



Gender Pay Gap Report 2025



Who we are



Cath Schefer.

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Executive Vice President,
Chief Operating Officer - Global

Welcome to Stantec

At Stantec, we are defined by more than our services. We are defined by who we are, what we stand for, and why we do what we do.

We make a difference in the world by creating communities. This is our purpose. When we say community, we mean everybody with a stake in the work we do—from the clients we collaborate with across many sectors, to the populations we reach, and the thousands of us working to serve them.

We're designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance quality of life in communities across the globe.

We put people first

People are at the heart of everything we do; they give our work purpose. That's why we listen to and design for the distinct needs of our clients—and those who live and work in the communities we serve. It's why we prioritise the safety of everyone our work touches. And it's why we define fulfilling careers for our own people, helping them set and then surpass their individual goals.

We do what is right

We approach every project as a partnership, because our work creates a lasting impact on our clients' communities. We are accountable to these communities—to strengthening them, and making them resilient for whatever the future may hold. Integrity guides what we do, which means that we make the right choice even when it's the tough choice.

We are better together

When smart, passionate, creative people come together, real possibilities are unleashed. As our own community expands, we welcome everyone's contributions; diverse perspectives create extraordinary results. We draw on our global network to build the right team for each project, because when we work together, no problem is too large or complex.

We are driven to achieve

We believe that transformation—in our work and in ourselves—is truly possible. We're defined by our entrepreneurial spirit and our unwavering pursuit of not only what's next, but also what's best. Bringing imagination and determination to every challenge, we leave no angle unexplored. As a result, we deliver the excellence that propels communities to success.

Where we are on the gender pay gap

2024 results

“Our 2024 results show that our mean pay gap has decreased slightly year on year, going from 15.9% to 15.13%. A good result for us, as our data also includes a recent acquisition (Barton Willmore) which had a largely male demographic. This shows that our focus, strategy and programs continue to have a positive impact on our pay gap.”

Gill Blandin-Ellis, HR Director

Our bonus gap performance is has shown a higher proportion of women move into the eligible population (meaning more women are being promoted to senior positions). The mean gap has however increased, going from 18% to 24%, this is largely driven by our bonus awards being proportionately larger based on seniority. We therefore expect this gap to gradually decrease as our female senior leaders continue to progress.

We continue to be focused on making Stantec the best place to join and grow your career, where pay and reward are fair and relative to performance and contributions. We are a highly acquisitive organisation, and therefore our gap reporting may show fluctuations as opposed to a smooth positive trend. We see our growth as opportunity and we will continue to keep improving and reinforcing our inclusive policies in our current business, and those that join us.

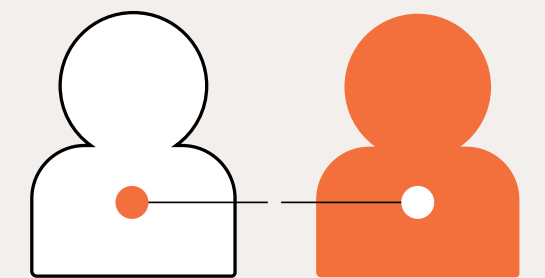
Gender Pay Gap History

In 2017, 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 men and average salary of all women in a workforce. Government Regulations require the information is reported in a particular way. The same measure of mean and median is applied to bonuses.

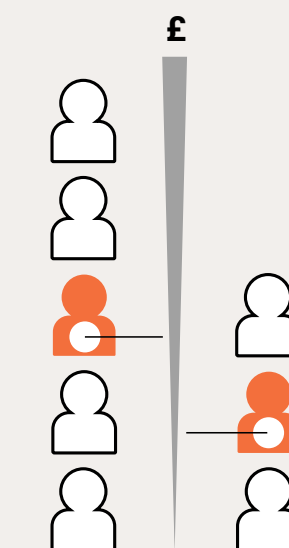
Mean and Median

The measures and definitions we use to determine our gender pay gap are set by the UK Government to ensure all companies report consistently.

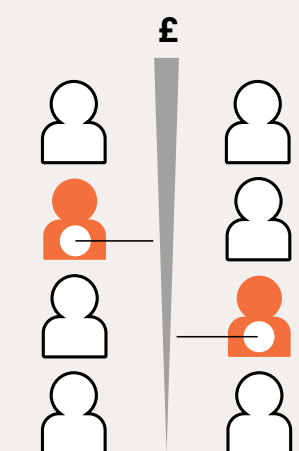
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Equal pay means that a person in one group and a person in comparator group should not be paid differently for performing equal work.



