

Organization Name: Stantec Consulting

Project or Program Name: Inclusion & Diversity

Goal that best reflects your Project or Program's achievements: Provides professional growth or leadership opportunities for People of Color through our policies, projects, hiring practices, or actions

Launch date for the Project or Program

3/4/2013

How many months of proven experience is this submission based upon?

Eight (8) years.

Is this Project or Program complete? If no, when will it be completed?

No. It is ongoing.

Briefly describe the Project or Program

At Stantec, we embrace diversity and foster inclusion by creating opportunities for our staff to share, embrace and celebrate the differences that make up Stantec, our clients and communities that we serve. In 2013 Stantec formed its Inclusion and Diversity Councils that champions and guides our efforts to ensure that we stay true to and focused on our diversity and inclusion goals and commitments. Stantec has several I&D Councils across our global organization. Members of the I&D Councils reflect the diversity we hope to achieve across the company; they come from different cultures, have different outlooks, and possess a wide variety of skills and life experiences. They each have one important job: to execute our Inclusion & Diversity strategy. Through dialogue, research, and action, the Council drives the creation of practices, goals, and objectives that will help further our work to become an organization where every individual feels welcome, valued, and achieves their potential. The Councils have an unwavering focus on making a difference and strengthening our inclusive culture. Stantec I&D Subcommittees Women's Leadership Development (WLD) Committee: The WLD Committee dedicated to helping women build confidence, expand their sphere of influence, and remove obstacles and biases with the ultimate goal of providing equal opportunity for advancement. Indigenous Committee: The Indigenous Committee inspires to honor the heritage and history of Indigenous and Native American People in the US, address the rights of Indigenous employees, and learn how we can remove barriers to employment opportunity for Indigenous talent. Persons of Color Committee: The Persons of Color Committee focuses on continually building a culture of inclusion for all, including promoting equity of other underrepresented racialized groups. The I&D initiatives are further supported by a variety of Employee Resource Groups. This comprehensive program is designed so that all of us together shape a culture where everyone can bring their whole selves to work in an environment that is welcoming, accepting, safe, supportive, and free of judgement. The inclusive workplace we want to achieve empowers and inspires, and provides psychological safety and wellbeing. It encourages all individuals to celebrate their identity and unique voice. And it enables us to build our diversity pipeline; that is, it creates greater depth in our talent pool as we strengthen and diversify our succession planning. Without inclusion without building environments where people feel they belong diversity is that much more difficult to achieve. To attract and retain top talent from all walks of life, we need to ensure inclusion is a way of being a value system that informs our approach towards leadership, mentorship, and creating clear and defined pathways for growth and career advancement. Truly transformative work is born from diversity. Harnessing the power of all the characteristics that make us who we are is vital to our success. We

design with community in mind and to genuinely fulfill that promise, we commit to equity in design and to be representative of the many communities we serve. It's our diversity of thought and expression that sets us apart on the global stage-our combined creativity, innovation, and expertise will always help to maximize our potential to do our best work for our clients and have a lasting impact on our world.

What objective(s) was the Project or Program designed to accomplish?

Objectives of the Stantec's Inclusion & Diversity Councils:

- To serve as change agents for inclusion, and to activate Stantec's I&D strategy in their offices, business lines, and regions to create an inclusive environment that attracts and retains diverse talent;
- To be inclusive leaders and sponsors who raise visibility for employees and help them build networks of supportive colleagues;
- To support the rollout of Unconscious Bias training across the organization;
- To encourage the creation of Employee Resources Groups to continue fostering grassroots efforts that lift our people up, build more inclusive spaces, and celebrate our diversity.

Objectives of Stantec's ERGs:

- To create a safe space for employees to discuss the issues surrounding personal experiences related to their particular expression of diversity.
- To increase awareness, education, and employee engagement about diversity and inclusion at work.
- To focus on improving skills relevant to our business, for continued professional and personal growth.
- To provide leadership development opportunities.
- To enhance outreach and business activities to diverse industries, companies and clients.
- To support community building through corporate social responsibility, reaching diverse communities.

How did the Project or Program accomplish the stated objectives?

