



Stantec Australia Pty Ltd

Innovate Reconciliation Action Plan

November 2026-November 2028



Acknowledgement of Country

Stantec acknowledges the Traditional Owners of Country throughout Australia and recognises their connection to lands, skies, waters and communities. We pay respect to Aboriginal and Torres Strait Islander cultures and to Elders past and present.



Artist Bio

Chern’ee Sutton is a proud Kalkadoon woman and artist from Mount Isa, Australia. Passionate about sharing her culture and history through her art, Chern’ee’s distinctive style brings her ancestor’s culturally sacred stories to life in a contemporary and optimistic way. Her artwork is held in prestigious collections including The Royal Collection at Buckingham Palace, Queensland Parliament House, and the Queensland State Library, and has been exhibited internationally in London, Tokyo, Singapore, and Hong Kong, as well as across Australia. Chern’ee’s commitment to reconciliation and equality has been recognised through numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards, Queensland Pride of Australia Award and Local NAIDOC Artist of the Year. She has also served as an Australia Day Ambassador since 2018.

Commissioned to interpret Stantec’s reconciliation journey, Chern’ee created a bespoke artwork that has become a recognised and enduring symbol across the Australian business. Displayed in offices throughout the country and featured in presentations, collateral and events, it is widely recognised by employees and remains an important reminder of Stantec’s commitment to reconciliation. Chern’ee’s artwork continues to reflect, visually communicate and celebrate Stantec’s reconciliation journey.

[Chern’ee Sutton | A Modern Aboriginal Artist | Artist Profile](#)



Artwork: Stantec's Reconciliation Journey

My name is Chern'ee Sutton and I am a contemporary Indigenous artist from the Kalkadoon people from the Mount Isa area in Queensland. This painting is my interpretation of Stantec and their reconciliation journey.

In my painting, the large orange community symbol in the centre of the piece represents Stantec Australia and is painted in their corporate colours. The grey circle and lines that surround the centre piece is Stantec's symbol for community—to Stantec, communities are fundamental. The nine large 'U' symbols which surround both community symbols represent their multiple offices across Australia.

The grey, orange and white spirit trails which come out of the centre lead to smaller community symbols that represent the other continents and communities where Stantec works. 'Whether around the corner or across the globe, they provide a foundation, a sense of place and belonging.' The spirit trails show how this

work is connected by a common passion and promise to redefine what's possible. The handprint in the bottom left corner represents Stantec's humble beginnings, while the footprints represent their journey and growth into the award-winning company that it is today. The footprints lead up to the kangaroo and emu footprints to symbolise the start of Stantec's reconciliation journey in Australia. The kangaroo and emu footprints represent the Reconciliation Action Plan (RAP) Working Group and their commitment to reconciliation through their work, which is always moving forwards. The shield in the top left corner represents Stantec's commitment to being SaferTogether and protecting their employees and the environment. The HSSE stands for Stantec's Health, Safety, Security and Environment program, which demonstrates their commitment to putting people first.

The four orange, grey and white stars represent Stantec's values which are 'we put people first', 'we

do what is right', 'we are better together', and 'we are driven to achieve'. The boomerang in the bottom right corner represents clients continuously returning due to Stantec's quality service and local strength, knowledge, and relationships, along with their world-class expertise.

The 16 yellow, orange, grey and white dotted circles in the background, some of which contain silhouettes, represent Stantec's many services and markets which include buildings, infrastructure, international development, geotechnical engineering and materials testing, power engineering and design, water services, and sustainability. Stantec is a leading award-winning company committed to community, reconciliation and to bringing together diverse perspectives so we can collaborate towards a shared success.

By Chern'ee Sutton
cherneesutton.com.au



“Stantec's Reconciliation Journey”
by Chern'ee Sutton



A Statement from our Managing Director and RAP Champion, Australia

Since launching our first Innovate RAP as Stantec, we have moved from intent to action. I have seen our people bring reconciliation into everyday work. It shows up in how we deliver projects, who we partner with, and the decisions we make.

