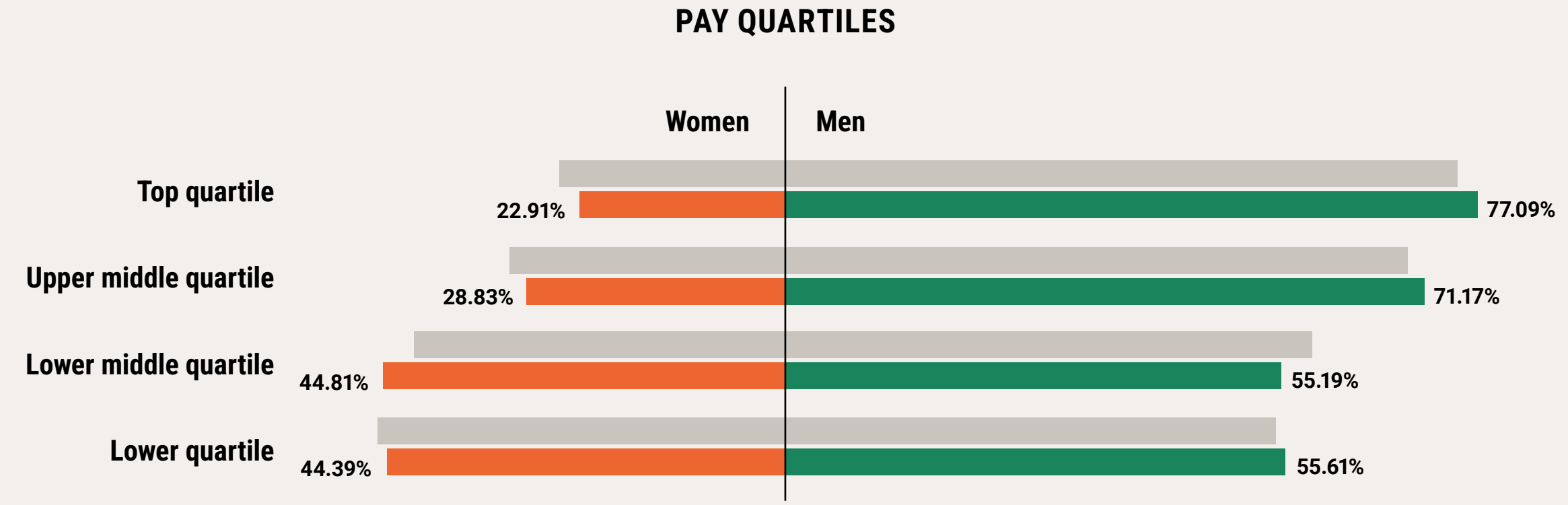
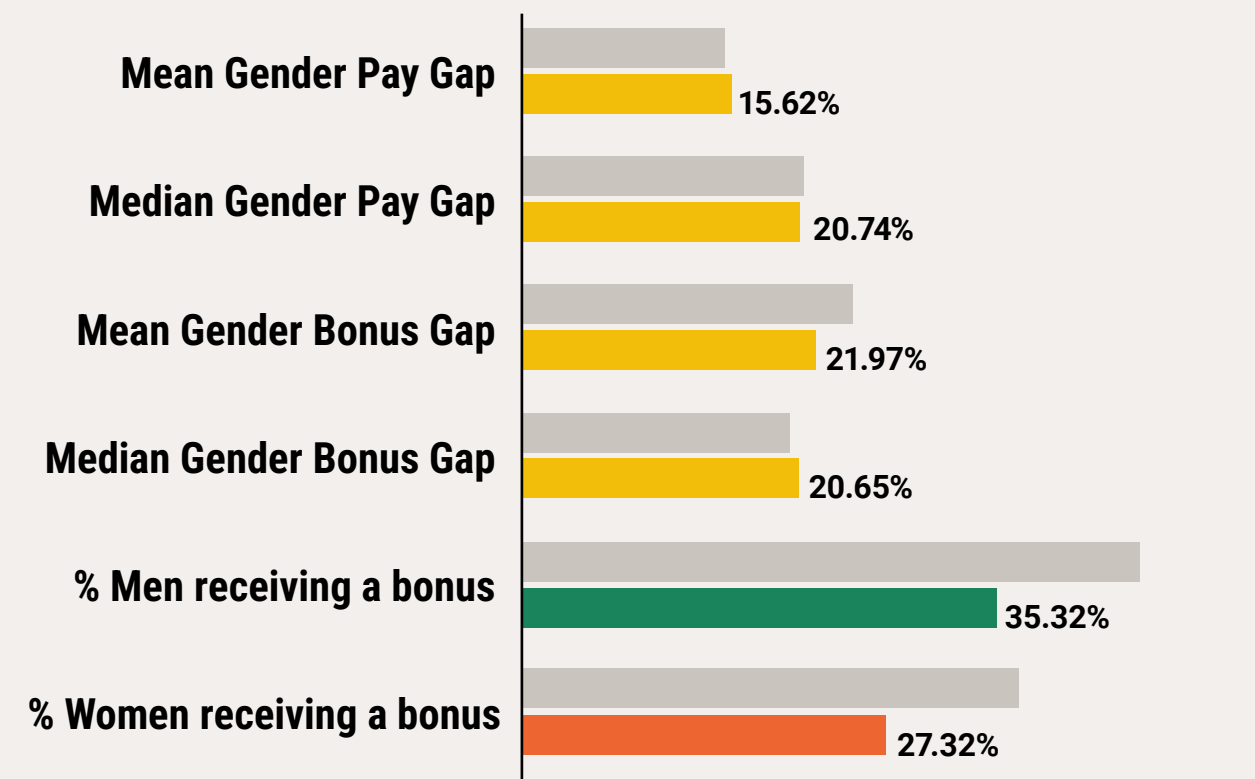
Our 2026 Results