The Global Talent Engagement is responsible for the stated objectives, which is also championed by our executive team and CEO. Through that department, Stantec has an Inclusion & Diversity Council that helps to develop and validate the diversity strategic plan that drives practices, goals, and objectives, and monitors the organization's progress against those goals and objectives. This includes the measurement of employee representation across the organization and tracking development. The support of this framework is our Employee Resource Groups that are linked to the overall Global Inclusion & Diversity Council structure and are directly supported by their assigned Regional Inclusion & Diversity Council.

Objectives of the Stantec's Inclusion & Diversity Councils:

- We established designated and sought volunteers to serve as change agents for inclusion, and to activate Stantec's I&D strategy in their offices, business lines, and regions to create an inclusive environment that attracts and retains diverse talent;
- To be inclusive leaders and sponsors who raise visibility for employees and help them build networks of supportive colleagues;
- We rolled out and recently updated our Unconscious Bias training across the organization, as well as our Anti-discrimination trainings for supervisors and employees;
- We encouraged the creation of Employee Resources Groups to continue fostering grassroots efforts that lift our people up, build more inclusive spaces, and celebrate our diversity; and designated a corporate sponsor for each ERG to show our commitment.

Objectives of Stantec's ERGs:

- More than eight ERGs have been created as a safe space for employees to discuss the issues surrounding personal experiences related to their particular expression of diversity.
- These ERGs have sponsored company-wide presentations that increase awareness, education, and

employee engagement about diversity and inclusion at work.

- They also have work sessions on improving skills relevant to our business, for continued professional and personal growth.
- Each ERG has its leaders which help support and provide leadership development opportunities.
- Each ERG has participated in and offered suggestion to enhance outreach and business activities to diverse industries, companies and clients.
- Our ERGs are also active in Stantec's identification of where it can support community building through corporate social responsibility, reaching diverse communities, through scholarship and mentorships.

What were the successful, demonstrable results of the Project or Program that positively affected the customer, agency and/or the community?

Stantec wants to be holistic in its approach to I&D program which is why we have both internal and external focuses. Internally, our ERGs are active sponsoring programs available to all Stantec employees that discuss cultural differences and issues of race, gender, and sexual-orientation. We have webpages dedicated to our I&D program. We instituted Inclusion Moments which staff are asked to include in their meetings just as we do with our Safety and Ethics Moments. This year we presented a serious discussion on The Talk sponsored by our BLK ERG, Charting Your Own Path to Leadership Success, virtual screening of Picture a Scientist sponsored by Women@Stantec; a Global Webinar: Hope Over Hate to observe Asian Heritage Month sponsored by the Asians@Stantec ERG; and Pride month recognitions by the Pride@Stantec ERG; as well as recognizing Hispanic Heritage Month sponsored by Latinos in Stantec. This month we recognize our LGBTQ community and Indigenous community as well. As a testament to our efforts to create a supportive Company where everyone can thrive, Forbes recently recognized Stantec as one of the world's best employers for women, and our work is still expanding. We are continually looking to guide and support our next generation of idea makers and innovators - especially historically underrepresented and Black, Indigenous, people of color (BIPOC), students pursuing education in science, technology, engineering, arts, and math (STEAM) fields. For many years, Stantec has collaborated individually with organizations to nurture students looking to advance their education. Since 2012, we have generated over \$2.2 million in donations to fund a variety of scholarships on the local and regional level. The Stantec Equity and Diversity scholarship is progressing these efforts by grouping our scholarships under one umbrella to better organize and distribute funds globally. Our CEO Gord Johnston announced that, through this scholarship, we will award \$200,000 annually to students in different locations around the world. We will base the number of scholarships awarded on the specific needs of applicants. The Stantec Equity and Diversity scholarship is a visible sign of our commitment to design a better future by directly attracting and supporting the best and most diverse talent. Our efforts to promote inclusion & diversity extend far beyond scholarships. Over the years, we have partnered with and sponsored many organizations that foster diversity and inclusion and continue to do so. Examples of these organizations include: the National Organization of Minority Architects (NOMA), Inspire, the Society of Hispanic Professional Engineers (SHPE), National Society of Black Engineers (NSBE), American Indian Science and Engineering Society (AISES), EngiQueers Canada, Society of American Military Engineers (SAME), Aboriginal HIPPO, United Nations Women, Canadian Mental Health Association, International Women in Mining, Army Women's Foundation, and Movember, and many other great and inspiring organizations. As part of our Dollars for Doers program, we will contribute up to \$500 to support a charity where employees volunteer at least 25 hours of your personal time over a 12-month consecutive period or a team raises money for a local event.

