



Management Approach: Inclusion, Diversity, and Equity

At Stantec, we create opportunity by inviting, embracing, and celebrating differences. We recognize that inclusion, diversity, and equity (ID&E) fosters a healthy range of views, facilitates innovation, improves results, and nurtures a sense of belonging. While the primary focus of our ID&E program is Stantec operations, we also strive to bring the mindset to our interactions with our supply chain, partners, clients, industry, and communities.

Start with Inclusion

By focusing on inclusion first, Stantec can have and retain a more diverse talent base because long-term improvements in diversity are possible only when diverse and underrepresented employees feel included and have a sense of belonging. Stantec strives to create a work environment where people are treated fairly and respectfully by bringing an equity lens. This fosters new perspectives, a healthy range of views, and fair employment practices so our global talent enjoys equal access to opportunities.

Policies, Programs, and Practices

Stantec's [Diversity Policy](#) guides us when appointing new board members and senior management. Stantec has [Equal Employment Opportunity](#) and [Harassment, Bullying, and Discrimination](#) policies that prohibit discrimination or harassment.

Our formal ID&E program was developed based on leadership buy-in, employee input, and industry best practices. The program is led by a dedicated ID&E team who directly report to our Chief People & Inclusion Officer.

In each of our major geographies (Canada, the United States, Asia-Pacific, Continental Europe, the Middle East, the United Kingdom, Ireland, and Latin America), we have regionally based [ID&E Councils](#) comprised of influential business leaders who serve as change agents and implement our ID&E strategy in their offices, business lines, and regions. Councils actively report progress to executive management.

Stantec also has formalized ID&E Committees focused on specific topics, which include the Women's Leadership Development Committee, the Indigenous Connections Committee, the Persons of Color Committee, and the Global Pride Committee.

For ID&E initiatives to be meaningful, they must be supported and endorsed by a range of people, from those in our C-suite to those in entry-level positions. Stantec's Strategic Plan states that inclusion and diversity are necessary for achieving growth.

Additionally, we continuously strive to build an inspiring, inclusive work environment and to recruit and retain top talent, with formal efforts to assure IDE in our recruitment practices.

Employee-Led Groups

[Employee resource groups](#) (ERGs) are grassroots employee-driven teams organized around shared interests and are open to all our employees. In an ERG, employees share common interests, explore development opportunities, learn about relevant topics, and improve leadership skills in a supportive environment. Members voluntarily advance inclusion and diversity across our business, support professional networking, provide education and development, address business challenges, and offer suggestions for improving corporate policies.

[Stantec ERGs](#) include 68 chapters located around the world across 10 affinities including Women@Stantec, Pride@Stantec, BLK_ERG, Indigenous Connections, LatinosInStantec, Asians@Stantec, Persons with Disabilities@Stantec, Neurodiversity, Cultural Awareness and Inclusion, and Military and Veterans Advocates. ERGs play a key role in the development and execution of our ID&E observances.

Stantec's Developing Professionals Group, or DPG, is a leadership-endorsed, employee-led group and global program that fosters development, connections and learning opportunities. The DPG's stated purpose is accelerating transformative change, influencing sustainable behavior, and creating social value.



Commitments

Stantec has formally endorsed the [UN Women's Empowerment Principles](#) (seven principles that promote gender equality in the workplace) and is one of the first companies to sign the [Declaration of Amsterdam](#) (a document committing signatories to create a safe and LGBTQ+ inclusive corporate culture).

Partnerships

To create an inclusive workplace using industry best practices, we partner with the Canadian Centre for Diversity and Inclusion (CCDI, advising on diversity, human rights, and equity). Stantec is a founding member of the Diversity Agenda (promoting diversity in the New Zealand engineering and architectural profession) and Diversity at Work in the Netherlands (to increase diversity and inclusion in the workplace).

To promote gender equity, we partner with Catalyst (to remove barriers and drive the advancement of women in the workplace), the UN Global Compact Gender Equity Network (engaging the private sector to eliminate barriers faced by women in the workplace) and WORK180 in Australia (following global standards that deliver great workplaces for all women). We track our progress through the results of third-party systems such as the Bloomberg Gender-Equality Index and the *Globe and Mail* Women Lead Here survey. Our Women Leadership Development Committee works to break down internal barriers and champions programs that support women, such as our SponsorHer@Stantec program (female-focused advocacy by senior leaders). Our Women@Stantec ERG helps female employees build networks, expand their sphere of influence, and remove obstacles and biases. To increase the number of women in our talent pool, we support Women in Engineering associations as well as donate money and volunteer time to promote STEAM education.

