

2021 global reporting

# EQUALITY & DIVERSITY & INCLUSIVITY

AGE & DISABILITY & GENDER  
ETHNICITY & RELIGION & BELIEF  
SEX & SEXUAL ORIENTATION  
MARRIAGE & CIVIL PARTNERSHIP  
PREGNANCY & MATERNITY & CARING

**steer**



# Equality, Diversity and Inclusivity at Steer

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We are an employee-owned, independent, geographically diverse, talented company able to forge our own vibrant future.

We aim to be a company where the best global talent wants to work and can contribute, develop and succeed.

This means that Equality, Diversity and Inclusivity (EDI) is vitally important to us. Being more representative means we are better able to serve our clients and the communities in which we operate, 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 must safeguard a culture that ensures equality, diversity and inclusivity.

This commitment is underpinned by our values to solve, explore, belong, collaborate and make a difference.





# Our approach to EDI goals

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In 2019, we set out 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, EDI represents many differing views and opinions across our offices and our people.

We therefore review and update our EDI goals annually (and associated Actions Plan), to reflect our performance and trajectory to our longer-term aim, but also as our understanding broadens and matures as a Company, and as local culture and expectations evolve.

Change will require consistent and persistent attention to our goals with increasing levels of specificity through our action plan to ensure delivery.





# Goals and performance measurement

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To measure our EDI 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 of our geographies against available benchmarks for:

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

Steer is geographically diverse with around 450 people based in ten countries. However, there are areas in which we are less diverse and we need to address these inequalities. Below we set out our goals, objectives and action plans for 2021/2022.





# Our Goals and Objectives for 2021/2022

|   | 2020/2021 Goal  | 2021/2022 Goal  | Objectives:  |  |   |
|---|---|---|--|--|---|
| <b>ALL</b>                                    | A workforce that is representative of the communities in which we operate   | <ul style="list-style-type: none"> <li>A workforce that is representative of the communities in which we operate</li> </ul>   | 1. Raise awareness levels of EDI and EDI issues within Steer   | 2. Leverage the recruitment pipeline to achieve our goals  | 3. Increase our influence to promote and support EDI in our supply chains |
| <b>Gender</b>                                 | Representative balance at all levels  | <ul style="list-style-type: none"> <li>Representative balance at all levels</li> </ul>  | 4. Improve Gender Pay Gap from 2020/2021   | 5. Increase maternity return rates and paternity leave uptake                                      | 6. Increase retention rates for women in our mid-grades                   |
| <b>Race/Ethnicity</b>                         | More than 10% of employees in the UK and 15% in North America from minority ethnic groups plus reviews of underrepresented ethnic | <ul style="list-style-type: none"> <li>More than 10% of employees in the UK and 15% in North America specifically identifying as Black or Latina/o. Establish improvement goals in other geographies</li> </ul> | 7. Monitor and report diversity of race/ethnicity in a meaningful way that reflects the regions we operate | 8. Address the current lack of race/ethnicity diversity representation                             | 9. Explore lower levels of job satisfaction amongst minority groups       |
| <b>Disability</b>                             | More than 2.5% self-declared disability and/or health condition   | <ul style="list-style-type: none"> <li>More than 4% self-declared disability and/or health condition</li> </ul>   | 10. Address the under-representation of disability within Steer  | 11. Work towards embedding accessibility in our office facilities and working practices            | 12. Increase the amount of accessibility consultancy work undertaken      |
| <b>Gender Identity and Sexual Orientation</b> | Continue to nurture our LGBTQ+ population   | <ul style="list-style-type: none"> <li>Continue to nurture our LGBTQ+ population</li> </ul>   | 13. Improve awareness and understanding of gender identity vs sexual orientation within Steer              | 14. Monitor and report diversity in a meaningful way within our LGBTQ+ population                  |   |
| <b>Religion &amp; Belief</b>                  | More than 3% of UK employees are of Muslim faith, diversity of religion elsewhere   | <ul style="list-style-type: none"> <li>More than 3% of UK employees are of Muslim faith, establish improvement goals in other geographies</li> </ul>  | 15. Address the current lack of religion and belief diversity representation in the UK and NA              | 16. Better understand issue and barriers to greater diversity of religion in our other geographies |   |
| <b>Socio-economic</b>                         | Explore how we can address economic diversity   | <ul style="list-style-type: none"> <li>Establish improvement goals for socio-economic diversity</li> </ul>  | 17. Identify socio-economic diversity goals and action plan  |  |   |

# Our Objectives and Action Plan for 2021/2022

| Objectives  | Actions (Owner)  |  |  |   |
|---|--|--|--|---|
| <b>1. Raise general awareness of EDI issues within Steer</b>            | <b>1a</b> – Diversity and Inclusion for all employees including including making our work accessible (COO)             | <b>1b</b> – Deliver tailored training for employees who are part of recruitment activities or with management responsibilities (HoP) | <b>1c</b> – Deliver awareness campaigns focusing on the use of language and workplace inclusion (HoP)  | <b>1d</b> – Secure accreditation in North America, Europe and Latin America (HoP) |
| <b>2. Leverage the recruitment pipeline to achieve our goals</b>        | <b>2a</b> – Review of processes to identify opportunities (HoP)  | <b>2b</b> – Regular monitoring and reporting of EDI performance through the recruitment pipeline (HoP)                               | <b>2c</b> – Implementation of a Applicant Tracking System (HoP, HoIS&T)  |   |
| <b>3. Increase our influence to promote and support EDI in our work</b> | <b>3a</b> – Review and update our Responsible Procurement Policy (COO/FD)  | <b>3b</b> – Regular monitoring and reporting of EDI performance by Tier 1 suppliers (COO/FD)   | <b>3c</b> – Develop opportunities to connect our EDI actions and E&I consultancy work to foster mutual learning and opportunities (COO/HoP/ MLE&I) |   |
| <b>4. Improve Gender Pay Gap from 2020/2021</b>                         | <b>4a</b> – Continue six-monthly monitoring and reporting on Gender Pay Gap data (HoP)                                 | <b>4b</b> – Work with our Women in Steer ERG to continuously review underlying causes of our Gender Pay Gap (COO/HoP)                | <b>4c</b> – Continued equal pay reviews, as part of our annual salary reviews and bonus allocation processes (HoP)                                 |   |
| <b>5. Increase maternity return rates and paternity leave uptake</b>    | <b>5a</b> – Regular monitoring and reporting of maternity return rates and take-up of paternity leave (HoP)            | <b>5b</b> – Implement Women in Steer focus group recommendations on return to work actions (COO/HoP)                                 | <b>5c</b> – Review of global maternity and paternity leave policies (HoP)  |   |
| <b>6. Increase retention rates for women in our mid-grades</b>          | <b>6a</b> – Through a series of focus groups, identify issues contributing towards retention rates at mid-grades (WiS) | <b>6b</b> – Implement Women in Steer focus group recommendations on return to work actions (COO/HoP)                                 | <b>6c</b> – Support the evolution of the Women in Steer group outside of the UK (COO/HoP)  |   |

COO – Chief Operating Officer  
HoP – Head of People

FD – Finance Director  
HoIS&T – Head of Information Systems and Technology

WiS – Women in Steer Employee Resource Group  
MLE&I – Market Leader of Equity and Inclusivity market

# Our Objectives and Action Plan for 2021/2022

| Objectives  | Actions (Owner)  |  |   |   |
|---|--|--|---|---|
| <b>7. Monitor and report diversity of race/ethnicity in a meaningful way that reflects the regions we operate</b> | <b>7a</b> – Improve the quality of race/ethnicity data we hold by launching a drive to encourage staff to disclose their self-identified race/ethnicity to Steer (HoP/ERG) | <b>7b</b> – Gather suitably tailored race/ethnicity data (e.g. at universities) to allow us to benchmark our diversity (HoP)   | <b>7c</b> – Report regionally tailored information for each race/ethnicity where possible, and aggregate information where detailed breakdown is not possible (HoP/COO) |   |
| <b>8. Address the current lack of race/ethnicity diversity representation</b>                                     | <b>8a</b> – Recruit employees in proportions that represent race/ethnicity groups in the regions we operate (COO/RDs)  | <b>8b</b> – Review our recruitment processes recruitment process (with an initial focus on graduates) and propose improvements to reduce any potential race/ethnicity bias (HoP) | <b>8c</b> – Identify and implement best practice recruitment approaches to reach underrepresented race/ethnicity groups (HoP)   |   |
| <b>9. Explore lower levels of job satisfaction amongst minority groups</b>  | <b>9a</b> – Through a series of focus groups, identify issues contributing towards the lower job satisfaction experienced by groups (ERG)                                  | <b>9b</b> – Identify and implement concrete actions to address issues affecting job satisfaction (COO/HoP)   |   |   |
| <b>10. Address the under-representation of disability within Steer</b>  | <b>10a</b> – Achieve Disability Confident Employer Level 2 accreditation for Steer in the UK (HoP)   | <b>10b</b> – Review our Appointments policy to ensure it effectively serves the needs of disabled employees (HoP)  | <b>10c</b> – Provide a safe environment so that existing disabled employees feel comfortable to declare themselves as disabled (HoP/Disability ERG)                     | <b>10d</b> – Introduce specific disability awareness training (HoP) |
| <b>11. Work towards embedding accessibility in our office facilities and working practices</b>                    | <b>11b</b> – Undertake a Facilities Gap Analysis and identify a programme of improvement opportunities (HoF,H&SE)  | <b>11b</b> – Implement the actions from EqIA office audits where undertaken (HoF,H&SE)   | <b>11c</b> – Involve the Disability ERG and disabled employees in accessibility audits and improvements (HoF, H&S,E)  |   |
| <b>12. Increase the amount of accessibility consultancy work undertaken</b>                                       | <b>12a</b> – Co-ordinate with our E&I lead and BU Heads to identify opportunities to work with clients on accessibility solutions (COO)                                    | <b>12b</b> – Share internal good practice and external experience and good practice to the mutual benefit of both (COO, MLE&I market)  |   |   |

