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21  
GROWTH · EXCELLENCE · INNOVATION · PEOPLE

# About This Report

This Sustainability Report highlights our contributions to and focus on sustainability for our key stakeholders, including employees, investors, clients, and the communities where we work and live.



## Report Content

This document identifies and provides information about Stantec's material environmental, social, and governance (ESG) issues and achievements. For each material topic, a dashboard is provided to summarize the associated management approaches and policies, as well as links to relevant statistics ([Appendix A](#)).

## Reporting Period

January 1, 2021 – December 31, 2021

## Report Cycle

Issued annually since 2007

## Report Boundaries

Company-wide operations

## Currency References

Canadian dollars (unless otherwise stated)

## Reporting Frameworks

- Global Reporting Initiative (GRI) Sustainability Reporting Standards ([Appendix B](#))
- Sustainability Accounting Standards Board (SASB) Engineering & Construction Services Standard ([Appendix C](#))
- Recommendations in the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board ([Appendix D](#))
- UN Global Compact ([Appendix E](#))
- UN Women's Empowerment Principles ([Appendix F](#))

## In Accordance Option

Stantec is reporting in accordance with the GRI Standards. The Stantec Data Workbook ([Appendix A](#)) contains three years of detail to enable trend comparisons.

## Independent Assurance

Our consolidated financial statements were audited by PricewaterhouseCoopers LLP.

Our greenhouse gas emissions inventory was [independently verified](#) by Apex Companies.

ISOS Group, Inc. conducted a [third-party review](#) of this report to determine whether it was prepared in accordance with GRI Standards requirements.

## Review

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-level Sustainability and Safety Committee reviewed the report before its release.


## Additional Information

More detail is also available in our [Annual Report](#) dated February 23, 2022; our [Annual Information Form](#) dated February 23, 2022; our [Management Information Circular](#) dated April 01, 2022; our [CDP Disclosure](#) (formerly the Carbon Disclosure Project) submitted on July 28, 2021; 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).



 Sustainable Trail Design,  
Regional Border to Boston Trail  
Massachusetts, USA

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# Introduction

## IN THIS SECTION

Executive Summary

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Message from our President and CEO

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Message from our Board



**Pollinator Habitat Enhancement Study,**  
**Electric Power Research Institute**  
*Georgia, USA*

# Executive Summary

Stantec is a global design and delivery leader in sustainable engineering, architectural, planning, and environmental services. Our technical specialists are at the forefront of innovations that help communities predict and plan for climate change, enhance biodiversity and environmental health, provide social value, develop economic opportunities, and create a sense of place and well-being.



At Stantec, sustainability is key to our purpose, promise, and values. And we live it every day because we are accountable to our communities—to strengthening them and making them resilient for whatever the future may hold.

In our 15th annual Sustainability Report, we detail the actions taken to minimize our impact, accelerate climate action, and promote social equity, while operating under the pressures of a global pandemic. As an industry leader, we're proud of our performance and recognition, but feel a responsibility to push forward with additional action. That's why we are committed to achieving net zero operations and using the UN Sustainable Development Goals (SDGs) as our guide to making a positive impact on the communities we serve.

Our vision is to create a future where infrastructure gives back, water is protected, natural systems are valued, biodiversity is prioritized, economies are circular, nothing gets wasted, development is responsible, everyone can access renewable energy, and society is just.

## We Are Sustainability Leaders

**#1**

2022 Corporate Knights Global 100  
Ranked most sustainable corporation among industry peers

**1%**

2022 Corporate Knights Global 100  
Ranked among top 1% in the world on sustainable performance

## Net Zero

Our Operational Pledge  
Carbon neutral and then net zero



**Nature-Inspired Building Design,  
Saffire Freycinet**  
Tasmania, Australia

EXECUTIVE SUMMARY (CONTINUED)

**We Do What Is Right**

We deliver innovative ways to mitigate environmental impacts and enhance the resiliency of the communities and clients we serve. And we're committed to conducting our business in a similar way. That is why we pledge to become carbon neutral and then net zero.

**We Put People First**

At Stantec, we invite, embrace, and celebrate differences. That means all of us—together—shape a culture of mutual support and acceptance. We are proud to be recognized as one of the world's best workplaces.

**We Are Better Together**

By tapping into our 25,000 employees, we are developing innovative approaches to solve some of the world's biggest problems. We are also committed to giving back to the communities where we live and work.

**We Are Driven To Achieve**

Our industry scores and rankings make clear we are the engineering and design leader in sustainability. And our continued success proves that it's possible to be profitable while maximizing the beneficial impact we have on the planet and people.

**1.5°C**

Validated our science-based target against a 1.5°C trajectory

**World's Best Employers**

*Forbes 2021*  
World's Top Female Friendly Companies

**\$60 million**

Committed to philanthropic donations of \$60 million by 2030, with \$31 million donated since 2007

**Climate Leader**

*CDP A- Climate Change Score*

**SLL**

First in the world to link our sustainability-linked loan to Bloomberg Gender Equality Index

**Gender Equality Index**

*Bloomberg 2021*  
Listed on the Index for a third consecutive year

**\$200,000**

Supporting historically underrepresented communities with our annual Equity & Diversity Scholarships

**Prime**

*ISS ESG Corporate Rating*

**53%**

Over half our 2021 gross revenue is from work directly supporting the SDGs

**Top Indigenous Workplace**

*American Indian Science and Engineering Society*  
Top 50 Workplaces for Indigenous STEM Professionals

**5,100+**

Partnered with over 5,100 organizations through our Community Engagement Program

**Low Risk**

*Sustainalytics*

# Message from our President and CEO



**Gord Johnston**  
President and CEO  
Stantec

Stantec's long-term strategy incorporates two essential elements that drive our contributions to global sustainability and a better future: measurably improving our own ESG performance, and helping global communities enhance their resiliency and sustainability.

## Plotting Stantec's Future

In 2021, we continued leading in ESG while at the same time enhancing our competitive position. We validated our 2030 emission reduction target with the Science Based Targets initiative against a 1.5°C trajectory, the most ambitious goal of the Paris Agreement. As a progression of Stantec's global commitment to achieve operational carbon neutrality and then net zero, we became carbon neutral in the United Kingdom, New Zealand, and the European Union. Stantec continued our focus on inclusivity by rolling out a Global Career Framework, implementing our Flexible Workplace Strategy, and expanding the reach of our Inclusion and Diversity programs.

Our sustainability accountability progressed through a new sustainability-linked loan structure that incorporates emissions reductions and gender equality criteria.

Our loan terms make us the first organization globally to incorporate the Bloomberg Gender Equality Index score as a metric and the first organization in Canada to commit to directing proceeds back into our communities to further climate action and social justice.

## Protecting Our Communities

Stantec's most important contributions to sustainability lie in the work we do for our clients to address extreme weather events, aging infrastructure, growing populations, water scarcity, climate change, and social inequity. This is reflected in the substantial proportion of our revenues aligned to the UN's Sustainable Development Goal framework as part of our ongoing support of the UN Global Compact mission.

As the impacts of climate change increase, Stantec continues to support and protect our clients and communities with an accelerated focus through our strategic growth initiatives—coastal resilience, ecosystem restoration, smart cities and urban places, energy transition—as well as recent strategic investments in our Climate Solutions offerings, our Stantec Institute for Water Technology & Policy, and acquisitions.

## Innovation, Sustainability, and Saving Lives

Technology, data analysis, and innovation play an increasingly important role in our strategy to accelerate the impact of our solutions and delivery in critical life-threatening situations. In 2021, our Innovation Office developed several digital applications to assist communities susceptible to floods and landslides. We are also putting big data to work in linking equity to infrastructure planning.

## Designing for a Changing World

Beyond the ongoing pandemic, in 2021, many of the communities we live and work in experienced unprecedented events that included blizzards, heat domes, wildfires, flooding, and protests. Designing with community in mind has taken on new meaning as we work together to meet these new challenges. Stantec has an essential role to play in participating in the green recovery and strengthening the resiliency and equity of our communities. We are proud to be a driving force in a more sustainable future.

# Message from our Board



**Don Lowry**  
Chair, Sustainability  
and Safety Committee  
Stantec Board of Directors

Stantec's Board knows that our ability to effect change, deliver sustainable solutions to clients, and maintain a global leadership position is founded upon strong governance, inclusion, engagement, environmental management, and ethics. The sustainability imperative is keenly felt throughout the Company: from the Stantec Board of Directors and the C-Suite to the talented professionals who deliver solutions to Stantec's clients and communities every day.

## **Strong Governance**

Stantec's Board is composed of accomplished industry leaders and experts in sustainability, acquisitions, assurance, risk management, security, and foreign affairs. I am proud to chair our Sustainability and Safety Committee, which oversees Stantec's ESG commitments and performance.

The Board interacts regularly with Stantec's Executive ESG Committee and vice president of Corporate Sustainability. ESG informs everything Stantec does because, at its core, we think a business can only deliver long-term value to its stakeholders if it does so sustainably.

## **Inclusion and Diversity Drive Engagement**

People are the key to Stantec winning and executing work. Stantec's ability to attract and retain talent is driven by a competitive value proposition that includes a flexible and inclusive work environment.

A recent workplace engagement study (administered by a third party) showed a 6% increase in engagement at Stantec at a time when engagement across the broader marketplace declined. This increase was driven by management's decision to communicate regularly over the course of the pandemic and their active efforts to increase workplace inclusivity, coupled with the positive response to the Flexible Workplace Strategy.

Stantec is committed to continuing and expanding its social leadership and long-term support for diverse communities around the world. Management is engaged with the Company's internal Inclusion and Diversity Councils to develop additional areas of opportunity and focus financial commitments and engagement opportunities on areas that make lasting impacts within our organization and through Stantec's project work.

Stantec is also focused on gender equality throughout the organization, and the Board applauds the progress made so far. Leadership has rolled out a Global Career Framework, initiated a pay gap analysis, and are developing a strategy to close this gap altogether.

## **Holding Management Accountable**

Part of our role as a Board is to hold Stantec's management accountable for their ESG performance. At the corporate level, management's score card includes metrics on emissions reductions, inclusion and diversity, employee retention, health and safety, and quality management. It is important that Stantec continue to make ESG progress in a measurable and verifiable way. It is with pleasure that I can report our management team was on target in 2021 and that Stantec is again positioned very well on the sustainability front as it heads into 2022.



# About Stantec

## IN THIS SECTION

Who We Are

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Where We Are

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What We Do

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Where We Are Growing

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Our Value Chain



 Resilient Water Delivery,  
Scottish Water  
Scotland, UK



# Who We Are

Stantec is a global professional services company traded on the TSX and NYSE. We are designers, architects, engineers, scientists, planners, and project managers innovating together to support a more sustainable world.

## Our Purpose

Creating communities

## Our Promise

Design with community in mind

## Our Goal

To be a top-tier global design and delivery firm that is recognized for our creative, technology-forward, and collaborative approach

### Our Values

We put people first  
 We are better together  
 We do what is right  
 We are driven to achieve

### Our Value Creators

People  
 Innovation  
 Excellence  
 Growth

### Recent Strategic Investments

Climate Solutions  
 Stantec Institute for Water  
 Technology & Policy  
 Acquisitions

### Our Strategic Growth Initiatives

Coastal resilience  
 Ecosystem restoration  
 Smart cities and  
 urban places  
 Energy transition

### Our Core SDGs



## Feature: Thought Leadership and Influence

Stantec is committed to sustainable action through our operations and project work. Our sustainability strategy pushes the industry to accomplish more. In 2021, we invested in initiatives that drive forward new ideas, technologies, and policy changes.



Water Reuse Plan, Tainan Anping and Yongkang Wastewater Treatment Plant  
Taipei, Taiwan

### Stantec Institute for Water Technology & Policy

Water is increasingly becoming a scarce resource, yet management approaches are often inefficient and wasteful. Stantec embraces the need for full reuse—a circular, closed-loop water economy. But getting there requires collaboration between technical and policy experts.

Stantec’s [Institute for Water Technology & Policy](#) engages scientists, engineers, and technology specialists across the globe to investigate questions at the forefront of transforming the water industry’s future. Its mission is to develop systems-based technological water solutions to address the influences of a changing climate.

### Striving for Equitable Design

Infrastructure can be a catalyst of social inequities. From routing highways to siting industrial facilities, even well-intentioned projects can create blight, disinvestment, medically underserved communities, food deserts, homelessness, increased crime, and outmigration.

To alleviate the root causes of inequity, Stantec [promotes fairness through the built environment](#). We developed socio-economic, connectivity, and deprivation audit tools to inform infrastructure, transit, and urban planning investment decisions while helping disadvantaged groups access the infrastructure we design.

### Passports to a Net Zero Future

What if you could compare the embodied carbon of project design options? Or the toxicity levels of construction finishings used in your building? Would that change your choices?

Stantec’s Carbon Impact Team thinks it would.

Stantec is creating a [Materials Passport](#) to measure and track an asset’s social impact, future value, health and safety, carbon footprint, and design performance (including all the players in the value chain) to better understand how well assets fit with one’s values.

### Using Nature to Create a Net Positive Future

It’s estimated that [nature-based solutions](#)—including restoration of marine and upland systems such as shorelines, coastal environments, marshes, wetlands, prairies, woodland systems, and rangelands—can provide 35% of the mitigation needed to stabilize global warming in this century. This approach delivers carbon reductions through biological carbon sequestration—the capture and storage of CO<sub>2</sub> in vegetation and soils—enhancing biodiversity and supporting environmental justice.

Stantec is developing a carbon calculator to efficiently and cost-effectively calculate the carbon capture potential across multiple habitats and eco-types.

# Where We Are

The Stantec community unites approximately 25,000 team members working in over 400 locations across 6 continents.<sup>1</sup>

**7,491**  
Canada

**476**  
Middle East

**8,765**  
United States

**238**  
Asia

**446**  
Latin America/  
Caribbean

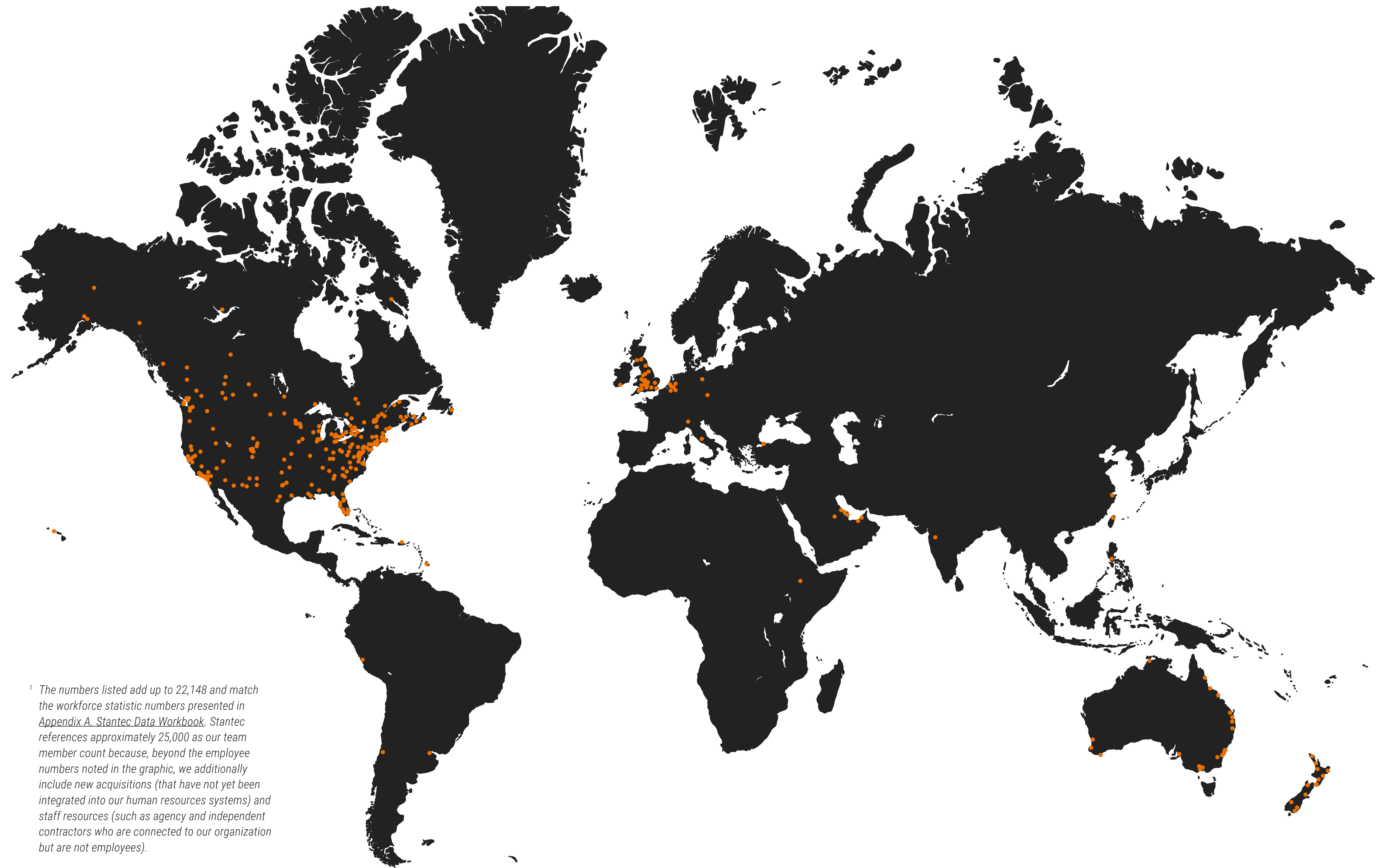
**485**  
India

**1,779**  
United Kingdom

**1,277**  
Australia

**550**  
Continental Europe/  
Ireland/Africa

**641**  
New Zealand



<sup>1</sup> The numbers listed add up to 22,148 and match the workforce statistic numbers presented in [Appendix A. Stantec Data Workbook](#). Stantec references approximately 25,000 as our team member count because, beyond the employee numbers noted in the graphic, we additionally include new acquisitions (that have not yet been integrated into our human resources systems) and staff resources (such as agency and independent contractors who are connected to our organization but are not employees).

# What We Do

To design with community in mind is to design with sustainability in mind. And that's what Stantec focuses on every day in communities around the world.



**\$4.6 billion**

Gross revenue

**\$3.6 billion**

Net revenue

**65+ years**

of profitability

## Net Revenue Percentage

**28%**



**21%**



**20%**



**17%**



**14%**



## Business Operating Unit Sustainability Services

### Infrastructure

Transit, complete streets, smart mobility (accessible, automated, connected, electric, shared), smart cities, regional and community planning, low-impact development, brownfields, Envision, landscape architecture (focused on reduced water use and naturalizing communities), affordable housing, and green infrastructure.

### Water

Coastal protection and restoration, dam removal, flood risk reduction, groundwater protection and recharging, industrial water treatment and management, water supply, water reuse, water conservation, water and wastewater treatment, and watershed management.

### Buildings

Integrated approaches that consider carbon, climate, health and well-being, passive and net zero or net positive design, carbon neutral retrofits, and third-party sustainability certifications at the scale of interiors, buildings, and communities.

### Environmental Services

Ecosystem restoration, wetlands and estuaries, climate change risk assessment and scenario analysis, climate change adaptation and mitigation, carbon accounting and management, natural resource damage assessments, cultural impact assessments, socio-ecological systems resiliency, circular economy, environmental impact assessments, natural resource valuation, climate change strategy, energy transition strategy, ESG advisory, and sustainability reporting.

### Energy and Resources

Renewable energy design and integration (solar, wind, waterpower, waste-to-energy, energy storage, hydrogen), transportation and infrastructure electrification, grid modernization, asset optimization, and net zero mining.

## Feature: Stantec Project Examples

We recognize that to fulfill our promise to design with community in mind, our project work must consider climate change and social justice. We help our clients see their projects through these lenses—and then our designs bring these ideas to life.

### **An Equitable, Low-Carbon, Scalable AV Future, Nevada, United States**

One of the world's first deployments of autonomous vehicle (AV) shuttles as part of regular transit service, the GoMed program will deploy shuttles from a downtown transit hub to the Las Vegas Medical District, providing inclusive, safe, and low-carbon mobility for patients, employees, and medical students. The solutions applied to the 674-acre (273-hectare) site are scalable and replicable city-wide, providing potential long-term mobility solutions for the area.



[See project](#)



### **Functional, Beautiful, and Sustainable Community Hub, British Columbia, Canada**

Stantec engineered the redevelopment of the 28-acre (11-hectare) Brentwood Town Centre retail site to a resilient, transit-oriented community hub. We modeled building envelope options to meet anticipated climate and building codes for the next 50 years and used that as the design criteria. Stantec is pursuing multiple LEED certifications (core and shell, new construction, and neighborhood development) for this project.



[See project](#)





### Reinventing Cities, Milan, Italy

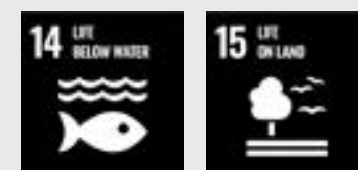
Redevelopment of a former meat market in Milan will give life to the largest social housing project in Europe and host the new international campus of the European Institute of Design. The scientific museum district will be dedicated to disseminating technologies and include spaces open to the whole city, with affordable homes for thousands of families and students. Stantec supported all issues related to decarbonization, energy, sustainability, and water resources.



[See project](#)

### Protecting the Eighth Wonder of the World, New Zealand

The glacier-carved fjord Milford Sound Piopiotahi is considered the “jewel in the crown” of national parks, but it’s facing too many visitors. Using the vision statement of “Piopiotahi—As It Was Forever,” Stantec developed a master plan to protect its World Heritage status, cultural and conservation values, and visitor experience. The plan also promoted acknowledgement of Ngāi Tahu identity and cultural heritage.



[See project](#)



### Clean Energy Security and Social Responsibility, Argentina

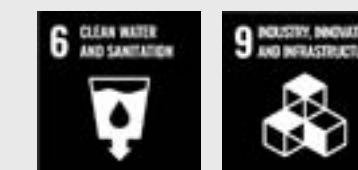
Much of the lithium used in batteries is mined in the Andes’ so-called Lithium Triangle, which encompasses communities like Antofagasta de La Sierra. As part of a social responsibility program to help communities impacted by a local mine operation, Stantec helped develop a hybrid photovoltaic plant to satisfy the electricity needs of the industry and this off-grid community. Now, electricity blackouts no longer occur, food conservation has improved, and kerosene lamp usage is reduced, creating a safer, energy independent community.



[See project](#)

### Water Sustainability in Supply Chains, Across Asia

The energy transition can only happen with products developed by water intensive industries—batteries, chips, circuit boards, etc. Stantec worked with a top technology company to help improve water conservation and prevent pollution across its supply chain, supporting everything from engineering to capacity building. This program has helped save 21 billion gallons (79 billion liters) of freshwater since launching at over 70 facilities across mainland China, Taiwan, Japan, Korea, and southeast Asia.



[See project](#)



### Creating a Sustainable Water Future, Abu Dhabi, United Arab Emirates

To help meet the demands of a growing population in one of the world's most water-scarce regions, Stantec advised Abu Dhabi's Environmental Agency on development of an Integrated Water Resources Management Plan. The plan's strategies and governance frameworks help balance and optimize use of potable and recycled water and halt the use of groundwater for agriculture. Strategies include asset management, demand forecasting, and conservation awareness.



[See project](#)

### Infrastructure Resilience to Address Future Climate Risks, London, United Kingdom

London's sewer network remains largely unchanged since being built in Victorian times, with sewage often overflowing into the Thames. A new 16-mile (25-kilometer) super sewer will significantly reduce pollution by intercepting untreated raw sewage. Stantec supported the environmental impact assessment, transport assessment, construction logistics strategy and were key in developing a plan to move over 50% of construction and excavated materials using the river, saving over 500,000 heavy goods vehicle trips through central London.



[See project](#)

### Development of Harmonized Electricity Market, Across Africa

To create one of the largest electricity markets in the world, Stantec is supporting the African Single Electricity Market (AfSEM) program, funded by the European Commission. Once complete, the initiative will bring together the electricity sectors of the African Union's 55 member states and provide electricity to a population of more than 1.3 billion. Efforts include coordinating development of a system master plan, monitoring systems, tariff frameworks, roadmaps, and policy papers.



[See project](#)

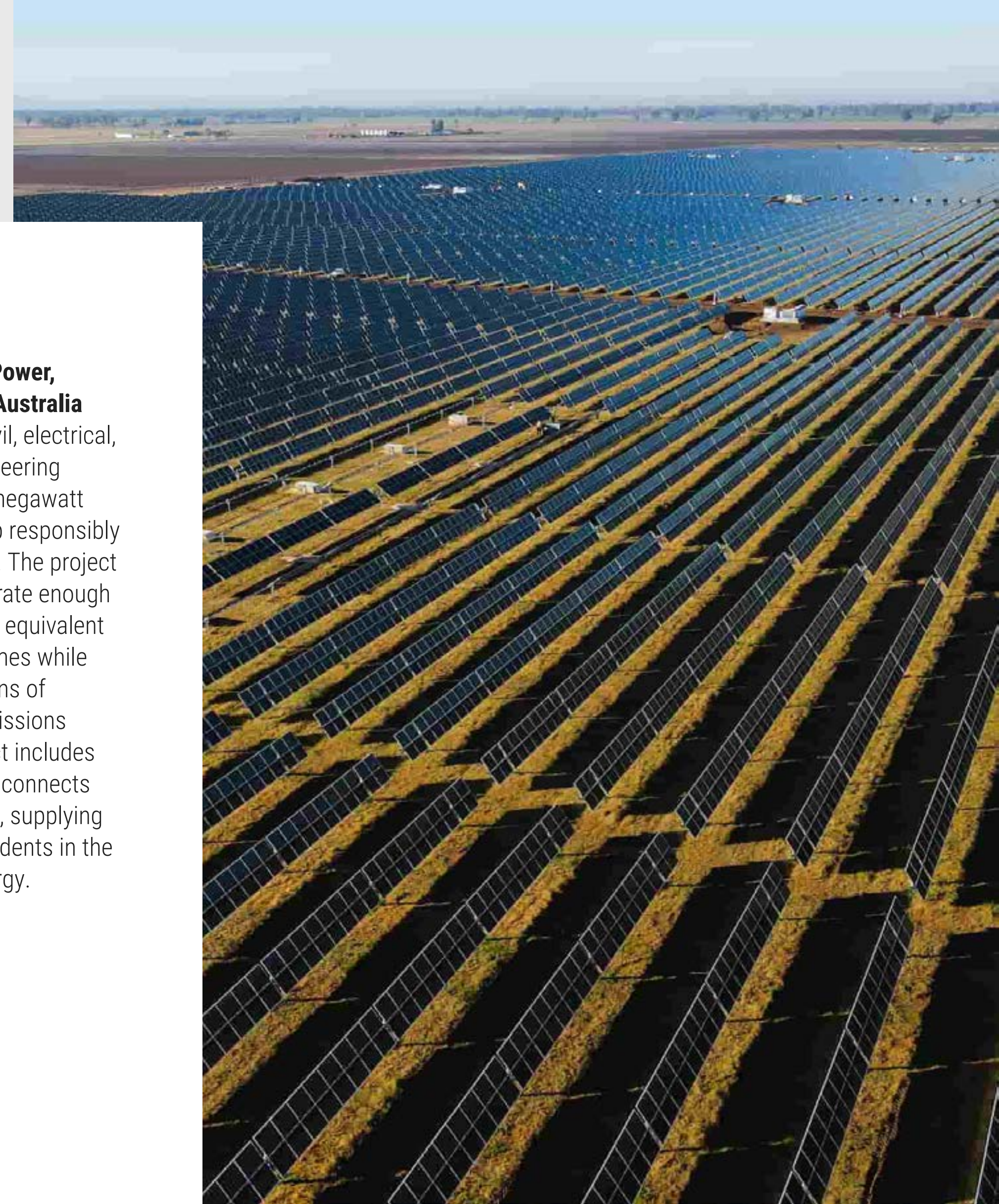


### Large Scale Solar Power, New South Wales, Australia

Stantec provides civil, electrical, and structural engineering services for a 154-megawatt solar system to help responsibly power new industry. The project is expected to generate enough energy to power the equivalent of about 30,000 homes while avoiding 131,000 tons of greenhouse gas emissions annually. The project includes battery storage and connects to the electrical grid, supplying businesses and residents in the area with clean energy.



