



Stantec Australia Pty Ltd

# Innovate Reconciliation Action Plan

Sept 2024 – Sept 2026



# Acknowledgement of Country

Stantec Australia acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to lands, sky, waters, and communities. We pay our respects to Aboriginal and Torres Strait Islander peoples and to Elders past, present and emerging.



# Innovate RAP

Reconciliation Australia commends Stantec Australia Pty Ltd on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Stantec Australia Pty Ltd to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Stantec Australia Pty Ltd will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships, respect, and opportunities* emphasises

not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Stantec Australia Pty Ltd is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Stantec Australia Pty Ltd's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Stantec Australia Pty Ltd on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Artist Bio

Chern'ee Sutton, a proud Kalkadoon woman and artist from Mount Isa, Australia, is passionate about her culture and history and wants to share that with the rest of the world through her art. Her unique style embodies her ancestor's culturally sacred stories in an optimistic and contemporary style. Chern'ee's artwork can be found hanging in The Royal Collection in Buckingham Palace, Queensland Parliament House, and the Queensland State Library, and she has exhibited in London, Tokyo, Singapore, Hong Kong, Melbourne and Sydney. Chern'ee's passion for reconciliation and equality has been recognised through numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards, Queensland Pride of Australia Award, Local NAIDOC Awards including Artist of the Year, and she has been an Australia Day Ambassador since 2018.

## The Artwork - Stantec's 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 which 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 represents Stantec's offices across Australia.

The grey, orange and white spirit trails which come out from the centre lead to smaller community symbols, which represents 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 that they are all connected with common passion and promise.

The handprint in the bottom left corner represents Stantec's humble beginnings, starting as a one-person firm in 1954. The footprints represent their journey and growth into the award-winning company that it is today, and they 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 RAP working group and their commitment to reconciliation through their work, which is always moving forwards and never backwards. The shield in the top left corner represents Stantec's commitment to protecting their employees and the environment. The HSSE represents Stantec's Health, Safety, Security and Environment program.

The four orange, grey and white stars represent the four Stantec

values: 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 customers and clients continuously returning. The 16 yellow, orange, grey and white dotted circles in the background, some of which contain silhouettes, represents some of Stantec's many services and markets. These include Buildings, Transport, Geotechnical Engineering and Materials Testing, Power Engineering and Design, Water Services, Environmental Science, and Sustainability. Stantec is a leading award-winning company committed to community, reconciliation, and to bringing together diverse perspectives so we can collaborate towards shared success.

By Chern'ee Sutton  
[cherneesutton.com.au](http://cherneesutton.com.au)



"Stantec's Reconciliation Journey"  
Size – 61cm wide X 91cm high  
by Chern'ee Sutton.



## Leadership Endorsement Messages

We are always looking for ways to build stronger connections with communities, so I am thrilled to share our first Innovate Reconciliation Action Plan (RAP) with you. Stantec's presence in Australia has emerged from organic and acquisitive growth, and this RAP unites our previously inherited multi-faceted approach to reconciliation. With this RAP, we reaffirm our commitment to create meaningful engagement with and to improve the prosperity of Aboriginal and Torres Strait Islander peoples and businesses.

Our Innovate RAP recognises how our unique skills and expertise can help to deliver positive social, environmental, and economic outcomes for First Nations peoples. It also challenges us to continue deepening our understanding of First Nations cultures and the significance of collaboration and community. Such actions are essential to our promise: with every community, we redefine what's possible.

I am immensely proud of the work that has gone into developing Stantec's Australia's first Innovate RAP. A lot of the credit must go to our dedicated RAP

committee and our Inclusion, Diversity & Equity team who have combined their heads and their hearts to produce this meaningful and achievable plan for Stantec's reconciliation journey.

Please join me in embracing and implementing our RAP, and I welcome your feedback and ideas on how we can continue to improve and innovate in this space. Together, we can make a difference and contribute to a more just, equitable and sustainable future for everyone.