COO – Chief Operating Officer  
HoP – Head of People

RDs – Regional Directors  
HoF,H&SE – Head of Facilities, Health & Safety, Environment

ERG – Employee Resource Group  
ML E&I – Market Leader of Equity and Inclusivity market



# Our Objectives and Action Plan for 2021/2022

| Objectives  | Actions (Owner)   |   |  |  |
|---|---|---|--|--|
| <b>13. Improve awareness and understanding of gender identity vs sexual orientation within Steer</b>      | <b>13a</b> – Ensure that within Objective 1 actions ( <b>1a</b> , <b>1b</b> and <b>1c</b> ) that understanding and language of gender identity vs sexual orientation issues are included and promoted (HoP) |   |  |  |
| <b>14. Monitor and report diversity in a meaningful way within our LGBTQ+ population</b>                  | <b>14a</b> – Improve the reporting of tailored information for LGBTQ+ where possible, and aggregate information where detailed breakdown is not possible (HoP/COO)  | <b>14b</b> – Gather suitably tailored LGBTQ+ data (e.g. at universities) to allow us to benchmark our diversity (HoP) |  |  |
| <b>15. Address the current lack of religion and belief diversity representation in the UK and NA</b>      | <b>15a</b> – Through a series of focus groups, identify issues contributing towards under-representation in religion and belief in the UK and NA (HoP/RDs)  | <b>15b</b> – Implement focus group recommendations in the UK and NA (COO/HoP)   |  |  |
| <b>16. Better understand issue and barriers to greater diversity of religion in our other geographies</b> | <b>16a</b> – Identify goals and action plans in other geographies leading to improvement in diversity in religion and beliefs (COO/HoP)   |   |  |  |
| <b>17. Better understand issue and barriers to greater socio-economic diversity</b>                       | <b>17a</b> – Identify goals and action plans in other geographies leading to improvement in socio-economic diversity (COO/HoP)  |   |  |  |

COO – Chief Operating Officer  
HoP – Head of People

RDs – Regional Directors



# Employee Involvement in EDI at Steer

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## Employee Resource Groups

We have six Employee Resource Groups (ERGs) at Steer who provide inclusive forums and safe space for the debate of issues affecting employees; advocate for change on behalf of employees, suggesting ideas to the EDI Partnership for discussion with our Executive Team; and work with the EDI Partnership to effect change initiatives, providing resources where required.

## EDI Partnership

The EDI Partnership coordinates output from our ERGs, advising the Executive on issues and options around improving EDI across all parts of Steer. The Partnership seeks to promote cultural change and ensure that the EDI agenda is considered across all functions and geographies. The EDI Partnership comprises Steer's COO, the Head of People, the Chair of each of our ERGs and a non-affiliate member from each of our largest regions: Latin America, North America, Europe.

## Annual Employee Engagement Survey

Now in its 17th year, Steer runs an annual Employee Engagement Survey to get feedback from our employees on their view of our performance on a whole range of matters such as; leadership, strategic and operational issues. Since 2019, this survey has included EDI characteristic data collection and an employee sentiment component that enables us to look at our performance and how our employees feel across the range of EDI characteristics. This is a fundamental part of action planning and continuous improvement at Steer.





# Recognising Improvement at Steer

## Accreditation and Memberships

**enei TIDE gold standard** – We are very proud to have achieved a Gold TIDE Standard by the UK's Employers Network for Equality & Inclusion enei. TIDE is enei's assessment and benchmarking tool, which allows companies to measure their approach and progress on their Equality, Diversity & Inclusion practices.

**5% club** – Steer is a member of the 5% Club, a commitment to having the number of apprentices, sponsored students and graduates on formal programmes to 5% of our total workforce.

**Mayor of London's Diversity in Transport pledge** – We are a proud supporter of the UK Mayor of London's Diversity in Transport pledge that aims to break barriers for young people from minority ethnic groups starting sustainable careers

## Awards

- Women in Rail Awards 2021 - Best Graduate Programme
- Employee Ownership Top 50, 2021
- enei Awards 2020 - Innovative Ways of Working
- Top 100 Companies for Graduates to Work For, The Job Crowd, 2020
- Top 20 Best Companies to Work For, Sunday Times, 2020
- Timewise Power 50 awards (for individuals who work part-time and flexibly) 2019 and 2020



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# Our 2021 performance

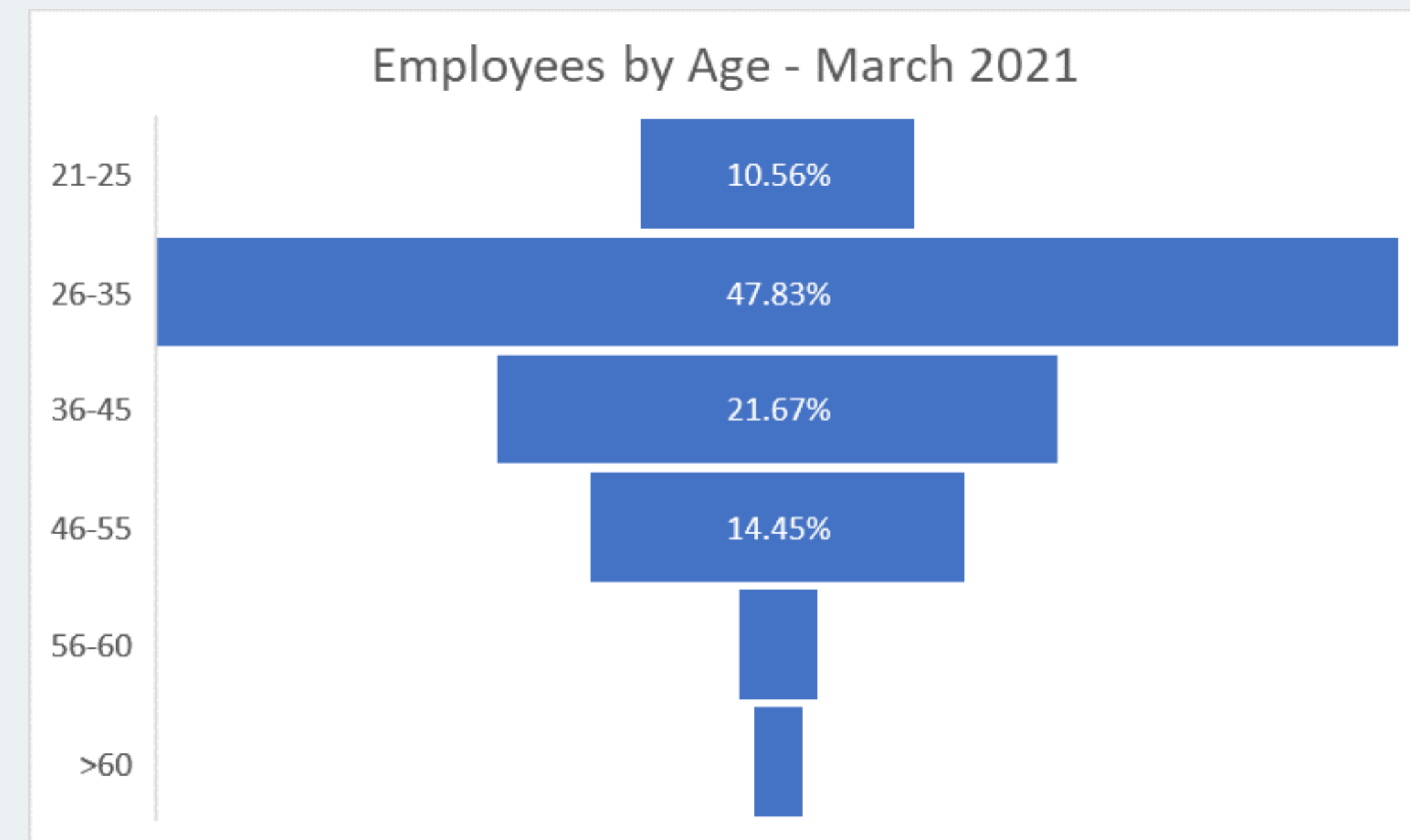
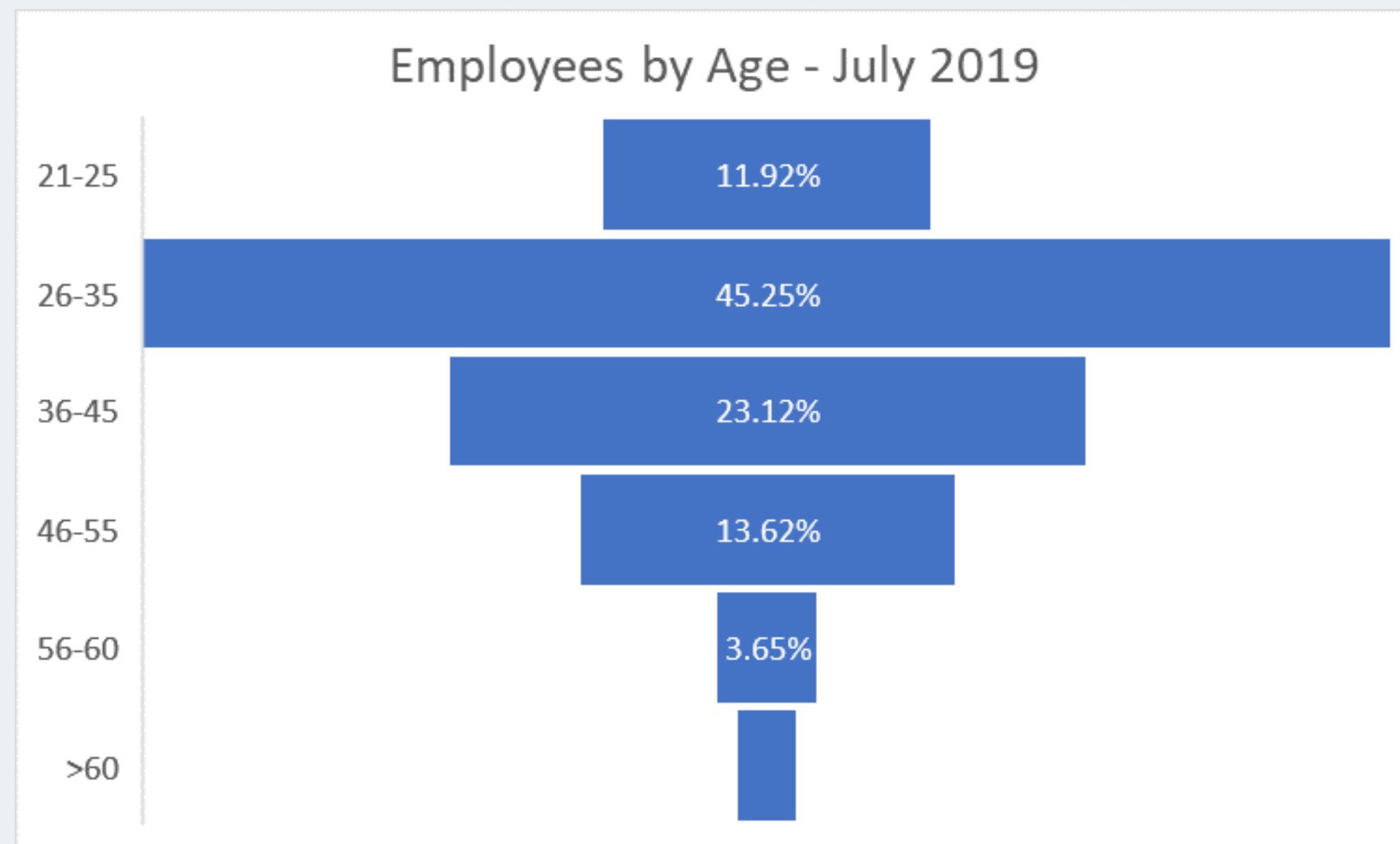
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# Age