[See project](#)





# Where We Are Growing

We completed six acquisitions in 2021, all consistent with our strategy of pursuing firms that align with and complement Stantec's values. These acquisitions support our shared passion for applying sustainable best practices to projects across the globe.



## United States

To support our ability to deliver climate change, renewable energy, sustainability strategy, natural, and cultural services, we acquired firms that help us serve an increasing demand for environmental services and increase our opportunities with US infrastructure spending.

**Paleo Solutions'** archeological expertise is in demand by the renewable energy, electrical generation, and transmission industries.

**Cox|McLain** brings resources for environmental compliance and planning, natural and cultural resources assessments, and permitting.

**Cardno** (US operations) adds 1,100 people to our Environmental Services team, increasing our presence in this space by 60%.

## Europe

To strengthen our reach and enhance our ability to support commercial and government clients through policy and technology development, we diversified our portfolio to support additional sustainability focused markets in Europe.

**Driven by Values** is a trusted partner for public and private entities in the Netherlands navigating the transition toward sustainable energy generation, sustainable building design, energy infrastructure upgrades, and e-mobility.

## Australia

In Australia, we increased our headcount by 164%, establishing Stantec as a top tier engineering and design firm in this key growth region. We expect the increased presence in Australia will be beneficial as the local economy makes a comeback from pandemic restrictions.

**GTA** brings relationships with various large governmental clients and significant, award-winning projects in transportation advisory, planning, analytics, engineering, and technical design.

**Engenium** is a trusted multidiscipline engineering and advisory services consultancy with a focus on sustainable mining, renewable energy, and industrial infrastructure support.

**Cardno** (Australia operations) provides us with the critical mass and diversity to accelerate our growth in the Australian market.

## Feature: Acquisitions Strengthen ESG Capabilities

In 2021, Stantec expanded its range of ESG talent and service offerings by acquiring firms that echo Stantec's values, culture, and sustainability performance.

To highlight just one example, Cardno added approximately 2,700 environmental scientists, engineers, ecological restoration specialists, and sustainability experts to our global family.



Cardno's ESG advisory services guide corporations and investors through the dynamic world of ESG frameworks, reporting standards, and benchmarks.

With a particular focus on health, Cardno's team also has technical expertise to address ESG risks. Experts in epidemiology, industrial hygiene, toxicology, and risk assessments collaborate to evaluate the complex relationships between chemical, physical, and biological exposures—as well as workplace, environmental, and social factors—to inform assessments of human health outcomes.

To support ecosystem restoration and native landscape projects in the United States, Cardno operates a full-service native plant and seed nursery that provides more than 350 species of native wetland and prairie seed and plant material.

This 130-acre (53-hectare) facility—with nearly 30 acres (12 hectares) specifically in wetland plant production—offers seeds as well as deep-rooted native plants critical for shoreline stabilization and erosion control. As well, Cardno provides natural bioengineering materials that can be pre-vegetated with appropriate native species to help advance ecological restoration and stabilization work.



# Our Value Chain

Stantec is a professional services company. Upstream, our value chain includes all services and supplies that contribute to development and delivery of Stantec’s services. Downstream, our value chain looks at the customers and consumers of our services and the results thereafter.

	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, public agencies
<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 minimize negative and maximize positive impacts of client projects, our greatest area of sustainability influence



*Environmental Impact Assessment,  
Springbank Off-Stream Flood Mitigation  
Alberta, Canada*

# Sustainability Program

## IN THIS SECTION

[Sustainability Approach](#)

[Sustainability Governance](#)

[Sustainability Pay Link](#)

[Stakeholder Consultation](#)

[Materiality](#)



**Waterfront Master Planning,  
Arkansas Bend Park**  
*Texas, USA*



# Sustainability Approach

Climate change, demographic and social shifts, evolving economics, and technological innovations are all dictating what communities must do today to be vibrant, resilient, and sustainable. To focus on that response, Stantec's Company and sustainability strategies are directly aligned.



Sustainability is part of Stantec's identity. We incorporate sustainability into our purpose, promise, and values; take actions to mitigate climate change impacts; and support social justice endeavors. And we steadfastly promote efforts to develop a sustainable future for the clients and communities we serve—all to create a safer, healthier, and more inclusive world for all.

At Stantec, sustainability is built on the premise that positive economic results are possible when we effectively manage our ESG activities in our operations and for our stakeholders.

## In Our Company

Our operational ESG initiatives introduce efficiencies that engage our employees; reduce the environmental footprint of our operations; provide a foundation for effective decision-making, risk management, and transparency; save us money; drive innovation; and promote a culture of responsibility and stewardship.

## For Our Clients

We recognize that our greatest influence on sustainability comes from the services provided to clients. Stantec helps our clients address their challenges by identifying and capturing ways to make their projects more sustainable through architecture, engineering, planning, and environmental services.

Sustainability runs deep at Stantec, with each geography and business operating unit actively engaging with our clients to create a sustainable world.

## For Our Investors

Stantec is considered an impact investment and our investors expect ESG leadership. We disclose sustainability performance against major investor-driven frameworks including TCFD and SASB. We consistently rank high in sustainability ratings across multiple independent investor-driven third parties such as CDP, ISS, MSCI, Sustainalytics, and Standard & Poor's.

## With Our Communities

Our promise to design with community in mind involves providing positive outcomes to the communities where we work, live, and play.

Besides the positive impact of our project work on communities, our employees actively volunteer for programs that support environmental and social causes; our philanthropy includes a purposeful focus on addressing climate change and promoting diversity; and our innovation investments promote sustainable technological and policy advancements.



**Autonomous Public Transit,  
Olli Shuttle**  
South Australia, Australia

## Feature: Sustainability is Our Strategy

Stantec's strategy is based on tracking market trends, risks, and opportunities. We identify value creators, growth initiatives, and strategic investments that position Stantec to be the trusted advisor our clients need as we adapt together to a changing world. Each has a direct sustainability connection.



### Value Creators

#### People

People are at the heart of our business and key to our success. Our people have a wide range of talents, perspectives, and experiences, and we actively support and promote STEAM<sup>1</sup> education to engage the next generation and improve the pipeline of recruits for years to come.

#### 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.

<sup>1</sup> STEAM stands for science, technology, engineering, and math. STEAM includes art.

#### Excellence

Excellence is key to making a positive difference in the world and stems from a nimble organizational structure, scalable processes, forward-thinking solutions, exceptional project execution, effective collaboration, and a passion for sustainability, safety, and ethics.

#### Growth

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

### Growth Initiatives

#### Coastal Resilience

Through management, infrastructure, and nature-based solutions, we help communities adapt to rising sea levels and extreme weather events due to climate change.



[See video](#)

#### Ecosystem Restoration

Our science and planning help communities protect, restore, monitor, and respond to biodiversity loss, climate change, and environmental degradation.



[See video](#)

#### Smart Cities and Urban Places

Using technology and planning, we help communities address resource security and conservation, wellness, accessibility, mobility, equity, and congestion.



[See video](#)

#### Energy Transition

We help clients shift and adapt to a low-carbon future through renewable energy, distributed power, battery storage, new technology, and policies.



[See webpage](#)

### Recent Strategic Investments

#### Climate Solutions

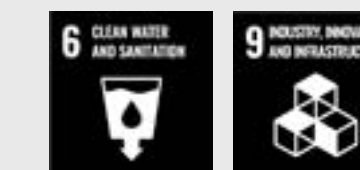
To coordinate climate adaptation and mitigation-related services across our global business, we share knowledge, strengthen expertise, and collectively apply innovative solutions to climate risks and challenges.



[See video](#)

#### Institute for Water Technology & Policy

We develop systems-based water solutions through applied research, partner with organizations that finance and develop technology and inform regulatory and policy frameworks.



[See video](#)

# Sustainability Governance

Stantec’s comprehensive Sustainability Policy and certified management systems guide us as we implement ESG best practices. We incorporate sustainability risks and opportunities into our Enterprise Risk Management program and strategic planning process. We consider sustainability in our acquisition strategy as we look for companies that will give us long-term growth and stability while aligning with and contributing to our core values.



Sustainability is woven into Stantec’s leadership. Our CEO is recognized as an Envision Sustainability Professional and our CFO participated in the CFO Taskforce for the SDGs—a UNGC sustainable finance program.

Our Board of Directors is committed to furthering Stantec’s ESG progress with program supervision delegated to a Board Sustainability and Safety Committee. This committee oversees the overall framework for managing health, safety, security, and environment risks; emergency preparedness; and non-financial risks arising from the Company’s Integrity Management Program.

Our Executive ESG Committee, accountable for our sustainability action, communicates critical ESG knowledge, performance, concerns, and initiatives to the Board.

The Executive ESG Committee members include

- Chief financial officer (committee chair)
- Chief operating officer for Global operations
- Chief practice and project officer
- Chief human resources officer
- Senior vice president of Corporate Strategy
- Vice presidents of Corporate Sustainability, Risk Management, and Practice Services
- Regional leader of Continental Europe operations

We strive to demonstrate the diversity aspirations of the Company: 55% of the Committee members are female, 33% are of a racial minority status, and 33% are from outside of North America. Committee members align stakeholder priorities, integrate sustainability into our Strategic Plan and operations, and address sustainability-related risks and opportunities.

Functional Service Teams are responsible for actions within our operations that support Stantec’s Corporate ESG commitments. An SDG Impact Leader influences sustainable action at a project level. Stantec’s sustainability service focus includes Climate Solutions Practice and Technical Leaders, Climate Change and Social Value Forums, and ESG subject matter expertise. Combined, these components develop and share best practices, collaborate across the operations to win and execute sustainability-related project work, and track progress on pledges made at a country level.

## Sustainability Governance Structure



## Feature: Accolades Validate Success

Stantec is proud of the recognition we've received for our sustainability success. It validates our sustainability focus; makes us an engineering, architecture, and environmental firm of choice; and enhances our employee experience.

Most Sustainable Companies  
Global 100, *Corporate Knights*

Best Corporate Citizens  
Canadian 50, *Corporate Knights*

Terra Carta Seal  
His Royal Highness,  
The Prince of Wales

Golden Peacock  
Institute of Directors, India

Gender Equality Index  
Bloomberg

World's Top Female-Friendly Companies  
*Forbes*

America's Best Employers for Diversity  
*Forbes*

Women Lead Here  
*Globe and Mail*

Women in Water Initiative of the Year  
UK Water Industry Awards

Top 50 Workplaces for Indigenous STEM Professionals  
American Indian Science and Engineering Society

Diversity Award  
New England Water Works

Pride Commitment  
Workplace Pride Benchmark

Employer of the Year  
WTS International

Endorsed Employer  
WORK180 Australia

Great Place to Work  
Great Place to Work Institute, India

Order of Distinction  
UK Royal Society for the Prevention of Accidents

Safety Recognition  
Chilean Safety Association

Top 10 Most Innovative Professional Services Firm  
*Australia Financial Review*

Diversity & Inclusion Achievement  
*Environmental Business Journal*

Sustainability Mergers & Acquisitions  
*Environmental Business Journal*

New Practice Innovation  
*Environmental Business Journal*

## Sustainability Rankings

### A- Climate Change Score

CDP

### AA Rating

MSCI

### A- ESG Combined Score

Refinitiv

### Prime Status

ISS ESG Corporate Ranking

### Top ESG Performer

Sustainalytics

### Sustainability Yearbook

Standard & Poor's



**Post-Flood Restoration,  
Big Thompson River**  
*Colorado, USA*



# Sustainability Pay Link

To guide our sustainability programs and assess our performance, we link executive pay to ESG performance. Following are the ESG-related key performance indicators (KPIs) connected to executive compensation as disclosed each year in Stantec’s [Management Information Circular](#).



Stantec’s syndicated senior credit facility, which is structured as a sustainability-linked loan, adds further accountability. This includes two KPIs related to achieving our science-based emissions reduction target and improving our Bloomberg Gender Equality Index score. (see [Aligning Financing to Sustainability](#))

Grouping	Metric	Target	2021 Assessment
<b>Environment</b>			
Emissions Management	Meet science-based emission reduction targets	47% reduction in absolute Scope 1+2 and Scope 3 business travel	Exceeded our emissions reductions targets due to real estate footprint consolidations, reduced travel, and ongoing pandemic restrictions (see <a href="#">Emissions Management</a> )
Emissions Management	Meet carbon neutral and net zero pledges	Clear progress towards meeting pledges	Declared carbon neutral in the United Kingdom, New Zealand, and European Union operations and made significant progress in all other geographies (see <a href="#">Net Zero</a> )
<b>Social</b>			
Inclusion and Diversity	Improvement in inclusivity scores	Qualitative program improvements	Improved inclusivity scores (as determined through surveys and enhanced Inclusion and Diversity initiatives) to increase engagement within the Stantec employee community and with underrepresented groups around the globe (see <a href="#">Inclusion and Diversity</a> )
Employee Retention	Low voluntary turnover	<12% voluntary turnover rate	Met our turnover target with an 11.7% voluntary turnover (see <a href="#">Appendix A. Stantec Data Workbook</a> )
Employee Engagement	Improvement in employee engagement score	>55% employees feel engaged	Exceeded our engagement target with 61% of our employees feeling engaged (as determined through our employee engagement survey), a 6% improvement since our last survey (see <a href="#">Workforce Management</a> )
Health, Safety, Security, and Environment	Decrease total recordable incident rate (TRIR)	<0.5 TRIR	Met our TRIR targets with a score of 0.32; an increase from our 2020 score of 0.27 attributed to the return to field work as pandemic restrictions were lifted (see <a href="#">Health, Safety, and Security</a> )
Health, Safety, Security, and Environment	Improve leading indicator safety index (LISI)	>1.0 LISI	Exceeded our LISI target with a score of 2.24, similar to our score in 2020 (see <a href="#">Health, Safety, and Security</a> )
<b>Governance</b>			
Quality Management	Improve ISO-compliance audit results	>90% of audited projects meet quality criteria	Meeting our quality management target as determined by audit results (see <a href="#">Project Delivery</a> )



## Feature: Aligning Financing to Sustainability

To hold ourselves accountable for our sustainability performance, in 2021 Stantec aligned our financing strategy to ESG performance by issuing a sustainability-linked loan (SLL).<sup>1</sup>



The SLL connects to our \$1.1 billion syndicated senior credit facilities. It includes an interest rate incentive mechanism aligned with the cost of funding, and with targets linked to Stantec's performance against the following environmental and social criteria:

- Meet emissions reduction commitment
- Improve Bloomberg Gender Equality Index score

For our emissions reduction target, we committed to and received validation for a 1.5°C science-based target, what the latest climate science tells us is needed to prevent the most damaging effects of climate change.

The Bloomberg score is linked to certain social pillars around gender equality, pay equity, leadership diversity, and inclusive culture, among others. Stantec's is the first SLL globally to link the financing structure to progress made relative to the score.

Stantec is also the first company in Canada to direct proceeds back into communities to further climate action and social equity.

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*"Aligning Stantec's corporate financing strategy with our ESG performance demonstrates our commitment to live by our core value of doing what is right," says Theresa Jang, Chief Financial Officer and Chair of Stantec's Executive ESG Committee.*

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<sup>1</sup> A sustainability-linked loan facilitates environmentally and socially sustainable economic activity and growth by connecting ESG performance to financial benefits.



**Immersive Nature Learning Facilities,  
Welch Outdoor Learning Center**  
Texas, USA

# Stakeholder Consultation

To inform our sustainability focus and our overall business strategy and priorities, the following stakeholder groups are regularly asked for input through the means described.



## Clients

- Regular meetings with account managers
- Meetings and calls with account and project managers and senior leaders
- Client satisfaction surveys (as part of ISO 9001-certified Quality Management System)
- Client relationship surveys
- Client materiality survey
- Statements of qualifications and requests for proposals
- Debriefs and bidder conferences for proposed projects
- Brown-bag get-togethers to share lessons learned and best practices
- Informal discussions at industry and professional association events
- Joint participation on technical committees
- Technical webinars

## Employees

- Employee engagement surveys
- Career development and performance reviews
- Safety opportunity submissions
- Local health, safety, and security reviews
- Employee resource groups
- Developing Professionals Group
- Inclusion and Diversity Councils
- Integrity Hotline (third party)
- Employee materiality survey
- Focus groups
- One-on-one meetings
- Post-acquisition surveys
- Comments on Company intranet stories
- Yammer (internal social media) postings
- Employee exit surveys

## Investors

- Meetings and calls with Investor Relations, Corporate Sustainability, and Finance teams
- Investor disclosure requests
- Earnings conference calls
- Annual General Meetings
- Investor materiality survey
- Investor conference presentations
- Industry research and publications
- Informal discussions at industry and professional association events

## Communities

- Locally driven engagement initiatives (varies by region and locale)
- Project public meetings

## Regulators and Professional Associations

- Review of and comments on current and proposed regulations
- Interactions during project work
- Informal discussions at industry and professional association events
- Joint participation on technical committees


## Subcontractors and Business Partners

- Subcontractor prequalifications and outreach
- Joint project work
- Meetings with project managers and senior leaders

## Vendors

- Contract negotiations
- Quarterly business reviews
- Meetings with Procurement team



 Stantec Team Members  
Western Australia, Australia

# Materiality

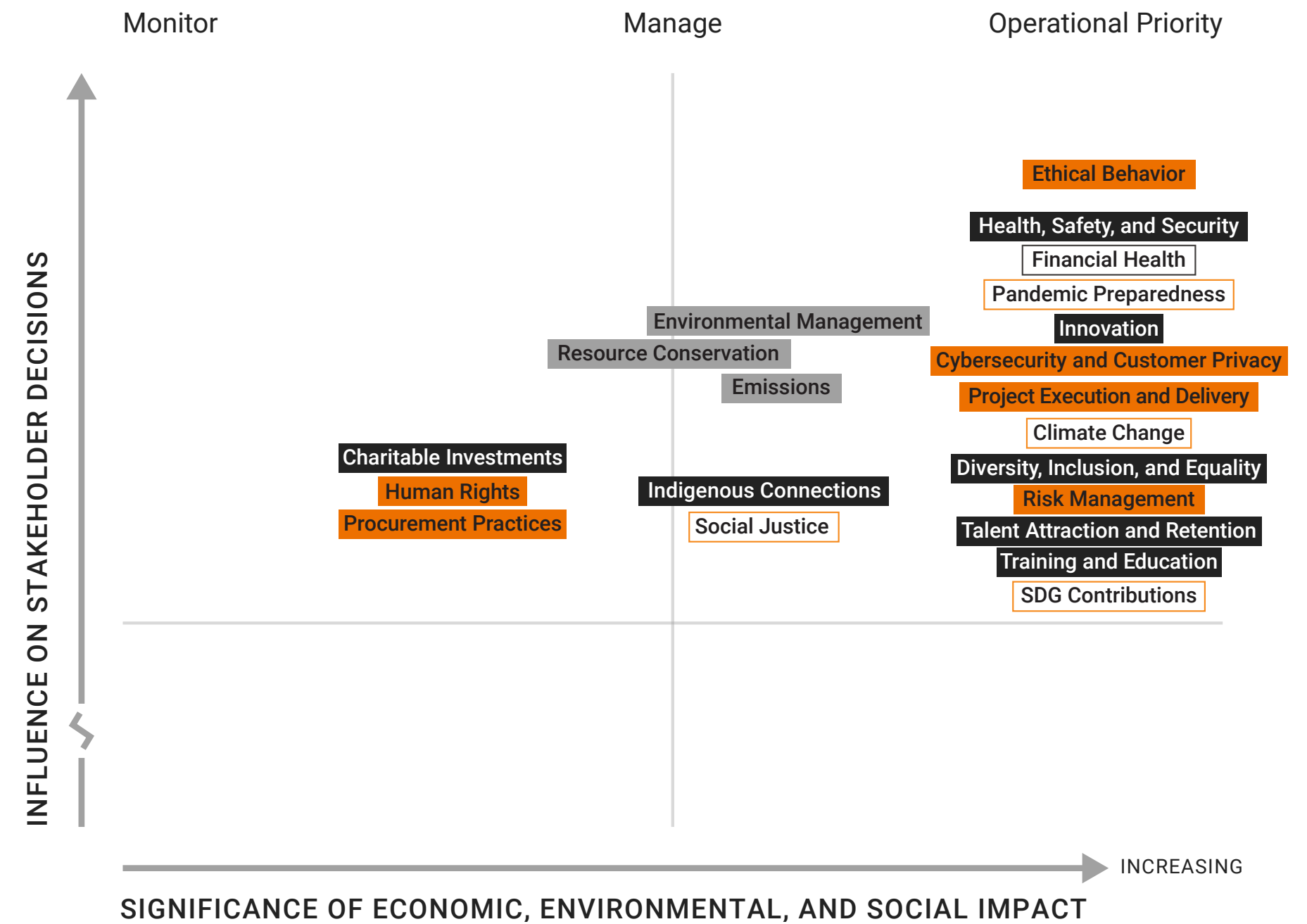
Material ESG issues reflect a company's ability to create, preserve, or damage economic, environmental, and social value for themselves, their stakeholders, and society at large. To focus our efforts on the areas of greatest impact, influence, and responsibility, Stantec routinely assesses our material topics.



A comprehensive assessment was completed in 2019 and adjusted in 2020. In 2021, we again evaluated the matrix and determined the priorities were still materially pertinent. In 2022, we plan to revisit the subject and will take GRI's updated Material Topics Guidance into account.

Stantec's materiality assessment involved an in-depth review of operational and stakeholder priorities. We grouped the material topics into operational priorities, managed topics, and monitored topics.

- The topics determined most material to Stantec show high operational priority for both Stantec executive management and stakeholders. These material items shape the focus of our sustainability program and reporting.
- Next are topics that we watch and closely manage. These topics are covered in our sustainability programs and disclosures because they align with our strategic objectives and are important to our stakeholders.
- Finally, there are topics that were not determined to be material risks to Stantec management, but we still monitor because they reflect our values and address specific stakeholder requirements.



## ESG Materiality Matrix

- Global Citizenship
- Social
- See Annual Report for details
- Environmental
- Governance

## MATERIALITY (CONTINUED)

The body of this Sustainability Report addresses each material topic. The topics are grouped by the location of the details within the report. Additional details are also available in the associated management approaches and related sections of the GRI Content Index (see [Appendix B](#)).



### Global Citizenship

[Go to section](#)



#### Operational Priorities

- Climate change
- Pandemic preparedness
- SDG contributions

#### Managed Topics

- Social justice

### Environmental

[Go to section](#)



#### Operational Priorities

- Not applicable

#### Managed Topics

- Emissions
- Environmental management
- Resource conservation

### Social

[Go to section](#)



#### Operational Priorities

- Diversity, inclusion, and equality
- Health, safety, and security
- Innovation
- Talent attraction and retention
- Training and education

#### Managed Topic

- Indigenous connections

#### Monitored Topic

- Charitable investments

### Governance

[Go to section](#)



#### Operational Priorities

- Cybersecurity and customer privacy
- Ethical behavior
- Project execution and delivery
- Risk management

#### Monitored Topics

- Human rights
- Procurement practices

# Global Citizenship

## IN THIS SECTION

Committed to the Sustainable Development Goals

Accelerating Climate Action

Promoting Social Equity

Resilience Under Pandemic Pressure



Bridge Design for Multifunctional  
Corridor, l'Avenue Urbanova  
Quebec, Canada

# Committed to the Sustainable Development Goals

The UN Sustainable Development Goals (SDGs)<sup>1</sup> provide the world with a concise definition of what a sustainable community looks like—from gender equality and zero hunger to clean water and clean energy. For Stantec, the 17 SDGs serve as a model for what it means to truly design with community in mind, and the 169 metric-based targets underlying the goals provide the road map.



The SDGs are an organizing framework for the full scope of Stantec’s global expertise across each of our operating units. They are recognized by industry-leading regulatory bodies, driven by quantitative targets that can be objectively assessed, and are tangible and relatable to every person we impact and every community in which we live and work.

Stantec recognizes our potential to make a difference. We see the market power of global companies, the market demand for sustainability-related transparency, our ability to influence design choices, and the need for immediate action at the corporate level. Accordingly, we aligned our strategic initiatives and investments directly with the SDGs.

Since becoming a UN Global Compact (UNGC) participant in 2015, we’ve kept our focus on advancing sustainable development. In 2021, we updated our methodology for tracking the percentage of our gross revenue from projects that support the SDGs we impact most. We recognize that revenue generation is one step in creating a scalable positive impact. Our next steps focus on developing resources to help every Stantec practitioner identify their role in furthering the SDGs through their specific skill set.

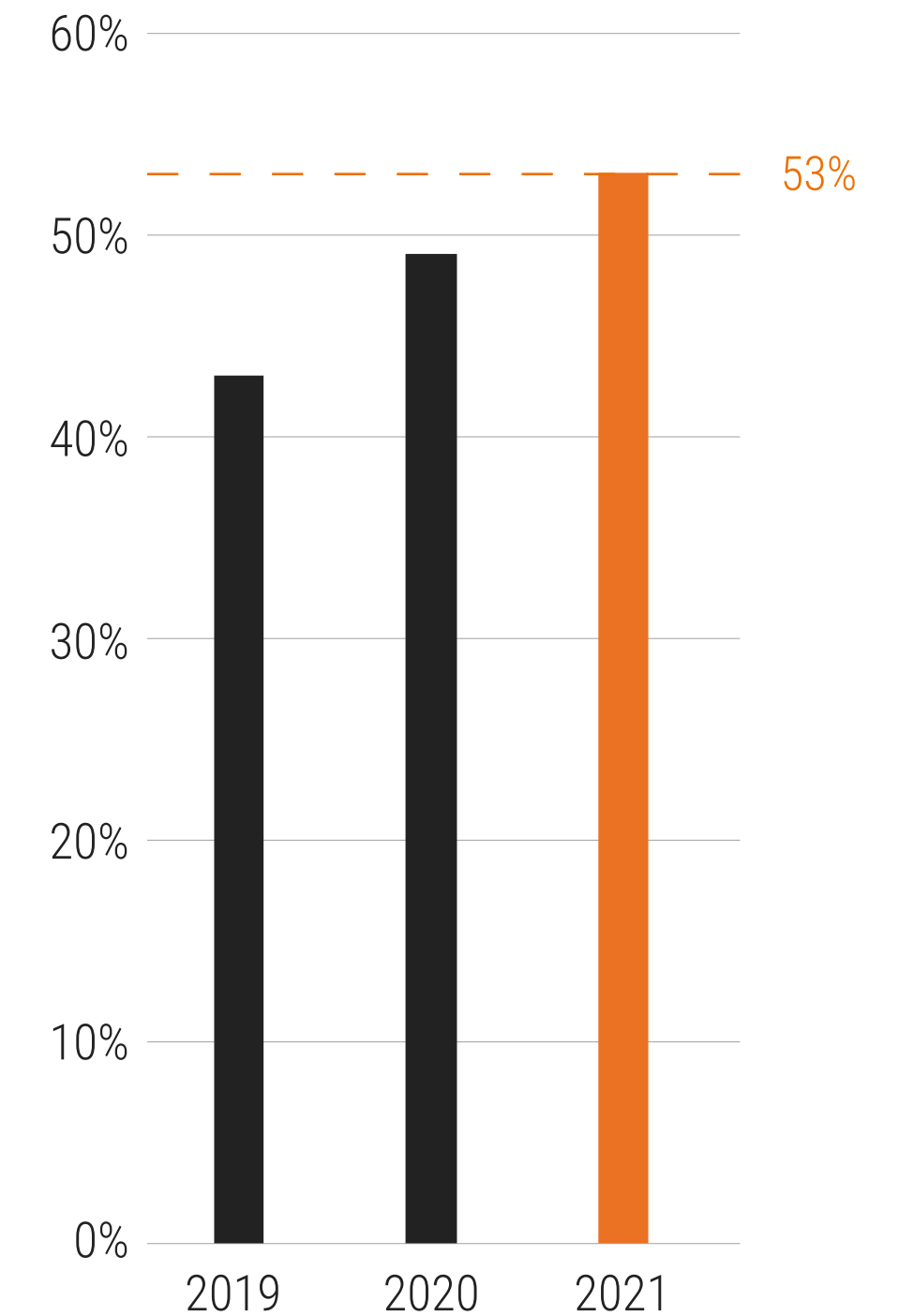
Stantec is an active participant in the UNGC SDG Ambition Accelerator Program, uniting hundreds of companies from around the globe to assess their current performance, identify current and future risk areas, and strategize on ambitious actions to achieve the SDG Ambition Benchmarks. Through this program we are defining actionable priorities and relevant benchmarks grounded in the Principled Prioritization approach—requiring companies to set ambitious goals and commit to efforts that wouldn’t happen under a business-as-usual approach.