In This Section

Our Results

Impact of the
Hydrock acquisition

Our 2026 Results



Impact of the Hydrock acquisition

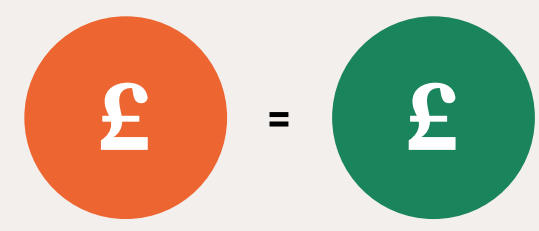
This year's figures include colleagues who joined Stantec through the Hydrock acquisition, which took place in the first quarter of the reporting period. Their inclusion has impacted the overall results and provides important context for understanding the year-on-year movement in the data.

At the point of acquisition, Hydrock had a workforce makeup of one female employee to every 2.05 male employees, compared to the wider Stantec population of one female to every 1.82 male employees.

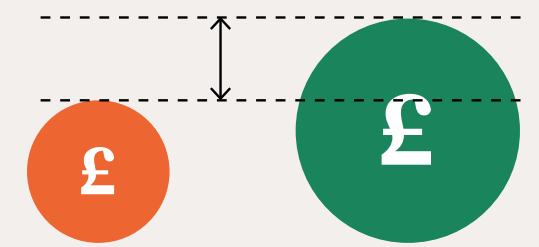
It is important to emphasise that these results do not reflect a deterioration in pay equity or pay practices. Instead, they show how structural workforce changes influence the gender pay gap. The data demonstrates that we had a strong foundation going into the acquisition, and that continued progress will rely on increasing female representation across all levels, particularly at senior roles.

Definitions

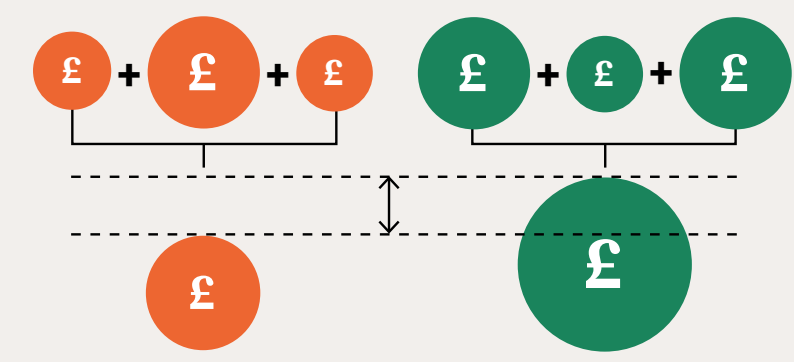
Equal Pay
Equal pay means that a person in one group is paid equally to a person in another group for performing comparable work.