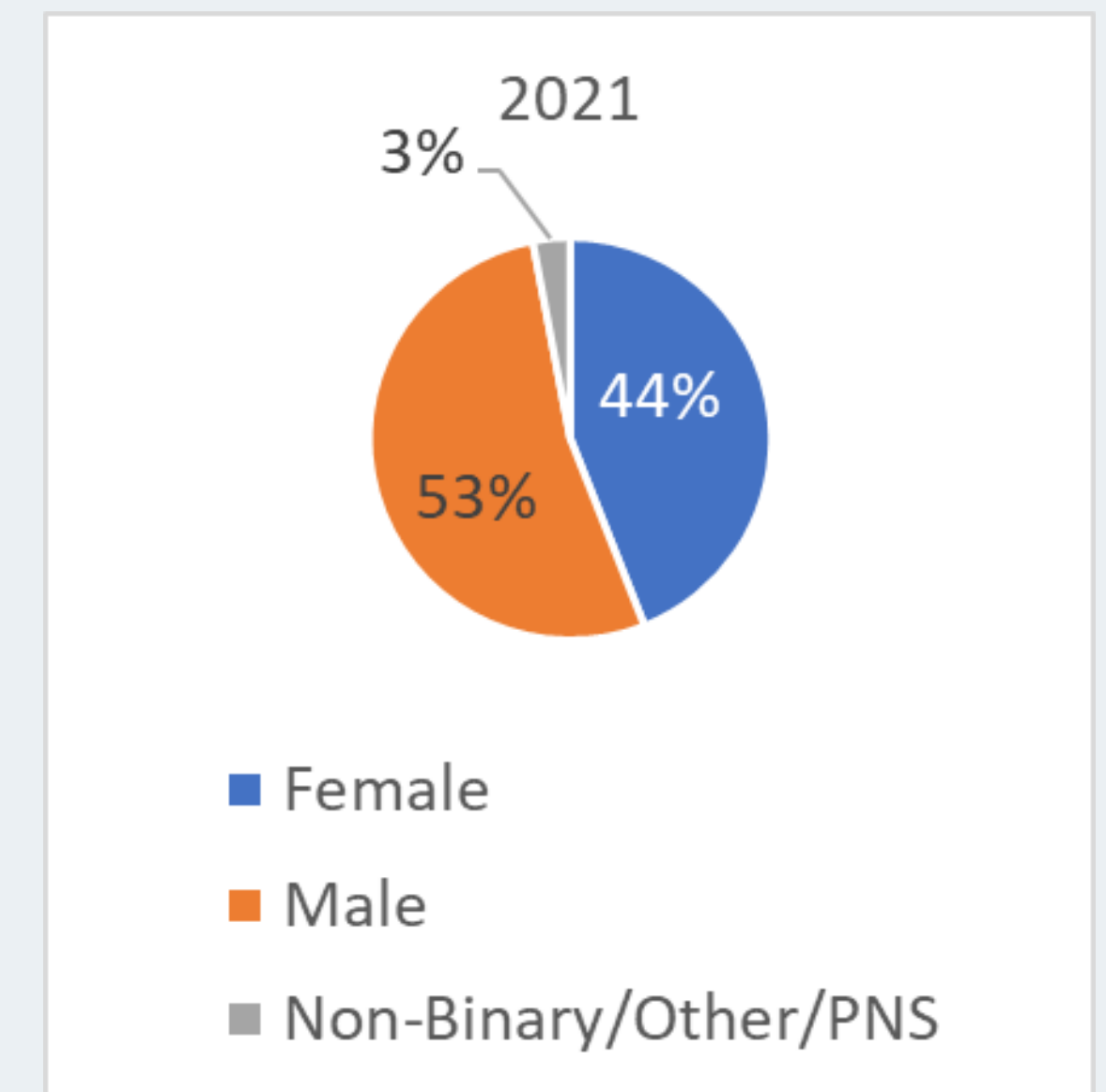
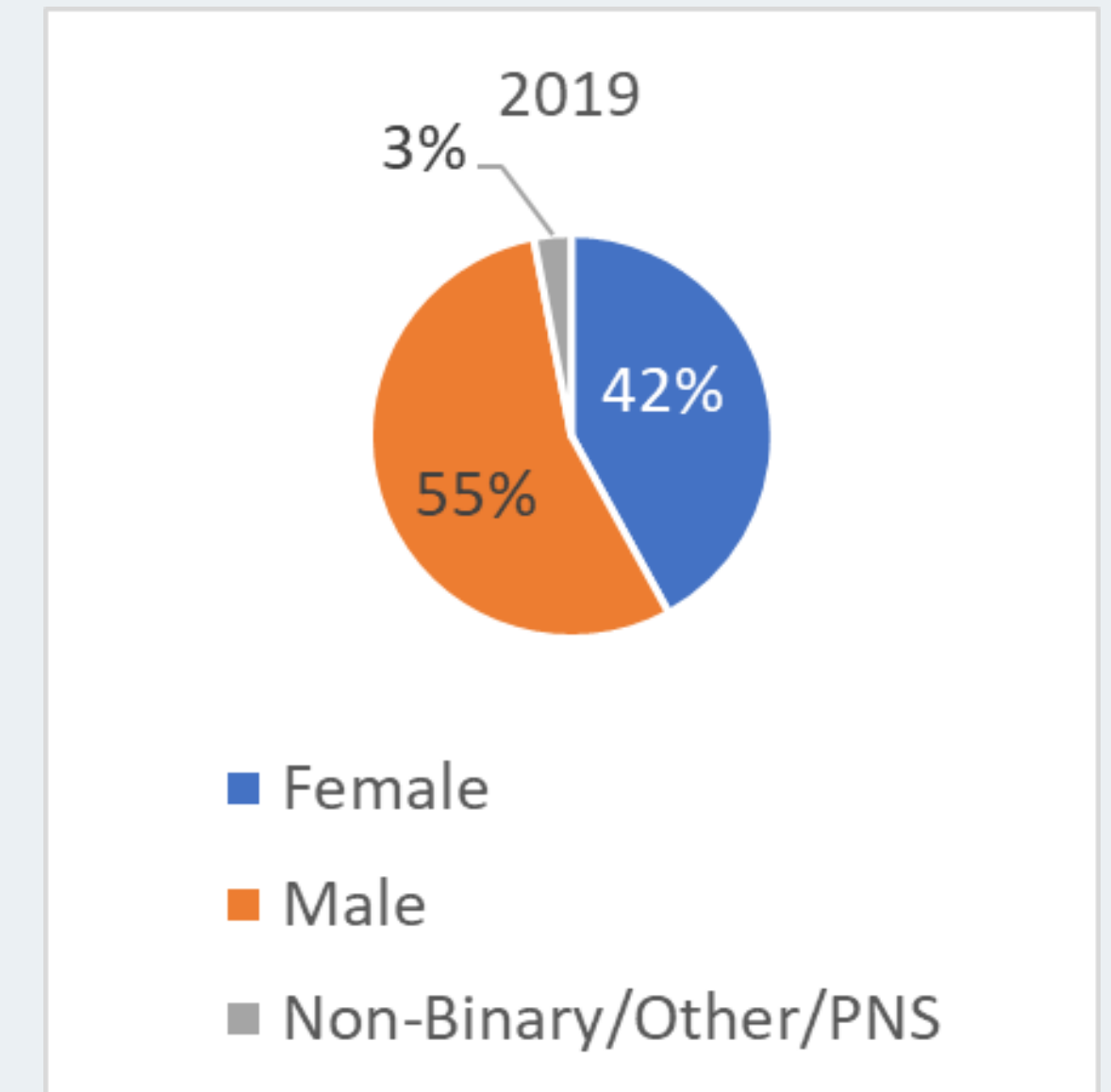
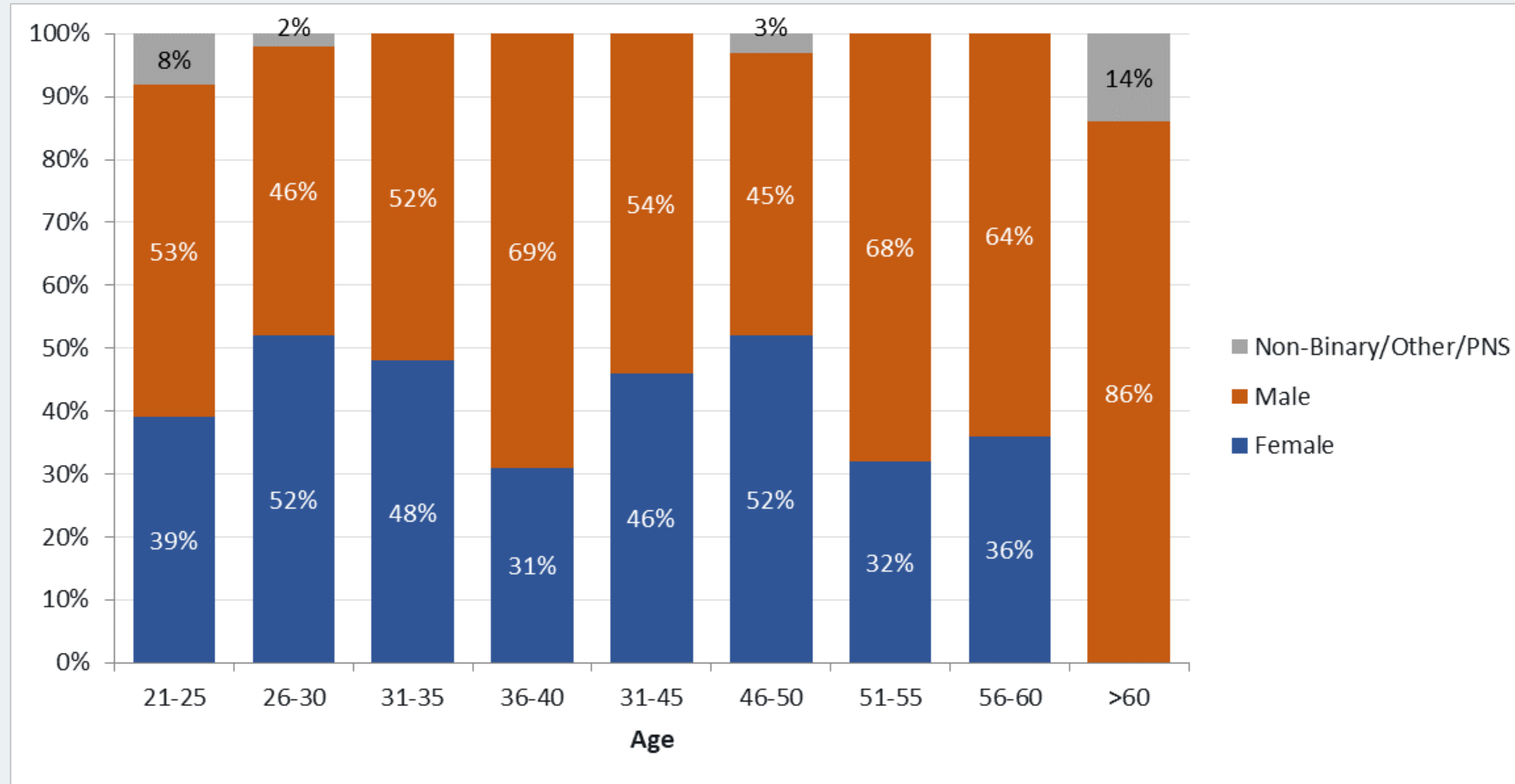
- 58% of our employees are 35 or under
- This is largely unchanged between 2019 and 2020