Stantec is mapping our skills, capabilities, and impacts, as well as identifying the most significant risks and benefits to people and the environment derived from our operations and value chain.

<sup>1</sup> The UN Sustainable Development Goals are a collection of interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all”. They were adopted in 2015 under the 2030 Agenda for Sustainable Development.

<sup>2</sup> The SDG numbers provided are unaudited and based on mapping the coding available in Stantec’s current systems against the 169 targets of the 17 SDGs as published in the UN Global Compact Guide to Business Reporting on the SDGs. As there is not an exact match to Stantec coding systems and not all geographies are yet included in our central tracking systems, we employed a conservative approach to minimize the risk of overstatements.

**SDG Percentage of Gross Revenue<sup>2</sup>**



## COMMITTED TO THE SUSTAINABLE DEVELOPMENT GOALS (CONTINUED)

To date, Stantec has

- Identified 53% of our gross revenue connected to furthering our core SDGs and continued to improve the collection methodology
- Created a dedicated SDG Impact Leader role to formalize our commitment to the SDGs, expedite progress toward quantitative SDG targets, and further the qualitative culture of SDG awareness within our practitioners
- Assigned dedicated resources—subject matter experts and digital tools—to support the SDG action plan
- Continued participation in the CFO Taskforce for the SDGs, furthering the CFO Principles on Integrated SDG Investments and Finance
- Began participation in the UNGC SDG Ambition Accelerator Program to enhance our overall SDG performance
- Participated in the UNGC Climate Ambition Accelerator in alignment with SDG 13 Climate Action
- Participated in the UNGC Target Gender Equality Program and tracked progress against the Women’s Empowerment Principles (see [Appendix F](#)) in alignment with SDG 5 Gender Equality
- Welcomed acquisitions with a sustainability-focused ethos, expanding the global reach of our existing SDG-related consulting services (see [Where We Are Growing](#))
- Established Stantec Climate Solutions, whose missions and activities directly support SDG 13 Climate Action (see [Accelerating Climate Action](#))
- Established the Stantec Water Institute for Technology & Policy, whose mission and activities directly support SDG 6 Clean Water and Sanitation (see [Thought Leadership and Influence](#))
- Facilitated an intensive two-week long COP26 program focused on helping both clients and Stantec practitioners understand the potential magnitude of climate change influence on the built environment (see [COP26 Action](#))

## Core SDGs

While Stantec operational programs and project work has a positive touch on all of the 17 SDGs, we put our focus on core SDGs that relate to our greatest area of influence.



### All SDGs



### Stantec’s Core SDGs





# Accelerating Climate Action

For many years, Stantec has helped clients mitigate and adapt to a changing climate.

But global weather events such as permafrost thaw, wildfires, and floods are increasingly more frequent and intense and are impacting people more than ever.



The situation is urgent. In 2021, we seized the opportunity to do more by establishing Climate Solutions—a strategic investment to better coordinate climate mitigation and adaptation-related services across our global business. This brings our people together across business operating units to share knowledge, strengthen expertise, and accelerate our ability to collectively apply innovative solutions to increasing climate challenges.

So far, Stantec has

- Committed to become net zero and ambitiously reduce our operational emissions (see [Emissions Management](#) and [Net Zero](#))
- Worked with universities to make [climate model data](#) more dynamic, timely, and user-friendly
- Advanced the science of wastewater treatment toward net positive with energy and resource recovery, groundwater recharge, and indirect and direct [potable reuse](#)
- Used [artificial intelligence](#) to reduce GHG emissions, [assessing emissions](#) through quantification and verification, and providing [climate change risk](#) characterization services
- Supported clients in their shift to [renewable energy](#), reducing their reliance on fossil fuels
- Enhanced our understanding of the impacts of enhanced coastal and inland [flooding](#) through technologies that help our clients adapt and become resilient to future events
- Led the change in how [net zero buildings](#) are designed and are rethinking how we [retrofit buildings](#) to contribute to a low-carbon built environment
- Supported cities in their [transition to zero-emission bus fleets](#) with infrastructure planning and design services
- Designed [smart cities](#) to help our communities become resilient to extreme heat
- Explored ways to use [green hydrogen](#) as a clean energy alternative
- Removed carbon from the atmosphere through [carbon capture](#) technology
- [Restored ecosystems](#) to their original habitat to reduce infrastructure needs, increase biodiversity, and sequester carbon

## Additional Information

Stantec advocated for industry and client consciousness around climate action by hosting a Climate Solutions webinar series, with topics such as:

[Why Now and Why Us? Navigating Climate Change Terminology](#)

[Climate Solutions that Work](#)

We also published thought leadership pieces such as:

[Global Opportunities in Response to IPCC AR6](#)

[How Wastewater's Circular Economy Helps Fight Climate Change](#)

[Design Quarterly: Carbon Issue](#)

[ERA: Climate Change Issue](#)

## Feature: COP26 Action

The UN Framework Convention brings countries from around the world together to agree on climate change action under the Conference of the Parties (COP) framework. In 2015, COP21 took place in Paris and resulted in the Paris Agreement, where actions on climate change—Nationally Determined Contributions (NDCs)—were negotiated for each country. In 2021, in Glasgow, the COP26 focus was on how these NDCs will be delivered and who pays for them. Stantec took an active role in COP26, from an employee, client, community, and government perspective.



### For Employees

Our Developing Professionals Group<sup>1</sup> hosted a Climate Festival with daily events mirroring COP26 conference topics. Stantec experts from our global operations spoke on topics including climate change science, international development, finance, energy transition, nature-based solutions, zero-emission transport, smart mobility, and urban planning.

### For Clients

Stantec held virtual events and produced thought leadership content including webinar presentations, Q&A panel sessions, podcasts, and daily summaries of COP activities.

Our SCOPE publications included analysis and commentary from Stantec's world-renown multi-disciplinary professionals. Issues focused on the decisions and discussions made at COP26, and how they could impact our business, clients, and various industries.



[See the publications](#)

### For Communities

As a part of the pre-COP Youth4Climate: Driving Ambition Summit held in Milan, our Italian colleagues sponsored an #All4Climate session of 12 workshops focused on sustainable trends and opportunities in university student housing. They additionally sponsored Open City Art, promoting urban regeneration through street art focused on the SDGs.

### For Governments

Climate change experts from our International Development Team in Belgium also played a pivotal role in supporting governments on behalf of our client, the European Commission, as a part of the EuroClima+ project, which helps 18 Latin American governments build climate governance.

<sup>1</sup> Stantec's Developing Professionals Group, or DPG, is a leadership endorsed, employee-led group and global program that fosters development, connections and learning opportunities.

# Promoting Social Equity

In 2021, people around the world protested in support of communities of color, mourned the discovery of unmarked graves at residential schools, and marked the plight of desperate refugees and migrants.

In addition, climate change exacerbated vulnerabilities within our communities.



Stantec recognizes the role we play in advocating for meaningful social change. To purposefully address disparities, we must address internal Stantec issues and include long-term mitigation and adaptation solutions in our project work. With our promise to design with community in mind, we consciously build relations, engage with all stakeholders, and think about the long-term implications of our work.

So far, Stantec

- Maintained a full-time team tasked with breaking down internal barriers, institutionalizing Stantec's Inclusion and Diversity culture, initiating equity conversations, and tracking our progress
  - Enabled Inclusion and Diversity Councils and employee resource groups, whose members reflect the diversity we hope to achieve across the company and in society
  - Expanded our unconscious bias training, reaching the highest number of employees in a single year
  - Furthered a targeted recruiting strategy focused on attracting persons of color
  - Awarded \$200,000 in scholarships under our annual Equity & Diversity Scholarship
  - Supported scholarship and mentorship programs with organizations that promote diversity in STEAM careers
- Purposefully focused on driving equity into our project work through new positions dedicated to furthering SDG impact, supplier diversity, and equity in infrastructure
  - Produced connection pieces to promote inclusion, including a [moving video](#) from the grandson of Reverend Ralph David Abernathy Sr. (a close friend and mentor of Dr. Martin Luther King Jr.)
  - Invested in partnerships to [directly support vulnerable populations](#) with our technical expertise and philanthropy
  - Expanded understanding of historic racial events through the [investigation of Clotilda](#), the most intact slave shipwreck found to date
  - Furthered partnerships with minority-owned businesses on high profile projects such as the Los Angeles Metro [Willowbrook/Rosa Parks Station](#)
  - Utilized big data and technology to [help clients make equitable investments in infrastructure](#)

## Additional Information

Stantec advocated for industry and client consciousness around equity-based design by publishing provocative thought leadership pieces like:

[Urban Highway Removal Projects Are on the Rise Across America](#)

[Supporting Equity with an Inclusive Neighborhood: It's Urban Planning for All](#)

[A Smart\(ER\) Approach to Mobility: Prioritizing Equity and Resilience](#)

[What Health Equity Means to Our Approach to Design](#)

[Design Quarterly: Equity and Inclusion Issue](#)

## Feature: Our Equity & Diversity Scholarship

She overcame childhood bullying to become a respected athlete. Now she's studying forensic science at Mississippi State.

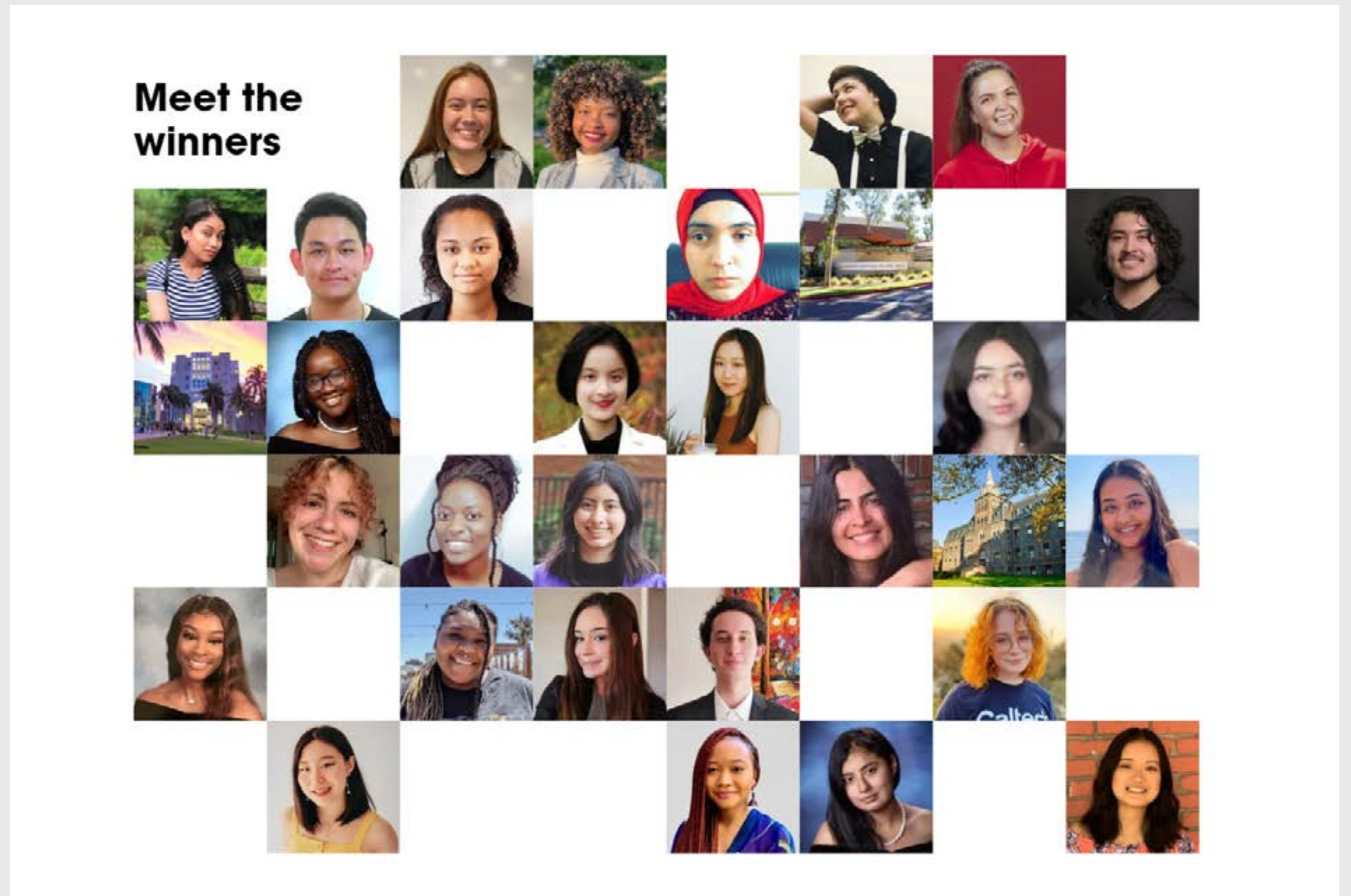
He developed a cultural safety program to support New Zealand's status as a diverse but unified country. Now he's studying medical sciences at the University of Otago.

They withdrew from school and society because of ADHD. But they bounced back to become an intern at NASA and now study electrical engineering at the University of Illinois at Chicago.

These are just a few of the remarkable young people Stantec supports through our Equity & Diversity Scholarship. Everyone has a right to education, and we are committed to providing people in historically underrepresented groups with financial aid.

Launched in 2021, the Equity & Diversity Scholarship provides \$200,000 annually and 10 paid Stantec internships for people around the world studying science, technology, engineering, arts, and math.

A diversity of voices in STEAM revitalizes our industry, creates new opportunities for underrepresented people, and fosters innovation. Stantec is committed to providing support to the next generation of leaders in our industry.



[Meet the winners](#)

# Resilience Under Pandemic Pressure

Due to the COVID-19 pandemic, many Stantec employees around the world have worked from home for almost two years. While some enjoy the flexibility, others miss the connections made in the office and the separation between home and work.



With the safety of our colleagues, clients, and communities as our top consideration, in 2021, Stantec created office reentry approaches aligned with legislative requirements as well as employee needs. Our leadership teams made sure the health, safety, and well-being of our people were primary considerations—whether we were planning for remote work or in-person connections at the office or project site.

Stantec is proud of our people for managing the stress of the pandemic while delivering innovative, sustainable solutions for our clients and communities. To recognize and support that resilience under continued pressure, Stantec is working hard to make life during COVID-19 easier for our people while staying proactive in the face of future variants.

To safeguard our people from the dangers of COVID-19, we

- Followed our Pandemic Plan and provided situational monitoring by our Pandemic Committee
- Promoted virtual collaboration approaches to encourage innovation and employee engagement

- Complied with tailored vaccination requirements (where applicable) based on local health requirements
- Devised measures to allow a safe work environment for employees working in the office (including social distancing, adjusted floor plans, enhanced cleaning, and protocols on the number of people allowed in elevators and common spaces at once)
- Created a Return-to-Work mobile app our people must use to indicate their fit-for-duty status before every visit to a Stantec office or work site
- Implemented a Flexible Workplace Strategy to accommodate employees' different levels of desire to work remotely or in the office, full- or part-time, after the pandemic becomes endemic
- Managed our new hybrid way of working through a Workspace Management Tool that allows employees to book desks and view floorplans and occupancy information for their local office

## Additional Information

Stantec published thought leadership pieces regarding pandemic implications to various aspects of life, including:

[How the Pandemic Helped Utilities Boost Resiliency While Reducing Risk](#)

[How is Transit Responding to Reopening?](#)

[Post-COVID Airport—Adapting Terminals to a New Normal](#)

[Design Hive, Episode 4: Mary Sorensen on the Return to the Office](#)

# Environmental

## IN THIS SECTION

Environmental Management

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Emissions Management

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Net Zero

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Resource Conservation



 **Masterplan Development,  
Milford Sound Piopiotah**  
*Fjordland National Park, New Zealand*

# Environmental Management

Stantec works hard to minimize the environmental footprint of our operations, conserve resources on corporate programs, and incorporate environmentally friendly practices to engage and motivate employees.

As a leading global provider of environmental consulting services, we also work with clients to improve the environmental performance of the projects we support.



In 2021, Stantec

- Globalized and refreshed our ISO 14001-certified environmental management system as a part of a significant update to our integrated management system (see [Elevating Service Delivery](#))
- Released a stand-alone [Environmental Policy](#)—previously a part of a consolidated Health, Safety, Security, and Environment Policy—to better identify and manage nature-based risks and align with global management system expectations
- Added an environmental sustainability foundational element to the Developing Professionals Group—with a stated purpose of accelerating transformative change, influencing sustainable behavior, and creating social value—to channel employee interest into positive action
- Celebrated Earth Day by planting and planning for continued well-being of approximately 1,200 habitat-appropriate trees during a DPG-led event, “[DPTree](#),” involving 39 chapters around the globe
- In the United Kingdom, Australia, and New Zealand, defined the purpose of our Climate Change and Social Value Forums to include 2025 climate change goals, actions to protect and enhance the environment, and deeds that contribute to communities
- In the United Kingdom, developed a [partnership with Wanderlands](#) to invest in nature through native woodland and habitat creation across the nation
- In the Netherlands, developed tailor-made products, sessions, and games to raise awareness, create a sense of urgency, and encourage the changes needed for the energy transition (such as use of renewable energy, elimination of natural gas for heat, electric vehicles, etc.)

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## Management Approach

As a professional services firm, Stantec’s operational environmental footprint relates primarily to office energy consumption, business travel, and office supply use. We manage, monitor, and improve our environmental performance with a formal ISO 14001-certified environmental management system, which forms part of our integrated management system.

[See Management Approach](#)

[See Environmental Policy](#)

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# Emissions Management

Stantec is focused on carbon reduction and has measured, managed, and analyzed our carbon footprint since 2010. We externally verify our emissions and report these to CDP annually. Stantec's emission reduction target is validated through the Science Based Targets initiative. The target is consistent with reductions to keep global warming to 1.5°C to prevent the most damaging effects of climate change.



In 2021, Stantec

- Received an A- CDP climate change score for the fourth year in a row, the only one of our peers to do so
- Was awarded the inaugural Terra Carta Seal by His Royal Highness, The Prince of Wales, for driving innovation and momentum towards climate action, one of only 45 companies and the only engineering, architecture, and environmental services firm to be so honored
- Joined the Business Ambition for the 1.5°C Campaign
- Reset our emissions reduction baseline year from 2013 to 2019
- Set and validated our near-term science-based target (SBT)—by 2030, reduce absolute Scope 1 and 2 emissions and Scope 3 business travel emissions by 47% from a 2019 base year
- Reduced absolute Scope 1 and 2 (market-based) emissions by 50% from 2020 and by 65% against the 2019 SBT baseline<sup>1</sup>
- Reduced our market-based Scope 2 emissions through generated renewable energy and the purchase of green tariffs and high-quality energy attribute certificates
- Reduced absolute Scope 3 business travel emissions by 3% from 2020 and by 58% against the 2019 SBT baseline<sup>2</sup>
- Expanded our reported Scope 3 by including new activity related to hotels, furniture, computers, mobile phones, and employee commuting

<sup>1</sup> Like most businesses around the world, first in 2020 and again in 2021, emissions reported by Stantec were irregular due to pandemic lockdowns across many of our geographies. While we anticipate a rebound in energy use once employees return to the office, because Stantec made significant inroads in the use of renewable energy, we should be able to minimize the future Scope 1 and 2 increase.

<sup>2</sup> Stantec's Scope 3 SBT includes only business travel, which represents more than 70% of our overall Scope 3. As pandemic travel restrictions continue to lift, we anticipate a rebound in future business travel emissions. Stantec has put management programs in place to keep these below 2019 levels.

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## Management Approach

Stantec follows the GHG Protocol and calculates our emissions based on building energy use, business travel, purchased goods and services, and employee commuting. We reduce emissions primarily by consolidating offices into energy-efficient spaces, reducing travel, greening our fleet, and enhancing print management.

[See Management Approach](#)

[See Emissions Data](#)

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# Net Zero

Stantec is committed to achieve net zero through a four-phase approach. Besides the scientific and moral reasons to minimize Stantec’s climate change contributions, this pledge reflects our values, inspires our employees, and demonstrates a key advisory service we provide to clients.

In 2021, Stantec

- Reduced our emissions consistent with our SBT requirements (see [Emissions Management](#))
- Became carbon neutral in our United Kingdom, New Zealand, and European Union operations<sup>1</sup>
- Generated renewable energy through installed solar and purchased green tariffs
- Purchased certified wind and solar energy attribute certificates
- Purchased high value carbon offsets (all certified according to international standards)

Carbon credits purchased by Stantec to mitigate 2021 emissions include:

Great Bear (Haida Gwaii) Forest Carbon Project, *Canada (British Columbia Forest Carbon Offset Protocol)*

Boone Forestlands Improved Forest Management Project, *United States (American Carbon Registry)*

Wester Coshieville Peatland, *United Kingdom (UK Peatland Code)*

Gameshope Loch Woodland Restoration, *United Kingdom (UK Woodland Carbon)*

Evio Kuiñaji Ese’Eja Cuana, Madre de Dios, *Peru (Verified Carbon Unit [VCU]; Verra Climate, Community, and Biodiversity [CCB]-Biodiversity Gold, CCG-Climate Gold, REDD+)*

Rimba Raya Biodiversity Reserve Project, *Indonesia (VCU, CCB-Gold, REDD+)*

Climeworks Direct Air Capture, *Iceland*

## Management Approach

Stantec will become net zero through a four-phase approach that includes 1) reducing emissions, 2) becoming carbon neutral, 3) transitioning toward net zero, and 4) further reducing emissions to a science-based net zero.


[See Management Approach](#)

<sup>1</sup> Stantec’s approach to carbon neutrality includes the use of renewable energy and the purchase of high value carbon credits.

For the countries where we are claiming carbon neutral for 2021 emissions, we lowered our Scope 2 market-based emissions to zero through renewable energy options and then purchased high value carbon offsets equivalent to the remaining Scope 1 and 3 emissions.

While Stantec is using carbon credits to meet our short-term carbon neutrality commitment, we will transition away from offsets to meet our net zero pledge.

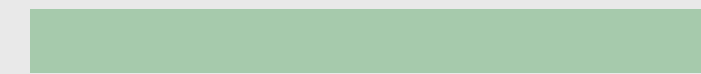


 **Fish Habitat Compensation Program, Quarry Park**  
Alberta, Canada

## Feature: Progressing to Net Zero

The science is clear: to avoid the most catastrophic effects of climate change, it is essential to contain greenhouse gas emissions and keep global warming below 1.5°C above pre-industrial levels. As part of our continued leadership in industry-leading sustainable practices, Stantec is committed to achieving net zero.

Stantec will become net zero in four distinct phases.



### Phase 1

Our first and continual focus is to reduce emissions. In 2021, Stantec's science-based target was approved and validated by the Science Based Target initiative. This near-term, 1.5°C target aligns with the most ambitious goal of the Paris Agreement.



### Phase 2

During our emissions reduction journey, it is important to balance our impact. Beginning with our 2022 emissions, Stantec will become carbon neutral for our global operation through renewable energy (generated, green tariffs, and energy attribute certificates) to reduce our market-based Scope 2 and by purchasing high-value carbon credits for our residual Scope 1 and 3 emissions.



### Phase 3

Once Stantec achieves carbon neutrality, we will begin our net zero transition. We will switch from paying third parties to directly supporting projects that provide additionality. This will be accomplished through a partnership with our Innovation Office where Stantec experts will use their subject matter expertise to produce renewable energy or carbon reductions on projects that would not happen without our investment. By 2030, we will complete this transition.



### Phase 4

To achieve a science-based net zero, companies must reduce emissions as close to zero as possible. While Stantec is committed to achieving an operational net zero target in line with climate science, for activities post-2030, Stantec is still in the process of defining a long-term emissions reduction target and selecting the appropriate standard.

# Resource Conservation

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



In 2021, Stantec

- Avoided the environmental impacts of hard copy libraries with eLibrary downloads of more than 61,000 articles and 27,000 eBooks
- Implemented a digital signing program to allow for secure addition of a signature without printing, signing, and scanning

- Transitioned towards sustainable sourced promotional items, such as beeswax wraps with a unique ESG-inspired pattern and water bottles made of recovered ocean plastics
- Purchased workstation and laptop equipment that is EPEAT (Electronic Product Environmental Assessment Tool)-certified and Energy Star-rated
- In North America, properly recycled approximately 3,500 mobile devices and 6,000 computers<sup>1</sup>
- In North America, continued the rollout of a centralized print management system with enhanced print tracking abilities—United States rollout complete, Canada to start in 2022—helping us continue efforts to reduce the need for printing and secure the use of post-consumer recycled paper
- In the United States, recognized as the Recycler of the Year by the Colorado Yampa Valley Sustainability Council
- In the United Kingdom, began decommissioning our Company vehicle fleet and began offering employees a range of new green benefits to choose from, including access to electric and hybrid vehicles through a government-supported program
- In Peru, rolled out a Huella Positiva (Positive Footprint) program to promote the responsible use of energy and water in the office and on project sites

<sup>1</sup> For geographies beyond North America, cellphone recycling is managed at a country level and not centrally tracked. As well, computers are leased through Dell where, at the end of their lease period, the program includes return for responsible disposal.

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## Management Approach

As a professional services firm operating almost entirely out of multi-tenant, leased office space, Stantec's operational resource use is nominal. Even so, we aim to minimize our environmental footprint by conserving energy (in our offices and transport fuel), reducing our consumption, and recycling and composting.

[See Management Approach](#)

[See Energy Use Data](#)

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# Social

## IN THIS SECTION

Workforce Management

Inclusion and Diversity

Indigenous Connections

Health, Safety, and Security

Innovation

Charitable Investments



**Honoring Diversity Through  
Art, LGBT Memorial Park**  
New York, USA



# Workforce Management

Our people are at the heart of our business and the reason we are a top-tier engineering, architecture, and environmental services firm.

