



Pride@Stantec - Paint it Pride Event

INCLUSION AND DIVERSITY

Category I | Community Outreach and/or In-house Initiatives



INTRODUCTION

At Stantec, we believe that inviting, embracing, and celebrating differences creates opportunities and inspires our best work. Stantec's Inclusion and Diversity (I&D) program recognizes the importance that different perspectives and experiences have on delivering innovation and producing transformational change in our communities. Started in 2013, our program not only focuses on ways to drive I&D with our teams in our offices and projects, but also within the larger engineering industry and in our communities.

Inclusion fosters a healthy range of views, facilitates innovation, improves results, creates opportunities, and is our business imperative and moral responsibility. We want all our current and prospective colleagues to feel comfortable and empowered to be their true selves—this means shaping a culture where everyone can work in an environment that is welcoming, accepting, safe, supportive, and free of judgment.

Some highlights of equity, diversity, and inclusion efforts at Stantec include:

- Providing **unconscious bias training** to close to 3,000 colleagues across the company. In 2021 alone, we provided this training to more than 1,000 colleagues, our highest number in a single year.
- Establishing the **Stantec Equity and Diversity Scholarship**, which awards \$200,000 annually to BIPOC (Black, Indigenous, and People of Colour) and other underrepresented students in STEM (Science, Technology, Engineering, and Math) fields.
- **Growing the number of Employee Resource Groups (ERGs)** to 67 chapters globally across 11 affinities, including Women@Stantec, Pride@Stantec, BLK_ERG, Indigenous Connections, Military and Veterans, Latinos in Stantec, Asians@Stantec, and Persons with Disabilities@Stantec.
- Maintaining **11 Indigenous Business Partnerships** in Canada, which generated \$14.3 million in revenue and provided direct investments that support economic growth in Indigenous communities.
- **Participation in the UNGC (United Nations Global Compact) Target Gender Equality Program** and tracked progress against the Women's Empowerment Principles in alignment with Sustainable Development Goals (SDG) 5 on Gender Equality.
- Listed on the **Bloomberg Gender-Equality Index**, which tracks the performance of public companies committed to efforts to support gender equality through policy, representation and transparency.

Inclusion and Diversity **creates opportunity** and **inspires our best work.**

- Participating in the **Global Compact Network Canada Gender Equality, Leadership in the Canadian Private Sector** project in 2021.
- **Diversifying the gender balance of our C-Suite**, where 38% of the positions are held by women, and 25% of our C-Suite are women of colour.
- Completed the first phase of a **Global Gender Pay Equity Review**.
- Creation of a **series of inclusion and diversity competencies and performance goals** to help encourage and reward actions that foster a culture of inclusion.
- Creation of an **inclusion moments library** (including Indigenous Relations moments) to facilitate awareness at the start of meetings.

We are humbled to have received recognition within the marketplace for our I&D efforts, including being named one of the **World's and Canada's Best Employers** in 2020 (Forbes), **America's Best Employers for Women** in 2020 (Forbes), **America's Best Employers for Diversity** in 2021 (Forbes), **World's Top Female-Friendly Companies** in 2021 (Forbes), and

one of the **Top 50 Workplaces for Indigenous STEM Professionals** by the American Indian Science and Engineering Society (AISES) for two consecutive years in a row.

“I proudly identify as an ally and my involvement with Pride@Stantec has provided me the opportunity to **channel my support as an advocate to foster an inclusive and diverse space** where our colleagues have the freedom to be who they are, anytime and anywhere. Being involved with Pride@Stantec has enriched my life through new experiences and friendships that I am truly blessed to have gained.”

— **Ryan Roberts**
Senior Vice President, Water Executive Sponsor,
Pride@Stantec - Alberta South

**Canada's
Best
Employers**

2020 Forbes

**World's
Best
Employers**

2020 Forbes

**America's
Best
Employers
for Diversity**

2021 Forbes

**America's
Best
Employers
for Women**

2020 Forbes

**Gender
Equality
Index**

2022 Bloomberg

**Top 50
Workplaces
for Indigenous
STEM
Professionals**

Spring 2020 & 2021

STANTEC'S I&D PROGRAM

Every company's journey toward inclusion and diversity is different, and there is no one path that works for all. When Stantec first started our I&D program, we chose to partner with the Canadian Centre for Diversity and Inclusion (CCDI), an organization that focuses on industry best practices and research to formulate an effective I&D approach. One of first actions Stantec took was to define exactly what I&D meant for our company, **which was to leverage our differences to create opportunity for our employees, clients, and communities.** Stantec then established an I&D Council to provide a formal mechanism to advance our I&D strategy.

