



PEOPLE · EXCELLENCE

INNOVATION · GROWTH

Sustainability  
Report 2019



## Stantec and the COVID-19 Pandemic

As we were preparing Stantec's 2019 Sustainability Report, the world began to respond in earnest to the COVID-19 pandemic. Because our corporate pandemic response efforts began in early January 2020—outside the scope of this report—we will comprehensively describe our COVID-19 response in next year's Sustainability Report.

In the meantime, here are some high-level points of interest:

- Stantec's Pandemic Preparedness Program was established in 2011 and consists of a Pandemic Response Plan that is overseen by a Pandemic Committee.
- The Pandemic Committee members are subject matter experts and include two Executive ESG Committee members (chief human resources officer and senior vice president of Health, Safety, Security, Environment, and Sustainability) as well as one of our firm's principal toxicologists, certified as a Diplomate of the American Board of Toxicology.

- As an element of our business continuity planning, our IT systems were already designed in anticipation of the potential need to have staff work from home. Once the need for social distancing and stay-at-home orders became clear, Stantec was able to immediately respond.
- At the start of the pandemic, we were able to immediately deploy our crisis communications, health and safety, and mental health programs to minimize the stress on our employees.
- Many of Stantec's service offerings—such as health care design, disaster preparedness, water treatment, and resiliency planning and implementation—are providing direct support to the pandemic response.

For more information as the crisis continues to unfold, please reference Stantec's dedicated [COVID-19 webpage](#) for expert knowledge, relevant service offerings, information on business continuity, and leadership messages.

## ABOUT THIS REPORT

This Sustainability Report, Stantec's 13th annual, highlights our contributions to and focus on sustainability and provides information about Stantec's material environmental, social, and governance (ESG) issues, impacts, and achievements for our fiscal year ending December 31, 2019. All financial information is reported in Canadian dollars (unless otherwise stated).

### Frameworks

The Sustainability Report covers Global Reporting Initiative (GRI) Sustainability Reporting Standard Disclosures and the ways in which we meet the needs of certain stakeholder groups.

The GRI Content Index (Appendix A) refers to topics in the Engineering and Construction Services Standard of the Sustainability Accounting Standards Board (SASB) and the recommendations in the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board.

The report also includes Stantec's Communication on Progress for the United Nations Global Compact (Appendix B).

Throughout this report we have included Management Approach links to provide additional information on the topics identified in this report (summarized in Appendix C).

### Report Boundaries

This report reflects all Stantec worldwide operations.

### Reviews and Approvals

Our consolidated financial statements were audited by Ernst & Young LLP Chartered Professional Accountants. Our greenhouse gas emissions inventory was [independently verified](#) by [Apex Companies](#) (previously Bureau Veritas Group).

Stantec's sustainability disclosures and data underwent internal quality checks and are factual to the best of our knowledge at the time of reporting. The report underwent a formal review and approval process by senior management from each functional area, the Executive ESG Committee, and the C-suite. Additionally, the board Health, Safety, Security, Environment, and Sustainability Committee reviewed the report before its release.

Stantec commissioned [ISOS Group, Inc.](#) to conduct a [third-party review](#) of this report to determine whether it was prepared in accordance with the requirements of the Core report option of the GRI Sustainability Reporting Standards.

### More Information

Additional information is available in our [Annual Report](#) dated February 26, 2020; our [Management Information Circular](#) dated March 11, 2020; our [Annual Information Form](#) dated February 26, 2020; our [2019 CDP Disclosure](#) (formerly the Carbon Disclosure Project); and on our website, [stantec.com](#). Combined, these resources provide transparency regarding Stantec's ESG performance.

This report, past reports, and future updates can be accessed at [stantec.com/sustainability](#). We welcome your comments and questions about our sustainability efforts. Please direct them to [sustainability@stantec.com](mailto:sustainability@stantec.com).



Finchaa-Amerti-Neshe Water Conveyance System  
Blue Nile River Basin, Ethiopia

## TABLE OF CONTENTS

<b>MESSAGE FROM OUR PRESIDENT AND CEO</b>	<b>1</b>	<b>APPENDIXES</b>	<b>50</b>
<b>SUSTAINABILITY AT A GLANCE</b>	<b>2</b>	<b>APPENDIX A</b>	
<b>STANTEC SNAPSHOT</b>	<b>3</b>	GRI Content Index	A.1
<b>SUSTAINABILITY AT STANTEC</b>	<b>11</b>	<b>APPENDIX B</b>	
Sustainability Approach	12	UNGC Communication on Progress	B.1
Sustainability Governance	14	<b>APPENDIX C</b>	
Strategy	15	Summary of Management Approaches	C.1
Climate Action	18	<b>APPENDIX D</b>	
Sustainable Development Goals	20	Cautionary Note Regarding Forward-Looking Statements	D.1
Materiality	23		
<b>ENVIRONMENTAL STEWARDSHIP</b>	<b>25</b>		
Environmental Management	26		
Reducing Emissions	27		
Resource Conservation	28		
<b>SOCIAL BETTERMENT</b>	<b>30</b>		
People-Centered Workplace	31		
Health, Safety, and Security	38		
Charitable Investments	39		
Indigenous Connections	40		
Innovation	42		
<b>RESPONSIBLE GOVERNANCE</b>	<b>43</b>		
Corporate Governance	44		
Ethics and Compliance	45		
Risk Management	45		
Integrated Management System	46		
Project Delivery	47		
CyberSecurity and Privacy	48		
Human Rights	48		
Sustainable Supply Chain	49		





Stantec is deeply involved in promoting a sustainable future in the communities we are a part of through the use of better design to revitalize cities, promote renewable energy, and restore ecosystems. We continue to support the UN Global Compact and align our work with the UN Sustainable Development Goals.

Our success proves that it's possible to be profitable while maximizing the beneficial impact we have on the planet and people.

**Planet**

Besides focusing on reducing our own environmental impact, we also develop and deliver innovative ways to reduce carbon emissions, mitigate environmental impacts, and enhance the resiliency of the communities and clients we serve. Enabling our clients and communities to address their sustainability and resilience challenges isn't just the right thing to do; it's an immense business opportunity.

Climate change, shifting population demographics, geopolitics, and transformative technologies are expected to drive trillions in demand for design services in the areas of coastal resilience, ecosystem restoration, smart cities, and renewable energy between now and 2030.

Our people are passionate about sustainable design, and our expertise in the area is a key differentiator when it comes to winning business.

**People**

The powerful forces affecting the world today are creating a wide array of sustainability challenges. Our talented scientists, engineers, and architects are dedicated to meeting these challenges with insight and innovation.

To attract and retain our team of experts, we work hard to foster an inclusive culture that values and vigorously pursues professional ethics, health and safety, and exceptional project performance. I'm proud of the thousands of women and men who devote so much talent and passion to Stantec's clients and communities.

In addition to our own people, we are committed to improving the quality of life of those living in the communities we serve through sustainable design, formalized volunteer opportunities, and charitable support systems.

**Protection**

Strong governance that promotes socially and environmentally responsible practices is an absolute requirement to achieve sustainable earnings growth and protect the interests of the environment, clients, employees, and shareholders alike. Together with our board, our leadership promotes a culture of responsibility and continuous improvement.

We will continue to make good on our promise to design with community in mind by helping our clients and

communities successfully address their sustainability goals. Whatever the challenge, Stantec is ready to help our clients and communities meet it.

A handwritten signature in black ink that reads "Gord Johnston". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

**Gord Johnston**  
*President and Chief Executive Officer  
Stantec*

Stantec embraces the entire sustainability spectrum: environmental protection and enhancement, social responsibility, and good governance.

Key 2019 Sustainability Highlights

Overall

Named by *Corporate Knights* as one of the 100 Most Sustainable Companies in the World and 50 Best Corporate Citizens in Canada

Actively supported the UN Global Compact and Sustainable Development Goals

Signed onto the UK Climate and Biodiversity Emergency Declaration

Approved new ESG investment options for our US and Canadian retirement programs

Named one of the Top 100 Smart Cities Providers at *Newsweek* magazine's Momentum Awards

Environmental

Recognized by CDP for climate leadership (A- score)

Reduced Scope 1 and 2 emissions by 39% since our 2013 baseline

Rolled out a print management program in the United States that is reducing our paper usage by more than 35%

Established low-waste programs in Italy, the Netherlands, and the United Kingdom

Social

Reduced our injury rate (total recordable incident rate or TRIR) by 15% since 2018

Created a new C-suite position focused on innovation and annually invest approximately \$3 million to support the innovation, creativity, and thought leadership of our people

Hosted the seventh annual Company-wide volunteer event, Stantec in the Community Week, and annually donate approximately \$3 million to charities

Supported the success of Indigenous communities through business partnerships, capacity building, and philanthropy

Hosted the twenty-third annual Company Innovation Forum where 100% of the topics presented had a connection to sustainability

Governance

Governed by executive- and board-level sustainability committees

Further strengthened and embedded sustainability, including climate action, into our strategic plan

Advanced gender equity (44% of the board and 20% of the executive officers were female)

Operated an Integrated Management System that includes internationally certified environmental, health and safety, quality, and IT management systems

Summit County Fleet Maintenance and Road & Bridge Facility Solar Array Frisco, Colorado, United States

# Stantec Snapshot

## IN THIS SECTION

[Our Vision](#)

[Our Value Creators](#)

[Our Geographies](#)

[Our Economic Performance](#)

[Our Sustainability Service Offerings](#)

[Our Commitments](#)

[Our Value Chain](#)

[Our Sustainability Ratings](#)

[Our Accolades](#)



Beijing, Hebei Province, China

Beijing North Canal Water Treatment Plant

## OUR VISION

Stantec is a global consulting company comprised of scientists, engineers, and architects innovating together at the intersection of community, creativity, and client relationships.

## Our Purpose

The impact we make in the world

**CREATING COMMUNITIES**

## Our Promise

The difference we deliver

**DESIGN WITH COMMUNITY IN MIND**

## Our Goal

What keeps us headed in the right direction

**TO BE A TOP-TIER GLOBAL DESIGN AND DELIVERY FIRM THAT IS RECOGNIZED FOR OUR CREATIVE, TECHNOLOGY-FORWARD, AND COLLABORATIVE APPROACH**

## Our Values

The beliefs we share that guide our behavior

**SAFETY AND ETHICS**

**WE PUT PEOPLE FIRST**

**WE ARE BETTER TOGETHER**

**WE DO WHAT IS RIGHT**

**WE ARE DRIVEN TO ACHIEVE**



Footbridge and Marsh at SEVA Residences  
Candiac, Québec, Canada

**We aim to grow and diversify sustainably for the benefit of our clients, employees, and shareholders. We will do this through a client-centric framework with four value creators.**



**People**

People are at the heart of our business and are the reason we are a top-tier global design and delivery firm. When we build an inclusive organization composed of diverse people, we create extraordinary results. We are fortunate to employ people with a wide range of talents, perspectives, and experiences.

**Innovation**

Innovation and creativity are essential elements of our past and future success. Our innovation strategy combines proven ideas with curiosity, creativity, and technology-forward approaches to find new ways to meet client challenges, increase efficiency, and improve profitability.

**Excellence**

Growth without a focus on quality of solutions and efficiency of service is unsustainable. To remain competitive, we need a nimble organizational structure, scalable processes, exceptional project execution, and cost efficiencies. But that can't happen without a firm commitment to investing in the growth of our business, investing in our people, and working with a steadfast commitment to safety, sustainability, and ethics.

**Growth**

For us, growth isn't just about getting bigger. It's about constantly getting better. Organic growth and acquisition growth go hand in hand in strengthening our organization, providing employees with opportunities to work on exciting projects around the world, and offering value for our stakeholders.

OUR GEOGRAPHIES

21,852

Total # of Employees

7,684

Canada

9,257

United States

399

Latin America/Caribbean

1,607

United Kingdom



Company Headquarters in  
Edmonton, Alberta, Canada.

476

Continental Europe

440

Middle East/Africa

252

Asia

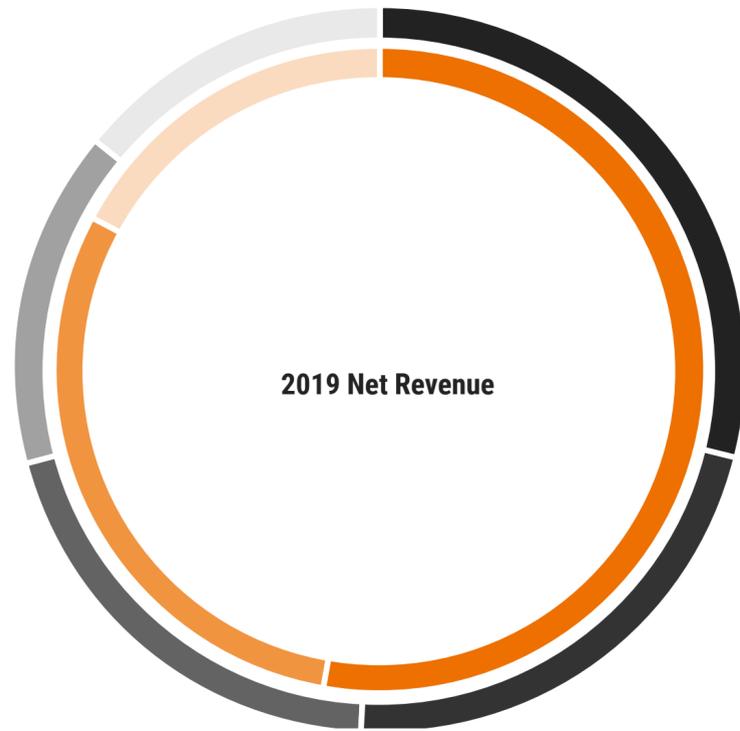
345

India

1,392

Australia/New Zealand

OUR ECONOMIC PERFORMANCE



**Business Operating Units\***

- 29% Infrastructure
- 22% Buildings
- 20% Water
- 15% Environmental Services
- 14% Energy & Resources

**Reportable Segments\***

- 52% United States
- 30% Canada
- 18% Global

\*Percent of net revenue

\$4.8 billion

gross revenue

\$3.7 billion

net revenue

65 years

profitability

#3

design firm in North America

#10

design firm in the world

Sources: *Engineering News-Record* and internal analyses



University of Lethbridge, Science Commons  
LEED Registered, Targeting Gold  
Lethbridge, Alberta, Canada

**OUR SUSTAINABILITY SERVICE OFFERINGS**

<b>Buildings</b>	Integrated approaches that consider climate and site, performance modeling, passive and net-zero/positive design, WELL Building criteria, LEED® certification, and post-occupancy assessment at the scale of building interiors, buildings, and communities
<b>Community Development</b>	Smart cities, regional and community planning (to conserve energy and promote wellness), low impact development, watershed planning, brownfield development, and Envision certifications
<b>Energy &amp; Resources</b>	Renewable energy design (solar, wind, waterpower, waste-to-energy, energy storage), transportation and infrastructure electrification, and low-carbon fuel development
<b>Environmental Services</b>	Ecosystem restoration, wetlands and estuaries management, energy and environmental audits, climate change adaptation and mitigation planning, carbon accounting and management, natural resource damage assessments, cultural impact assessments, social partnering, socio-ecological systems resiliency, sustainable economic appraisals, environmental impact assessments, and sustainability strategy and reporting
<b>Transportation</b>	Public transportation (transit, bus), complete streets (walking, cycling, transit), and smart mobility (accessible, automated, connected, electric, shared)
<b>Water</b>	Coastal protection and restoration, flood protection, groundwater protection and recharging, water reuse, water conservation, water and wastewater treatment, and watershed management



M-1 Rail Penske Center  
 Detroit, Michigan, United States

**OUR COMMITMENTS**

- [UN Global Compact](#)
- [UN Sustainable Development Goals](#)
- [AIA 2030 Challenge](#)
- [UK Civil Engineers Declare Climate Change and Biodiversity Emergency](#)
- [Natural Capital Coalition](#)
- [Waste to Wealth](#)
- [Newcastle Blue Green Declaration](#)
- [Gender Equality Leadership in the Canadian Private Sector](#)
- [City of Edmonton Corporate Climate Leaders Program](#)
- [Pride at Work](#)
- [The Diversity Agenda](#)

OUR VALUE CHAIN

	Upstream	Stantec Operations	Downstream
<b>Description</b>	Vendors for purchases of IT hardware and software, telecommunications, office supplies, technical supplies, and other materials	Leased buildings, vehicle fleet, travel providers, employees, future employees, subcontractors, subconsultants	Clients, communities, project partners
<b>Ability to Influence</b>	Indirect	Direct	Indirect
<b>Stantec Actions</b>	Stantec's procurement practices consider ways to positively influence impacts in the supply chain	This document covers Stantec's efforts to positively manage our operational sustainability performance	Stantec's services consider and seek to minimize negative and maximize positive impacts of client projects

OUR SUSTAINABILITY RATINGS

# Climate leadership (A-)

**CDP**

<b>AA</b>	<b>A-</b>
<b>MSCI</b>	<b>Refinitiv</b>

**ISS QualityScore**

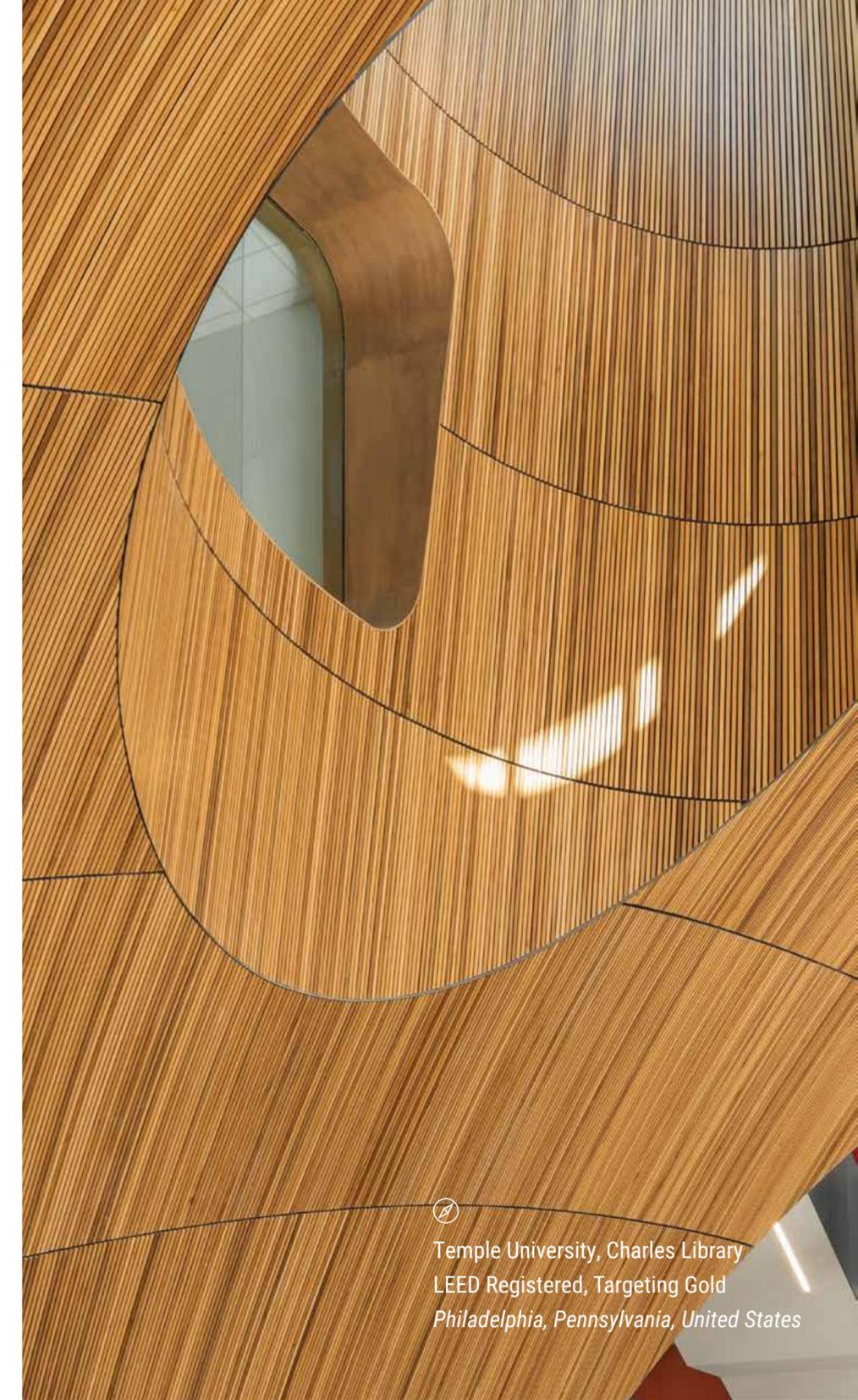
<b>1</b>	<b>2</b>	<b>2</b>
<b>Environment</b>	<b>Social</b>	<b>Governance</b>

# Prime status

**ISS ESG Corporate Rating**

# Outperformer, low risk

**Sustainalytics**



Ⓢ Temple University, Charles Library  
LEED Registered, Targeting Gold  
Philadelphia, Pennsylvania, United States




 Madinat Salman  
 Sewage Treatment Plant  
 Sustainability Medal  
 Kingdom of Bahrain

**OUR ACCOLADES**

**Corporate Sustainability**

[Most Sustainable 100 Companies, World, Corporate Knights](#)

[Best 50 Canadian Corporate Citizens, Corporate Knights](#)

Listed on the [Jantzi Social Index](#)

**Employment**

[Candidate Experience Award](#), Talent Board

[Glassdoor](#) 3.5-star rating

Listed in the *Muse* [27 Companies We Love This Minute](#)

[Emerging Professionals Employer Award](#), Association for Consulting & Engineering

[Apprentice Employer Award](#), Apprenticeships National Awards, South East Regional

[Best Place to Work Award](#), Vermont Business Magazine

[Best Place to Work Award](#), AIA Miami/Fort Lauderdale Chapter

**Diversity**

[Diversity Award](#), American Water Works

[Most Ambitious Company in Gender Diversity Award](#), Engineers Australia

[Sponsor of the Year Award](#), National Organization of Minority Architects, Southern California Chapter

**Health and Safety**

[International Safety Award](#), British Safety Council

[Order of Distinction](#), Royal Society for the Prevention of Accidents

[Reader's Choice Health and Safety Award](#), Canadian Occupational Safety magazine

[Safety Award of Excellence](#), Alaska Governor's Office

**Community Engagement**

[Community Engagement Award](#), The Business Magazine

**Supply Chain**  
[Supplier of the Year](#), Excellence in the Community, Northumbrian Water

**Industry Leadership**

[Top 100 Smart Cities Providers](#), Momentum Awards, Newsweek

[#3, Top 215 Green Design Firms](#), Building Design & Construction magazine

[#8, Top 100 Green Design Firms](#), Engineering News-Record

[#8, Top 200 Environmental Firms](#), Engineering News-Record

# Sustainability at Stantec

IN THIS SECTION

- Sustainability Approach
- Sustainability Governance
- Strategy
- Climate Action
- Sustainable Development Goals
- Materiality



Katiki, Otago, New Zealand

Katiki Beach Coastal Erosion Protection

## Sustainability Approach

At Stantec, 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

For 14 years, Stantec has formally integrated sustainability commitments into how we operate our business. ESG initiatives introduce efficiencies that save the company money; improve the quality of life of our employees; reduce the environmental footprint of our operations; provide a foundation for effective decision-making, risk management, and transparency; drive innovation; and promote a culture of responsibility and stewardship.