**Ashok Sukumaran**  
Country Leader  
Stantec Australia Pty Ltd

📍 Ashok Sukumaran, Country Leader of Stantec Australia, and David Pitronaci, Regional Director of Community Development.

## Our vision for reconciliation

Our vision for reconciliation is an inclusive and educated Australia, whereby citizens understand and acknowledge our shared history and work collectively to recognise, respect, and celebrate the oldest living cultures on earth. Stantec Australia acknowledges our responsibility to build and maintain genuine relationships with First Nations peoples and communities. We will celebrate Aboriginal and Torres Strait Islander histories and cultures in our projects and offices around Australia. We value the opportunities to work in partnerships with First Nations peoples across Australia.

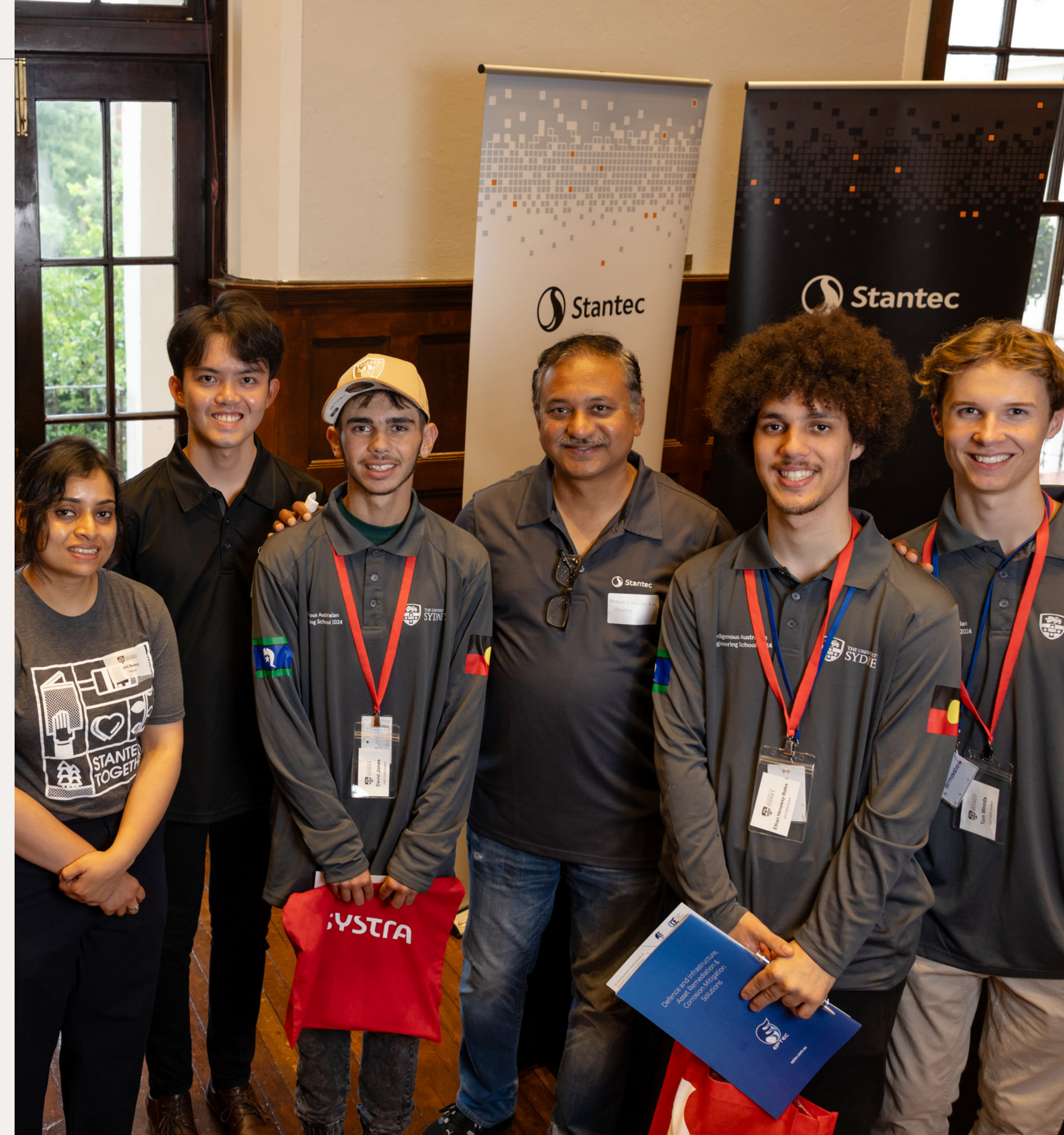
We aim to embed reconciliation across our business, and to cultivate a work environment that is culturally safe and respectful for First Nations peoples.