# Gender

- 44% of our employees identify as female, 53% male and 3% non-binary, other or prefer not to say
- 41% of our leadership positions are female
- There is a 2% change between 2019 and 2020





# Gender – Pay Gap

## Latin America

| Difference between average hourly pay for women as a percentage of men's pay or bonus | Mean 2019 | Median 2019 |
|---|-----------|-------------|
| Salary  | 1%        | -2%         |
| Bonus   | -7%       | -40%        |

- We have a Gender Pay Gap in North America and the UK. This has reduced in both regions from 2019 to 2020

## North America

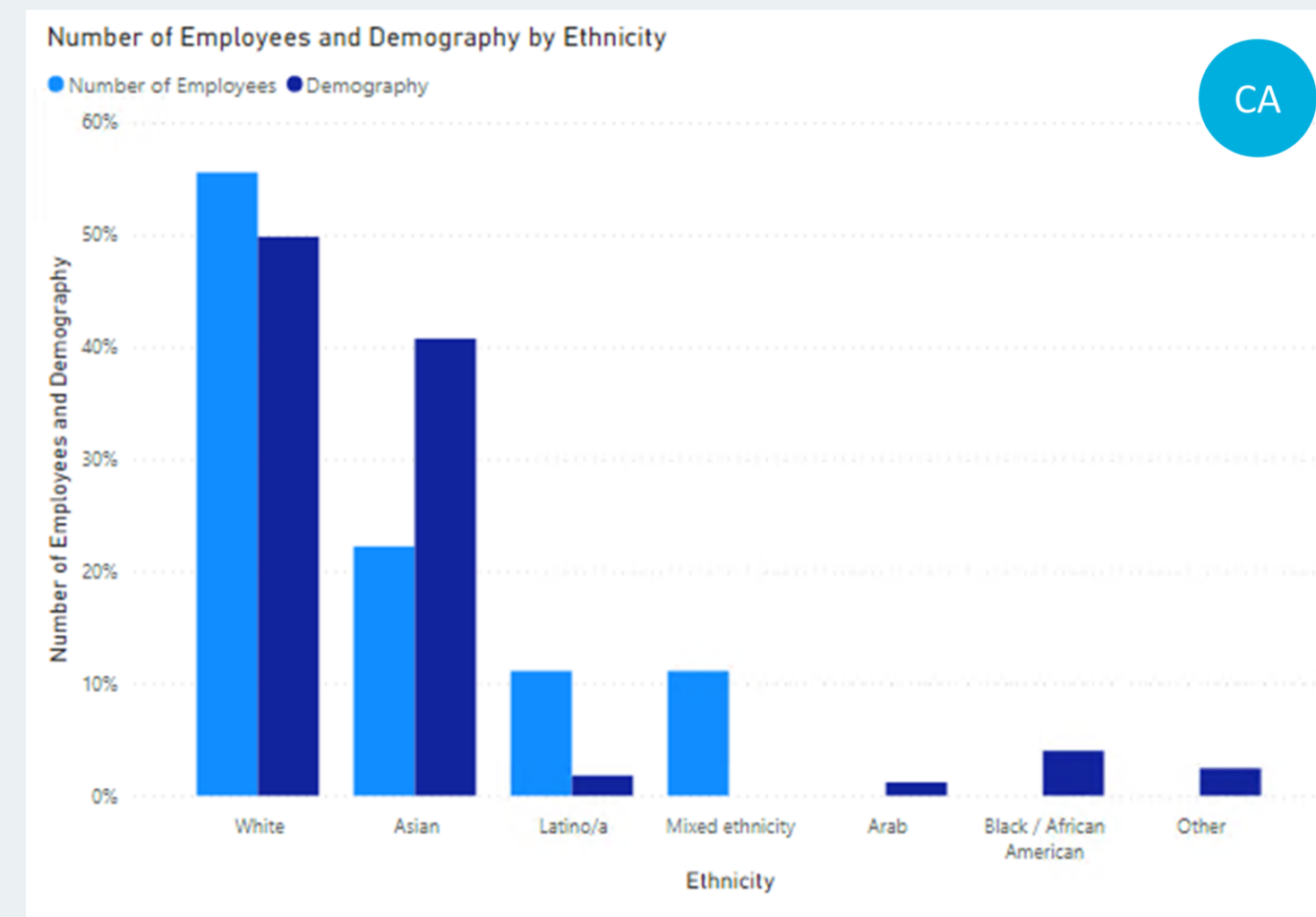
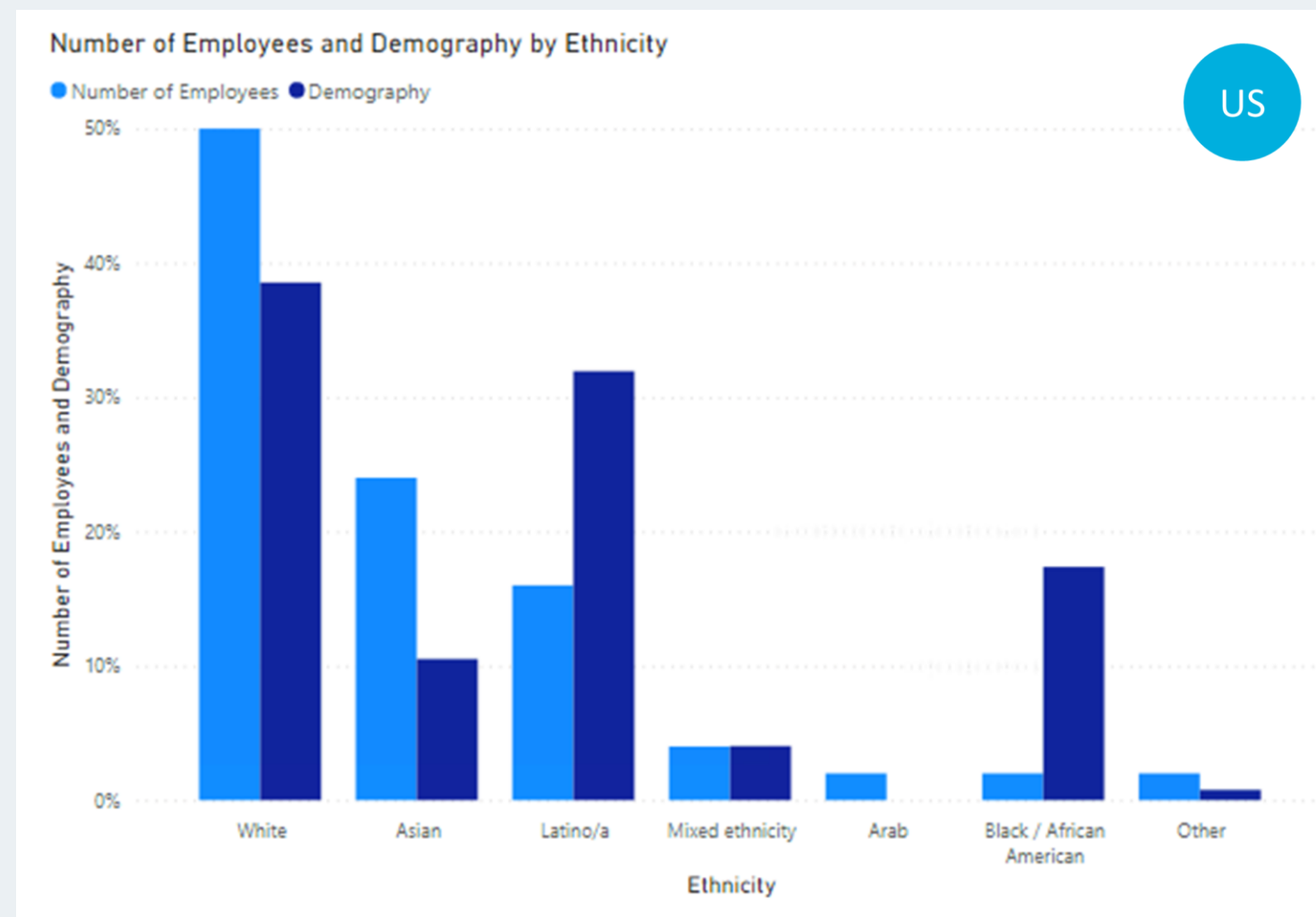
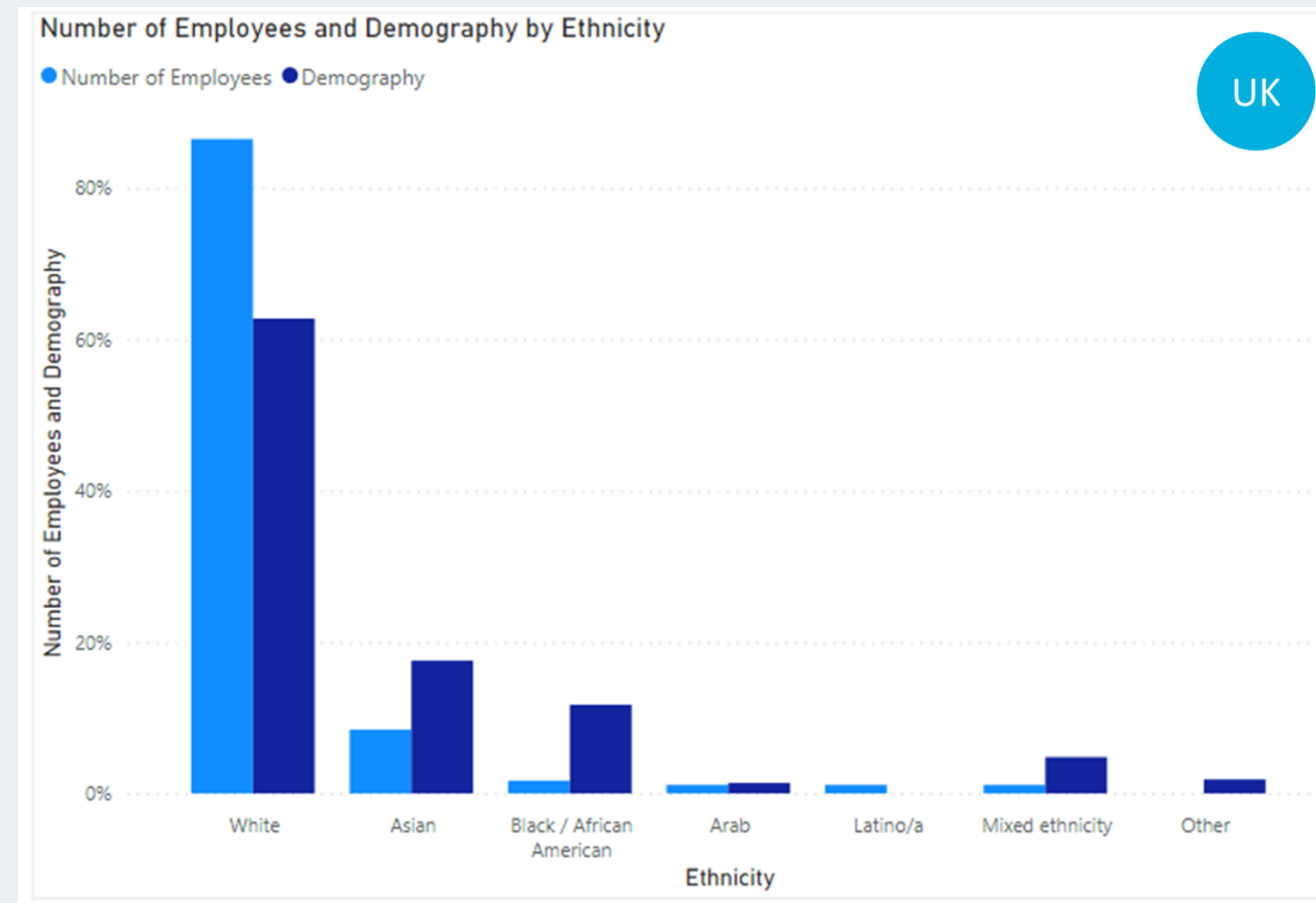
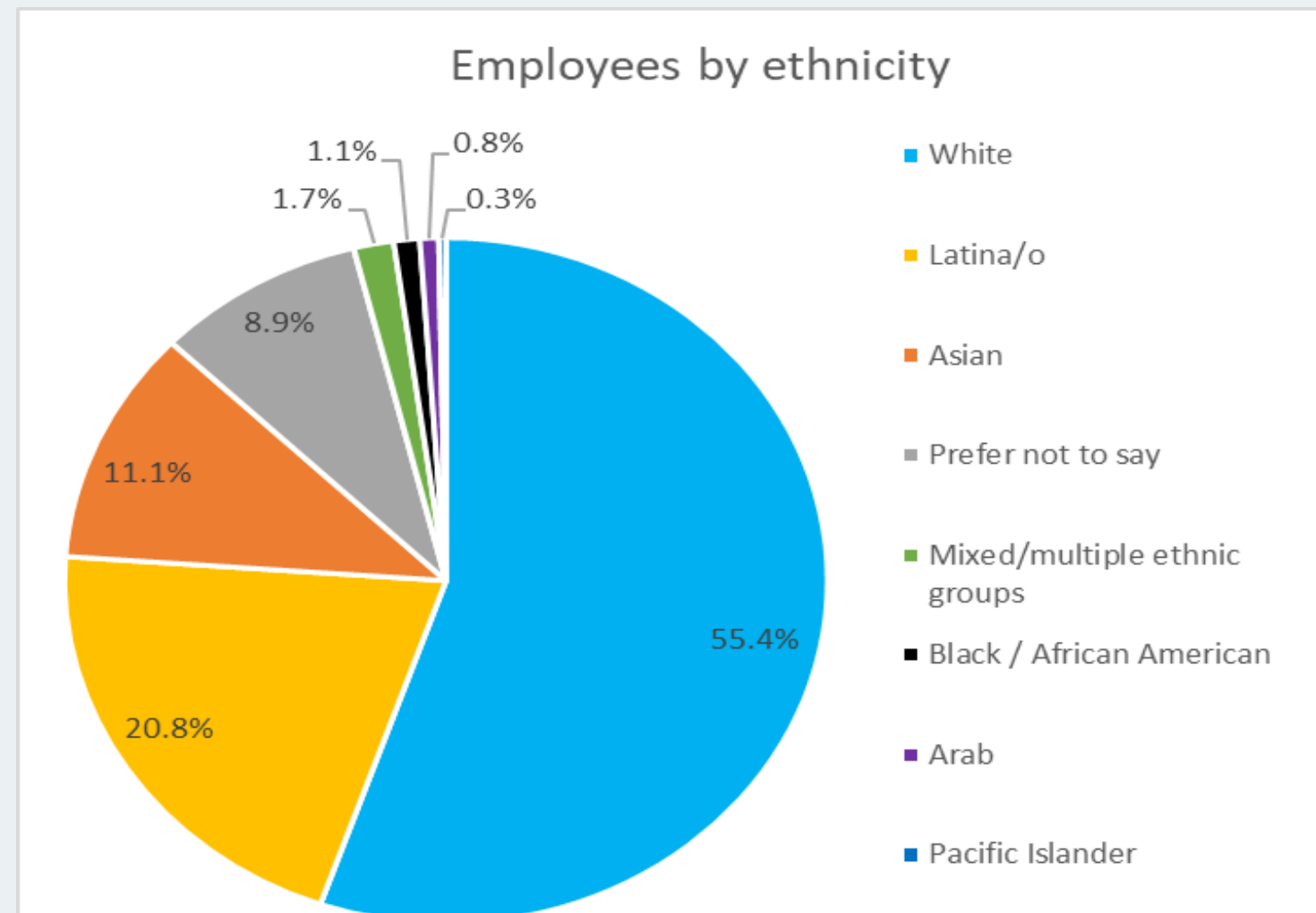
| Difference between average hourly pay for women as a percentage of men's pay or bonus | Mean 2019 | Median 2019 | Mean 2020 | Median 2020 |
|---|-----------|-------------|-----------|-------------|
| Salary  | 31%       | 29%         | 30%       | 17%         |
| Bonus   | 46%       | 53%         | 29%       | -           |

