

Diversity, Equity, Inclusivity and Accessibility

Foreword

Diversity

The condition or fact of being different or varied

Equity

The situation in which everyone is treated fairly according to their needs, in order to provide for equality of outcome.

Inclusivity

The fact of considering all types of people, things or ideas and treating them all fairly and equally.

Accessibility

The quality of something that makes it possible to approach, enter, or use it, regardless of personal characteristics.

At Steer we work across critical services and infrastructure – from mobility to renewables and technology to education – we are dedicated to securing economic, environmental and social benefit. Every day we collaborate around the world to solve problems and strive to deliver ambitious ideas that nobody else would consider.

Given what we do, and our potential impact, we believe in holding ourselves account to the highest standards, and the Steer Board is fully committed to supporting us in achieving our Diversity, Equity, Inclusivity and Accessibility (DEIA) goals. That is why each year we publish our performance on DEIA. We do this by monitoring data, collecting feedback from our employees and clients, and setting annual continuous improvement objectives. This report shares that information internally with our employees, and externally with our clients, partners, shareholders, future employees and the public more generally.

We are pleased to again be awarded the TIDE [Talent Inclusion and Diversity Evaluation] Gold Standard by the Employers Network for Equality & Inclusion [enei] but for us it is our outcomes that count so we continue to focus on our overall aim of being a company that is representative of the communities in which we live and work.



Sharon Daly,
COO

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Introduction



DEIA

Diversity, Equity, Inclusivity
and Accessibility

Diversity, Equity, Inclusivity and Accessibility (DEIA) at Steer

We are an employee-owned, geographically diverse, talented company forging our own vibrant future. We aim to be a company where the best global talent wants to work and can contribute, develop and succeed. Being an equal, diverse and inclusive employee group goes hand in hand with achieving this.

Being more representative of the communities in which we operate means we are better able to serve our clients, partners, stakeholders and the communities in which we work and live, bringing a wider range of experiences and views to our work.

We are committed to providing equality of opportunity and reward for all our employees, so we safeguard a culture that ensures all our employees experience a workplace with high expectations around our performance on diversity, equity, inclusivity and accessibility.

Our approach to DEIA goals

In 2019, we established a Five-Year Company Strategy in which we set out our ambition to be more diverse and inclusive, and to create a culture of equality.

Our overarching aim is to have **a workforce that is representative of the communities in which we operate.**

As a global company operating in ten countries, DEIA is interpreted as many differing views and opinions across our offices and our people. We review our performance against our DEIA goals (and associated Actions Plan) annually and update our goals to continuously improve our performance and trajectory to our overarching aim. This enables us to accelerate our progress as our understanding broadens and matures as a company, as local culture and expectations evolve, and to set our goals with increasing levels of specificity through our action plan to ensure delivery.

To measure our DEIA performance, we use the UK Equalities Act 2010 framework. This framework covers nine protected characteristics – age; disability; gender reassignment; race; religion or belief; sex; sexual orientation; marriage and civil partnership; and pregnancy and maternity.

We measure ourselves in all our geographies against available information for:

- the private sector professional services;
- our industry; and
- our communities.

Our DEIA data is taken from our annual Employee Engagement Survey. 81% of our employees globally responded to the survey in March 2023. To ensure consistency with Gender Pay Gap methodology, our Gender Pay Gap data is taken from our management information system where people have self-identified or if they have not, data is taken from their payroll/ tax forms.

Headline figures 2022/23



45% of our workforce identifies as female*



33% of the Executive Leadership Team identifies as female*



9% of our workforce identifies as LGBTQ+ **



5 employee resource groups (ERGs), actively supporting the continuous improvement of DEIA at Steer



20% of our employees identify as minority with respect to the predominant ethnicity in their office **



8% of our employees have declared a disability or long-term health condition**

*Source: Employee employment data
**Source: February 2023 Annual Engagement Survey

Case Study: Employee Resource Groups (ERGs)

Our mission is to be respectful, considerate and supportive of the communities, cultures and environments in which we work. In our commitment to inclusivity in the workplace, Steer has facilitated the creation of various Employee Resource Groups, dedicated to helping ensure the support, representation, and well-being of all employees. These Employee Resource Groups seek to ensure that all voices are heard and listened to.

The DEIA Partnership is comprised of the COO, the Head of People, and the Chair of each of our ERGs, along with a representative from each of our Marketing and Communication departments and our client-facing Equity & Inclusion practice. The partnership seeks to promote cultural change and ensure that the DEIA agenda is considered across all functions and geographies.