At Stantec, we take responsibility for the impacts of our internal operations by

- Choosing approaches that are least likely to impact the environment
- Providing an inclusive and equitable workplace for our employees
- Actively volunteering in and engaging with our communities
- Committing to ethical business behavior

### Through Our Projects

As an architectural, environmental, and engineering consultant, Stantec makes the greatest contribution to sustainability through the services we provide to our clients and communities. We help our clients address their challenges by identifying and capturing ways to make their projects more sustainable through architecture, engineering, planning, project management, and environmental services.

We work to balance environmental, social, cultural, and economic needs. We see the big picture in the context of a changing climate, shifting demographic trends, and evolving economic realities. We anticipate and address the long-term impacts of our decisions.



 L'INNESTO  
Zero Carbon Social Housing  
Milan, Lombardy, Italy

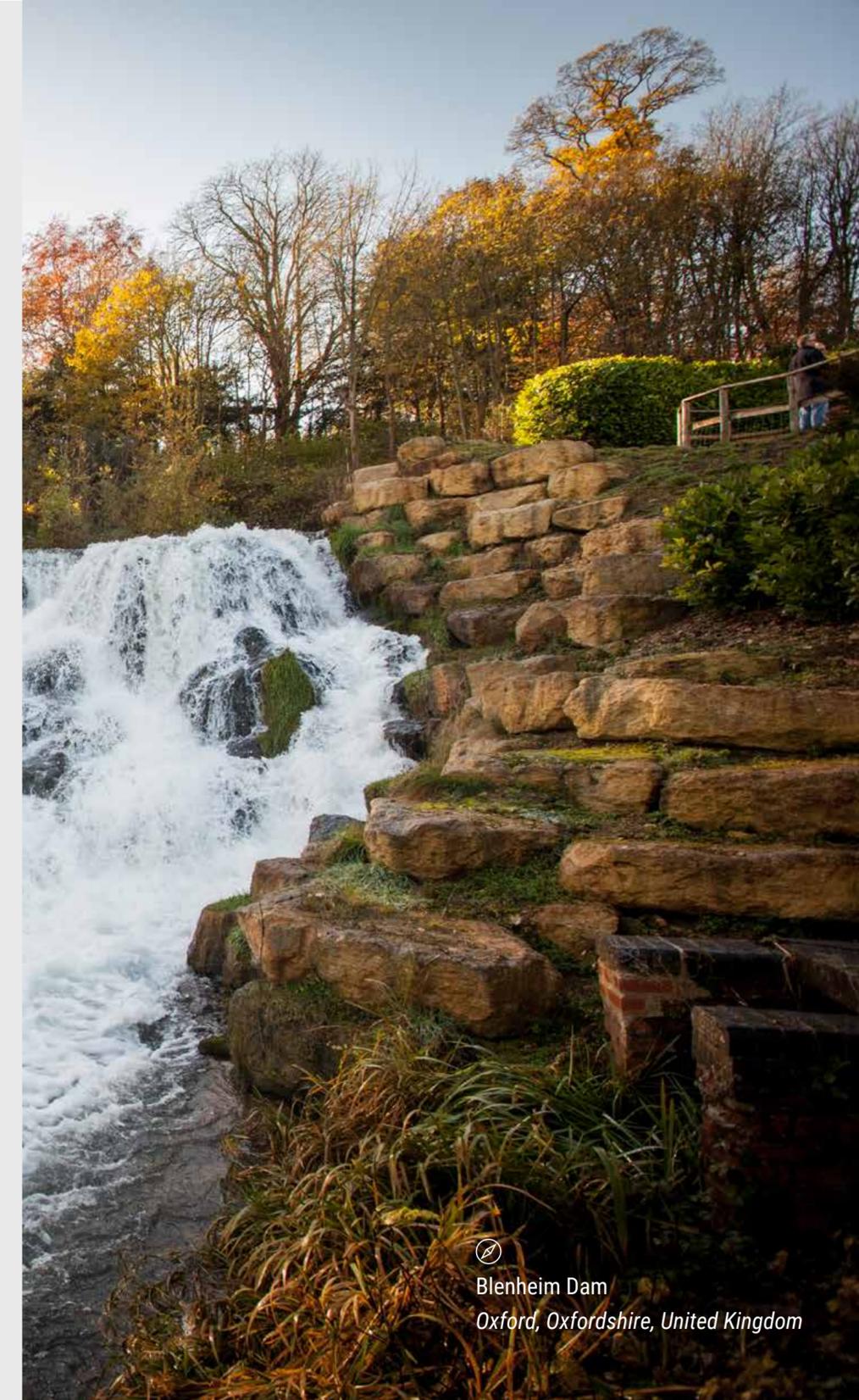
*Photo Credit: Barreca & La Varra,  
Wolf Visualizing Architecture*

## Sustainability-Related Certifications

Many Stantec employees are dedicated experts in well-established industry frameworks to help our clients take ambitious steps regarding sustainability.

Stantec sustainability-related certifications include the following:

People			
	858 LEED Accredited Professionals	7 Fitwel Ambassadors	3 Pearl Qualified Professionals
	266 Envision Sustainability Professionals	6 Green Globes Accredited Professionals	3 ISI-approved Envision Verifiers
	24 WELL Accredited Professionals	6 NABERS Accredited Assessors	3 ISO 14001-certified Auditors
	16 Certified Passive House Designers	6 ISI-approved Envision Verifiers	2 CEEQUAL Assessors
	15 Green Star Accredited Professionals	4 ISCA Accredited Professionals	2 NatHERS Accredited Assessors
	8 Sustainability Project Engineers Certified	3 BREEAM Assessors	1 One Planet Living Integrator
		3 Greenroads Sustainable Transportation Professionals	
Projects			
	598 LEED-certified projects	6 WELL-registered projects	1 Zero Carbon-verified building
	57 Green Star-certified projects	2 WELL-certified projects	1 Passive House-certified building
	34 Net Zero-designed buildings	2 Fitwel-certified workplaces	
	12 Envision-certified projects	2 One Planet Living-certified projects	



 Blenheim Dam  
Oxford, Oxfordshire, United Kingdom

## Sustainability Governance

Our sustainability commitments are embedded in the way we operate our Company and support our clients. We pride ourselves on teamwork and collaboration, lead with our values, work to ensure mutual success with our clients, and commit to health and safety.

Stantec’s comprehensive [Sustainability Policy](#) and certified management systems guide and encourage us as we implement best practices and improve our ESG impacts. We incorporate sustainability risks and opportunities into our risk management program and strategic planning process, and we consider sustainability in our acquisition strategy as we look for companies that will give us long-term growth and stability.

Sustainability is woven directly into Stantec’s leadership. Our chief executive officer (CEO) is recognized as an Envision Sustainability Professional by the Institute for Sustainable Infrastructure and our chief financial officer (CFO) is a member of the [CFO Taskforce for the SDGs](#)—a UN Global Compact sustainable finance program.<sup>1</sup>

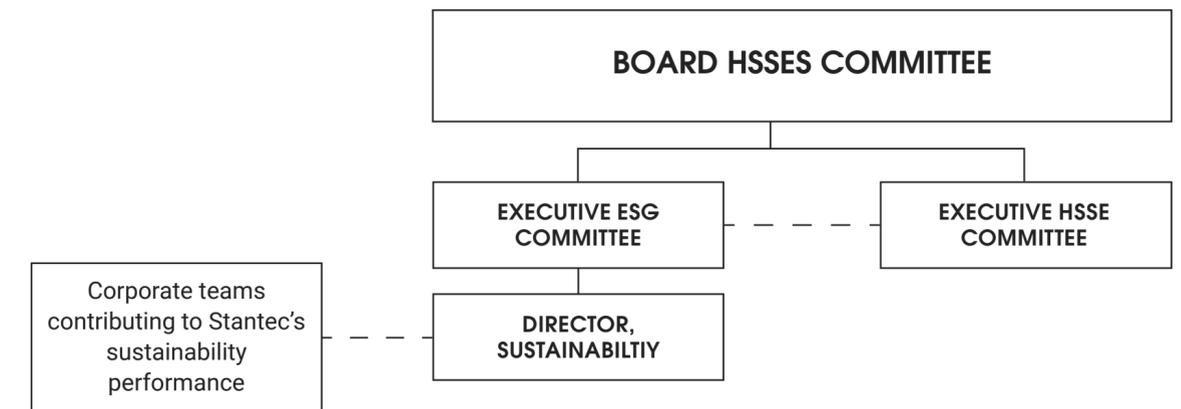
Stantec’s sustainability commitments are overseen by a board Health, Safety, Security, Environment, and Sustainability (HSSES) Committee. Our Executive ESG Committee, accountable for our sustainability performance, communicates critical ESG knowledge and concerns to the board.

The Executive ESG Committee is coordinated by the director of Sustainability, and members include

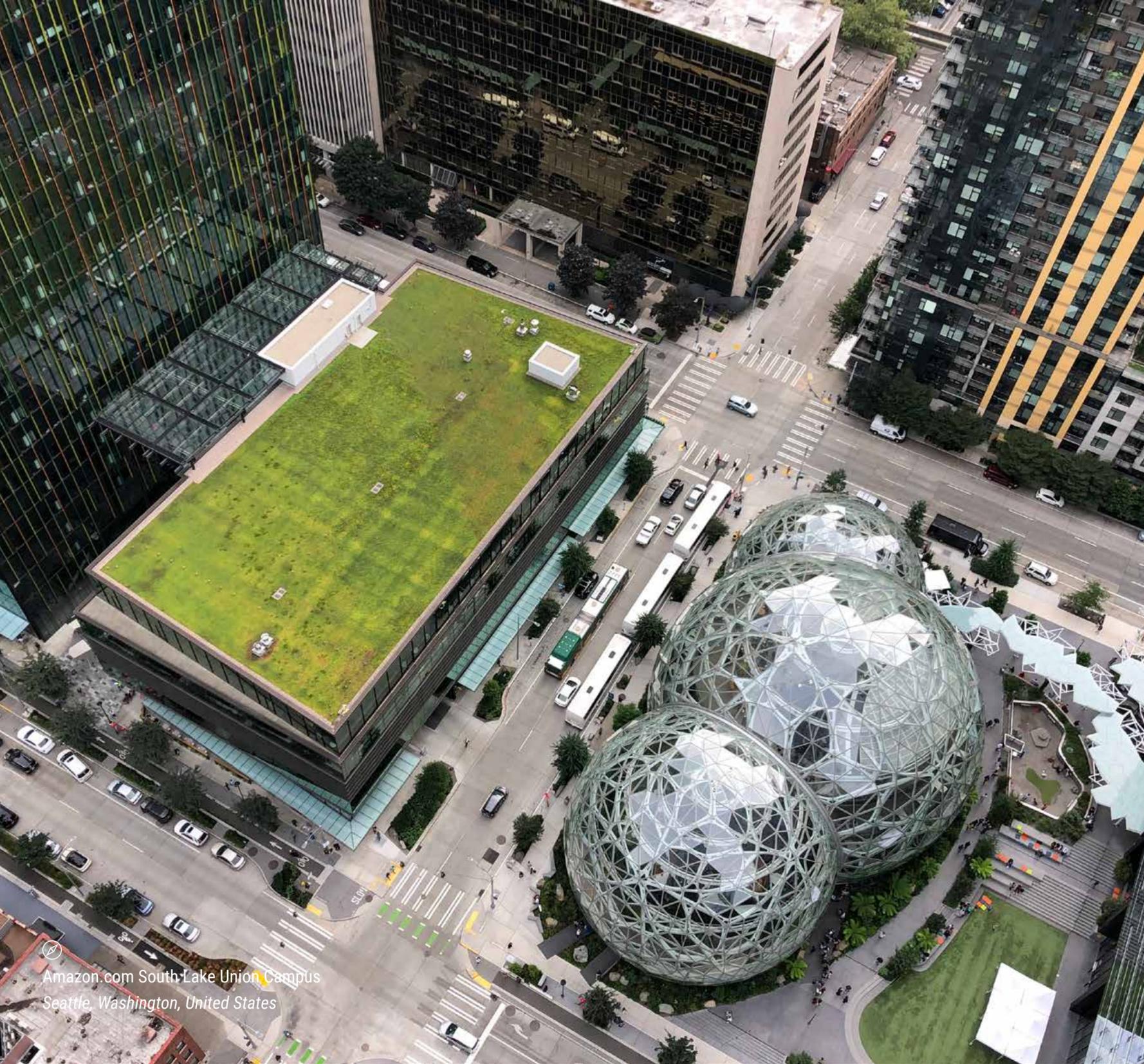
- Chief operating officer (committee chair)
- Chief financial officer
- Chief human resources officer
- Senior vice presidents of Corporate Strategy and of Health, Safety, Security, Environment, and Sustainability
- Vice presidents in Risk Management, Procurement, and Practice Services

Committee members ensure that sustainability and stakeholder priorities align; sustainability is integrated into our strategic plan and operations; and sustainability-related impacts, risks, and opportunities are addressed.

### Sustainability Governance Structure



<sup>1</sup> CFO Taskforce for the SDGs: Applications were processed in 2019; Stantec’s CFO was accepted in early 2020.



Amazon.com South Lake Union Campus  
Seattle, Washington, United States

## Strategy

Climate change, demographic and social shifts, changing economics, and technology innovations are dictating what communities must do today to be vibrant, resilient, and sustainable tomorrow. Stantec's strategic plan brings into focus our response to these challenges and opportunities. To address these issues, our sustainability strategy is directly aligned with our Company strategy.

We are following market trends, risks, and opportunities and have identified a series of key value creators and growth initiatives that allow Stantec to be our clients' trusted advisor as we adapt together to a changing world.

### Market Trends

Our strategic planning process includes tracking and evaluating megatrends and other forces that are reshaping the world we operate in and the way we conduct business (see [Community Futures](#) for more information). We group these trends and forces into the following categories:

- Climate change and resource security
- Demographic, social, and urbanization changes
- Economic power, market shifts, and geopolitics
- Incremental and breakthrough technology

### Value Creators

We aim to grow and diversify sustainably for the benefit of our clients, employees, shareholders, and communities. We do this through a client-centric framework with four value creators (see [Stantec Snapshot](#) for more information):

- People
- Innovation
- Excellence
- Growth

### Growth Opportunities

In response to our identified market trends and in support of our value creators, we focus our efforts on four strategic growth initiatives where we have competitive advantage and that represent key needs of clients and communities:

- Coastal resilience
- Ecosystem restoration
- Smart cities and urban places
- Energy transition<sup>1</sup>

<sup>1</sup> Energy Transition: This strategic initiative was previously referenced as Energy Remix but has been renamed to better match industry and client terminology.



### COASTAL RESILIENCE

Collaborate with communities as they devise management and infrastructure plans to provide resilience to rising sea levels and extreme weather events in coastal regions across the world

### ECOSYSTEM RESTORATION

Help communities protect, restore, monitor, and respond to biodiversity loss, climate change, and environmental degradation and support infrastructure solutions that integrate both the natural and built environment

### SMART CITIES AND URBAN PLACES

Use technology and planning to relieve pressure on urban areas with desired outcomes including smart mobility, energy and resource conservation, improved health and well-being, accessibility, and building a sense of place

### ENERGY TRANSITION

Work with clients and communities as they progress solutions that embrace new technologies, renewable energy, and adapt to a low-carbon future, positioning themselves in a new energy reality

# Community Futures



DAVID SMITH, STANTEC  
NANCY MACDONALD, STANTEC  
PETER KINGSLEY, PJR



“Cities can map out a path to a vibrant, sustainable, and bright future. Consideration of the seven critical uncertainties for cities—as set out in Community Futures—and critically evaluating the varying scenarios that emerge will enable that path to be defined with maximum confidence for the community and local ecosystem.”

**Nancy MacDonald,**  
*Vice President, Urban Places  
(Canada)*

Cities and communities are on the front line in meeting the challenges of climate change, regenerating the natural environment, and creating sustainable, socially inclusive development.

Stantec’s Community Futures publication lays out the seven most prominent challenges and opportunities faced by our cities, how those challenges and opportunities interconnect, and how local tactics can provide global solutions:

## **Climate Change: The scale of the challenge**

The future of human civilization will be determined by how we design our sustainable infrastructure and how quickly we implement it over the next 20 years.

## **Biosphere: From pollution to regeneration**

Human activity is reshaping the planet’s natural systems. The accelerating changes to our biosphere will shift political, community, investment, and economic agendas in the coming years and force more urgent responses.

## **Water, Energy and Agriculture: Opportunity through transformation**

Threatened water supplies, growing energy demand, and the need for carbon emission reductions overlap significantly. These integrated issues have a profound effect on our environment, not least of all our food production system.

## **The Rise of Digital Cities: Pervasive systems and automation**

Digital systems that combine sensors, drones, data analysis, artificial intelligence, and predictive algorithms have the power to address some of our biggest challenges but also need to balance individual rights and freedoms.

## **Transport: Radical innovation ahead**

Shifting the goal of transport policy from moving cars to moving people means a diverse range of modes that could unlock valuable urban real estate now dedicated to parking for sustainable urban development and a richer public realm.

## **Creative Communities: Building a sense of place**

Cities will increasingly treat soft infrastructure—cultural resources, sustainability, natural and green spaces, and social inclusion—as an essential complement to hard infrastructure in managing climate threats and as an opportunity to improve quality of life and build a sense of place and community.

## **Cities, Communities, and Governance: Think locally, act globally**

Cities and communities have a unique opportunity to implement positive change in an integrated and socially inclusive way. Climate policies can enable delivery of integrated solutions where rising sea levels, flooding, fires, and drought create impact. Local action will be key in meeting global challenges and opportunities.

[Learn more](#)

## Climate Action

Taking proactive climate action is vital for the world and critical to Stantec’s success.

Climate change creates risk for our long-term financial standing, reputation, and ability to attract investment, so we set goals to reduce our emissions and take steps to decrease our resource consumption. We directly address climate change in our risk management and strategic planning processes. All four of our strategic growth initiatives—coastal resilience, ecosystem restoration, smart cities and urban places, and energy transition—have a direct connection to climate action.

Stantec is addressing climate change in our design and delivery solutions with focus in these areas:

- Promoting thought leadership on climate solutions
- Using emerging tools and putting responsible resource consumption at the forefront, considering new dimensions of sustainability like wellness, living small, autonomous vehicles, and small-scale agriculture

- Guiding clients to invest in energy efficiency, because the way we design and retrofit our buildings has a significant impact on mitigating the climate crisis
- Being guardians of water by ensuring our experts help communities protect water sources from pollution while reducing waste
- Advancing the science of wastewater treatment toward net-positive with energy and resource recovery, groundwater recharging, and indirect and direct potable reuse
- Furthering the use of electric and automated vehicles to transform the street landscape
- Making renewable energy and related infrastructure feasible and equitable
- Protecting and restoring ecosystems and coastlines
- Helping communities assess and mitigate their climate risks, increase resiliency, and prepare for the effects of climate change

Throughout our business, we have team members who are climate change experts. We also work with our industry peers to further incorporate climate strategies into the way we do business. For example, in 2019, Stantec signed onto the [UK Civil Engineers Declare a Climate and Biodiversity Emergency](#) and our head office continues to participate in the [City of Edmonton Corporate Climate Leaders Program](#).

See Stantec’s [Community Futures](#) and [CDP Disclosure](#) for more information about how we integrate climate-related issues into our business objectives and strategy.



