



Sustainability Report

Sustainability
Every Action. Every Decision.



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Introduction

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About This Report



High Sheldon Wind Farm
New York, United States



Report Highlights

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

Our sixteenth annual Sustainability Report

LEADING THE INDUSTRY

Corporate Knights Global 100

Fourth year on the list, #7 in the world, #1 in our industry, 1% of top performers

Bloomberg GEI

Fourth year on the list, 19% score improvement since first inclusion

Top Indigenous Workplace

Third year as an AISES Top STEM Workplace for Indigenous Professionals

TAKING ACTION

Climate Solutions Leadership

Formalized Stantec's client-facing climate change action strategy

Operationally Carbon Neutral

Reduced emissions, purchased renewable energy, balanced with carbon offsets

CDP Climate Leader

Fifth year of recognition for climate-related strategy and progress (A- score)

PRIORITIZING ESG

SDG Revenue Alignment

Increased to 60% revenue from work directly supporting the SDGs

Materiality Refresh

Updated materiality assessment to cover our full value chain

Sustainability-Linked Loan

Met emissions reduction and gender inclusion targets

PARTNERING FOR CHANGE

UN Decade on Ecosystem Restoration

First architectural and engineering firm named as an actor partner

Amsterdam Declaration

Signed in support of Workplace Pride for LGBTQ+ inclusion

Reimagined Mobility

First architectural and engineering firm to join the organization



Reservoir Woods Restoration
Minnesota, United States

CEO Message



Gord Johnston
President and CEO, Stantec

When I envision the world I want to live in, I see inclusive communities that are safe, equitable, and environmentally sound—a world with restored ecosystems and climate-resilient neighborhoods thriving in a zero-carbon, circular economy. Achieving and maintaining this vision requires creativity, intelligence, innovation, and empathy. Sustainability means planning for the long term and acting now.

Taking Action

At Stantec, sustainability is a priority, considered in every aspect of Stantec’s operations and directly tied to our Strategic Plan.

We follow the principles of the UN Global Compact, directly support the UN Sustainable Development Goals (SDGs), and deliver climate solutions.

Our projects help communities around the world adapt to and prepare for extreme weather, drought, and demographic change, while providing social value. Our acquisition strategy directs us to acquire companies that support these goals and have the talent to achieve them.

This year, to accelerate our contributions, we established a Climate Solutions Leadership team, appointed an SDG Impact Leader, supported our Institute for Water Technology & Policy, and invested in climate-related innovations.

Stantec continues to leverage the strengths of our strategic growth initiatives—coastal resilience, ecosystem restoration, smart cities and urban places, and the energy transition—as we lay the groundwork for our next strategic planning cycle.

Fulfilling Our Commitments

In 2022, we delivered on our promise to achieve operational carbon neutrality, a key step in our phased process to achieve operational, science-based net zero. We met the terms of our sustainability-linked loan and are the first company in Canada to direct the interest savings earned into communities to further climate action and social equity.

Enriching Communities

This year, we contributed to social justice around the world by helping investigate the troubled history of desecrated Black cemeteries, signed Workplace Pride’s Declaration of Amsterdam (a public commitment to foster a safe, inclusive corporate culture), and retained our position as a recognized top employer and partner for Indigenous peoples. We also donated more than \$5.2 million to organizations that support sustainability around the globe.

Evolving Our Programs

To continue the evolution of our sustainability programs, we conducted a materiality refresh that expanded our focus on environmental, social, and governance (ESG) concerns to our entire value chain. While we continue to manage our operational impacts, we are also amplifying the ESG connection to our project work and supply chain.

Our efforts to foster genuine acceptance and inclusivity at Stantec, combined with our achievements in sustainable project work and operations, and grounded in our focus on reducing emissions to fight climate change, help grow the employee enthusiasm and optimism that’s so vital to our success. It’s a positive feedback loop that unites us, drives us, and helps us create sustainable communities.

Board Sustainability Committee Message



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

Stantec’s ongoing drive to operate in a sustainable manner and provide sustainable solutions for clients is guided by science, purpose, market demands, history, and, most of all, a collective desire to create stronger communities. The members of Stantec’s Board of Directors are highly motivated to support these efforts because we, too, aspire to live in a more sustainable world.

The Board’s Role

The Board is committed to ESG progress and, through its committee structure, has delegated certain responsibilities for closer oversight and insight to continually improve the Company’s performance. Although not exclusive, the Sustainability and Safety Committee (SSC) is the key focus of these activities.

The SSC includes individuals with relevant subject matter expertise. At each Board and SSC meeting, we discuss ESG topics and encourage Stantec’s continual sustainability progress because we believe it’s the primary way to deliver shareholder value over the long term.

Climate Action

The impacts of climate change are felt more keenly with each passing year, and urgent action to limit global warming has become even more imperative. We support the steps Stantec has taken to minimize its operational impact, such as achieving operational carbon neutrality, as well as client-focused strategies like the Climate Solutions Leadership Team, who will shepherd the thousands of Stantec sustainability experts and innovators in our collaborative efforts to fight climate change.

Operational Oversight

Stantec’s Directors remain committed to thoughtful, sensible oversight of the Company’s direction and management. Sound governance is one of the pillars of sustainability, and we take that responsibility seriously.

The SSC confirms that Stantec’s ESG goals are aligned with the Company’s strategic plan.

Each year, the SSC assesses Stantec’s sustainability progress and sets focus areas for the following year to further improve the Company’s performance and commitment to stakeholders.

As part of its oversight of sustainability, the Board annually examines sustainability-linked pay metrics that determine Stantec management’s success in driving the Company’s ESG performance and enable Stantec’s

financial success. Metrics include emissions reductions, employee retention and engagement, health and safety, innovation, corporate integrity, and quality management.

Measurable, verifiable, and significant progress in these metrics must be achieved each year, and on behalf of the Board, I’m happy to say that we are satisfied with management’s performance in 2022. We are also confident that Stantec’s leadership will continue to enhance the Company’s sustainability performance in 2023.

Stantec’s Board and the SSC, specifically, are very proud of the ESG progress Stantec continues to make. We plan to continue this sustainability leadership in the years to come.



 Bike Path Glen Innes to Tamaki Drive
Auckland, New Zealand

About This Report

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

Report Content

This document identifies and provides information about Stantec’s environmental, social, and governance (ESG) topics as first identified in our 2019 materiality assessment and revisited in our 2022 materiality refresh. Throughout this report, “Stantec’s Approach” callouts are included to provide easy access to associated [management approaches](#), policies, and statistics (see [Appendix A](#)). The body of this report summarizes 2022 accomplishments.

Reporting Period

January 1, 2022 – December 31, 2022

Report Cycle

Issued annually since 2006

Report Boundaries

Company value chain

Currency References

Canadian dollars (unless otherwise stated)

Reporting Frameworks

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

In Accordance Option

Stantec is reporting in accordance with the GRI Standards. The Data Workbook (see [Appendix A](#)) contains two to 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. A [third-party review of this report](#) was also conducted by Apex Companies to confirm it was prepared in accordance with GRI Standards and SASB 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 subject matter experts in 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

For ease of understanding, a list of acronyms is provided (see [Appendix E](#)). More detail is also available in our [Annual Report](#); [Annual Information Form](#); [Management Information Circular](#); [CDP Disclosure](#); 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.

About Stantec

IN THIS SECTION

Who We Are

Where We Are

What We Do

Why We Act

How We Evolve



Stantec Employees
Bristol, United Kingdom



Who We Are

Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place and belonging. That's why at Stantec, we always design with community in mind.

We care about the communities we serve—because they're our communities too. We're designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in communities across the globe.

Stantec trades on the TSX and the NYSE under the symbol STN.

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

Our Strategic Growth Initiatives

Coastal resilience
Ecosystem restoration
Smart cities and urban places
Energy transition

Our Core SDGs



Who We Are, Continued

Stantec's strategy is based on tracking market trends, risks, and opportunities. We identify value creators and growth initiatives 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 STEAM¹ 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.

¹ 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.

Strategic 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 webpage](#)

Ecosystem Restoration

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



[See webpage](#)

Smart Cities and Urban Places

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



[See webpage](#)

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](#)

Where We Are

The Stantec community unites approximately 26,000 team members working in over 400 locations across 6 continents.

10,715
United States

619
Continental Europe/Africa

8,014
Canada

590
India

2,456
Australia

527
Latin America/Caribbean

2,361
United Kingdom/Ireland

419
Middle East

734
New Zealand

335
Asia



The numbers included on this page align with workforce figures disclosed in [Appendix A](#). We additionally track information on 950 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. Our services drive environmental, social, and sustainable performance through each of our business operating units and geographies with a purposeful focus on supporting the SDGs (see [SDG Progress](#)).

\$5.7 billion Gross revenue
\$4.5 billion Net revenue
65+ years of profitability

Infrastructure



29%

Transit, complete streets, Smart(ER)™ mobility (equitable, resilient, accessible, automated, connected, electric), smart cities, community and urban planning, low-impact development, brownfields, landscape architecture (focused on shoreline protection, reduced water use, and naturalizing communities), affordable housing, green infrastructure, and Envision certification

Water



20%

Providing clean, safe water through water and wastewater treatment and management, water resiliency, circular water, resource recovery and renewables, coastal protection and restoration, flood protection, groundwater protection and recharging, dams and levees, water transport and conveyance, water conservation and reuse, desalination and brine management, watershed management, industrial water solutions, operational technology, digital tools, and water solutions that address equity and social justice

Environmental Services



20%

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, health sciences, natural resource valuation, climate change strategy, energy transition strategy, ESG advisory, and sustainability reporting

Buildings



18%

Providing high-performance solutions—encompassing architecture, buildings engineering, interior design, and more—that consider carbon, climate, and health through third-party sustainability-certified, decarbonized, resilient, climate responsive, eco-centric, regenerative, and fully integrated designs at the scales of interiors, buildings and communities

Energy & Resources



13%

Renewable energy design and integration (solar, wind, hydropower, waste-to-energy, energy storage, hydrogen, renewable diesel, small modular reactors), transportation and infrastructure electrification, grid modernization and strengthening (including resiliency in the face of natural disasters), asset optimization (services to lower carbon emissions of existing operations), carbon capture and storage, and sustainable mining (decarbonization, tailings management, water conservation)

Net Revenue Percentage

Sustainability Services Offered

Why We Act

Stantec’s value of “we do what is right” calls our employees to action. We have the talent and desire to make a positive difference in the world, and we acknowledge our responsibility to do so. Stantec inspires our employees and catalyzes the industry for positive change through many focused initiatives.



Climate Solutions

[Climate Solutions](#) is a strategic investment that coordinates climate mitigation and adaptation-related services across our global business. It brings our people together to share knowledge, strengthen expertise, and accelerate our ability to collectively address increasing climate challenges. Our greatest influence on improving climate outcomes stems from the creative, innovative, and integrated Climate Solutions we provide to our clients and communities.

SDG Impact Leadership

The Sustainable Development Goals evolved the world’s definition of successful development and created a framework of accountability. Stantec focuses our resources on the seven goals we most directly influence through our project work. Through intentional action, we use our technical expertise and market presence to accelerate progress toward a positive outcome for all communities.

Institute for Water Technology & Policy

Clean water is essential to the biosphere and human civilization, and the Stantec [Institute for Water Technology & Policy](#) explores the real-world impacts of climate change on access to clean water. By investigating the role of emerging technologies in water science and policy and applying decarbonization and circular economic principles, we are helping transform the water industry’s future.

International Development

Stantec works with key members of government, financing, private sector, and civil society to support resilient and equitable economic growth in emerging markets, help nations transition to lower carbon economies, and protect natural resources. Our [International Development](#) work includes technical and financing assistance, capacity building, stakeholder management and communication, planning, and policy development.

Indigenous Relations

Our approach to [Indigenous Relations](#)—whether supporting our Indigenous team members or working alongside Indigenous communities and businesses—fosters positive, productive relationships. Helping Indigenous communities succeed is foundational to our values and community focus. Stantec’s formalized [Indigenous Relations Practice](#) commits us to action.

Social Justice

Stantec’s SocioEco-Equity Network (SEEN) promotes equity in the built environment to improve quality of life in communities historically subjected to environmental justice discriminatory practices. In our operations, our Inclusion, Diversity, and Equity program helps Stantec identify and address improvement opportunities in the workplace and contribute to a fair society.