Since that time, our organization has made great strides in I&D, and implemented best practices and lessons learned through our partnership with CCDI and other leaders in the field such as Workplace Pride and Catalyst. We have built a corporate I&D team, and developed processes, practices, and systems to help support and communicate our program to our employees, suppliers, and communities.

→ **Although many companies have I&D programs, what distinguishes Stantec is our unwavering leadership commitment, the depth and breadth of our program, our high employee activation in our many initiatives, our ability to consistently grow and evolve, and the resources we have invested and continue to invest in the program.**

For example, the number of ERGs in our company and the number of individuals involved in I&D activities increase every year.

We have recently established an equity and diversity scholarship that supports a more diverse talent pipeline in our industry. With recent COVID conditions, we have relied on innovative methods to deliver our training, communications, and events to our employees, including utilizing Yammer to keep our employees engaged, informed, and to start conversations relating to I&D, and AdobeConnect and MS Teams to virtually deliver our Unconscious Bias training to employees. We've also modified our events, webinars, and broadcasts so that they can be delivered effectively through Microsoft Teams. **Hosting events and training virtually has increased attendance and made them more accessible to our employees across the globe.** Going forward, we hope to continue to improve and advance our I&D program, and to further streamline our practices to achieve transformation within the company, and embed equity into the fabric of our organization.



Asians@Stantec - Diwali Festival of Lights Event

One of the innovations and strengths of our program is that Stantec approaches I&D from many different standpoints and perspectives. I&D belongs to everyone at Stantec and there are multiple ways to achieve inclusion and diversity. We have a range of options and opportunities available to our employees to encourage and maximize buy-in and engagement. This is demonstrated by the initiatives, touchpoints, resources, and groups that Stantec has created, provided, and implemented to support a culture of inclusion and diversity. These include:

- **Inclusion & Diversity Councils:** Led by senior leadership, members of the I&D Councils come from different backgrounds, have different outlooks, and possess a wide variety of skills and life experiences. Stantec has councils established in all our major geographical regions globally. They are responsible for actioning our Inclusion & Diversity strategy for their respective regions and in alignment with our global I&D direction. Council members drive the creation of practices, goals, and objectives that help us become an organization where every individual feels welcomed and valued. Most of the councils' work is done via committees, which include the Women's Leadership Development (WLD) Committee, Indigenous Connections Committee, Global Pride Committee, and Persons of Colour Committee.
- **Employee Resource Groups (ERGs):** Open to all employees, ERGs are a group of individuals who share a common affinity and voluntarily work together to help the company achieve a diverse workforce and inclusive workplace. Members voluntarily advance inclusion and diversity across our business, support professional networking, provide education and development opportunities, address business challenges, and offer suggestions for improving corporate policies. They also hold events that educate our employees on inclusion and diversity. Many of the Company's ERGs started in Alberta and have now expanded into offices around the world.

Our current global ERGs include:

- Women@Stantec: 39 Regional Chapters
 - Pride@Stantec: 12 Regional Chapters
 - LatinosInStantec: 7 Regional Chapters
 - Asians@Stantec: 1 Regional Chapter
 - Cultural Awareness & Inclusion: 1 National Chapter
 - Reach@Stantec: 2 Global Chapters
 - Indigenous Connections: 1 Global Chapter
 - Persons with Disabilities: 1 Global Chapter
 - BLK_ERG: 1 Global Chapter
 - Military and Veteran Advocates: 1 Global Chapter
 - Neurodiversity: 1 Regional Chapter
- **Training:** Stantec provides access to training for all employees to help them identify and overcome unconscious biases that may be creating unintended barriers to inclusion within Stantec. In 2021, there were virtual training sessions held each month. Over 650 colleagues in Canada have participated in this training so far.

Stantec also provides employee educational and awareness opportunities with various communications on our intranet, and in webinars, workshops, and inclusion moments. Topics have included environmental justice; Truth, Reconciliation & Indigenous Rights; and how to break gender bias. We also equip our recruiters and hiring managers with training and best practices that enrich our talent pool with candidates from diverse and underrepresented backgrounds.

