



# Gender Pay Gap Statement

Stantec Australia | 2026



# With every community, we redefine what's possible

At Stantec, people are at the heart of everything we do. We're committed to closing the gender pay gap with a clear, focused approach that drives real progress. It's inspiring to see more women not only joining our industry, but thriving in it, and we're proud to support the Australian Workplace Gender Equality Agency (WGEA) in championing equality across workplaces.

We know meaningful change doesn't happen overnight. It takes consistent effort and long-term commitment. This statement shares the priorities guiding our work as we continue building a fair, inclusive environment where gender equality isn't just an aspiration, it's part of who we are.



# 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 2026 statement is accurate as of 31 March 2025.

# 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's 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 is 23.2%, which is lower than the industry average of 25.4% for Engineering Design and Engineering Consulting Services. We're proud to be closing that gap year after year.

## Stantec gender pay gap—Mean

2024-25



2023-24



## WGEA industry\* benchmark—Mean

2024-25



2023-24



*\*Engineering Design and Engineering Consulting Services*

## Stantec gender pay gap—Median

2024-25



2023-24



## WGEA industry\* benchmark—Median

2024-25



2023-24

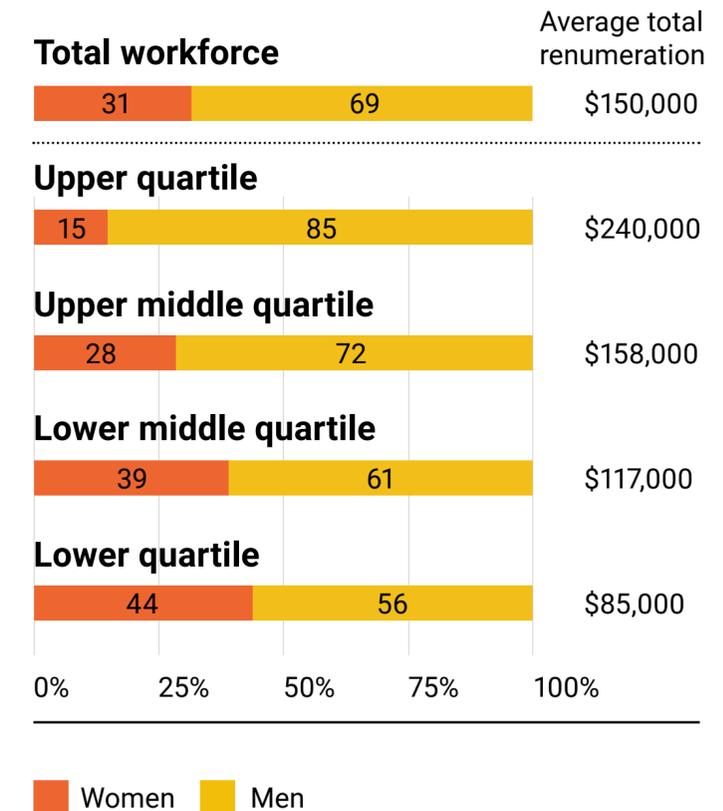


*\*Engineering Design and Engineering Consulting Services*

# Pay quartiles

WGEA 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's pay quartile data is as follows:



## Our roles

Our workforce reflects the industries we operate in, with 88% of our roles in operations, science, or engineering. The pipeline challenge is industry-wide: a November 2023 Engineers Australia report found women make up only 17.7% of engineering graduates and 14% of the engineering workforce nationally. Increasing and retaining female engineers remains a significant priority for the sector as a whole.

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





## Our strategic priorities

We've identified five strategic priorities to guide our commitment to reducing our gender pay gap:

### 1. **Champion science, technology, engineering, and maths (STEM) careers for females**

We aim to influence female participation in engineering at three key stages: when students are considering engineering careers; when they're studying engineering; and when they're working in engineering.

### 2. **Conduct regular internal independent salary reviews**

We ensure pay equity by independently reviewing salaries against role expectations, performance, and market benchmarks, supported by a structured global career framework and regular salary review cycles.

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

We support career growth through professional development programs, continuing education, industry memberships, and targeted initiatives such as Women & Leadership Australia programs, our graduate program, and coaching for staff returning from extended leave.

### 4. **Design and promote flexible hybrid working and family friendly leave**

We support employees through life changes by offering flexible hybrid working and technology that helps them balance professional and personal commitments, enabling greater choice and improving talent attraction and retention. We offer flexible hybrid work and supportive technology to help employees balance work and personal commitments, giving them more choice and improving talent attraction and retention.

### 5. **Partner with organisations that improve opportunities for women in the workplace**

We partner with organisations that champion gender equality—such as Work180, the Bloomberg Gender Equality Index, and Catalyst—to hold ourselves accountable and support all employees to thrive.

# Turning strategy into impact

- **Equitable hiring**

Our Talent Acquisition team achieved **Gender Equitable Sourcing Accreditation** from Work180, equipping them with the skills and knowledge to meet our diversity sourcing goals.

- **Leading graduate employer**

We're proud to rank among Australia's Top 100 Graduate Employers—a result driven by graduate feedback and our strong reputation. In Prosple's **latest rankings**, we placed 50th overall for reputation across all industries and achieved a strong position in diversity and inclusion, ranking 74th. Our partnership with Prosple showcases the meaningful career pathways we offer and reflects our commitment to an inclusive, supportive environment where graduates can thrive.

- **Engineering futures**

Our Women in STEM group partnered with Brisbane State High School's Engeniator program to host five female students for a week of simulated engineering work experience. Each student was paired with a mentor, took part in workplace activities and site visits, and used modelling software to solve realistic project challenges.

- **Women in leadership**

Stantec's Regional Director of Water, Natalie Muir, was appointed President of Consult Australia—strengthening visibility of **women in industry leadership** and showcasing our commitment to elevating female leaders.

- **Career spotlight**

Our Day in the Life profiles make leadership pathways visible. In a recent video, Claudia Brassard, Business Leader, Community Development (Regional QLD), **shares her journey** from Quebec City to North Queensland and her impact mentoring young women, visiting clients across five offices, leading natural-disaster recovery, and delivering community development projects.

- **Fair by design**

Pay equity remains central to our annual salary review process. We assess each employee's position within their salary range, business centre, and discipline alongside performance expectations, and we overlay gender comparisons to identify and address any anomalies—reinforcing our commitment to fair and equitable pay.

- **Wellbeing in action**

Amanda Hughes, Corporate Real Estate Manager (APAC), used our wellbeing benefit to purchase additional annual leave through the Salary Sacrifice program. This extra flexibility helps her balance school holidays, family needs, and trips abroad to visit family.

- **Leadership excellence**

Our in-house Developing Leaders program, designed to build a strong, diverse pipeline of future leaders and increase the progression of women into leadership, was awarded Platinum at the 2025 LearnX Awards for Best Leadership Development. The program is informed by research, employee feedback, and the leadership capabilities we need for the future.



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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