## UK

| Difference between average hourly pay for women as a percentage of men's pay or bonus | Mean 2017 | Median 2017 | Mean 2018 | Median 2018 | Mean 2019 | Median 2019 | Mean 2020 | Median 2020 |
|---|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|
| Salary  | 20%       | 18%         | 18%       | 26%         | 18%       | 21%         | 15%       | 17%         |
| Bonus   | 23%       | 25%         | 21%       | 20%         | -6%       | 15%         | 22%       | 13%         |



# Race/Ethnicity

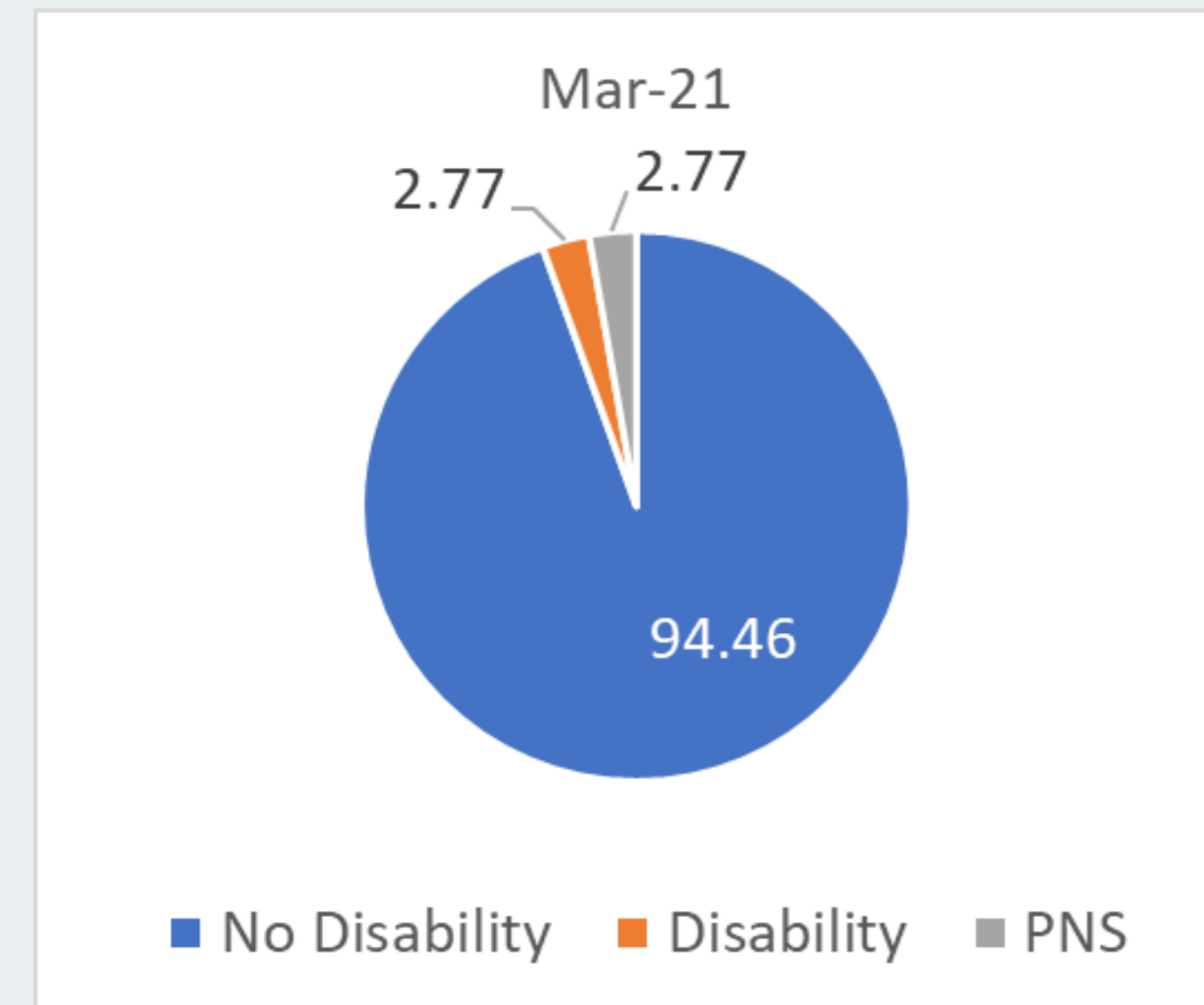
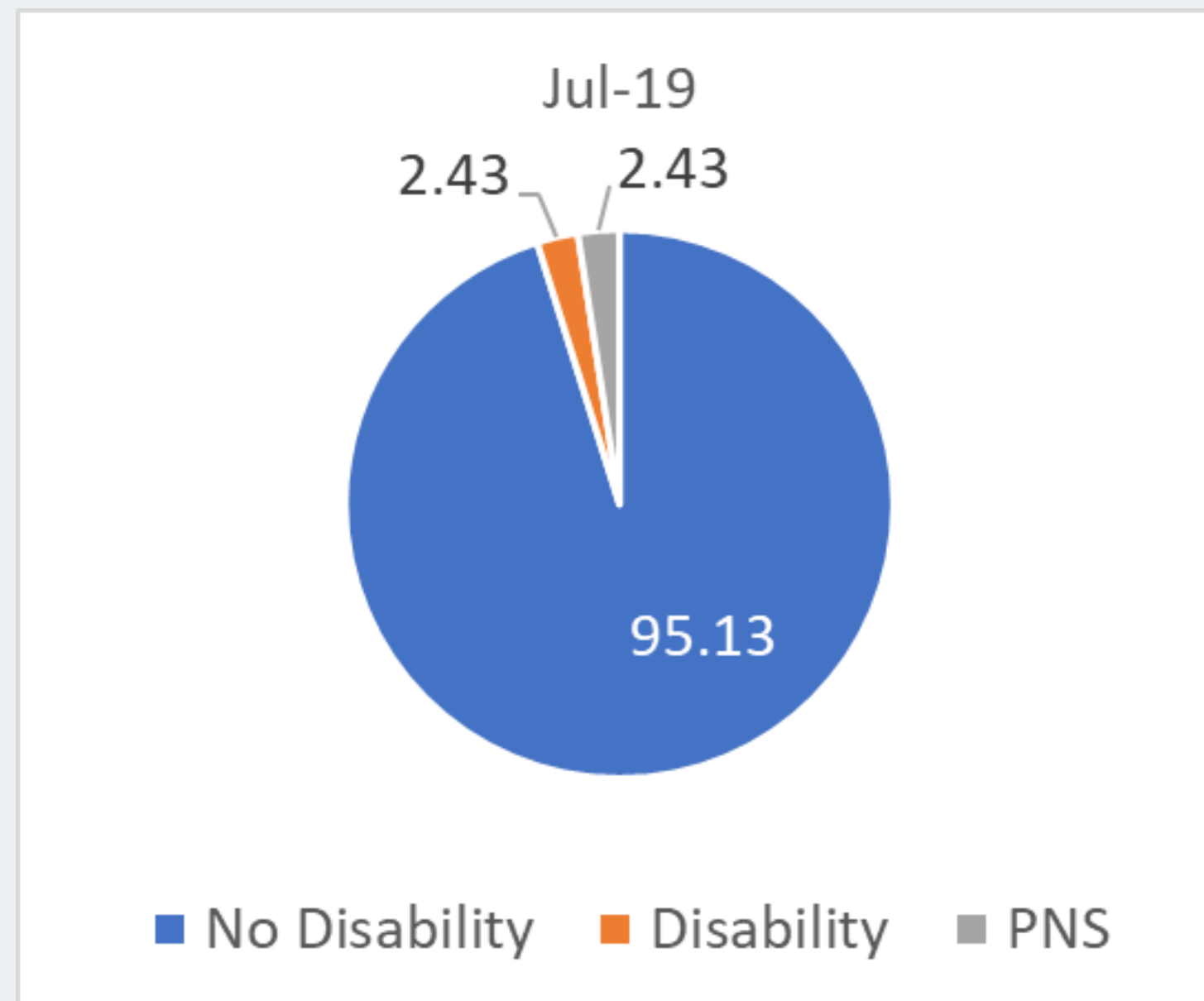


