

Management Approach: Inclusivity and Fairness

At Stantec, we create opportunity by inviting, embracing, and celebrating differences. We recognize that inclusivity and a commitment to fairness 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 inclusive culture at Stantec, we also strive to bring this 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 inclusivity, Stantec can retain a more diverse talent base because long-term improvements in diversity are only possible when employees feel included and have a sense of belonging. Through a fairness lens, Stantec strives to create a work environment where all employees are treated fairly and respectfully.

Stantec has formally endorsed the [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 LGBT+ inclusive corporate culture).

In Our Operations

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

We continuously strive to build an inspiring, inclusive work environment and to recruit and retain top talent, with purposeful efforts incorporated into our recruitment practices. We don't use quotas to drive our 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 inclusivity council that functions as a steering committee. It is sponsored by our Chief Executive Officer, chaired by the Chief Human Resources Officer, and provides strategic direction to councils in each of our major geographies who implement our strategy in their offices, business lines, and regions.

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

Affinity-Based Groups

[Employee Resource Groups](#) (ERGs) are grassroots teams focused on a diversity affinity. Stantec ERGs are [employee-led](#), voluntary, 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 inclusivity and fairness across our business, provide education, connection, and development opportunities, and help address business challenges.

Stantec ERGs include chapters located around the world across 9 affinities including Women@Stantec, Pride@Stantec, BLK ERG@Stantec, Indigenous Connections@Stantec, Latinos in Stantec, Asians@Stantec, Persons with Disabilities@Stantec, Neurodiversity@Stantec, REACH@Stantec, and Military and Veterans Advocates@Stantec.

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 (Canada/United Kingdom/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 parity, 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@Stantec ERG, open to all employees, 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 (supporting Black engineers and scientists), the American Indian Science and Engineering Society (promoting STEAM to Indigenous communities), the Society of Hispanic Professional Engineers (to actively support advancement of Latin talent), 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 LGBT+ 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), and Stonewall UK (to enhance our knowledge on sexual orientation).

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

Our partners in the disability space include the Disability:IN, Australian Disability Network, 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 United Kingdom that supports the talents of neurodivergent minds).

In recognition of our support of veterans, Stantec is designated a [Military Friendly® Employer](#) in the United States, and, in Canada, is a Proud Supporter under the [With Glowing Hearts](#) program and a Proud Partner from the Military Spousal Employment Network.

Training

Even people who enthusiastically embrace diversity can unconsciously create barriers. This can impact performance, engagement, attraction and retention, promotions, and, ultimately, our ability to build the best teams and produce our best work. 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.

Supporting Clients

Stantec offers numerous client-facing activities throughout our business operating units that help project teams keep social value top of mind.

Stantec strives 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 social value in our project solutions typically results in progress toward most of 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 (known as 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 formal [Indigenous Relations](#) programs in Canada, the United States, Australia, and Aotearoa (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 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 have been recognized by the Canadian Council of Indigenous Business with a [Bronze level certification](#) in the Partnership Accreditation in Indigenous Relations (PAIR) program. The PAIR program is a certification that recognizes organizations that actively engage with Indigenous communities in a meaningful, respectful, and collaborative way.

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

Stantec 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, 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. 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.

One of the key performance indicators of Stantec's sustainability-linked loan is improvement in our gender equality indicators.

Additionally, we gauge progress via an inclusion score generated from our global employee engagement survey, participate in external benchmarking such as the Workplace Pride Global Benchmark, and the [Disability:IN 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](#)