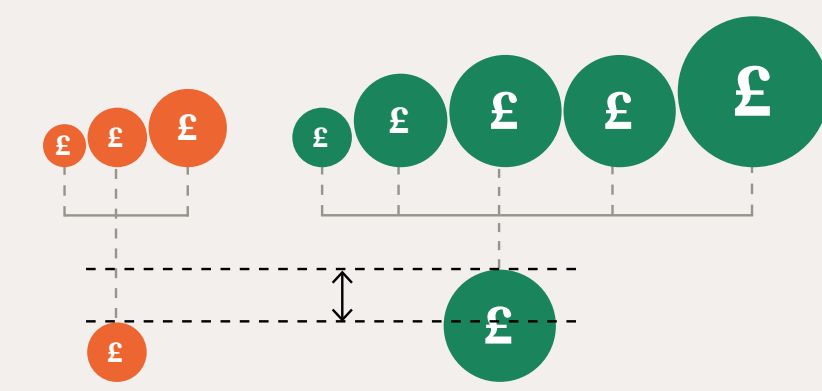
Pay Gap
A pay gap is the difference in earnings between two groups. This difference is expressed as a percentage of the earnings of the first group.



Mean Pay Gap
The mean compares total pay across all employees by dividing the combined earnings by the number of employees.



Median Pay Gap
The median represents the middle point when all pay values are ranked from lowest to highest.





03

What We Are Already Doing

In This Section

Better Together –
Culture and Engagement

Attraction and Recruitment

Better Together – Culture and Engagement

At Stantec, engagement and culture are rooted in a strong sense of community and connection. Our culture focuses on putting people first, creating a supportive environment where individuals feel seen, heard, and valued. Through collaboration, shared purpose, and employee-led networks, we encourage people to bring their whole selves to work, contribute ideas, and make a meaningful impact for each other and the communities we serve.

Our Employee Resource Groups (ERGs) and their impact

Our Employee Resource Groups (ERGs) help create an inclusive working environment by building engagement, visibility and development opportunities across our organisation.

The **Women at Stantec ERG** focuses on improving gender balance, particularly at senior levels, which is a primary driver of

the gender pay gap. The group works closely with other ERGs, recognising the importance of intersectionality and the need for a connected approach to belonging.

Through practical initiatives such as the *Women at Stantec* podcast, Caring Community networks, recognition of International Women’s Day (IWD) and International Day of Women and Girls in Science and Engineering (IDWSE), external

virtual learning sessions on topics like women’s health and career development, and informal Coffee Collectives, the ERG supports engagement, visibility and career development. These activities help strengthen retention, build confidence and increase the representation of women across career levels, contributing to long-term progress in reducing the gender pay gap.



SARAH LANGHORNE
Director of Marketing,
UK&I Region

“Visibility matters, so others can see that it is possible. Be the culture you want to see.”

I’ve been fortunate to have leaders who supported me, championed my development, and showed me what good leadership looks like, and that’s something I’m committed to doing for others.

How we talk about work, family and flexibility sends powerful signals, especially to women earlier in their careers.”



LEE CONROY
Director & Executive Sponsor,
Women at Stantec ERG

“Working closely with the Women at Stantec Employee Resource Group, we foster open discussions to align priorities and develop targeted, sustainable actions that support women to thrive at Stantec.

By listening carefully to lived experiences and insights across the business, we are able to reflect, refine our focus, and take meaningful action. This approach helps us continuously improve opportunities for women at Stantec in the UK.”

Women at Stantec Podcast: sharing real stories

The *Women at Stantec* podcast gives women across our business a platform to share their stories in their own words. Colleagues from different roles, career stages and backgrounds talk about career journeys, leadership, confidence, caring responsibilities, and inclusion.

By amplifying authentic voices and lived experiences, the podcast helps build connection, visibility and understanding—helping colleagues see what is possible and feel more supported in their own careers.

Listening to women and understanding their experiences

To better understand the barriers women face in their careers, we held a series of focus groups with mid-career professionals. These sessions gave us insight into people’s experiences, aspirations

and challenges and have helped us refine our priorities.