How We Evolve

Stantec is committed to a sustainable future and invests in business opportunities that evolve our operations. In a rapidly changing world with competing technologies, ideas, and players, we work hard to define differentiators and grow our business. Stantec's evolution is buoyed by acquisitions, innovation, and strategic growth.

Acquisitions

In 2022, Stantec completed two new acquisitions— [Barton Willmore](#) and [L2P](#)—both 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. Additionally, in 2022, we integrated our 2021 acquisitions into our global systems.

Innovation

Innovation is one of Stantec's key value creators and is essential to our success—both past and future. We invest in employee ideas through our Greenlight and Innovation Funds, moving these into Innovative Business Opportunities (IBOs) to create new products, service offerings, or business lines.

Stantec has three IBOs in place:

GenerationAV™

Accelerating the widespread implementation of autonomous vehicles (AVs) and breaking down challenges and risks of AV project planning and implementation

CataVAULT™

Our catastrophic operational risk readiness index helps insurers evaluate their ability to adequately respond to catastrophic climate events

Insight Analytics

Delivering digital and cloud-based solutions to enable transformational asset operation, management, and decision-making for municipalities and utility owners

Additionally, through our digital solutions offering, [Stantec.io](#), we develop creative, technology-forward approaches that accelerate and improve our ability to solve the most difficult challenges facing our clients and communities.

Strategic Plan

Sustainability is directly incorporated into Stantec's strategic plan. By understanding market trends, risks, and opportunities, we identified four strategic growth initiatives (SGI) all tied to our changing world—coastal resilience, ecosystem restoration, smart cities and urban places, and energy transition. These initiatives position Stantec to be the trusted advisor our clients need as we adapt together.

In 2022, we laid the groundwork for our next strategic planning cycle. This year, 2023, our leadership will develop the next three-year plan.

Sustainability Program

IN THIS SECTION

Feature: Powerful Women Leaders

Sustainability: Core to Our Strategy

Sustainability Governance

Sustainability Performance Accountability



Tainan Anping and Yongkan Water Reuse
Tainan City, Taiwan



FEATURE

Powerful Women Leaders

Stantec depends on visionary leadership and is proud of the recognitions received by members of our Executive ESG Committee.

Theresa Jang
Chief Financial Officer



Denise Pothier
Vice President



Asifa Samji
Chief People and Inclusion Officer



Canada's Most Powerful Women

The Women's Executive Network chooses 100 women annually from across Canada to celebrate outstanding women who create meaningful change in the world. In 2022, the Women's Executive Network named Theresa Jang, Stantec's executive vice president and chief financial officer, as one of [Canada's Most Powerful Women](#). Theresa was specifically recognized as a C-suite level leader who plays a significant strategic role at Stantec.

Theresa is our Executive ESG Committee chair and previously served on the UN's CFO Taskforce for the Sustainable Development Goals. She is a frequent panelist for diversity-focused leadership forums and regularly mentors young women professionals.

Engineering Role Model

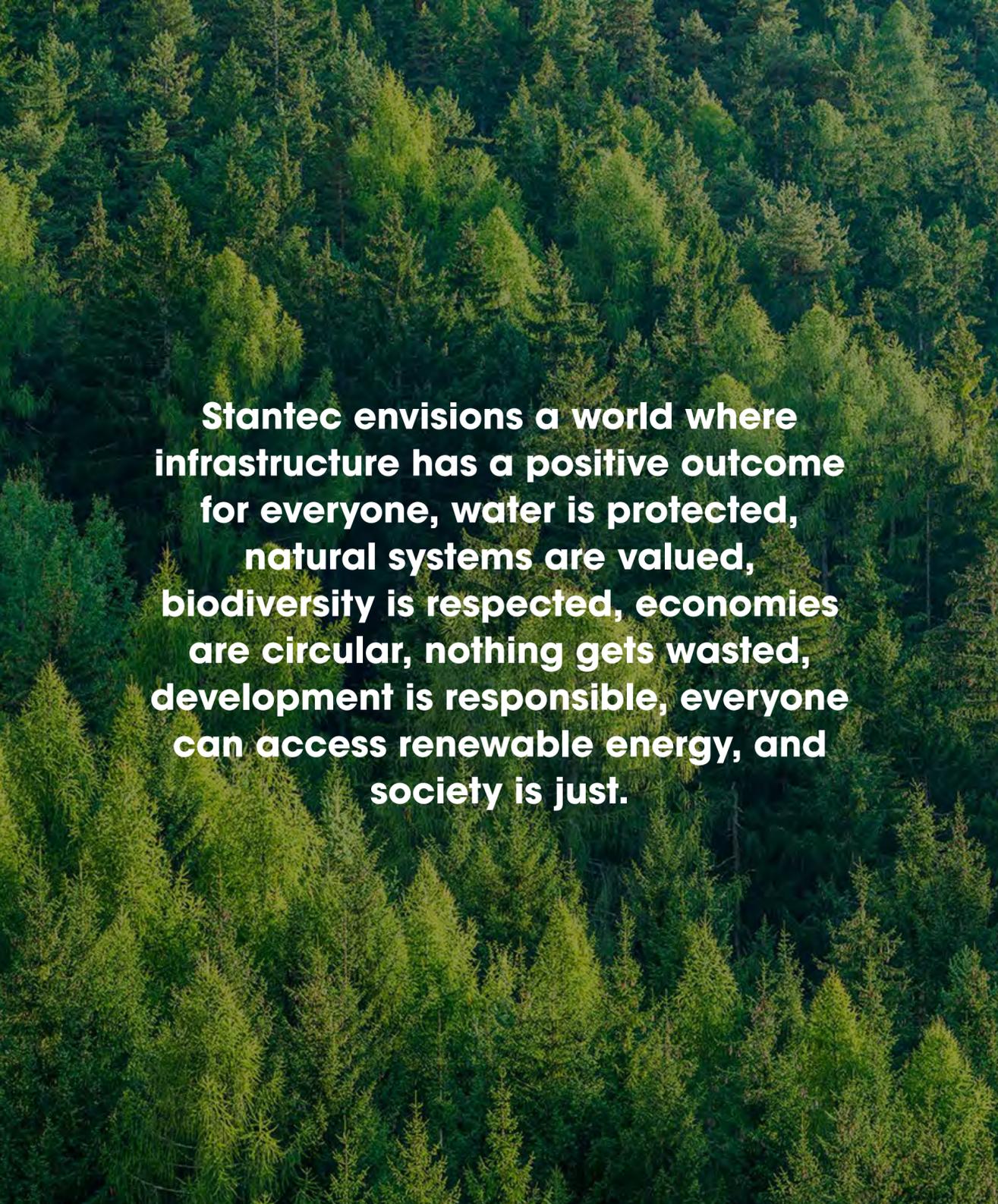
Denise Pothier, vice president, is one of Stantec's most senior Indigenous leaders and a regular advocate for "two-eyed seeing"—simultaneously seeing the strengths of both Indigenous and Western ways. In recognition of her engineering leadership, in 2022, she was named a [Fellow by Engineers Canada](#) and featured as an [Engineering Role Model](#) by the non-profit "See it, Be it, STEM it."

Denise is on the [Canadian National Railway's Indigenous Advisory Council](#), previously won the [Canada's Most Powerful Women](#) and [Canada's 50 Most Inspiring Women in Technology](#) awards, and was a Canadian Council of Aboriginal Business board member.

Promoting Inclusion

To celebrate our commitment to and progress with inclusion, diversity, and equity, Stantec officially changed the title of our lead human resources role to [chief people and inclusion officer](#). Asifa Samji embodies this role and is responsible for building an inspiring, inclusive work environment that attracts, develops, and retains the talented people that make Stantec's work possible. She serves as executive sponsor for Stantec's Inclusion and Diversity Councils and was one of the founding members of our Women's Leadership Committee.

On behalf of Stantec, in 2022, Asifa accepted the [Canadian Consulting Engineering Award of Excellence](#) for our Inclusion, Diversity, and Equity program. She is also a previous winner of [Canada's Most Powerful Women](#) award.



Stantec envisions a world where infrastructure has a positive outcome for everyone, water is protected, natural systems are valued, biodiversity is respected, economies are circular, nothing gets wasted, development is responsible, everyone can access renewable energy, and society is just.

Sustainability: Core to Our Strategy

Sustainability is the foundation of Stantec’s identity. It is part of our purpose, promise, and values; key to our brand; embodied in our corporate culture; and directly connected to our corporate strategy.

At Stantec, sustainability is built on the premise that positive economic results are only possible when we effectively manage ESG activities across our value chain. Here’s how we approach sustainability with our primary stakeholder groups.

With Our Employees

Our operational ESG initiatives introduce efficiencies that improve the quality of work-life of our employees; reduce the environmental footprint of our operations; provide a foundation for effective decision-making, risk management, and transparency; manage costs; drive innovation; and promote a culture of inclusivity, equity, responsibility, and stewardship.

For Our Investors

Stantec is considered an impact investment option, and our investors expect ESG leadership. We disclose sustainability performance against major investor-driven frameworks, including SASB and TCFD (see [Appendixes](#)). We consistently rank high in sustainability ratings across multiple independent investor-driven third parties (such as CDP, MSCI, Refinitiv, ISS, Sustainalytics, and S&P).

For Our Clients

Our greatest influence on sustainability comes from the services we provide to clients and communities. Each of our geographies and business operating units help clients address their challenges by identifying and capturing ways to make their projects more sustainable. Our project-facing ESG approach uses the framework of the SDGs, specifically the seven goals we can most directly influence (see [SDG Commitment](#)).

With Our Communities

Our project work provides positive outcomes for the communities where we work, live, and play. Our employees actively support environmental and social causes through their volunteer work; our philanthropy includes a purposeful focus on addressing climate change and promoting an inclusive culture; and our innovation investments promote sustainable technologies and policy advancements.

Sustainability: Core to Our Strategy, Continued

ESG Accolades

Stantec works hard to be at the forefront of ESG leadership and looks to investor-driven ESG rating systems to benchmark our performance relative to the overall industry. We are proud to receive consistently positive recognition for our sustainability success.

**Corporate Knights,
World 100**

(seventh most sustainable in the world)

CDP, Climate Leader

(fifth year with an A- score)

**Bloomberg Gender
Equality Index**

(fourth year of index inclusion)

MSCI

(fifth year of AA rating)

Refinitiv

(excellent relative ESG performance)

ISS ESG Corporate Ranking

(prime status)

Sustainalytics

(top-rated ESG performer)

S&P Global

(Sustainability Yearbook)

CEO Magazine

(10 of the Most Sustainable Companies to Watch Out For)



Stantec is a market leader in sustainable design. Beyond recognition through awards, ratings, and rankings, our success is illustrated by winning iconic projects that advance the entire industry in the fight against climate change.

Largest Net Zero Logistics Development in North America

Stantec has been named the prime consultant for the US\$25 billion, 4-square mile (10-square kilometer) net zero Highland Fairview's [World Logistics Center](#) in Moreno Valley, California. Our work will focus on future-ready and highly sustainable infrastructure.

Not only will this center be the largest net zero energy logistics development in North America, but the final design is expected to result in a 70% reduction in water usage compared to the general plan for the City of Moreno Valley. This will save 653 million gallons (2.4 billion liters) of water every year—enough for 27,000 households.

The site will also be ready for emerging sustainable technologies. It will be fully EV-equipped, with 1,080 charging stations and the client is exploring AV technology and the acquisition of zero-emission semi-trucks and AV shuttles.



Largest Solar Investment in US History

Through the Inflation Reduction Act, the United States is actively investing in clean energy technologies. With a historic US\$2.5 billion investment, Qcells (a subsidiary of Hanwha Solutions) is building a [solar power manufacturing facility](#) in Georgia, which will be the largest in the United States. Stantec has been selected to provide architecture, building and site civil engineering, fire protection, environmental, water, and wastewater services.

Hanwha Solutions, one of the world's largest photovoltaic manufacturers, anticipates increasing its solar module production capacity in the United States from 1.7 gigawatts in 2022 to 8.4 gigawatts by 2024.

The new facility will house the entire solar panel manufacturing process, including ingot production, wafer processing, cell processing, and module production. It will include a full wastewater treatment facility to process 5.5 million gallons per day (21 million liters per day) for reuse into the production facilities.