### Promoting Climate Action

[▶ See video](#)

To encourage climate action, Stantec, Heriot Watt University, and the Institution of Civil Engineers jointly hosted the sixth annual lecture series on climate and resilience in the United Kingdom called “Using AI to Assess Climate Risk to the Built Environment.”

## Experts in Climate Action

Thousands of people at Stantec have expertise helping communities address and adapt to the impacts of climate change. Here is information on a select few:

### **Stuart Adams,**

*Structural Engineer (US)*

Hazard-resistant design and climate change mitigation through vulnerability analyses, high-performance building codes, and forensic damage assessments

### **Dr. Deb Gray,**

*Toxicologist (US)*

Environmental health, toxicology, environmental epidemiology, and human health and ecological risks associated with climate change

### **Dr. Shaghayegh Mirmasoudi,**

*Civil Designer (Canada)*

Impact of climate change on water management as well as farm-level greenhouse gas emissions and mitigation and adaptation options

### **Elaine Richmond,**

*Ecologist (UK)*

Nature-based solutions for carbon sequestration and approaches to digital twinning the environment

### **Dr. Mark Bartlett,**

*Civil Engineer/Statistician (US)*

Hydro-climate variability and extreme event impacts on flood resilience, water resources, urban wet weather planning, and ecohydrology

### **Jess Grinter,**

*Environmental Scientist (New Zealand)*

Impacts of climate scenarios on land productivity, biodiversity values, and food security for the UK Committee on Climate Change

### **Dr. Stephen Palmer,**

*Process Engineer (UK)*

Connection between climate change and economic growth and how circular economy measures can minimize the impact of climate change

### **Dr. Rob Simm,**

*Water Engineer (US)*

Aquaculture, hydroponics, and vertical farming for urban agriculture solutions to the global food security crisis made worse by climate change

### **Dr. Guy Felio,**

*Climate Risk Specialist (Canada)*

Methodologies and standards, including the PIEVC Protocol, to aid communities as they prepare for the impacts of climate change and assesses climate risks

### **Gizem Gunal-Akgol,**

*Atmospheric Engineer (Canada)*

Community and corporate greenhouse gas and energy management, including support of improvements to Canada's National Inventory Plan

### **Catherine Paul,**

*Climate Change Specialist (Belgium)*

Capacities for climate action in developing countries incorporating adaptation and mitigation into policies, plans, programmes, and projects

### **Jeff Tabar,**

*Coastal Engineer (US)*

Resilient shoreline protection including coastal restoration, living shorelines, artificial reefs, ecological recovery, and beach nourishment

### **Dr. Andrea Frisque,**

*Physicist and Engineer (Canada)*

Non-linear dynamics, data science, thermodynamics, heat transfer, fluid dynamics, modeling, and simulations for high-performance building designs that conserve energy and promote occupant wellness

### **Dr. Dean Lanyon,**

*Environmental Engineer (Australia)*

Models and mechanisms to incorporate the impact of climate change on short- and long-term wastewater, water use, and water supply planning

### **Dr. Katherine Pingree-Shippee,**

*Climate Scientist (Canada)*

Climate change vulnerability and risk assessments as well as climatological input to First Nations Infrastructure Resilience Toolkit Training Workshops

### **Dr. Francis Wiese,**

*Marine Scientist (US)*

Impacts of climate change on our world's oceans and serves as technical advisor on Arctic policy development and marine ecosystem protection

## Sustainable Development Goals

A successful world future is one that has mitigated the worst consequences of climate change and has achieved an equitable distribution of social, environmental, and economic benefits in both developed and developing countries. To support Stantec's role in this future and guide our sustainability strategy, Stantec adopted the [UN Sustainable Development Goals](#) (SDG) framework.

To improve focus on our areas of greatest influence, we prioritized the goals and began tracking the projects that support them. Stantec shares SDG expertise, knowledge, and innovative implementation strategies across our business and works with clients to build their SDG awareness and meet their SDG commitments.

### Impact through our project work

We focus on the SDGs that relate to our core business, our area of greatest influence:

- 6** Clean Water and Sanitation
- 7** Affordable and Clean Energy
- 9** Industry, Innovation, and Infrastructure
- 11** Sustainable Cities and Communities
- 13** Climate Action
- 14** Life below Water
- 15** Life on Land

### Impact through our corporate actions

Stantec currently has a direct operational focus and existing management strategies in place for the following SDGs:

- 3** Good Health and Well-Being
- 5** Gender Equality
- 8** Decent Work and Economic Growth
- 12** Responsible Consumption and Production
- 13** Climate Action

In 2019, Stantec

- Developed an application to actively track the magnitude of Stantec project work that supports our priority SDGs—those that relate to our core business.
- Applied for the UN Global Compact [CFO Taskforce for the SDGs](#) to help create a set of guiding principles and best practices for SDG-aligned corporate finance and investment opportunities.<sup>1</sup>
- Participated in the Global Compact Network Canada [Gender Equality Leadership in the Canadian Private Sector Project](#) to help the Government of Canada identify roadblocks to SDG 5, Gender Equality. The initiative will culminate in a Blueprint for Gender Equality, as well as a federal-level certification for companies willing to take measures to eliminate inequalities. Participation gives Stantec insight into global gender equality statistics, best practices, and workplace commitments of other employer stakeholders.
- [Celebrated Earth Day](#) with an internal SDG educational campaign: what the SDGs are trying to accomplish and how Stantec is contributing. An external SDG social media campaign was made available to staff for sharing through their personal accounts.
- Published [Community Futures](#) on the UN World Cities Day along with a [thought leadership piece](#) connecting urban sustainability opportunities to the SDGs.
- Published [Relating One Water to the SDGs](#) to further the SDG connection in the water industry.

<sup>1</sup> CFO Taskforce for the SDGs: Applications were processed in 2019; Stantec's CFO was accepted in early 2020.

## Supporting the SDGs through Our Project Work

Stantec is proud to see our work improving the livelihoods and well-being of communities around the world while supporting the SDGs.

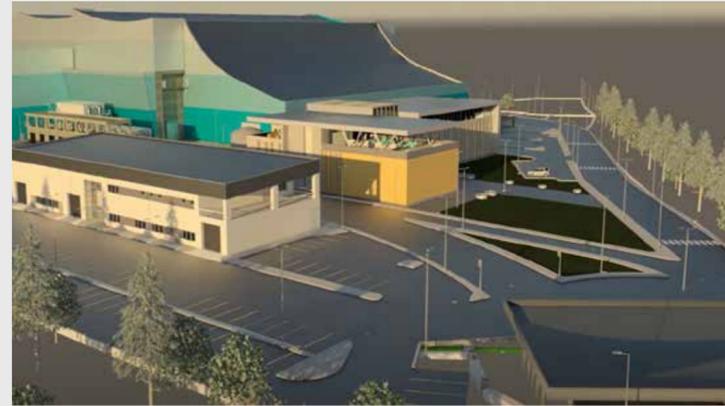
1 10 11



Designing for a resilient #HOUSTONOFTHEFUTURE (US) after Hurricane Harvey to **address impacts of climate change, social inequity, and environmental degradation** while advancing the community's overall economic competitiveness and taking into account flooding, mobility, drought, poverty, hazardous materials, and crime.

[See video](#)

7 9 11



Helping the Istanbul Metropolitan Municipality (Turkey) build a **waste-to-energy plant** capable of processing 1 million tons of landfill-diverted waste per year (15% of the waste produced by the population of Istanbul) to produce 80 MWh of electricity (enough energy for 1.2 million people) with an expected **1 million reduction in tCO<sub>2</sub>e**.

[See video](#)

14 15



Helping develop and implement a plan to **restore and create native habitats** for tidal estuarine fish and rare coastal upland forests in Bradenton, Florida's (US) Robinson Preserve. **Improved water quality** in the surrounding area and native habitats support nesting for multiple protected bird species, as well as spawning waters for snook and tarpon.

[See video](#)

6 11



Leading design of the award-winning King's Scholars Pond sewer project (UK) to **rehabilitate a Victorian-era underground structure**, extending the life of the pipe bridge by 120 years. The team's clever solution involved strengthening the sewer from the inside, eliminating a potential three-month road and rail closure to one of the busiest intersections in London and **saving ~26,400 tCO<sub>2</sub>e**.

[See video](#)

## Supporting the SDGs through Our Project Work

7 11 14 15



Helping the Galapagos Islands (Ecuador), a UNESCO site that is home to irreplaceable flora and fauna, transition almost half of its electricity generation from diesel to **wind power while maintaining the pristine nature of the island and protecting habitat** from potential oil spills.

[Learn more](#)

11



Designing **affordable housing** in Taipei (Taiwan) where high housing prices are impacting vulnerable populations. The eco-friendly, modern units encourage **social interactions, healthy lifestyles, use of public transportation, and access to nature.**

[Learn more](#)

7 13 17



Managing the European Union's largest consultancy contract for sustainable energy, the Global Technical Assistance Facility for Sustainable Energy, with the goal of **doubling the share of renewable energy, doubling the rate of energy efficiency, and ensuring universal access to modern energy services** throughout Africa, Latin America, and Asia.

[Learn more](#)

6 11



Designing a water conveyance project in Abu Dhabi (United Arab Emirates) that uses **recycled municipal wastewater to irrigate** Saadiyat Island—a tourism and cultural center celebrating Emirati heritage—**saving 25,000m<sup>3</sup>/d of potable water.**

[Learn more](#)

# Materiality

Material ESG issues have a direct or indirect impact on an organization’s ability to create, preserve, or erode economic, environmental, and social value for itself, its stakeholders, and society at large. Stantec periodically assesses our material topics so that we focus our energy and resources on the most impactful sustainability priorities.

In 2019, we completed a comprehensive materiality assessment to confirm the ESG topics most pertinent to Stantec’s operations.

Our materiality assessment process happened in two phases:

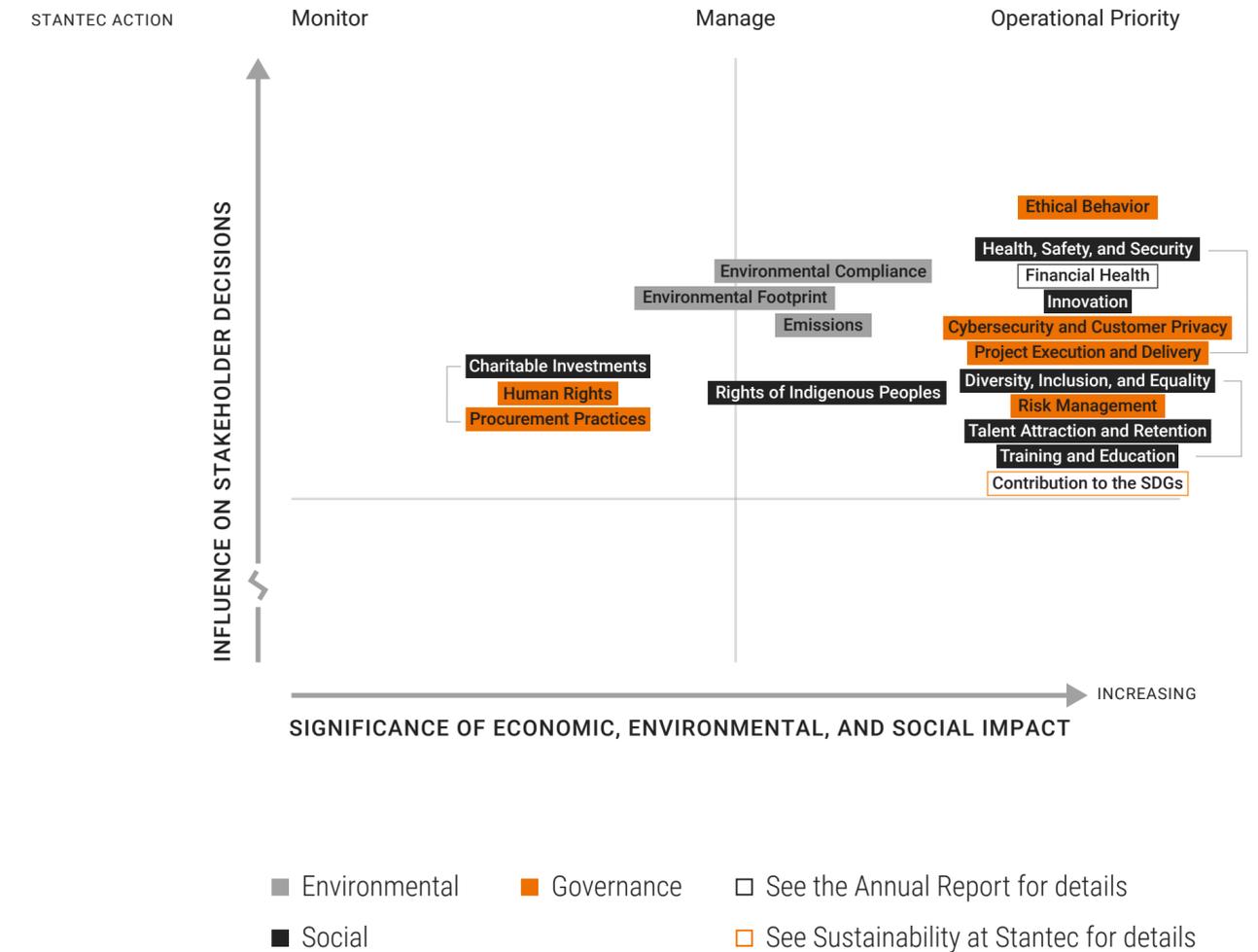
1. Operational priorities: Held an in-person workshop facilitated by an in-house, client-facing, sustainability subject matter expert for Stantec’s Executive ESG Committee to identify and rank material topics based on how significantly they could impact our operational business strategy.
2. Stakeholder priorities: Stakeholders were identified by Stantec’s Executive ESG Committee to determine the importance of stakeholder groups relative to each other. Internal and external stakeholders then were surveyed to determine sustainability priorities as they relate to our operation.

The results of both phases were scored, weighted, and plotted onto our ESG Materiality Matrix.

Based on their position on the Materiality Matrix, Stantec determined whether topics were to be operational priorities, managed topics, or monitored topics. Actions taken on all of the identified topics are covered in this report.

- Operational priorities: These material ESG issues affect how Stantec operates and shape the focus of our sustainability program and reporting. They are formalized in our operations through policies, procedures, and dedicated implementation teams.
- Managed topics: Stantec has less operational impact on these topics, but they are important because they align with our values, our strategic objectives, and our stakeholder interests. These topics have individuals in place that are dedicated to tracking and managing our performance.
- Monitored topics: While not determined to be material risks to Stantec, these topics are important because they align with our values and address specific stakeholder requirements. They are monitored as a part of existing programs and acted on as appropriate.

**ESG Materiality Matrix**



The following material topics are grouped and presented in alphabetical order. Each topic is covered in the body of this report with additional details presented in the GRI Content Index (Appendix A) and associated Management Approaches (found in the referenced Sustainability Report sections and summarized in Appendix C).

**Material Topics and Boundaries**

Material Topic	GRI Topic(s)	Sustainability Report Section(s)
Operational Priorities		
Contribution to the Sustainable Development Goals	Not Applicable	Sustainable Development Goals
Cybersecurity and Privacy	GRI 418: Customer Privacy	Cybersecurity and Privacy
Diversity, Inclusion, and Equality	GRI 405: Diversity and Equal Opportunity GRI 406: Non-Discrimination	Diversity Through Inclusion
Ethical Behavior	GRI 205: Anti-Corruption GRI 206: Anti-Competitive Behaviors	Ethics and Compliance
Financial Health	GRI 201: Economic Performance	Annual Report
Health, Safety, and Security	GRI 403: Occupational Health and Safety	Health, Safety, and Security
Innovation	Not Applicable	Innovation
Project Execution and Delivery	Not Applicable	Project Delivery
Risk Management	Not Applicable	Risk Management
Talent Attraction and Retention	GRI 401: Employment	Attracting Talent Rewarding, Supporting, and Celebrating Talent Engaging Employees
Training and Education	GRI 404: Training and Education	Fostering Careers
Managed Topics		
Emissions	GRI 305: Emissions	Reducing Emissions
Environmental Compliance	GRI 307: Environmental Compliance	Environmental Management
Environmental Footprint	GRI 302: Energy <sup>1</sup>	Resource Conservation
Rights of Indigenous Peoples	GRI 411: Rights of Indigenous Peoples	Indigenous Connections
Monitored Topics		
Charitable Investments	GRI 413: Local Community Impact and Development	Charitable Investments
Human Rights	GRI 412: Human Rights Assessments	Human Rights
Procurement Practices	GRI 204: Procurement Practices	Sustainable Supply Chain

<sup>1</sup> Stantec's definition of the material topic "Environmental Footprint" includes energy use, paper use, promotional material use, recycling, and business travel. Because the only fully applicable GRI topic is 302: Energy, it is the only one referenced in this table.



Autonomous Electric Shuttle Pilot  
Montreal, Quebec, Canada

# Environmental Stewardship

## IN THIS SECTION

[Environmental Management](#)

[Reducing Emissions](#)

[Resource Conservation](#)



Boston, Massachusetts, United States

📍 Alewife Stormwater Wetland



 Casella Vineyard Irrigation  
Yenda, New South Wales, Australia

# Environmental Management

## Management Approach

As a leading global provider of environmental consulting services, Stantec embraces our responsibility to reduce our own environmental footprint. We work hard to minimize the impact of our operations, conserve resources on corporate programs and client projects, and incorporate environmentally friendly practices to engage and motivate employees.

In 2019, Stantec

- Operated under an ISO 14001:2015-certified environmental management system
- Committed to the [UK Civil Engineers Declare Climate Change and Biodiversity Emergency](#), [Waste to Wealth](#), and [Blue Green Declaration](#) (Newcastle)

- Expanded our reach and efforts supporting the data collection requirements of the [American Institute of Architects 2030 Challenge](#)
- Introduced the Envision sustainability rating framework to Italy and certified the Naples-Bari rail line as the [first Envision project in Europe](#), receiving Platinum rating (the highest level available)
- Progressed our Green Meeting strategy by making the ESG Materiality Assessment workshop and Innovation Forum carbon-neutral, eco-friendly events
- Began review of our project-connected environmental work practices for 2020 enhancements

## Italy's Road to a Plastic Free Office

The European Union is cracking down on plastic pollution. In preparation for a new regulation that will restrict single-use plastic products, Stantec Italy's Green Team implemented a program to improve waste management behaviors within the office and began working with vendors to further impact the supply chain. For its efforts, Stantec Italy has been recognized by the local [La Repubblica newspaper](#) as a pioneering company.

 [Learn more](#)



Mohawk Valley Welcome Center  
Randall, New York, United States

## Reducing Emissions

### Management Approach

Stantec has measured, managed, and analyzed our carbon footprint since 2010. We follow the Climate Registry Protocol, covering greenhouse gas emissions and energy use for various activities.

By 2028, Stantec has committed to reducing Scope 1 and 2 emissions per employee by 40% (against a 2013 baseline) and Scope 3 by 20% (against a 2018 baseline).

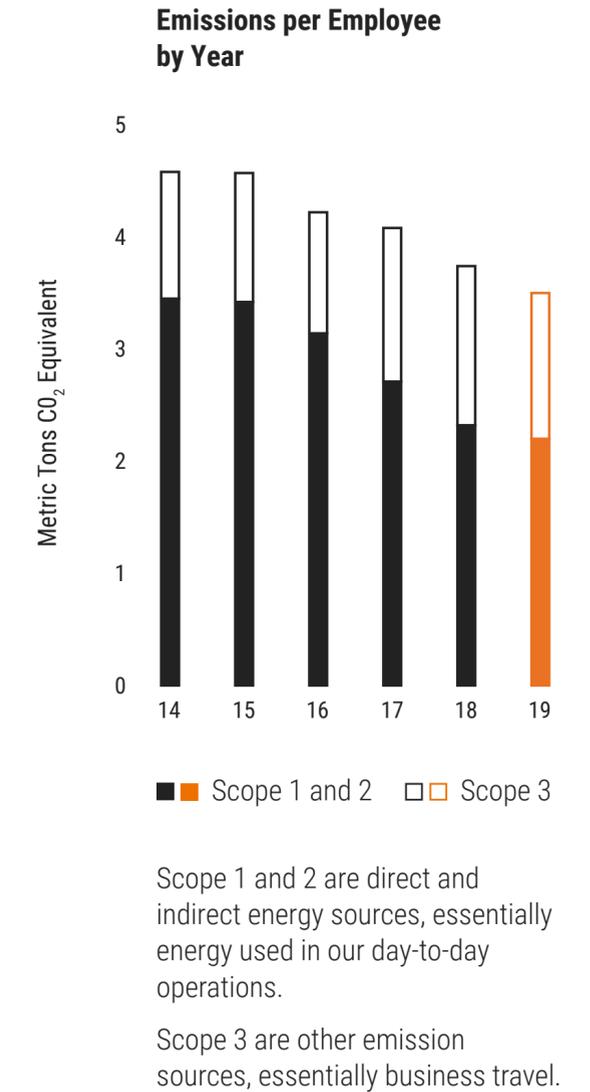
In 2019, Stantec

- Reduced Scope 1 and 2 emissions per employee by 4% from 2018 and by 39% against the 2013 baseline
- Reduced Scope 3 emissions per employee by 4% from 2018 (the baseline)

Concurrent with previous years, reasons for the results include

- Reducing per-employee direct and indirect emissions, mainly by combining offices into more energy-efficient buildings
- Reducing per-employee travel by regularly assessing whether we need to travel and increased the use of virtual collaboration
- Improving activity data collection, thereby improving overall accuracy and consistency, as well as reducing the need to extrapolate

Stantec has aligned our current reduction commitments with cost-cutting strategies. Our longer-term aspirations of becoming carbon neutral will incorporate renewable energy and technological advancements, supplemented by renewable energy credits and carbon offsets.