- 55% of our employees identify as White
- 21% Latina/o
- 11% Asian
- 2% Mixed/multiple ethnicities
- 1% Black/African American
- 1% Arab
- <1% Pacific Islander

This is largely unchanged between 2019 and 2020

# Disability

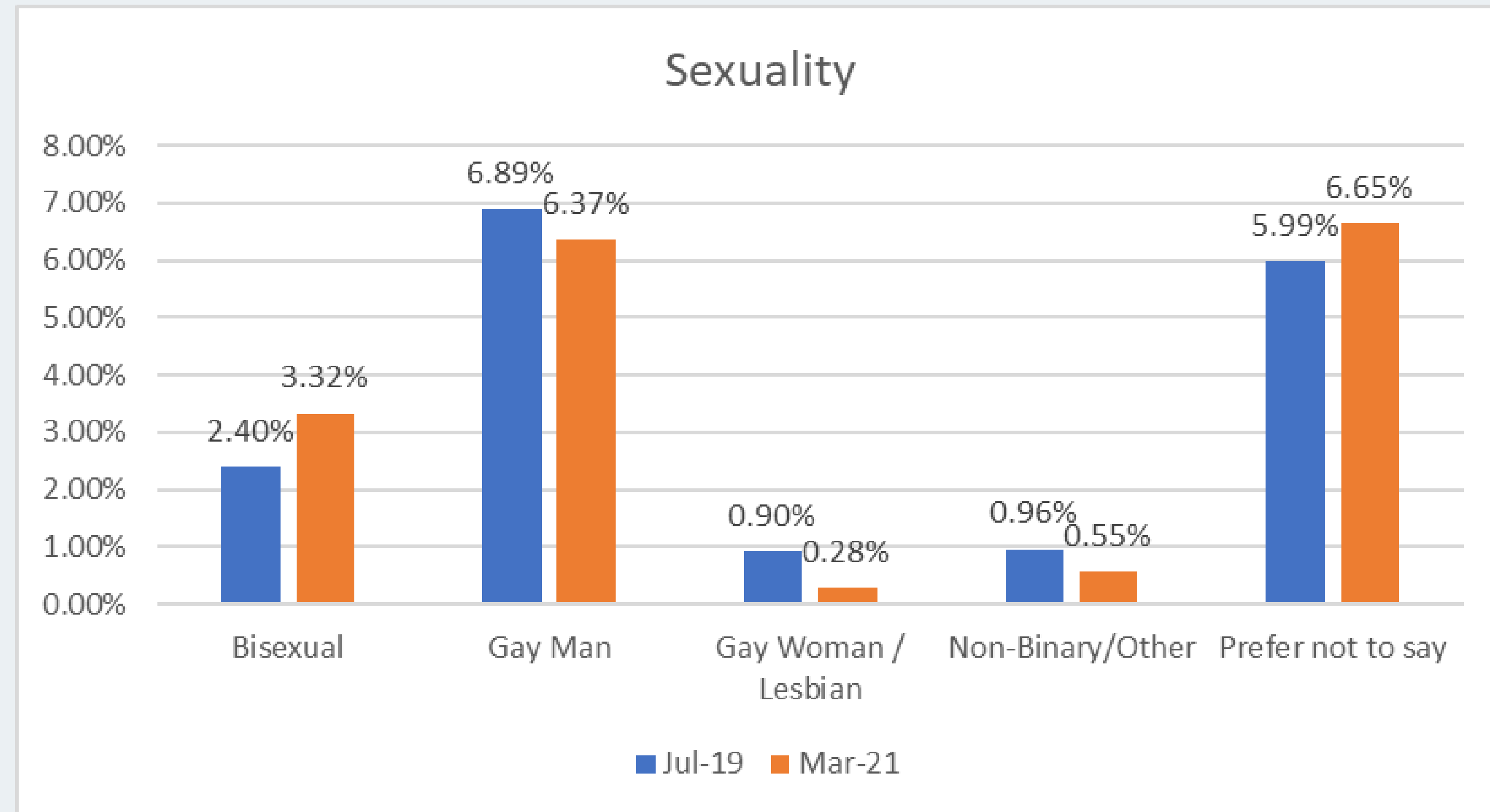
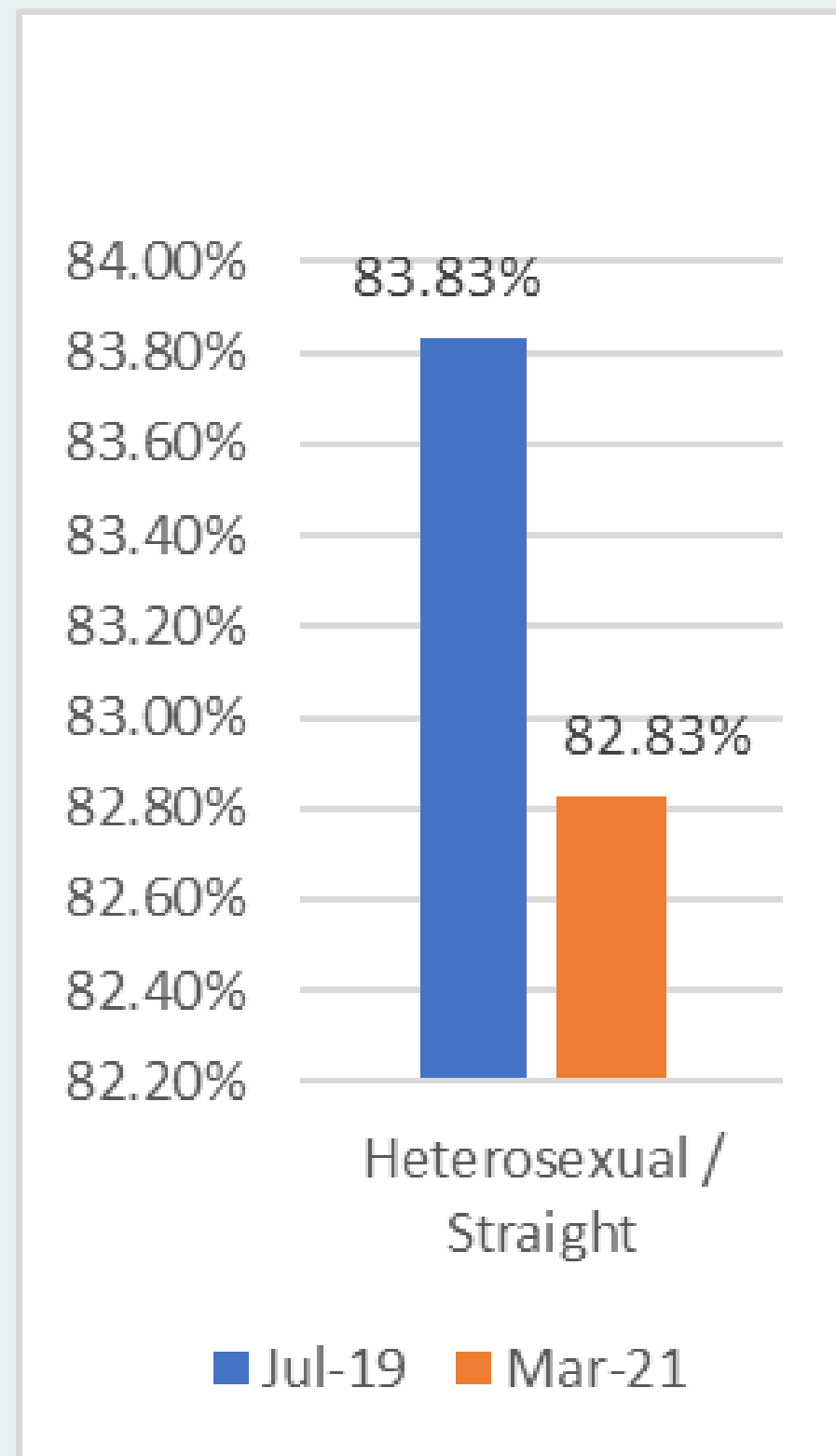
- 2% to 3% of our employees identify as having a disability a condition that makes it more difficult for them to do certain activities and interact with the world around them
- This is largely unchanged between 2019 and 2020