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 mean is the difference between the average hourly earnings.

Independent salary reviews

We measure employees on what they do and how they do it, and set value-centred goals accordingly. When it comes to compensation, we use promotions panels to ensure fairness and consistency, and pay awards and bonuses are subject to checks and balances.

We carry out yearly pay audits, taking external salary benchmark data from three external sources to ensure our roles track to the market as well as looking carefully at pay trajectories. In addition, all jobs in the company are within a global career framework that objectively measures their scope and scale, assigning them to career streams, job disciplines, and career levels.

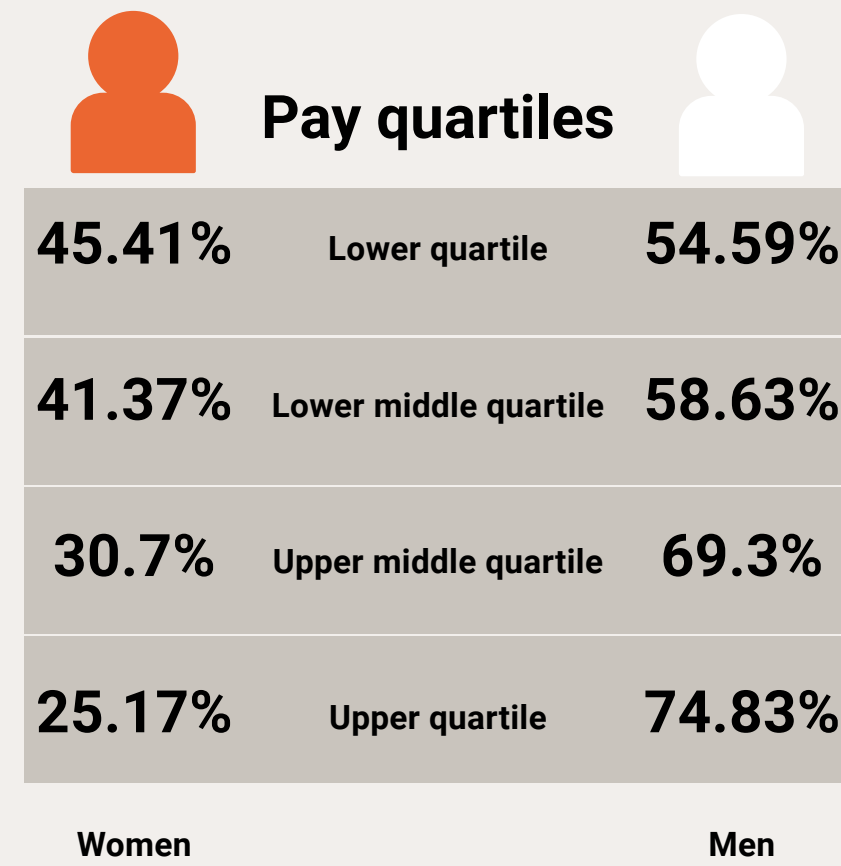
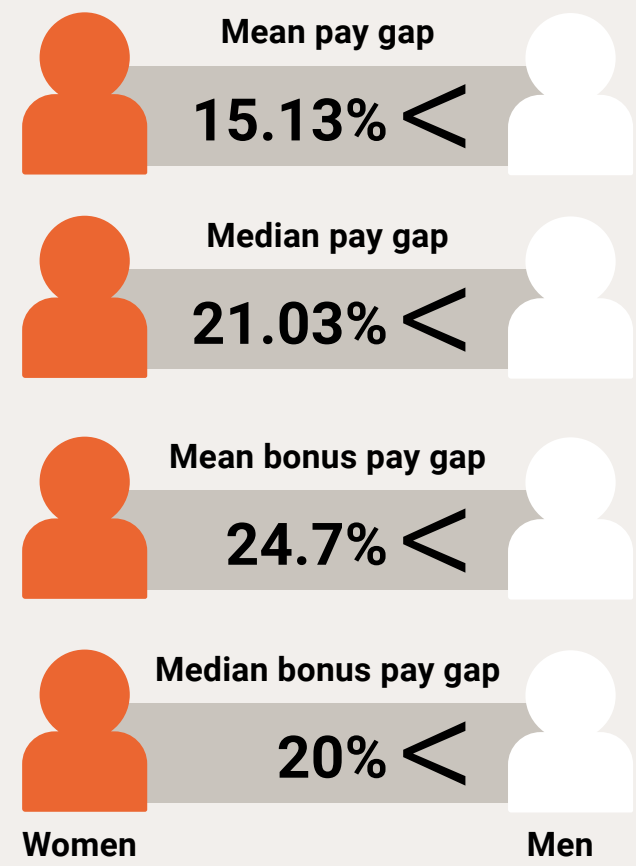
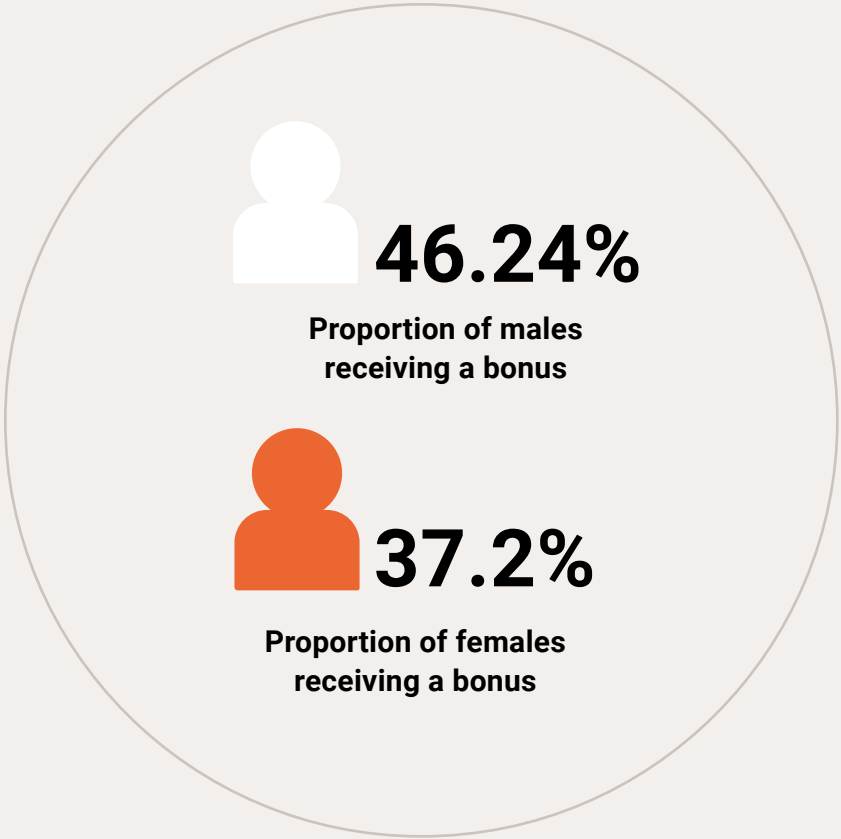
In our annual pay review process, we cross check where our employees are positioned within the salary range for their career level, and relative to peers. We specifically analyse the distribution of women across quartiles and their progression year on year.