Is your Project or Program relevant and applicable to the overall toll industry? If so, how?

As a company, we have a passion for creating strong and vibrant communities, many of which support the toll industry. In our communities, we focus on four pillars: arts, education, environment, and health and wellness. Through donations, sponsorships, and volunteering, we connect with our communities and help strengthen them in meaningful ways. We support community arts through engagement with museums, education programs, symphonies, community arts festivals, arts organizations, and arts funds and councils. Using school and business partnerships, we help encourage elementary and secondary students to pursue higher education or training (with an emphasis on skill training in sciences and technology). We're also proud to support healthcare initiatives in the communities where we operate. From preventative education and training to outreach programs and research, we invest in health initiatives that support both physical and mental health care. One last pillar of our community engagement focuses on programs that promote sustainable development, environmental responsibility, energy efficiency, and air quality - plus those that address climate change. We aim to make a difference in the places where we live and work. Along with our four pillars, we also put our focus on equity & diversity partnerships, Scholarships, Dollars for Doers, and Stantec in the Community (SITC) Week. Stantec is committed to investing in the communities where we live and work. By 2025, we aim to invest a further \$15 million into community organizations around the globe, taking our total to \$45 million since starting this initiative in 2007.

How did this Project or Program achieve or demonstrate excellence?

We measure success of our D&I programs through a variety of ways. We measure D&I efforts through inclusion survey questions with our employee engagement survey. We are measuring whether employees feel that they can come to work and be themselves and what values, goals and efforts are important to them. We survey bi-yearly, with our most recent survey completed in spring of 2020. From our 2020 survey we have updated our Strategic Plan to address equity and expand community outreach. This years survey lead to increase partnerships with national and local groups supporting diversity and inclusion and increase funding for minority student scholarships and mentorships. We also measure success as the amount of employee engagement in ERGs. Each ERG has a core planning group of four to eight organizers and a sponsor, who is a senior leader. ERGs are at the local, regional and national levels which makes for more than 50 ERGs (which has grown from one Women@Stantec group that started in 2015) affiliated with one of the umbrella ERGs. Local ERGs host programs, events, networking opportunities and social gatherings. Most ERGs are locally based and funded under the guidance of the Inclusion & Diversity Council of the country where they operate, however we also have virtual ERGs expanding across different regions. ERGs are employee-led and depend heavily on the commitment, dedication, and leadership skills of its members. Every ERG is open to anyone in our global network who wants to participate. Women@Stantec Helps women build confidence, expand their sphere of influence, and remove obstacles and biases with the goal of providing equal opportunity for their advancement at Stantec. Pride@Stantec A safe and supportive space for LGBTQ2+ colleagues and allies, Pride@Stantec is working to build a culture of acceptance and inclusiveness in the workplace. Stantec respects and celebrates LGBTQ2+ rights and aims to lead the corporate realm by example. Latinos in Stantec (LiS) Appreciating different backgrounds creates stronger teams, and stronger teams result in better outcomes. The goal of LiS is to empower Stantec employees (Latinos and non-Latinos) to serve as role models, work with their communities, and become leaders within our organization. Persons with Disabilities PWD@Stantec The PWD ERG believes it is important to raise awareness and ensure employees are informed about disabilities, in hopes that any persons with visible and/or non-visible disabilities within the organization can reach their highest potential and count on a welcoming and inclusive environment at Stantec. Military and Veteran Advocates (MAVA) We facilitate the integration and engagement of members of the military community at Stantec. The MAVA ERG brings together veterans, reservists, guard members, spouses, and family members of military service members. Indigenous Connections To create an opportunity for Stantec employees to connect and learn about Indigenous histories, cultures, and values. This connection and empathy will help foster a workforce that is more inclusive of Indigenous Peoples, and ultimately, make Stantec a more inclusive company overall. By learning more about the past, we are in a better position to conduct ourselves in a respectable manner and