Our ERGs, along with the data we receive from our Employee Engagement Survey help us to understand how different groups are experiencing working at Steer. This facilitates us to direct our energy and resources to address differences in pursuit of equality.



Women In Steer

Supporting women to have happy and successful careers at Steer and to close the Gender Pay Gap



Disability & Health

Increasing the awareness and accommodation for all physical, mental, neurological, behavioural, and developmental disabilities



RISE (LGBTQ+)

Promoting a diverse and inclusive workplace by supporting the needs of employees identifying as LGBTQ+



Religion & Faith

Increasing the awareness and accommodation for all different religions, faiths, creeds, or schools of thought



Race & Ethnicity

Providing a consistent voice for elevating and prioritizing issues relevant to employees who are part of underrepresented racial and ethnic groups

Workforce diversity: Gender Identity

At Steer, we aspire to see more people that identify as female represented in our workforce. To help us achieve this, we maintained our challenging target of equal gender representation at all grades for 2022-2023. Globally, we achieved 45% female representation, an increase of 2% from the previous year. We achieved increases in female representation across our Assistant Consultant to Director grades, and at Exec level in 2022-2023.

In 2023/24, we will continue to focus on achieving our target of equal gender representation at all grades. We will continue to seek to evolve and

adapt our training & development activities and content to be relevant to, and supportive of, the needs of all groups at Steer.

In 2022-2023 the representation of those that identify as non-binary decreased by 1%. The sample size of those that identify as non-binary is too small to be able to disaggregate by region or grade.

The gender balance across our regions in 2022-2023, and the gender balance across our grades, are set out in the following two tables.*

Region	Male %	Female %	Non-Binary %	Change of female representation from 2021/22	Change of non-binary representation from 2021/22
Global	55%	45%	0%	+2%	-1%
Europe	63%	37%	-	-1%	-
North America	53%	47%	-	0%	-
Latin America	47%	53%	-	-2%	-
India	47%	53%	-	0%	-

Grade	Male %	Female %	Change of female representation from 2021/22
Business Delivery Groups**	38%	55%	0%
Assistant Consultant – Principal Consultant	56%	42%	+1%
Associate – Director	57%	38%	+3%
Leadership (Exec)	57%	43%	+10%
Leadership (Board)	67%	33%	0%

*We have a small number of staff who prefer not to share their gender, and those who 'prefer not to say' are excluded from the table. This means not all regions and grades have 100% gender representation in the figures shown.

**Steer's Business Delivery Group is the collective term for company support functions.



Workforce diversity: Ethnicity

At Steer, we are proud to be a global organisation, with offices in ten countries. The term 'ethnic minority' can be dependent on the context, including the geographical region. 20% of employees consider themselves as minority with respect to the predominant ethnicity in their office.

In 2022-2023, we set an ambitious target of a 10% increase in each underrepresented race/ethnic group across Europe and North America. In 2022-2023, we saw a 4% increase in ethnic minority representation in Europe and North

America. We continue to strive towards this target, understanding the importance of diversity and representation across our regions.

Ethnic minority representation across regions in 2022 – 2023, as well as representation across different ethnic groups globally, is set out in the following tables.*

Region	Ethnic Majority** %	Ethnic Minority %	Change of ethnic minority representation from 2021/22
Global	74%	20%	+2%
Europe	78%	18%	+4%
North America	46%	42%	+4%

Ethnicity [Global]	2021	2022	2023
White	55%	54%	53%
Mixed/bi/multi-racial	2%	2%	3%
Latino or Hispanic	21%	21%	22%
Black/African American	1%	2%	3%
Asian	15%	16%	14%
Other	0%	2%	2%

*We have a small number of staff who prefer not to share their ethnicity, and those who 'prefer not to say' are excluded from the table. This means not all regions have 100% ethnicity representation in the figures shown. **Ethnic majority is described as the majority ethnicity within the specific geography or region.



Case Study: Employee Engagement Survey

The Employee Engagement Survey is essential in collecting DEIA data, and measuring the sense of belonging, satisfaction, and wellbeing of employees. A strictly confidential, anonymous survey is sent to all employees every year. A 'prefer not to say field' is included for every question and no employee is obliged to complete the form in respect of employee choice and privacy.