## Resource Conservation

### Management Approach

Stantec conserves resources in our operations, bringing direct environmental benefits, increased efficiencies, and reduced costs.

In 2019, Stantec

- Completed roll out of a print management program to US operations, which encourages reduced paper use (35% to 45% reductions on average), mandates centralized paper purchases (of post-consumer recycled paper), and outsources print device management (minimizing the number of print devices needed and ensuring proper e-disposal)
- Established low-waste programs in Italy, the Netherlands, and the United Kingdom
- Challenged team members to eliminate single-use plastics through Green Team-led initiatives in Italy, the Netherlands, the United Kingdom, Chile, and Peru
- Continued to see benefits of the Smart Working program in Italy, resulting in 4,000 hours of reduced employee commuting (about 500 working days), EUR25,000 of reduced employee costs (about one annual net salary in Italy), and approximately 54 mtCO<sub>2</sub> of avoided emissions
- Replaced 33 vehicles in Canada and the United States to modernize the fleet with the latest in safety design and to reduce maintenance and repair expenses, including trucks with ratings of up to 30 highway miles per gallon (12.8 kilometres per litre)
- Added electric vehicles to the fleet and provided free electric car charging to employees in the Netherlands
- Continued to implement emissions caps on vehicle purchases in the Netherlands and the United Kingdom
- Introduced additional sustainably sourced, eco-friendly items to our internal Company store (for Company and personal purchase of branded items), including metal straws and water bottles (to reduce disposables) and locally sourced socks (where two pairs are donated to a community center for every pair of socks purchased)
- Eliminated promotional waste at the UK Graduate Recruitment Fair, where the giveaways budget was instead donated to Mind, a mental health charity
- Recycled 5,007 computers and 2,557 cellphones in Canada and the United States (83,262 pounds [37,767 kilograms] of equipment<sup>1</sup>)

<sup>1</sup> Outside of North America cellphones are managed at a country level and not centrally tracked and computers are leased through Dell where, at the end of their lease period, the program includes return for responsible disposal.



Tekeze Hydroelectric Project  
Tekeze Gorge, Amhara and Tigray, Ethiopia



Stantec Office  
Arnhem, Netherlands

## Zeroing in on Zero Waste

Our team members in the Netherlands continually challenge themselves to reduce the waste produced in their offices. Currently, they recycle or compost 68% of the plastic, organic, paper, and residual waste at offices in Delft and Arnhem. They hope to eventually eliminate all disposed waste at those offices.

Keeping reduction top of mind, Netherlands staff carefully evaluate the need for every office purchase and support each other in repurposing, recycling, or composting waste. Successes and lessons learned are communicated within Stantec and with our communities. For example, in 2019, the Arnhem office hosted a session with other local companies to share their successes and failures in going plastic-free.

To reduce their environmental footprint, the Netherlands offices also

- Convinced co-tenants in Arnhem to introduce a separate waste collection system

- Added more electric cars to the fleet
- Offer free electric charging stations to employees
- Purchase Ecolabel-certified field clothing made from recycled fabrics that are returned to the company at end of life for recycling
- Use biodegradable sampling equipment for field work
- Provide reusable lunch bags for employees to reduce plastic
- Purchase recycled office supplies (such as chairs and carpets)
- Source only vegetarian and locally produced food for events
- Use their organic waste as a resource for a worm hotel to create vermicompost
- Provide locally sourced fruits to their colleagues

The Netherlands staff also volunteer their technical expertise to invest in the health, safety, and quality of life of their communities.

In 2019, they

- Supported the Red Cross through “Mapathons,” using geographical information systems to help the Red Cross more efficiently travel to and within disaster-struck areas
- Became an official supporter of the national network that supports a cleaner, litter-free environment by mapping various litter types for a national database that enables municipalities to better direct their resources to keep the city clean
- Entered the third year of collaboration with the By the Ocean We Unite, an organization that educates people about plastic pollution in rivers and the sea and works to map the amount of microplastics in the oceans

# Social Betterment

## IN THIS SECTION

People-Centered Workplace

Health, Safety, and Security

Charitable Investments

Indigenous Connections

Innovation



San Francisco, California, United States

Knotel Flexible Office Space

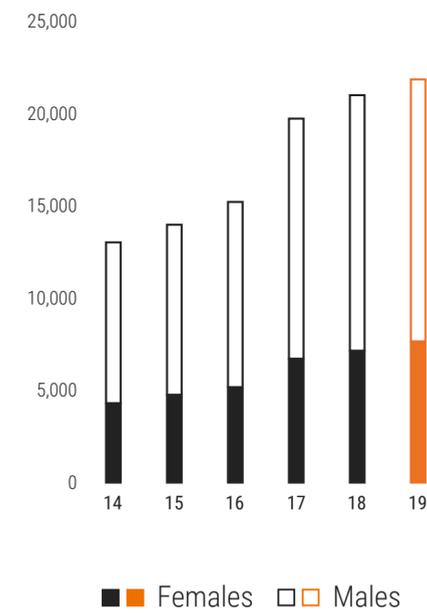


Environmental Assessments, Coastal GasLink Pipeline  
Groundbirch to Kitimat, British Columbia, Canada

## People-Centered Workplace

People are at the heart of our business and are the reason we are a top-tier global design and delivery firm. Their expertise is not just a part of our business; it is our business. We are a professional services firm operating in a competitive industry where turnover costs are high and long-term relationships are key. We work hard to build an inspiring, inclusive work environment, and recruit and retain top talent. And at Stantec, we consider the entire employee experience, from the start of their career to the end.

Employees By Year



“This is what I love about working for a global organization. During my vacation in Australia this week, I visited the Stantec Melbourne office. You can be 13,000 kilometres from home, meet with complete strangers, and still be treated like family.”

**Gina Weaver,**  
Executive Assistant (Canada)



Stantec Office  
Reading, Berkshire, United Kingdom

## ATTRACTING TALENT

### Management Approach

When we build an inclusive organization comprising diverse individuals, we create extraordinary results. Stantec actively works to attract employees with a wide range of talents, perspectives, and experiences.

In 2019, Stantec

- Recruited highly-educated, technical staff members from around the world
- Performed outreach to recruitment communities of interest, including women, veterans, people experiencing economic disadvantage, individuals looking to return to work after an extended absence, and internationally educated professionals
- Partnered at events with the National Organization of Minority Architects, American Indian Science and Engineering Society, and Canadian Centre for Diversity and Inclusion to promote diversity in recruiting
- Piloted a [neurodiversity employment program](#) with a California water utility and are working with a third-party vendor to run a similar pilot program in Canada
- Updated our foreign nationals hiring and Global Talent Mobility processes
- Created a tiered campus recruitment strategy to improve university campus engagement

## Meet A Few of Our Amazing Team Members

Stantec has talented, creative, and engaged employees around the globe. Meet a few of them through our “[Day in the Life](#)” video series.



**Evadine Okoye**  
*Healthcare Interior Designer (Dubai, UAE)*

Evadine is an interior designer who also focuses her energy on inclusion, diversity, and mental health programs.

[See video](#)



**Esra Giresunlu**  
*Environmental Engineer (Istanbul, Turkey)*

Esra works on water quality projects, including policy and wastewater reuse.

[See video](#)



**Rebecca Lamas**  
*Sustainable Energy Consultant (La Hulpe, Belgium)*

Rebecca loves going on adventures and helping communities around the globe better face their energy challenges.

[See video](#)



**Raghavendra Bhat**  
*Building Information Modeling Leader (Pune, India)*

Raghavendra collaborates with global teams to deliver projects around the world and uses his expertise to help advance the industry.

[See video](#)

## REWARDING, SUPPORTING, AND CELEBRATING TALENT

### [Management Approach](#)

Stantec strives to attract, retain, develop, and reward talent by paying fairly and providing benefits with meaningful choices while offering a consistent global approach that is nimble for local market practices. We believe in recognizing our most collaborative and high-performing employees, those who instill a sense of community within Stantec.

In 2019, Stantec

- Introduced a global Total Rewards<sup>1</sup> philosophy and guiding principles that considers the whole employment experience (how we attract, retain, develop, reward, and recognize our people) and uses a consistent global approach (with flexibility for country market practices)
- Developed tools and resources for the Power of Appreciation program and launched an updated Career Milestones program to celebrate employee anniversaries
- Completed a comprehensive review of time-off programs in the United States to determine gaps and propose solutions
- Laid the groundwork for creation of a global telecommuting policy<sup>2</sup> through a pilot program
- Continued well-being programs in Canada, the United States, the United Kingdom, Continental Europe, Australia, and New Zealand
- Introduced new well-being programs in Asia, Latin America, and the Middle East
- Introduced a new welfare committee in Taiwan to help improve employee work-life balance
- Celebrated World Mental Health Day to raise awareness about mental health issues and to reaffirm our commitment to build a more compassionate culture
- Selected new Canada and United States Employee Family Assistance Program vendors to improve employee and family member access to providers, tools, and resources to mitigate mental health concerns
- Trained mental health first aiders<sup>3</sup> in the United Kingdom and Middle East

- Instituted a School-Term Contracts program in Australia to enable parents of school-aged children (targeting women engineers) to work while balancing family needs
- Approved new ESG investment options for our US and Canadian retirement programs

Stantec is in the process of conducting a global pay equity review. We are also developing a framework that provides a holistic approach to the culture of well-being, aligning social connections, job satisfaction, physical health, emotional health, and financial security.

<sup>1</sup> Total Rewards: Includes all the programs that may be used to attract, motivate, and retain employees.

<sup>2</sup> Telecommuting and flex working: Though many employees take advantage of flexible work options and official policies exist in some Stantec geographies, a global-level flexible work policy is not yet in place.

<sup>3</sup> Mental health first aiders: Individuals formally [trained by an accredited institution](#) to recognize the signs of a person who might be struggling with mental health issues.

## Well-Being: A focus on physical and mental health

Stantec promotes physical health through activities like our 19th annual European football (soccer) tournament. Full of high competition and friendly rivalry, more than 100 colleagues from the United Kingdom and the Netherlands joined in the fun.



[See video](#)

Stantec is also proud to show our support and advocacy for mental health awareness and help break down the stigma associated with mental health issues. For World Mental Health Day, Stantec marketing and communications specialist Veronica Irvine (Canada) shared the story of her lifelong battle with anxiety.

[Learn more](#)

## Celebrating Employee Success

We love to celebrate the success of our team members. Congratulations to just a few of those who won sustainability-related awards in 2019:

**Steve Abendschein** (US),  
[2019 Rising Star](#), Civil +  
Structural Engineer

**Afaf Azzouz** (Canada),  
[Emerging Green Leader Award](#),  
Canada Green Building Council

**Nirwair Bajwa** (Canada),  
[30 Under 30 in Sustainability](#),  
Corporate Knights

**Fritha Bevin McCrimmon** (UK),  
[Top 100 Women in Engineering](#),  
Inclusive Boards

**Vanessa Borkowski** (US),  
[Students and Young  
Professionals Committee Chair](#),  
Water Environment Federation

**Matthew Chandler** (UK),  
[Apprentice of the Year](#), Institute  
of Civil Engineers, London Region

**Vince DiCamillo** (US),  
[Lifetime Achievement Award](#),  
Association of State Floodplain  
Managers

**Alana Duncker** (Australia),  
[Excellence in Engineering Award](#),  
Women in Industry Awards

**Kaitlyn Gillis** (Canada),  
[Leadership Award](#), International  
Well Building Institute

**Justin Harris** (US),  
[Volunteer of the Year Award](#),  
Envision Unlimited

**Bill Kennedy** (US),  
[IWC Annual Merit Award](#),  
International Water Conference

**Alex Kobler** (Australia),  
[Leadership Award](#), International  
Well Building Institute

**Chris Maguire** (NZ),  
[Future Leader Award](#), Association  
of Consulting Engineers New  
Zealand

**Samantha Markham** (US),  
[Outstanding Mentor](#), ACE  
Mentor Program of America and  
*Engineering News-Record*

**Rita Newman** (US),  
[Kenneth J Miller Founders'  
Award for Fundraising](#), Water  
for People

**Jean Peinsznski** (Canada),  
[Engineering Award](#), Engineers  
Nova Scotia

**Peter Sharma** (Canada),  
[Emerging Green Leader Award](#),  
Canada Green Building Council,  
Alberta Chapter

**Monika Szczyrba** (UK),  
[Young Professional Leader](#),  
Institute of Civil Engineers

**Nadine Thurston-Prior** (Canada),  
[HR Practitioner Superstar](#),  
*HRO Today*

**Elizabeth Triptree** (UK),  
[Apprentice of the Year](#), Institute  
of Civil Engineers, South West

**Celeste Ward** (Australia),  
[Mentor of the Year](#), Women in  
Industry Awards



 Stantec Office  
Edmonton, Alberta, Canada

## FOSTERING CAREERS

### Management Approach

Supporting our people in learning and in growing their careers enables Stantec's success. We actively cultivate our world-class experts, supporting their development as respected thought leaders in their fields. We fortify our talent pool through learning opportunities, providing the information, tools, and other resources employees need to thrive. Our career management approach supports people doing their personal best and enables growth and learning against personal and organizational goals.

In 2019, Stantec

- Consolidated our learning activities under the global Learning@StantecU
- Rolled out an enhanced career development and performance review process that shifts our performance management and career development strategy from a once-a-year effort to a year-round collaborative and dynamic process
- Separated career development from the performance review process to improve the individual's ability to progress their careers, offering real-time access to development planning so employees don't lose sight of accomplishments throughout the year

- Progressed our global career framework by beginning career leveling, career path planning, and competency model development
- Operationalized the High Potentials Framework in North America, providing coaching and career development plans with cascaded goals
- Continued support of our Developing Professionals Group to foster the development of our teammates who are starting their career
- Observed success in our executive Succession Planning program, enabling strong talent decision-making and enabled growth and development opportunities for our senior leadership
- Developed a strategy to deliver learning through third-party vendors and continued working towards a mobile delivery strategy
- Operationalized the learning return on investment strategy through qualitative and quantitative data

Stantec is in the process of making all learning available via TalentHub<sup>1</sup>, investigating a Global Exchange Program and Global Graduates Program (expanding on programs we already have in the United Kingdom, Australia, and New Zealand), and evaluating the potential for work under ISO 30414:2018 Human Capital Reporting standards framework.

<sup>1</sup> TalentHub: A human capital management system that integrates human resources processes into one centralized system.



Gord Johnston and Sade Akindele

### Investing in Our Future Leaders

For the past 20 years, Stantec has sponsored the Developing Professionals Group (DPG), a worldwide network of engaged professionals with over 4,000 members from more than 100 offices in 22 countries.

The goal is to give employees in the early stages of their career the chance to develop technically and professionally, thus enabling them to become active participants in our global organization. They accomplish this at the local level by organizing events around the group's four pillars: peer connections, leadership, professional development, and community.

The DPG network is led by DPG members, with mentorship all the way to the top of Stantec's leadership structure. The DPG Global Network lead, Sade Akindele (Netherlands), meets regularly with CEO Gord Johnston (Canada) to further DPG objectives. Says Gord, "DPG empowers employees to act like leaders early in their careers, to build peer networks, and to become more engaged with Stantec."

[See how the DPG is contributing to the future of Stantec](#)

[Look at the impact DPGers have in their communities](#)

## DIVERSITY THROUGH INCLUSION

### Management Approach

At Stantec, we invite, embrace, and celebrate differences. That means all of us—together—shape a culture of mutual support and acceptance by bringing our whole selves to work in an environment that is welcoming, safe, and free of judgement.

In 2019, Stantec

- Participated in the Global Compact Network Canada [Gender Equality, Leadership in the Canadian Private Sector](#) project
- Diversified the gender balance of our board of directors and executive officers, bringing the total to 44% and 20% female, respectively
- Applied for the [Bloomberg Gender-Equality Index](#)<sup>1</sup>
- Established an additional Inclusion and Diversity Council for Europe and the Middle East
- Expanded the number of Employee Resource Groups from 41 to 53, now including Women@Stantec, Pride@Stantec, Latinos@Stantec, Asians@Stantec, IndigenousConnections@Stantec, Persons with Disabilities, Cultural Awareness and Inclusion, and Military and Veterans Advocates
- Continued to provide [unconscious bias training](#), now with 50 certified facilitators across the company (North America, Latin America, Continental Europe, and the Middle East)
- Celebrated [Pride Month](#) with [company-sponsored events around the globe](#) and partnered with [Pride at Work Canada](#)
- Celebrated [International Women's Day](#) and [International Women in Engineering Day](#)
- Piloted an internal sponsorship program, SponsorHer@Stantec, to develop more women for leadership roles at Stantec
- [Led industry diversity discussions](#) in New Zealand as a [founding partner of the Diversity Agenda](#)
- Created the Reach@Stantec program in New Zealand to identify and address barriers to greater diversity at Stantec and within the wider profession
- Strategically partnered with [WePOWER Asia](#)—a World Bank program with the mission of promoting women in STEM<sup>2</sup> and the energy and power sector—and sent three local female engineering students to our Upper Bhote Koshi Hydroelectric project in Nepal

- Sponsored the [Caring for Autism Charity Run](#) in Taiwan to raise awareness and money and to encourage physical activity among our staff
- Ran a diversity and inclusion workshop—jointly with the Canadian Centre for Diversity and Inclusion—at a young professionals conference to engage graduates entering the workforce
- Partnered with groups to promote diversity in our talent pool, including [The ARC](#) (employment for adults with developmental differences), [National Organization of Minority Architects](#) (diversity in design and construction), and [American Indian Science and Engineering Society](#) (STEM for Indigenous communities)

Stantec is still working on advocating for underrepresented groups within the organization (such as visible minorities and persons of color, individuals with disabilities, the veteran community, and Indigenous communities).

<sup>1</sup> Bloomberg Gender-Equality Index: Information was submitted in 2019; Stantec was added to the Index in early 2020.

<sup>2</sup> STEM: Science, technology, engineering, and math.



### A Night for Sight

Stantec civil engineer-in-training Jordan Rodriguez (US) lost the entirety of his central vision when he was 17 years old. Turning to the [Foundation for Blind Children](#), Jordan was able to get the resources he needed to adapt to his new way of life.

In 2019, Jordan was a speaker at the Foundation's annual fundraising event, the Night for Sight Gala, where he shared his personal success story and talked about the accommodations made to enable his successful career at Stantec.

[See video](#)

## ENGAGING EMPLOYEES

### Management Approach

Engaged employees strive to do more. They work smarter, are more innovative, and elevate others. Fostering engagement makes individuals feel empowered to redefine their personal best and fuels their drive to succeed—which contributes to Stantec’s overall success.

Stantec wants to create an inspired culture, where our employees feel they belong and know how much their contributions matter. Delivering an inclusive and positive work environment focused on creating impactful work is central to our engagement strategy.

Every two years, Stantec invites employees to share their perspectives on ways to improve the organization via a company-wide formal employee engagement survey. We do this biennially as we feel it gives us the ability to truly act on the feedback we receive. Our most recent engagement survey was completed in 2018, allowing us to actively address feedback into 2019.

In 2018, employees told us that we needed to improve connections and communication with leadership, attend to recognition and compensation, better define company culture, and remove organizational barriers. This

influenced a series of management actions in 2019 and will continue to do so in 2020.

To assess the progress on our 2018 engagement survey action items, in 2019 a pulse survey was completed through a random selection of 5,000 employees across the globe. Employees were asked questions about talent brand, rewards and recognition, senior leadership, enabling work, and inclusion and diversity. The resulting engagement score held steady with previous year results.

Stantec also evaluates engagement by tracking success using external tools like Glassdoor and Indeed. We closely watch our ratings, take stock of feedback, and then improve our systems.

In our New Zealand organization, we are piloting a new program aimed at boosting employee engagement. The Culture Matters program uses a German-developed engagement framework and methodology, HuTrust®, to measure employee trust. We have performed the first step, a series of workshops where participants envisioned greater workplace engagement and developed action plan narratives to make increased engagement possible.

## Acting on Employee Feedback

Every two years, Stantec employees participate in a company-wide employee engagement survey. Below are the actions taken in 2019 to address feedback from our 2018 survey.

Employee Feedback	Progress on Engagement Survey Feedback
Improve connections and communication	Launched “The Lens,” an internal communication platform that aggregates company news into one source and targets it based on geography and business line to make it easier and faster for employees to find content that is helpful and interesting.
Help employees feel recognized and well compensated	Evolved our compensation and benefits program into a Total Rewards program. Launched the Power of Appreciation program for leaders to use for informal employee recognition and launched an updated Career Milestones program to celebrate employee anniversaries.
Define company culture	Articulated messages around shared purpose to energize and excite employees. “Redefine your personal best” is an aspirational statement that encourages Stantec’s current and future talent to believe in our ability to dream, innovate, and inspire for the greater good; to pursue opportunity within a culture that will support individual growth and success; and to be visionaries and game-changers who will make a lasting impact in our communities.
Remove organizational barriers	Progressing on efforts to streamline the organization, including reorganizational changes. As a company that has grown through a significant number of acquisitions, unintentional barriers built up over the years. We are working to create a more agile organization that is open to and can efficiently respond to new ideas.