Sustainability Governance



Santa Monica Big Blue Bus Charging
California, United States

Stantec’s comprehensive **Sustainability Policy** and certified management systems (see **Integrated Management System**) guide our ESG best practices. We incorporate sustainability risks and opportunities into our Enterprise Risk Management program, strategic planning process, and acquisition strategy.

Our commitment to sustainability starts at the top. Our chief executive officer, [Gord Johnston](#), maintains formal, industry-specific ESG credentials. Since 2013, he has been recognized as an Envision Sustainability Professional by the Institute for Sustainable Infrastructure. Also, our Board actively discusses ESG topics at each meeting, and two of our Board members, [Martin à Porta](#) and Dr. [Patricia Galloway](#), are engineers with industry-recognized subject matter expertise in renewable energy. Dr. Galloway is also Climate Leader-certified by the Diligent Institute.

Stantec’s sustainability commitments are guided by our Board’s Sustainability and Safety Committee, which oversee the overall framework for managing ESG topics (including climate-related issues); health, safety, security, and environment risks; emergency preparedness; and non-financial risks.

Our Executive ESG Committee, accountable for our sustainability performance, communicates critical ESG knowledge, performance, concerns, and initiatives to the Board. Committee members work to align sustainability and stakeholder priorities, integrate sustainability into our Strategic Plan and operations, and address sustainability-related risks and opportunities.

¹ Don Lowry is Stantec’s Board Sustainability and Safety Committee chair.

² Theresa Jang is Stantec’s Executive ESG Committee chair.

Stantec Sustainability Governance Bodies

Leadership from the Board and C-Suite keep sustainability top of mind when making strategic decisions.

Board Sustainability and Safety Committee

Don Lowry Director ¹	Patricia Galloway Director	Robert Gomes Director	Martin à Porta Director	Celina Wang Doka Director
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Executive ESG Committee

Theresa Jang Chief Financial Officer ²	Cath Schefer Chief Operating Officer of Global Operations	Steve Fleck Chief Practice and Project Officer	Asifa Samji Chief People and Inclusion Officer	Susan Reisbord Executive Vice President, Environmental Services
Chris Heisler Vice President, Risk Management	Denise Pothier Vice President, Practice Services	Carrie Sabin Vice President, Corporate Sustainability	Kristy Spurrell Vice President and Treasurer	Pieter van der Zwet Regional Leader, Continental Europe

Sustainability Governance, Continued

The Corporate Sustainability team, led by [Carrie Sabin](#), enables a business culture centered around sustainability by partnering with teams around the Company to drive sustainable actions at both the operational and project levels. Functional Service teams are responsible for implementing actions within our business that support Stantec’s operational ESG commitments (such as reducing emissions and promoting a culture of inclusion). Our SDG Impact Leader, [Rachel Bannon-Godfrey](#), works closely with client-facing teams to encourage ESG action throughout Stantec project work.

The Corporate Sustainability team partners with groups such as our Climate Solutions Leadership Team (see [Taking Climate Action](#)), ESG Advisory Services team, business operating unit (BOU) sustainability teams, and regional Climate Change and Social Value (CCSV) Forums. Combined, these groups advise and support development and sharing of sustainability best practices, collaborate across the operations to win and execute sustainability-related project work, and track progress on ESG pledges.

Stantec Sustainability Governance



Sustainability Performance Accountability

To assess and accelerate our ESG performance, we hold ourselves accountable through a sustainability pay link and a sustainability-linked financing strategy.

Sustainability Pay Link

Stantec leadership recognizes that key performance indicators (KPIs) help align the business to achieve strategic goals. The table contains ESG-related KPIs connected to executive compensation as disclosed each year in Stantec's [Management Information Circular](#).

our 1.5°C science-based target) and improving our Bloomberg Gender Equality Index score (which includes social pillars around gender equality, pay equity, leadership diversity, and an inclusive culture, among others). Stantec's SLL is the first globally to link the financing structure to progress made relative to the Bloomberg score.

Sustainability-linked Financing

Stantec issued a sustainability-linked loan (SLL) that connects our \$1.1 billion syndicated senior credit facilities to our ESG performance. This includes two KPIs: achieving our emissions reduction targets (as reflected through

In 2022, Stantec met the SLL terms and will be the first company in Canada to direct the interest savings earned by achieving the targets back into communities to further climate action and social equity (proceeds to be distributed in 2023).

Grouping	Metric	Target	2022 Assessment
Environment			
Emissions Management	Meet science-based emission reduction targets	47% reduction in Absolute Scope 1+2 (market-based) and Scope 3 (business travel)	Exceeded our emissions reduction targets by right sizing our real estate footprint, reducing travel, purchasing renewable energy, and investing in sustainable aviation fuel (see Emissions Management)
Emissions Management	Meet carbon neutral and net zero pledges	Become carbon neutral for our 2022 emissions	Declared operational carbon neutral for our worldwide operations by reducing emissions, as noted above, and purchasing an equal amount of carbon offsets to balance residual emissions (see Progressing Net Zero)
Social			
Employee Retention	Low voluntary turnover	<12% voluntary turnover rate	Did not meet our turnover target with a 13.3% voluntary turnover (see Appendix A. Stantec Data Workbook)
Employee Engagement	Improvement in employee engagement score	>60% employees feel engaged	Stantec's employee engagement surveys are conducted every two years, and 2022 was an off year (meaning our previous survey was conducted in 2021 and our next will be conducted in 2023)
Health, Safety, Security, and Environment	Decrease total recordable incident rate (TRIR)	<0.50 TRIR	Realized a TRIR of 0.29; an improvement from 0.32 in 2021 (see Health, Safety, and Security)
Health, Safety, Security, and Environment	Improve leading indicator safety index (LISI)	>1.0 LISI	Realized a LISI of 1.87; better than our target, but lower than our 2021 rate of 2.24 (see Health, Safety, and Security)
Innovation	Commercialize initiatives funded by the Innovation Office	>1 IBO	Introduced two new startup businesses: CataVAULT and Insight Analytics; grew the GenerationAV business (see Innovation)
Governance			
Corporate Integrity	Annual ethics training	>95% of employees completing the training	Achieved 98% employee completion of our annual ethics and compliance training (see Ethics and Compliance)
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 Integrated Management System)

Materiality

IN THIS SECTION

Feature: Partnering with the UN to Protect Ecosystems

Materiality Refresh

Our Value Chain

Identified Topics

Prioritized Topics



Optus Stadium
Western Australia, Australia





FEATURE

Partnering with the UN to Protect Ecosystems

 Alamosa River Restoration
Colorado, United States

The United Nations (UN) works to prevent and reverse the degradation of the world’s ecosystems. In 2022, Stantec formally joined this effort by being named as an actor partner in the [UN Decade on Ecosystem Restoration](#), a global compact signed by over 70 countries.

As an actor partner, Stantec advises, supports, and facilitates restoration activities according to the expectations and principles set out by the UN Decade.

Stantec is the first architectural and engineering firm to be granted this designation by the UN, further demonstrating the Company’s expertise in ecosystem restoration approaches. For taking this step, Stantec was [recognized as an industry leader](#) by *Environmental Business International*.

Ecosystem restoration is not new to Stantec. In fact, it is one of our four strategic growth initiatives. We have a [team](#) of over 700 ecosystem restoration experts, including ecologists, restoration specialists,



Alamosa River Restoration

Stantec worked with a local ranching community along Colorado’s Alamosa River to restore a vital water source that was once suffering from pollution.

and technicians. Stantec has restored and assessed more than 40,000 acres (16,187 hectares) in North America and more than 1,000 miles (1,609 kilometers) of rivers and streams around the world.

We help renew ecosystems in many ways. Repairing estuaries and wetlands improves coastal resiliency, a hugely important factor in mitigating the impacts of climate change. Restoring wetlands and forests helps our communities

and clients sequester carbon, reducing their carbon footprint. Creating crucial pollinator habitats helps alleviate the current crisis in pollinator health. And our restoration work improves water quality for people and animals alike.

The above project is just one example of how we work with communities to restore, renew, and reinvigorate the social and environmental ecosystems that make quality of life possible for all.

Materiality Refresh

Material ESG topics reflect a company's ability to create and preserve, or damage and deteriorate, 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 ESG topics.

In 2022, Stantec completed a major refresh of our materiality assessment to align with the updated GRI Reporting Standards, which expanded the material topic boundaries and introduced consideration of double materiality.¹ Additionally, since Stantec's previous assessment (completed in 2019), we evolved our Company through numerous acquisitions, expansion of our service offerings, and growth of our geographic footprint.



 Arturo Merino Benitez Santiago International Airport
Santiago, Chile

The timing was right for Stantec to engage in purposeful, critical discussions to validate our collective work toward an end goal of positive impacts across our value chain.

This refresh exercise involved an in-depth review of Stantec management and primary stakeholder group² priorities with the intent of deepening the understanding of our impacts, maximizing our long-term value creation, and informing our 2023 strategic planning cycle.

For the first time, we expanded our materiality evaluation beyond our direct operational control—the focus of our previous materiality assessments. This time, we identified and reviewed topics across the full value chain to consider impacts from our supply chain (upstream) through to customers and impacted communities (downstream). For both upstream and downstream, we look to leverage

our industry and market influence and subject matter expertise for the most sustainable outcomes.

Across the value chain, we spent time understanding Stantec's sustainability context as defined by GRI—the external influences that contribute to positive and negative impacts on lives, livelihoods, and supply chains. We considered drivers such as the accelerating climate crisis, global pandemics, geopolitical instability, water stress, digital revolution, the great resignation, social justice, and rapidly evolving ESG-related regulatory requirements.

As described in the following sections, our process included

- Validating our value chain
- Identifying the material topics relevant to our value chain
- Prioritizing our material topics through engagement efforts with stakeholder groups

The results of the materiality refresh exercise were approved by Stantec executive leadership (Executive ESG Committee and C-Suite) and inform the focus of this report.

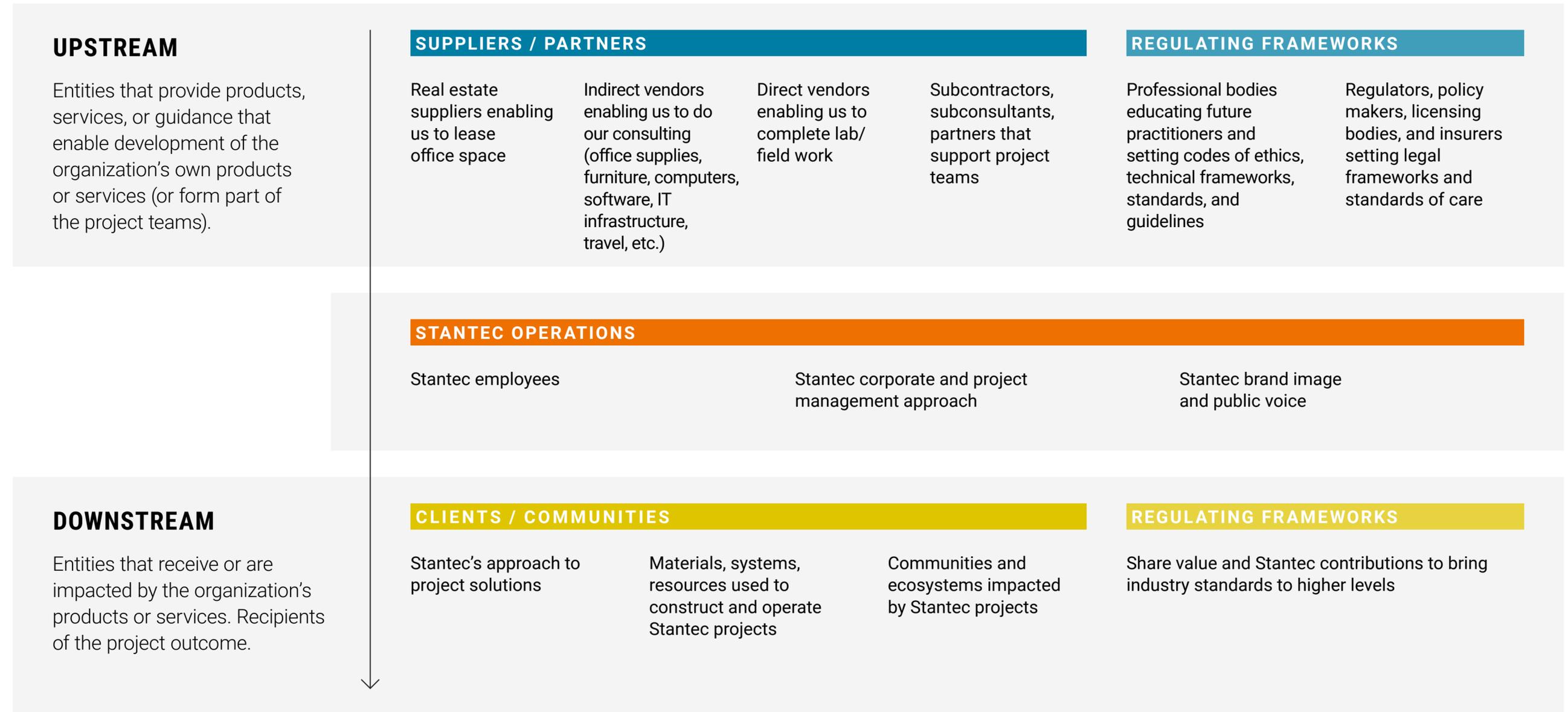
¹ *Double Materiality: In 2021, GRI released an updated GRI 3 of the Reporting Standards with compliance required for all reports published beginning 2023. The new standards expand the material topic boundaries to evaluate a firm's full value chain and introduce the concept of double materiality—considering how ESG topics may impact the organization's financial success (outside-in) as well as how the organization creates value in the broader world (inside-out).*