I have also seen how small moments, like a more thoughtful Acknowledgement of Country or conversations on Country, can shift understanding and make this work more personal.

That is reflected in the way we are working differently. We have strengthened relationships with Aboriginal and Torres Strait Islander businesses through partners like Kinaway, the Noongar Chamber of Commerce and Industry in Western Australia,

the New South Wales Indigenous Chamber of Commerce and Supply Nation, improved how we track and grow Indigenous procurement, and opened more pathways into our industry through Engineering Aid Australia.

At the same time, we have made real progress building cultural understanding across our teams. Stronger conversations about connection to Country, and a greater respect for culture are helping us understand the role each of us can play.

That progress matters, but it is only the start.

Reconciliation takes consistency, accountability and a willingness to listen and learn.

This second Innovate RAP sets clearer expectations for how we embed reconciliation into our work and strengthen relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities.

I thank our RAP Working Group, our Aboriginal and Torres Strait Islander partners, and the many people across the business who continue to give their time and insight. This work matters, and it is something we will keep building together.

Ashok Sukumaran
Managing Director
Stantec Australia Pty Ltd

Ashok Sukumaran, Managing Director of Stantec Australia, and Claire Bickerstaff, Business Leader, Community Infrastructure, Victoria

Our Vision for Reconciliation

Our vision for reconciliation is an inclusive and educated Australia, where people understand and acknowledge our shared history and work together to recognise, respect and celebrate the world’s oldest living cultures.

Through our previous RAP, we have built awareness, strengthened relationships and laid strong foundations across our business. This Innovate RAP builds on that momentum by deepening cultural capability, strengthening partnerships with Aboriginal and Torres Strait Islander peoples and businesses, and embedding reconciliation more consistently into the way we work, make decisions and deliver projects.

By the end of this RAP, we aim to be closer to realising our vision through more meaningful, measurable and enduring outcomes, moving beyond awareness and commitment towards deeper relationships, greater understanding and lasting impact.

Our Business

Stantec is a global leader in sustainable engineering and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what’s previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure.

We are designers, engineers, scientists, project managers and strategic advisors. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what’s possible.

The Stantec community unites approximately 34,000 employees working in over 450 locations across 6 continents.

For over 75 years, we have worked alongside clients and communities across Australia. Our 2,000+ people are based in urban and regional teams, operating from 25+ offices nationwide. In 2025, 1% of our workforce identified as Aboriginal or Torres Strait Islander through an optional self-identification survey.



A staff member and student connect at the Indigenous Australia Engineering School networking event at Curtin University

Our Values

Our core values unite us as a firm. Our commitment to health, safety and ethical practice underpins everything we do.