Stantec continuously strives to build an inspiring, inclusive work environment and to recruit and retain top talent. We offer an opportunity to work on iconic projects and to collaborate with global teams. And we consider the entire employee experience, from career start to finish.

Our recruitment practices, employee benefits, training and development programs, and engagement opportunities provide our people with the foundation and resources needed to be successful and effective individuals, both in their professional and personal lives.



In 2021, Stantec

- Rolled out a Global Career Framework—with information for 2,400+ roles—as our foundation for globally consistent career streams, job levels, and job competencies across geographies and operating units
- Updated our pay gap analysis with evaluations based on gender and minority status that used the re-leveling available from the Global Career Framework, finding (and resolving to close) a 4% and 1% compa-ratio base pay gap, respectively (complete for North America and in the process of expanding to other geographies)
- Completed a global engagement survey in multiple languages, boasting an increase in both our response rate and overall engagement score—8% and 6% better than our last survey
- Implemented our new Flexible Workplace Strategy
- Continued support of the Stantec BetterTogether Fund—to help Stantec employees facing financial hardship after a natural disaster or unforeseen personal challenges
- Established an Onboarding Committee to develop a standardized, global onboarding approach
- Bolstered business acumen and supervisor training with a virtual 14-session, instructor-led course
- Continued the unification of Company systems into TalentHub—Stantec’s talent management system
- Conducted focus groups and a user experience study to improve the year-end performance review tool and process
- Expanded the scope of our Developing Professionals Group to include 165 chapters around the world, with a focus on sustainability
- In North America, received the Candidate Experience Award for the third consecutive year, the only architecture, engineering, and environmental services firm to do so
- In India, became Great Place to Work Certified
- In Peru, received recertification from the Asociación de Buenos Empleadores (Good Employers Association)

## Management Approach

Stantec actively works to attract employees with a wide range of talents, perspectives, and experiences. To retain employees, our total rewards program is focused on equitable pay-for-performance, we give people training and advancement opportunities, and we track progress through regular assessments.

[See Management Approach](#)

[See Equal Employment Opportunity Policy](#)

[See Harassment, Bullying, and Discrimination Policy](#)

[See Workforce Statistics](#)



## Feature: Measuring Employee Engagement

Stantec works hard to keep our people engaged, to make everyone feel welcome and supported, to provide the tools needed for their work, and to give them the freedom to be their authentic selves.



Our 2021 global employee engagement survey results—administered by an independent third party in English, French, Italian, Dutch, Spanish, and Taiwanese—show our success and opportunities to improve. Across our global operation, 69% of our employees shared feedback, up 8% from the previous survey. For total engagement, we saw an increase of 6% since our last survey—quite an accomplishment considering the downward trend in employee engagement experienced around the world due to the pandemic.

### The Results

Survey result highlights include

- Our sustainability focus is important to 86% of our respondents
- Inclusion received a high mark, with 80% of participants having positive perceptions of inclusion at Stantec and 86% agreeing that their managers and teammates respect individual differences, thoughts, and feelings
- Safety remains a strength, with 85% of survey participants agreeing that safety is a key priority for Stantec
- Our pandemic response was viewed favorably by 77% of participants: our employees stepped up to support and stay connected to each other and our Company through challenging times

- Our brand continued to rank high, with 77% of participants perceiving it positively
- Managers were perceived positively, with 75% of participants agreeing that managers take initiative and communicate transparently, a 10% increase in manager effectiveness

### Areas of Improvement

Priorities to address include

- Streamlining productivity barriers
- Providing performance and development clarity
- Demonstrating a clear link between pay and performance
- Providing a compelling employee experience

### Turning Results into Action

Stantec is committed to boosting engagement, and we view our results as an opportunity to improve. We'll continue to analyze our overall results and create Company-wide action plans to address areas where we've fallen short and to push engagement even higher in areas where we excel.

# Inclusion and Diversity

At Stantec, we create opportunities by inviting, embracing, and celebrating differences. We steadfastly believe that inclusion and diversity in our operations fosters a healthy range of views, facilitates innovation, improves results, and nurtures a sense of belonging. 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 2021, Stantec

- Was named to the [Bloomberg Gender-Equality Index](#) for the third year in a row
- Was recognized by Forbes as one of the World's Top [Female-Friendly](#) Companies and named to the list of America's [Best Employers](#) for Diversity
- Participated in the UNGC Target Gender Equality Program and tracked progress against the Women's Empowerment Principles in alignment with SDG 5 Gender Equality
- Expanded our Inclusion and Diversity Councils—who collaborate, share best practices, and facilitate global alignment—to include Latin America, the United Kingdom, and Ireland; now boasting Councils in all major geographic regions
- Formalized global Inclusion and Diversity Committees to include the Women's Leadership Development Committee, Indigenous Connections Committee, Persons of Color Committee, and Pride Committee
- Increased the number of global employee resource groups to 67 chapters—a 20% increase—across 11 affinities including women, Pride, Black, Indigenous, Latino, Asian, veteran, neurodiversity, and more
- Delivered a record number of unconscious bias training sessions—interactive, instructor-led courses that challenge societal norms—with participation by more than 1,000 employees, our highest number in a single year
- Published a “Winning with Diversity” guide to provide our employees with a comprehensive overview of our programs
- Expanded our partnership globally with Catalyst, a non-profit that helps organizations remove barriers and drives the advancement of women in the workplace
- Announced a new global partnership and benchmarking with Workplace Pride, a global organization dedicated to improving the lives of LGBTQI+ people worldwide

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## Management Approach

Diversity is our end goal, and building an inclusive culture is how we get there. Stantec programs create opportunities, connect our communities, address unconscious bias, champion organizational change, and hold people accountable for meeting Company expectations.

- [See Management Approach](#)
  - [See Diversity Policy](#)
  - [See Workforce Statistics](#)
-

## INCLUSION AND DIVERSITY (CONTINUED)

- Furthered partnerships with organizations that promote inclusion and diversity in STEM, including the National Society of Black Engineers, the National Organization of Minority Architects, the American Indian Science and Engineering Society, the Asian American Architects/Engineering Association, the Society of Women Engineers, Out for Undergrad, the National Organization of Black Engineers, the Onyx Initiative, and ACE Mentor Program
- Led employee educational and awareness opportunities with communications, webinars, and inclusion moments such as Martin Luther King Jr. Day (US), Juneteenth (US), Hispanic Heritage Month (US), National Day for Truth and Reconciliation (Canada), Orange Shirt Day (Canada), National Reconciliation Week (Australia), and Māori Language Week (New Zealand)
- Celebrated World Kindness Day through an initiative driven by the Developing Professionals Group where genuine words of kindness and appreciation were shared with colleagues, friends, family members, and clients
- In Canada, implemented BlackNorth Racial Equity Playbook workshops
- In the United States and the United Kingdom, to show our support for veterans and reservists, became Bronze Award Armed Services Covenant members and received the Bronze Award in the Defense Employer Recognition Scheme, respectively
- In the United Kingdom, partnered with Stonewall, an organization that helps companies create LGBTQI+ inclusive workplaces through programs, training, workplace equality indices, and best practice toolkits and resources
- In the Netherlands, partnered with Studeren & Werken Op Maat, an organization that helps young professionals with disabilities find suitable employment
- In Australia, participated in the Australian Network on Disability's internship program to connect university students with disabilities to host organizations
- In Australia, became an Endorsed Employer with WORK180, a non-profit that screens employers against a range of criteria including pay equity, flexible working, women in leadership, and paid parental leave performance
- In New Zealand, signed to participate in Rainbow Tick certification, focused on accepting and valuing people in the workplace and embracing the diversity of sexual and gender identities
- In Latin America, participated in the Ranking Par Latinoamerica by Aeguales, a regional gender equity measurement
- In Peru, received the #Basta Ya (Enough) recognition for promoting gender equality and eradicating sexual harassment at work over and above the minimums required by law





## Feature: Proud to Support Pride

Even in the 21st century, you can't take LGBTQI+ acceptance for granted—indeed, many who identify this way still face prejudice and even violence. In 2021, Stantec continued our efforts to help everyone at Stantec feel comfortable and confident that they can be their truest and best selves in an atmosphere of trust and respect.



Stantec joined Workplace Pride in 2021 and submitted a request to be graded against their Global Benchmark—which provides a way to measure, monitor, and further our LGBTQI+ inclusion and diversity efforts. We scored 60.9% overall, placing us well above the median for all participants in Workplace Pride—most firms are graded between 20-30% for their first Global Benchmark.

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*“Our results from Workplace Pride reinforce what we already know—together we are building a truly welcoming and inclusive culture at Stantec,” says Ricardo Carlos Perez, director, Global Inclusion, Diversity, and Engagement. “We want to continue to improve upon our progress and celebrate and share our culture.”*

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Stantec established a Global Pride Committee in 2021. A new addition to our Inclusion and Diversity Council structure, the Committee helps advance LGBTQI+ inclusion and equity across our Company by recommending ways to make our policies and practices more inclusive, coordinating submissions for Workplace Pride and other LGBTQI+ programs, contributing to our annual Pride campaign, and supporting our Pride@Stantec employee resource groups.

We also welcomed everyone at Stantec to include their personal pronouns in their eSignatures to foster awareness.

Be your most authentic self. That's what we want every Stantec employee to understand: you are valued, you are welcome, and we want you to succeed.



# Indigenous Connections

Stantec acknowledges our responsibility to build and maintain respectful and sustainable relationships with Indigenous Peoples and communities. We accomplish this by recognizing, supporting, and respecting the diversity and distinctiveness of the Indigenous cultures of our employees, and the Indigenous partners, clients, and businesses we work with.



At a global level, Stantec sponsors an Indigenous Connections employee resource group to amplify the voice of Indigenous perspectives from around the globe. Our formal programs are focused on Canada, the United States, Australia, and New Zealand with informal touchpoints from a global perspective.

## In Canada

- Maintained 11 Indigenous Partnerships that provide direct investments to support economic growth in Indigenous communities
- Sponsored the Prismatic Arts Festival to showcase Indigenous artists across the country
- Commemorated National Indigenous History Month (with an internal panel), National Day for Truth and Reconciliation (with discussions from a member of the Nadleh Whuten Carrier First Nation and residential school system survivor and readings from a Métis writer, poet, and teacher), and National Indigenous Peoples Day (by hosting the owner of the first Indigenous company to join the Canadian Council for Aboriginal Business)

## In the United States

- Was recognized, for the second year, by the American Indian Science and Engineering Society as a [Top 50 STEM Workplace for Indigenous STEM Professionals](#) and participated as a top-tier sponsor in their leadership summit

- Celebrated Native American Heritage Month (with a webinar featuring a World War II Navajo Code Talker and former leader of the Navajo Nation)

## In Australia

- Held in-person and virtual events to recognize National Reconciliation Week (with presentations on the history of the week, an update on Stantec's Reconciliation Action Plan, and discussions with local elders on reconciliation and land history)
- Commissioned artwork from a Kalkadoon artist to capture her interpretation of Stantec's reconciliation journey, with her artwork and the story behind it displayed in our offices
- Became a member of Supply Nation, aiming to grow the Aboriginal and Torres Strait Islander business sector through supplier diversity

## In New Zealand

- Appointed a Cultural Advisor to increase our knowledge and implementation of te ao and te reo Māori
- Celebrated Māori Language Week and participated in a national "Learn your Mihi" workshop

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### Management Approach

Stantec strives to foster positive, productive relationships with Indigenous communities and businesses. Our programs have a global reach with formal efforts in Canada, the United States, Australia, and New Zealand. Activities support economic growth, community capacity building, STEAM education, and employee development.

[See Management Approach](#)

[See Indigenous Relations Practice](#)

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# Health, Safety, and Security

Stantec's SaferTogether™ culture encourages each of us to make safe choices so we all return home safely each day. In addition to well-formulated plans and processes, we recognize that situational awareness—the discipline of being present and aware of our surroundings—is our best defense against injuries and incidents.



In 2021, Stantec

- Globalized and refreshed our ISO 45001-certified occupational health and safety management system as a part of a significant update to our integrated management system (see [Elevating Service Delivery](#))
- Realized a TRIR of 0.32 (up from 0.27 in 2020, better than our goal of 0.5) once field work resumed as pandemic restrictions were lifted<sup>1</sup>
- Realized a LISI of 2.24 (similar to our 2020 rate of 2.29, better than our goal of 1.0)<sup>2</sup>

- Continued to lead pandemic assessment, communication, and response at an office level, including office exposure and closure processes, project mobilization and returns, and project technical support
- Expanded Supervising for SaferTogether training for supervisors, team leads, and project managers to create opportunities for more direct safety conversations between leaders and their teams
- Rolled out the first phase of a new Pro-Sapient Incident Management System to allow online reporting, escalation, and management of incidents for streamlined tracking and more proactive response
- Launched a new Field-Level Risk Assessment mobile application, making it easier to complete effective risk assessments in the field
- Updated driver training to minimize one of our highest potential incident categories and continued a focus on safe driving
- In the United Kingdom, were awarded the [Order of Distinction](#) from the internationally renowned Royal Society for the Prevention of Accidents for the 18th consecutive year
- In the United Kingdom, were awarded the [Health & Safety Initiative of the Year](#) from the Water Industry Awards for work with Thames Water and the London Fire Brigade
- In Chile, received recognition by [Asociación Chilena de Seguridad](#) (Chilean Safety Association) for nearly four years free of work accidents (on site and in the office)
- In the Middle East, received an international distinction award by the British Safety Council for construction supervision projects in the region

<sup>1</sup> TRIR (Total Recordable Incident Rate) is 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.

<sup>2</sup> LISI (Leading Indicator Safety Index) is 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.

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## Management Approach

At Stantec, we believe in being SaferTogether—looking out for the health and safety of ourselves and those around us. Our ISO 45001-certified occupational health and safety management system, part of our integrated management system, drives an interdependent safety culture. Each employee has the stop work authority to communicate and address any unsafe conditions they encounter.

[See Management Approach](#)

[See Health, Safety, and Security Policy](#)

[See Workplace Violence Policy](#)

[See Health and Safety Data](#)

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# Innovation

Innovation engages our team members, improves our position as thought leaders, and is essential to Stantec’s 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.



In 2021, Stantec

- Launched [Stantec.io](#)—combining data science and technology with engineering, design, and environmental expertise to accelerate and improve Stantec’s ability to creatively solve client challenges—to empower our people to better help our clients by delivering on the full promise of digital technology
- Conducted blue ocean strategy sessions to create new market opportunities<sup>1</sup>

- Continued Stantec’s investment in [GenerationAV™](#) (accelerating the journey to automated mobility), [eDNA](#) (a safe, cost-effective way to detect organisms), and [FAMS](#) (real-time, intelligent financial modeling for utilities)
- Joined the [Coalition for Reimagined Mobility](#) to help incubate the next generation of ideas around the movement of goods and passengers
- Sponsored a virtual Innovation Forum—a Ted Talk-style event celebrating innovative projects and the people behind them—where nearly every topic had a connection to sustainability (see [Innovation at a Distance](#))
- Supported 40 micro-grants, 49 Greenlight grants, 12 Innovation Fund projects, and 3 Innovative Business Opportunities, with many having connections to sustainability topics
- Sponsored a Developing Professionals Group innovation competition to devise ideas that help Stantec create more social value and equitable communities
- Recognized as a [top ten innovative firm](#) in professional services by Australia Financial Review

## Management Approach

Stantec annually funds the development of innovative ideas. Our corporate Innovation Office drives Company innovation and works to promote creativity within our business operating units and geographic locations. Any Stantec employee can submit an idea for consideration in our corporate innovation program. Approved ideas are assigned collaborative coaches for enhanced success and to encourage additional innovation.

[See Management Approach](#)

<sup>1</sup> Blue ocean strategy sessions are based on a theory published by W. Chan Kim and Renee Mauborgne and help a business capture unexplored new market areas.



**WELL Community Mixed-Use Development Design, McGregor Square**  
Colorado, USA

## Feature: Innovation at a Distance

Just imagine ...

- Using the latest remote sensing technologies to restore coastlines and enhance their resilience
- Improving living standards in remote communities by introducing clean energy
- Saving lives with smart water systems technology for firefighting

These are just a few of the projects Stantec practitioners are developing to create a more sustainable world. Projects like these, and many others, were shared at [Stantec's 2021 Innovation Summit](#), an annual Stantec collaboration and learning event with a 25-year history.

The COVID-19 pandemic made an in-person Summit—our prior tradition—unsafe in 2021, so we transformed it into a virtual event featuring 30 presenters from seven countries sharing their most innovative projects with everyone at Stantec via live video streams.

The 2021 Summit included four themes. Three were client-focused—[Climate Change](#), [Smart Cities](#), and [Digital Economy](#)—and one was internally focused—[Transforming Stantec](#)—with 8 to 10 project presentations per theme. Stantec employees watched the livestreams and actively participated with questions and feedback, all focused on unlocking the best possible solutions for our clients and communities.

Holding a virtual Innovation Summit brought additional benefits: a reduction in carbon emissions and cost from reduced travel, expanding our ability to create complex remote connections, and participation from a greater number of employees. It also allowed us to provide real-time language translation.

The Innovation Summit is fertile ground for creating the solutions that will enable communities around the world to become more sustainable, with improved quality of life and genuine progress in avoiding the worst impacts of climate change. While we look forward to returning in person as soon as possible, it's great to see our employees successfully embrace the virtual alternative.



[▶ See video](#)

# Charitable Investments

Stantec's commitment to people extends to the communities where we work and live. We are passionate about creating strong, vibrant communities and look for strategic partnerships and volunteer opportunities that leverage and empower entire communities while recognizing that each has unique needs and opportunities. In our project work, we actively consult with and listen to those who have traditionally lacked a voice in infrastructure development.



In 2021, Stantec

- [Committed to invest](#) a total of \$60 million to community organizations by 2030
- Donated over \$4 million to organizations around the globe, bringing our current donation total to \$31 million since 2007
- Supported more than 5,100 partner organizations through our Community Engagement Program
- Doubled our holiday giving support to \$100,000 to provide additional vital support in our communities
- Disbursed more than \$800,000 in scholarships to support education of future leaders
- Awarded 30 students \$200,000 as part of said scholarships under our inaugural [Equity & Diversity Scholarship](#) and provided internships for 10 of our scholarship recipients
- Supported mentorships through employee-led efforts and by donating \$50,000 to the ACE Mentor Program
- Resumed our Company-sponsored volunteer event, Stantec in the Community Week, (after a year off due to the pandemic) with in-person (where appropriate) and virtual options with almost 3,000 employees worldwide donating their time, energy, and expertise
- Continued a partnership with [Engineers Without Borders](#) providing pro-bono support for vulnerable communities in the United States for projects tied to water supply, civil works, sanitation, agriculture, energy, and structures, as well as sponsored employee projects providing building, water distribution, and renewable power design in Guatemala, Peru, Dominican Republic, and Tanzania
- Donated more than \$36,000 through our Dollars for Doers program in support of employees who volunteered in their communities and raised money for charities

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## Management Approach

Annually, Stantec donates up to 1% of our pre-tax profits to charitable and non-profit organizations. Our community engagement efforts connect to four funding priorities: education, environment, health and wellness, and the arts. Our employee volunteerism is showcased via Company-sponsored volunteer events with partnerships focused on promoting inclusion and social justice.

[See Management Approach](#)

[See Community Engagement Policy](#)

[See Funding Priorities](#)

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# Governance

## IN THIS SECTION

Corporate Governance

Ethics and Compliance

Cybersecurity and Privacy

Integrated Management System

Project Delivery

Human Rights

Risk Management

Supply Chain Management



 Resilient Transportation Modeling,  
CBD and South East Light Rail  
New South Wales, Australia

# Corporate Governance

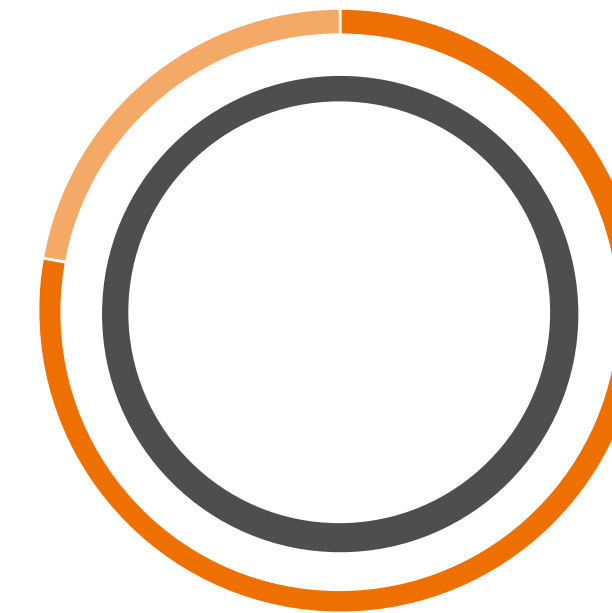
Stantec’s Board is responsible for the stewardship of our Company. Board members participate in Stantec’s strategic planning process with senior management, oversee our risk profile, work with executive leadership to set Stantec’s strategic and operational objectives, and review management’s performance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



In 2021, Stantec

- Added Martin à Porta to our Board and John Take to the C-Suite with both bringing deep industry-specific ESG subject matter expertise and passion for sustainability
- Conducted two sustainability-focused Board education sessions
- Facilitated a Climate Scenario Analysis Workshop with the Executive ESG Committee and other Company leaders (see [Climate Risks and Opportunities](#))
- Ranked in the Globe and Mail [Board Games survey](#) as one of Canada’s top 50 Corporate Boards
- Featured CFO Theresa Jang in the 16th Annual [Rosenweig Report](#) as a world-class example of a senior executive who embodies equal opportunity for women and visible minorities

## Board Composition and Experience



### Environmental and Social Factors

- 78% highly experienced
- 22% general experience

### Governance Factors

- 100% highly experienced

### Management Approach

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 and executive diversity, Board expertise, and executive compensation. Stantec’s Diversity Policy and applicable laws and regulations guide us when appointing new Board members and Company executives. Stantec has Board committees that oversee governance, environmental, and social performance. Executive pay is connected to ESG target achievement.

[See Management Information Circular](#)

[See Diversity Policy](#)

[See Majority Voting Policy](#)



## Feature: Our Corporate Leadership

Stantec's leadership is comprised of accomplished industry leaders and experts in sustainability, acquisitions, assurance, risk management, security, and foreign affairs. Our Board is 33% female, and our executive team is 38% female with 25% of our executive team being women of color. Both the Board and C-Suite have multi-lingual and multi-cultural representation.

### Stantec Board



**Douglas Ammerman**  
Board Chair



**Richard Bradeen**



**Shelley Brown**  
Audit & Risk  
Committee Chair



**Patricia Galloway**



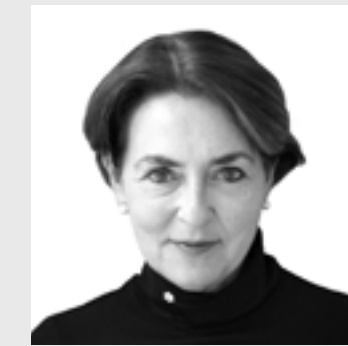
**Robert Gomes**



**Gord Johnston**



**Don Lowry**  
Sustainability & Safety  
Committee Chair



**Marie-Lucie Morin**  
Corporate  
Governance &  
Compensation  
Committee Chair



**Martin à Porta**

### Stantec C-Suite



**Gord Johnston**  
President & Chief  
Executive Officer



**Theresa Jang**  
Chief Financial  
Officer



**Stuart Lerner**  
Chief Operating  
Officer, North  
America



**Catherine Schefer**  
Chief Operating  
Officer, Global



**John Take**  
Chief Business  
Officer



**Steve Fleck**  
Chief Practice &  
Project Officer



**Marshall Davert**  
Chief Innovation  
Officer



**Asifa Samji**  
Chief Human  
Resources Officer

# Ethics and Compliance

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.



In 2021, Stantec

- Achieved 100% completion of our annually required ethics and compliance training by the Board and 94% by full-time employees
- Published a stand-alone [Human Rights Policy](#) to further cement our commitment to this topic
- Published internal guidance to proactively (and continuously) identify, evaluate, and disclose, mitigate, or avoid potential conflicts of interest
- Communicated regularly with employees on ethics and compliance topics
- Provided quarterly reports to the Board of incidents conveyed to our integrity hotline

## Management Approach

Stantec counts on employees to conduct business in accordance with high ethical standards. In alignment with our organizational culture, our Code of Business Conduct sets requirements that employees are expected to follow in their day-to-day work. Beyond employees, we influence our supply chain with our Partner Code of Business Conduct. If anyone (employees, partners, or community members) see unlawful actions or unethical behaviors, they can report them to an Integrity Hotline (managed by a third party).

- [See Management Approach](#)
- [See Anti-Corruption Policy](#)
- [See Code of Business Conduct](#)
- [See Political Contributions and Lobbying Policy](#)
- [See Human Rights Policy](#)
- [See Partner Code of Business Conduct](#)



Coastal Erosion Monitoring and Protection, Katiki Beach  
Otago, New Zealand

# Cybersecurity and Privacy

Stantec provides robust IT security processes and practices, next-generation security systems, and cybersecurity awareness training for employees. Further, we respect and protect the privacy of employees, clients, investors, subcontractors, and others, ensuring that all personal and sensitive data in our possession or within our control is handled appropriately.