² *Primary Stakeholder Groups: During our previous materiality assessment, the 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 identified Stantec's primary stakeholder groups, employees, clients, and investors.*

Our Value Chain

Stantec is a global leader in sustainable design, architecture, engineering, planning, digital technology, project management, and scientific consulting services. Upstream, our value chain includes the suppliers and partners that contribute to development and delivery of Stantec’s services. Downstream, our value chain includes the clients and communities that are impacted by our services and the results thereafter.

Because we are still evaluating if and how Stantec should approach the overall topic of advocacy, regulating frameworks were identified in both the upstream (advocacy with professional bodies and regulators) and downstream (advocacy to promote industry best practices) nodes of Stantec’s value chain but were not specifically included in the ESG material topics scoring process. Discussions are underway with associated management approaches anticipated in future reports.



Identified Topics

With a defined value chain, our next step was to revisit the material topics from Stantec operations—the focus of our previous materiality assessments—and identify new topics related to our upstream (suppliers and partners) and downstream (clients and communities) value chain nodes.

We started by defining Stantec’s ESG participation within each value chain node.

We then identified a full list using GRI and Stantec-defined topics for evaluation. The Stantec definition of each topic in each value chain node is described in the GRI Content Index (see [Appendix B](#)).

VALUE CHAIN NODES

ESG Categories	Upstream: Suppliers and Partners	Operations: Stantec	Downstream: Clients and Communities
Environmental	Stantec supplier management approaches that encourage environmentally responsible procurement practices	Stantec programs to evaluate, manage, and minimize the environmental impacts of our operations	Stantec’s ability to influence client decisions that maximize the positive and minimize the negative environmental impacts of our project work
Social	Stantec supplier management approaches that promote small and diverse businesses and prioritize businesses that support their employees, local communities, and human rights	Stantec programs to build an inspiring, inclusive, safe workplace and culture and positively support the communities where we live and work	Stantec’s ability to influence client decisions that maximize the positive and minimize the negative impact on social groups directly or indirectly affiliated with our project work
Governance	Stantec supplier management approaches that promote responsible behavior	Stantec programs to ethically manage our business	Stantec’s ability to promote project-level responsible behavior with our clients

Material Topics

Environmental

- Biodiversity Protection
- Clean Energy Use
- Emissions Management
- Environmental Management
- Materials Specifications
- Waste Management
- Water Use

Social

- Community Engagement
- Health, Safety, Security
- Inclusion, Diversity, Equity
- Indigenous Relations
- Innovation
- Workforce Management

Governance

- Cybersecurity, Privacy
- Ethics, Compliance
- Human Rights
- Procurement
- Risk Management – Climate
- Risk Management – Overall

Prioritized Topics

To prioritize Stantec’s ESG material topics, we gathered input from our primary stakeholder groups (employees, clients, investors) through workshops, surveys, and desktop research.

We established scoring criteria to evaluate a series of questions related to our current and future risk exposures and opportunities for innovation. Considerations included Stantec’s level of influence, the maturity of our programs, and the potential role Stantec could play in helping to tackle some of the most urgent topics in the world today (such as climate change, water stress, and social justice).

Through the resulting scores, we prioritized the ESG topics for each value chain node (suppliers and partners, operations, and clients and communities) and grouped the topics into three levels of materiality (priority action topics, managed topics, and monitored topics).

VALUE CHAIN NODES

ESG Categories and Material Topics	Upstream: Suppliers and Partners	Operations: Stantec	Downstream: Clients and Communities
Environmental			
Biodiversity Protection	See procurement	Monitored	Managed
Clean Energy Use	See procurement	Priority	Priority
Emissions Management	See procurement	Priority	Priority
Environmental Management	See procurement	Managed	Monitored
Materials Specifications	See procurement	Monitored	Managed
Waste Management	See procurement	Managed	Managed
Water Use	Not applicable	Monitored	Priority
Social			
Community Engagement	See inclusion, diversity, and equity	Managed	Managed
Health, Safety, and Security	See procurement	Priority	Priority
Inclusion, Diversity, and Equity	Managed	Priority	Priority
Indigenous Relations	See inclusion, diversity, and equity	Managed	Managed
Innovation	Not applicable	Priority	Not applicable
Workforce Management	See procurement	Priority	Not applicable
Governance			
Cybersecurity and Privacy	See procurement	Priority	Priority
Ethics and Compliance	See procurement	Priority	Priority
Human Rights	See procurement	Managed	Managed
Procurement	Managed	Managed	Not applicable
Risk Management – Climate	Not applicable	Managed	Priority
Risk Management – Overall	Not applicable	Managed	Not applicable
Economic			
Financial Health	Not applicable	Priority	Not applicable

Materiality Levels

Priority action topics are those determined to be most material to Stantec and are a priority for both Stantec executive management and stakeholders. These topics are shaping the focus of our sustainability program and reporting and will inform our 2023 strategic planning.

Managed topics are those we will continue to 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.

Monitored topics are those that were not determined to be current or immediate material risks, but that we still monitor because they reflect our values and address specific stakeholder requirements.

Management approaches to address the newly identified and prioritized ESG topics are still a work in progress which will continue throughout 2023.

Sustainable Development Goals

IN THIS SECTION

Feature: Taking Climate Action

SDG Commitment

SDG Action

SDG Progress



Wailoa Hydropower Upgrade
Viti Levu, Fiji

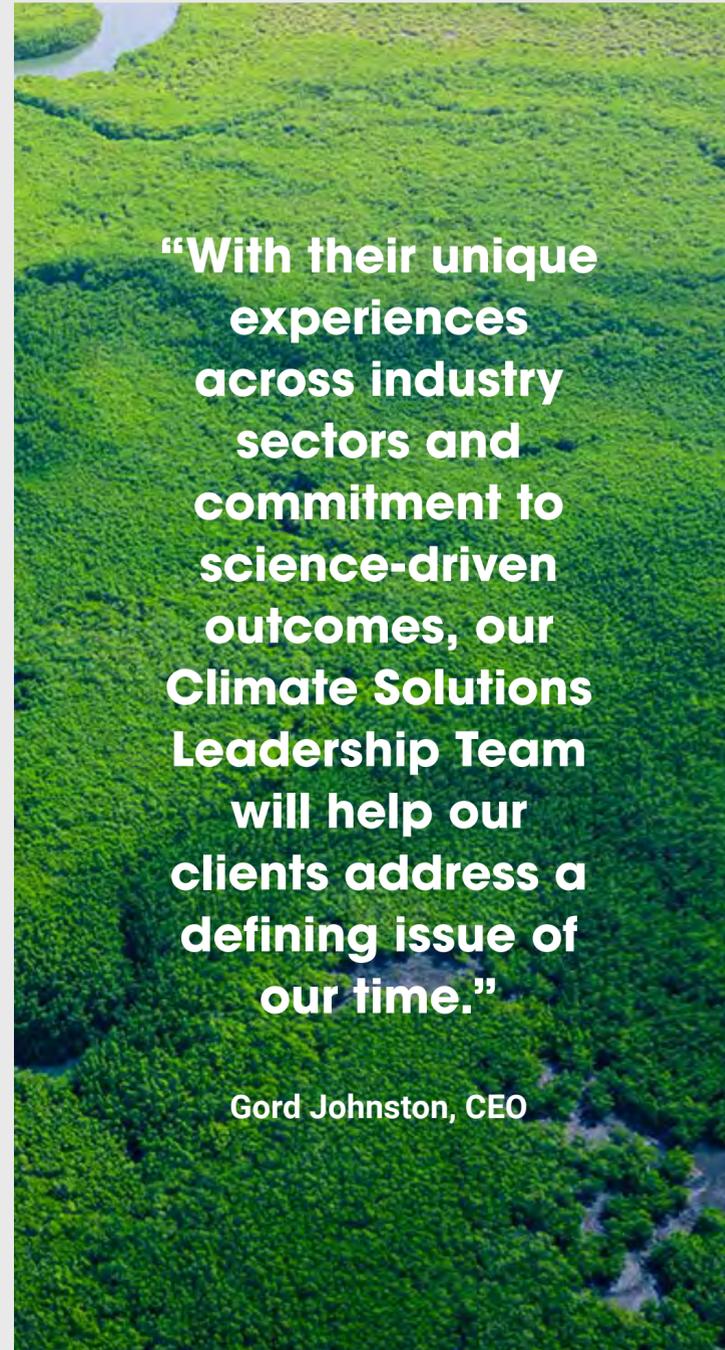




Stantec recognizes that urgent action on climate change is at the very core of sustainable development. Without mitigating greenhouse gases and adapting to a changed climate, none of the other SDGs will be achieved.

In 2022, Stantec appointed five Climate Solutions Leaders located around the world to focus on addressing climate change throughout our project work and to look for innovation opportunities. Together with Stantec’s Climate Science Director and SDG Impact Leader, this team leverages Stantec’s deep technical expertise across our businesses to rapidly expand market share and meet client needs with respect to climate change.

With sponsorship by senior leaders, the team drives Stantec’s Climate Solutions across Stantec business operating units to deliver innovative, integrated strategies for our clients, communities, and the environment.



Climate Solutions Leadership Team



Nicole Flanagan
Climate Solutions Leader
Ontario, Canada



Curt Bjurlin
Climate Solutions Leader
Wisconsin, United States



Natalie Muir
Climate Solutions Leader
Queensland, Australia



Christophe Leroy
Climate Solutions Leader
Brussels, Belgium



Lucy Wood
Climate Solutions Leader
England, United Kingdom



Dr. Francis Wiese
Climate Science Director
Alaska, United States



Rachel Bannon-Godfrey
SDG Impact Leader
England, United Kingdom



John Take
Executive Sponsor and
Chief Growth and
Innovation Officer
Arizona, United States



Susan Reisbord
Executive Sponsor and
Executive Vice President,
Environmental Services
Delaware, United States

SDG Commitment

The **UN Sustainable Development Goals (SDGs)** are a road map toward meeting the most urgent challenges facing communities across the world—from alleviating poverty and inequality, to providing access to clean water and energy, to protecting ecosystems on land and below water.

Stantec recognizes the critical role businesses play in achieving the resilient, equitable world described by the goals. As consultants in the built and natural environments, supporting the SDGs is a Stantec business imperative and describes what we mean when we say design with community in mind.

Purposeful action is critical. For Stantec, the defined metrics and global applicability of the SDGs provide focus and accountability across the full spectrum of expertise within our global operating units.

We use the SDGs to guide us towards project outcomes that have a positive impact on communities (both social and ecological).

In expanding our analysis to include the entire value chain, our ESG materiality refresh exercise highlighted strong alignment between the SDGs and the topics considered material to our project approach, delivery, and outcomes (see [Materiality](#)). Therefore, our SDG Impact Action Plan focuses on the clients and communities node of our value chain—supporting and empowering our practitioners to understand how they can apply their skillsets towards the SDGs in our project work.