WE PUT PEOPLE FIRST	WE DO WHAT IS RIGHT	WE ARE BETTER TOGETHER	WE ARE DRIVEN TO ACHIEVE
People are at the heart of everything we do; they give our work purpose. That’s why we listen and design for the distinct needs of our clients—and those who live and work in the communities we serve. It’s why we prioritise the safety of everyone our work touches. And it’s why we define fulfilling careers for our own people, helping them set and then surpass their individual goals By putting people first, we: • Recognise the cultural history, diversity, and distinctiveness of Aboriginal and Torres Strait Islander peoples. • Support respect for and understanding of cultures and traditions among our employees and contractors. • Develop employment practices that help build a welcoming and progressive environment. • Provide equitable access to employment, training, and education through partnerships with Aboriginal and Torres Strait Islander organisations and consultation with identified employees.	We approach every project as a partnership because our work creates a lasting impact on our clients’ communities. We are accountable to these communities—to strengthening them and making them resilient for whatever the future may hold. Integrity guides what we do, which means that we make the right choice even when it’s the tough choice. By doing what is right, we: • Collaborate with Aboriginal and Torres Strait Islander communities to support job training, post-secondary education and employment initiatives. • Build relationships with Aboriginal and Torres Strait Islander leaders to help inform our strategy, policies and decisions.	When smart, passionate, creative people come together, real possibilities are unleashed. As our own community expands, we welcome everyone’s contributions—diverse perspectives create extraordinary results. We draw on our global network to build the right team for each project because when we work together, no problem is too large or complex. By being better together, we: • Create opportunities for equitable business development through relationship-building and partnerships. • Provide Aboriginal and Torres Strait Islander cultural awareness training to our employees. • Recognise National Reconciliation Week and celebrate NAIDOC Week across our offices, with visible support from senior leadership. • Deliver Living our Better Together Culture training module to reinforce the value of diverse perspectives and support inclusive decision-making.	We believe that transformation—in our work and in ourselves—is truly possible. We’re defined by our entrepreneurial spirit and our unwavering pursuit of not only what’s next, but also what’s best. Bringing imagination and determination to every challenge, we leave no angle unexplored. As a result, we deliver the excellence that propels communities to success. By being driven to achieve, we: • Partner with Aboriginal and Torres Strait Islander peoples to create sustainable employment, business and engagement opportunities. • Advance relationships and collaboration through participation in Aboriginal and Torres Strait Islander industry forums. • Strengthen our Aboriginal and Torres Strait Islander community engagement approach.



The delivery of our first endorsed RAP as Stantec provided valuable experience and insights that will help shape the next stage of our reconciliation journey.

Our Reconciliation Journey

Building on the experiences and achievements that have shaped our business, Stantec has continued to advance reconciliation across the pillars of relationships, respect and opportunities, based on a foundation of governance. While we know there is still more work to do, we are proud of the progress we have made, including:

- Embedding Acknowledgement of Country as a meaningful and personal practice across our business.
- Advocating for Acknowledgement of Country and other cultural protocols with clients and partners.
- Increasing awareness of Stantec’s story and RAP journey, including greater recognition of our reconciliation artwork and the work of our RAP Working Group.
- Establishing partnerships with the NSW Indigenous Chamber of commerce and Noongar

Chamber of Commerce and Industry and renewing our partnership with Kinaway Chamber of Commerce.

- Renewing our partnership with Engineering Aid Australia and supporting Indigenous Australian Engineering School networking events, site visits and graduation.
- Continuing our engagement with Career Trackers to explore internship opportunities across our business.
- Creating a dedicated Aboriginal and Torres Strait Islander resource page for employees, including Traditional Custodian details for each office location, Acknowledgment of Country resources, partnerships, and other guidance.
- Publishing external stories that highlight the related experiences and perspectives of our employees, like [Meisha Stevens on Navigating Reconciliation](#), and [All in for](#)

[Reconciliation: Claire Bickerstaff and Jordan Witt.](#)

- Publishing a dedicated [First Nations Relationship](#) page on our website.
- Renewing our partnership with Supply Nation.
- Hosting National Reconciliation Week events across Australia, including Welcome to Country ceremonies led by Traditional Owners and Custodians in major offices.
- Raising awareness of the significance of NAIDOC week through employee communications, resources and education.
- Continuing our partnership with First Nations supplier GaWun, including merchandise featuring our reconciliation artwork.