To promote a racially diverse workplace, Stantec partners with the National Organization of Minority Architects (promoting diversity in design and construction), the National Society of Black Engineers (to actively support our Black team members), the American Indian Science and Engineering Society (promoting STEAM¹ to Indigenous communities), the Society of Hispanic Professional Engineers (to actively support our Latino team members), the Society of Asian Scientists and Engineers (for the advancement of Asian heritage scientists and engineers), and the BlackNorth Initiative (to promote Black Canadian talent).

To promote understanding and acceptance of LGBTQI+ in the workplace, Stantec partners with Workplace Pride (for global benchmarking, access to research, education, and best practices), Pride at Work Canada (supporting training and recruitment), Stonewall UK (to enhance our knowledge on sexual orientation), and Rainbow Tick in New Zealand (a certification for workplaces that value diversity of sexual and gender identities).

Our partners in the disability space include the Australia Network on Disability, Business Disability Forum (UK), and we also participated in the 2022 Disability Equality Index in the United States. We recently partnered with Neurodiversity in Business, an organization that fosters corporate environments where neurodivergent people are understood and form an invaluable part of the work culture as well as Lexxic, a specialist consultancy in the UK that supports the talents of neurodivergent minds.

In recognition of our support of veterans, Stantec received the Bronze Award from the Defence Employer Recognition Scheme in the UK and has been named a Military Friendly Employer by Victory in the United States.

Unconscious Bias Training

Even people who enthusiastically embrace diversity can have an “unconscious bias” (also known as “implicit bias”)—a preference for or prejudice against a person or group without even realizing it. Unconscious bias creates barriers to inclusion, performance, engagement, attraction and retention, promotions, and, ultimately, innovation. To successfully recruit, motivate, and develop our employees, we need to identify and overcome the biases that may be creating unintended barriers to inclusion within our organization.

Stantec deploys a training program—specifically designed for Stantec by CCDI—to help our teams identify and overcome these biases. The main learning objective is to provide awareness and education about what biases are, understanding their impacts, and how they can be managed. A team of experienced Stantec facilitators deliver this two-hour interactive training, either virtually or in person. The training is available in English, French, and Spanish.

¹ STEAM: science, technology, engineering, arts, and math.



Stantec's unconscious bias training helps us continue to build a more inclusive culture that provides the opportunities and environments necessary for everyone to thrive.

Accountability

Stantec is committed to ID&E progress and evaluates our success in multiple ways:

- One of the key performance indicators of our sustainability-linked loan—connecting our \$1.1 billion syndicated senior credit facilities to our ESG performance—is improvement in our Bloomberg Gender Equality Index score. This score evaluates social pillars around gender equality, pay equity, leadership diversity, and an inclusive culture, among others. Stantec is the first SLL globally to link the financing structure to progress made relative to the Bloomberg score.
- We recently implemented a Global Career Framework as our foundation for globally consistent career streams, job levels, and job competencies. Not only does this system give consistency between geographies and operating units, but it also gives visibility to any potential inconsistencies that might be present from a diversity perspective. With this framework in place, we are now in the process of rolling out a global pay equity review based on gender and minority status and are purposely working to shrink the gap.
- We also track progress via an inclusion score that is generated from our regular employee engagement survey, participate in external benchmarking, and track relevant statistics (such as percentage of workforce or turnover by diversity groups).

Supporting Clients

While our client facing ID&E programs are not centrally managed, we have numerous activities that help project teams keep social justice and equity top-of-mind. Stantec promotes the concept of [universal design](#) in our project work—designing environments so they can be accessed and used by as many people as possible. As well, Stantec's SocioEco-Equity Network (SEEN) enables subject matter experts to share innovative strategies for socioeconomic analysis, effective community engagement, equity in the built environment, and how to best support communities historically subjected to environmental justice discriminatory practices.

To support Indigenous communities, we have dedicated [Indigenous Relations](#) teams in Canada, the United States, and New Zealand that are responsible for providing cultural advice and collaboration and bridging the gap between industry, government, and Indigenous communities. In Canada, our [Indigenous Partnerships](#)—11 formal partnerships with Stantec as minority partner and 3 joint ventures—provide direct investments, employment, and training opportunities to support economic growth in Indigenous communities.

Stantec is also the only member from the architecture and engineering industry to be a part of the [Coalition for Reimagined Mobility](#), with the mission of advancing equitable, sustainable global transportation.

See all [Stantec Management Approaches](#)