While Stantec activities indirectly touch many of the 17 SDGs, to be most successful in advancing progress we focus on 7 core SDGs where we have the most direct influence and significant impact.

Stantec's Core SDGs

The image displays seven Sustainable Development Goals (SDGs) icons arranged in a grid. Each icon consists of a number in a black square, the goal name, and a white symbol. The goals are: 6 Clean Water and Sanitation (water tap), 7 Affordable and Clean Energy (sun with power symbol), 9 Industry, Innovation and Infrastructure (cubes), 11 Sustainable Cities and Communities (buildings), 13 Climate Action (globe with eye), 14 Life Below Water (fish), and 15 Life on Land (cloud and trees).

Stantec recognizes that achieving any of the SDGs is not possible without achieving SDG 13 Climate Action, so we use this as the core of our SDG approach. Stantec's SDG Impact Leader works closely with the Climate Solutions Leaders and Climate Science Director on initiatives that strengthen both our market opportunities and practitioner literacy across a broad range of climate mitigation and adaptation solutions.

At Stantec, we recognized early on that the SDGs describe the path toward a sustainable future, one that is not linear nor smooth but increasingly urgent for all companies to pursue. Our journey is well underway, and our pace is accelerating each year.



Sustainability at Stantec. Every Action. Every Decision.

At Stantec, we believe that sustainability is the responsibility of every employee and not just a small corporate group within our large company. With a focus on every action and decision, everyone at Stantec has an opportunity to achieve more sustainable outcomes.

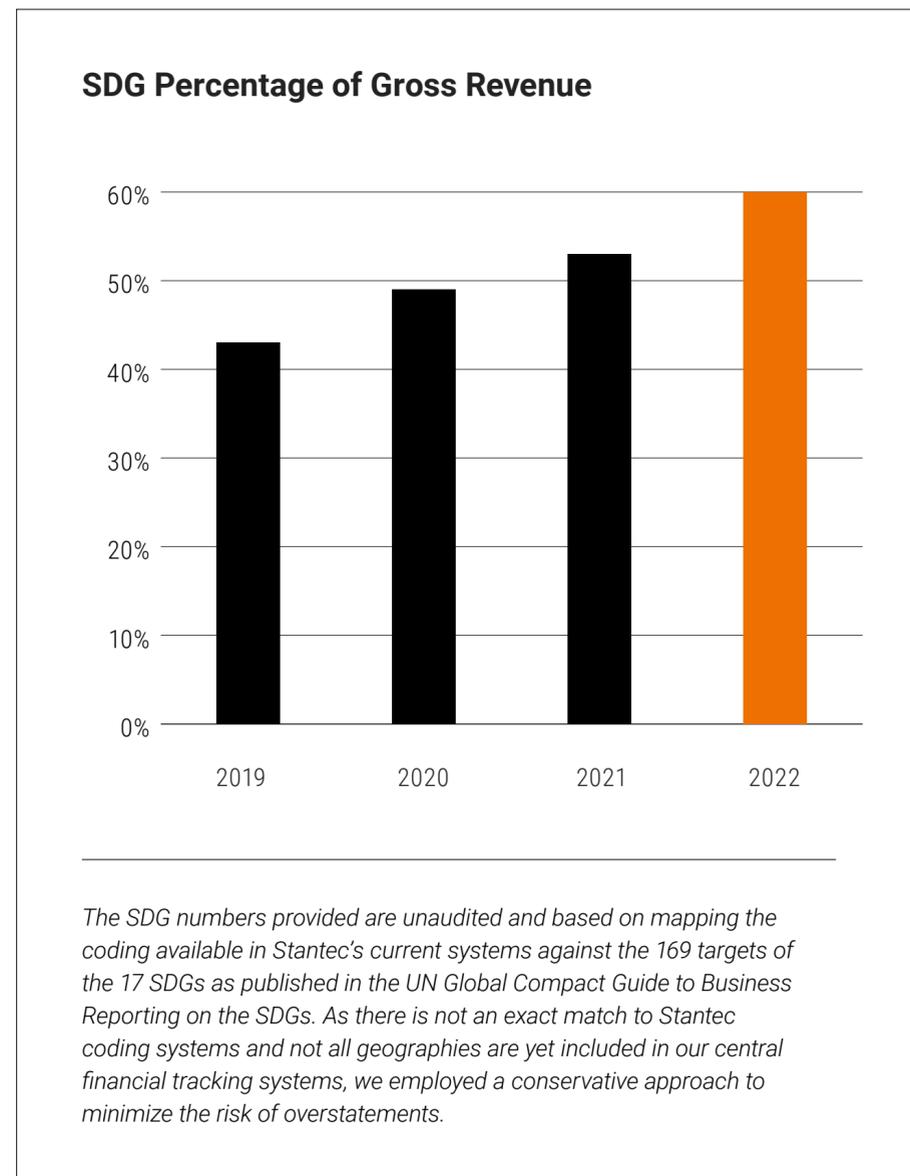
SDG Action

Our vision is that every Stantec employee understands the impact of their work on the SDGs and is driven to accelerate our collective progress toward sustainable development.

In 2022, Stantec

- Identified that 60% of our revenue (approximately \$3.4 billion) is connected to furthering one or more of our core SDGs
- Established a coordinated global climate business growth strategy, with dedicated client teams across our geographies that span our businesses and service offerings, reflecting the multi-faceted nature of the climate crisis
- Participated in two cohorts of the UN Global Compact SDG Ambition Accelerator Programs (Canada; International)

- Continued to support developing countries in their efforts to achieve resilient and equitable growth through the work of our [International Development](#) teams
- Furthered industry support of the SDG mission by becoming an actor partner in the [UN Decade on Ecosystem Restoration](#) and joining the [Coalition for Reimagined Mobility](#)—the first architectural and engineering firm to do so in both programs
- Attended the UN’s [COP27](#) climate change conference and hosted an intensive two-week synchronous program focused on helping clients and Stantec practitioners understand the magnitude and influence of climate change on the built environment



- Established climate-related risk task forces for climate-related risk management within two nodes of our value chain: clients and communities and Stantec operations
- Hosted a three-part [Climate Solutions webinar series](#) on climate change and business impacts for our clients and practitioners
- Launched a digital Organizational Network Analysis tool that maps Stantec’s sustainability-related subject matter experts and knowledge sharing networks across the Company to increase our agility in creating multi-discipline, multi-geography collaborative teams for highly sustainable project solutions
- Launched a virtual toolkit of SDG-related technical resources—a compilation of internal and external resources to help practitioners apply the SDGs as a lens on their project work—in conjunction with an internal awareness campaign to help Stantec practitioners understand how every single person can apply their skillsets towards the SDGs
- Hosted a Stantec employee climate challenge through Stantec’s [Serious Games](#) group with participation from more than 450 employees from 17 countries

SDG Progress

While the SDGs are integral to all nodes of Stantec’s value chain, we recognize our greatest potential for positive impact comes from the projects we deliver to clients.

To fulfill our promise to design with community in mind, our project work considers issues such as climate change and social justice. We help our clients see their projects through these lenses—and then our designs bring these ideas to life, creating positive environmental and social value for the world.

By focusing on the SDGs in our project work, Stantec partners with our clients to create shared value. For maximum effectiveness in our actions, we focused on the seven core SDGs we most directly influence in our typical consulting scope.

In defining our SDG strategy, we asked ourselves three questions:

1. What is the global challenge and corresponding business imperative for our clients that each of our core SDGs aims to solve?
2. What are the strategic opportunities for Stantec to apply our consulting expertise to the challenge?
3. What progress have we made in this topic to maintain our position as a leader in sustainable development?

On the following pages, you’ll see the progress Stantec is making in supporting our core SDGs. We’ve also included example projects to illustrate some of the positive impact our work has on the world.





SDG 6
Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

OUR CHALLENGE

Business imperative for Stantec clients and communities

- Decouple increases in water consumption and pollution from growth
- Consider consequences of industry and infrastructure on communities' water supplies across the entire value chain
- Leverage market position and purchasing power to support a circular water economy

OUR OPPORTUNITIES

Consulting imperative for Stantec practitioners

- Deliver innovative project solutions that improve access to safe, sustainable water supplies
- Deliver water and wastewater management solutions for every member of the community, helping to address systemic equity issues
- Prioritize circular water approaches (e.g., [One Water](#)), including beneficial water reuse and resiliency

OUR PROGRESS

Strategic actions taken to drive SDG progress

Strategic Investment

- [Water Institute for Technology & Policy](#)
- [Insight Analytics IBO](#)

Thought Leadership

- [Developing wastewater's circular economy: How do we gain public acceptance?](#)
- [Access to clean water for Toktogul](#)

Digital Solutions

- [Sewer Overflow Insights](#), [WaterWATCH](#)



PROJECT EXAMPLE

Improving Access to Clean and Safe Water

Kyrgyzstan | [Project Link](#)

As part of a larger framework created by the European Bank for Reconstruction and Development to improve water and sanitation infrastructure for cities throughout Central Asia, Stantec provided design, financial, and operational management services to rehabilitate the Toktogul water supply system in Kyrgyzstan.

The water supply operations in the area are characterized by severely deteriorated assets, high operations and maintenance costs, unreliable water supply, outbreaks of water-borne diseases, and low institutional capacity. Stantec services helped the city of Toktogul significantly improve access to clean and safe water and supported the overall financial and operational efficiency of the infrastructure through sustainable management strategies such as improved pricing frameworks.





SDG 7 Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable, and modern energy for all

OUR CHALLENGE

Business imperative for Stantec clients and communities

- Accelerate progress in the global energy transition
- Leverage business purchasing power to remove market cost barriers to clean energy for all communities

OUR OPPORTUNITIES

Consulting imperative for Stantec practitioners

- Deliver project solutions that result in adding new on-site or off-site renewable energy generation and storage to a community's energy grid
- Support clients in understanding renewable energy financing options and capex planning

OUR PROGRESS

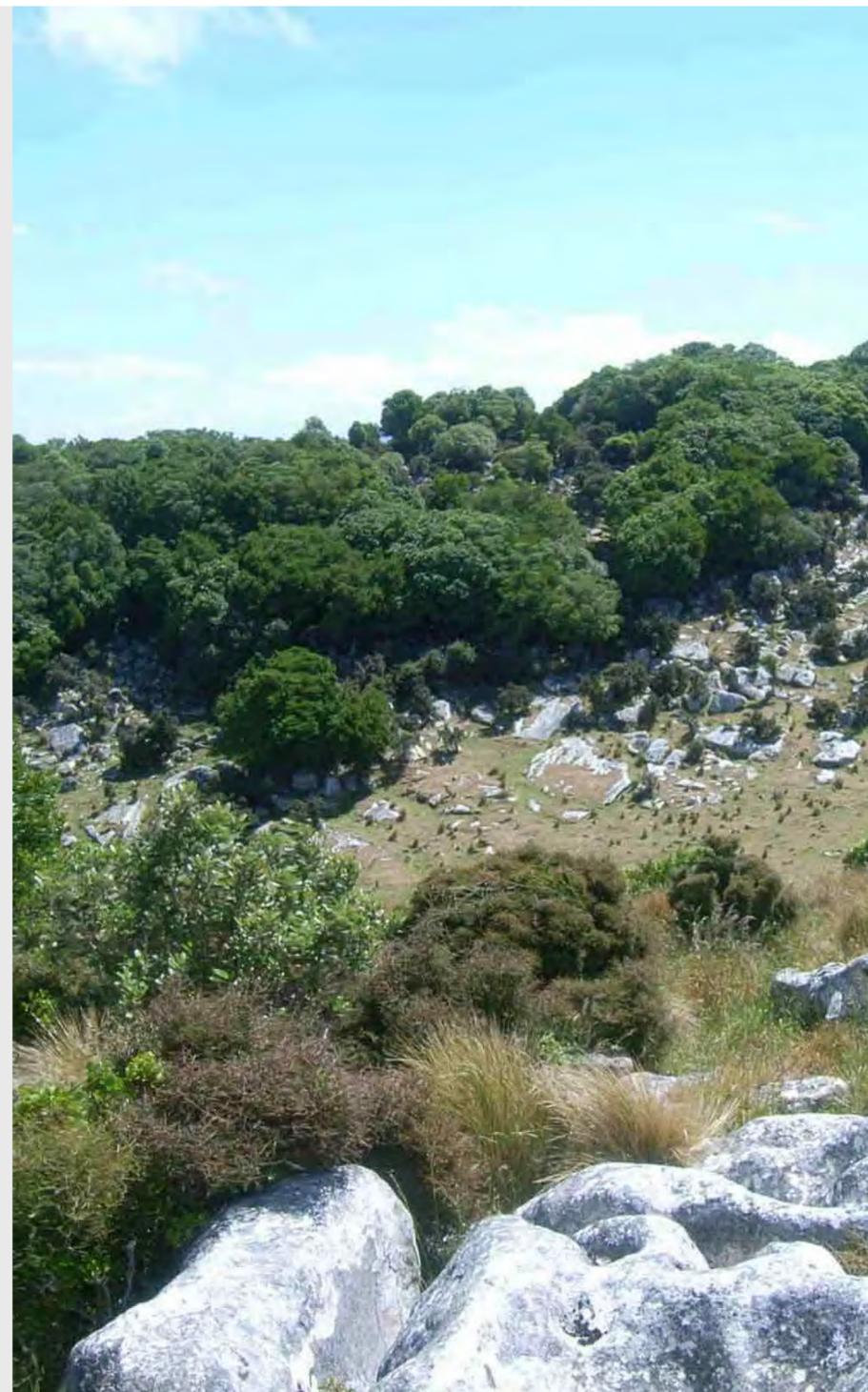
Strategic actions taken to drive SDG progress