In 2021, Stantec

- Achieved certification of a new global ISO 27001 Information Security Management System, aimed at helping organizations better secure their information assets
- Completed a cybersecurity audit and achieved the third consecutive year of certification against the UK Cyber Essentials Plus system
- Created an internal Information Security Policy as well as a list of employee responsibilities to guide employees in proper data handling

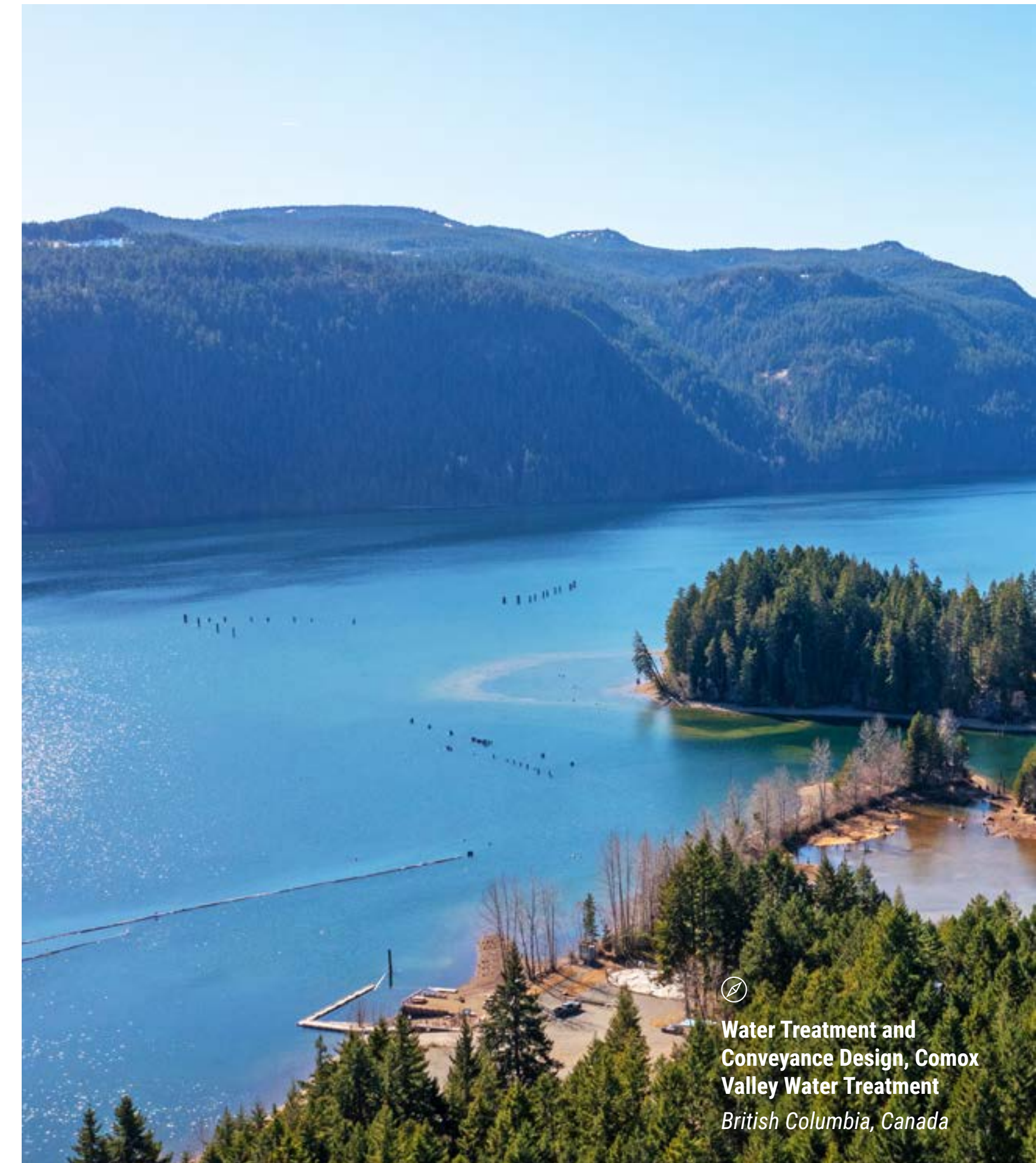
- Renewed ISO/IEC 20000 certification for IT Service Management and Delivery—our 14th year and still the only engineering, architecture, and environmental services firm with this certification
- Self-certified against NIST 800-171 after our policies, practices and procedures were reviewed by a third party, encompassing 14 categories of data security requirements and 110 separate practices or controls
- Continued to monitor new and changing privacy laws around the world so that our business meets the obligations and requirements of the countries we work in
- Rebuilt the Edmonton disaster recovery site to prepare for possible natural disasters associated with climate change and align with updated data center infrastructure best practices
- Realized 94% employee completion of our annual cybersecurity and privacy training (part of our ethics and compliance training) to confirm that our people understand their responsibilities in managing risks to protect our business and clients

## Management Approach

Stantec's next-generation security systems include platform-integrated IT fraud detection systems, a comprehensive security incident response process, and ISO-certified management systems. Our privacy program limits the collection and use of data to only what is needed to operate our business. Employees are annually trained on how to identify and thwart cybersecurity and privacy risks. Stantec tracks cybersecurity and privacy incidents and has a robust incident response program in place should the necessity to invoke it arise.

[See Management Approach](#)

[See Privacy Policy](#)



 **Water Treatment and Conveyance Design, Comox Valley Water Treatment**  
British Columbia, Canada

# Integrated Management System

Stantec has a centralized, ISO-certified integrated management system that presents a comprehensive global corporate approach while allowing for regional differences based on local legislation, professional standards, or regional client needs. The management system encompasses quality, environmental, health and safety, and IT.



In 2021, Stantec

- Achieved a consolidated global certification for our ISO 9001 (quality), 14001 (environmental), and 45001 (occupational health and safety) management systems, making Stantec one of the first companies in our market to achieve these ISO certifications across all offices around the world
- Accomplished global certification against ISO 27001 and 20000 IT systems
- Maintained virtual (due to the pandemic) internal practice audits and continued to audit one-third of all offices annually, covering all regions and business lines each year
- Created a new [Quality Policy](#) to help our employees better understand their role in delivering quality work
- Updated the [Environmental](#) and [Health, Safety, and Security](#) policies to better represent global management system expectations and better reflect the needs of natural system and human health risks, respectively

## Management Approach

Stantec's integrated management system delivers a disciplined and accountable framework that defines Company procedures, monitors risks and hazards, reduces inefficiencies, maximizes Company resources, enables sustainability program implementation, and provides the framework for our pandemic preparedness and business continuity planning. The management system is certified against ISO-standards and verified through internal and third-party audits.

[See Management Approach](#)

[See Quality Policy](#)

[See Environmental Policy](#)

[See Health, Safety, and Security Policy](#)



 **Water Purification Facility Design,  
Nankan and Dakwai Creek**  
Taipei, Taiwan

## Feature: Elevating Service Delivery

To foster a high standard of quality performance for our clients and communities, Stantec regularly improves and upgrades our service delivery. In 2021, after extensive auditing by the British Standards Institute, Stantec earned global ISO 9001 certification for quality management, ISO 45001 certification for occupational health and safety management, and ISO 14001 certification for environmental management. Under a separate process, we received ISO 27001 certification for information security management.



Why does achieving global ISO certification matter?

It shows our clients and communities that Stantec operates safely and sustainably while delivering project quality in ways that work best within their local context. Whether in Canada or Qatar, the United States or the United Kingdom, the Netherlands or New Zealand, our communities can expect the same high level of service from us, customized to local needs.

The certification assures clients, partners, and other important stakeholders that Stantec is operating in strict accordance with the ISO standards of best practice. And ISO certification for quality management, occupational health and safety management, environmental management, and information security management shows that we have created systems to consistently deliver high quality and secure project work in the many sectors we compete in.

That consistency in project delivery and approach also helps enable global collaboration. Beyond offering the opportunity for a 24-hour work force when warranted, working on global teams supports a high-performing culture that is valuable to employee engagement, an important point when there is ever-increasing competition for talent in our highly technical industry. Consistencies in systems allow our people to work on high profile projects from around the world.

Stantec is one of the first companies in our market to achieve these ISO certifications across all our operations around the world.

At Stantec, we build communities—and we build them right, designed to improve sustainability and quality of life above all.

## Certified Management Systems

Stantec's Integrated Management System covers our business processes and is certified to internationally recognized standards.

### ISO 14001:2015 Environmental Management System

Mitigates environmental risk, manages and monitors environmental performance, and is accountable for meeting emission-reduction targets.

### ISO 45001:2018 Occupational Health and Safety Management System

Aligns work processes, systems, and behaviors to protect employees from injury and prevent property loss and environmental damage.

### ISO 27001:2013 Information Security Management Standard

The information security controls for the protection and security of client, employee and financial data.

### ISO 9001:2015 Quality Management System

Identifies and promotes consistent practices for our project teams, thereby improving productivity and efficiency, managing project risks, and promoting client satisfaction.

### ISO 20000-1:2018 IT Service Management Standard

Maintains data confidentiality, integrity, and availability.



# Project Delivery

Exceptional project execution and delivery begin 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.



Stantec project managers work under a single global project management framework. Adherence 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. Annually, Stantec audits a representative sampling of active projects.

At a project level, the framework also considers sustainability commitments like water use, waste generation, emissions, energy use, human rights, ethics, stakeholders, and Indigenous relations. Improvement opportunities are evaluated during the proposal and planning stages and reviewed throughout project execution.

In 2021, Stantec

- Globalized and refreshed our ISO 9001-certified quality management system as a part of a significant update to our integrated management system (see [Elevating Service Delivery](#))
- Deployed our centralized corporate Project Management Framework across our global operations as a part of our integrated management system that allows for regional differences based on local legislation and professional standards
- Developed a Lessons Learned Manager system to help us improve our delivery and business
- Created SDG Impact Leader and Climate Solutions Practice Leader positions to drive sustainability performance more consistently into our project delivery
- Grew our professional project management support team in India by more than 60% to enable consistent implementation of our Project Management Framework

## Management Approach

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 project delivery. Project managers are trained on expectations and best practices and given tools to manage risks. Our expectations and standards are enforced through our ISO 9001-certified Quality Management System, part of our integrated management system.

[See Management Approach](#)



 Environmental and Social Due Diligence, Solar Power Investor  
Shanghai, China

# Human Rights

As an architecture, engineering, and environmental services firm, Stantec provides strategy and design services for projects that are implemented by others. We determined our potential negative impact on human rights to be nominal since approximately 95% of our operations are in developed countries with existing laws in place to protect human rights (Canada, United States, United Kingdom, Australia, New Zealand).



While Stantec determined our human rights risk to be low, we identified this as a monitored topic in our materiality analysis because we firmly believe in the need to protect and advocate for the rights of others as a fundamental element of our corporate values. The importance of protecting human rights is already an integral component of Stantec's DNA. We believe it is important to explicitly identify human rights as a part of our policies, procedures, and ethics training to help us keep the topic top-of-mind and make sure it does not become an issue in the future.

Our new [Human Rights Policy](#) outlines the principles, policies and procedures we follow to conduct business in accordance with high ethical, moral and legal standards for all.

For work outside of our core geographies, if the potential to negatively impact human rights exists, during our project risk review we put protection conditions in place or choose not to work on the associated project.

See our UNGC Communication on Progress in [Appendix E](#) for more information about how Stantec protects human rights.

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## Management Approach

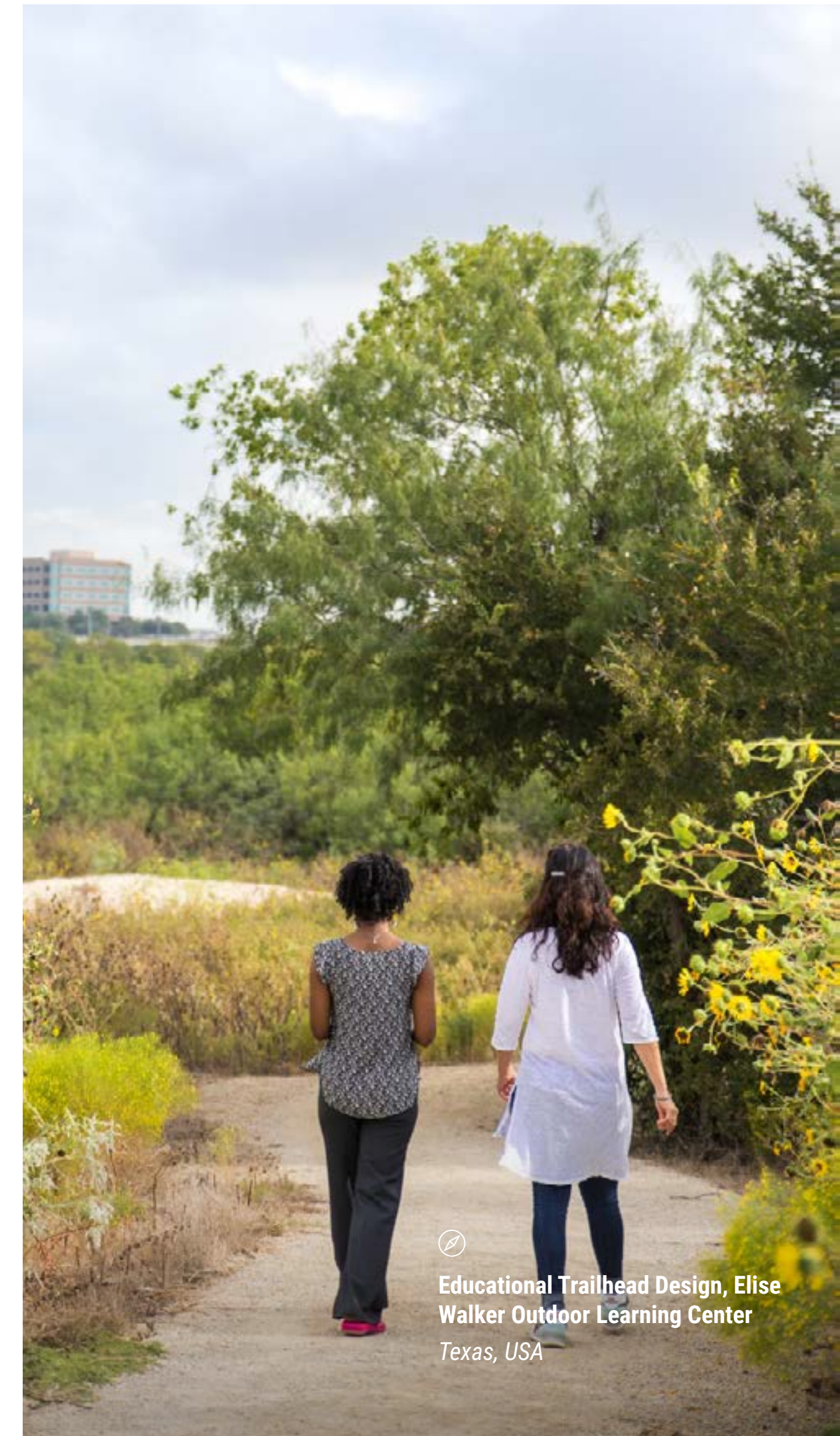
Stantec policies and practices protect the rights of our employees, individuals supporting our supply chain, and the communities where we work. Stantec is an equal opportunity employer and respects the rights of our employees to freedom of association. We support the principles in the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights, and the UN Global Compact.

[See Management Approach](#)

[See Human Rights Policy](#)

[See Human Trafficking and Modern Slavery Policy](#)

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Educational Trailhead Design, Elise Walker Outdoor Learning Center  
Texas, USA

# Risk Management

Responsibility for risk management and compliance is shared across the organization—from senior executives to frontline employees. Stantec systematically identifies and manages risks through a comprehensive Enterprise Risk Management (ERM) program that aligns with international standards and includes policies, practices, and systems that address our principal risks: project, supply chain, human capital, finance, currency volatility, global politics, and legislative.



The Board Audit and Risk Committee provides risk guidance and oversees the ERM program. Executives are accountable for risks relevant to their areas of responsibility.

Stantec's ERM actively manages pandemic risks. Our risk management processes also directly address climate change. We manage and reduce our operational emissions, pay attention to changing weather patterns, incorporate weather-related risk reviews when we look at new office space, track regulations that might affect our operations or clients, keep tabs on new technologies to improve our project delivery, and think about future climate impacts when approaching our designs. And our project work in disaster response and resiliency also contributes first-hand experience and knowledge when it comes to climate change risk management.

In 2021, specific to climate change risks and opportunities, we furthered our Climate Scenario Analysis progress (see [Climate Risks and Opportunities](#)). The Executive ESG Committee and the Board Sustainability and Safety Committee are responsible for overseeing response to the results.

See our [Annual Report](#) and [CDP Disclosure](#) for more information about our risk factors and our ERM program.

## Management Approach

Stantec systematically identifies, manages, monitors, and reviews significant and emerging risks at an enterprise and project level. Our enterprise risk management program is based upon the ISO 31000 Risk Management Standard. Climate risks are identified and managed at the corporate, business line, and project levels.

[See Management Approach](#)



Environmental and Social Studies, Amherst Wind Farm  
Nova Scotia, Canada



## Feature: Climate Risks and Opportunities

Top global business leaders and regulators agree: the impacts of climate change pose short-, mid-, and long-term risks to business. Despite this recognition, companies are often unsure how climate change will unfold and how it will impact their business. Scenario analysis helps navigate these uncertainties by exploring and scrutinizing plausible future pathways of development.



In 2021, Stantec held a scenario analysis planning workshop with the Executive ESG Committee and business operating executives. We developed three Stantec-specific scenarios based on Representative Concentration Pathways (RCP) as defined and adopted by the Intergovernmental Panel on Climate Change.

### Scenario 1

Business as Usual (RCP 8.5): the likely outcome if society does not make concerted efforts to cut greenhouse gas (GHG) emissions

### Scenario 2

Progress with Political Inertia (RCP 4.5): the likely outcome if society makes some progress on efforts to cut GHG emissions

### Scenario 3

Aggressive Action (RCP 2.6): the likely outcome if society makes a great deal of progress on concerted efforts to cut GHG emissions

The outcome was a list of potential opportunities and risks that apply to Stantec's business due to climate change. We looked for commonalities and items possibly missing from our current risk management and strategy planning. Using this output, we are now utilizing a CDP-developed tool to estimate financial implications to the business.

While our scenario analysis process continues to evolve, our progress has directly informed Stantec's business objectives and strategies. We identified major trends and uncertainties, used the scenarios to inspect and interrogate possible implications, and developed strategic actions to address potential risk and opportunities.

Scenario analysis also factored into our Enterprise Risk Management program where, in response to climate change risks, we established carbon

management and reduction programs, incorporated weather-related risk reviews for evaluation of new office space, considered real estate reductions in locations more prone to climate issues, and invested in technology to facilitate our ability to work from home.

Scenario analysis also informed how Stantec anticipates servicing clients in the future. We accelerated our investment in designing renewable energy (wind, solar, hydropower, battery storage, and renewable energy financing), designing energy-efficient buildings (including net zero and energy positive), providing access to clean water (including helping communities with water treatment, reuse, and conservation), progressing technological advances (such as research related to electric and autonomous car technology), and delivering nature-based solutions (to promote conservation and enhance positive environmental impact).



# Supply Chain Management

As a large global Company, we recognize that our purchasing decisions can influence positive change. While centralization and standardization of Stantec's global supply chain management programs continue to evolve, we leverage supply chain decisions to encourage sustainable business practices, promote small and diverse businesses, and support local businesses around the world.



In 2021, Stantec

- Was listed on the [CDP Supplier Engagement Leaderboard](#) for engaging our suppliers on climate change issues
- Received top scores from supplier sustainability platforms including EcoVadis and the Electric Utility Industry Sustainable Supply Chain Alliance
- Made great strides towards our 2023 real estate reduction goal of 30% with actual financial figures forecasting our reduction to be above 32% by 2023
- Initiated a travel management plan that requires operations to maintain future travel at half of 2019 levels
- Selected a new centralized global travel management system, with implementation including behavior considerations intended to reduce travel
- Significantly reduced resource use (energy, airline, rental car, paper) through implementation of procurement processes (see [Resource Conservation](#))
- Continued to actively incorporate sustainability and energy efficiency into our request for proposal process for selection of vendors and office locations
- In North America, created a new role focused on promoting resources and accounting for diversity and compliance in projects with participation goals
- In the United States, improved our spending with small and disadvantaged subcontractors to 25% of our total subcontracting cost (up from 20% in 2020), utilizing 1,355 firms
- In Canada, continued our focus on increasing Indigenous procurement by streamlining processes to make it easier for Indigenous businesses to work with Stantec
- In Australia and New Zealand, continued our focus on progressing social procurement through partnerships, continuing our membership with Ākina in New Zealand and becoming a member of Social Traders in Australia

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## Management Approach

Stantec actively looks to select vendors, subcontractors, and partners who practice sustainable behaviors. We influence our supply chain with our Partner Code of Business Conduct, which details our values, standards, and expectations. Stantec suppliers are managed by a corporate Procurement and Real Estate team and include providers of building leases, vehicle fleets, IT equipment, and office supplies. Subcontractors and specialty partners are managed by geographically dispersed subcontractor management teams.

[See Management Approach](#)

[See Partner Code of Business Conduct](#)

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# Appendixes

## IN THIS SECTION

[Appendix A: Stantec Data Workbook](#)

[Appendix B: GRI Content Index](#)

[Appendix C: SASB Standards Index](#)

[Appendix D: TCFD Cross-References](#)

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

[Appendix F: UN Women's Empowerment Principles Progress](#)

[Appendix G. Cautionary Note Regarding Forward-Looking Statements](#)



## Appendix A. Stantec Data Workbook

To summarize key statistics and metrics from our operation, improve searchability, and allow for easier navigation between the various parts of this report including the Sustainability Report (SR) narrative, Global Reporting Initiative (GRI) Content Index, Sustainability Accounting Standards Board (SASB) Index, and Task Force on Climate-related Financial Disclosures (TCFD) Recommendations, we created this appendix.

This appendix is organized into three sections:

- Emissions and Energy
- Workforce
- Health and Safety

Please consider these points when reviewing this appendix:

- **Data compilation:** Numbers were compiled with information from Stantec's eco-footprint database, Human Resources Information System (HRIS), and health and safety incident tracking system
- **Multiple years of data:** To make it easier to spot trends, we have provided three years of data
- **Regions and associated countries:**
  - Canada
  - United States
  - Europe—United Kingdom, European Union (Belgium, Czech Republic, Germany, Ireland, Italy, the Netherlands, Slovakia), and 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
- **Countries of significant operations** (representing 92% of global employees): Canada, United States, United Kingdom, Australia, and New Zealand

## Emissions and Energy

Numbers were calculated from activity data gathered for energy usage throughout 2021.

Description	Stantec Statistics			As Referenced in	
<b>GHG Absolute Emissions</b>		<b>2021</b>	<b>2020</b>	<b>2019</b>	SR: Emissions Management GRI: 305-1, 305-2, 305-3
Absolute emissions, presented in metric tons of CO <sub>2</sub> equivalent (mtCO <sub>2</sub> e)		<b>mtCO<sub>2</sub>e</b>	<b>mtCO<sub>2</sub>e</b>	<b>mtCO<sub>2</sub>e</b>	
	Scope 1	14,014	13,477	14,791	
	Scope 2 (market-based)	3,161	20,864	27,487	
	Scope 2 (location-based)	24,330	25,289	33,475	
	Scope 3	18,424	19,323	43,633	
Absolute emissions specific to Stantec's 1.5°C science-based target (SBT):		<b>2021</b>	<b>2020</b>	<b>2019</b>	
		<b>mtCO<sub>2</sub>e</b>	<b>mtCO<sub>2</sub>e</b>	<b>mtCO<sub>2</sub>e</b>	
	Scope 1 and 2 (market-based)	17,175	34,341	42,278	
	Scope 3 (business travel only)	12,923	13,340	30,592	
<b>GHG Emissions Intensity</b>		<b>2021</b>	<b>2020</b>	<b>2019</b>	SR: Emissions Management GRI: 305-4
Emissions normalized by employee relevant to Stantec's SBT, presented in mtCO <sub>2</sub> e:		<b>mtCO<sub>2</sub>e</b>	<b>mtCO<sub>2</sub>e</b>	<b>mtCO<sub>2</sub>e</b>	
	Scope 1 and 2 (market-based) per Employee	0.78	1.64	1.93	
	Scope 3 (business travel only) per Employee	0.58	0.64	1.40	
<b>Reduction of GHG Emissions</b>		<b>2021</b>	<b>2020</b>	<b>2019</b>	SR: Emissions Management GRI: 305-5
Reduction percentages of absolute emissions relevant to Stantec's SBT, measured against a 2019 baseline:		<b>%</b>	<b>%</b>	<b>%</b>	
	Scope 1 and 2 (market-based)	65	19	Baseline	
	Scope 3 (business travel only)	58	56	Baseline	
Note: Due to the COVID-19 pandemic, emissions for 2020 and 2021 have been uncharacteristically low and thus the reductions exceed SBT projections. Once the world returns to a post-pandemic "normal," we expect to see a reduction trajectory consistent with our planned SBT 1.5°C reduction commitments.					
<b>Energy Consumption</b>		<b>2021</b>	<b>2020</b>	<b>2019</b>	SR: Resource Conservation GRI: 302-1
Energy consumption totals, presented in gigajoules (GJ) and megawatt hours (MWh):		<b>GJ (MWh)</b>	<b>GJ (MWh)</b>	<b>GJ (MWh)</b>	
		487,691 (135,470)	489,230 (135,897)	562,457 (156,238)	
<b>Energy Intensity</b>		<b>2021</b>	<b>2020</b>	<b>2019</b>	SR: Resource Conservation GRI: 302-3
Energy consumption, normalized by employee:		<b>GJ (MWh)</b>	<b>GJ (MWh)</b>	<b>GJ (MWh)</b>	
		22.02 (6.1)	23.31 (6.5)	25.7 (7.2)	

## Workforce

Numbers are based on employee counts at year-end 2021.

Description	Stantec Statistics	As Referenced In
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### Employee Numbers and Demographics

Number and percentage of employees by employment contract (permanent and temporary) and type (full time and part time), broken down by region and gender:

	Total				Female				Male			
	2021		2020	2019	2021		2020	2019	2021		2020	2019
	#	%	%	%	#	%	%	%	#	%	%	%
Total Company	22,148	100	100	100	7,684	35	34	35	14,464	65	66	65
Full Time	20,217	91	91	92	6,683	33	33	33	13,534	67	67	67
Part Time	1,931	9	9	8	1,001	52	52	54	930	48	48	46
Permanent	20,837	94	94	94	7,279	35	34	35	13,558	65	66	65
Temporary	1,311	6	6	6	405	31	31	32	906	69	69	68
Canada	7,491	34	35	35	2,750	37	36	37	4,741	63	64	63
United States	8,765	40	42	42	3,080	35	35	35	5,685	65	65	65
Europe	2,329	10	10	10	800	34	32	32	1,529	66	68	68
Asia Pacific	2,156	10	8	8	690	32	32	31	1,466	68	68	69
Remaining Geographies	1,407	6	5	5	364	26	28	26	1,043	74	72	74

SR: Workforce Management  
GRI: 2-7

With the release of our Global Career Framework—a program that standardized career families, job levels, and competencies to allow for career growth consistency across all geographies and operating units—we updated the employment categories utilized in our sustainability disclosures accordingly.

Employee numbers by employment category, broken down by region and gender:

Employment Category	2021																	
	Total Company			Canada			United States			Europe			Asia Pacific			Remaining Geographies		
	#	F%	M%	#	F%	M%	#	F%	M%	#	F%	M%	#	F%	M%	#	F%	M%
Executives	97	15	85	39	13	87	46	17	83	8	25	75	3	0	100	1	0	100
Senior Managers	432	18	82	119	23	77	218	17	83	53	15	85	33	6	94	9	22	78
Mid-Level Managers	7,876	23	77	2,427	24	76	3,532	24	76	961	25	75	737	19	81	219	14	86
Professionals	9,247	38	62	3,288	39	61	3,563	40	60	769	41	59	902	36	64	725	22	78
Entry-Level	4,496	50	50	1,618	52	48	1,406	55	45	538	44	56	481	46	54	453	38	62

Note: These numbers are compiled from Stantec's HRIS as of year-end 2021 for headcount that includes full-time and part-time employees.

Note: Data excludes individuals whose data is not contained in Stantec's HRIS system. This includes contracted labor (agency and independent contractors), whose data is not managed in our systems, and new acquisitions (Cardno and Cox McLain), whose data is not yet integrated into Stantec systems. With excluded employees, Stantec's total number of workers is approximately 25,000.

**Description**

**Stantec Statistics**

**As Referenced In**

**Diversity of Governance Bodies and Employees**

Stantec has nine board members. Three (33%) are women, six (66%) are men, all are over 50 years old, and no one identifies as a minority group member.

Stantec has eight C-suite members. Three (38%) are women, five (62%) are men, all are over 50 years old, and two identify as minority group members (25%).

