



## Management Approach: Inclusion and Diversity

At Stantec, we invite, embrace, and celebrate differences. We recognize that inclusion and diversity facilitate innovation, increase employee engagement, connect us with clients, and create opportunities.

### Start with Inclusion

Long-term improvements in diversity are possible only when diverse employees feel included and comfortable at work. Stantec is creating a work environment where people are treated fairly and respectfully and have equal access to opportunities. This fosters new perspectives and a healthy range of views. By focusing on inclusion first, we can have and retain a more diverse employee base.

### Policy

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

### Portfolio

We have an official Inclusion and Diversity portfolio that was developed based on employee input and industry best practices. The program is driven forward by a dedicated team with guidance from regionally based Inclusion and Diversity Councils—comprising influential business leaders who serve as change agents for inclusion—that activate our inclusion and diversity strategy in their offices, business lines, and regions. The councils work to report progress on Stantec's Inclusion and Diversity strategic plan to executive management.

### Partners

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), Catalyst (to remove barriers and drive the advancement of women in the workplace), Pride at Work Canada (benchmarking, training, and consulting services to recognize LGBTQ2+ in the workplace), and the UN Global Compact Gender Equity Leadership Project (engaging the private sector to eliminate barriers faced by women in the workplace).

To promote a diverse workplace, Stantec partners with the National Organization of Minority Architects (promoting diversity in design and construction), ARC (specializing in employment for adults with developmental differences), and the American Indian Science and Engineering Society (promoting STEM<sup>1</sup> to Indigenous communities).

### Employee Resource Groups

Employee Resource Groups (ERGs) are grassroots employee-driven teams organized around shared interests. 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 with chapters located around the world include Women@Stantec, Pride@Stantec, Latinos@Stantec, Asians@Stantec, IndigenousConnections@Stantec, Persons with Disabilities, Cultural Awareness and Inclusion, and Military and Veterans Advocates.

### Gender Diversity and Equity

Stantec focuses on gender diversity and equity. Stantec has endorsed the UN Global Compact's Women's Empowerment Principles and is listed on the Bloomberg Gender-Equality Index. 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 STEM (science, technology, engineering, and math) education. In the United Kingdom, the Gender Pay Gap Report publicly maps our progress towards equal pay.

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<sup>1</sup> STEM: Science, technology, engineering, and math.



### **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.

Unconscious bias can be managed once we realize we all have it. Stantec offers employees a chance to figure out their own biases: first, by using an online Harvard Implicit Association Test; and, second, through e-learning and an in-person workshop (“Managing One’s Own Bias and Managing Bias in Others”), which explains unconscious bias and techniques to manage it.

### **Champions for Change**

Individuals within Stantec who drive forward positive culture change related to promoting and encouraging inclusion and diversity are called Change Champions. We understand that being an inclusive leader does not come easily to most, so we want to recognize those who are driving change and creating inclusive cultures within their teams. Our intent is that these Change Champions facilitate conversations with others, especially to influence desired action and behaviors of other leaders for inclusivity.

### **Accountability**

For inclusion and diversity 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. We hold our Executive Leadership Team members accountable (as part of our short-term incentive plan as outlined in our annual [Management Information Circular](#)) for reducing inclusion gaps between identified groups (measured in our employee engagement survey). Additionally, employees are regularly reminded of the reasons that inclusion is a key part of our Company’s culture.

### **See Also**

Management Approaches

- [Attracting Talent](#)
- [Community Engagement](#)
- [Engaging Employees](#)
- [Human Rights](#)
- [Indigenous Connections](#)
- [Organizational Development](#)
- [Total Rewards](#)
- [Sustainable Supply Chain](#)