We have worked with our ERG's to develop questions to understand the experiences of different groups across Steer. Women in Steer, who aim to support the organisation in achieving equal gender representation, led the development of the Employee Engagement Survey to include questions on working life, culture, leadership, and professional development.

The Race & Ethnicity ERG, who represent ethnic minority employees, has built upon this by producing a more in-depth survey, aiming to understand the experiences of ethnic minority

groups across our offices. This survey was published for the first time in 2023.

The insights from these surveys are invaluable in supporting our organisation to achieve our ambitious targets, and ensure we are an inclusive workplace.

**81% of staff
responded to
the Employee
Engagement
Survey in 2023**



Workforce diversity: Disability



The number of staff at Steer with a declared disability as defined in the UK Equality Act 2010 remains low with 2% of employees sharing their disability status through our annual employee engagement survey. Those declaring a long-term health condition increased to 6%.

As a Disability Confident Employer (level 1), we are committed to:

- Ensuring our recruitment processes are inclusive and accessible
- Communicating and promoting our vacancies through a range of channels
- Encouraging applications by offering an interview to applicants who meet the minimum requirements and declare that they have a disability
- Anticipating and providing reasonable adjustments as required
- Supporting existing employees who acquire a disability or long-term health condition

	2021/22	2022/23	Change from 2021/22
No Disability	93%	90%	-3%
Long-term health condition	5%	6%	+1%
Declared disability	2%	2%	0%
Prefer not to say	0%	1%	+1%

Workforce diversity: Sexual Orientation



The proportion of employees identifying as LGBTQ+ was 9% in 2022-2023, decreasing by 4% from the previous year. Those that did not wish to disclose their sexual orientation reduced to 5%.

We will continue to aim to sustain a diverse LGBTQ+ population across our regions, and improve inclusion and belonging, as measured through the employee engagement survey.

Global representation by sexual orientation is set out in the following two tables.

Sexual Orientation*	2023
Heterosexual	87%
Gay/Lesbian	5%
Bisexual or Pansexual	4%
Other	0%
Prefer not to say	5%

Sexual Orientation	2021/22	2022/23	Change from 2021/22
LGBTQ+	13%	9%	-4%
Heterosexual	79%	87%	+8%
Prefer not to say	8%	5%	-3%

*The categorisation of different groups was updated for the 2023 employee engagement survey; therefore, direct comparisons cannot be made with previous years.

Workforce diversity: Religion and Belief

At Steer, the most common response was 'no religion' at 37%, Christianity remains the most prevalent religion or belief amongst our employees at 31%. Those that did not wish to disclose their religion decreased to 7%. Atheist and Agnostic are additional categories that were included in this year's employee engagement survey.

We will continue to strive towards a year-on-year increase of each under-represented religion or belief group.



Religion	2021/22	2022/23	Change from 2021/22
No religion	45%	37%	-8%
Christian	34%	31%	-3%
Atheist	n/a	7%	n/a
Hindu	7%	6%	-1%
Agnostic	n/a	5%	n/a
Muslim	2%	2%	0%
Jewish	1%	2%	+1%
Other	2%	3%	-1%
Prefer not to say	8%	7%	-1%

*The categorisation of different groups was updated for the 2023 employee engagement survey; therefore, direct comparisons cannot be made with previous years.

Case Study: Graduate Recruitment

At Steer, our award-winning graduate recruitment scheme remains vital in creating a pipeline of talent. We have established schemes in the UK and North America. Since the inception of Job Crowd Top 100 Graduate Employers in 2011, we are the only company in the UK to have featured in the award every year. In 2022 we maintained our status in the Top 100 Companies for Graduates to Work for and remained in the Top 25.

The scheme continues to develop through best practice, and this year we posted our roles through Workable, and directly with many UK, US and Canadian universities. We received over 1400 applications, with 43% identifying as female and 63% from an ethnic minority.

All interviewers and assessors undertake training to ensure that they understand and implement inclusive recruitment techniques. A range of tests are undertaken by candidates throughout the recruitment scheme, aiming to adapt to different learning styles.

In 2022 and 2023, across the UK and North America, 40% of graduates are from an ethnic minority, 49% identify as female or non-binary, and 23% identify as LGBTQ+.

**49% of graduates
in 2022 and
2023 identify as
female or
non-binary**



Gender pay gap reporting

Gender pay gap is usually the term describing the mean (average) Gender pay gap which is the difference between the average hourly women's pay as a percentage of men's pay across all grades. It is a function of equal pay and the distribution of women and men in 'quartiles'.