Percentage of Stantec employees by employment category, gender, age, and self-identified minority status:

Employment Category	2021													
	Total		Female		Male		Self-Identified Minority (US/CA)		Age: Under 30		Age: 30-50		Age: Over 50	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total	22,148		7,684	35	14,464	65	3,175	14	3,974	18	12,213	55	5,961	27
Executives	97		15	15	82	85	3	3	0	0	22	23	75	77
Senior Management	432		77	18	355	82	29	7	0	0	152	35	280	65
Mid-Level Managers	7,876		1,845	23	6,031	77	892	11	39	0	4,471	57	3,366	43
Professionals	9,247		3,499	38	5,748	62	1,548	17	1,544	17	5,985	65	1,718	19
Entry Level	4,496		2,248	50	2,248	50	703	16	2,391	53	1,583	35	522	12

**SR:** Workforce Management and Corporate Governance  
**GRI:** 405-1

Employment Category	2020 and 2019											
	Female		Male		Self-Identified Minority (US/CA)		Age: Under 30		Age: 30-50		Age: Over 50	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Total	34	35	66	65	15	16	17	18	53	52	29	29
Managers	21	20	79	80	5	6	0	0	47	41	52	59
Professionals	32	32	68	68	16	17	19	19	56	55	25	26
Semiprofessionals	28	28	72	72	15	16	21	23	48	48	31	29
Administrative and Clerical	85	82	15	18	16	16	11	11	50	51	39	38
Skilled/Semi-Skilled	6	3	94	97	0	3	9	14	50	46	41	40

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2021 is according to the new employment categorization. A separate table includes data from 2020 and 2019 utilizing the previous employment categorization.

Note: Self-identified minority is a statistic only collected in Canada and the United States. The percentages represent only the portion of employees from those two geographies.

Note: Data excludes individuals whose data is not contained in Stantec's HRIS system (contracted labor and new acquisitions).



**New Hires and Turnover**

Total number and rate of new employee hires and turnover.

SR: Workforce Management

GRI: 401-1

	Total				Female				Male			
	2021		2020	2019	2021		2020	2019	2021		2020	2019
	#	%	%	%	#	%	%	%	#	%	%	%
<b>Total Company</b>												
New Hires	3,943	18.9	10.1	16.4	1,404	19.3	10.0	17.8	2,539	18.7	10.2	15.7
Voluntary Turnover	2,435	11.7	8.2	11.2	823	11.3	8.9	11.5	1,612	11.9	7.9	11.0
Total Turnover	3,029	14.5	14.6	15.5	1,037	14.2	15.6	15.7	1,992	14.7	14.1	15.3
<b>Canada</b>												
New Hires	1,073	15.4	9.2	14.4	430	16.7	8.0	16.6	643	14.7	10.0	13.0
Voluntary Turnover	800	11.5	9.2	11.3	288	11.2	10.1	11.2	512	11.7	8.7	11.3
Total Turnover	975	14.0	16.0	17.3	365	14.1	17.3	17.3	610	14.0	15.2	17.3
<b>United States</b>												
New Hires	1,124	13.8	8.2	16.3	410	14.2	8.3	18.1	714	13.6	8.2	15.4
Voluntary Turnover	955	11.7	8.0	10.7	325	11.2	8.0	10.7	630	12.0	8.0	10.6
Total Turnover	1,144	14.0	13.4	12.9	384	13.3	14.1	12.7	760	14.4	13.0	13.1
<b>Europe</b>												
New Hires	544	23.6	10.6	18.9	225	28.5	12.5	17.9	319	21.0	9.8	19.3
Voluntary Turnover	305	13.2	7.2	13.0	94	11.9	9.6	16.0	211	13.9	6.0	11.6
Total Turnover	345	15.0	13.1	17.7	114	14.4	15.8	22.5	231	15.2	11.8	15.4
<b>Asia Pacific</b>												
New Hires	735	36.3	16.5	21.2	238	36.3	18.8	20.6	497	36.3	15.4	21.6
Voluntary Turnover	266	13.1	8.6	12.7	83	12.7	9.2	14.7	183	13.4	8.4	11.6
Total Turnover	313	15.5	13.6	15.5	101	15.4	14.1	18.2	212	15.5	13.3	14.0
<b>Remaining Geographies</b>												
New Hires	467	33.5	18.9	23.0	101	28.1	20.8	21.4	366	35.5	18.1	23.6
Voluntary Turnover	109	7.8	5.8	11.3	33	9.2	5.1	12.0	76	7.4	6.0	11.0
Total Turnover	252	18.1	19.5	20.5	73	20.3	16.9	19.7	179	17.3	20.5	20.8

Note: Data excludes individuals whose data is not contained in Stantec's HRIS system (contracted labor and new acquisitions).



New Hires and Turnover (continued)

	Age: Under 30				Age: 30 to 50				Age: Over 50				Self-ID Minority (CA/US Only)			
	2021		2020	2019	2021		2020	2019	2021		2020	2019	2021		2020	2019
	#	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%
<b>Total Company</b>																
New Hires	1,333	37.7	18.8	33.3	2,107	17.7	9.6	14.7	503	9.4	6.0	9.5	381	12.6	11.7	20.3
Voluntary Turnover	597	16.9	11.1	13.9	1,396	11.7	7.7	11.8	442	8.2	7.6	8.5	406	13.4	9.8	11.5
Total Turnover	691	19.5	16.6	17.6	1,713	14.4	13.8	15.5	625	11.6	15.1	14.1	494	16.3	18.6	16.6
<b>Canada</b>																
New Hires	359	37.5	18.4	30.0	603	14.5	8.9	13.4	111	6.0	5.7	7.6	146	11.0	11.6	20.3
Voluntary Turnover	176	18.4	15.3	14.0	471	11.4	8.8	12.1	153	8.3	7.3	8.1	174	13.1	10.8	11.6
Total Turnover	194	20.3	21.2	19.6	569	13.7	14.7	17.0	212	11.5	16.1	16.6	210	15.8	21.2	20.3
<b>United States</b>																
New Hires	343	26.4	15.4	33.8	563	13.2	7.6	14.3	218	8.4	5.4	9.5	235	13.8	11.9	21.5
Voluntary Turnover	227	17.5	11.2	11.9	512	12.0	7.2	11.5	216	8.3	7.5	8.7	232	13.6	9.1	12.1
Total Turnover	257	19.8	16.8	13.3	589	13.8	11.7	13.3	298	11.5	14.1	12.2	284	16.7	16.8	14.8
<b>Europe</b>																
New Hires	248	42.5	15.9	40.3	250	19.2	10.0	14.8	46	10.9	6.0	7.5	NR	NR	NR	NR
Voluntary Turnover	95	16.3	6.3	21.5	166	12.8	7.5	11.7	44	10.4	7.2	7.8	NR	NR	NR	NR
Total Turnover	112	19.2	9.3	28.3	184	14.1	15.8	15.2	49	11.6	10.4	13.2	NR	NR	NR	NR
<b>Asia Pacific</b>																
New Hires	236	53.8	29.6	38.9	420	34.1	14.5	18.2	79	22.4	8.1	15.2	NR	NR	NR	NR
Voluntary Turnover	75	17.1	8.3	18.3	169	13.7	9.4	12.4	22	6.2	6.8	8.8	NR	NR	NR	NR
Total Turnover	88	20.0	13.0	21.1	191	15.5	14.0	15.7	34	9.6	12.7	10.1	NR	NR	NR	NR
<b>Remaining Geographies</b>																
New Hires	147	56.5	35.5	32.6	271	27.8	15.9	19.8	49	31.4	16.6	29.5	NR	NR	NR	NR
Voluntary Turnover	24	9.2	8.4	13.8	78	8.0	3.8	11.0	7	4.5	14.4	10.1	NR	NR	NR	NR
Total Turnover	40	15.4	18.6	22.1	180	18.4	16.3	19.6	32	20.5	40.5	23.5	NR	NR	NR	NR

SR: Workforce Management  
GRI: 401-1

Note: NR = Not reported.

Note: Self-identified minority is a statistic only collected in Canada and the United States. The percentages in the tables above represent only the portion of employees from those two geographies.

Note: Data excludes individuals whose data is not contained in Stantec's HRIS system (contracted labor and new acquisitions).

**Description**

**Stantec Statistics**

**As Referenced In**

**Average Hours of Training per Year per Employee**

Average hours of employee training per year by employment category and gender:

Employment Category	2021		
	Total	Female	Male
	Hours	Hours	Hours
Total Company	25.9	25.1	26.4
Executives	2.5	2.3	2.5
Senior Management	7.9	9.4	7.6
Mid-Level Managers	19.2	18.8	19.3
Professionals	25.6	24.2	26.4
Entry Level	40.8	32.4	49.1

Employment Category	2020		2019	
	Female	Male	Female	Male
	Hours	Hours	Hours	Hours
Total Company	17.9	17.9	23.2	22.2
Managers	7.8	7.9	9.4	5.7
Professionals	21.1	19.4	28.2	23.9
Semiprofessionals	20.9	17.7	24.1	23.4
Administrative and Clerical	7.1	5.3	10.1	10.8
Skilled/Semi-Skilled	49.6	15.1	0.0	34.2

SR: Workforce Management

GRI: 404-1

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2021 is according to the new employment categorization. A separate table includes data from 2020 and 2019 utilizing the previous employment categorization.

Note: Data excludes individuals whose data is not contained in Stantec's HRIS system (contracted labor and new acquisitions).

**Percentage of Employees Receiving Regular Performance and Career Development Reviews**

Percentage of employees who received career development and performance reviews by employment category and gender:

Employment Category	2021		
	Total	Female	Male
	%	%	%
Total Company	87	85	87
Executives	100	100	100
Senior Management	95	99	94
Mid-Level Managers	90	91	90
Professionals	89	87	89
Entry Level	89	67	100

Employment Category	2020		2019	
	Female	Male	Female	Male
	%	%	%	%
Total Company	94	92	93	91
Managers	89	84	89	82
Professionals	94	92	93	92
Semiprofessionals	96	94	94	92
Administrative and Clerical	93	92	92	88
Skilled/Semi-Skilled	100	74	100	100

SR: Workforce Management

GRI: 404-3

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2021 is according to the new employment categorization. A separate table includes data from 2020 and 2019 utilizing the previous employment categorization.

Note: Data excludes individuals whose data is not contained in Stantec's HRIS system (contracted labor and new acquisitions).



**Ratios of Salary and Remuneration**

High-level base salary and base salary plus bonus ratio of females to males, in our countries of significant operations:

SR: Workforce Management

GRI: 405-2

Employment Category	2021											
	Total		Canada		United States		UK		Australia		NZ	
	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
	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Total	0.78	0.78	0.79	0.78	0.77	0.76	0.82	0.82	0.73	0.72	0.73	0.73
Executives	1.01	1.05	1.14	1.18	0.85	0.82	1.52	2.02	N/A	N/A	N/A	N/A
Senior Management	0.90	0.92	0.93	0.94	0.88	0.90	1.09	1.09	1.02	1.00	0.82	0.80
Mid-Level Managers	0.89	0.89	0.89	0.88	0.89	0.89	0.90	0.90	0.85	0.85	0.91	0.91
Professionals	0.97	0.97	0.94	0.94	0.95	0.95	0.96	0.96	0.85	0.85	0.87	0.87
Entry Level	1.01	1.01	0.98	0.98	0.95	0.95	0.99	0.99	0.95	0.95	0.98	0.98

Employment Category	2020 and 2019 Base + Bonus F:M											
	Total		Canada		United States		UK		Australia		NZ	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Total	0.77	0.75	0.77	0.77	0.76	0.74	0.8	0.76	0.69	0.75	0.66	0.75
Managers	0.81	0.83	0.91	0.90	0.84	0.79	0.72	0.97	0.78	0.84	0.81	0.84
Professionals	0.82	0.80	0.82	0.82	0.81	0.80	0.88	0.80	0.71	0.81	0.67	0.80
Semi-professionals	0.89	0.87	0.88	0.88	0.88	0.88	0.85	0.79	0.76	0.88	0.47	0.88
Administrative and Clerical	1.33	0.96	0.97	0.99	0.98	0.98	1.01	0.81	7.66	0.98	N/A	0.95
Skilled/Semi-skilled	0.87	0.75	1.06	1.01	0.93	0.00	N/A	0.00	N/A	1.00	N/A	1.00

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2021 is according to the new employment categorization. A separate table includes data from 2020 and 2019 utilizing the previous employment categorization.

Note: Data excludes individuals whose data is not contained in Stantec's HRIS system (contracted labor and new acquisitions).

**Description**

**Stantec Statistics**

**As Referenced In**

**Annual Total Compensation Ratio and Increase**

Ratios for annual total compensation and percentage increase for our highest-paid employee to the median, in each country of significant operations:

Country	Annual Total Compensation Ratio: Highest to Median			Percentage Increase in Annual Total Compensation Ratio: Highest to Median		
	2021	2020	2019	2021	2020	2019
	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Total Company	11.8	19.6	17.1	-33.0	3.7	1.0
Canada	13.3	22.5	19.7	12.5	3.0	6.4
United States	4.9	5.8	8.2	5.0	-2.7	0.8
United Kingdom	7.4	9.8	9.4	3.5	1.9	0.0
Australia	3.6	3.7	4.2	0.6	1.3	0.3
New Zealand	3.2	3.6	3.0	1.1	-0.7	0.1

SR: Workforce Management  
GRI: 2-21

Note: These numbers were calculated by comparing the salary of the highest paid individual in each geography against the median and mean of all employees in that same geography, excluding that highest paid individual. At a company and Canada level, Stantec's highest paid individual is Gord Johnston, President and CEO.

Note: All salaries are annualized to the full-time hours for the country the employee works in. Data only includes employees eligible for benefits (SO, SN, HO, HE). Salaries are reported in local currency. Bonus figures are included only for employees that are eligible for bonuses. Total compensation covers all benefit eligible employees. Base salaries are effective as of December 15, 2021. Reported bonuses are for 2020 calendar year, paid in 2021. Total compensation is based on 2021 salary and 2020 bonus, paid in 2021.

Note: Total compensation includes base salary and annual bonus but does not include long-term incentives.

Note: Data excludes individuals whose data is not contained in Stantec's HRIS system (contracted labor and new acquisitions).

**Parental Leave**

Number of women who took parental leave as well as number and percentage that were still employed 12 months after returning from parental leave:

	2021		
	Women Who Took Parental Leave	Women Still Employed After 12 Months	Women Remaining After 12 Months
	#	#	%
Total Company	260	247	95
Canada	96	95	99
United States	98	91	93
United Kingdom	26	23	89
Australia	28	27	96
New Zealand	12	11	92

## Health and Safety

Numbers represent incidents that happened throughout calendar year 2021.

Description	Stantec Statistics				As Referenced In	
<b>Work Related Injuries</b> Numbers and rates of recordable and lost time work-related injuries, as well as near miss (close call) incidents:		<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>SR:</b> Health, Safety, and Security <b>GRI:</b> 403-9 <b>SASB:</b> IF-EN-320a.1	
	<b>Total number of recordable injuries</b>	<b>#</b>	59	47		66
	<b>Total recordable incident rate (TRIR)</b>	<b>Rate</b>	0.32	0.27		0.37
	<b>Total number of lost time cases</b>	<b>#</b>	16	14		21
	<b>Lost time incident rate (LTIR)</b>	<b>Rate</b>	0.09	0.08		0.12
	<b>Near miss (close call) incidents</b>	<b>#</b>	403	494		519
	<b>Fatalities</b>	<b>#</b>	0	0		0
	<b>Hours worked</b>	<b>Hours</b>	37,395,750	35,426,493		36,159,703
Note: Incident reports are submitted to the health and safety database by people directly involved in the incident. Safety professionals assess incident details to categorize them based on the OSHA reporting standard. Investigations are recorded within the region and business operating unit. Actions are proposed and addressed.						
Note: When reviewing Stantec's health and safety statistics, please take the following into consideration:						
<ul style="list-style-type: none"> <li>• OSHA requires that a company report injuries and hours for those staff where we have day-to-day care and thus data is for employees only (excludes contracted labor and subcontractors).</li> <li>• 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.</li> <li>• Near-miss incidents as noted above include any event that, given any change in circumstances, could adversely affect our employees, our business, its physical assets, the customers we serve, or the environment.</li> <li>• High-consequence work-related injuries are those that result in a fatality or an injury from which the worker cannot, does not, or is not expected to recover fully. Stantec tracks fatalities but not recovery time or return to pre-injury health as that information is considered a confidential aspect of worker health that is managed through the workers' compensation insurance and human resources. The number and rate of lost time injuries is provided instead.</li> <li>• One hundred employees work 200,000 hours in a calendar year. <math>TRIR = (\text{recordable injuries} \times 200,000) \div \text{hours worked}</math>. <math>LTIR = (\text{lost time cases} \times 200,000) \div \text{hours worked}</math>.</li> </ul>						
Note: The following recent acquisitions are included in these numbers in the following manner: Wenck is fully included beginning March 2021; GTA and Engenium are fully included beginning Q3 2021; Paleo Solutions is fully included beginning September 2021; AGEL and PBA incident numbers are included, and their respective work hours will become available once fully migrated into Stantec's central financial system; Driven by Values, Cox McLain, and Cardno are not yet included.						

## Appendix B. GRI Content Index

This appendix outlines the GRI Content Index information relating to Stantec and should be reviewed in conjunction with the full Stantec 2021 Sustainability Report.

Stantec has reported in accordance with the GRI Standards for the period from January 1, 2021, to December 31, 2021.

This appendix is organized into four sections:

- General Disclosures
- Material Topics
- Monitored Topics
- Non-Applicable Topics

Stantec material topics were determined through a formal materiality assessment process as explained in the Sustainability at Stantec section of the Sustainability Report narrative. Relevant topic standards are addressed as material and monitored topics. There are no sector standards applicable to Stantec.

This GRI Content Index

- Cross-references sections of this Sustainability Report (SR) narrative and numbers as presented in Appendix A. Stantec Data Workbook; and Appendix B. GRI Content Index.
- Cross-references public documents that contain relevant data, including our [Annual Report \(AR\)](#), [Management Information Circular \(MIC\)](#), [Annual Information Form \(AIF\)](#), [CDP Climate Change Questionnaire \(CDP\)](#), and our website ([stantec.com](http://stantec.com)). All of these documents can be found on our website under Investors > Financial Information.
- Cross-references Management Approaches (MA) written specifically for each of our material topics. All of these documents can be found on our website under About Us > Corporate Sustainability > [Management Approaches](#).
- Adds pertinent details not explained in the main body of this report.
- Explains any omissions.

## General Disclosures

GRI Standards and Disclosures	Stantec Direct Answers and Reasons for Omissions	As Referenced In
<i>GRI 2: General Disclosures (2021 version)</i>		
<b>Organization and Reporting Practices</b>		
2-1 Organizational details, including legal name, ownership and legal form, location, and countries of operation	Stantec Inc. is a public company headquartered in Edmonton, Canada that trades on the TSX and the NYSE. A list of Stantec countries of operation is included in the narrative of this report under the section About Stantec and can also be found on Stantec's website.	<b>SR:</b> Who We Are and Where We Are <b>AIF:</b> Pages 5 to 9 <b>Stantec.com:</b> Locations
2-2 Entities included in the organization's sustainability reporting	Information on Stantec's Corporate structure is included in our AIF. Stantec's Sustainability Report (including all material topics) cover all legal entities and services. Unless otherwise stated, this report includes acquisitions completed prior to December 2021.	<b>AIF:</b> Pages 5 to 9
2-3 Reporting period, frequency, and contact point	Stantec publishes an annual Sustainability Report based on the calendar year. This is in alignment with the annual financial report (Annual Report). Stantec's 2021 Sustainability Report (covering January 1, 2021, through December 31, 2021) was reported on April 22, 2022. Stantec's Annual Report (covering the same time period) was published on February 23, 2022. Please direct questions to sustainability@stantec.com.	<b>SR:</b> About This Report <b>AR:</b> Page M-1
2-4 Restatements of information	Stantec is restating 2019 and 2020 emissions for GRI 305 due to slight methodology modifications necessitated during the Science-Based Target Initiative validation process. Stantec is restating 2020 health and safety content for GRI 403 due to work-related injuries received after the publication of the 2020 Sustainability Report.	
2-5 External Assurance	Stantec seeks external assurance on elements of this Sustainability Report.  Our greenhouse gas emissions inventory was independently verified by APEX Companies in accordance with ISO 14064-3 Greenhouse Gases (global verification to the limited level of assurance and UK operation to a reasonable level of assurance).  Stantec hired 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 GRI Sustainability Reporting Standards and SASB Engineering & Construction Reporting Requirements.  Both companies are independent, and no member of either team has a business relationship with Stantec, its directors, or managers beyond that required of these assignments.	<b>SR:</b> About This Report <b>Stantec.com:</b> About > Corporate Sustainability > Supplemental Materials

GRI Standards and Disclosures	Stantec Direct Answers and Reasons for Omissions	As Referenced In
<b>Activities and Workers</b>		
<p><b>2-6</b> Activities, value chain, and other business relationships</p>	<p>Stantec is a professional services company comprised of designers, architects, engineers, scientists, planners, and project managers within the infrastructure, buildings, water, environmental services, and energy and resources industries, innovating together to support a more sustainable world.</p> <p>Stantec’s operational supply chain includes leased buildings, vehicle fleet, and vendors (for purchases of IT hardware and software, telecommunications, furniture, office supplies, technical supplies, etc.). We supplement our workforce through contracted labor (agency and independent contractors) and project subcontractors. There were no significant changes to Stantec’s supply chain in 2021.</p> <p>The entities downstream from our company include the clients for which we design engineering, architectural, planning, and environmental solutions, our project partners, public agencies involved in the work, and communities benefiting from and impacted by the projects we design.</p> <p>Significant organizational changes in 2021 include the acquisition of six companies including:</p> <ul style="list-style-type: none"> <li>• GTA Consultants (March)</li> <li>• Engenium (May)</li> <li>• Paleo Solutions (September)</li> <li>• Cardno (December)</li> <li>• Cox McLain Environmental Consulting (December)</li> <li>• Driven by Values (November)</li> </ul>	<p><b>SR:</b> What We Do, Where We Are Growing, Our Value Chain, and Supply Chain Management</p> <p><b>AR:</b> Pages M-1 to M-5</p> <p><b>AIF:</b> Pages 5 to 13</p>
<p><b>2-7</b> Employees</p>	<p>Numbers are presented in Appendix A. Stantec Data Workbook.</p>	<p><b>SR:</b> Where We Are and What We Do</p> <p><b>Appendix A:</b> Workforce &gt; Employee Numbers and Demographics</p>
<p><b>2-8</b> Workers who are not employees</p>	<p>While the majority of Stantec’s work is performed by our employees, Stantec also accesses the services of approximately 2,000 contracted labor (agency and independent contractors) resources. The details of workers who are connected to our organization but not employees are not managed in Stantec’s human resources systems and thus not accounted in Appendix A. Stantec Data Workbook. These workers provide services throughout the year based on our project workload and needs.</p>	



GRI Standards and Disclosures	Stantec Direct Answers and Reasons for Omissions	As Referenced In
<b>Governance</b>		
2-9	Governance structure and composition	Stantec board committees include the Sustainability and Safety Committee, the Corporate Governance and Compensation Committee, and the Audit and Risk Committee. The committee responsible for decision-making on and overseeing the management of Stantec's impacts on the economy, environment, and people is the Sustainability and Safety Committee. The composition of Stantec's board is covered in our annual MIC.
		<b>SR:</b> Sustainability Governance and Corporate Governance <b>MIC:</b> Pages 28 to 36 <b>AIF:</b> Pages 17 to 18 <b>Stantec.com:</b> About > Corporate Governance
2-10	Nomination and selection of the highest governance body	Stantec's leadership Diversity Policy and Canadian legislation guide the nomination and selection of our board.
		<b>MIC:</b> Pages 12, 15 to 22, and 29 to 36 <b>Stantec.com:</b> About > Corporate Governance
2-11	Chair of the highest governance body	The chair of Stantec's board is Douglas Ammerman, an independent board member.
		<b>MIC:</b> Pages 15 and 33 <b>Stantec.com:</b> About > Corporate Governance
2-12	Role of the highest governance body in overseeing the management of impacts	Stantec's vice president of Corporate Sustainability and its Executive ESG Committee identify and manage ESG impacts and provide information to the board. Through various means, the board also receives direct input from stakeholder groups. Stakeholder consultation on ESG topics is delegated to the vice president of Corporate Sustainability, who works closely with the operational functions and reports to the Executive ESG Committee. Results are informally shared with the board Sustainability and Safety Committee by the chief project and practice officer (Executive ESG Committee member) and formally reviewed on a quarterly basis.
		<b>SR:</b> Sustainability Governance, Materiality, Corporate Governance, and Risk Management <b>AR:</b> Page 3 <b>MIC:</b> Pages 33, 34, and 37 to 44 <b>CDP:</b> Question C1
2-13	Delegation of responsibility for managing impacts	Stantec's board delegates responsibility for managing organizational ESG impacts to the Executive ESG Committee, which is chaired by Stantec's chief financial officer, coordinated by the vice president of Corporate Sustainability, and includes membership by the chief operations officer-Global, chief project and practice officer, chief human resources officer, senior vice president of strategy, vice presidents of risk management and practice services, and regional leader of Continental Europe operations. This committee informally interacts with the board on a regular basis and formally reports to the board on a quarterly basis.
		<b>SR:</b> Sustainability Governance <b>CDP:</b> Question C1
2-14	Role of the highest governance body in sustainability reporting	Stantec's board Sustainability and Safety Committee reviews and provides input on Stantec's Sustainability Report prior to publication.
		<b>SR:</b> About This Report
2-15	Conflicts of interest	Identifying and managing conflicts of interest is covered during directors' orientation and continuing education. We also implement guidelines on director overboarding.
		<b>SR:</b> Sustainability Governance <b>MIC:</b> Pages 33 to 36 <b>AIF:</b> Page 21
2-16	Communication of critical concerns	No critical ESG concerns were reported to the board in 2021. If there were a critical concern, it would be communicated in formal quarterly reporting.

GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In
2-17	Collective knowledge of the highest governance body	Stantec's Executive ESG Committee informs the board Sustainability and Safety Committee about environmental and social topics. There are also numerous Committee members with extensive ESG industry expertise.	<b>SR:</b> Corporate Governance <b>MIC:</b> Page 32
2-18	Evaluation of the performance of the highest governance body	The Executive ESG Committee provides direct input and analysis about our ESG performance, including our performance compared to our peers and to previous years. There is no formal, independent evaluation of the board's ESG performance.	
2-19	Remuneration policies	Remuneration is covered in Stantec's MIC.	<b>MIC:</b> Pages 23 to 27 and 45 to 66
2-20	Process to determine remuneration	Remuneration is covered in Stantec's MIC.	<b>MIC:</b> Pages 23 to 27 and 45 to 66
2-21	Annual total compensation ratio for Stantec's highest-paid individual to the median employee compensation	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>Appendix A:</b> Workforce > Annual Total Compensation Ratio and Increase
<b>Strategy, Policies, and Practices</b>			
2-22	Statement on sustainable development strategy	Stantec is committed to sustainable development and utilizes the UN Sustainable Development Goals (SDGs) to guide our strategy. Statements on the relevance and importance of ESG to Stantec's future are included in the introduction to this report.	<b>SR:</b> Message from our President and CEO, Message from our Board, Sustainability Approach, and Committed to the Sustainable Development Goals <b>AR:</b> Pages 3 to 5, 7, and M-1 to M-4
2-23	Policy commitments	As a consulting firm recognized for building sustainable communities, Stantec has a market position based on protecting the environment and society. We are active participants in the UN Global Compact (UNGC) and expressly support the SDGs. Stantec has several policies committing us to responsible business conduct including our Sustainability Policy, Environmental Policy, Code of Business Conduct, Health Safety, and Security Policy, Community Engagement Policy, Human Rights Policy, and a variety of workforce policies. All such policies have been approved at the highest level of the company and are linked to throughout the relevant sections of this report.	<b>SR:</b> Policies are linked to throughout the relevant sections of this report <b>Stantec.com:</b> About > Corporate Governance
2-24	Embedding policy commitments	Stantec extends the aforementioned policy commitments across different levels of the organization through regular communications and through a formal integrated management system comprised of relevant ISO-certified management systems. We regularly conduct internal and external audits to evaluate business understanding and performance. During our strategic planning process and following our enterprise risk management system, we evaluate and actively work to mitigate potential environmental or social degradation resulting from our operations and project work. Commitments are then extended through our supply chain via our Partner Code of Business Conduct.	<b>SR:</b> Corporate Governance
2-25	Processes to remediate negative impacts	Stantec asks employees, value chain members, and community members to speak up if they become aware of unlawful actions or unethical behaviors that violate Stantec policies or values. Issues can be reported to our Risk Management team via <a href="mailto:integrity@stantec.com">integrity@stantec.com</a> . Concerns of any nature can be confidentially and anonymously reported by employees or third parties using our Company's Integrity Hotline via <a href="http://www.stantec.ethicspoint.com">www.stantec.ethicspoint.com</a> or a variety of toll-free numbers (managed by an independent hosting company and available in local languages).	<b>SR:</b> Ethics and Compliance <b>MA:</b> Ethics and Compliance

GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In																																							
2-26	Mechanisms for seeking advice and raising concerns	To seek advice for implementing Stantec policies and practices or to raise concerns about Stantec’s business conduct, employees are encouraged to speak with their line manager, Human Resources, or Risk Management. Value chain members and community members should contact our Risk Management team via integrity@stantec.com regarding any questions related to Stantec policies and practices. If concerns are not addressed or the individual feels uncomfortable with the interaction, they can follow the process described above.	<b>SR:</b> Ethics and Compliance <b>MA:</b> Ethics and Compliance <b>MIC:</b> Page 28																																							
2-27	Compliance with laws and regulations	As determined by Stantec’s Risk Management team, there are no material fines or sanctions to report for noncompliance with laws or regulations in environmental, social, and economic areas (including accounting and tax fraud, corruption, bribery, competition, the provision of products and services, environmental compliance, and labor issues). We determine whether information is deemed material based on whether we believe that a reasonable investor’s decision to buy, sell, or hold securities in our Company would likely be influenced or changed if the information was omitted, obscured, or misstated.	<b>AR:</b> Page M-30																																							
2-28	Membership associations	<p>Stantec participates in hundreds of industry associations, membership associations, and national and international advocacy organizations. Below are examples of some of the more significant memberships:</p> <table border="0"> <tr> <td>Aboriginal Environmental Leadership Circle</td> <td>Fitwel Certification System</td> <td>Sustainable Apparel Coalition</td> </tr> <tr> <td>American Institute of Architects</td> <td>Greenhouse Gas (GHG) Protocol</td> <td>Social and Labor Convergence</td> </tr> <tr> <td>American Water Works Association</td> <td>Green Building Councils</td> <td>Task Force on Climate-related Financial Disclosures (TCFD)</td> </tr> <tr> <td>Australian Water Association</td> <td>GRI Reporting Standards</td> <td>UN Global Compact (UNGC)</td> </tr> <tr> <td>Board of Certified Safety Professionals</td> <td>Institute for Sustainable Infrastructure, Envision</td> <td>UN Guiding Principles on Business and Human Rights</td> </tr> <tr> <td>British Standards Institution</td> <td>Institute of Environmental Management and Assessment</td> <td>UN Women’s Empowerment Principles</td> </tr> <tr> <td>Building Owners and Managers Association (BOMA)</td> <td>International Hydropower Association</td> <td>WasteMINZ</td> </tr> <tr> <td>Canadian Council for Aboriginal Business</td> <td>International Organization for Standardization (ISO) 9001, 14001, 20000, 27001, 45001</td> <td>Water Design-Build Council</td> </tr> <tr> <td>Canadian Society for Civil Engineering</td> <td>International Water Association (IWA)</td> <td>Water New Zealand</td> </tr> <tr> <td>Catalyst (advancing women in the workplace)</td> <td>Leadership in Energy and Environmental Design (LEED)</td> <td>Water Research Foundation</td> </tr> <tr> <td>CDP (formerly Carbon Disclosure Project)</td> <td>National Association for Environmental Management</td> <td>Water UK</td> </tr> <tr> <td>Chartered Institution of Water and Environmental Management Engineers Australia</td> <td>Natural Capital Coalition</td> <td>WELL Building Standard</td> </tr> <tr> <td>Engineers Without Borders</td> <td>Sustainability Accounting Standards Board (SASB)</td> <td></td> </tr> </table>	Aboriginal Environmental Leadership Circle	Fitwel Certification System	Sustainable Apparel Coalition	American Institute of Architects	Greenhouse Gas (GHG) Protocol	Social and Labor Convergence	American Water Works Association	Green Building Councils	Task Force on Climate-related Financial Disclosures (TCFD)	Australian Water Association	GRI Reporting Standards	UN Global Compact (UNGC)	Board of Certified Safety Professionals	Institute for Sustainable Infrastructure, Envision	UN Guiding Principles on Business and Human Rights	British Standards Institution	Institute of Environmental Management and Assessment	UN Women’s Empowerment Principles	Building Owners and Managers Association (BOMA)	International Hydropower Association	WasteMINZ	Canadian Council for Aboriginal Business	International Organization for Standardization (ISO) 9001, 14001, 20000, 27001, 45001	Water Design-Build Council	Canadian Society for Civil Engineering	International Water Association (IWA)	Water New Zealand	Catalyst (advancing women in the workplace)	Leadership in Energy and Environmental Design (LEED)	Water Research Foundation	CDP (formerly Carbon Disclosure Project)	National Association for Environmental Management	Water UK	Chartered Institution of Water and Environmental Management Engineers Australia	Natural Capital Coalition	WELL Building Standard	Engineers Without Borders	Sustainability Accounting Standards Board (SASB)		
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<b>Stakeholder Engagement</b>																																										
2-29	Approach to stakeholder engagement	<p>To identify stakeholders for engagement related to our sustainability program, our Executive ESG Committee performed a pairwise evaluation—a process of comparing entities in pairs to judge which of each entity is given greater weight—and prioritized clients, investors, and employees. We regularly interact with these groups to shape our programs.</p> <p>Meaningful engagement with stakeholders is also an integral aspect of our project delivery, which is formalized through our Project Management Ecosystem and ISO 9001-certified quality management system (part of our integrated management system). Stantec employs and partners with a diverse network of communication experts, social scientists, and inclusion specialists to develop and implement targeted and tailored communication, outreach, and advocacy strategies. We approach stakeholder engagement in an integrated manner to ensure that communication and policy strategies are closely coordinated with and support the technical elements of the project at hand.</p>	<b>SR:</b> Materiality, Stakeholder Consultation, and Project Delivery <b>MIC:</b> Page 46																																							
2-30	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 0.2%) 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. Some Canadian employees (approximately 0.5%) belong to the Labourer’s International Union of North America, Local 300, under a collective agreement that was signed in late 2020.																																								

GRI 103: Management Approach (2016 version)

<p><b>103-1</b> Explanation of material topics</p>	<p>Assessing materiality as part of our sustainability strategy ensures that our initiatives and reporting align with our business' and stakeholders' priorities. Our materiality assessment process applies the four GRI Reporting Principles for defining report content:</p> <ol style="list-style-type: none"> <li>1) Stakeholder inclusiveness occurs throughout the process through integration of input from internal and external stakeholders</li> <li>2) We consider sustainability context in identifying and evaluating relevant topics</li> <li>3) We apply the materiality principle to prioritize topics based on significance of the impacts and importance to stakeholder</li> <li>4) The validation stage applies the completeness principle</li> </ol> <p>As described in the Sustainability Report, Stantec completed a materiality process and identified a series of material (operational priorities and managed topics) as well as monitored topics. This Index and the report narrative contains details on how Stantec is managing these topics. Additionally, we included non-applicable topics to provide context on why they have been determined not to be material and how Stantec still evaluates our potential positive and negative impact on such topics.</p> <p>The topics determined most material to Stantec are those showing high <b>operational priority</b> for both Stantec executive management and stakeholders. These material items shape the focus of our sustainability program and reporting and include (in alphabetical order):</p> <ul style="list-style-type: none"> <li>• Climate Change</li> <li>• Cybersecurity and Privacy (GRI 418)</li> <li>• Diversity, Inclusion, and Equality (GRI 405 and 406)</li> <li>• Ethical Behavior (GRI 205 and 206)</li> <li>• Financial Health (GRI 201)</li> <li>• Health, Safety, and Security (GRI 403)</li> <li>• Innovation</li> <li>• Pandemic Preparedness</li> <li>• Project Execution and Delivery</li> <li>• Risk Management</li> <li>• SDG Contributions</li> <li>• Talent Attraction and Retention (GRI 401)</li> <li>• Training and Education (GRI 404)</li> </ul> <p>We also identified a series of <b>managed topics</b> that are covered in our sustainability program and disclosures because they align with our strategic objectives and are important to our stakeholders. These include (in alphabetical order):</p> <ul style="list-style-type: none"> <li>• Emissions (GRI 305)</li> <li>• Environmental Management (GRI 307)</li> <li>• Resource Conservation (GRI 302)</li> <li>• Social Justice</li> <li>• Indigenous Connections (GRI 411)</li> </ul> <p>Additionally, Stantec identified <b>monitored topics</b> that are not determined to be material risks to Stantec management, but we still monitor because they directly align with Stantec values and address specific stakeholder requirements. These include (in alphabetical order)</p> <ul style="list-style-type: none"> <li>• Charitable Investments (GRI 413)</li> <li>• Human Rights (GRI 412)</li> <li>• Procurement Practices (GRI 204)</li> </ul> <p>There have been no changes to these topics when compared to the previous reporting period.</p> <p>Together, these topics complete the picture of Stantec's ESG commitments and facilitate evaluations from investor driven ESG rating systems. In the following sections of this GRI Content Index, for each material topic, information is provided on why topics are material and the associated Boundaries.</p>	<p><b>SR: Materiality</b></p>
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GRI Standards and Disclosures	Stantec Direct Answers and <i>Reasons for Omissions</i>	As Referenced In			
<b>103-2</b> Management approaches and components	<p>For each material topic, a management approach has been written to overview how Stantec manages the topic and provide information on associated policies, commitments, goals, targets, and the like. All management approaches are available on Stantec’s website. Management approaches are grouped, alphabetized, and listed below:</p> <table border="0"> <tr> <td data-bbox="899 354 1511 543"> <b>Environmental</b> <ul style="list-style-type: none"> <li>• Emissions Management</li> <li>• Environmental Management</li> <li>• Net Zero</li> <li>• Resource Conservation</li> </ul> </td> <td data-bbox="1557 354 2169 622"> <b>Social</b> <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Health, Safety, and Security</li> <li>• Inclusion and Diversity</li> <li>• Indigenous Connections</li> <li>• Innovation</li> <li>• Workforce Management</li> </ul> </td> <td data-bbox="2215 354 2827 702"> <b>Governance</b> <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Cybersecurity and Privacy</li> <li>• Ethics and Compliance</li> <li>• Human Rights</li> <li>• Integrated Management System</li> <li>• Project Management Ecosystem</li> <li>• Risk Management</li> <li>• Supply Chain Management</li> </ul> </td> </tr> </table>	<b>Environmental</b> <ul style="list-style-type: none"> <li>• Emissions Management</li> <li>• Environmental Management</li> <li>• Net Zero</li> <li>• Resource Conservation</li> </ul>	<b>Social</b> <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Health, Safety, and Security</li> <li>• Inclusion and Diversity</li> <li>• Indigenous Connections</li> <li>• Innovation</li> <li>• Workforce Management</li> </ul>	<b>Governance</b> <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Cybersecurity and Privacy</li> <li>• Ethics and Compliance</li> <li>• Human Rights</li> <li>• Integrated Management System</li> <li>• Project Management Ecosystem</li> <li>• Risk Management</li> <li>• Supply Chain Management</li> </ul>	<b>SR: Materiality</b> <b>Stantec.com:</b> About > Corporate Sustainability > Material Topics
<b>Environmental</b> <ul style="list-style-type: none"> <li>• Emissions Management</li> <li>• Environmental Management</li> <li>• Net Zero</li> <li>• Resource Conservation</li> </ul>	<b>Social</b> <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Health, Safety, and Security</li> <li>• Inclusion and Diversity</li> <li>• Indigenous Connections</li> <li>• Innovation</li> <li>• Workforce Management</li> </ul>	<b>Governance</b> <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Cybersecurity and Privacy</li> <li>• Ethics and Compliance</li> <li>• Human Rights</li> <li>• Integrated Management System</li> <li>• Project Management Ecosystem</li> <li>• Risk Management</li> <li>• Supply Chain Management</li> </ul>			
<b>103-3</b> Evaluation of the management approach	<p>For each material and monitored topics, Stantec has defined the potential impacts, policies, actions, and measurements in the narrative of this report and the associated management approaches.</p>	<b>SR: Materiality</b>			

## Material Topics

These GRI topics include a co-mingled list of Stantec's Operational Priorities and Managed Topics. They align with strategic objectives, are important to stakeholders, and shape the focus of our sustainability program and reporting.

GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In
<b>Economic</b>			
<i>GRI 201: Economic Performance (2016 version)</i>			
103-1	Material topic	Financial Health	
103-2 103-3	Management approach and 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. Our economic performance is covered in depth in our Annual Report.	<b>AR:</b> Full Document
201-1	Direct economic value generated	Covered in Stantec's Annual Report.	<b>AR:</b> Full Document
201-2	Financial implications and other risks and opportunities due to climate change	Because we are a professional services company operating in leased space with many employees taking advantage of our Flexible Workplace Strategy (allowing employees to work from home), the climate risks to our physical operations are minimal. For Stantec, climate action is primarily a business opportunity. As sustainability subject matter experts, we help clients prepare for, mitigate, and respond to a changing climate.	<b>SR:</b> Risk Management <b>AR:</b> Pages M-3, M-10, M-33, and M-37 <b>CDP:</b> Question C2
201-3	Benefit obligations	Covered in Stantec's Annual Report.	<b>AR:</b> Pages M-15, M-22, F-20, F-39 to F-42, F-53, and F-57
201-4	Government assistance	Covered in Stantec's Annual Report.	<b>AR:</b> Page F-53
<i>GRI 205: Anti-Corruption and GRI 206: Anti-Competitive Behaviors (2016 version)</i>			
103-1	Material topic	Ethical Behavior	
103-2 103-3	Management approach and 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 to help ensure employees, partners, subcontractors, and vendors around the world understand and uphold our high expectations for responsible and ethical behavior. 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 (www.stantec.ethicspoint.com) and by the number of legal actions taken against the company.	<b>MA:</b> Ethics and Compliance
205-1	Operational risk assessment	Stantec continually assesses our global operations relating to corruption. Stringent control measures are in place to identify and mitigate the highest risks. <i>The total number and percentage of operations assessed for corruption-related risks is deemed confidential and therefore omitted.</i>	
205-2	Communication and training	Yearly, board members and employees must take Ethics and Compliance training, which includes details about anti-corruption and anti-competitive behaviors. Business partners that we have determined to be at higher risk for corruption-related incidents must participate in due-diligence checks and sign our Partner Code of Business Conduct. <i>The specifics related to due diligence checks have been omitted because they are deemed confidential.</i>	<b>SR:</b> Ethics and Compliance
205-3	Confirmed incidents	None.	
206-1	Legal actions for practices	None.	

GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In
<b>Environmental</b>			
<i>GRI 302: Energy (2016 version)</i>			
<b>103-1</b>	Material topic	Resource Conservation	
<b>103-2</b> <b>103-3</b>	Management approach and evaluation	We track energy use for Stantec 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. We manage, monitor, and improve energy performance with a formal ISO 14001-certified environmental management system (part of our integrated management system). We measure our success through continued reductions in per-employee energy use. Downstream, a significant portion of our design services support energy efficiency and renewable energy projects for our clients. Project energy use is not centrally tracked.	<b>MA:</b> Environmental Management and Resource Conservation
<b>302-1</b>	Organization's energy consumption	Numbers are presented in Appendix A. Stantec Data Workbook. Information on the standards, methodologies and conversion factors that were utilized for the calculations can be found in our management approach and CDP disclosure.	<b>Appendix A:</b> Emissions and Energy > Organization's Energy Consumption <b>MA:</b> Emissions Management <b>CDP:</b> Questions C5 and C8
<b>302-2</b>	Energy consumption outside the organization	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 have a direct and indirect influence on clients to encourage reductions in their energy use.	<b>SR:</b> What We Do
<b>302-3</b>	Energy intensity	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>Appendix A:</b> Emissions and Energy > Energy Intensity
<b>302-4</b>	Reductions in energy consumption	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>SR:</b> Emissions Management and Resource Conservation <b>CDP:</b> Question C8
<b>302-5</b>	Reductions in energy requirements of products and services	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 have a direct and indirect influence on clients to encourage reductions in their energy use.	<b>SR:</b> What We Do

GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In
<i>GRI 305: Emissions (2016 version)</i>			
<b>103-1</b>	Material topic	Emissions	
<b>103-2</b> <b>103-3</b>	Management approach and evaluation	We track emissions for Stantec operations and have done so since 2010. We optimize our real estate footprint, work with our landlords to promote energy efficiency, engage our employees to minimize electricity use and business travel, and are progressively making our fleet more fuel efficient. We measure our success through progress against our science-based emissions reduction target. Downstream, a significant portion of our design services support emissions management and energy efficiency. Project emissions are not centrally tracked.	<b>MA:</b> Environmental Management and Resource Conservation
<b>305-1</b> <b>305-2</b> <b>305-3</b>	GHG emissions: Direct (Scope 1), indirect (Scope 2), and other indirect (Scope 3)	Numbers are presented in Appendix A. Stantec Data Workbook. Information on the standards, methodologies and conversion factors that were utilized for the calculations can be found in our management approach and CDP disclosure.	<b>Appendix A:</b> Emissions and Energy > GHG Emissions <b>MA:</b> Emissions Management <b>CDP:</b> Questions C5, C6, and C7
<b>305-4</b>	GHG emissions intensity	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>Appendix A:</b> Emissions and Energy > GHG Emissions Intensity
<b>305-5</b>	Reduction of GHG emissions	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>Appendix A:</b> Emissions and Energy > Reduction of GHG Emissions
<b>305-6</b> <b>305-7</b>	Other Emissions	Because Stantec operates in offices, only greenhouse gases (GHGs) are measured. <i>Ozone-depleting substances (ODS), nitrogen oxides (NOx), sulfur oxides (SOx), hazardous air pollutants, and particulate matter are not applicable and are therefore omitted.</i>	
<i>GRI 307: Environmental Compliance (2016 version)</i>			
<b>103-1</b>	Material topic	Environmental Management	
<b>103-2</b> <b>103-3</b>	Management approach and evaluation	Ensuring environmental compliance is a baseline business responsibility. As a professional services organization, our operations do not pose significant environmental compliance risks. We manage our operational environmental impact and oversee environmental compliance through a formal ISO 14001-certified environmental management system (part of our integrated management system). We evaluate the effectiveness of our approach through internal and third-party audits and by monitoring any issues of noncompliance. Downstream, to address client environmental compliance risks, it is critical that we integrate environmental compliance considerations into our projects. Stantec identifies environmental management opportunities for clients as a component of the planning phase of our Project Management framework. We have a business operating unit dedicated to environmental performance and are a significant provider of environmental compliance services to clients.	<b>MA:</b> Environmental Management
<b>307-1</b>	Environmental laws noncompliance	None.	



GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In
<b>Social</b>			
<i>GRI 401: Employment (2016 version)</i>			
<b>103-1</b>	Material topic	Talent Attraction and Retention	
<b>103-2</b> <b>103-3</b>	Management approach and 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, internal feedback, and external ratings. The external recognition we have received over the years further validates the strength of our people-centered approaches.	<b>MA:</b> Workforce Management
<b>401-1</b>	New hires and turnover	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>Appendix A:</b> Workforce > New Hires and Turnover
<b>401-2</b>	Benefits provided to full-time employees	The information provided in this section is standard for full-time employees in our significant locations of operation.	<b>MA:</b> Workforce Management
<b>401-3</b>	Parental leave	Stantec provides parental leave in accordance with the local laws and regulations of the countries we operate in. In 2021, we expanded our United States family leave benefits to provide benefits-eligible employees paid time off to run concurrent with the Family and Medical Leave Act.	<b>Appendix A:</b> Workforce > Parental Leave
<i>GRI 403: Occupational Health and Safety (2018 version)</i>			
<b>103-1</b>	Material topic	Health, Safety, and Security	
<b>103-2</b> <b>103-3</b>	Management approach and 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 health and safety 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 but are not included in Stantec Appendix A. Data Workbook. Our strong health and safety performance provides evidence of the effectiveness of our SaferTogether™ culture and integrated management system, with documented lessons learned and findings from audits and inspections informing ongoing improvements.	<b>MA:</b> Health, Safety, and Security
<b>403-1</b>	Occupational health and safety management system	Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001-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).	<b>SR:</b> Integrated Management System

GRI Standards and Disclosures	Stantec Direct Answers and Reasons for Omissions	As Referenced In
<p><b>403-2</b> Hazard identification, risk assessment, and incident investigation</p>	<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>The HRAC process must be conducted and or repeated when a new work process is introduced, when a work process or operation changes, at reasonable intervals to reduce the possibility of substandard acts or conditions being developed, before initiation of a new work site, and when employees will be working alone or are the sole Stantec representative at a project site.</p> <p>Forms are made available to facilitate the process and activities involve the following steps: 1) hazard recognition, 2) hazard assessment, 3) selection of controls, and 4) on-site HRAC monitoring.</p> <p>Before beginning or restarting work, supervisors and employees conduct last-minute risk assessments as a deliberate stop in the process to check for potential hazards and to determine whether appropriate controls are in place—stop and think, look around, assess risk, control risk, and begin or resume work. 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 health, safety, security, and environment (HSSE) experts is established to investigate, issue a lessons-learned document, and recommend corrective action.</p>	
<p><b>403-3</b> Occupational health services</p>	<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>	
<p><b>403-4</b> Worker participation, consultation, and communication on occupational health and safety</p>	<p>Stantec’s senior vice president of HSSE has a reporting hierarchy that includes a HSSE vice president, directors, managers, advisors, and office safety and environment coordinators (OSECs). There are OSECs 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><i>The percentage of workers represented in management-worker health and safety committees is omitted because such committees are not commonly required of a professional services firm. When required by local regulations, we support the formation of office-based committees but do not track the percentage of workers represented.</i></p>	
<p><b>403-5</b> Worker training on occupational health and safety</p>	<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 reinforces 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 (post COVID-19 restrictions) 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>	
<p><b>403-6</b> Promotion of worker health</p>	<p>Non-occupational medical and health care 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>	
<p><b>403-7</b> Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</p>	<p>Stantec’s approach to preventing and mitigating significant negative occupational health and safety impacts related to our operations and services is covered in our Management Approaches.</p>	<p><b>MA:</b> Health, Safety, and Security</p>



GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In																								
403-8	Workers covered by an occupational health and safety management system	As previously mentioned, Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001-certified management system (part of our integrated management system).																									
403-9	Work-related injuries	<p>For Stantec employees, numbers are presented in Appendix A. Stantec Data Workbook as well as a note that describes how injuries are identified and managed. Similar reporting for non-employee workers is not available through current data management systems.</p> <p>Stantec's top 12 types of work-related injuries include</p> <table border="0"> <tr> <td>1. Insect bites</td> <td>5. Musculoskeletal injury</td> <td>9. Bruises (contusions)</td> </tr> <tr> <td>2. Cuts (lacerations)</td> <td>6. Scrapes (abrasions)</td> <td>10. Punctures</td> </tr> <tr> <td>3. Sprains (ligament/tendon)</td> <td>7. Inflammation and swelling</td> <td>11. Thermal burns</td> </tr> <tr> <td>4. Strains (muscle)</td> <td>8. Allergic reactions</td> <td>12. Heat stress</td> </tr> </table> <p>Stantec's top 12 critical risks include</p> <table border="0"> <tr> <td>1. Driving</td> <td>5. Mobile and heavy equipment</td> <td>9. Hazardous materials and environments</td> </tr> <tr> <td>2. Working at heights</td> <td>6. Environments with water or ice</td> <td>10. Hazardous energy</td> </tr> <tr> <td>3. Traffic control</td> <td>7. Ground disturbance</td> <td>11. Hot work</td> </tr> <tr> <td>4. Wildlife, insects, and vegetation</td> <td>8. Ergonomic hazards and manual handling</td> <td>12. Confined spaces</td> </tr> </table> <p>The process to manage the above injuries and risks is detailed in Stantec's ISO 45001-certified occupational health and safety system.</p>	1. Insect bites	5. Musculoskeletal injury	9. Bruises (contusions)	2. Cuts (lacerations)	6. Scrapes (abrasions)	10. Punctures	3. Sprains (ligament/tendon)	7. Inflammation and swelling	11. Thermal burns	4. Strains (muscle)	8. Allergic reactions	12. Heat stress	1. Driving	5. Mobile and heavy equipment	9. Hazardous materials and environments	2. Working at heights	6. Environments with water or ice	10. Hazardous energy	3. Traffic control	7. Ground disturbance	11. Hot work	4. Wildlife, insects, and vegetation	8. Ergonomic hazards and manual handling	12. Confined spaces	<p><b>Appendix A:</b> Health and Safety &gt; Work-related Injuries</p> <p><b>MA:</b> Health, Safety, and Security</p>
1. Insect bites	5. Musculoskeletal injury	9. Bruises (contusions)																									
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4. Wildlife, insects, and vegetation	8. Ergonomic hazards and manual handling	12. Confined spaces																									
403-10	Work-related ill health	<p>In 2021, Stantec had zero fatalities.</p> <p>The work-related hazards that pose a risk of ill health are included in Stantec's top 12 critical risks provided in Disclosure 403-9.</p>																									
<i>GRI 404: Training and Education (2016 version)</i>																											
103-1	Material topic	Training and Education																									
103-2 103-3	Management approach and evaluation	Supporting our people in learning and in growing their careers enables Stantec's success. We cultivate our world-class experts, supporting their development as respected thought leaders. We fortify our talent pool through learning opportunities, providing the information, tools, and other resources employees need to thrive. Our global career framework enables growth and learning against personal and organizational goals. Stantec measures learning outcomes using the Kirkpatrick Evaluation Model® and by monitoring employee engagement scores.	<b>MA:</b> Workforce Management																								
404-1	Average hours of training per year per employee	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>Appendix A:</b> Workforce > Average Hours of Training																								
404-2	Programs for upgrading employee skills and transition assistance programs	Stantec provides a variety of learning opportunities based on three E's: 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.	<b>SR:</b> Workforce Management																								
404-3	Percentage of employees receiving regular performance and career development reviews	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>Appendix A:</b> Workforce > Percentage of Employees Receiving Regular Performance and Career Development Reviews																								

GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In
<i>GRI 405: Diversity and Equal Opportunity (2016 version)</i>			
<b>103-1</b>	Material topic	Diversity, Inclusion, and Equality	
<b>103-2</b> <b>103-3</b>	Management approach and 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 program 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.	<b>MA:</b> Inclusion and Diversity
<b>405-1</b>	Diversity of governance bodies and employees	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>Appendix A:</b> Workforce > Diversity of Governance Bodies and Employees
<b>405-2</b>	Ratios of salary and remuneration	Numbers are presented in Appendix A. Stantec Data Workbook.	<b>SR:</b> Workforce Management <b>Appendix A:</b> Workforce > Ratios of Salary and Remuneration <b>Appendix F:</b> UN Women's Empowerment Principles
<i>GRI 406: Non-Discrimination (2016 version)</i>			
<b>103-1</b>	Material topic	Diversity, Inclusion, and Equality	
<b>103-2</b> <b>103-3</b>	Management approach and 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 via the Human Resources hierarchy and through our third-party Integrity Hotline. Stantec responds to reports individually and takes the appropriate action on a case-by-case basis. Reports are also reviewed to identify opportunities to strengthen approaches.	<b>MA:</b> Inclusion and Diversity
<b>406-1</b>	Incidents of discrimination and corrective actions taken	<i>Our policies dictate that we respect the privacy and confidentiality of these sensitive matters, therefore numbers and details are omitted.</i>	

GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In
<i>GRI 411: Rights of Indigenous Peoples</i>			
103-1	Material topic	Indigenous Connections	
103-2 103-3	Management approach and 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 and be active participants in addressing social injustices. 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>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. 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. While we sponsor an Indigenous Connections employee resource group at a global level, the current focus of our formal program includes Canada, the United States, Australia, and New Zealand with intentions 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><b>MA:</b> Indigenous Connections</p> <p><b>Stantec.com:</b> About &gt; Indigenous Relations and Partnerships</p>
411-1	Incidents of violations involving the rights of Indigenous Peoples	No incidents of violations relating to Stantec's work with Indigenous Peoples were registered during the report period.	<b>SR:</b> Indigenous Connections
<i>GRI 418: Customer Privacy (2016 version)</i>			
103-1	Material topic	Cybersecurity and Privacy	
103-2 103-3	Management approach and 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. This includes a global ISO 27001-certified information security management system. The success of our program is determined by a low number of network or systems breaches.	<p><b>SR:</b> Cybersecurity and Privacy</p> <p><b>MA:</b> Cybersecurity and Customer Privacy</p>
418-1	Substantiated complaints concerning breaches	None.	