## Our business

Stantec is a global leader in sustainable engineering, architecture 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 more than 31,000 employees working in over 450 locations across six continents. In Australia, our more than 2,000 people in urban and regional teams work from 25+ offices located across the country to collaborate with clients and communities. This includes 1% of our team who identified as First Nations in a 2024 optional self-identification internal survey.



📍 Indigenous Australia Engineering School, ran through Engineering Aid Australia

# Our Values

*Our core values unite us as a firm. Our commitment to the health and safety of our people and to being ethical underpins our values and strengthens everything we do.*

## WE PUT PEOPLE FIRST

People are at the heart of everything we do; they give our work purpose. That’s why we listen to 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 First Nations communities.
- Support and foster respect and understanding of First Nations cultures and traditions among our employees and contractors.
- Develop employment opportunities and practices that foster a welcoming and progressive environment for First Nations employees by reviewing our current practices to ensure and enable opportunities for Aboriginal and Torres Strait Islander peoples.
- Provide equitable access to employment, training, and education opportunities through our continued partnerships with First Nations organisations and by consulting with identified staff.

## WE DO WHAT IS RIGHT

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:

- Engage with First Nations communities to develop capacity through job training and post-secondary education support and collaborate on employment initiatives that target First Nations peoples.
- Engage, and seek to collaborate and foster relationships with First Nations leaders to inform strategy and policy.

## WE ARE BETTER TOGETHER

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:

- Provide opportunities for equitable business development through relationship building and partnering.
- Provide Indigenous cultural awareness training to employees.
- Elevate our commitment to NAIDOC Week and Reconciliation Week across our offices and engage senior leadership to promote each to our people.
- Maintain regular Unconscious Bias training to reinforce the value of diverse perspectives and to reduce any inherent bias that may impacts our decisions.

## WE ARE DRIVEN TO ACHIEVE

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:

- Work with First Nations peoples to progress sustainable benefits for employing First Nations people and partnerships, and to participate in First Nations industry associations.
- Enhance our First Nations community engagement strategy.

## Our RAP

Stantec Australia's first Innovate RAP unites the multi-faceted reconciliation approach it inherited from legacy firms as a result of the business' organic and acquisitive growth model. The development of this Innovate RAP re affirms Stantec's commitment to reconciliation and outlines how it will continue to create meaningful and respectful relationships with First Nations peoples.

This RAP was created with internal and external stakeholders including Ashok Sukumaran, Country Leader for Stantec Australia, as the RAP champion and a passionate ally of First Nations affairs. Externally, Stantec engaged with Kinaway, a Chamber of Commerce and First Nations business directory, to advise and assist with the RAP's development. Members of the Kinaway team include Alex Martins and Kayla Cartledge who attended RAP working group meetings during the development phase. Stantec will continue to engage with First Nations partners, such as Kinaway, to seek the expertise that will ensure the appropriate cultural lens is maintained while we work to improve our representation and understanding.

Stantec's internal RAP Working Group members come from different business lines across the country. The Group includes employees who identify as First Nations contributing alongside allies. Additionally, Stantec has consulted with employees and with leaders from our First Nations partners, such as Kinaway, to help improve our First Nations representation and understanding.

