



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

By focusing on inclusion first, we can have and retain a more diverse employee base because long-term improvements in diversity are possible only when diverse employees feel included and comfortable at work. Stantec strives to create 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.

Program

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.

We have an official Inclusion and Diversity program that was developed based on employee input and industry best practices. The program is driven forward by a dedicated team of subject matter experts who receive guidance from regionally based [Inclusion and Diversity Councils](#)—comprised of 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 report progress on Stantec's Inclusion and Diversity strategic plan to executive management.

Partners and Commitments

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 is a signatory of the European Diversity Charter (to increase diversity and inclusion in the workplace).

To promote gender equity, Stantec committed to the UN Women's Empowerment Principles and partners with Catalyst (to remove barriers and drive the advancement of women in the workplace), the UN Global Compact Gender Equity Leadership Project (engaging the private sector to eliminate barriers faced by women in the workplace).

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

To promote understanding and acceptance of LGTBQ@+ in the workplace, Stantec partners with Pride at Work Canada (benchmarking, training, and consulting services), Stonewall (to enhance our knowledge on sexual orientation), and Workplace Pride (for access to research and best practices).

Employee Resource Groups

Imagine a place where you can be yourself and talk about your challenges and experiences with people who know where you're coming from—because they've been there. That's an [employee resource group](#) (ERG) at Stantec. ERGs are grassroots employee-driven teams organized around shared interests and are open to all our employees. In an ERG, employees explore development opportunities and improve skills relevant to their business goals 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 with chapters located around the world include Women@Stantec, Pride@Stantec, BLK@Stantec, Indigenous Connections, Latin@Stantec, Asians@Stantec, Persons with Disabilities@Stantec, Cultural Awareness and Inclusion, and Military and Veterans Advocates.

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



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 STEAM education.

In the United Kingdom, the Gender Pay Gap Report publicly maps our progress towards equal pay.

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 the Canadian Center for Diversity and Inclusion (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 (certified by CCDI) deliver this two-hour interactive training, either virtually or in person.

This training helps us continue to build a more inclusive culture that provides the opportunities and environments necessary for everyone to thrive.

Champions for Change

Change Champions are individuals within Stantec who drive forward positive culture change related to promoting and encouraging inclusion and diversity. 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 actions 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](#)
- [Employee Engagement](#)
- [Human Rights](#)
- [Indigenous Connections](#)
- [Organizational Development](#)
- [Total Rewards](#)
- [Sustainable Supply Chain](#)