# Health, Safety, and Security

## Management Approach

Stantec's SaferTogether™ culture encourages each of us to make safe choices so that we all return home safely each day. Nothing is more important than the health, safety, security, and well-being of the employees, contractors, visitors, clients, and communities we serve.

In 2019, Stantec

- Operated under an ISO 45001:2018-certified occupational health and safety management system<sup>1</sup>
- Reduced our total recordable incident rate (TRIR) to 0.35, a 15% improvement since 2018 (also 42% better than the industry average<sup>2</sup>)
- Increased our leading indicator safety index (LISI) score to 1.46, a 42% improvement since 2018
- Continued to champion and facilitate the Energy Wheel<sup>3</sup> rollout with leadership-delivered training
- Modified our hazard recognition, assessment, and control process, as well as our project level safety planning and our daily safety planning processes, to include the energy sources included in the Energy Wheel

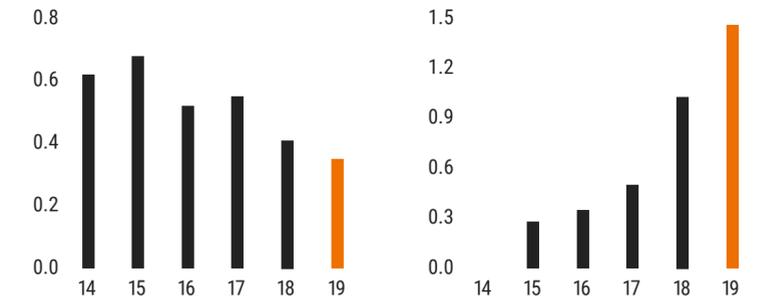
- Configured a new incident reporting and management system, ProSapien, which will allow for self-service incidents and hazard observation reporting, key performance indicator tracking, and dashboard reporting
- Completed global rollout of safety culture (SaferTogether™) training with a completion rate of greater than 95% of all employees
- Introduced the Human Performance Factors concept—recognizing that people make decisions and take actions that make sense to them at the time, given their goals, knowledge, and focus of attention—to aid incident prevention and investigation

Stantec has identified motor vehicle incidents as a major concern and area for improvement. We are developing communications, training, and tools to raise employee awareness around the dangers of driving, walking, and working around vehicles and mobile equipment.

<sup>1</sup> In 2019, transitioned from an OSHAS 18001:2007 to ISO 45001:2018-certified system.  
<sup>2</sup> The TRIR industry average (NAICS Code 541330, Engineering Services) is 0.60, as reported by the [US Bureau of Labor Statistics](#) (2018).  
<sup>3</sup> Introduced in 2018, the Energy Wheel outlines 10 energy sources that can pose risks and create hazards. Familiar wording and symbols displayed on project documentation, field equipment, and forms assist employees to be more aware of their surroundings and to identify hazards early so they can more easily mitigate risk and reduce incidents.



## Safety Statistics by Year



**TRIR**  
 A lagging indicator that tracks the number of recordable incidents that a company experiences during a year, normalized to 100 full-time employees. A low TRIR score is desirable.

**LISI**  
 An index composed of leading indicators that measures proactive and preventive activities. Identifying leading indicators is intended to reduce the number of safety incidents that occur and to promote a proactive approach to health and safety. A high LISI score is desirable.

## Charitable Investments

### Management Approach

Stantec is passionate about creating strong, vibrant communities. Our commitment to people extends to the communities where we work and live. We look for strategic partnerships that leverage and empower entire communities while recognizing that each community has unique needs and opportunities.

Stantec's [Community Engagement Program](#) has [four funding priorities](#): education, environment, health and wellness, and the arts.

In 2019, Stantec

- Donated more than \$3 million to organizations around the globe; since we began tracking in 2007, our donations have exceeded \$23.5 million
- Celebrated our 65th anniversary with [\\$65,000 in scholarship donations](#) to various post-secondary institutions that are truly representative of our global organization inclusive of LGBTQ2+ communities; Hispanic, black, and Indigenous communities; women; and military groups
- Held our seventh annual signature Company-sponsored volunteer event, Stantec in the Community Week



### Stantec in the Community Week

Stantec in the Community Week is Stantec's annual week-long celebration of worldwide community service. With a focus this year on inclusion and diversity, more than 5,300 of us across five continents volunteered for 395 charitable organizations.

[See video](#)

# Indigenous Connections

## Management Approach

At Stantec, we are committed to building and maintaining respectful and sustainable relationships with Indigenous Peoples and communities. This is accomplished by recognizing, supporting, and respecting the diversity and distinctiveness of the Indigenous cultures of our employees, our Indigenous partners, our Indigenous clients, and the Indigenous businesses we work with.

In 2019, Stantec

- Expanded the scope of our Indigenous Relations and Alaska Native Program beyond Canada and Alaska to include a global perspective with an initial expanded focus in the contiguous United States and Australia
- Formed an IndigenousConnections@Stantec Employee Resource Group and refreshed support materials to include the global focus

- Continued our focus on promoting STEM occupations via scholarship donations (for a total of \$17,000) directed to Indigenous students at Ft. Berthold College, Sitting Bull College, American Indian Science and Engineering Society (AISES), Alaska Resource Education, Alaska Native Science and Engineering Program (ANSEP), University of Canterbury, and Melbourne University
- In Canada, grew our number of [Indigenous Business Partnerships](#) from 7 to 11, which generated \$15 million and provided direct investments that support economic growth
- In Canada, moved to the third and final stage of certification in Canadian Council for Aboriginal Business' Progressive Aboriginal Relations certification, which demonstrates that Stantec is committed to reconciliation and is recognized as a company that works effectively with Indigenous communities
- In Canada, created an Employee Equity Plan, which includes a systematic and structured approach to removing diversity and inclusion barriers for Indigenous Peoples at Stantec
- In the United States, continued to partner with Alaska Native Corporations for US federal government contract opportunities and other business partnerships
- In the United States, supported AISES, the Alaska Native Cultural Charter School-Business Partnership, and ANSEP in their efforts to promote STEM education and youth mentoring
- In the United States, joined the AISES Corporate Advisory Council as well as sponsored and presented at the AISES National Conference to promote STEM employment of Indigenous Peoples
- In Australia, worked with Reconciliation Australia to develop a Reconciliation Action Plan focused on demonstrating our commitment to reconciliation with Indigenous Australians



Lake St. Martin First Nation  
New School  
Culturally Relevant Education  
Lake St. Martin First Nation,  
Manitoba, Canada

## Working with Indigenous Communities is a Company Tenet

Shortly after Stantec's founding in 1954, our project work expanded from Edmonton, Alberta, to northern Canada. Since then, building and maintaining positive relationships with Indigenous Peoples has been a Company tenet. We work closely with Indigenous communities in Canada, the United States, New Zealand, Australia, Chile, and Peru.

A few examples of Stantec's work with Indigenous communities follow:

**Canada:** Natural weather resources, microgrids, and battery storage give remote Indigenous communities the opportunity to break their reliance on diesel fuel. Not only is renewable energy a dependable, affordable, off-the-grid alternative, Stantec's clean energy approach aligns well with Indigenous cultural values.

[Learn more](#)

**United States:** Working closely with the Alaska Native Science and Engineering Program allows Stantec scientists and engineers to ensure the next generation of STEM professionals reflects the communities where we live and work.

[Learn more](#)

**Australia:** "Grounded in Truth, Walk Together in Courage" was the theme of the 2019 National Reconciliation Week, and Stantec's Reconciliation Action Plan working group led programs to better understand the impacts Australia's colonial history.

[Learn more](#)

**Peru:** Stantec gives a voice to Indigenous communities in rural Peru through our approach to social partnering. Mining is a vital part of the economy in Latin America but has caused some social conflict. By involving local community groups early in the process, the negatives of mining can be minimized and the benefits more equitably shared.

[Learn more](#)



Indigenous Community Members  
Cajamarca, Peru

# Innovation

## Management Approach

Innovation and creativity are essential elements of our past and future success. Our innovation strategy combines proven ideas with curiosity, creativity, and technology-forward approaches.

In 2019, Stantec

- Elevated the importance of innovation in our operations by creating and filling a new chief innovation officer position
- Funded advancements in sustainability with 93% of Greenlight Program grants—grants for innovative ideas and research—advancing environmental and social thought leadership
- Sponsored an Innovation Forum—a Ted Talk-style event celebrating innovative projects and the people behind them—where 100% of topics had a connection to sustainability
- Partnered with academic institutions to attract more than \$450,000 in federal research funding
- Avoided the environmental impacts of hardcopy libraries with eLibrary downloads of more than 27,000 articles

### Greenlight Funding Enables Orchid Preservation

Orchids act as the canary in the coal mine of ecological systems; their failure to thrive indicates a natural habitat's decline. Restoring orchids means restoring an ecosystem to a higher functioning capacity. Greenlight funding is enabling Stantec ecologist Melissa Curran (US) to restore and conserve North American orchid species through research and partnerships.

[See video](#)



### Innovation Forum

Each year, Stantec holds an Innovation Forum to recognize and celebrate our most innovative projects and the people behind them. The 2019 event, our twenty-third annual, was themed Digital Strategy. Thirty-nine employees from six countries gathered in Colorado to network and share best practices.

Not only did each presentation talk about innovations in technology, but each also had a connection to environmental, social, or governance positive impacts. Among others, topics included digital advances to improve the energy efficiency of buildings, wind-hazard mapping for hurricane preparedness, social equity in sidewalk planning, biodiversity protection, and virtual reality to improve community engagement.

This carbon-neutral, eco-friendly event was webcast live; all employees could watch presentations, receive strategy updates from senior executives, and interact with presenters in real time using Yammer, our internal social media platform, and The Lens, our internal company news site.

# Responsible Governance

## IN THIS SECTION

Corporate Governance

Ethics and Compliance

Risk Management

Integrated Management System

Project Delivery

CyberSecurity and Privacy

Human Rights

Sustainable Supply Chain



Everett, Massachusetts, United States

Woods Memorial Bridge and Shared Use Path




 Rochester Institute of Technology,  
 Golisano Institute for Sustainability  
 LEED Certified Platinum  
 Rochester, New York, United States

## Corporate Governance

### Management Approach

Stantec is committed to sound principles of corporate governance and to managing our risks and strategic growth in a way that reflects our triple-bottom-line responsibilities.<sup>1</sup>

To conduct our affairs at the highest standards of integrity, honesty, and professionalism, we continually strengthen our corporate governance practices, targeting priorities such as board diversity, board expertise, and executive compensation.

Our board is responsible for the stewardship of our Company. Board members participate in Stantec’s strategic planning process with senior management, work with executive leadership to set Stantec’s strategic and operational objectives, and periodically review management’s performance in meeting those objectives.

Stantec’s leadership [Diversity Policy](#) and applicable law and regulations guide us when appointing new board members. Currently, 44%

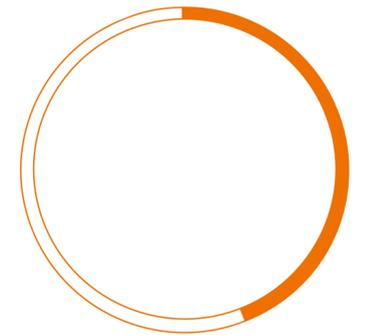
of Stantec’s board members are women (four women and five men). Our board members are highly experienced in business, community, and ESG (environmental, social, and governance) topics.

Stantec has a board committee—the Health, Safety, Security, Environment, and Sustainability Committee—that oversees the overall framework for managing sustainability; health, safety, security, and environment risks; emergency preparedness; and non-financial risks arising from the Company’s Integrity Management Program.

See our [Management Information Circular](#) for more information about Stantec’s corporate governance.

<sup>1</sup> Triple bottom line: A business’s focus that includes not only financial considerations but also social and environmental considerations.

### Board Composition and Experience



**Gender**

- 44% female
- 56% male



**Environmental and Social Factors**

- 63% highly experienced
- 25% general experience
- 12% limited experience

**Governance Factors**

- 100% highly experienced

## Ethics and Compliance

### Management Approach

Integrity means that we always work to the highest professional and ethical standards and operate our business in a way that is open, honest, and responsible. Stantec recognizes that we must uphold our values to gain and maintain the trust of clients, shareholders, employees, business partners, and the public. We ask employees, partners, subcontractors, and vendors to live our Stantec values and take personal responsibility for their behaviors.

Stantec policies prohibit corruption and anti-competitive behaviors and forbid employees from using Company funds to contribute to political candidates or parties. Our Integrity Hotline provides a confidential way for employees to speak up if they become aware of unlawful actions or unethical behaviors that violate our policies.

In 2019, all board members and more than 95% of all employees completed the annually-required ethics and compliance training.

## Risk Management

### Management Approach

Responsibility for risk management and compliance is shared across the organization—from senior executives to frontline employees.

At a corporate level, Stantec systematically identifies and manages risks through a comprehensive Enterprise Risk Management program—aligned with international standards and overseen by the board Audit and Risk Committee—that includes policies, practices, and systems to address our principal risks: project, supply chain, human capital, finance, currency volatility, global politics, and legislative.

At a project level, the Project Risk Committee evaluates risks associated with projects that have the potential for significant impacts to Stantec, our clients, our communities, or the environment.

Executives are accountable for risks relevant to their areas of responsibility.

See our [Annual Report](#) and [CDP Disclosure](#) for more information.



Red Gap Wind Farm  
Hartlepool, County Durham, United Kingdom

# Integrated Management System

## [Management Approach](#)

Stantec's certified Integrated Management System (IMS) delivers a disciplined and accountable framework that defines Company procedures, monitors risks and hazards, reduces inefficiencies, maximizes Company resources, and enables sustainability program implementation.

Stantec's IMS covers our business processes and each geographic region is certified to or meets the intention of the following internationally recognized standards: ISO 14001:2015 Environmental Management Standard, ISO 19001:2015 Quality Management Standard, ISO 45001:2018 Occupational Health and Safety Management Standard, and ISO 20000-1:2018 IT Service Management Standard.

Stantec has certified management systems in Canada, the United States, the United Kingdom, Australia, New Zealand, Italy, the Netherlands, the Middle East, India, and Chile. Each currently operates separately, but in a coordinated fashion. A strategy is in development to create a more comprehensive global corporate approach that allows regional differences based on local legislation or professional standards.

## Integrated Global Working: An operational advantage

Pune, India, is home to one of Stantec's largest offices, hosting approximately 400 staff.<sup>1</sup> Our Pune office is a key element of Stantec's competitive operational advantage. For more than 20 years, the Pune design center has provided multidisciplinary engineering support to teams around the world, allowing Stantec to deliver on larger jobs, accommodate compressed schedules, and reduce project costs.

Stantec's consistently applied management systems enable this collaborative model to work effectively in all parts of the globe. Besides technical expertise, Pune engineers provide a diversity of thought and sharing of best practices, made possible because the team works with standards and clients in all regions.

The Pune team is a shining example of an engaged workforce. They enjoy many employee events and celebrations together and volunteer in the community. This close-knit team is proud to say they have the highest employee engagement score of any group or geography at Stantec.

[Learn more](#)

<sup>1</sup> Employee numbers include contractor and agency staff.



 Stantec Office  
Pune, Maharashtra, India

# Project Delivery

## Management Approach

Exceptional project execution and delivery begins with identifying the right project managers and providing them with the processes and tools they need to succeed. Stantec supports our people with a variety of project management tools and systems. Our Project Management Ecosystem specifies Stantec's expectations of project managers and provides a scalable framework to promote a pragmatic and disciplined approach to project delivery. It includes the critical tasks for managing risks and achieving quality delivery on typical projects.

Adherence to the framework forms the basis of Stantec's compliance with the ISO 9001-certified quality management system. The underlying philosophy of this program recognizes project managers play a crucial role in providing quality services to our clients.

At a project level, the framework also considers sustainability commitments like water use, air emissions, energy use, human rights, ethics, stakeholders, and Indigenous relations. Impacts are evaluated during the proposal and the health, safety, security, and environmental planning stages and then reviewed through project audits.



Newtown Barge Park Coastal Resilience and Green Space  
New York, New York, United States

## Project Excellence

Stantec's ability to incorporate sustainable outcomes into our project work is recognized through regular project awards. A few of our sustainability-related 2019 project awards follow:

- [Canadian Consulting Engineering Award](#), Evolv1 Net Positive Building (ACEC Canada)
- [Project of the Year Award](#) and [Team of the Year Award](#), King's Scholars Pond Sewer Rehabilitation (British Construction Industry Awards and *Utility Week*, UK)
- [Excellence in Partnering](#), Marine Arctic Ecosystem Study, (National Oceanographic Partnership Program, US)
- [Innovation and Excellence Awards](#), Vicinity Centres National Energy Program (Property Council of Australia)
- [Engineering Achievement of the Year Award and Sustainability Medal](#), Madinat Salman Sewage Treatment Works, Kingdom of Bahrain (MEED Project Awards)
- [Innovation Spotlight Award](#), Shaping High Rise Towers to Meet Future Energy Codes (CanBIM, Canada)
- [Reinventing Cities Award](#), L'INNESTO, Zero Carbon Social Housing Project (C40)
- [Sir John Fowler Award](#), Strategic Drainage Management Plan Pilot Scheme (ICE Yorkshire and Humber Awards, UK)
- [High Performance Building Award](#), Calgary Composting Facility (*SABMag*, Canada)
- [Best Housing Development](#), Barton Park (OxPropFest Awards, UK)
- [Engineering Excellence Award](#), Robinson Preserve Expansion Project (ACEC, US)
- [Mayor's Award for Sustainable and Environmental Planning](#), Agar Grove Estate (London Planning Awards, UK)
- [Excellence in Asset Management](#), Wellington Water Supply Resilience Study (IPWEA Australasia)
- [Master Plan Award](#), Sugar House Island (New London Awards, UK)

## Cybersecurity and Privacy

### Management Approach

Cybersecurity attacks can disrupt our business operations, resulting in financial losses and reputational damage. To address this risk, Stantec has implemented world-class security systems, security policies, processes, and practices and invested in staff cybersecurity awareness training (e.g., phishing, spoofing, and other social engineering techniques). Stantec also tracks all cybersecurity incidents and has a robust incident response program in place should the necessity to invoke it arise.

Furthermore, we are committed to respecting and protecting the privacy of individuals and ensuring that all personal or sensitive data within our possession or under our control is handled with due care.

Stantec protects its networks and systems against breaches. If a problem is identified in the future, the IT Incident Response program will be immediately invoked to investigate, contain, remediate, and eradicate the threat.

## Human Rights

### Management Approach

Protecting human rights is fundamental to our corporate values. Our policies and practices protect the rights of our employees, individuals that support our supply chain, and the communities where we work.

Stantec is an equal opportunity employer and respects the rights of our employees to freedom of association.

We support the principles in the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights. As a signatory to the UN Global Compact, we commit to its human rights and labor principles.



Quarryman's Trail Cycleway  
Christchurch, Canterbury, New Zealand



Wellington Harbour Exploratory Bores  
Underwater Aquifer Exploration  
Wellington, New Zealand

## Sustainable Supply Chain

### Management Approach

As a large global company, our purchasing decisions can influence positive change. We leverage our supply chain decisions to promote sustainable business practices and to support local businesses around the world.

In 2019, Stantec

- Approved a centralized e-procurement management system to give us more visibility and control over spending, standardize purchasing approaches, negotiate discounts for sustainable materials, and influence purchasing choices
- Actively incorporated sustainability and energy efficiency into our request for proposal process for selection of vendors and office locations
- Increased our spending on small and disadvantaged subcontractors in the United States from US\$92 million to US\$113 million, which is 20% of our total US subcontracting costs
- Completed rollout of a print management program to US operations, which saves the company a significant amount of money (about US\$2 million per year) by encouraging reduced paper use, mandating centralized paper purchases, and outsourcing print device management
- Worked with the Canadian Council for Aboriginal Business Procurement Champions Group to promote Indigenous participation in our supply chain

# Appendixes

## IN THIS SECTION

[Appendix A: GRI Content Index](#)

[Appendix B: UNGC  
Communication on Progress](#)

[Appendix C: Summary of  
Management Approaches](#)

[Appendix D: Cautionary Note  
Regarding Forward-Looking  
Statements](#)



Fijótsdalsstöð, Iceland

Kárahnjúkar Hydroelectric Project

## Appendix A. GRI Content Index

This appendix outlines the GRI Content Index information relating to Stantec and, based on the results of Stantec's materiality assessment, is organized into five tables—General Disclosures, Operational Priorities, Managed Topics, Monitored Topics, and Non-Applicable Topics.