## RAP Working Group

- Ashok Sukumaran – Country Leader, Australia, RAP Champion
- Indigenous Consultant -- external, Chair
- Paul Broad, HR Manager – Australia, RAP Working Group Member (QLD)
- Jessica Finch, Global Inclusion, Diversity and Equity Consultant, APAC, RAP Working Group Member (NSW)
- Nikolas Kenny, Environmental Scientist, RAP Working Group Member (NSW)
- Meisha Stevens, Acoustics Project Technical Lead, RAP Working Group Member (NSW)
- David Pitronaci, Regional Director, Community Development, RAP Working Group Member (NSW)
- Claire Bickerstaff, Business Leader, Community Development, RAP Working Group Member (VIC)
- Brooke Hay, Aquatic Ecology Team Lead, RAP Working Group Member (WA)
- Susannah Farfor, Senior Pursuits Specialist, RAP Working Group Member (VIC)
- Lee Morton, Senior Principal Communications and Engagement Specialist/Practice Leader, RAP Working Group Member (VIC)
- Mel Faircloth, Shared Services Manager, Australia, RAP Working Group Member (QLD)

Given Stantec's vast geographical engagement with First Nations communities, the working group now plan to set up state-based sub-groups to assist them drive actions and outcomes from the RAP. This will heighten state-based engagement with the RAP's deliverables and increase the diverse perspectives of First Nations relationships where more geo-targeted guidance and relevance to projects is required.



📍 Members of our RAP Working Group across Australia.



# Our RAP Journey

Stantec's recent organic and acquisitive growth resulted in several legacy firms bringing their previous RAP's to the business. Up until this RAP, Stantec has continued to progress reconciliation across the pillars of *Relationships, Respect, and Opportunities*. While we acknowledge there is still much more we can do, we also recognise our achievements to date, which include:

- Ongoing efforts to increase First Nations business engagement through multiyear partnerships with Kinaway (Platinum Partner) and Supply Nation (member).
- Providing opportunities for employees to attend Cultural walking tours, Cultural Awareness training, and training on delivering an authentic Acknowledgement of Country.
- Continued partnerships with Engineering Aid Australia and Career Trackers to support increasing opportunities for Aboriginal and Torres Strait Islander students to pursue a pathway in engineering and science, e.g., presenting on career opportunities, creating tailored internship opportunities, and hosting design workshops with students.

- A former industry sponsor of the Clontarf Foundation (2023) which supports Aboriginal and Torres Strait Islander young men to attend school and foster positive employment opportunities in their post-school endeavours.
- Held in-person events for National Reconciliation Week, including presentations from local Land and Sea Council representatives.
- Hosted Reconciliation Film Club screenings across our offices.
- Acknowledged National Reconciliation Week across offices, including meeting with key partners and sharing insights.
- Developed resources for employees to learn cultural protocols, including Acknowledgement of Country.
- Purchased books written by First Nations authors, and set up libraries and book clubs across our offices.
- Initiated a partnership with a First Nations procurement supplier, GaWun, to develop and print our RAP artwork on lanyards and t-shirts.
- Partnered with First Nations Clean Energy Network to support climate action for First Nations communities and progress knowledge-sharing on First Nations-led renewable energy projects.
- Continued to recognise our sphere of influence in strategic selection of partnerships such as the First Nations Clean Energy Network as a business decision in post 2023 Referendum context.

**As we continue our RAP journey, we recognise the work we have ahead of us.**

## Lessons learned:

- Improve engagement and accountability across our business lines to implement appropriate elements and goals of the RAP as part of ongoing business activities.
- Our ability to capture the engagement of First Nation businesses on a project level can be improved.
- Our First Nation business supply chain can be improved with continued focus on opportunities at a national level and on larger supplier contracts. We are working with our social procurement teams to work in partnership with First Nations businesses and have supported our partnerships with Supply Nation and Kinaway to do so, as well as our partnership with GaWun.
- Allocate funding to collaboratively and sustainably build business.