Lessons Learned

- Small actions can create meaningful change - practical initiatives delivered consistently can significantly impact reconciliation and build organisational understanding and support over time. For example, including an Acknowledgement of Country before meetings was a small step that had a big impact on our people.
- Clear, achievable commitments drive progress - RAP actions are most effective when they are well defined, meaningful, and aligned to our business.
- Strong governance supports continuity - clear ownership, succession planning, and effective handovers help maintain momentum as people move into new roles or leave the business.
- Reconciliation is a shared responsibility - while our RAP Working Group plays an important leadership role, creating lasting change requires every employee to participate.
- Balancing capacity is essential- RAP Working Group members contribute alongside their day-to-day responsibilities, making it important to set realistic expectations of their time.
- Diverse representation strengthens outcomes – Working Group members from across geographies, business lines, and lived experiences helps ensure initiatives are relevant, informed and widely supported.
- Ongoing communication matters – regularly sharing progress, achievements, and opportunities helps keep reconciliation visible throughout the year, not only during key events like National Reconciliation Week and NAIDOC Week.
- Building awareness and understanding, drives engagement - Increasing awareness of our RAP, its commitments and achievements, helps employees see how they can actively support reconciliation in their everyday work.
- Active listening guides our approach - allies in the RAP Working Group must recognise the importance of listening to and learning from Aboriginal and Torres Strait peoples.
- Cultural perspectives are invaluable – Aboriginal and Torres Strait Islander representation on our RAP Working Group is incredibly important but proven difficult to attain, highlighting the need to thoughtfully manage cultural load while creating opportunities for participation.
- Self-identification creates challenges – as identification is voluntary, understanding Aboriginal and Torres Strait Islander representation in our business requires continual efforts to build trust and build cultural safety.





Spotlight on Engineering Aid Australia

Creating pathways into engineering

Through our partnership with Engineering Aid Australia, we support opportunities for young Aboriginal and Torres Strait Islander peoples to pursue engineering careers. We also support the Indigenous Australian Engineering School through workshops, project showcases, and employee-led mentoring for Years 9-12 students.



Creating Opportunities through Partnerships

Strengthening connections and economic participation

Working alongside Kinaway, the Noongar Chamber of Commerce and Industry, and the NSW Indigenous Chamber of Commerce, we are strengthening connections with Aboriginal and Torres Strait Islander businesses and communities. These partnerships support Indigenous-owned suppliers, expand economic opportunities, and help build more inclusive procurement practices and greater cultural awareness.

Our RAP

Our first Innovate RAP as Stantec united the experiences, relationships and learnings that have shaped Stantec’s approach to reconciliation. Through its implementation, we strengthened our understanding of reconciliation and deepened our commitment to creating meaningful and respectful relationships with Aboriginal and Torres Strait Islander peoples.

This second Innovate RAP builds on that foundation. It reflects our ongoing commitment to reconciliation and outlines how we will continue to advance meaningful action across the pillars of Relationships, Respect and Opportunities.

This RAP was developed with the support and input of colleagues from across Stantec, including Ashok Sukumaran, Managing Director for Stantec Australia, who serves as our RAP Champion and is a passionate ally for reconciliation.

Stantec’s internal RAP Working Group brings together employees from across the business, representing a range of geographies, business lines, backgrounds and experiences. The RAP Working Group includes one member who identifies as Aboriginal and Torres Strait Islander, working alongside allies to help guide and inform our reconciliation journey.

Throughout the development of this RAP, members of the RAP Working Group participated in focused consultation sessions and smaller working groups to review our existing commitments, identify opportunities for improvement, and develop new deliverables. These discussions provided valuable insights into what has worked well, where challenges remain, and how we can continue to strengthen our approach to reconciliation.

We will continue to engage with Aboriginal and Torres Strait Islander employees, organisations, communities and partners to ensure our reconciliation efforts are informed by appropriate cultural perspectives and contribute to meaningful, lasting outcomes.



Members of our RAP Working Group

RAP Working Group Members

Our RAP Working Group brings together passionate and dedicated team members from across Australia and New Zealand, representing a diverse range of backgrounds, experiences, and perspectives. United by a shared commitment to reconciliation, this group plays an important role in helping guide our initiatives, foster meaningful conversations, and support positive change across our organisation.

We also plan to establish a Reference Group of Aboriginal and Torres Strait Islander employees to guide and consult on our reconciliation initiatives. Through this group, we aim to reflect diverse perspectives while supporting voluntary participation. We are committed to ensuring engagement is respectful, purposeful, and mindful of participants’ time, recognising the importance of managing cultural load.