Strategic Investment

- [Energy Transition SGI](#)

Thought Leadership

- [Powering our communities with offshore wind energy](#)



PROJECT EXAMPLE

Planning for the South Island's Largest Wind Farm

New Zealand | [Project Link](#)

The New Zealand government set a renewable electricity generation target of 90% by 2025 and 100% by 2030. The Mount Cass Wind Farm in Waipara will be the largest on the South Island and produce up to 93 megawatts of energy, enough to power approximately 40,000 homes and offset around 100,000 tons of CO₂ emissions per year. Additionally, this project creates more than 300 acres (121 hectares) of protected land with native shrubs and forests.

Stantec provided engineering services including access road design to enable transport of towers, blades, and turbines; assessment of construction effects; traffic assessments; and geotechnical services. Additionally, we reviewed management plans required under multiple consents.





SDG 9
Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

OUR CHALLENGE

Business imperative for Stantec clients and communities

- Upgrade existing infrastructure, or build new, to achieve greater efficiency in energy, water, and resource use
- Minimize impacts and provide greater resilience to climate-related physical risks and transitional risks

OUR OPPORTUNITIES

Consulting imperative for Stantec practitioners

- Deliver climate resilient, carbon neutral, net zero, and low water project solutions for infrastructure and industrial processes
- Assist clients in climate risk management across their value chain
- Help shorten and strengthen industrial supply chains

OUR PROGRESS

Strategic actions taken to drive SDG progress

Thought Leadership

- [A net zero world needs mining](#)

Digital Solutions

- [Environmental Impact Assessor, ExtractX](#)



PROJECT EXAMPLE

Automating Heavy Electric Vehicles

United States | [Project Link](#)

To help a large mining client increase the safety and efficiency of their operations as well as reduce their carbon footprint, Stantec is supporting their transition from the use of Class 8 trucks to automated heavy electric vehicles (HEV).

Our team conducted an HEV Industry Analysis to understand the suppliers that could meet the demanding conditions of the operation. We then chose the most promising alternatives and designed ore loading and unloading processes to leverage the benefits of automation.

By working directly with suppliers, Stantec provided a realistic look into the future of sustainable over-the-road trucking and its impact on mining operations that could potentially inspire others to consider using automated heavy trucks and catalyze significant emissions reductions in this critical industry.



**SDG 11
Sustainable
Cities and
Communities**

Make cities and human settlements inclusive, safe, resilient, and sustainable

OUR CHALLENGE

Business imperative for Stantec clients and communities

- Provide access to quality transit, affordable housing, and green spaces
- Strengthen disaster management and inclusive economic opportunities
- Safeguard cultural heritage
- Pay specific attention to impacts on communities' air and water quality and waste management

OUR OPPORTUNITIES

Consulting imperative for Stantec practitioners

- Deliver project solutions that have a positive impact on the most pressing environmental and social vulnerabilities communities face
- Prioritize upgrading existing infrastructure/buildings/resources, specifying local materials

OUR PROGRESS

Strategic actions taken to drive SDG progress

Strategic Investments

- [Smart Cities and Urban Places SGI](#)
- [GenerationAV IBO](#)
- [Buildings Carbon Impact Team](#)

Thought Leadership

- [Making urban places work for people](#)
- [What do data and broken sidewalks have to do with equity?](#)

Digital Solutions

- [Community Engage](#), [CommunityHQ](#), [Fire Flow](#), [ZEVDecide](#), [DebrisFlow Predictor](#), [DSEAR Analyzer](#), [FAMS](#), [Flood Alerts](#), [Flood Manager](#), [Flood Predictor](#)



PROJECT EXAMPLE

Improving Urban Design Using Visual, Aural, and Olfactory Experiences

United Kingdom | [Project Link](#)

Inclusive communities start with design grounded in an understanding of how different people experience the world around them. Described as one of London's most remarkable new buildings, the carbon net zero Person-Environment-Activity Research Laboratory (PEARL) offers full-size simulations and facilitates research to improve urban design through testing how people use the environment created by buildings, transport systems, and public spaces. The PEARL is University College London's first net zero building, and the first finished building to achieve an Outstanding rating under BREEAM standards.

Stantec provided the mechanical and electrical engineering necessary to create an immersive laboratory to monitor what people see, touch, hear, smell, or feel in real-world scenarios.



SDG 13 Climate Action

Take urgent action to combat climate change and its impacts

OUR CHALLENGE

Business imperative for Stantec clients and communities

- Take urgent action to increase climate-related resilience via climate change mitigation, adaptation, and disaster management
- Avoid, or significantly minimize, greenhouse gas emissions within the value chain
- Leverage market presence and purchasing power for climate action advocacy

OUR OPPORTUNITIES

Consulting imperative for Stantec practitioners

- Deliver climate risk assessments, greenhouse gas emissions inventories, road maps for decarbonization, and climate-related disaster management
- Apply subject matter expertise to educate clients, communities, industry groups, and policy regulators on strategies for accelerating climate mitigation and adaptation

OUR PROGRESS

Strategic actions taken to drive SDG progress

Strategic Investments

- [Climate Solutions](#)
- [CataVAULT IBO](#)
- [COP involvement](#)
- [BlueSky Equity Resources](#)

Thought Leadership

- [Climate change is the space race of my generation](#)
- [You have an energy transition or climate action plan, but is it integrated?](#)

Digital Solutions

- [AirLogic](#), [AirWATCH](#)



PROJECT EXAMPLE

Assessing Climate Risks on International Bridges

Canada | [Project Link](#)

In support of Federal Bridge Corporation Limited's (FBCL) climate-related risk management, Stantec completed site-specific climate risk assessments and developed risk adaptation measures for four international bridges between Canada and the United States.

Respecting the differing microclimates at each of the four sites, the assessment involved multiple workshops to advise on the respective vulnerability of the assets and develop site-specific risk mitigation and adaptation measures for the highest identified risks at each location. Ranging from extreme high and low temperatures to freezing rain, snowfall, and high wind events, the resulting climate risk assessments align with FBCL's policies, practices, and enterprise risk management system.



SDG 14 Life Below Water

Conserve and sustainably use the oceans, seas, and marine resources for sustainable development

OUR CHALLENGE

Business imperative for Stantec clients and communities

- Protect and restore marine ecosystems, and the communities who depend on them
- Understand the role of marine resources in the value chain, and the imperative of ecosystem protection and restoration

OUR OPPORTUNITIES

Consulting imperative for Stantec practitioners

- Deliver innovative coastal and marine engineering, design, monitoring, scientific analysis, and environmental disaster mitigation and response
- Prioritize nature-based solutions to avoid further negative impacts of infrastructure interventions

OUR PROGRESS

Strategic actions taken to drive SDG progress

Strategic Investments

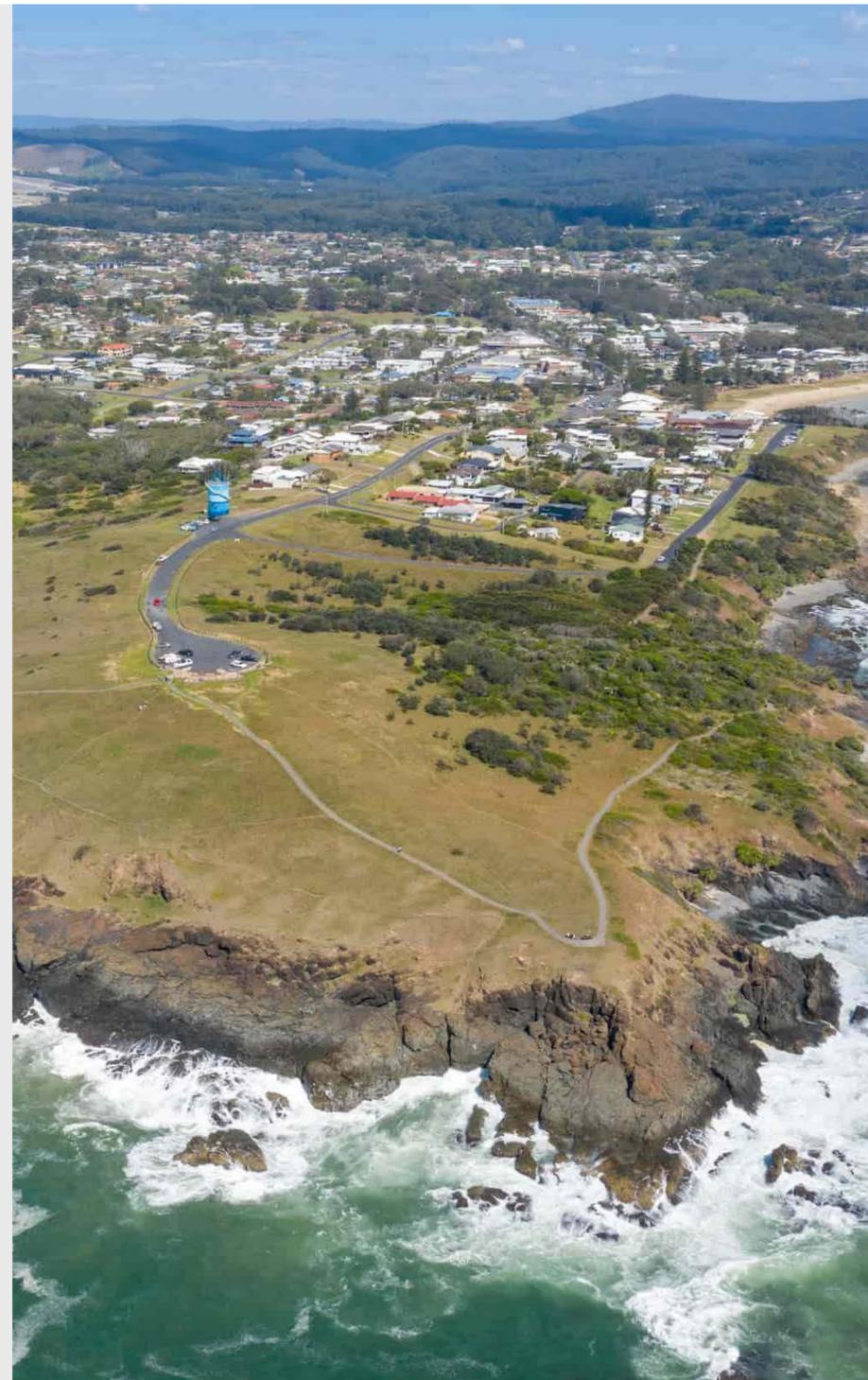
- [Coastal Resilience SGI](#)

Thought Leadership

- [Nature-based protections against storm surges](#)

Digital Solution

- [eDNA](#)



PROJECT EXAMPLE

Protecting a Coastline from Potential Tsunami Impacts

Australia | [Project Link](#)

With 800 miles (1,287 kilometers) of coastline, keeping communities and marine ecosystems safe against unforeseen threats is challenging in New South Wales. Recognizing the more information we have, the better we can prepare, the government looked to Stantec for help understanding the local tsunami risk profile and to explore safeguarding measures.