Recently, Stantec partnered with the First Nations University of Canada (FNUofC) for Cultural Awareness Training which will be implemented for all employees working within Canada. The objective of the training is to educate our employees about the history and culture of indigenous communities. The program is being offered through FNUofC's Continuing Education Centre and developed with 4 Seasons of Reconciliation, a multi-media teaching unit that promotes a renewed relationship between Indigenous Peoples and Canadians.

- **Partnerships:** In Canada, we are proud to be partnering with leading organizations in the equity space such as Pride at Work Canada, Catalyst, Skipping Stone Foundation and other organizations that work with Black, Indigenous, and People of Colour (BIPOC) and LGBTQ2+ communities. We've also partnered with professional associations that promote inclusion and diversity in STEM in various regions across North America, including the National Society of Black Engineers, the National Organization of Minority Architects, the American Indian Science and Engineering Society, the Asian American Architects/Engineering Association, the Society of Women Engineers, Out for Undergrad, the Onyx Initiative, and ACE (Architecture, Construction, and Engineering) Mentorship. We've shown our support through scholarships, volunteer opportunities, and joint events that advance inclusion at work, at home, and in our communities.
- **Resources and Sharing:** Stantec has developed resources and guides to support inclusion and diversity in the workplace, including our 'Winning with Diversity' guide to provide our employees with a comprehensive overview of our I&D program, our 'Inclusive

Hiring Guideline' for managers and 'Guide for Race Relations Conversations' to promote respectful interactions on race amongst our colleagues. We've also updated our corporate style guide with expanded guidance on the use of inclusive language, and released an instructions guide on the use of pronouns in eSignatures. In addition, we encourage inclusion and diversity moments in meetings, where stories are shared that bring awareness on I&D topics, focus on how I&D efforts contribute to the success of the organization, or where someone helped to build a more inclusive culture that empowered employees to do their best work.

- **Certifications:** At Stantec, to ensure we are working as effectively as possible with and for Indigenous Peoples, we've committed to attaining certification in the Canadian Council of Aboriginal Business' (CCAB) Progressive Aboriginal Relations (PAR) program. This is a federally recognized certification program and framework for the successful and sustainable implementation of Indigenous relations within an organization. It encourages companies to create business relationships with Indigenous communities.
- **Diversity Supplier Program:** Supplier diversity is an integral part of our commitment to diversity and inclusion, and we are committed to doing business with companies of all sizes and backgrounds. Stantec's Supplier Diversity program consists of a small/diverse supplier utilization policy statement, internal evaluation, reporting and benchmarking, online vendor profile registration, development and implementation of strategic teaming partnerships, and ongoing training for staff and management.
- **Equity and Diversity Scholarships:** Stantec invests \$200,000 annually across our regions to support underrepresented Black, Indigenous, People of Colour communities and other unrepresented groups in their studies in the STEM fields.



Asians@Stantec - Philippines Heritage Month

EFFORT AND COMPLEXITY

As there are no set guidelines or one correct way to encourage diversity and inclusivity that works for every organization, this ambiguity adds a level of difficulty to the implementation of an I&D program. There is a lot of information on I&D practices and sometimes contrasting perspectives/approaches, which can make it difficult to generate consensus in our approach. Adding to the difficulty is the constantly evolving I&D environment influenced by current events, new trends, and information in the marketplace. In addition, another challenge includes obtaining the needed buy-in from all staff to implement the I&D plan, and the ability to accurately measure the effectiveness of the plan (as some participation data is often provided on a voluntary basis and may not be fully representative of our I&D efforts).

To mitigate these challenges, Stantec has leveraged the expertise of our I&D team, and worked closely with our industry partners to obtain knowledge of current best practices, lessons learned, and current trends to ensure a strategy is formulated that works and makes sense for Stantec. In addition, to drive consensus and buy-in to our approach, our I&D team participated in regional meetings to introduce our I&D program, and held multiple one-on-one conversations with employees to gain a comprehensive understanding of what I&D means to them and to incorporate their feedback. Stantec was careful to take a non-intrusive approach to I&D, providing resources, platforms, and opportunities for employees to connect on the subject, but not implementing mandatory measures and training. In addition to creating materials around the topic of I&D on The Lens (Stantec's intranet and employee communication tool), the Company supported our employees in starting internal communications around I&D topics, and to share their stories and perspectives.