Equal pay is paying all people, regardless of gender, the same salary for the same job. Steer has an equal pay policy which is implemented at every salary review. Quartiles are the number of men and women in each 25% of the employee numbers by salary.

The mean salary gap is the difference in average hourly pay for women as a percentage of men's pay. The methodology used to generate this metric is determined by the standard set out in the

Equality Action 2010 [gender pay gap information] Regulation 2017.

The gender pay gap has increased in the UK by 7.4%, this is due to multiple reasons, including retention of more women at junior grades, and compared to the representation at senior level, increases in women leaving the business, and implications of the methodology used to calculate the metrics.

The gender pay gap decreased in North America and Latin America, to 14.4% and -14.7% respectively.

The mean salary gap and female representation within the salary quartiles for UK, North American and Latin American employees is set out in the following tables.

Region	Mean Salary Gap April 2021	Mean Salary Gap April 2022	Mean Salary Gap April 2023	Change from 2022
UK	14%	6.0%	13.4%	+7.4%
North America	23%	21.0%	14.4%	-6.6%
Latin America	-10%	0%	-14.7%	-14.7%

Quartile	Lower	Lower Middle	Upper Middle	Upper
UK	45%	41.7%	35%	32.3%
North America	55%	39%	58%	34%
Latin America	44%	64%	40%	72%

*We have a small number of staff who prefer not to share their ethnicity, and those who 'prefer not to say' are excluded from the table. This means not all regions have 100% ethnicity representation in the figures shown



Celebrating success

We continue to strive to make Steer a more diverse, equitable, inclusive, and accessible place to work. The annual Employee Engagement Survey is key to understanding how people feel about working at Steer and what we need to focus on to improve this experience for everyone.

Employee Engagement Headlines

- 1. We are making progress toward better representation in our demographics, although some areas, e.g. disability & health and ethnic minority representation, are progressing better more than others.
- 2. We are seeing employee satisfaction at its highest levels across all key themes
- 3. We have seen strong improvements across all key themes for those colleagues who identify as belonging to an ethnic or racial minority
- 4. We have seen improvements in work-life balance improve continuously over the past 3 years
- 5. At only 9%, fewer people than ever, think we're not doing enough to improve on diversity and inclusivity



Accreditations

- ENEI Gold Standard
- Disability Confident Employer
- Living Wage Foundation

Awards

- Employers for Youth, Mexico
- JobCrowd UK



Our objectives for 2023/24

We continue to be ambitious in our targets for a more diverse and inclusive workforce, understanding the importance ensuring our employees have a sense of belonging. Our objectives for 2023/24 are set out in the following table. We will continuously monitor our progress, and work with the DEIA Partnership and ERGs to support the achievement of these objectives.

Objective	
1. Improve data collection at all points in the employee lifecycle, to support understanding of employee representation and experience	
Gender Address the representative gender balance at all levels across the organisation	2. Achieve equal gender representation across all quartiles in the UK, North America and Latin America 3. Improve satisfaction levels for those that identify as female to reflect the company norm, as measured through the Employee Engagement Survey
Race/Ethnicity Increase the representation of people from minority groups reflecting where we do business, and improve satisfaction levels amongst minority groups within Steer	4. 10% increase in each underrepresented race/ethnic group across Europe and North America 5. Improve satisfaction levels for ethnic minority groups to reflect the company norm, as measured through the Employee Engagement Survey
Disability & Health To promote a diverse and inclusive workplace by improving disability awareness and reducing the stigma associated with disclosure of health details	6. Increase in people feeling confident enough to disclose their health or disability through the Employee Engagement Survey 7. Improve satisfaction levels for those with a declared disability or long-term health condition to reflect the company norm, as measured through the Employee Engagement Survey
Sexual Orientation Continue to nurture our LGBTQ+ population and improve satisfaction in our inclusivity monitoring	8. Sustain a diverse LGBTQ+ population across regions 9. Improve satisfaction levels for LGBTQ+ groups to reflect the company norm, as measured through the Employee Engagement Survey
Religion and Belief Increase the representation of people from under-represented religions/ beliefs	10. Increase in each underrepresented religion and belief group
Socio-economic Increase the representation of people from different socio-economic backgrounds	11. Inclusion of socio-economic background questions in Employee Engagement Survey

Complex questions.
Powerful answers.

steer