We completed detailed tsunami inundation modeling, hazard mapping, and exposure assessments for sites along the coastline. The client used our inputs for assisting in the development of their tsunami emergency planning response and community education. This study expands the current understanding of nearshore tsunami behavior and how it's affected by different variables such as earthquake source location, rupture magnitude, and the impact of coastline types, with long-term benefits for emergency management in coastal communities.





SDG 15 Life on Land

Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation, and halt biodiversity loss

OUR CHALLENGE

Business imperative for Stantec clients and communities

- Protect and restore land-based ecosystems, and the communities who depend on them
- Understand the impact of ecosystem degradation on the value chain, and the imperative of restoring, protecting, and sustainably managing natural resources

OUR OPPORTUNITIES

Consulting imperative for Stantec practitioners

- Deliver project solutions for the protection, restoration and sustainable management of forests, wetlands, mountains, and drylands
- Prioritize nature-based solutions to avoid further negative impacts of infrastructure interventions

OUR PROGRESS

Strategic actions taken to drive SDG progress

Strategic Investments

- [Ecosystem Restoration SGI](#)
- [UN Decade on Ecosystem Restoration](#)

Thought Leadership

- [Six ways to meet your ESG goals through nature](#)
- [Five steps companies can follow to change unused spaces into eye-popping pollinator habitat](#)

Digital Solutions:

- [EchoPITCH](#), [EnviroExplore](#), [onLOOKer](#), [WetlandWATCH](#)



PROJECT EXAMPLE

Creating Pollinator-Friendly Solar Energy

United States | [Project Link](#)

The number of solar arrays needed to achieve clean energy targets is vast. So is the opportunity for a systems-thinking approach that achieves solar installations in open space that benefits pollinators, such as bees and butterflies, while also producing clean energy.

Stantec is supporting PHASE (Pollinator Habitat Aligned with Solar Energy), a research project funded by the US Department of Energy to evaluate the scalability and configuration of plantings to encourage pollinators such as bees and butterflies at large-scale solar facilities.

We are leading the development of four tools to support accurately choosing the best pollinator-friendly vegetation for solar sites: an implementation manual, a cost-benefit calculator, a seed mix selection tool, and a pollinator habitat assessment module. Together, they help guide vegetation decision-making throughout projects like these.



Environment

IN THIS SECTION

Feature: Progressing Net Zero

Environmental Protection

Emissions Management

Resource Conservation



Wedgewood Creek Wildlife Crossing
Alberta, Canada



FEATURE

Progressing Net Zero



The science is clear: to avoid the most catastrophic effects of climate change, it is essential to reduce greenhouse gas emissions and keep global warming below 1.5°C above pre-industrial levels.

As part of our continued leadership in industry-leading sustainability practices, Stantec is committed to achieving operational net zero. Besides the scientific and moral reasons to minimize our climate change contributions, this pledge reflects our values, inspires our employees, and encourages others to act.

We will achieve this goal through measured, purposeful, and science-based actions.

STANTEC'S NET ZERO PHASES

PHASE 1: Reducing Emissions

Emissions reductions in line with our approved 1.5°C science-based targets. Includes a significant use of renewable energy and sustainable aviation fuel.

PHASE 2: Carbon Neutrality

While continuing to reduce operational emissions, balance the impact of residual emissions through the purchase of high-value carbon offsets.

PHASE 3: Net Zero Transition

Shifting from purchase of third-party carbon offsets to performance of Stantec-driven projects that provide additionality.

PHASE 4: Science-based Net Zero

Reducing emissions to near zero and balancing residual emissions through permanent removal and carbon storage credits.

In 2022, beyond reducing our emissions through conservation efforts, we also made a significant commitment to renewable energy use and began the purchase of sustainable aviation fuel.

To balance the remaining emissions (that have not been yet reduced or converted to renewable energy), Stantec purchased carbon offsets.

To maximize the benefits, Stantec invests in high-value and third-party certified nature-based and technological emissions reduction solutions in the broader marketplace with a focus on projects that support Indigenous communities.

While Stantec's near-term scope 3 science-based target encompasses only the business travel category,

our carbon neutrality actions cover all reported scope 3 emissions categories.

The purchase of carbon offsets is an investment beyond our value chain. Carbon offsets do not reduce reported emissions.

Environmental Protection

Stantec works hard to minimize the environmental footprint of our operations, improve the environmental performance of the projects we support, and encourage the circular economy.

In 2022, Stantec

- Was named an official actor partner of the [UN Decade on Ecosystem Restoration](#) and accepted to the US [Network for Engineering with Nature](#)—the first architectural and engineering consultant accepted to both organizations
- Formalized a global [Climate Solutions Leadership Team](#) to comprehensively address climate-related risks and opportunities in our project work
- Formalized a global SDG Impact Leadership role to enhance Company systems and improve environmental and social performance in our project outcomes

- Assigned a corporate-level environmental director to proactively manage Stantec’s environmental risks on our projects and in our offices and continued globalization of our ISO 14001-certified environmental management system (with local regulatory linkages for over 30 countries)
- Attended an invitation-only, pre-COP27 CEO Summit at Buckingham Palace to accelerate climate action—hosted by King Charles III for CEOs of companies considered sustainability leaders
- Influenced industry peers and players through thought leadership on the [challenges and opportunities of nature-based solutions](#) and [how to develop a wastewater circular economy](#)
- Promoted resilient native landscapes through our [native plant nursery](#)—new to Stantec from

the Cardno acquisition—producing seed mixes and deep-rooted native plants critical to shoreline stabilization and erosion control

- Won the [UK Biodiversity Challenge](#) for designing one of the first biodiversity net gain positive wastewater treatment plants
- Was recognized for environmental leadership through the [UK Water Industry Awards](#) and by the [New Zealand Commonwealth Association of Planners](#) by winning the Wastewater Innovation Project of the Year, Natural Capital Initiative of the Year, and the Planning for Conservation of the Built and Natural Environment and Cultural Heritage award
- Invested in our planet with Earth Day community engagement activities facilitated by 37 of our [Developing Professionals Group](#) chapters across 10 countries



 **Albany Desalination Plant
Flora Vegetation**
Western Australia, Australia

Stantec’s 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 globalized ISO 14001-certified environmental management system, which forms part of our integrated management system. For our clients, across all business operating units, we provide environmental conservation, mitigation, restoration, and adaptation services. We design renewable energy systems as well as energy efficient, resilient buildings and infrastructure.

[See Management Approach](#)

[See Environmental Policy](#)

Emissions Management

Stantec is focused on operational carbon reduction and has measured, analyzed, managed, and reduced our carbon footprint since 2010. We externally verify our emissions, have near-term emission reduction targets approved by the Science Based Targets initiative, and are committed to achieve operational net zero. For our clients, we provide greenhouse gas reporting and verification services, advise on net zero strategies, and regularly incorporate energy efficiency measures into our designs.

In 2022, Stantec

- Exceeded our interim science-based target (SBT) emissions reduction projections—a key performance indicator of our sustainability linked loan¹

- Met our operational carbon neutrality commitment by reducing emissions in line with our SBT, purchasing renewable energy, and balancing residual emissions through the purchase of high-value carbon offsets (see [Progressing Net Zero](#))
- Was recognized as a CDP Climate Leader through our A- score—for the fifth year in a row—reflecting climate leadership
- Consumed renewable energy equivalent to 92% of our operational electricity use through installed solar, green tariffs, and certified wind and solar energy attribute certificates
- Progressed self-generation of renewable energy in the offices we lease; for example, we are in the process of switching to solar power generation on the office rooftop of our new Pune, India, office

- Purchased sustainable aviation fuel (SAF) to reduce our business travel emissions²
- Incorporated five acquisitions into Stantec’s operational carbon footprint (two from 2022 and three from year-end 2021) as well as new activity data sources (owned drill rigs, use of a private jet by executives, office waste, and the native plant nursery) while continuing to reduce our reported emissions
- Increased our equity investment in [BlueSky Resources](#) to further the development and use of remote sensing to produce near real-time emission and air pollutant data tracking (see [Innovation](#))
- Progressed our involvement with the AIA 2030 Commitment—by 2030, design of new buildings and major renovations will be carbon neutral

- Participated in the SE2050 Challenge—reducing embodied carbon through less impactful structural materials
- Committed to apply PAS 2080 principals—reducing embodied carbon in infrastructure project designs—across our UK projects, starting with the Water business line³

¹ Stantec’s Approved SBTs: Stantec commits to reduce absolute scope 1 and 2 emissions 47% by 2030 from a 2019 base year and absolute scope 3 emissions from business travel by 47% within the same timeframe.

² Sustainable Aviation Fuel: By purchasing SAF, an emissions avoidance and reduction strategy, we leverage a market mechanism to effectively “replace” traditional jet fuel with lower carbon intensity fuel.

³ PAS 2080: A British Standards Institution standard for carbon management (reduction) in infrastructure that cuts costs, improves efficiency, and helps address climate change issues.

Stantec’s Approach

Stantec follows the GHG Protocol and annually calculates, validates, and reports our operational emissions. We have approved near-term SBTs and are reducing emissions through activities such as office consolidation, renewable energy use, SAF purchases, and travel reductions. 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. For our clients, subject matter expertise across our business helps us minimize the emissions of the projects we design.

[See Management Approach](#)

[See Emissions Data](#)

Resource Conservation

Stantec consistently conserves resources in our operations and project work to produce direct environmental benefits, increase efficiencies, and reduce costs.

In 2022, Stantec

- Entered the second year of our office consolidation program—a primary emissions reduction initiative (see [Procurement](#))
- Minimized waste during office moves and redesigns (see [Procurement](#))
- Resumed hosting of a hybrid in-person and virtual Innovation Summit—held virtually during the COVID-19 pandemic—as an eco-event, accomplishing approximately 80% waste diversion (see [Innovation](#))
- Provided access to more than 24,600 technical and scientific journals, as well as 37,000

e-books, providing employees with a paperless way to stay up to date with scientific developments, monitor emerging trends, and identify subject experts (see [Integrated Management System](#))

- Established a [sustainable mining](#) approach for our clients to transform emissions, tailings, and water management risks into opportunities
- Progressed our commitment to the AIA Materials Pledge—using products that support human, climate, ecosystem, and social health
- In Canada, introduced a new print services program to match that of our United States operations, helping us continue efforts to reduce the need for printing and secure the use of post-consumer recycled paper

- In the United States, upcycled seed and plug production waste at our [native plant nursery](#) along with a program that collects leaf waste from the surrounding township to produce useable compost, thus minimizing herbicide usage and reducing irrigation needs
- In the United Kingdom, entered a new copier contract to reduce the number of devices and print volumes and introduced a series of employee benefits aimed at reducing emissions from employee commuting
- In Latin America, implemented a paper reduction program that decreased the consumption of printer paper by more than 88% (Chile), promoted a sustainable mobility program (Argentina), and encouraged the responsible use of energy, water, and recycling in the office, on project sites, and at home (Peru)



Stantec Native Plant Nursery
Indiana, United States

Stantec's 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, reducing our consumption, recycling, and composting. We mitigate vehicle emissions through our Fleet Management team and deploy hybrid and electric vehicles where possible within our fleet. Remote working options for our employees conserve energy and fuel needs. We apply the same philosophy to our project work through a focus on waste reduction and the circular economy.

[See Management Approach](#)

[See Energy, Water, and Waste Data](#)

Social

IN THIS SECTION

Feature: The Art Of Inclusion

Workforce Management

Inclusion, Diversity, and Equity

Health, Safety, and Security

Innovation

Indigenous Relations

Community Engagement



Stantec Employees
Alberta, Canada



FEATURE

The Art of Inclusion

During 2022's Stantec in the Community Week, volunteers designed and painted a [crosswalk mural](#) outside Stantec Tower to support a downtown beautification project in Edmonton, Alberta.

The mural represents Stantec's Employee Resource Groups (ERGs) and symbolizes Stantec's ongoing efforts to create a workplace atmosphere where everyone feels safe and comfortable enough to be their authentic selves. The mural also reflects Edmonton's rich history and diversity, experienced daily by those working in and around Stantec Tower.



Through action and art, our people work to create diverse, inclusive communities.