Ashok Sukumaran
Managing Director, Stantec Australia
RAP Champion



Claire Bickerstaff
Business Leader, Community Infrastructure, Victoria
RAP Working Group Member (VIC)



Stephanie Davies
Director of Procurement, Global,
RAP Working Group Member (NZ)



Nikolas Kenny
Environmental Scientist/ Ecologist
RAP Working Group Member (NSW)



David Pitronaci
Regional Director, Community Development, Australia
RAP Working Group Member (NSW)



Kristy Thomas
Engagement and Culture Consultant
RAP Co-Chair (NZ)



Paul Broad
HR Manager, Australia
RAP Working Group Member (QLD)



Mel Faircloth
Shared Services Manager, Australia
RAP Working Group Member (QLD)



Ferran de Miguel Mercader
Corporate Sustainability Regional Leader, Asia Pacific
RAP Working Group Member, (NZ)



Meisha Stevens
Principal, Acoustics Project
Technical Lead, Team Leader
RAP Working Group Member (NSW)



Stefania Coniglio
HR Business Partner
RAP Co-Chair (WA)



Steven Cox
Senior Principal Environmental Scientist, Team Leader, Enviro Services & Advisory
RAP Working Group Member (QLD)



Susannah Farfor
Senior Pursuits Specialist,
RAP Working Group Member (VIC)



Lee Morton
Senior Principal Communications and Engagement Specialist
RAP Working Group Member (VIC)



Jordan Witt
Principal Project Manager, Defence
RAP Working Group Member (QLD)

Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples is fundamental to the way we work. As planners, engineers, scientists and advisors, we help shape communities, so it’s important that we listen, learn and work in genuine partnership with the people and communities connected to our projects. Through relationships built on trust, respect and shared understanding, we deliver better outcomes, strengthen the positive impact of our work, and enrich the communities we serve. This commitment reflects our values of putting people first, doing what is right, being better together, and being driven to achieve, while supporting our purpose of empowering people to rise to the world’s greatest challenges.

Strategic direction: Our promise is that with every community we redefine what is possible. The Relationships pillar supports this area by strengthening our connections with Aboriginal and Torres Strait Islander peoples and organisations and fostering genuine partnerships built on trust, respect, and shared understanding. These relationships help us better understand the communities connected to our projects, create more inclusive outcomes and deliver lasting value. This also aligns with our value of putting people first.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Engage with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for project delivery and design which will improve outcomes for Aboriginal and Torres Strait Islander people.	November 2027	Principal Project Manager, Defence
	Develop and implement a system for identifying projects in which we can engage with Aboriginal and Torres Strait Islander stakeholders and organisations using Stantec’s ‘Aboriginal and Torres Strait Islander Communication and Engagement Plan’.	November 2027	Senior Principal Environmental Scientist
	Promote and educate staff on the use of the Engagement Register for correspondence and engagement activities with Aboriginal and Torres Strait Islander partner organisations.	May 2027 May 2028	Acoustics Project Technical Lead, Team Leader
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2027 May 2028	Principal, Acoustics Project Technical Lead, Team Leader
	Have educational materials and resources accessible and visible around the offices.	September 2027 September 2028	Senior Communications Manager, APAC
	RAP Working Group members to participate in an external NRW event.	May 2027 May 2028	RAP Working Group members
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2027 May 2028	RAP Champion
	Organise at least one NRW event each year.	May 2027 May 2028	RAP Co-Chairs
	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2027 May 2028	RAP Co-Chairs