“The Pride@Stantec ERG has empowered me to provide educational peer support, implement equitable changes to work environments, and raise awareness of unconscious bias. The feedback I receive reinforces that we are **valued and supported in our mission.**”

— **Peter Robertson, Senior Graphic Designer and Co-chair, Pride@Stantec, Vancouver, BC**

Employees are encouraged to bring up I&D moments in meetings to educate and empower staff, and to use tools like Yammer and Microsoft Teams to connect on I&D topics.

Although the overall objective of our I&D program remains constant, to achieve flexibility in our program, and ensure it reflects current events and best practices, Stantec holds planning meetings through our I&D councils at the start of every year to determine specific short-term objectives and to determine a plan forward. Our ERGs are also required to submit yearly plans with specific objectives and a budget.

One risk in the implementation of the I&D program is putting too much emphasis on metrics over a short period of time, as these may not be entirely representative of the program's effectiveness. Metrics can change frequently due to market conditions, staff turnover, and other factors, and negative downswings may result in a loss of momentum and/or buy-in to the I&D program. Stantec mitigates this risk by looking at both quantitative and qualitative measurements; for example, gathering detailed feedback through initiatives such as our Global Engagement Survey, which allows employees to provide valuable qualitative feedback.

Continuous Improvement

Stantec's long-term efforts in support of inclusion and diversity have resulted in global recognition. While we celebrate the progress that has been made thus far, we know that our efforts are just a start—we are committed to constantly looking for new ways to improve and recognize that we must stay nimble and flexible to changing conditions and situations.

Stantec has established a team of specialists to formulate best practices, procedures, standards, and processes around inclusion and diversity; these include a core Corporate I&D team, Global I&D Leads in different regions around the world, and a Supplier Diversity Team. These individuals work closely with our industry-leading I&D partners such as CCDI, Workplace Pride, and Catalyst and connect with them on a regular basis. Our I&D partners share resources, best practices, provide advice on our strategy, and connect us with other organizations championing I&D in the broader industry. We have regular touchpoints to obtain guidance and ideas on furthering our I&D program, improve its effectiveness, and implement real change.

We measure the success of our I&D strategy in various ways, both internally and externally. Firstly, we provide candidates and employees the option to self-identify at various stages of the employment cycle so we can track and report representation in hires, current employee counts, and turnover. Some examples of internal metrics we track include:

1. I&D metrics on representation across the employee lifecycle (applications, hires, promotions, exits)
2. Exit survey data disaggregated by gender
3. Employment Equity Achievement Reports as part of our compliance program in Canada
4. Information gathered via our Global Engagement survey. The survey includes a questionnaire that measures perceptions of inclusion at the organization, manager, team, and individual levels. The survey allows us to assess levels of engagement and inclusion across specific segments of our diverse workforce.

5. Completions of our Unconscious Bias Training

6. Number of Employee Resource Groups (ERGs)

Since Stantec's I&D program inception, we have seen a growth in the numbers of ERGs, I&D education opportunities, number of individuals receiving unconscious bias training, and the number of individuals championing or being involved in I&D activities overall, all positive indicators of the program's success and improvement.

Externally, we participate in various benchmarking opportunities. For example, we have been named to the Bloomberg Gender Equality Index (GEI) in 2021, for the third year in a row. The index is voluntary, and results are based on companies which release their gender-related data to the Bloomberg Gender-Equality Reporting Framework. GEI measures equality across five pillars:

1. Female leadership and talent pipeline
2. Equal pay and gender pay parity
3. Inclusive culture
4. Sexual harassment policies
5. Pro-women brand

Another example is our participation in the Workplace Pride Annual Global Benchmark, which allows participating firms to track their progress in LGBTQI+ workplace inclusion efforts. The index was developed with the support of the University of Leiden in the Netherlands. Major employers and non-governmental organizations (NGOs) from several different countries participate each year. Stantec participated in the Benchmark last year and scored 60.9% overall, well above the median, which is an excellent achievement for our first year of our participation (most firms score 20-30% in their first Global Benchmark).

All the metrics we gather are closely reviewed by our leadership and Inclusion & Diversity Councils to create and/or modify programs and initiatives that close gaps and improve our organizational performance and employee experience in equity, diversity, and inclusion.