Our bonus scheme is only open to our senior levels, where the proportion of women to men is lower. At our most senior level, men and women are bonused at comparable levels. Our goal is to support more women to progress to higher levels in the organisation by enriching and championing our inclusive culture, and through career coaching and sponsorship programmes.

We also operate a discretionary bonus programme for more junior career levels, which is a peer-to-peer recognition scheme based on demonstration of our values. Of the 954 awards made during 2024, approximately 46% were awarded to female colleagues. Given our actual male to female split in 2024 was 63% male and 36% female we see this as encouraging.

Stantec facts and figures

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



How we're moving forward



Getting more women into the workforce

We continue to increase the number of women in our talent pool. Stantec provides resources to promote STEAM (science, technology, engineering, arts and maths) education, alongside supporting multiple female-focused engineering associations.

We have 285 STEAM ambassadors of which 46 are currently active. Of that 81% are under 35 and 49% are female

In 2024 the gender balance hired was 50% male, 42% female and 8% 'not specified'. However, at application stage females only made up 28% of applications (56% male, 16% 'not specified/other') so to increase that proportion at hire is a testament to the process. We continue to ensure our adverts are inclusive using specialist software to verify gender neutral and inclusive language. We ensure our Career Fair representation includes all genders and promote our ERG groups at such events, including the work our Women@Stantec group have been championing. We also ensure strong female/gender balanced representation in our recruitment literature (i.e. brochures and featured Stantec stories etc). Interview panels where possible also include a gender balanced panel.

Helping women succeed in the workforce

To really understand the perceived barriers to women's careers our Women@Stantec ERG Chair Emma Day and ERG Executive sponsor Lee Conroy held a series of focus groups with our mid-career women, to listen first hand to their experiences, aspirations and challenges. As an output from the focus groups we now have an action plan for the years ahead.