play a positive role in reconciliation. BLK Advancing the diversity, inclusion, and development of Black employees, the BLK ERG is focused on increasing the representation of Black professional talent and works to mentor and develop the base of high-performing Black professionals at Stantec. Asians@Stantec By promoting awareness on culture-based aspects and challenges in the workplace, Asians@Stantec aligns with the organization's global business objectives - to assist in the education and practice of diversity and multiculturalism. At Stantec, we are encouraged to be ourselves and to show our culture so that we feel comfortable working here. A sense of acceptance and belonging helps efficiency and productivity. Cultural Awareness & Inclusion The Cultural Awareness & Inclusion ERG's focus is to promote and encourage an environment of inclusiveness, respect, and understanding for all cultures within our teams. Our ERG encourages people to embrace the richness this diversity provides and grasp the opportunities it builds.

Describe any innovative aspects of your Project or Program

Inclusions Moments

We developed a library of Inclusion Moments for staff to access. What is an Inclusion Moment? An Inclusion Moment is a short education opportunity and a great way to start meaningful conversations about inclusion and diversity while contributing to building a truly inclusive workplace at Stantec. Incorporating Inclusion Moments into our meetings supports our mission to create an environment for our colleagues and clients that is welcoming, safe, supportive, and free of judgement—a place where people feel comfortable and empowered to do their best work, because they're free to be their truest selves.

Using Inclusion Moments can help engage and educate employees, build relationships between team members and clients, and contribute to our culture of inclusion. The Inclusion Moments have become part of our internal and external meetings. Staff are encouraged to use the library or develop their own.

Unconscious Bias Training

Recognizing that even people who embrace diversity may have unconscious bias, a preference or prejudice formed against a person or group without even realizing it, we initiated a virtual interactive Unconscious Bias training led by a team of experienced Stantec facilitators certified by the Canadian Center for Diversity and Inclusion. The training is specifically designed to provide awareness and education about what biases are, understanding their impacts and how they can be managed.

Inclusion & Diversity Partnerships

To help create an inclusive workplace, Stantec has partnered with various leading organizations around the world to provide our colleagues with access to learning opportunities and practical resources.

- Catalyst (Global)

Catalyst is a global non-profit that helps organizations remove barriers and drive the advancement of women in the workplace. Catalyst is a trusted source for knowledge on gender and inclusive leadership.

- Stonewall (UK)

Stantec partners with Stonewall in the UK as part of their Diversity Champions Programme. Stonewall works with institutions to create inclusive and accepting cultures by educating them on the huge value and benefits brought to them by LGBTQ2+ people, empowering them as advocates and agents of positive change, and ensuring they offer inclusive, equitable, and inspiring environments for LGBTQ2+ people.

- The Canadian Centre for Diversity and Inclusion

The Canadian Centre for Diversity and Inclusion (CCDI) is a national non-profit organization that is a trusted advisor for all issues related to diversity, human rights, and equity in Canada's workplaces. CCDI helps us improve inclusivity in our organization through strategy planning, research, and education.

- **Pride at Work Canada**

Pride at Work Canada provides benchmarking, training, and consulting services to help foster workplaces that recognize LGBTQ2+ employees as an important part of a diverse and effective workforce.

Dollars for Doers

Stantec's Dollars for Doers program encourages employees to volunteer their personal time to local charities, and boost the value of charitable contributions with a cash donation from Stantec.

Employees can participate in Dollars for Doers in two ways: Individual Volunteer—If you volunteer a minimum of 25 hours of your personal time over a 12-month consecutive period to a charity in your Region, Stantec will contribute up to \$500 to that charity. Team Fundraiser—If a team of four or more Stantec employees raises money for a qualified local charitable event, Stantec will match the raised amount for the charity up to \$500 per team.

List individuals worthy of special recognition for this Project or Program

Gord Johnston, President & CEO; Carla Artis, National Director, Diversity and Compliance, and Ricardo Carlos Perez, Director of Global Inclusion, Diversity, and Engagement.