BENEFIT TO SOCIETY

Stantec promotes diversity, inclusion, and equity not only within the company, but also in the industry and in our communities. Stantec builds deep industry engagement through our partnerships with various associations that promote I&D in STEM, such as the National Society of Black Engineers, Society of Hispanic Professional Engineers, National Organization of Minority Architects, Asian American Architects/Engineering Association and the ACE (Architecture, Construction, and Engineering) Mentor program. In addition, as mentioned previously, our I&D program proactively supports grassroots organizations that promote inclusion and diversity, provides scholarships to minority and Indigenous students, participates in community partnerships, and finds opportunities to engage with and recruit women, members of visible minorities, Indigenous Peoples, those of diverse ethnic origins, and people with disabilities. By improving our policies and practices, educating and encouraging behaviours that support inclusion and belonging, and elevating underrepresented groups, we believe our efforts will lead to greater depth in our talent pool and a more equitable engineering industry at large.

In addition, we support and invite our employees to take ownership of initiatives and to work with our Inclusion and Diversity Councils to proactively help Stantec make a difference in the communities we serve. One of the guiding themes of our Employee Resource Groups is thinking of ways to engage our communities and enhance our corporate social responsibility so that we can help build communities that reflect the rich diversity where our employees live and work. One example of a community event is Stantec's

Pride Parades, weekend-long events that celebrate everyone who identifies as part of the LGBTQ2+ family or who support as allies. Stantec also sponsor community events such as the Prismatic Arts Festival, which showcase indigenous artists from across the country.

Stantec also has a Dollars for Doer Community Engagement Program, to encourage our employees to volunteer their personal time to local charities and I&D related organizations, through boosting the value of charitable contributions with a cash donation. If individuals volunteer more than 25 hours of their personal time in a year to an I&D organization, the company will contribute a monetary donation of up to \$500. Alternatively, if four or more employees raise money for a qualified local I&D event, Stantec will match the raised amount up to \$1000 per team.



"Although there are still major hurdles for women in the professional world, it is extremely encouraging that Stantec supports initiatives such as **Women@Stantec** to address these hurdles and make them less daunting.

Every discussion we have with the Women@ Stantec community is meant to **challenge ourselves, our community/company, and societal norms**, and that has been the most beneficial component of the ERG for me."

— **Lindsey Geddes, Electrical Engineer in Training and Co-Chair, Women@Stantec Alberta South**

SUPPORTING SUSTAINABILITY

Sustainability is built on the premise that positive economic results are possible when we effectively manage our environmental, social, and governance (ESG) activities in our operations and for our clients. As a result, our company's I&D activities are directly and fundamentally linked to our Corporate Sustainability Strategy, which outlines our plan to develop a sustainable future for the clients and communities we serve and to provide an inclusive and equitable workplace for all our employees. Corporate Knights ranked Stantec first in the Professional, Scientific and Technical Services peer group and in the Construction and Engineering Global Industry Classification Standard in their 2022 rankings. We also consistently receive top rankings by investor driven ESG rating systems.

Many of our clients are advancing I&D initiatives, driven in part by increased industry regulations and compliance. **Going forward, we see Stantec's I&D initiatives, events, processes, procedures, resources, and standards playing an increasingly larger role in the firm's project delivery, reputation, and relationship with our clients and communities.** Stantec is always looking for ways to work closely with our clients to actively incorporate sustainability strategies on our projects. An example is our recent City of Calgary MAX Purple Bus Rapid Transit (BRT) project which involved stakeholders with diverse backgrounds. We assisted with the development of an engagement plan that incorporated flexible and accessible consultation formats at times and locations that worked for people that live and work along the corridor. Also, given the diverse group of

#1

Ranked most sustainable corporate in North America

2021 Corporate Knights Global 100

#5

Ranked most sustainable corporation in the world

2021 Corporate Knights Global 100

users of the BRT, amenities such as colour-based wayfinding signage was designed for easy comprehension by English language learners to enhance the transit experience. For visually impaired riders, we installed tactile warning strips as part of every platform to signal the end of the stations' safe area and the start of the roadway.

Throughout this project, we looked for opportunities to give back to the community. We hosted numerous community events like painting sidewalk art along the International Avenue Business Revitalization Zone as part of our annual Stantec in the Community Week. This helped the students at Holy Trinity School understand how to get to the relocated crossing of International Avenue introduced as part of the project. The team also worked with The Alex Food Centre to design and build an onsite compost system to support sustainable re-use of food waste as part of their operation to address food insecurity in East Calgary.



Design with
community in mind