We also held dedicated sessions with colleagues returning to work following a period of leave. Feedback highlighted the support people need before going on leave and when returning to work. As a result, we have strengthened our family leave processes by:

- Introducing a single point of contact
- Improving the consistency of communication
- Creating a practical employee guide with clear information, tips and answers to common questions

These changes are designed to make leave and return-to-work experiences more predictable, supportive, and inclusive.



CATHIE BARNETT
Technical Director

“Being a part of the Women at Stantec focus group provided an opportunity for me to take a little time out to breathe and reflect on my career but more importantly to share and understand the various challenges and experiences of some amazing colleagues.

It was uplifting to recognise that together we are already helping to drive positive change and that no woman needs to feel alone in facing difficulties along the way.”



Support Networks and Caring Communities

We offer a range of support networks and Caring Communities designed to promote wellbeing, inclusion and a sense of belonging. This includes dedicated menopause and neurodiversity champions, who raise awareness, offer guidance and connect colleagues with appropriate support.

Our colleagues are further supported by a network of trained Mental Health First Aiders (MHFAs), offering confidential, peer-based support across the organisation. In addition, our Caring Community Networks bring together colleagues with caring responsibilities or shared life experiences, creating safe spaces to connect, share insight and access practical resources.



Returning to work support

We recognise how important it is to support colleagues returning to work after an extended absence. Over the past year, we have reviewed and strengthened our maternity processes to provide clearer guidance and more consistent support for both employees and people leaders.

Key improvements include:

- Better planning before leave, including clear conversations about expectations and support
- Improved communication during absence, so colleagues feel informed and connected
- Structured support on return, to help people adjust and rebuild confidence

To compliment this, we introduced our Returners Buddy Programme. It provides practical, peer-based support for colleagues returning to work after an extended period of absence. The programme helps individuals reconnect with the workplace, navigate changes and rebuild confidence, supporting a smoother and more sustainable return to work.

Attraction, Recruitment, and Retention

To address structural drivers of the gender pay gap, including entry-level representation and progression, we continue to review and modernise our recruitment practices.

Advances in AI are changing how candidates engage with employers, and our processes are designed to remain inclusive, fair and future-focused.

Skills-based assessments

In 2025, our Early Careers recruitment process moved to a skills-based, task-focused assessment model using Arctic Shores. These scientifically-designed assessments measure job-relevant behaviours and potential, rather than background or credentials alone. This approach has:

- Improved the candidate experience
- Increased recruitment efficiency
- Supported greater diversity in the recruitment pipeline
- Shown no adverse impact on gender

Training people leaders in fair recruitment

Also in 2025, we introduced recruitment training for people leaders to support fair and inclusive hiring practices. The training focuses on:

- Reducing unconscious bias
- Using objective assessment methods
- Making fair pay decisions at appointment

The training supports improved gender balance across roles and levels, particularly in higher-paid positions, and helps address structural factors that contribute to the gender pay gap over time.





EMMA STEEL
Regional Director, Water

“You can’t do everything yourself. Leading well means trusting others, delegating, and supporting people so they can step into opportunities with confidence.”

“If people are clear about where they want to go, my role as a leader is to help pave the way, by connecting them with the right opportunities, mentors and experiences.”

Supporting inclusive recruitment and adjustments

When barriers or concerns arise during the recruitment process, our adjustment champion from our Talent Acquisition Team works with candidates and hiring teams to understand issues, identify adjustments, and ensure informed, fair decisions. This approach supports:

- A positive candidate experience
- Timely consideration of reasonable adjustments
- More equitable recruitment outcomes

Developing inclusive people leaders

We have introduced enhanced people leader training to support inclusive, fair and consistent people management. These programmes focus on building capability in inclusive leadership, managing with compassion, and

supporting wellbeing and flexibility across teams.

This training plays a critical role in addressing our gender pay gap by strengthening leaders’ ability to make fair, consistent and bias-aware decisions across the employee lifecycle including recruitment, performance

management, development opportunities and progression. By increasing awareness of unconscious bias and encouraging empathetic, inclusive leadership behaviours, we aim to reduce structural barriers that can disproportionately impact women’s career progression and earning potential.