Focus groups: (left to right) Elaine Richmond, Emily Seaman, Gillian Smith, Ellie Daniels, Lee Conroy, Claire Sorrin and Alexa Martin.



Flexibility and family friendly leave

We are proud of our flexible, hybrid working model and believe giving employees choice and flexibility over their hours and location is essential for trust, support and productivity. We have 4 pillars on which the model is based: our clients, our teams, our roles and our wellbeing. Our philosophy is about work / life integration, which means leveraging technology and flexible hybrid working to help employees manage professional and personal commitments. We also recognise that a working pattern is not set-in stone, and it’s important to support our employees through lifestyle events and changes.

Our suite of family friendly practices offer support to colleagues as they navigate important life events, such as starting and growing their families, taking career breaks, or modifying their working patterns. We regularly review the sorts of support that our colleagues find most valuable, and always welcome feedback and suggestions helping us continuously improve.

Returning to work

Returning to work following extended periods away for things like maternity leave, paternity leave, sabbaticals or long term illness can be challenging. In response, we are introducing ComeBackCoaching for employees returning to us, offering a safe, non-judgemental, confidential space for colleagues to work through concerns, rebuild confidence and remember strengths. The coaching extends to people leaders managing returnees so they can provide the right support too. Feedback has been very positive, and we’re working to fully embed the programme.



Perspectives from our people

The Women@Stantec ERG impact and influence

Our Women@Stantec (W@S) ERG is chaired by Emma Day, and the vision for our W@S ERG is to empower, and drive equity for, all women at Stantec. W@S seeks to open opportunities for personal and career development, give suggestions and work with relevant business areas to help promote gender equality. We educate and inform our people on intersectionality, helping create a culture where we attract and retain the best people.

Here are just some of our commitments;

- The creation of focus groups with women across the business to explore perceived barriers to career progression.
- In response to women wanting to hear more from women leaders in our business a W@S Podcast has been created to share their stories, their highs and lows to normalise their positions
- Rewording our job adverts to be more inclusive, in response to research that women hold back applying if they don't meet 100% of the criteria. Our wording now encourages application even if their experience doesn't align exactly
- Training sessions with support from external experts on topics including confidence, presenting, and business development and women's health related



Emma Day, Chair Women ERG

“The Gender Pay Gap Report is a great time to remind ourselves of the hard work that has gone on during the year within the W@S Employee Resource Group. Every year we communicate our commitments and key focus areas, and this inspires more and more colleagues to join our ERG and lend their support.”

We are an acquisitive organisation and as we acquire other businesses this can affect our gender pay gap, particularly with a predominantly male demographic holding senior positions, contributing to the widening of our gap. This is purely reflective of our industry being more male dominated. We're pleased to see our internal demographic moving gradually to 50/50 male to female”.



Lee Conroy,
Executive sponsor of
Women@Stantec ERG and
Senior Operational Leader



Brian Yates,
Managing Director for
UK&I

Lee Conroy is the Executive Sponsor of the Women@Stantec ERG, as well as a senior leader within the Infrastructure business line.

“Over the last twenty years, we have seen good progress to drive gender diversity across our industry, however in my opinion, it has not gone fast enough. This is particularly in regard to the balance of men and women in senior roles. Women face a different set of challenges to men across their career, and the way we will address this is by listening more to women, sharing their stories and adapting the way we operate to help women thrive. My role as the Sponsor of the ERG is to be an ally for women in the business, hence I will play my part to truly understand these challenges and to help set the right conditions to harness the amazing female talent we have in Stantec.”

Brian Yates, Managing Director for UK&I is committed to supporting the initiatives from the W@S ERG and is challenging the business from the top down on our efforts to drive equity. He is also the sponsor for one of our employees in the Sponsor programme which provides advocacy and exposure opportunities.

“The work of the Employee Resource Groups (ERGs) is transformative and essential to building an inclusive, empowering culture. ERGs allow voices across diverse communities to be heard and valued, creating safe spaces where individuals can connect, share experiences, and bring their authentic selves to work. Specifically, initiatives like SponsorHer are crucial, as they actively champion the advancement of women in the workplace. By fostering sponsorship, mentorship, and allyship, SponsorHer dismantles barriers and provides opportunities and exposure.

My role in culture change means not only supporting such programs but also embedding inclusive practices and values into every aspect of leadership and decision making, and modelling the behaviours we expect in leadership roles

Every effort reflects a commitment to designing with community in mind. The work within the Women@Stantec ERG alongside initiatives like SponsorHer, isn’t just important; it’s helping to driving meaningful and sustainable change.”

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.



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