## Monitored Topics

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

GRI Standards and Disclosures		Stantec Direct Answers and Reasons for Omissions	As Referenced In
204	Procurement practices	Stantec procurement spending supports office activities. When possible, we centralize vendors to control costs and improve ESG performance. Project subcontractors are often local businesses. We track our diversity spending for US contracts.	<b>SR:</b> Supply Chain Management <b>MA:</b> Supply Chain Management
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.	<b>SR:</b> Human Rights <b>MA:</b> Human Rights <b>Appendix E:</b> UNGC Communication on Progress > Principle 3
413	Local community impact and development (charitable investments)	Through project work, philanthropy, and employees who volunteer their time and expertise, Stantec directly supports communities. Our programs connect to the arts, education, environment, and health and wellness, and, on our clients' behalf, our project work supports community partnerships.	<b>SR:</b> About Stantec and Charitable Investments <b>MA:</b> Community Engagement

## Non-Applicable Topics

Stantec's materiality assessment was conducted based on the impact of our operations. Though the following topics do not appear on Stantec's materiality assessment, we recognize our potential to impact them through the projects we do for clients. These topics are included below 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		Stantec Direct Answers
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 charitable investments 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. While electronic delivery of our proposals, reports, and drawings is our standard, we do sometimes have to print so 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. For more information on our client-facing services, visit <a href="#">Stantec.com &gt; Markets &gt; Water and Services &gt; Water Services</a> .
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. For more information on our client-facing services, visit <a href="#">Stantec.com &gt; Markets &gt; Coastal &amp; Marine, Environment and Services &gt; Environmental Services</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 and follow comprehensive spill prevention processes. Through the services we provide, we minimize the effluent and waste produced by our clients. For more information on our client-facing services, visit <a href="#">Stantec.com &gt; Markets &gt; Industrial and Water</a> .
308 414	Supplier environment and social assessments	Because Stantec is a professional services firm, our operational supply chain includes centrally procured vendors. We also 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 Partner Code of Business Conduct; 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 2-30. UNGC Communication on Progress > Principle 3.
408 409	Child and compulsory labor	UNGC 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 as part of our HSSE team. Because we are a professional services firm, Stantec addresses 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 or political parties 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 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.

## Appendix C. SASB Standards Index

This is the second year that Stantec is reporting using the Sustainability Accounting Standards Board (SASB) Standards for the Engineering & Construction Services industry (version 2018-10). The table below discloses information and data for the reporting period: January 1, 2021, to December 31, 2021. Monetary amounts are provided in Canadian dollars (unless otherwise stated).

Code	Description	Stantec Direct Answers	As Referenced In
<i>Environmental Impacts of Project Development</i>			
IF-EN160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Stantec had no incidents of non-compliance with environmental permits, standards, and regulations.	
IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	<p>Stantec's process to manage, monitor, and improve our operational environmental performance is a component of our formal ISO 14001-certified environmental management system (part of our integrated management system) which captures due diligence (impact assessments and stakeholder engagement) and steps to ensure compliance (permitting checklists, internal audit and reporting, external audit, and record keeping).</p> <p>As a leading global provider of environmental consulting services, Stantec collaborates with clients to improve the environmental performance of the projects we support. Our process for assessing and managing environmental risks related to project work is driven by Stantec project managers, who work under a single global project management framework that encourages them to identify environmental risks and look for opportunities to minimize environmental impact and maximize environmental performance (such as energy efficiency, nature-based solutions, and biodiversity enhancements). Many project managers have backgrounds in environmental management and, as necessary, include environmental specialists on their project teams. For projects with heightened environmental or social due diligence requirements, specialty services are performed by subject matter experts from our Environmental Services business operating unit.</p>	<b>MA:</b> Environmental Management, Integrated Management System, and Project Management Ecosystem
<i>Professional Integrity</i>			
IF-EN-250a.1	Amount of defect- and safety-related rework costs	Stantec's claims process starts at the project management level and requires project managers to report any claims via internal notice to regional management. These regional leaders work with legal to determine whether the matter is an incident that requires a deeper investigation. All steps in the process follow Stantec's signing authority matrix. Stantec does not separately capture costs for defect- or safety-related rework.	
IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	<p>Legal proceedings, lawsuits, or claims pending are a normal part of professional services industries. Stantec seeks to deal with client concerns and claims promptly and fairly through our Risk Management Group. As a public company, Stantec has substantial assets and maintains a high professional liability insurance limit. Our claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character.</p> <p>Stantec's approach to judgements, estimates, and assumptions are outlined in note 5e of our 2021 Annual Report, Notes to the Consolidated Financial Statements. Provisions for these normal course events are outlined in note 18. Due to uncertainties in the nature of the Company's legal claims (such as the range of possible outcomes and the progress of the litigation), provisions for self-insured liabilities and claims involve estimates. The ultimate cost to resolve incident claims do not materially exceed the insurance coverage or provisions accrued and, therefore, do not have a material adverse effect on the Company's consolidated statements of income and financial position.</p>	<b>AR:</b> Pages F-23 to F-26 and F-38
<i>Workforce Health and Safety</i>			
IF-EN-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	<p>(1) Stantec's TRIR for direct employees was 0.32.</p> <p>(2) (a) Stantec had no direct employee fatalities. (b) OSHA requires that a company report injuries and hours for those staff where we have day-to-day care. Thus, all health and safety statistics exclude contracted labor and subcontractors.</p>	<p><b>Appendix A:</b> Health and Safety</p> <p><b>Appendix B:</b> GRI 403-9</p>



Code	Description	Stantec Direct Answers	As Referenced In														
<i>Lifecycle Impacts of Buildings and Infrastructure</i>																	
IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	<p>(1) The total number of Stantec projects certified to a third-party multi-attribute sustainability standard are as follows:</p> <table border="0"> <tr> <td>877 LEED-certified projects</td> <td>5 Passive House-certified buildings</td> </tr> <tr> <td>91 Green Star-certified projects</td> <td>4 CEEQUAL rated projects</td> </tr> <tr> <td>37 Net Zero-designed buildings</td> <td>2 WELL-certified projects</td> </tr> <tr> <td>10 Envision-certified projects</td> <td>2 Living Building certified projects</td> </tr> <tr> <td>10 BREEM certified projects</td> <td>1 Net Zero Carbon certified project</td> </tr> <tr> <td>9 WELL-registered projects</td> <td>1 Net Zero Energy certified project</td> </tr> <tr> <td>7 Fitwel-certified workplaces</td> <td>1 Energy Star certified project</td> </tr> </table> <p>(2) Current analysis has identified approximately 300 relevant projects targeting several of the certifications listed above. This does not include projects pursuing certifications that have not yet officially signed on to the third-party certifier's online platform.</p>	877 LEED-certified projects	5 Passive House-certified buildings	91 Green Star-certified projects	4 CEEQUAL rated projects	37 Net Zero-designed buildings	2 WELL-certified projects	10 Envision-certified projects	2 Living Building certified projects	10 BREEM certified projects	1 Net Zero Carbon certified project	9 WELL-registered projects	1 Net Zero Energy certified project	7 Fitwel-certified workplaces	1 Energy Star certified project	
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10 BREEM certified projects	1 Net Zero Carbon certified project																
9 WELL-registered projects	1 Net Zero Energy certified project																
7 Fitwel-certified workplaces	1 Energy Star certified project																
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Stantec has water and energy efficiency subject matter expertise in all our business operating units and geographies. See IF-EN-160a.2 for a description of our process to incorporate environmental considerations into our project work (including operational-phase energy and water efficiency). This experience creates a significant business opportunity for Stantec to support our clients as they address their climate action and water usage goals and respond to regulatory requirements.															
<i>Climate Impacts of Business Mix</i>																	
IF-EN-410b.1	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	<p>(1) As of year-end, Stantec had \$140 million of backlog (3%) coded to hydrocarbon-related project types (including pipeline design, regulatory compliance, remediation, and work that provided environmental and social protection but enabled continued hydrocarbon development).</p> <p>(2) As of year-end, Stantec had \$208 million of backlog (4%) coded to renewable energy project types (including waterpower, wind, solar, geothermal, battery storage, smart grids, energy recovery, and transportation electrification).</p>															
IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	Stantec did not receive any backlog cancellation notices for hydrocarbon-related work.															
IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	<p>As of year-end, in addition to the renewable energy backlog already accounted for in IF-EN-410b.1, we had \$652 million of backlog (13%) coded to climate change mitigation-related project types (including alternative transportation, energy efficiency, and climate strategy).</p> <p>Stantec also had \$594 million worth of backlog (12%) associated with climate change adaptation (including coastal resilience, green infrastructure, nature-based solutions, and water management [including flood risk reduction, wet weather management, and water reuse]).</p> <p>Combined, climate action (renewable energy + climate change mitigation + climate change adaptation services) accounted for 29% of Stantec's year-end backlog. Stantec provides climate action services in each business operating unit and geography.</p> <p>Note: When Stantec is contracted to perform climate change services for hydrocarbon clients, we account for that backlog here, in the climate change mitigation and adaptation backlog of IF-EN-410b.3, instead of in the hydrocarbon backlog presented under IF-EN-410b.1.</p> <p>Note: The backlog numbers provided for this question and IF-EN-410b.1 come from Stantec's central Oracle financial system. The numbers are unaudited and based on mapping the coding available in our systems against the relevant categories. As not all geographies are included yet in our Oracle systems and there is not an exact match between coding, we employed a conservative approach to minimize the risk of overstatements.</p>	<b>SR:</b> Committed to the Sustainable Development Goals														

Code	Description	Stantec Direct Answers	As Referenced In
<i>Business Ethics</i>			
IF-EN-510a.1	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	<p>In lower transparency regions, Stantec prefers to provide services only to multinational companies with integrity agreements, compliance standards, and international stock exchange status.</p> <p>(1) We have identified two projects in countries listed in the 20 lowest rankings in Transparency International's 2021 Corruption Perception Index: Eritrea (port project), Turkmenistan (desalination plant project). We also have an administrative charge for a legal entity in Libya but there are no associated projects.</p> <p>(2) Revenue generated under these projects was less than \$10,000 and there is no associated backlog.</p>	<p><b>SR:</b> Ethics and Compliance</p> <p><b>MA:</b> Ethics and Compliance</p>
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices	<p>(1) Stantec had no monetary losses as a result of legal proceedings associated with bribery or corruption.</p> <p>(2) Stantec had no monetary losses as a result of legal proceedings associated with anti-competitive practices.</p>	
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	Stantec has policies and practices in place to prevent bribery, corruption, and anti-competitive behavior in the project bidding and project execution processes. As described in the body of this report and the Ethics and Compliance Management Approach, we utilize a variety of policies, risk management approaches, training opportunities, and management systems to uphold our integrity values. We clearly communicate our expectations for employees, partners, subcontractors, and vendors to live our Stantec values and take personal responsibility for their behaviors.	<p><b>SR:</b> Ethics and Compliance</p> <p><b>MA:</b> Ethics and Compliance</p>
<i>Activity Metrics</i>			
IF-EN-000.A	Number of active projects	At year-end, Stantec had more than 45,000 active projects in our central Oracle financial system.	
IF-EN-000.B	Number of commissioned projects	<p>Stantec's business is purposefully focused on the project engineering and design phase. While our designers, engineers, scientists, and project managers often stay connected through the entire project life cycle, Stantec does not provide project construction services and thus reports no commissioned projects.</p> <p>Note: Per SASB, commissioned projects are those for which that the entity provided construction services.</p>	
IF-EN-000.C	Total backlog	Stantec's year-end backlog was \$5.1 billion.	<b>AR:</b> Page 4

## Appendix D. TCFD Cross-References

This is the second year that Stantec is including an appendix specific to the Recommendations of the Task Force for Climate-Related Financial Disclosures (TCFD). Because CDP (formerly the Carbon Disclosure Project) and TCFD recommendations are closely aligned, our [CDP Climate Change Questionnaire](#) is considered a TCFD-compliant disclosure and is cross-referenced as the primary information source for each of our TCFD responses. Additional references are provided for supplemental context. With CDP, Stantec has scored an A- for the past four years and, accordingly, is ranked in the Climate Leadership band.

Description	CDP Question	As Referenced In
<i>Governance</i>		
Describe the board's oversight of climate risks and opportunities	C1. Governance	<b>SR:</b> Sustainability Governance
Describe management's role in assessing and managing climate-related risks and opportunities	C1. Governance	<b>SR:</b> Sustainability Governance
<i>Strategy</i>		
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	C2. Risk and Opportunities	<b>SR:</b> Risk Management and Climate Risks and Opportunities <b>AR:</b> Pages 3, 4, 6, 10, 11, and M-1 to M-4
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	C3. Business Strategy	<b>SR:</b> Risk Management and Climate Risks and Opportunities
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	C3.1 Climate-Related Scenario Analysis	<b>SR:</b> Risk Management and Climate Risks and Opportunities
<i>Risk Management</i>		
Describe the organization's processes for identifying and assessing climate-related risks	C2. Risk and Opportunities	<b>SR:</b> Risk Management
Describe the organization's processes for managing climate-related risks	C2. Risk and Opportunities	<b>SR:</b> Risk Management
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the overall risk management	C2. Risk and Opportunities	<b>SR:</b> Risk Management <b>AR:</b> Pages M-1 to M-4
<i>Metrics and Targets</i>		
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	C2. Risk and Opportunities	<b>SR:</b> Risk Management
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	C6. Emissions Data	<b>SR:</b> Emissions Management <b>Appendix A:</b> Emissions and Energy > GHG Emissions
Describe the targets used by the organization to manage climate-related risks, opportunities, and performance	C4. Targets and Performance	<b>SR:</b> Emissions Management and Net Zero

## Appendix E. UNGC Communication on Progress

Stantec has been a participant of the UN Global Compact (UNGC) since 2015, a member for the CFO Taskforce for the SDGs since 2019, and active in three Accelerator Programs (SDG, Climate, Gender Equity) in the last year.

Principles	Stantec Direct Answers	As Referenced In
<i>Human Rights</i>		
1	<p>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>• International Bill of Human Rights</li> <li>• International Labour Organization’s Declarations on Fundamental Principles and Rights at Work</li> <li>• OECD Guidelines for Multinational Enterprises</li> <li>• UN Guiding Principles on Business and Human Rights</li> <li>• UN Universal Declaration of Human Rights</li> </ul> <p>Our Code of Business Conduct and related training covers ethics, integrity, harassment and discrimination, anti-corruption, government contracting, political activities, and social responsibility. Protecting human rights is addressed in our Human Rights Policy and Human Trafficking and Modern Slavery Policy.</p>	<p><b>SR:</b> Workforce Management, Inclusion and Diversity, Indigenous Connections, and Human Rights</p> <p><b>MA:</b> Workforce Management, Inclusion and Diversity, Indigenous Connections, and Human Rights</p> <p><b>Stantec.com:</b> About &gt; Corporate Governance</p>
2	<p>Businesses should make sure they are not complicit in human rights abuses</p> <p>Stantec’s Partner Code of Business Conduct addresses potential human rights abuses in Stantec’s supply chain. We monitor best practice commitments when reviewing terms and conditions and managing projects.</p>	<p><b>SR:</b> Human Rights and Supply Chain Management</p> <p><b>MA:</b> Human Rights and Supply Chain Management</p> <p><b>Stantec.com:</b> About &gt; Corporate Governance</p>
<i>Labor</i>		
3	<p>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><b>SR:</b> Workforce Management and Ethics and Compliance</p> <p><b>MA:</b> Workforce Management and Ethics and Compliance</p>
4	<p>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 Human Rights Policy and our Human Trafficking and Modern Slavery Policy. For project work done in countries where there are possible risks in our supply chain, our Partner Code of Business Conduct communicates our expectations and specifically prohibits forced and compulsory labor.</p>	<p><b>SR:</b> Human Rights and Supply Chain Management</p> <p><b>MA:</b> Human Rights and Supply Chain Management</p> <p><b>Stantec.com:</b> About &gt; Corporate Governance</p>

Principles	Stantec Direct Answers	As Referenced In
5 Businesses should uphold the effective abolition of child labor	Stantec's countries of significant operations and types of consulting services performed do not pose a significant risk for child labor. Even so, we have policies and programs to protect against occurrences, including our Human Trafficking and Modern Slavery Policy. For project work done in countries where there are possible risks in our supply chain, our Partner Code of Business Conduct communicates our expectations, and we specifically prohibit child labor.	<b>SR:</b> Human Rights and Supply Chain Management <b>MA:</b> Human Rights and Supply Chain Management <b>Stantec.com:</b> About > Corporate Governance
6 Businesses should uphold the elimination of discrimination in respect to employment and occupation	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 Equal Employment Opportunity Policy that provides equal opportunity to employees and ensures employees are treated based on their job-related qualifications, ability, and performance. Our Harassment and Discrimination Policy 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.	<b>SR:</b> Inclusion and Diversity and Human Rights <b>MA:</b> Human Rights and Supply Chain Management <b>Stantec.com:</b> About > Corporate Governance
<i>Environment</i>		
7 Businesses should support a precautionary approach to environmental challenges	Stantec's approaches support the precautionary principle—"where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a rationale for postponing cost-effective measures to prevent environmental degradation" (Rio Declaration)—and programs have been implemented to put it into practice.	<b>SR:</b> Environmental (all subsections) <b>MA:</b> Environmental Management
8 Businesses should undertake initiatives to promote greater environmental responsibility	Stantec's environmental commitments—consistent with our Sustainability Policy, Environment Policy, and formal ISO 14001-certified environmental management system (part of our integrated 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.	<b>SR:</b> Sustainability Program (all subsections), Environmental (all subsections), and Integrated Management System <b>MA:</b> Environmental Management
9 Businesses should encourage the development and diffusion of environmentally friendly technologies	Stantec is considered a leader in environmentally friendly designs and invests approximately \$3 million annually to develop innovative technologies and approaches.	<b>SR:</b> What We Do, Where We Are Growing, Sustainability Governance, and Innovation <b>MA:</b> Innovation
<i>Anti-Corruption</i>		
10 Businesses should work against corruption in all its forms, including extortion and bribery	Stantec's Ethics and Compliance Program, Code of Business Conduct Policy, and mandatory ethics and compliance training cover ethics, integrity, harassment and discrimination, anti-corruption, government contracting, political activities, and social responsibility.	<b>SR:</b> Ethics and Compliance <b>MA:</b> Ethics and Compliance

## Appendix F. UN Women’s Empowerment Principles Progress

Since 2020, Stantec has formally endorsed the UN Women’s Empowerment Principles, a project of the UNGC, which brings corporations together in support of sustainable and ethical business operations.

Principles	Stantec Direct Answers	As Referenced In
1 Establish high-level corporate leadership for gender equality	Stantec has a senior management Diversity Policy to signal our executive commitment to supporting female leadership. We currently have three women on the board (33%) and three women on our C-Suite (38%). As a part of our Inclusion and Diversity programs, we also have a Women’s Leadership Development Committee that is dedicated to empowering women to build confidence, expand their sphere of influence, and remove obstacles and biases with the goal of providing equal opportunity for advancement. Another initiative is the SponsorHer@Stantec program that provides senior-level advocacy for high-potential women.	<b>SR:</b> Workforce Management and Corporate Governance <b>Appendix A:</b> Workforce
2 Treat all women and men fairly at work—respect and support human rights and nondiscrimination	<p>Stantec is committed to creating an inclusive and non-discriminatory workplace. Our Inclusion and Diversity program, Women’s Leadership Development Committee, and Women@Stantec employee resource group work together to hold ourselves accountable.</p> <p>In 2021, Stantec</p> <ul style="list-style-type: none"> <li>• Participated in the UNGC Target Gender Equality Program and tracked progress against the Women’s Empowerment Principles in alignment with SDG #5 Gender Equality.</li> <li>• Expanded our Inclusion and Diversity Councils—including our Women’s Leadership Development committee—to include all major Stantec geographic regions.</li> <li>• Completed the second phase of a Global Gender Pay Equity Review. Due to creation of a new Global Career Framework—which gives consistency in career leveling across operating units and geographies—we repeated the pay equity review for North America (representing 76% of our global staff) with global operations to follow in subsequent phases. Results for North America show only a 4% base pay gap in North America on a median compa-ratio basis. We will continue to focus on closing this gap altogether and will continue to broaden the analysis to include employees from our entire company.</li> <li>• Implemented our formal Flexible Workplace Strategy (established in 2020) so that all employees are extended the same opportunities related to flexible work. Once we are operating in a post-COVID-19 new “normal,” this practice is expected to directly provide flexibility that many women and men need to support work-life balance.</li> <li>• Completed a global engagement survey in multiple languages and analyzed results by gender.</li> <li>• Published a “Winning with Diversity” guide to provide our employees with a comprehensive overview of our programs.</li> <li>• Expanded our partnership globally with Catalyst—a non-profit that helps organizations remove barriers and drives the advancement of women in the workplace.</li> </ul>	<b>SR:</b> Workforce Management and Human Rights
3 Ensure the health, safety and well-being of all women and men workers	<p>Stantec’s health, safety, and well-being programs are equally applied with an understanding of unique gender needs. We track our statistics by gender to ensure that there are no unconscious disparities introduced into our programs. Stantec also provides equal access to benefits and health insurance.</p> <p>In 2021, Stantec</p> <ul style="list-style-type: none"> <li>• Expanded our United States family leave benefits to provide benefits-eligible employees paid time off, running concurrently with the Family and Medical Leave Act.</li> <li>• Offered Employee and Family Assistance Programs in many countries where we operate, including programs in Latin America and India (two locations where this is not a traditional benefit offered by employers).</li> <li>• Maintained our Mental Health Matters site on our company intranet to make it easier for individuals to get the support they needed during the pandemic. Our Human Resources and HSSE teams provide direct support to employees in need.</li> </ul>	<b>SR:</b> Workforce Management and Ethics and Compliance

Principles	Stantec Direct Answers	As Referenced In
<p>4 Promote education, training, and professional development for women</p>	<p>Our Inclusion and Diversity program includes a Women’s Leadership Development Committee. Stantec’s most active employee resource group is called Women@Stantec—with 39 geographic-specific chapters located around the globe—and is focused on developing, connecting, and advancing women at all levels. Our unconscious bias training directly addresses gender bias, and our scholarships program has a focus on supporting females in their educational aspirations.</p> <p>In 2021, Stantec</p> <ul style="list-style-type: none"> <li>Continued delivery of our unconscious bias training with a record 1,000 participants—our largest number of participants in a single year</li> <li>Continued our Conversations for Change webinar series that included sessions that discussed ways to advance female leadership</li> <li>Furthered partnerships with organizations that promote inclusion and diversity in STEM including the Society of Women Engineers</li> <li>Continued gender-based mentoring programs to support development of female leadership</li> <li>In North America, completed the third phase of a SponsorHer@Stantec pilot—passionate advocacy by senior leaders for high-potential women</li> <li>Expanded our returneeship program in Asia Pacific, with participants from Australia, New Zealand, and India</li> </ul>	<p><b>SR:</b> Workforce Management</p>
<p>5 Implement enterprise development, supply chain and marketing practices that empower women</p>	<p>While gender considerations have always been a part of Stantec’s mindset when it came to our supply chain and marketing, recently we established activities to explicitly make those connections part of our business practices.</p> <p>In 2021, Stantec</p> <ul style="list-style-type: none"> <li>Reinforced Stantec’s Corporate marketing team’s formal evaluation checkpoint to actively represent diversity in our brand and marketing materials</li> <li>In the United States, maintained spending of 20% of subcontracting costs going to small and historically disadvantaged businesses, including women-owned businesses</li> </ul>	<p><b>SR:</b> Workforce Management and Supply Chain Management</p>
<p>6 Promote equality through community initiatives and advocacy</p>	<p>Stantec has a long history of community engagement with a strong focus on supporting women. More specifically, we provide philanthropic donations, funding, and volunteering for STEAM education programs for girls and promote the advancement of women in engineering and science fields.</p> <p>In 2021, Stantec</p> <ul style="list-style-type: none"> <li>Publicly celebrated International Women’s Day to increase awareness of the need for gender equality</li> <li>Participated in the UNGC’s Targeting Gender Equity Accelerator program</li> <li>In Australia, became an Endorsed Employer with WORK180—a non-profit that screens employers against a range of criteria including pay equity, flexible working, women in leadership, and paid parental leave performance</li> <li>In Latin America, participated in the Ranking Par Latinoamerica by Aeguales—a regional gender equity measurement</li> <li>In Peru, received the #Basta Ya (Enough) recognition for promoting gender equality and eradicating sexual harassment at work over and above the minimums required by law</li> </ul>	<p><b>SR:</b> Workforce Management and Charitable Investments</p>
<p>7 Measure and publicly report on progress to achieve gender equality</p>	<p>We annually disclose gender equality details in our Sustainability Report. Stantec disclosed gender equity details to the Bloomberg Gender Equality Index (GEI) and, for the third year, were included on the index. In addition, Stantec included improvements to our GEI score as a key performance indicator for a new sustainability-linked loan, the first in the world to do so.</p> <p>Stantec was recognized by <i>Forbes</i> as one of the World’s Top Female Friendly Companies and named to the list of America’s Best Employers for Diversity. We were also included on the <i>Globe and Mail’s</i> Women Lead Here list and received a UK Water Industry Award for the Women in Water Initiative of the Year.</p>	<p><b>SR:</b> Accolades Validate Success and Sustainability Pay Link</p>

## Appendix G. 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.





## Contact us for more information

### Head Office

400-10220 103 Avenue NW  
Edmonton, Alberta T5J 0K4  
Canada  
Ph: 780-917-7000  
Fx: 780-917-7330  
[sustainability@stantec.com](mailto:sustainability@stantec.com)

Learn more about Stantec's  
sustainability efforts at  
[stantec.com/sustainability](https://stantec.com/sustainability)

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