This GRI Content Index

- Cross-references sections of this Sustainability Report (SR) and public documents that contain relevant data, including our [Annual Report \(AR\)](#), [Management Information Circular \(MIC\)](#), [Annual Information Form \(AIF\)](#), [CDP Disclosure](#), and [stantec.com](#), our website.
- Adds pertinent details not explained in the main body of this report
- Explains any omissions
- Refers to topics in the Engineering and Construction Services Standard of the Sustainability Accounting Standards Board (SASB)
- Refers to recommendations in the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board

Consider these points when reviewing this appendix:

- **Countries of significant operations** (representing 91% of global employees): Canada, United States, United Kingdom, Australia, and New Zealand
- **Regions and associated countries**
  - Canada
  - United States
  - Europe—United Kingdom, Continental Europe (Belgium, Czech Republic, Germany, Italy, the Netherlands, Slovakia, Turkey)
  - Asia Pacific—Australia, New Zealand, and Asia (China, Taiwan)
  - Remaining geographies—India, Latin America and the Caribbean (Argentina, Barbados, Chile, Peru), the Middle East (Bahrain, Kuwait, Qatar, Saudi Arabia, United Arab Emirates), and Ethiopia
- **Data compilation:** Numbers were compiled from Stantec's Human Resources Information System (HRIS), health and safety incident tracking system, and eco-footprint database
- **Data presentation:** For comparison purposes, when available or relevant, numbers are also provided for the previous two years (and highlighted in light grey)
- **GRI version:** All GRI disclosures below reference GRI Standards version 2016, except for GRI-403 (Occupational Health and Safety), which is GRI Standards version 2018

## General Disclosures

This report covers all GRI 102: General Disclosures.

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions		SASB or TCFD (if applicable)
<b>GRI 102: General Disclosures</b>			
<b>Organizational Profile</b>			
102-1	Name of the organization	Stantec Inc.	
102-2	Activities, brands, products, and services	SR, Stantec Snapshot > Business Operating Units. AR, pages 3 and M2.	SASB IF-EN-401a.1
102-3	Location of headquarters	Edmonton, Alberta, Canada.	
102-4	Locations of operations	Countries of significant operations (representing 91% of global employees) include Canada, United States, United Kingdom, Australia, and New Zealand. SR, Stantec Snapshot > Our Geographies. Website, <a href="#">Find a Stantec Office</a> .	
102-5	Ownership and legal form	AIF, pages 3, 4, 13, and 14.	
102-6	Markets served	SR, Stantec Snapshot > Our Economic Performance. AR, pages 3 and M11-M14. AIF, pages 9, 10, and 12.	
102-7	Scale of organization	SR, Stantec Snapshot. AR, pages 3 and M5-M19. AIF, pages 9 and 10.	

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
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102-8 Employee numbers and demographics      The number and percentage of employees by employment contract (permanent and temporary), type (full time and part time), region, and gender follows.

	Total				Female				Male			
	2019		2018	2017	2019		2018	2017	2019		2018	2017
	#	%	%	%	#	%	%	%	#	%	%	%
Total Company	21,852	100	100	100	7,550	35	34	34	14,302	65	66	66
Full Time	20,156	92	92	92	6,630	33	33	32	13,526	67	67	68
Part Time	1,696	8	8	8	920	54	55	55	776	46	45	45
Permanent	20,598	94	94	NR	7,151	35	34	NR	13,447	65	66	NR
Temporary	1,254	6	6	NR	399	32	30	NR	855	68	70	NR
Canada	7,684	35	38	38	2,844	37	36	36	4,840	63	64	64
United States	9,257	42	43	46	3,210	35	34	33	6,047	65	66	67
Europe	2,083	10	10	6	674	32	33	33	1,409	68	67	67
Asia Pacific	1,644	8	4	4	509	31	36	35	1,135	69	64	65
Remaining Geographies	1,184	5	5	6	313	26	26	27	871	74	74	73

Notes

- Employee numbers were compiled from Stantec HR Information Systems
- Excludes workers who are not employees (agency and contractor resources)—under 5% of Stantec’s workforce
- Regional employment by contract and type is presented separately since most employees are full time (92%) and permanent (94%)
- NR = Not reported this year

102-9 Supply chain      SR, Stantec Snapshot > Our Value Chain, Responsible Governance > Sustainable Supply Chain.

102-10 Significant changes to organization and supply chain      There were no significant changes to Stantec’s supply chain. In 2019, Stantec acquired one company: Wood & Grieve Engineers, an award-winning, multidiscipline Australian consulting firm bringing more than 600 engineers with expertise in buildings, land development, and infrastructure projects. When making acquisitions, Stantec looks for companies that share a cultural alignment and our passion for sustainability.

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions		SASB or TCFD (if applicable)
102-11 Precautionary principle	<p>As a consulting firm recognized for building sustainable communities, our market position is based on protecting the environment and society. As such, during our strategic planning process and following our enterprise risk management system, we evaluate and actively work to mitigate any potential environmental degradation resulting from our operations and project work.</p> <p>SR, Message from our President and CEO, Sustainability at Stantec &gt; Strategy, Environmental Stewardship, and Responsible Governance &gt; Risk Management.</p>		
102-12 External initiatives and 102-13 memberships in associations	<p>Examples of Stantec’s memberships, subscriptions, and endorsements of external initiatives follow:</p>		
<ul style="list-style-type: none"> <li>Aboriginal Environmental Leadership Circle</li> <li>American Institute of Architects</li> <li>American Water Works Association</li> <li>Australian Water Association</li> <li>Board of Certified Safety Professionals</li> <li>British Standards Institution</li> <li>Building Owners and Managers Association (BOMA)</li> <li>Business in the Community</li> <li>Business for Social Responsibility</li> <li>Canadian Council for Aboriginal Business</li> <li>Canadian Society for Civil Engineering</li> <li>Catalyst – advancing women in the workplace</li> <li>CDP (formerly Carbon Disclosure Project)</li> <li>Chartered Institution of Water and Environmental Management</li> </ul>	<ul style="list-style-type: none"> <li>Engineers Australia</li> <li>Engineers Without Borders</li> <li>Environmental Protection Agency Energy Star</li> <li>Fitwel Certification System</li> <li>Green Building Councils</li> <li>Higg Index</li> <li>Institute for Sustainable Infrastructure, Envision</li> <li>Institute of Environmental Management and Assessment</li> <li>International Hydropower Association</li> <li>International Organization for Standardization (ISO) 9001, 14001, 20000, 45001</li> <li>International Water Association (IWA)</li> <li>Leadership in Energy and Environmental Design (LEED)</li> </ul>	<ul style="list-style-type: none"> <li>National Association for Environmental Management</li> <li>Natural Capital Coalition</li> <li>Sustainable Apparel Coalition</li> <li>Social and Labor Convergence</li> <li>The Climate Registry</li> <li>UN Global Compact</li> <li>UN Guiding Principles on Business and Human Rights</li> <li>WasteMINZ</li> <li>Water Design-Build Council</li> <li>Water New Zealand</li> <li>Water Research Foundation</li> <li>Water UK</li> <li>WELL Building Standard</li> </ul>	

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)	
<b>Strategy</b>			
102-14	Statement from senior decision maker	SR, Message from our President and CEO.	
102-15	Key impacts, risks, and opportunities	SR, Sustainability at Stantec > Strategy, Sustainability at Stantec > Materiality, and Responsible Governance > Risk Management. AR, pages M2, M11-M14, and M33-M40. CDP Disclosure.	
<b>Ethics and Integrity</b>			
102-16	Values, principles, standards, and norms of behavior	SR, Stantec Snapshot > Our Vision and Responsible Governance > Ethics and Compliance. AR, page 4. Website, <a href="#">Purpose &amp; Values</a> .	SASB IF-EN-510a.3
102-17	Mechanisms for ethics advice	SR, Responsible Governance > Ethics and Compliance. AR, pages M38-M41. MIC, page 22.	
<b>Governance</b>			
102-18	Governance structure	SR, Sustainability at Stantec > Sustainability Governance and Responsible Governance > Corporate Governance. MIC, pages 22-29. Website, <a href="#">Corporate Governance Guidelines</a> .	
102-19	Delegating ESG authority	SR, Sustainability at Stantec > Sustainability Governance.	
102-20	Executive-level ESG responsibility	SR, Sustainability at Stantec > Sustainability Governance. CDP Disclosure.	TCFD: Governance
102-21	Consulting stakeholders on ESG topics	Stakeholder consultation on ESG topics is delegated to the director of Sustainability, who works closely with the Sustainability Working Group and reports to the Executive ESG Committee. Results are shared with the board HSSSES Committee. SR, Sustainability at Stantec > Sustainability Governance and ESG Materiality.	
102-22	Composition of the highest governance body (board) and its committees	SR, Responsible Governance > Corporate Governance. MIC, pages 11-15 and 25. AIF, pages 15-18.	TCFD: Governance
102-23	Chair of the board	Douglas Ammerman. MIC, pages 11 and 26. Website, <a href="#">Douglas Ammerman</a> .	
102-24	Nominating and selecting the board	Stantec's leadership <a href="#">Diversity Policy</a> and Canadian legislation guide the nomination and selection of our board. MIC, pages 9 and 23-29.	

GRI Standards and Disclosures		Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
102-25	Board conflicts of interest	Identifying and managing conflicts of interest is covered during directors' orientation and continuing education. We also implement guidelines on director overboarding. MIC, pages 21, 22, 60, and 61.	
102-26	Board role in setting purpose, values, and strategies	SR, Responsible Governance > Corporate Governance. MIC, page 26.	
102-27	Collective board ESG knowledge	Stantec's Executive ESG Committee informs the board HSES Committee about economic, environmental, and social topics. SR, Responsible Governance > Corporate Governance. MIC, page 25.	TCFD: Governance
102-28	Board evaluation of ESG performance	The Executive ESG Committee provides direct input and analysis about our ESG performance, including our performance compared to our peers and to previous years.	
102-29	Identifying and managing ESG impacts	Stantec's director of Sustainability and Executive ESG Committee identify and manage ESG impacts and provide information to the board. Through various media, the board also receives direct input from stakeholder groups. CDP Disclosure.	TCFD: Strategy and Risk Management
102-30	Effectiveness of risk management processes	SR, Responsible Governance > Risk Management. AR, pages M33 and M34. MIC, pages 26 and 27. CDP Disclosure.	TCFD: Strategy and Risk Management
102-31	Review of ESG topics	SR, Sustainability at Stantec > Sustainability Governance. MIC, pages 36 and 37. AIF, pages 11 and 12. CDP Disclosure.	
102-32	Board role in sustainability reporting	SR, About This Report.	
102-33	Communicating critical ESG concerns	SR, Sustainability at Stantec > Sustainability Governance.	
102-34	Nature and number of ESG concerns	No critical ESG concerns were reported to the board in 2019.	
102-35	Remuneration policies	MIC, pages 17-21 and 38-57.	
102-36	Process for determining remuneration	MIC, pages 17-21 and 38-57.	
102-37	Stakeholder remuneration involvement	MIC, pages 10 and 37.	

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
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102-38 Annual total compensation ratio and increase  
102-39 The ratios for annual total compensation and for the percentage increase for our highest-paid employee to the median in each country of significant operations follows:

Country	Annual Total Compensation Ratio: Highest to Median			Percentage Increase in Annual Total Compensation Ratio: Highest to Median		
	2019	2018	2017	2019	2018	2017
Total Company	17.1	11.1	NR	1.0	NR	NR
Canada	19.7	11.9	20.1	6.4	-3.9	0.0
United States	8.2	7.5	7.6	0.8	1.6	-3.4
United Kingdom	9.4	9.2	8.5	0.0	-37.4	-2.9
Australia	4.2	4.5	4.4	0.3	15.6	NR
New Zealand	3.0	3.5	3.1	0.1	6.7	NR

Notes:

- Total compensation includes base salary and annual bonus but does not include long-term incentives.
- NR = Not reported this year.
- Not included in these numbers are the AU acquisition of WGE and UK acquisition of PBA as information has not yet been integrated into Stantec's HRIS.

**Stakeholder Engagement**

102-40 List of stakeholder groups  
As a part of Stantec's materiality assessment update, the Executive ESG Committee re-identified and re-evaluated stakeholder groups. The stakeholders identified include (presented in descending order based on their pairwise weighting) clients, investors, employees, regulators, subcontractors and business partners, vendors, communities, public interest groups, and non-governmental organizations.

102-41 Collective bargaining agreements  
Because Stantec is a professional services firm, less than 1% of employees are eligible for coverage under collective bargaining agreements. Some US employees (approximately 0.3%) belong to the International Union of Operating Engineers Local 12 and have maintained a collective agreement for more than 10 years without interference from Stantec.

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
102-42 Identifying and selecting stakeholders	<p>Stakeholder engagement is an essential part of Stantec’s Sustainability Program. Stakeholder groups that had been previously identified were revisited through group discussion by Stantec’s Executive ESG Committee during our materiality assessment workshop. The Committee performed a pairwise evaluation—a process of comparing entities in pairs to judge which of each entity is given greater weight—to determine the importance of one stakeholder to another. Based on resulting scores, Stantec’s stakeholders were divided into two groups: primary stakeholders and secondary stakeholders. The stakeholders with the highest percentage scores (clients, investors, employees) represent the primary stakeholders, the ones that could most significantly impact or influence Stantec’s ability to operate.</p> <p>SR, Sustainability at Stantec &gt; Materiality.</p>	
102-43 Approach to stakeholder engagement	<p>Stantec engages with stakeholder groups in various ways (see the table that follows). As a part of our materiality assessment process, primary stakeholders (employees, clients, and investors) were engaged via survey for input specific to GRI material topics.</p> <p>SR, Sustainability at Stantec &gt; Materiality.</p>	
<p><b>Clients</b></p> <ul style="list-style-type: none"> <li>Client materiality survey</li> <li>Regular meetings with account managers</li> <li>Meetings and calls with account and project managers and senior leaders</li> <li>Client surveys, questionnaires, and requests for proposals</li> <li>Debriefs and bidder conferences for proposed projects</li> <li>Brown-bag get-togethers to share lessons learned and best practices</li> <li>Informal discussions at industry and professional association events</li> <li>Joint participation on technical committees</li> </ul> <p><b>Communities</b></p> <ul style="list-style-type: none"> <li>Stantec in the Community Week (across our Company)</li> <li>Locally driven engagement initiatives (varies by region and locale)</li> </ul> <p><b>Employees</b></p> <ul style="list-style-type: none"> <li>Employee materiality survey</li> <li>Employee engagement surveys</li> <li>Focus groups</li> <li>One-on-one meetings</li> <li>Integrity Hotline (third party)</li> <li>Post-acquisition surveys</li> <li>Inclusion and Diversity Councils</li> <li>Career development and performance reviews</li> <li>Employee Resource Groups</li> <li>Developing Professionals Groups</li> </ul>	<p><b>Investors</b></p> <ul style="list-style-type: none"> <li>Investor materiality survey</li> <li>Annual General Meetings</li> <li>Earnings conference calls</li> <li>Investor conference presentations</li> <li>Meetings and calls with Investor Relations and Finance teams</li> <li>Investor disclosure requests</li> <li>Industry research and publications</li> <li>Informal discussions at industry and professional association events</li> </ul> <p><b>Regulators</b></p> <ul style="list-style-type: none"> <li>Review of regulations</li> <li>Interactions during project work</li> <li>Informal discussions at industry and professional association events</li> <li>Joint participation on technical committees</li> </ul> <p><b>Subcontractors and Business Partners</b></p> <ul style="list-style-type: none"> <li>Subcontractor prequalifications</li> <li>Joint project work</li> <li>Meetings with project managers and senior leaders</li> </ul> <p><b>Vendors</b></p> <ul style="list-style-type: none"> <li>Contract negotiations</li> <li>Quarterly business reviews</li> <li>Meetings with Procurement team</li> </ul>	

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
102-44 Key topics and concerns raised	Material topics presented in this report reflect the identified priorities of the Executive ESG Committee and stakeholder groups. SR, Sustainability at Stantec > Materiality.	
<b>Reporting Practice</b>		
102-45 Entities included in the consolidated financial statements	Stantec's Annual Report covers all legal entities and services.	
102-46 Defining report content and topic boundaries	Assessing materiality as part of our sustainability strategy ensures that our initiatives and reporting align with our business's and stakeholders' priorities. SR, Sustainability at Stantec > Materiality.	
102-47 List of material topics	GRI material topics as well as non-material topics are presented in this Index. Together, these topics complete the picture of Stantec's ESG commitments and facilitate evaluations from investor driven ESG rating systems. SR, Sustainability at Stantec > Materiality.	
102-48 Restatements of information	None.	
102-49 Changes in reporting	No significant changes in material topics or topic boundaries.	
102-50 Reporting period	Calendar year 2019. SR, About This Report.	
102-51 Date of most recent report	Our 2018 Sustainability Report was published in May 2019.	
102-52 Reporting cycle	Stantec publishes an annual Sustainability Report. SR, About This Report.	
102-53 Contact point for questions about this report	Direct questions to <a href="mailto:sustainability@stantec.com">sustainability@stantec.com</a> . SR, About This Report.	
102-54 Claims of reporting in accordance with GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option. This report covers all GRI 102: General Disclosures providing more comprehensive coverage in areas such as Governance, and often reporting on more than the one required Topic-specific Disclosure.	
102-55 GRI Content Index	SR, GRI Content Index.	

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
102-56 External assurance	Our greenhouse gas emissions inventory was <a href="#">independently verified</a> by <a href="#">APEX Companies</a> (previously Bureau Veritas Group). Stantec commissioned <a href="#">ISOS Group, Inc.</a> to conduct a <a href="#">third-party review of this report</a> to determine whether it was prepared in accordance with the requirements of the Core report option of the GRI Sustainability Reporting Standards. SR, About This Report.	
<b>GRI 103: Management Approach</b>		
103-1 Material topics	SR, Sustainability at Stantec > Materiality.	
103-2 Management approach and components	See individual sections below.	
103-3 Evaluation of the management approach	See individual sections below.	

## Operational Priorities

These are the topics determined most material to Stantec and show high operational priority for Stantec executive management as well as surveyed stakeholders. These material items shape the focus of our sustainability program and reporting.

GRI Standards and Disclosures		Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
<b>Economic</b>			
<b>GRI 201: Economic Performance</b>			
103-1 103-2 103-3	Material topic, management approach, evaluation	Like any business, positive economic performance is a vital element of our success and of high interest to stakeholders. We measure our economic performance through sustainable profitability, and we have remained profitable every year since our founding in 1954.  SR, Stantec Snapshot > Our Economic Performance.  Our economic performance is covered in depth in our <a href="#">Annual Report</a> .	
201-1	Direct economic value generated and distributed	SR, About Stantec. AR, pages 6, 7, and M5-M43.	
201-2	Financial implications and other risks and opportunities due to climate change	Because we are a professional services company operating in leased space, the climate risks to our physical operations are minimal. For us, climate action is primarily a business opportunity: as subject-matter experts, we help clients prepare for, mitigate, and respond to a changing climate.  SR, Sustainability at Stantec, Sustainable Development Goals, and Risk Management. AR, pages 9, M2, M13, M27, and M41. CDP Disclosure.	
201-3	Benefit obligations	AR, pages M14, M15, M20, M21, M24-M26, F7, F9, F20, F26, F42-F45.	
201-4	Government assistance	AR, page F62.	
<b>GRI 205: Anti-Corruption and GRI 206: Anti-Competitive Behaviors</b>			
103-1 103-2 103-3	Material topic, management approach, evaluation	Doing business in an ethical manner is a key component of Stantec’s company value “we do what is right.” Problems with corruption and anti-competitive behaviors can have long-lasting legal and reputational repercussions on our ability to do work. We have policies and practices in place so that employees, partners, subcontractors, and vendors around the world take personal responsibility for their ethical behaviors. We evaluate the effectiveness of our approach to ensure ethical conduct, including the avoidance of any corruption-related or anti-competitive incidents, through the number and nature of issues reported to our third-party Integrity Hotline, and by the number of legal actions taken against the company.  Management Approach: <a href="#">Ethics and Compliance</a> .	SASB IF-EN-510a.3

GRI Standards and Disclosures		Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
205-1	Operational risk assessment	We continually assess our global operations relating to corruption. The total number and percentage of operations assessed for corruption-related risks is deemed confidential and therefore omitted. Stringent control measures are in place to identify and mitigate the highest risks.	
205-2	Communication and training	Yearly, board members and employees must take Ethics and Compliance training, which includes details about anti-corruption. In 2019, all board members and more than 95% of employees completed this training. Business partners that we have determined to be at higher risk for corruption-related incidents must take the training. The specifics related to this measure have been omitted because they are deemed confidential. SR, Responsible Governance > Ethics and Compliance.	
205-3	Confirmed incidents	None.	SASB IF-EN-510a.2
206-1	Legal actions for practices	None.	SASB IF-EN-510a.2

### Social

#### GRI 401: Employment

103-1 103-2 103-3	Material topic, management approach, evaluation	Stantec provides a significant social contribution by giving our people great work opportunities; opening the door for graduates and apprentices; and providing our people with opportunities for development and growth through training programs, coaching, and mentorships. Our success is measured through our ability to recruit high-quality candidates to meet hiring needs, by keeping our voluntary employee turnover low, and by monitoring employee engagement scores. The external recognition we have received over the years further validates the strength of our people-centered approaches. SR, People-Centered Workplace. Management Approaches: <a href="#">Attracting Talent</a> , <a href="#">Employee Engagement</a> , and <a href="#">Total Rewards</a> .	
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401-1 New hires and turnover

Total number and rate of new employee hires and turnover follow:

	Total				Female				Male			
	2019		2018	2017	2019		2018	2017	2019		2018	2017
	#	%	%	%	#	%	%	%	#	%	%	%
<b>Total Company</b>												
New Hires	3,168	16.4	17.9	13.1	1,203	17.8	18.7	14.1	1,965	15.7	17.5	12.6
Total Turnover	2,986	15.5	15.9	15.8	1,065	15.7	16.4	16.5	1,921	15.3	15.7	15.1
Voluntary Turnover	2,163	11.2	11.8	11.0	780	11.5	12.9	11.8	1,383	11.0	11.4	10.5
<b>Canada</b>												
New Hires	1,039	14.4	19.4	11.4	450	16.6	19.8	12.2	589	13.0	19.3	11.0
Total Turnover	1,249	17.3	17.0	15.0	468	17.3	17.6	16.1	781	17.3	16.7	14.1
Voluntary Turnover	817	11.3	12.1	10.3	304	11.2	12.9	11.6	513	11.3	11.6	9.6
<b>United States</b>												
New Hires	1,401	16.3	14.4	12.0	542	18.1	15.2	12.8	859	15.4	14.0	11.6
Total Turnover	1,111	12.9	14.9	15.6	380	12.7	15.4	15.4	731	13.1	14.7	15.7
Voluntary Turnover	917	10.7	11.8	11.1	322	10.7	12.8	11.1	595	10.6	11.3	11.2
<b>Europe</b>												
New Hires	246	18.9	20.6	13.3	75	17.9	24.0	15.1	171	19.3	18.8	12.4
Total Turnover	231	17.7	12.9	13.0	94	22.5	14.2	13.0	137	15.4	12.2	13.0
Voluntary Turnover	170	13.0	10.3	10.2	67	16.0	11.2	9.6	103	11.6	9.8	10.5
<b>Asia Pacific</b>												
New Hires	213	21.2	21.1	18.5	70	20.6	24.9	20.4	143	21.6	19.0	17.6
Total Turnover	155	15.5	13.2	18.8	62	18.2	12.6	21.8	93	14.0	13.5	17.2
Voluntary Turnover	127	12.7	11.1	15.7	50	14.7	9.7	18.9	77	11.6	11.9	13.9
<b>Remaining Geographies</b>												
New Hires	269	23.0	28.8	27.6	66	21.4	28.1	35.4	203	23.6	29.1	24.8
Total Turnover	240	20.5	21.5	23.8	61	19.7	21.4	30.0	179	20.8	21.6	21.5
Voluntary Turnover	132	11.3	12.9	11.3	37	12.0	16.3	16.5	95	11.0	11.7	9.5

	Age: Under 30				Age: 30 to 50				Age: Over 50				Self-ID Minority (CA/US Only)			
	2019		2018	2017	2019		2018	2017	2019		2018	2017	2019		2018	2017
	#	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%
<b>Total Company</b>																
New Hires	1,114	33.3	34.5	29.8	1,536	14.7	16.0	11.9	518	9.5	11.5	6.3	661	20.3	18.9	NR
Total Turnover	588	17.6	18.7	18.0	1,627	15.5	15.8	16.6	771	14.1	14.4	13.2	539	16.6	17.3	NR
Voluntary Turnover	465	13.9	15.8	14.1	1,234	11.8	12.2	11.8	464	8.5	8.7	7.6	374	11.5	13.0	NR
<b>Canada</b>																
New Hires	335	30.0	39.1	28.5	553	13.4	16.8	10.0	151	7.6	13.8	6.2	268	20.3	20.7	NR
Total Turnover	218	19.6	19.6	15.9	700	17.0	16.9	15.9	331	16.6	15.9	12.7	268	20.3	16.7	NR
Voluntary Turnover	156	14.0	15.6	12.9	499	12.1	12.5	11.3	162	8.1	9.1	6.7	153	11.6	11.9	NR
<b>United States</b>																
New Hires	532	33.8	28.5	25.7	601	14.3	12.9	11.4	268	9.5	9.0	6.2	393	21.5	18.0	NR
Total Turnover	209	13.3	17.9	15.1	558	13.3	15.1	17.2	344	12.2	13.1	13.3	271	14.8	17.5	NR
Voluntary Turnover	188	11.9	15.9	12.0	484	11.5	12.4	12.9	245	8.7	8.6	7.9	221	12.1	13.8	NR
<b>Europe</b>																
New Hires	118	40.3	37.3	33.5	106	14.8	15.6	9.6	22	7.5	15.3	2.7	NR	NR	NR	NR
Total Turnover	83	28.3	15.8	19.9	109	15.2	12.7	10.8	39	13.2	9.9	12.2	NR	NR	NR	NR
Voluntary Turnover	63	21.5	13.9	14.3	84	11.7	10.2	8.6	23	7.8	6.5	10.8	NR	NR	NR	NR
<b>Asia Pacific</b>																
New Hires	70	38.9	34.4	41.4	110	18.2	21.8	18.1	33	15.2	7.1	2.9	NR	NR	NR	NR
Total Turnover	38	21.1	17.2	32.0	95	15.7	12.6	18.9	22	10.1	11.8	8.6	NR	NR	NR	NR
Voluntary Turnover	33	18.3	12.6	27.3	75	12.4	11.8	15.5	19	8.8	7.7	7.5	NR	NR	NR	NR
<b>Remaining Geographies</b>																
New Hires	59	32.6	48.0	54.8	166	19.8	24.9	23.6	44	29.5	66.7	61.0	NR	NR	NR	NR
Total Turnover	40	22.1	25.1	38.7	165	19.6	19.4	20.6	35	23.5	30.2	24.1	NR	NR	NR	NR
Voluntary Turnover	25	13.8	21.2	28.0	92	11.0	11.4	8.4	15	10.1	10.9	8.5	NR	NR	NR	NR

Notes:

- Excludes agency, contractors, and temporary resources.
- NR = Not reported this year.
- Not included in these numbers are the AU acquisition of WGE and UK acquisition of PBA as information has not yet been integrated into Stantec's HRIS.

GRI Standards and Disclosures		Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
401-2	Benefits provided to full-time employees	The information provided in this section is standard for full-time employees in our significant locations of operation. Management Approach: <a href="#">Total Rewards</a> .	
401-3	Parental leave	Stantec provides parental leave in accordance with the local laws and regulations of the countries we operate in. Parental leave statistics are omitted because details are not tracked in the manner specified in the disclosure.	
<b>GRI 403: Occupational Health and Safety<sup>1</sup></b>			
103-1 103-2 103-3	Material topic, management approach, evaluation	Nothing is more important than the health, safety, security, and well-being of the employees, contractors, clients, visitors, and communities the Company serves. Healthy, safe and productive employees are vital to our sustained success. All programs and records discussed in this report apply to Stantec employees worldwide. Subcontractors are assessed for their HSSE programs through our Subcontractor Management System, which includes safety statistics, insurance, compensation coverage, program verification, and more. Subcontractors are expected to manage and communicate any incidents and share any lessons learned through investigation and reporting. Our strong health and safety performance provides evidence of the effectiveness of our SaferTogether™ culture and integrated management systems, with documented lessons learned and findings from audits and inspections informing ongoing improvements. Management Approach: <a href="#">Health, Safety, and Security</a> .	
403-1	Occupational health and safety management system	Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001:2018-certified management system (part of our Integrated Management System). This management system covers all employees globally and is regularly audited by internal and external resources (as a part of our certification process).	

<sup>1</sup> This is our first year of reporting to Standard version 2018

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
403-2 Hazard identification, risk assessment, and incident investigation	<p>Stantec’s Hazard Recognition, Assessment, and Control (HRAC) process helps employees identify hazards, assess risk, and then take appropriate action by implementing controls aimed at preventing incidents. The HRAC process develops a list of hazards for activities or projects, and then guides application of appropriate controls to reduce the risk associated with each identified hazard to an acceptable level. All employees receive training in using the HRAC process, modified for their job tasks and exposure to hazards.</p> <p>Each employee is responsible and authorized to stop work immediately if they become aware of an unsafe act or condition that could place anyone in danger, or if they are not confident in the work plan. This is referred to as the Stop Work Authority and is directly endorsed by the CEO.</p> <p>Incidents, hazards, and near misses are required to be reported. Incident reports are submitted to a central database by people directly involved in the incident. For serious incidents and high potential incidents, a team of HSSE experts is established to investigate, issue a lessons-learned document, and recommend corrective action.</p>	
403-3 Occupational health services	<p>Occupational health services as defined for GRI 403 are provided by a variety of HSSE and operations processes and practices. Workplace inspections, both field and office, occur on a regular basis sourced in legislative requirements and in best practices. HSSE representatives provide information and guidance on health, safety, and hygiene topics, as well as perform ergonomic assessments to optimize workstation performance and comfort. Facilities and projects document responsibilities around first aid and emergency response planning. Some services around Wellness and Employee and Family Assistance are provided in conjunction with Stantec’s Human Resources structures and programs.</p>	
403-4 Worker participation, consultation, and communication on occupational health and safety	<p>Stantec’s senior vice president of HSSE has a reporting hierarchy that includes the HSSE vice president, directors, managers, advisors, and office safety and environment coordinators (OSECs). There is an OSEC designated for each office location to facilitate office-level worker participation and connect employees in local offices to our broader HSSE systems, resources, and professionals. An HSSE training and communications manager provides access to and communicates relevant information on health and safety to workers using a variety of print, electronic, and video media.</p> <p>The percentage of workers represented in management-worker health and safety committees is omitted because such committees are not commonly required of a professional service firm. When required by local regulations, we support the formation of office-based committees but do not track the percentage of workers represented.</p>	

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
403-5 Worker training on occupational health and safety	<p>So that employees can keep themselves and others safe, at the start of employment and annually thereafter, mandatory online training and review is required on our corporate HSSE expectations, critical risks, and workplace best practices. To reinforce our Company safety culture, an online training module was developed to reinforce the in-person training facilitated by senior management that was used to introduce Stantec's SaferTogether program. Acquired companies will continue to experience the in-person introduction as part of the overall HSSE integration process. All training is provided free of charge and during paid working hours. The effectiveness of training is evaluated through audit scores and leading indicator submissions.</p>	
403-6 Promotion of worker health	<p>Non-occupational medical and healthcare services are provided as a part of Stantec employment benefits. Additionally, a focus is put on protecting mental health and promoting physical health. All personal health information is kept confidential according to local legal requirements.</p>	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Stantec's approach to preventing and mitigating significant negative occupational health and safety impacts related to our operations and services is covered in the Management Approach: <a href="#">Health, Safety, and Security</a>.</p>	
403-8 Workers covered by an occupational health and safety management system.	<p>As previously mentioned, Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001:2018-certified management system (part of our Integrated Management System).</p>	

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
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403-9 Work-related injuries

The following are numbers and rates of recordable and lost time work-related injuries, as well as near miss (close call) incidents.

SASB IF-EN-320a.1

	2019	2018	2017
Total number of recordable injuries	64	72	93
Total recordable incident rate (TRIR)	0.35	0.41	0.55
Total number of lost time cases	19	24	17
Lost time incident rate (LTIR)	0.11	0.14	0.10
Near miss (close call) incidents	519	447	422
Hours worked	36,159,703	35,016,826	34,102,518

Notes

- Data reported is for employees only.
- Safety professionals assess incident details to categorize them based on the OSHA reporting standard.
- Recordable injuries are those requiring more than first-aid treatment.
- Stantec classifies musculoskeletal disorders as injuries, not illnesses. As such, they would be reflected in the above figures.
- Incident reports are submitted to the health and safety database by people directly involved in the incident. Investigations are recorded within the region and business operating unit. Actions are proposed and addressed.
- One hundred employees work 200,000 hours in a calendar year.
- $TRIR = (\text{recordable injuries} \times 200,000) \div \text{hours worked}$ .
- $LTIR = (\text{lost time cases} \times 200,000) \div \text{hours worked}$ .
- Stantec does not track high-consequence work-related injuries. The number and rate of lost time injuries is provided instead.
- Near-miss incidents as noted above include any event, given any change in circumstances, that could adversely affect our employees, our business, its physical assets, the customers we serve, or the environment.
- For both 2017 and 2018, we received one late report of a recordable incident. The figures above have been updated to include those incidents.
- Not included in these numbers are the AU acquisition of WGE and UK acquisition of PBA as information has not yet been integrated into Stantec's health and safety incident tracking system.

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
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In 2019, Stantec had zero recordable fatalities.

Stantec's top 10 types of work-related injuries include:

- |                                      |                             |
|--------------------------------------|-----------------------------|
| 1. Cuts (lacerations)                | 6. Allergic reactions       |
| 2. Insect bites                      | 7. Inflammation/swelling    |
| 3. Sprains (of ligaments or tendons) | 8. Punctures                |
| 4. Strains (of muscles)              | 9. Musculoskeletal injuries |
| 5. Bruises (contusions)              | 10. Scrapes (abrasions)     |

Stantec's top 12 critical risks include:

- |                                      |  |
|--------------------------------------|--|
| 1. Driving                           | 7. Ground disturbance                    |
| 2. Working at heights                | 8. Ergonomic hazards and manual handling |
| 3. Traffic control                   | 9. Hazardous materials and environments  |
| 4. Wildlife, insects, and vegetation | 10. Hazardous energy                     |
| 5. Mobile and heavy equipment        | 11. Hot work                             |
| 6. Environments with water or ice    | 12. Confined spaces                      |

403-10	Work-related ill health	In 2019, an employee was diagnosed with a respiratory illness (Valley Fever).
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### GRI 404: Training and Education

103-1 103-2 103-3	Material topic, management approach, evaluation	<p>Supporting our people in learning and in growing their careers enables Stantec's success. We actively cultivate our world-class experts, supporting their development as respected thought leaders in their fields. We fortify our talent pool through learning opportunities, providing the information, tools, and other resources employees need to thrive. Our global career framework supports people doing their personal best and enables growth and learning against personal and organizational goals. Stantec measures learning outcomes using the Kirkpatrick Evaluation Model<sup>®</sup> and by monitoring employee engagement scores.</p> <p>Management Approach: <a href="#">Organizational Development</a>.</p>
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GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
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404-1 Average hours of training per year per employee

Following are the average hours of training per year that employees have taken by employment category and gender.

SR, Social Betterment > People-Centered Workplace > Fostering Careers.

Employment Category	Average Hours of Training per Employee			
	Female		Male	
	2019	2018	2019	2018
Total Company	23.19	19.97	22.21	20.95
Managers	9.35	11.95	5.72	8.69
Professionals	28.21	24.55	23.89	22.60
Semiprofessionals	24.93	21.71	23.43	21.39
Administrative and Clerical	10.94	8.06	10.76	4.79
Skilled/Semi-Skilled	0.00	0.54	34.20	15.78

Notes:

- Information for 2017 is not presented because different employment categories were used and thus information is not parallel for comparison purposes.
- Not included in these numbers are the AU acquisition of WGE and UK acquisition of PBA as information has not yet been integrated into Stantec's HRIS.

404-2 Programs for upgrading employee skills and transition assistance programs

Stantec provides a variety of learning opportunities based on three Es: experience, exposure, and education. For employees in transition out of the firm, during exit interviews, we provide information to employees about the portability of benefits. Transition assistance training is available when required.

SR, Social Betterment > People-Centered Workplace > Fostering Careers.

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
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404-3 Percentage of employees receiving regular performance and career development reviews

The following table shows the percentage of Stantec employees who received career development and performance reviews by employment category and gender.  
SR, Social Betterment > People-Centered Workplace > Fostering Careers.

Employment Category	Percentage of Employees with CDPR Reviews			
	Female		Male	
	2019	2018	2019	2018
Total Company	93	85	91	85
Managers	89	96	82	93
Professionals	93	86	92	87
Semiprofessionals	94	76	92	79
Administrative and Clerical	92	88	88	84
Skilled/Semi-Skilled	100	100	100	95

Note:

- Information for 2017 is not presented because different employment categories were used and thus information is not parallel for comparison purposes.
- Not included in these numbers are the AU acquisition of WGE and UK acquisition of PBA as information has not yet been integrated into Stantec's HRIS.

**GRI 405: Diversity and Equal Opportunity**

103-1 Material topic,  
103-2 management approach,  
103-3 evaluation

We recognize that inclusion and diversity facilitate innovation, increase employee engagement, connect us with clients, and create opportunities. We have an official Inclusion and Diversity portfolio that was developed based on employee input and industry best practices. The program is driven forward by a dedicated team with guidance from regionally based Inclusion and Diversity Councils. We monitor progress on objectives within our Inclusion and Diversity strategy through employee feedback provided to our Inclusion and Diversity Councils, Employee Resource Groups, and through the results of Inclusion and Diversity questions contained in the Employment Engagement Survey.  
Management Approach: [Inclusion and Diversity](#).

405-1 Diversity of governance bodies and employees

Of nine board members, four (44%) were women, six (56%) were men, all were over 50, and no one identified as a minority group member. The percentage of Stantec employees by employment category, gender, age, and self-identified minority status follows.  
SR, Social Betterment > People-Centered Workplace > Inclusion and Diversity and Responsible Governance > Corporate Governance.  
MIC, pages 24, 25, and 36. AIF, pages 11, 12, 15, and 16.

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions											SASB or TCFD (if applicable)	
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Employment Category	Total	Female		Male		Age: Under 30		Age: 30 to 50		Age: Over 50		Self-Identified Minority	
	2019	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
	#	%	%	%	%	%	%	%	%	%	%	%	%
Total	20,487	35	34	65	66	18	18	52	54	29	28	16	19
Managers	1,066	20	19	80	81	0	0	41	45	59	54	6	9
Professionals	12,914	32	31	68	69	19	19	55	57	26	25	17	20
Semiprofessionals	4,555	28	27	72	73	23	21	48	51	29	28	16	18
Administrative and Clerical	1,917	82	83	18	17	11	12	51	53	38	35	16	20
Skilled/Semi-Skilled	35	3	5	97	95	14	8	46	60	40	33	3	4

Notes:

- Self-identified minority data is tracked only in the United States and Canada.
- Information for 2017 is not presented because different employment categories were used and thus information is not parallel for comparison purposes.
- Not included in these numbers are the AU acquisition of WGE and UK acquisition of PBA as information has not yet been integrated into Stantec's HRIS.

405-2 Ratios of salary and remuneration The base salary and base salary plus bonus ratio of females to males in our countries of significant operations follows.

Employment Category	Total			Canada			United States			United Kingdom			Australia			New Zealand		
	Base F:M	Base + Bonus F:M		Base F:M	Base + Bonus F:M		Base F:M	Base + Bonus F:M		Base F:M	Base + Bonus F:M		Base F:M	Base + Bonus F:M		Base F:M	Base + Bonus F:M	
	2019	2019	2018	2019	2019	2018	2019	2019	2018	2019	2019	2018	2019	2019	2018	2019	2019	2018
Total	0.76	0.75	0.74	0.78	0.77	0.76	0.75	0.74	0.74	0.76	0.76	0.76	0.76	0.75	0.60	0.76	0.75	0.67
Managers	0.85	0.83	0.85	0.92	0.90	0.92	0.81	0.79	0.76	0.93	0.97	1.06	0.85	0.84	0.84	0.86	0.84	0.83
Professionals	0.81	0.80	0.79	0.82	0.82	0.81	0.80	0.80	0.79	0.80	0.80	0.83	0.81	0.81	0.64	0.81	0.80	0.73
Semi-professionals	0.87	0.87	0.88	0.88	0.88	0.88	0.88	0.88	0.89	0.80	0.79	0.90	0.88	0.88	0.71	0.88	0.88	0.75
Administrative and Clerical	0.96	0.96	1.28	0.99	0.99	0.99	0.99	0.98	1.00	0.81	0.81	0.82	0.98	0.98	1.28	0.95	0.95	0.75
Skilled/Semi-Skilled	0.76	0.75	0.67	1.01	1.01	1.18	0.00	0.00	0.01	0.00	0.00	0.01	1.00	1.00	-	1.00	1.00	-

Notes:

- Information for 2017 is not presented because different employment categories were used and thus information is not parallel for comparison purposes.
- Not included in these numbers are the AU acquisition of WGE and UK acquisition of PBA as information has not yet been integrated into Stantec's HRIS.

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
<b>GRI 406: Non-Discrimination</b>		
103-1 Material topic, 103-2 management approach, 103-3 evaluation	We train our employees on our Company policies and practices which prohibit discrimination or harassment on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, pregnancy, childbirth (or related medical condition), age, citizenship, marital status, disability, veteran or military status, political belief, genetic information, or any other basis protected by applicable law. We track incidents through reporting via the Human Resources hierarchy and our third-party Integrity Hotline, which are also reviewed to identify opportunities to strengthen our approaches.  Management Approach: <a href="#">Inclusion and Diversity</a> .	
406-1 Incidents of discrimination and corrective actions taken	Our policies dictate that we respect the privacy and confidentiality of these sensitive matters, so numbers and details are omitted.	
<b>GRI 418: Customer Privacy</b>		
103-1 Material topic, 103-2 management approach, 103-3 evaluation	Cybersecurity attacks or privacy breaches can disrupt our business operations, resulting in financial losses and reputational damage. To address this risk, Stantec has implemented world class security systems that include robust security policies, processes, practices, and training. The fact that Stantec has not experienced a network or systems breach demonstrates the success of our program and ongoing vigilance in this area.  Management Approach: <a href="#">Cybersecurity and Customer Privacy</a> .	
418-1 Substantiated complaints concerning breaches	None.	

## Managed Topics

These are the GRI topics of importance being watched and closely managed. These topics are covered in our public disclosures because they align with strategic objectives and are important to our stakeholders.