- Representation on our RAP Working Group has been difficult to manage with a focus on cultural load. We know that this representation is incredibly important, as we know that lived experience should drive all initiatives, and we continually seek how we better engage with our First Nations employees to join our RAP Working Group.
- As we rely on our employees to self-identify through an annual survey, it is difficult to know if we capture full representation of our First Nations employees .
- Recognised our need for external consultation ongoing. An external consultant, who identifies as First Nations, has been engaged to lead this and is supporting our ongoing journey, with plans for external consultation to continue to provide cultural insights, ideas, and approaches to our business.
- Continue to have reconciliation conversations and reflections with employees in day-to-day business as usual interactions.



📍 Stantec Newcastle staff undergo a cultural walking tour on Country.



### Spotlight on Engineering Aid Australia

Our partnership with Engineering Aid Australia gives Stantec the opportunity to foster the engineering career pathways of young First Nations peoples. Through our partnership, we reaffirm and recognise that Australia’s First Nations peoples are the first scientists in history and the first engineers. We have also supported their Indigenous Australian Engineering School (IAES) for several years, where some of our employees run workshops and showcase projects to help engage the minds of First Nations Year 9 – 12 students from right across Australia.



### Spotlight on First Nations Clean Energy Network

Stantec has announced its partnership with the First Nations Clean Energy Network to support the role of First Nations peoples in Australia’s energy transition. It will also involve knowledge sharing on First Nations-led renewable energy projects throughout Australia between Stantec’s team and Network members. [Read more on our partnership.](#)

📍 Staff and students attending the Indigenous Australia Engineering School through Engineering Aid Australia

# Relationships

We are focused on building and maintaining strong relationships with First Nations peoples, creating a framework for sustainable and strategic action towards reconciliation. As a consulting business, relationships are critical to our success, so we are always looking for ways to build stronger connections with communities and meaningful engagement of First Nations peoples and businesses. This aligns with our values of putting people first, doing the right thing, being better together and being driven to achieve. This also aligns with our purpose as a company to empower people to rise to the world's greatest challenges.



## Focus area: With every community, we redefine what is possible, working across Country and to seek meaningful relationships with Aboriginal and Torres Strait Islander people and organisations. This 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.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future project engagement.</li> </ul>	June 2025	Urban Places Market Leader
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan in each state to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	November 2024	Community Development State Lead
	<ul style="list-style-type: none"> <li>Create a register of correspondence and engagement activities with Aboriginal and Torres Strait Islander partner organisations.</li> </ul>	October 2024	Acoustics Project Technical Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our local employees, via email, and through office specific presentations.</li> <li>Have educational materials and resources accessible and visible around the offices.</li> </ul>	May 2025 May 2026	Communication Manager APAC
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	May 2025 May 2026	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	May 2025 May 2026	RAP Champion
	<ul style="list-style-type: none"> <li>Organise at least one NRW event per year.</li> </ul>	May 2025 May 2026	RAP state representatives
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	May 2025 May 2026	RAP Working Group Chair

3.	Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement an employee engagement strategy to raise awareness of reconciliation across our local workforce.</li> </ul>	February 2025	HR Manager
		<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation externally, including on our website.</li> </ul>	September 2024 July 2025 July 2026	Communication Manager APAC
		<ul style="list-style-type: none"> <li>Explore and action identified opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	October 2024 June 2025 January 2026	Urban Places Market Leader
		<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	March 2025 March 2026	Acoustics Project Technical Lead
4.	Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of Australian based HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	September 2024 September 2025	HR Manager Australia
		<ul style="list-style-type: none"> <li>Review our anti-discrimination policy for our organisation to ensure its comprehensive and current.</li> </ul>	September 2024 September 2025	HR Manager Australia
		<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	February 2025	HR Manager Australia
		<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	July 2025 March 2026	HR Manager Australia
		<ul style="list-style-type: none"> <li>Continue to provide Unconscious Bias training options each quarter for staff to attend.</li> </ul>	October 2024 February 2025 April 2025 July 2025 October 2025 February 2026 April 2026 June 2026	L&D Manager

# Respect

We respect and honour Aboriginal and Torres Strait Islander histories and knowledge as the world’s oldest living and continuing cultures. We have much to learn from First Nations peoples, and Stantec commits to listening, understanding, and applying learnings into our projects where appropriate as we continue to redefine what’s possible.