3.	Promote reconciliation through our sphere of influence.	Review and update the staff engagement and communication plan for 2027 and 2028 to raise awareness of reconciliation across our workforce.	February 2027 February 2028	Senior Communications Manager, APAC
		Review and update our commitment to reconciliation on our website, and post a new article about our RAP journey each year.	July 2027 July 2028	Senior Communications Manager, APAC
		Create a graphic of our RAP journey.	August 2027	Senior Communications Manager, APAC
		RAP Working Group Members to discuss and promote our reconciliation work with external stakeholders to positively influence and drive reconciliation outcomes.	November 2027 November 2028	RAP Working Group members
		Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2027 November 2028	Principal, Acoustics Project Technical Lead, Team Leader
4.	Promote positive race relations through anti-discrimination strategies.	Conduct an annual review of Australia-based HR policies and procedures to remove barriers and better reflect and support Aboriginal and Torres Strait Islander cultural values and practices.	August 2027 August 2028	HR Manager, Australia
		Create an Australian specific anti-discrimination policy and ensure it is comprehensive and current.	April 2027	HR Manager, Australia
		Consult with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors on our anti-discrimination policy.	April 2027	HR Manager, Australia
		Conduct an annual review of the Australian specific anti-discrimination policy to ensure it is comprehensive and current.	May 2028	HR Manager, Australia
		Refresh our senior leaders on the effects of racism.	September 2027 September 2028	HR Manager, Australia

Respect

We respect and honour Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights as an essential part of Australia’s identity and future. We recognise that we have much to learn from one of the world’s oldest continuing cultures and that First Nation’s knowledge and perspectives enrich our understanding of the places and communities where we work. By fostering greater understanding, appreciation and celebration of Aboriginal and Torres Strait Islander cultures across our business, we strengthen our culture, broaden our thinking and create more meaningful impact for the communities we serve.

Focus area: Respect aligns with our strategic direction to create a culture where people feel seen, heard and valued by deepening understanding, appreciation and inclusion across our workforce, and celebrating the cultures, histories and contributions of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct an annual review of cultural learning needs within Stantec Australia to ensure it is up to date and fit for purpose.	February 2027 February 2028	Engagement and Culture Consultant
	As part of our cultural learning strategy, consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to develop content for an online learning module.	February 2027	RAP Co-Chairs
	Implement a cultural learning strategy and promote online learning modules to staff to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	April 2027	RAP Co-Chairs
	Continue to provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2027 February 2028	Engagement and Culture Consultant
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country and measure the engagement of this by session attendance or related digital content views.	May 2027 October 2027 May 2028 October 2028	RAP Co-Chairs
	Review the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, to ensure it is up to date and fit for purpose.	June 2027	Business Leader, Community Infrastructure, Victoria
	Promote the Aboriginal and Torres Strait Islander Resources SharePoint page, including protocols for Welcome to Country and Acknowledgement of Country.	June 2028	Business Leader, Community Infrastructure, Victoria
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year where possible.	May 2028	RAP Co-Chairs

		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2027 November 2028	RAP Co-Chairs
		Review stantec.com/au to ensure Traditional Country names for our office locations are up to date.	October 2027 October 2028	Senior Communications Manager, APAC
		Communicate and promote option to add Acknowledgement of Country to email signature with employees in Australia.	October 2027 October 2028	Senior Communications Manager, APAC
7.	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2027 July 2028	RAP Working Group members
		Ahead of NAIDOC Week, consider how to best encourage staff to participate, and remove any potential barriers.	February 2027 February 2028	HR Manager, Australia
		Communicate information with employees about the meaning of NAIDOC week.	July 2027 July 2028	Senior Communications Manager, APAC
		Promote and encourage participation in external NAIDOC events to all staff.	July 2027 July 2028	RAP Champion
8.	Visibly promote Aboriginal and Torres Strait Islander cultures in our office.	Raise awareness of the AIATSIS map in offices and its importance.	May 2027 May 2028	Shared Services Manager, Australia
		Update and raise awareness of RAP artwork in offices and its importance.	September 2027 September 2028	Shared Services Manager, Australia
		Introduce new starters to the RAP artwork, AIATAS map, and the Aboriginal and Torres Strait Islander Resources SharePoint page.	September 2027	Shared Services Manager, Australia
9.	Encourage learning and use of local language.	Continue to promote the use of place names in email signatures and proposal and report documentation.	May 2027 July 2027 May 2028 July 2028	Senior Communications Manager, APAC
		Promote language materials and resources with staff.	May 2027 July 2027 May 2028 July 2028	Senior Communications Manager, APAC
		Review, update and promote the contact list for each office to Local Land Council for registration of newsletter and contact for opportunity to engage in each local community.	March 2027 March 2028	RAP Co-Chairs