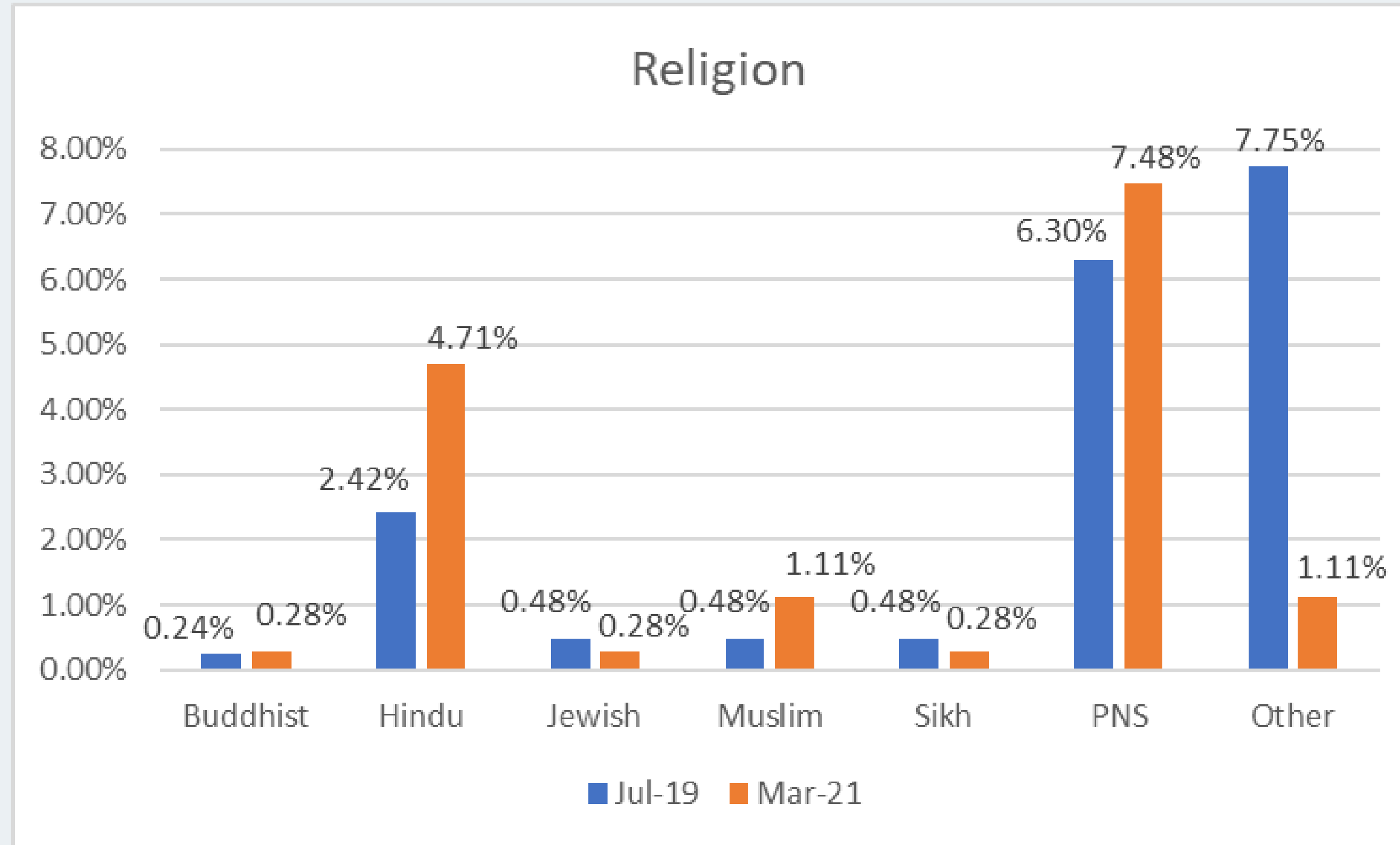
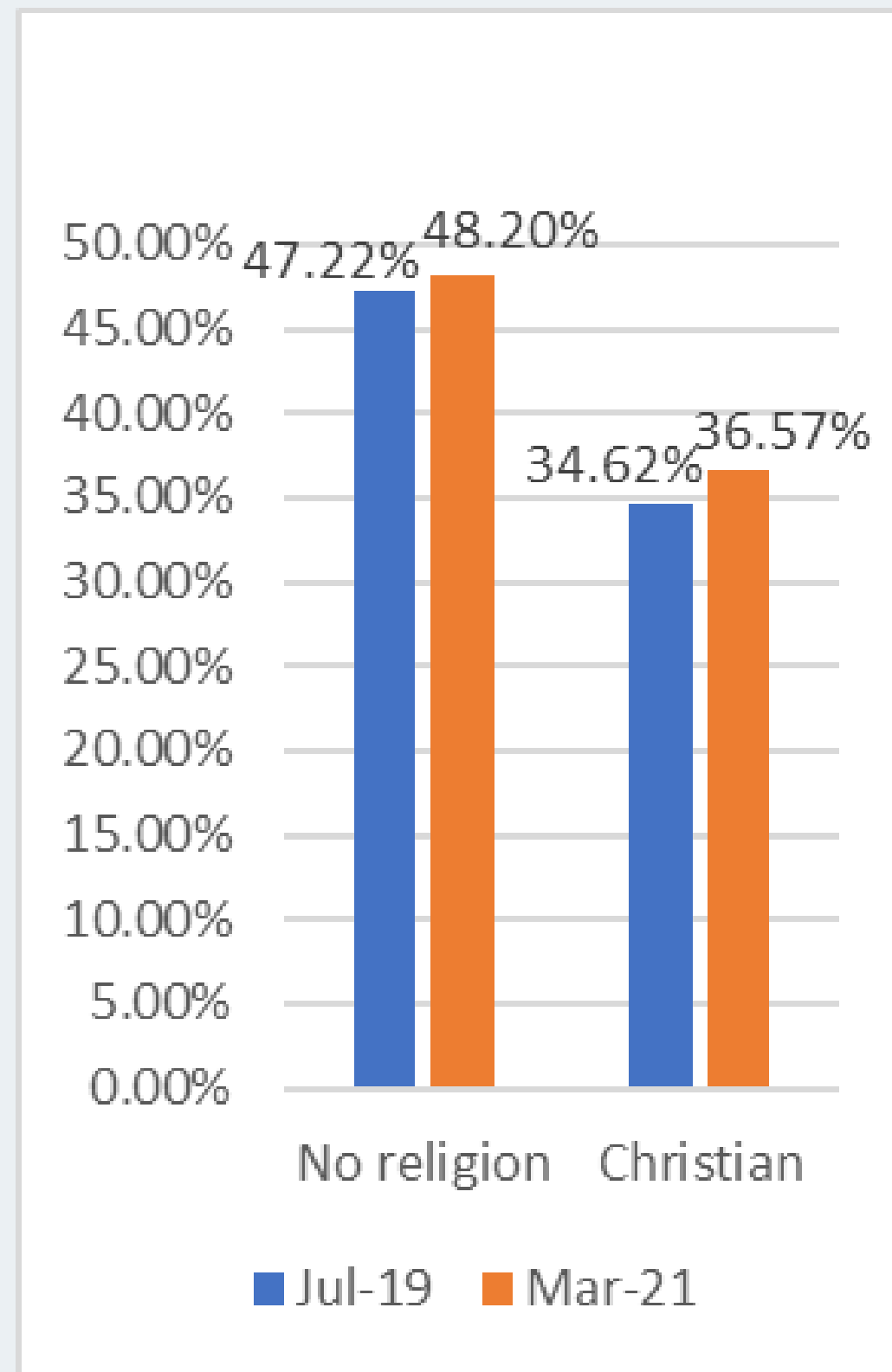
# Sexual Orientation

- About 10% of our employees identify as bisexual, gay man, gay woman or non-binary/other
- This is largely unchanged between 2019 and 2020



# Religion and Belief

- Around 37% of our employees identify as having a Christian faith. Almost 5% identify as Hindu and 1% Muslim
- 48% of our employees do not identify with a particular religion and 7% prefer not to say
- This is largely unchanged between 2019 and 2020





Complex questions  
Powerful answers