## Focus area: Respect aligns with Stantec’s commitment to design with community in mind and continuing to build an inspiring, inclusive work environment that attracts, supports, and develops world-class talent and thought leadership.

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 a review of cultural learning needs within Stantec Australia.	October 2024	HR Manager Australia
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2025	RAP Working Group Chair
	• Develop, implement, and communicate a cultural learning strategy document for our employees.	April 2025	RAP Working Group Chair
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2025	Talent and Learning Development Manager APAC RAP Working Group Chair
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 intranet views that provides this content.	September 2024	RAP Working Group Chair
		November 2024	
		February 2025	
		May 2025	
		September 2025	
		November 2025	
February 2026	RAP Working Group Chair		
May 2026			
February 2025			
• Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	• 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.	February 2025	RAP Working Group Chair
		May 2025	RAP State Representatives
		May 2026	
		September 2024	RAP State Representatives
• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.		September 2024	RAP State Representatives

		<ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	September 2024	RAP State Representatives
		<ul style="list-style-type: none"> <li>• Update website to include traditional Country names for our office locations.</li> </ul>	October 2024	Communication Manager APAC
		<ul style="list-style-type: none"> <li>• Communicate option to add Acknowledgement of Country to email signature with employees in Australia.</li> </ul>	October 2024	Communication Manager APAC
7.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>• RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2025 July 2026	RAP Working Group Chair
		<ul style="list-style-type: none"> <li>• Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.</li> </ul>	March 2025	HR Manager Australia
		<ul style="list-style-type: none"> <li>• Raise awareness and share information with employees about the meaning of NAIDOC week.</li> <li>• Promote and encourage employee participation in external NAIDOC events.</li> </ul>	July 2025 July 2026	RAP State Representatives
8.	Visibly promote Aboriginal and Torres Strait Islander cultures in our office.	<ul style="list-style-type: none"> <li>• Purchase and display AIATSIS map (including blurb in all offices).</li> <li>• Print and display RAP artwork and story in all offices</li> </ul>	September 2024 September 2024	RAP State Representatives
9.	Encourage learning and use of local language.	<ul style="list-style-type: none"> <li>• Translate Stantec's values into the local language, starting with the city-based offices.</li> <li>• Actively promote the use of place names in email signatures and proposal and report documentation.</li> <li>• Share language materials and resources with staff.</li> </ul>	July 2025 July 2025 July 2025	Marketing and Communications Lead Marketing and Communications Lead Marketing and Communications Lead
		<ul style="list-style-type: none"> <li>• Provide each office location with a contact to their Local Land Council for registration of newsletter and contact for opportunity to engage in each local community.</li> </ul>	July 2025	Marketing and Communications Lead
10.	Improve cultural knowledge in project outcomes through valuing, respecting and being guided by Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> <li>• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander consultant to inform our Aboriginal Design Principles strategy.</li> <li>• Develop and communicate strategic Aboriginal and Torres Strait Islander Community Design Principles that can be updated on six (6) monthly basis to reflect the journey that Stantec Australia is on.</li> <li>• Adopt Aboriginal and Torres Strait Islander Community Design Principles on projects across transport, community development, water, environment, and buildings, including engagement with local Aboriginal and Torres Strait Islander communities.</li> </ul>	December 2024 September 2025 December 2024 June 2025	Urban Places Market Leader

# Opportunities

Through our project partners and suppliers, we aim to create direct employment opportunities for Aboriginal and Torres Strait Islanders and influence social and economic outcomes. We also have an opportunity for our projects to be guided by our Aboriginal and Torres Strait Islander employees, project partners and by purposeful collaborations, which in turn, builds capacity for all involved.