10. Improve cultural knowledge in project outcomes through valuing, respecting and being guided by Aboriginal and Torres Strait Islander peoples.	Engage and support traditional Aboriginal and Torres Strait Islander design consultants to enable any Aboriginal design principles to be implemented on our projects.	November 2027 November 2028	Principal, Acoustics Project Technical Lead, Team Leader
	Audit major projects and update register on 6 monthly basis of case studies where Stantec has engaged with Aboriginal and Torres Strait Islander design consultants.	April 2027 October 2027 April 2028 October 2028	Principal, Acoustics Project Technical Lead, Team Leader
	Create and share a case study showcasing engagement with Aboriginal and Torres Strait Islander design consultants on a Stantec project.	May 2027 May 2028	Principal, Acoustics Project Technical Lead, Team Leader
	Develop and implement an Aboriginal and Torres Strait Islander Communication and Engagement Plan across all business lines	May 2027	Senior Principal Communications and Engagement Specialist

Opportunities

We recognise that creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is an important way we can contribute to positive lasting change. Through employment, professional development, procurement and partnerships, we create pathways for participation, growth and success, while building a culture where people feel valued, supported and able to thrive. In doing so we strengthen communities, build capability, and turn our commitment to reconciliation into meaningful action.

Focus area: Opportunities align with our strategic direction to create a culture where people feel seen, heard and valued. By removing barriers to participation and creating pathways for growth, development and success, we build a more inclusive workplace and enable people to contribute skills, perspectives and experiences in meaningful ways. This reflects our values of putting people first and doing what is right.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Review and improve current method of collecting ethnicity data from employees to understand Aboriginal and Torres Strait Islander representation.	February 2027	Engagement and Culture Consultant
	Communicate to staff that there is an improved method of collecting ethnicity data that is voluntary, and show staff how they can disclose their ethnicity if they would like to do so.	April 2027	RAP Champion
	Advertise the Stantec Future Leaders Scholarship opportunity with Aboriginal and Torres Strait Islander networks.	October 2027 October 2028	Early Careers Lead, Australia
	Review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, including consulting with Aboriginal and Torres Strait Islander employees.	April 2027	Talent Acquisition Manager, ANZ
	Consult with Aboriginal and Torres Strait Islander employees to identify barriers to accessing professional development and factors affecting retention and engagement within the organisation.	May 2027 May 2028	HR Manager, Australia
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2027 November 2027 May 2028 May 2028	Talent Acquisition Manager, ANZ
	Advertise graduate job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2027 August 2027 March 2028 August 2028	Early Careers Lead, Australia
	Explore opportunities to collect data on Aboriginal and Torres Strait Islander representation across recruitment processes to help identify and reduce potential bias and support equitable hiring practices.	February 2027	Talent Acquisition Manager, ANZ
	Enhance cultural awareness and capability among hiring managers to support inclusive recruitment of Aboriginal and Torres Strait Islander Talent	March 2027	Talent Acquisition Manager, ANZ
	Develop our existing relationships with university outreach and placement programs focused on Aboriginal and Torres Strait Islander students at university.	September 2026 August 2027 May 2028	Early Careers Lead, Australia