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)								
<b>Environmental</b>										
<b>GRI 302: Energy</b>										
103-1 103-2 103-3	<p>Material topic, management approach, evaluation</p> <p>Energy consumption occurs across the value chain but we track energy use only for Stantec operations. Downstream, a significant portion of our design services support energy efficiency and renewable energy projects for our clients, which represents the area of greatest positive impact of our operations. Within our operations, office energy use and fuel consumption associated with business travel contribute a large portion of our direct environmental impact and carbon footprint.</p> <p>We manage, monitor, and improve energy performance with a formal ISO 14001:2015-certified environmental management system (EMS) as described in the referenced documents. We measure our success through continued reductions in per-employee energy use.</p> <p>Management Approaches: <a href="#">Environmental Management</a> and <a href="#">Resource Conservation</a>.</p>									
302-1	<p>Organization's energy consumption</p> <p>Stantec's energy consumption follows (in gigajoules [GJ] and megawatt hours [MWh]). SR, Environmental Stewardship &gt; Resource Conservation. CDP Disclosure.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">2019</th> <th style="text-align: center;">2018</th> <th style="text-align: center;">2017</th> </tr> </thead> <tbody> <tr> <td>Scope 1 and 2</td> <td style="text-align: center;">575,121 GJ (159,756 MWh)</td> <td style="text-align: center;">594,264 GJ (165,073 MWh)</td> <td style="text-align: center;">577,792 GJ (160,498 MWh)</td> </tr> </tbody> </table>		2019	2018	2017	Scope 1 and 2	575,121 GJ (159,756 MWh)	594,264 GJ (165,073 MWh)	577,792 GJ (160,498 MWh)	
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302-2	<p>Energy consumption outside the organization</p> <p>Stantec works with clients to reduce their energy use in the projects we design and as a stand-alone consulting offering. Although we do not track downstream energy consumption, we do influence clients to reduce their energy use.</p> <p>SR, Sustainability at Stantec &gt; Sustainable Development Goals.</p>	SASB IF-EN-410a.2								
302-3	<p>Energy intensity</p> <p>Energy consumption normalized by employee follows. CDP Disclosure.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">2019</th> <th style="text-align: center;">2018</th> <th style="text-align: center;">2017</th> </tr> </thead> <tbody> <tr> <td>Scope 1 and 2 per Employee</td> <td style="text-align: center;">27.41 GJ (7.61 MWh)</td> <td style="text-align: center;">28.3 GJ (7.9 MWh)</td> <td style="text-align: center;">29.3 GJ (8.14 MWh)</td> </tr> </tbody> </table>		2019	2018	2017	Scope 1 and 2 per Employee	27.41 GJ (7.61 MWh)	28.3 GJ (7.9 MWh)	29.3 GJ (8.14 MWh)	
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302-4	<p>Reductions in energy consumption</p> <p>SR, Environmental Stewardship &gt; Emissions and Environmental Stewardship &gt; Resource Conservation. CDP Disclosure.</p>									

GRI Standards and Disclosures		Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)																
302-5	Reductions in energy requirements of products and services	SR, GRI Content Index 302-2.																	
<b>GRI 305: Emissions</b>																			
103-1 103-2 103-3	Material topic, management approach, evaluation	As noted in 302, Stantec does not have operational control of our energy use, limiting our ability to influence our emissions. Even so, we have actively tracked our emissions since 2010. We work with our landlords to promote energy efficiency and with our employees to minimize business travel. We measure our success through continued reductions in per-employee emissions.  Management Approaches: <a href="#">Environmental Management</a> and <a href="#">Emissions Management</a> .																	
305-1 305-2 305-3	GHG emissions: Direct (Scope 1), energy indirect (Scope 2), and other indirect (Scope 3)	Stantec's absolute emissions follow (presented in metric tons of CO <sub>2</sub> equivalent [mtCO <sub>2</sub> e]). SR, Environmental Stewardship > Emissions. CDP Disclosure.	TCFD: Metrics and Targets																
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		<ul style="list-style-type: none"> <li>In 2019, in order to provide better year-over-year consistency, Stantec made a slight modification to how we report natural gas usage between Scope 1 and 2. Previously, in Scope 1, we reported natural gas for owned offices as well as landlord-controlled offices where we paid the utility bills directly. In Scope 2, we reported landlord-controlled offices where we were billed the energy usage through the landlord. However, the landlord-controlled invoice payment could change year-to-year, producing arbitrary variability in whether the same natural gas usage fell to Scope 1 versus Scope 2. This year, we began reporting only owned office natural gas usage in Scope 1 (there is only one owned office that uses natural gas) and all landlord-controlled natural gas usage in Scope 2.</li> <li>In 2019, Stantec temporarily gained operational control of a UK waste-to-energy plant that was designed and constructed by a joint venture with a divested construction entity (divested at the end of 2018). This plant has been sold and is no longer overseen by Stantec. This temporary situation is not reflected in our reported emissions numbers.</li> </ul>																	
305-4	GHG emissions intensity	Emissions normalized by employee follow. SR, Environmental Stewardship > Emissions. CDP Disclosure.	TCFD: Metrics and Targets																
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GRI Standards and Disclosures		Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)				
305-5	Reduction of GHG emissions	<p>Reductions of normalized emissions against baseline follow.</p> <p>SR, Environmental Stewardship &gt; Emissions and Environmental Stewardship &gt; Resource Conservation. CDP Disclosure.</p> <table border="1"> <thead> <tr> <th>Scope 1 and 2 per Employee</th> <th>Scope 3 per Employee</th> </tr> </thead> <tbody> <tr> <td>39% reduction, 2013 baseline</td> <td>4% reduction, 2018 baseline</td> </tr> </tbody> </table>	Scope 1 and 2 per Employee	Scope 3 per Employee	39% reduction, 2013 baseline	4% reduction, 2018 baseline	
Scope 1 and 2 per Employee	Scope 3 per Employee						
39% reduction, 2013 baseline	4% reduction, 2018 baseline						
305-6, 305-7	Other Emissions	<p>Because Stantec operates in offices, only greenhouse gases (GHGs) are measured. Ozone-depleting substances (ODS), nitrogen oxides (NOx), sulfur oxides (SOx), hazardous air pollutants, and particulate matter are not applicable and are therefore omitted.</p>					
<b>GRI 307: Environmental Compliance</b>							
103-1 103-2 103-3	Material topic, management approach, evaluation	<p>As a significant provider of environmental services, it is important for Stantec to manage our own environmental impact. Our policies, ISO 14001-certified environmental management system, and project management framework guide us as we operate our business and execute projects. We evaluate the effectiveness of our approach to ensure environmental compliance through internal and third-party audits and by monitoring any issues of noncompliance (see 307-1).</p> <p>Management Approach: <a href="#">Environmental Management</a>.</p>	SASB IF-EN-160a.2				
307-1	Environmental laws noncompliance	None.	SASB IF-EN160a.1				

GRI Standards and Disclosures	Direct Answers, Public Report References, or Reasons for Omissions	SASB or TCFD (if applicable)
<b>GRI 411: Rights of Indigenous Peoples</b>		
103-1 Material topic, 103-2 management approach, 103-3 evaluation	<p>Stantec addressed this topic in a manner slightly different than intended by GRI. Even though our physical operations do not have a direct impact on Indigenous Peoples and communities, we prioritize the importance of respectful interactions with Indigenous communities in recognition of our commitment to inclusion and diversity as well as our desire to be good neighbors. This commitment to positive interactions with Indigenous Peoples began shortly after Stantec’s founding in 1954, when our project work expanded from Edmonton, Alberta to northern Canada, and success was dependent on respectful Indigenous connections. Since then, building and maintaining positive relationships with Indigenous Peoples has been a Company tenet.</p> <p>Stantec builds and maintains sustainable relationships and strong partnerships with Indigenous Peoples and communities by recognizing, supporting, and respecting the diversity and distinctiveness of the Indigenous cultures of our employees, our Indigenous partners, our Indigenous clients, and the Indigenous businesses we work with.</p> <p>Stantec has an Indigenous Relations Program and 11 Indigenous Business Partnerships that work with our project teams so that our client work protects the rights of Indigenous Peoples. The current focus of our formal program is Canada, the United States, and Australia with the intention to continue expansion to other countries where we operate.</p> <p>We judge the effectiveness of our Indigenous Relations program by the positive feedback received from leaders and community members. The success of our Indigenous Partnerships is measured by revenue generation, which provides direct investments to Indigenous communities and supports economic growth.</p> <p>Management Approach: <u>Indigenous Connections</u>.</p>	SASB IF-EN-160a.2
411-1 Incidents of violations involving the rights of Indigenous Peoples	<p>To the best of our knowledge, no violations have occurred as a result of Stantec’s work with Indigenous Peoples.</p> <p>SR, Social Betterment &gt; Indigenous Connections.</p>	

## Monitored Topics

These are the GRI topics that were determined by Stantec management not to be material risks but are monitored because they address specific stakeholder requirements.

GRI Standards and Disclosures		Direct Answers and Omissions, Public Report References, [SASB Recommendations]
204	Procurement practices	Our procurement spending supports office activities. We centralize vendors when possible to control costs and improve ESG performance. Project subcontractors are often local businesses. We track our diversity spending for US contracts. SR, Responsible Governance > Sustainable Supply Chain. Management Approach: <a href="#">Sustainable Supply Chain</a> .
412	Human rights	Stantec's countries of significant operations and types of consulting services performed do not pose significant risks for violations of human rights. Even so, our policies and programs protect against possible occurrences. SR, Responsible Governance > Human Rights. Management Approach: <a href="#">Human Rights</a> . UN Global Compact Communication on Progress Principle 3.
413	Local community impact and development	Through project work, philanthropy, and employees who volunteer their time and expertise, Stantec supports the economic development of communities. Our programs connect to the arts, education, environment, and health and wellness, and, on our clients' behalf, our project work supports community partnerships. SR, Stantec Snapshot, Social Betterment > Community Engagement. Management Approach: <a href="#">Community Engagement</a> .

## Non-Applicable Topics

Stantec’s materiality assessment was conducted based on the impact of our operations and not necessarily the impact of our project work (except as it relates to the material topic “Contribution to the SDGs,” which was included to show Stantec’s commitment to the SDGs and as reference to our applicable project work). Though the following topics do not appear on Stantec’s materiality assessment, we still deem them important and recognize we have an impact in these areas, most often through the projects we do for clients. These topics are discussed in the table below in order to explain why they are not deemed operationally material and so we can briefly describe our contributions via project work, as applicable.

GRI Standards and Disclosures		Direct Answers and Omissions, Public Report References, [SASB Recommendations]
202	Market presence	Stantec does not have a significant number of employees subject to minimum wage rules. For countries of significant operations, the average hourly rate of our lowest wage group is consistently higher than the minimum wage in that country. We hire local expertise when possible but do not track the percentage of senior management hired from the local community.
203	Indirect economic impacts	Stantec provides positive economic impacts to the communities where we live and work by being a major local employer (hiring graduates and apprentices; training, developing, and mentoring our people; giving our people great work opportunities), providing philanthropy (through our community engagement activities), and contributing to communities and society through the work we do.
301	Materials	Stantec is a professional services firm, so most “products” are intellectual property. Even though the quantity of paper used for producing reports and drawings is nominal, we track paper use, have management programs in place to reduce overall paper use, and purchase environmentally friendly paper.
303	Water	Stantec is a professional services firm working primarily in leased office space, so we have very little influence and control over the quantity of our water use. Even so, we work hard to conserve water. We work to minimize our office water use where possible and, through the services we provide, we positively influence the water withdrawal, recycling, and reuse practices of our clients.  Website, <a href="#">Water</a> , <a href="#">Water &amp; Sanitation</a> , and <a href="#">Water &amp; Wastewater Engineering</a> . [SASB IF-EN-410a.2]
304	Biodiversity	Stantec is a professional services firm working primarily in leased office space, so our physical operations have a low impact on biodiversity. Our ability to protect and restore biodiversity comes through the environmental services we provide for clients.  Website, <a href="#">Coastal &amp; Marine</a> , <a href="#">Ecosystems</a> , and <a href="#">eDNA</a> .
306	Effluents and waste	As a professional services firm working primarily in leased office space, Stantec produces minimal effluents and waste. We maintain a few internal laboratories that responsibly dispose of waste materials that all have comprehensive spill prevention processes in place. Through the services we provide, we minimize the effluent and waste produced by our clients.  Website, <a href="#">Manufacturing</a> , <a href="#">Wastewater Treatment</a> , <a href="#">Water &amp; Sanitation</a> , <a href="#">Wet Weather Flow &amp; Urban Stormwater</a> .

GRI Standards and Disclosures		Direct Answers and Omissions, Public Report References, [SASB Recommendations]
308, 414	Supplier environment and social assessments	Because Stantec is a professional services firm, our operational supply chain includes centrally procured vendors, plus we work with project subcontractors and subconsultants. To positively influence the environmental and social impacts of our vendors, our Procurement team uses standard sustainability language. Our Subcontractor Management team screens subcontractors and subconsultants using numerous criteria, including environmental and social. We expect subcontractors to be ethical and follow our <a href="#">Partner Code of Business Conduct</a> ; high-risk subcontractors must acknowledge, in writing, that they will follow this code.
402	Labor management relations	As a professional services firm, Stantec has a very low number of employees covered by collective bargaining agreements. No policies specify the amount of time required to provide notice before a significant operational change; however, our practice is to provide ample notice. Our change management processes minimize employee impact of operational changes.
407	Freedom of association	GRI Content Index 102-41. UN Global Compact Communication on Progress Principle 3.
408, 409	Child and compulsory labor	UN Global Compact Communication on Progress Principles 4 and 5.
410	Security personnel trained in human rights	Two employees, both trained in protecting human rights, oversee our Security Program. Because we are a professional services firm, Stantec addressed this topic in a manner slightly different than described by GRI. Our security focus is to protect our office-based employees from geopolitical threats, terrorism, crime, and natural disasters when in the office or traveling.
415	Political contributions	Company policy prohibits political contributions to individual politicians on the Company's behalf. We occasionally support measures on local ballots, after rigorous review.
416	Customer health and safety	For the services we provide to clients, we make extensive efforts to design projects that are safe for the end user. During field work, we protect the health and safety of our employees, subcontractors, and clients when they are on site and the communities that have physical access to the site.  Before starting any field work, we prepare a Risk Management Strategy to address potential health and safety impacts. We document and monitor these impacts throughout the life span of the project. Compliance is audited via a rigorous internal and external audit process.
417	Marketing and labeling	Our services are promoted to the relevant industry only. For marketing communications, we have no reported incidents of noncompliance with regulations.
419	Socio-economic compliance	Stantec has no significant fines or sanctions for noncompliance with laws or regulations in social and economic areas (including accounting and tax fraud, corruption, bribery, competition, the provision of products and services, and labor issues).

## Appendix B. UNGC Communication on Progress

Principles	Stantec Response
<b>Human Rights</b>	
<p>1 Businesses should support and respect the protection of internationally proclaimed human rights</p>	<p>Stantec has a corporate responsibility to respect human rights. We subscribe to the principles of the</p> <ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> <li>• International Labour Organization’s Declarations on Fundamental Principles and Rights at Work</li> <li>• UN Guiding Principles on Business and Human Rights</li> </ul> <p>Our <a href="#">Code of Business Conduct Policy</a> and related training cover ethics, integrity, harassment and discrimination, anti-corruption, government contracting, political activities, and social responsibility. Protecting human rights is addressed in our <a href="#">Human Trafficking and Modern Slavery Policy</a>, and we comply with the UK’s Modern Slavery Act of 2015.</p> <p>SR, Responsible Governance &gt; Human Rights.</p> <p>Management Approach: <a href="#">Human Rights</a>.</p>
<p>2 Businesses should make sure they are not complicit in human rights abuses</p>	<p>Stantec’s <a href="#">Partner Code of Business Conduct</a> addresses potential supply chain abuses. Stantec monitors best practice commitments when reviewing terms and conditions and managing projects.</p> <p>SR, Responsible Governance &gt; Human Rights and Responsible Governance &gt; Sustainable Supply Chain.</p> <p>Management Approaches: <a href="#">Human Rights</a> and <a href="#">Sustainable Supply Chain</a>.</p>
<b>Labor</b>	
<p>3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p>	<p>Stantec does not engage in any practices that would impinge on freedom of association or the right to collective bargaining.</p> <p>SR, Responsible Governance &gt; Ethics and Compliance.</p> <p>Management Approach: <a href="#">Ethics and Compliance</a>.</p>
<p>4 Businesses should uphold the elimination of all forms of forced and compulsory labor</p>	<p>Stantec’s countries of significant operations and types of consulting services performed do not pose a significant risk for forced and compulsory labor. Even so, we do have policies and programs to protect against occurrences, including our <a href="#">Human Trafficking and Modern Slavery Policy</a>. For project work done in countries where there are possible risks in our supply chain, our <a href="#">Partner Code of Business Conduct</a> communicates our expectations and specifically prohibits forced and compulsory labor.</p> <p>SR, Responsible Governance &gt; Human Rights and Responsible Governance &gt; Sustainable Supply Chain.</p> <p>Management Approaches: <a href="#">Human Rights</a> and <a href="#">Sustainable Supply Chain</a>.</p>

Principles		Stantec Response
5	Businesses should uphold the effective abolition of child labor	<p>Stantec’s countries of significant operations and types of consulting services performed do not pose a significant risk for child labor. Even so, we do have policies and programs to protect against occurrences, including our <a href="#">Human Trafficking and Modern Slavery Policy</a>. For project work done in countries where there are possible risks in our supply chain, our <a href="#">Partner Code of Business Conduct</a> communicates our expectations, and we specifically prohibit child labor.</p> <p>SR, Responsible Governance &gt; Human Rights and Responsible Governance &gt; Sustainable Supply Chain. Management Approaches: <a href="#">Human Rights</a> and <a href="#">Sustainable Supply Chain</a>.</p>
6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	<p>Stantec is committed to workplace diversity and inclusion and in creating and maintaining a work environment that is free of objectionable and disrespectful conduct. Stantec has a comprehensive <a href="#">Equal Employment Opportunity Policy</a> that provides equal opportunity to employees and ensures employees are treated based on their job-related qualifications, ability, and performance. Our <a href="#">Harassment and Discrimination Policy</a> prohibits harassment or discrimination based on characteristics such as race, sex, gender, color, creed, religious beliefs, citizenship status, national origin, age, marital status, sexual orientation, gender identity, or disability.</p> <p>SR, Social Betterment &gt; People-Centered Workplace &gt; Inclusion and Diversity, and Responsible Governance &gt; Human Rights. Management Approaches: <a href="#">Inclusion and Diversity</a> and <a href="#">Human Rights</a>.</p>
Environment		
7	Businesses should support a precautionary approach to environmental challenges	<p>Stantec supports the precautionary approach, and programs have been implemented to put it into practice. SR, Environmental Stewardship. GRI Content Index 102-11. Management Approach: <a href="#">Environmental Management</a>.</p>
8	Businesses should undertake initiatives to promote greater environmental responsibility	<p>Stantec’s environmental commitments—consistent with our <a href="#">Sustainability Policy; Health, Safety, Security, and Environment Policy</a>; and ISO 14001:2015-certified environmental management system—help the Company monitor compliance with environmental regulations and reduce environmental impacts. We actively track and report our carbon footprint and have programs in place to conserve resources.</p> <p>SR, Sustainability at Stantec and Environmental Stewardship. Management Approach: <a href="#">Environmental Management</a>.</p>
9	Businesses should encourage the development and diffusion of environmentally friendly technologies	<p>Stantec is considered a leader in environmentally friendly designs and annually invests approximately \$3 million to develop innovative technologies and approaches.</p> <p>SR, Sustainability at Stantec and Social Betterment &gt; Innovation. Management Approach: <a href="#">Innovation</a>.</p>

Principles	Stantec Response
<b>Anti-Corruption</b>	
<p>10 Businesses should work against corruption in all its forms, including extortion and bribery</p>	<p>Stantec's Ethics and Compliance Program, <a href="#">Code of Business Conduct Policy</a>, and mandatory ethics and compliance training cover ethics, integrity, harassment and discrimination, anti-corruption, government contracting, political activities, and social responsibility.</p> <p>SR, Responsible Governance: Ethics and Compliance.</p> <p>Management Approach: <a href="#">Ethics and Compliance</a>.</p>

## Appendix C. Summary of Management Approaches

The following management approaches are referenced in the Sustainability Report narrative and the GRI Content Index. For ease of reference, the management approaches are summarized and linked to below (grouped and presented in alphabetical order).

### Environmental

- [Emissions Management](#)
- [Environmental Management](#)
- [Resource Conservation](#)

### Social

- [Attracting Talent](#)
- [Community Engagement](#)
- [Employee Engagement](#)
- [Health, Safety, and Security](#)
- [Inclusion and Diversity](#)
- [Indigenous Connections](#)
- [Innovation](#)
- [Organizational Development](#)
- [Total Rewards](#)

### Governance

- Corporate Governance (Stantec's [Management Information Circular](#))
- [Cybersecurity and Privacy](#)
- [Ethics and Compliance](#)
- [Human Rights](#)
- [Integrated Management System](#)
- [Project Management Ecosystem](#)
- [Risk Management](#)
- [Sustainable Supply Chain](#)

## Appendix D. Cautionary Note Regarding Forward-Looking Statements

This report contains certain forward-looking statements within the meaning of applicable US and Canadian securities laws. Forward-looking statements are disclosures regarding possible events, conditions, or results of operations that are based on assumptions about future economic conditions or courses of action and include future-oriented financial information. By their nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties. There is risk that predictions, forecasts, conclusions, projections, and other forward-looking statements will not prove to be accurate. We caution readers not to place undue reliance on our forward-looking statements since several factors could cause actual future results, conditions, actions, or events to differ materially from the targets, expectations, estimates, or intentions expressed in these forward-looking statements.



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