Alongside the training modules, people leaders have access to a regularly updated toolbox of practical resources, guidance and best practice examples. This supports leaders to have confident conversations about flexible working, reasonable adjustments, career development and performance, helping to

ensure all colleagues are supported to thrive and progress on an equal basis.





External development opportunities

We also invest in external development opportunities designed to support women at different career stages. This includes targeted training focused on professional presence, confidence and authority, helping participants strengthen their voice, visibility and impact in the workplace. These programmes complement internal development pathways and support retention by enabling women to build long-term, fulfilling careers with Stantec.

Together, these initiatives support engagement, reduce barriers to progression and help create an inclusive environment where people are encouraged to stay, grow and succeed.

Building the future female talent pipeline

We invest in outreach programmes that encourage girls and young women to pursue

careers in science, technology, engineering, and mathematics (STEM). These initiatives help dismantle stereotypes early and strengthen future representation in high-earning sectors.

Key activities include:

- Supporting education and supporting multiple female-focused engineering associations
- Engaging 107 STEM ambassadors, with 49% are under 35 and 32% women
- Partnering with organisations such as AFBE recruitment, Women in Engineering, Big Bang Fair
- Running school and community outreach programmes

Over the past three years, our STEM events have engaged with 26,087 young people in the UK—52% of whom were girls.



SOPHIE LEE
Transmission and
Distribution Director

“My progression at Stantec has been driven by performance and delivery, with consistent support from leaders across the business. As a mother of two young children, I had previously experienced limits to progression elsewhere.

At Stantec, those barriers have never existed. Here, progression is expected, supported, and available to everyone on the team.”



04

How We're Moving Forward

How we're moving forward

Reducing the gender pay gap is an ongoing priority and requires sustained focus.

We continue to listen to colleagues, review our data and apply insight from across the business to better understand where barriers remain and how our actions can have the greatest impact. As our workforce and ways of working evolve, so will our approach.

Building on the initiatives already in place, we will continue to test, refine and expand activity that supports inclusion, engagement and progression. The initiatives planned for the year ahead reflect this commitment and are designed to ensure our actions remain informed by colleague experience and evidence.



Your Voice Matters survey

This year, the Women at Stantec ERG is launching the *Your Voice Matters* survey. The purpose of this survey is to better understand what our colleagues would like to see from the network, including the types of training, speakers, mentorship opportunities, volunteering activities, and professional development support that would be most valuable.

The insights we gather will help shape our programme of activity for the year and make sure it reflects the needs and interests of women across the business.

Stantec Moments

To help raise awareness of gender disparities, the Women at Stantec ERG is working with our Health, Safety, Security, and Environment (HSSE) team to develop new content for our Shared Safety Moments library. These short slides used to open all team meetings.

By integrating themes related to gender, inclusion, and practical allyship, we aim to integrate these conversations into routine practice and support broader cultural awareness across the business.



Coffee Collectives

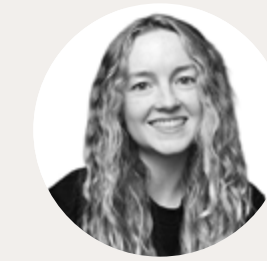
Regular Coffee Collectives offer colleagues an informal space to connect across teams and locations. These conversations help build community, raise visibility of gender-related experiences, and create a supportive environment for open dialogue.

Collaboration across ERGs

We plan to continue strengthening connections across our ERGs. One example is an upcoming awareness session with the Neurodiversity at Stantec ERG. The session will feature neurodivergent women from across the business sharing

their lived experiences, helping colleagues deepen their understanding and support.

By working together in this way, our networks can have a wider impact and help ensure our approach to inclusion reflects many different identities and experiences within our workforce.



TARA WILLIAMS
Co-Chair,
Women at Stantec ERG

“Over the past year, the Women at Stantec Employee Resource Group has strengthened its role in raising awareness, delivering inclusive initiatives, and connecting colleagues from across our offices. This ongoing engagement helps us champion meaningful change and broadens participation.”



MADDIE NOTLEY
Co-Chair,
Women at Stantec ERG

“We continue to recognise the challenges and remain committed to continuing to drive gender diversity and create an environment and support network within Stantec that actively advocates for women across the business and facilitates success.”

Stantec is a global leader in sustainable engineering, architecture, 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.



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.