	Continue our support of and relationship with organisations focused on inspiring and creating opportunities for Aboriginal and Torres Strait Islander high school students, such as Engineering Aid Australia.	June 2027 June 2028	Principal, Acoustics Project Technical Lead, Team Leader
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, including the identification, evaluation, and engagement of prospective suppliers.	January 2027	Director of Procurement, Global
	Continue Supply Nation relationship and membership, and utilise their expertise in increasing our engagement and use of Aboriginal and Torres Strait Islander owned businesses.	July 2027 July 2028	Director of Procurement, Global
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	September 2027 September 2028	Director of Procurement, Global
	Review and update practices to support and promote procurement from Aboriginal and Torres Strait Islander businesses, and ensure they are free from barriers.	April 2027 April 2028	Director of Procurement, Global
	Increase the number and impact of commercial relationships with Aboriginal and Torres Strait Islander businesses, supported by ongoing measurement and reporting.	June 2027 June 2028	Director of Procurement, Global
	Measure and increase relationships with Aboriginal and Torres Strait Islander businesses via a CRM platform or equivalent.	March 2027	Principal Project Manager, Defence
	Foster partnership with Kinaway Chamber of Commerce to identify opportunities to partner and support Aboriginal and Torres Strait Islander owned businesses within Victoria and nationally.	May 2027 May 2028	Business Leader, Community Infrastructure, Victoria
	Foster partnership with NSW Indigenous Chamber of Commerce (NSWICC) to identify opportunities to partner and support Aboriginal and Torres Strait Islander owned businesses within NSW and nationally.	May 2027 May 2028	Principal, Acoustics Project Technical Lead, Team Leader
	Foster partnership with Noongar Chamber of Commerce and Industry (NCCI) to identify opportunities to partner and support Aboriginal and Torres Strait Islander owned businesses within WA and Nationally.	May 2027 May 2028	Principal Project Manager, Defence
	Investigate partnerships with First Nation Chamber of Commerce organisations to identify opportunities to partner and support Aboriginal and Torres Strait Islander owned businesses in other Australian regions.	May 2027 May 2028	Principal Project Manager, Defence
	Promote key information on our Aboriginal and Torres Strait Islander Resources SharePoint page on our First Nation Chamber of Commerce Partnerships, including how to engage, contact details, and internal relationship leads.	February 2027 February 2028	RAP Co-Chairs
	Communicate benefits of First Nations Chamber of Commerce partnerships to employees.	March 2027 March 2028	Senior Communications Manager, APAC

Governance

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	December 2027 December 2028	HR Manager, Australia
	Review and update the Terms of Reference for the RWG.	December 2026	RAP Co-Chairs
	The RWG to meet at least four times per year to drive and monitor RAP implementation.	February 2027 May 2027 August 2027 November 2027 February 2028 May 2028 August 2028 November 2028	RAP Co-Chairs
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2027 August 2028	RAP Champion
	Re-engage our senior leaders and other staff in the delivery of RAP commitments.	April 2027 April 2028	RAP Champion
	Review and update systems to track, measure and report on RAP commitments.	January 2027	RAP Co-Chairs
	Appoint and maintain an internal RAP Champion from senior management.	September 2026	RAP Co-Chairs
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey .	September 2027 September 2028	RAP Co-Chairs
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	July 2027 July 2028	RAP Co-Chairs

	Report RAP progress to all staff and senior leaders quarterly.	February 2027 May 2027 August 2027 November 2027 February 2028 May 2028 August 2028 November 2028	RAP Champion
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date.	February 2027 February 2028	RAP Co-Chairs
	Publicly report our RAP achievements, challenges and learnings, annually.	May 2027 May 2028	Senior Communications Manager, APAC
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2028	RAP Co-Chairs
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2028	RAP Co-Chairs
16.	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	May 2028 RAP Co-Chairs



Contact

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Stantec is a global leader in sustainable, engineering, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what’s previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what’s possible.