**Focus area: Enabling our practitioners, who work across Australia on planning, design, and delivery of built environment projects, to support the health and wellbeing of Country and community by considering guidance provided by Aboriginal and Torres Strait Islander peoples, within our employee base, business partnerships, stakeholders, and clients. This aligns with our strategic value of doing the right thing and putting people first.**

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander representation to inform future employment and professional development opportunities.	October 2024 October 2025	HR Manager Australia
	• Advertise the Stantec Equity and Diversity Scholarship opportunity with Aboriginal and Torres Strait Islander networks.	October 2024 August 2025	IDE Consultant
	• Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development initiatives.	April 2025	RAP Working group chair
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2025	HR Manager Australia
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2025	Talent Acquisition Manager
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2025	Talent Acquisition Manager
	• Develop our existing relationships with university outreach and placement programs focused on Aboriginal and Torres Strait Islander students at university.	September 2024 August 2025 May 2026	IDE Consultant
	• 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.	September 2024 August 2025 May 2026	IDE Consultant

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.	February 2025	APAC Procurement Manager
	• Continue Supply Nation relationship and membership, and utilise their expertise in increasing our engagement and use of Aboriginal and Torres Strait Islander owned businesses	September 2024 August 2025	APAC Procurement Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	September 2024 September 2025	APAC Procurement Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2024 February 2025 August 2025 February 2026	APAC Procurement Manager
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses where appropriate.	October 2025	APAC Procurement Manager
	• Investigate partnerships with First Nation Chamber of Commerce organisations to identify opportunities to partner and support Aboriginal and Torres Strait Islander owned businesses.	October 2024	RAP State Representatives



# 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 RWG.	December 2024 December 2025	HR Manager Australia
	• Establish and apply a Terms of Reference for the RWG.	September 2024	IDE Consultant
	• Meet at least four times per year to drive and monitor RAP implementation.	September 2024 November 2024 February 2025 April 2025 August 2025 November 2025 February 2026 April 2026 August 2026 November 2026	RAP Champion
14. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2024 August 2025	Indigenous Relations Consultant
	• Engage our senior leaders and other employees in the delivery of RAP commitments.	September 2024 November 2024 February 2025 May 2025	RAP Champion
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2024 February 2025 May 2025 August 2025 November 2025 February 2026 May 2026	RAP Working Group Chair
	• Appoint and maintain an internal RAP Champion from senior management.	September 2024	RAP Working Group Chair

