



Management Approach: Inclusion, Diversity, and Equity

At Stantec, we create opportunity by inviting, embracing, and celebrating differences. We recognize that inclusion, diversity, and equity (IDE) fosters a healthy range of different views, facilitates innovation, improves results, and nurtures a sense of belonging.

While our primary focus is to build and strengthen a strong IDE culture at Stantec, we also strive to bring the mindset to our interactions with our clients, vendors, partners, industry, and communities.

Commitments 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.

By focusing on inclusion first, Stantec can retain a more diverse talent base because long-term improvements in diversity are only possible when underrepresented employees feel included and have a sense of belonging. Through an equity lens, Stantec strives to create a work environment where people are treated fairly and respectfully.

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

In Our Operations

Stantec's IDE initiatives are supported and endorsed by a range of people, from those in our C-suite to those in entry-level positions. Our formal [IDE Program](#) was developed based on leadership advocacy, employee input, and industry best practices. The program is led by a dedicated IDE team who directly report to our Chief People and Inclusion Officer.

We continuously strive to build an inspiring, inclusive work environment and to recruit and retain top talent, with purposeful efforts to promote IDE in our recruitment practices. We don't use quotas to drive our IDE performance. Rather, we operate under the philosophy that if you focus on doing what's right, desired outcomes will follow. Our Strategic Plan states that inclusion and diversity are necessary for achieving growth.

Governance

Stantec has a global IDE Council that functions as a steering committee. It is sponsored by our Chief Executive Officer, chaired by the Chief People and Inclusion Officer, and provides strategic direction to councils in each of our major geographies who implement our strategy in their offices, business lines, and regions.

Stantec has formalized IDE Committees focused on specific topics, which include the Women's Leadership Development Committee, the Persons of Color Committee, the Global Pride Committee, and the Military and Veterans Advocates Initiative.

Additionally, Stantec has incorporated IDE-related goals within our internal performance evaluation platform to promote IDE involvement and accountability.

Affinity-Based Groups

[Employee Resource Groups](#) (ERGs) are grassroots teams focused on a diversity affinity. Stantec ERGs are [employee-led](#) and open to all employees. In an ERG, employees share common interests, explore development and networking opportunities, learn about relevant topics, and improve leadership skills in a supportive environment. Members voluntarily advance inclusion and diversity across our business, provide education, connection, and development opportunities, and help address business challenges.

Stantec ERGs include chapters located around the world across 10 affinities including Women@Stantec, Pride@Stantec, BLK_ERG, Indigenous Connections, Latinos in Stantec, Asians@Stantec, Persons with Disabilities@Stantec, Neurodiversity, Cultural Awareness and Inclusion, and Military and Veterans Advocates.



Observances

Annually, Stantec celebrates global and regional observances in appreciation of the diverse backgrounds of our colleagues and communities. Global observances include International Women’s Day, Neurodiversity Celebration Week, Pride Month, International Women in Engineering Day, and International Day for Persons with Disabilities.

Examples of our multiple regional observances include Asian American and Pacific Islander Heritage Month (North America), National Indigenous People’s Day and Indigenous Peoples History Month (Canada), National Hispanic Heritage Month (United States), Black History Month (United States), Matariki – Māori New Year and Te Wiki o te Reo Māori/Māori Language Week (New Zealand), and National Reconciliation Week and NAIDOC (Australia).

Industry Partnerships

To create an inclusive workplace using industry best practices, we partner with the Canadian Centre for Diversity and Inclusion (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). Our Women Leadership Development Committee champions programs that support women, such 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 provide resources to promote STEAM¹ 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 colleagues), the American Indian Science and Engineering Society (promoting STEAM to Indigenous communities), the Society of Hispanic Professional Engineers (to actively support our Latino colleagues), 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 and the United Kingdom Business Disability Forum. We also partner with Neurodiversity in Business (fostering corporate environments where neurodivergent people are understood and form an invaluable part of the work culture) and 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 Defense Employer Recognition Scheme in the United Kingdom and is [Military Friendly® Employer Gold](#) by Viqtory in the United States.

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. This creates barriers to inclusion, performance, engagement, attraction and retention, promotions, and, ultimately, innovation. To successfully recruit, motivate, and develop our employees, we need to address the biases that may be creating unintended barriers.

Stantec offers an optional training program to help our teams identify and overcome unconscious biases. The program provides awareness and education about what biases are, understanding their impacts, and how they can be managed. Experienced Stantec facilitators deliver this multi-lingual interactive training, either virtually or in person.

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



Supporting Clients

While our client facing IDE programs are not centrally managed, we offer numerous activities throughout our business operating units that help project teams keep social justice and equity top-of-mind.

We are conscious about promoting diverse project teams. While we are still working on achieving our aspirations, we strive to make our project teams reflect the diversity of the communities we serve. Additionally, we work to assess the variety of community impacts our projects might have. Prioritizing IDE in our project solutions typically results in progress towards all the United Nations Sustainable Development Goals.

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 SocioEconomic-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](#) provide direct investments, employment, and training opportunities to support economic growth in Indigenous communities.

In the United States, Stantec is a part of the [Coalition for Reimagined Mobility](#), to advance equitable, sustainable global transportation. We also partner with government and community organizations to promote equity in a sustainable water future such as the Los Angeles area [WaterTalks](#) and the Water Alliance [Water Equity Network](#).

In the United Kingdom and Ireland, our Climate Change and Social Value committee is continually expanding the scope of our social value program—activities that provide additional social value to the communities in which we work and live, over and above business as usual—in direct response to an increasing number of clients requiring quantifiable evidence of Stantec’s impact and our ability to help clients achieve their own social value goals.

With Our Supply Chain

Stantec is committed to doing business with companies of all sizes and backgrounds. Our [Supplier Diversity Team](#) focuses on working with diverse suppliers, including small, local, women-, and minority-owned businesses. We have a supplier profile inventory to keep track of socioeconomic status and certifications and conduct regular outreach to continually grow our pipeline.

Specific to Indigenous-owned businesses in Canada, we are in the final stages of [Progressive Aboriginal Relations](#) certification through the Canadian Council for Aboriginal Business, which has a supplier diversity component.

In the United States, Stantec is a founding member of [AEC Unites](#), which facilitates business opportunities for Black-owned businesses in the industry. We also rank on the Top 10 list of [Military Friendly Supplier Diversity Programs](#).

Accountability

We track our progress through the results of third-party systems such as the Bloomberg Gender-Equality Index (evaluating gender equality, pay equity, leadership diversity, and an inclusive culture, among others) and the *Globe and Mail* Women Lead Here survey. One of the key performance indicators of our sustainability-linked loan is improvement in our Bloomberg Gender Equality Index score.

Stantec implemented a Global Career Framework as our foundation for globally consistent career streams, job levels, and job competencies. This includes specific IDE 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 have begun to roll out a global pay equity review based on gender and minority status. We have completed the North America assessment so far and are in the process of expanding globally. We track our progress in closing the gap.

Additionally, we gauge progress via an inclusion score generated from our global employee engagement survey, participate in external benchmarking such as the United States Disability Index, and track relevant statistics (such as turnover by diversity groups).



Material Topic / Value Chain Nodes Covered:

Inclusion, Diversity, and Equity / Operations, Downstream (Clients), Upstream (Supply Chain)

See all [Stantec Management Approaches](#)