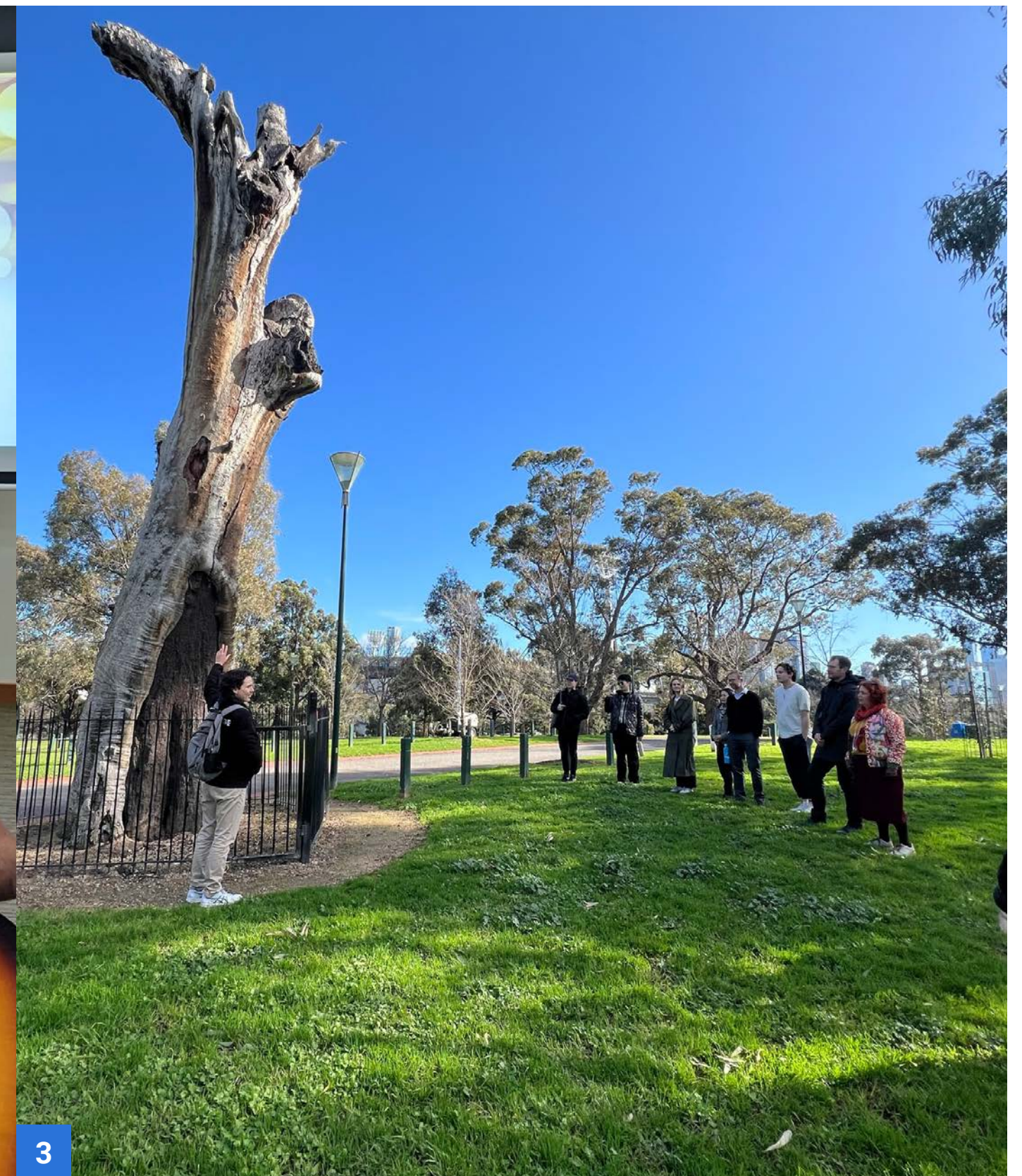
15	Build accountability and transparency through reporting RAP achievements, challenges and learnings.	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	September 2024 September 2025 September 2026	RAP Working Group Chair
		• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	July 2025 July 2026	RAP Working Group Chair
		• Report RAP progress to all staff and senior leaders quarterly.	October 2024 February 2025 May 2025 August 2025 November 2025 February 2026 May 2026 July 2026	RAP Working Group Chair
		• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date.	February 2025 February 2026	RAP Working Group Chair
		• Publicly report our RAP achievements, challenges and learnings, annually.	May 2025 May 2026	Communications Manager APAC
		• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2025	RAP Working Group Chair
		• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2026	RAP Working Group Chair
		16.	Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.



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- 1. Stantec staff attend the Engineering Aid Australia graduation dinner.
- 2. Indigenous Services Australia staff Tony and Carola attend conducting a cultural awareness training for Stantec staff.
- 3. Stantec Melbourne team at a cultural walking tour on Country.

**Contact**

**Jessica Finch**  
 Global Inclusion, Diversity and Equity Consultant  
 02 8484 7017  
[Jessica.Finch@stantec.com](mailto:Jessica.Finch@stantec.com)



Stantec is a global leader in sustainable architecture, 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.