Persons with Disabilities:
Colorful addition symbols for inclusion

Pride@ Stantec:
Pride flag

Asians@ Stantec:
Mandala

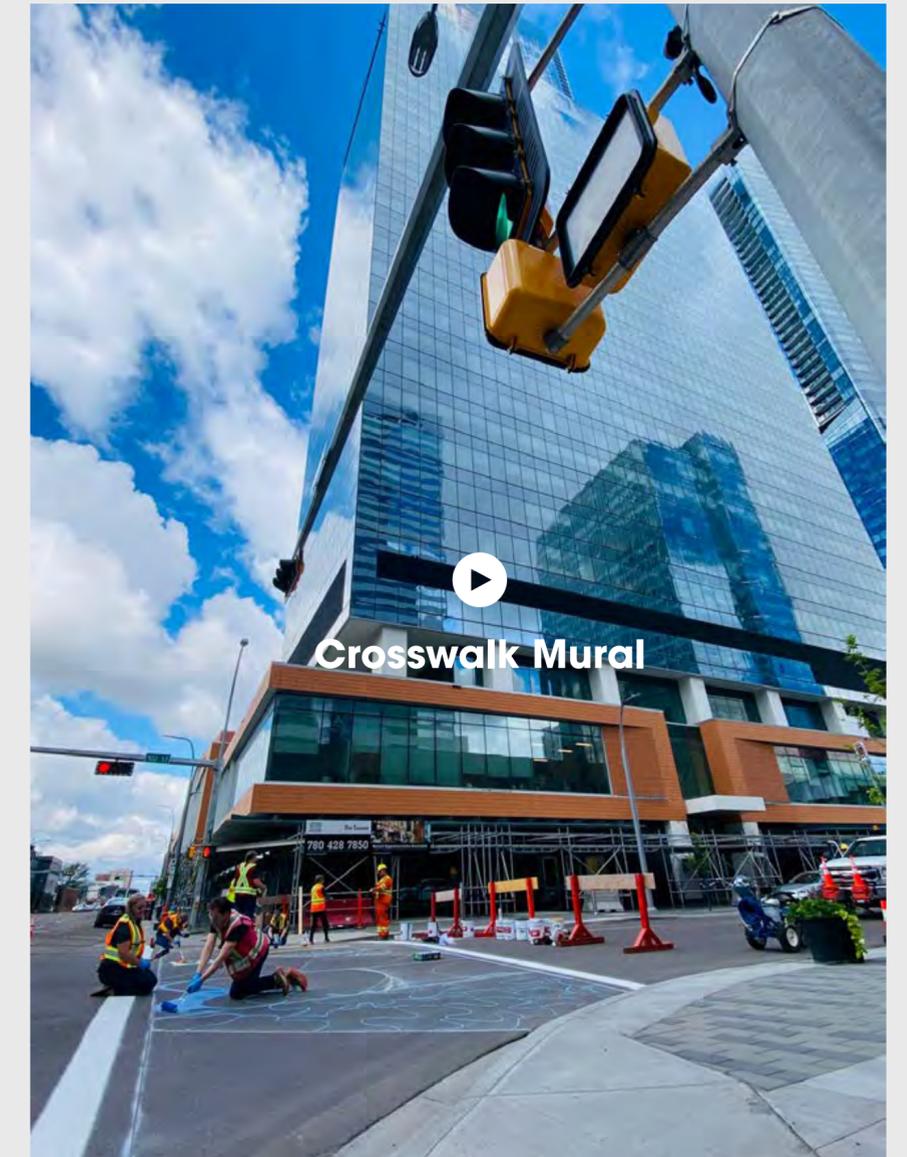
Latinos in Stantec:
Latino textile

Women@ Stantec:
Silhouettes of a woman

BLK_ERG:
Shades of brown and black

Indigenous Connections:
Symbolizes Canada Treaty 6

Military and Veteran Advocates:
Camouflage pattern



▶ Crosswalk Mural

Watch Stantec volunteers create the Edmonton crosswalk mural.

Workforce Management

Our people are at the heart of our business and the reason we are a top-tier design, architecture, engineering, planning, digital technology, project management, and scientific consulting services firm. We continuously strive to build an inspiring, inclusive work environment and recruit, develop, and retain top talent.

In 2022, Stantec

- Continued to embed our Global Career Framework¹ and raised awareness through education sessions and targeted conversations around career growth and personal development
- Maintained an industry-leading percentage of female employees—36%
- Advanced women in leadership with vice president promotions being 43% female

- Revamped and launched programs to enhance our internship and graduates programs
- Supported employees with Stantec BetterTogether Fund grants—a program that helps Stantec employees facing financial hardship from a natural disaster or unforeseen personal challenge
- Introduced Insights Discovery—a psychometric tool to help employees become self-aware of their work style preferences and help them diagnose and adapt to the preferences of others
- In North America, continued our pay gap analysis based on gender and minority status—finding a 3% and 1% compa-ratio base pay gap, respectively, a 1% improvement of our gender pay gap since 2021 with minority status remaining static—and prepared to expand the analysis to other geographies

- In North America, built on the success of our Supervisor Development Network by offering practical action-oriented learning sessions focused on compensation, productivity, career development, learning, recognition and rewards, and talent brand
- In North America, implemented a candidate relationship management system and celebrated our talent acquisition successes through the [Candidate Experience Award](#)—received for the fourth consecutive year—and the [Campus Forward Award](#)
- In the United States, introduced a new paid family leave benefit above that required by law—allowing 12 weeks to bond with a new child(ren), care for health conditions of a family member, or address needs when a family member deploys



- Supported mental health by launching a Mental Health Champions program (India), hosting a Vitality bingo challenge (United States), and expanding our mental health first aiders network and Well-being Champions program (United Kingdom)
- In the United Kingdom, recognized for our mental health programs through a [Mind Workplace Well-being Award](#)
- In the Netherlands, Belgium, and the Middle East, completed system integration into Stantec's central human resources information systems

- In Taiwan, encouraged employee health and self-care through office-based competitions that resulted in financial support for the Waiting Children's Council
- In the United Arab Emirates, received Ministry of Human Resources & Emiratization recognition for being a national talent partner

¹ Stantec's Global Career Framework: Introduced in 2021 as our foundation for globally consistent career streams, job levels, and job competencies.

Stantec's Approach

Stantec actively works to attract employees with a wide range of talents, perspectives, and experiences. Our recruitment practices, employee benefits, training and development programs, and empowerment opportunities provide our people with the foundation and resources needed to be successful and effective individuals, both in their professional and personal lives. Stantec evaluates our talent management success through employee surveys, external benchmarking, and tracking statistics such as employee turnover.

[See Management Approach](#)

[See Equal Employment Opportunity Policy](#)

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

[See Workforce Statistics](#)

Inclusion, Diversity, and Equity

Stantec creates opportunities by inviting, embracing, and celebrating differences. Inclusion, diversity, and equity foster a healthy range of views, facilitates innovation, improves results, and nurtures a sense of belonging. Whether in the office, in the industry, on a project team, or as a client representative within a community, all of us—together—shape a culture of mutual support and acceptance.

In 2022, Stantec

- Renamed our top human resources position to chief people and inclusion officer, held by [Asifa Samji](#), highlighting our commitment to inclusion, diversity, and equity at the highest levels of our Company
- Continued our commitment to and participation in the [UN Women’s Empowerment Principles](#)

- Was named to the [Bloomberg Gender Equality Index](#) for the fourth year in a row—a key performance indicator of our sustainability linked loan—with a 19% improvement in our score since first making the index in 2020
- Was recognized for supporting LGBTQ+ inclusion through high scores in the [Workplace Pride Global Benchmark](#) report (Ambassador level) and by signing the [Declaration of Amsterdam](#)
- Joined the [Coalition for Reimagined Mobility](#)—the only member from the architectural and engineering industry—to advance equitable, sustainable global transportation, with our chief operating officer of North America, [Stu Lerner](#), named the newest commissioner
- Promoted equity in our project work through Stantec’s SocioEco-Equity Network (SEEN), where subject matter experts share innovative

strategies for socioeconomic analysis, effective community engagement, equity in the built environment, and how to best support communities historically subjected to environmental justice discriminatory practices (see [Why We Act](#))

- Promoted the concept of [universal design](#) in our project work—designing environments so they can be accessed and used by as many people as possible
- Supported 44 students around the world with \$200,000 in [Equity and Diversity Scholarships](#) (see [Community Engagement](#))
- Expanded our [employee resource groups](#) to 68 chapters across 10 affinities, including Women, Pride, Asians, Latinos, Black, Indigenous, Individuals with Disabilities, Military and Veteran, among others

- Continued [partnerships and recruitment activities](#) with minority-focused STEM organizations, including the National Organization of Minority Architects, National Society of Black Engineers, National Society of Hispanic Engineers, ACE Mentor Program, Society for Hispanic Professional Engineers, Society of Women Engineers, American Indian Science and Engineering Society, Society of Asian Scientists and Engineers, Out for Undergrad, and the Alaska Native Program, among others
- Partnered with organizations to promote acceptance in our Company and industry, including [Neurodiversity in Business](#), Stonewall, Lexxic, Business Disability Forum, Catalyst, Rainbow Tick, Employers’ Initiative on Domestic Abuse, and the Building Equality|LGBTQ+ Construction Working Group, among others

Stantec’s 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 and project teams accountable for meeting Company expectations. Our formal Inclusion, Diversity, and Equity Program was developed based on leadership buy-in, employee input, and industry best practices. The program is led by a dedicated team who directly report to our chief people and inclusion officer.

[See Management Approach](#)

[See Diversity Policy](#)

[See Workforce Statistics](#)

Inclusion, Diversity, and Equity, Continued

- Recognized by Viqtory with a gold ranking for being a [Military Friendly Employer](#) and supported veterans through sponsorships and awards with the US Army Women’s Foundation Scholarship and Hall of Fame induction, US Society of American Military Engineers Career Transition Workshop, and UK [Defense Employer Recognition Scheme](#)
- Launched a series of inclusion, diversity, and equity career performance goals to help individuals more purposely contribute to Stantec’s strategy
- In North America, completed inclusion, diversity, and equity assessments of our benefits providers
- In Canada, was listed on *The Globe and Mail’s* [Women Lead Here](#) benchmark on executive gender diversity; received recognition for inclusion, diversity, and equity efforts in engineering through the Canadian Consulting Engineers [Award of Excellence](#); and received the [Community Outreach and In-House Initiative Awards](#) from Consulting Engineers Alberta
- In the United Kingdom, hosted Social Value week for a second year, where practitioners collaborate to enhance and quantify the ways Stantec improves quality of life for people and communities
- In New Zealand and Australia, rolled out Disability Confidence Training sessions through our partnership with the Australian Network on Disability
- In New Zealand, was accredited by Rainbow Tick as a workplace that understands and welcomes sexual and gender diversity
- In Australia and New Zealand, promoted our gender affirmation policy and associated leave to support staff who are medically affirming their gender with paid time off work to best recover from surgery
- In Latin America, challenged gender norms through programs like “Empoderada” (Empowered) in Argentina; “Basta Ya” (Enough), Women’s Leadership Mentoring, and Women in Mining in Peru; and a Women’s Forum led by our Chile Country Manager, [Rosario Urrutia](#)
- In the Middle East, arranged an International Women in Engineering Day event inviting participants from 36 regional universities, featuring a joint panel of our regional female leaders and female leaders from our client organizations
- In the Netherlands, collaborated with Colourful Jobs to promote our vacancies to a more diverse audience
- In Italy, collaborated with architectural and engineering companies led by female managers—such as our Italian operation, run by [Emanuela Sturniolo](#)—to create Womeng (Women in Engineering), aimed at promoting and supporting women within the sector across the country

Workplace Pride

Workplace Pride is an Amsterdam non-profit focused on improving LGBTQ+ inclusion in the workplace with a Global Benchmark Report that measures employer practices.

In Stantec’s 2022 report, we earned [Workplace Pride’s Ambassador](#) level with a score of 76%, up from 61% in 2021. This places us higher than average in all areas measured by Workplace Pride: policy and communication, employee network, workplace awareness, support and benefits, inclusion and engagement, expertise and monitoring, business and supplier management, and societal impact.

Also in 2022, Stantec became the 39th international organization to sign Workplace Pride’s [Declaration of Amsterdam](#), a document committing signatories to create a safe and inclusive corporate culture. For taking this step, we were [recognized as an industry leader](#) by *Environmental Business International*.

Inclusion, Diversity, and Equity, Continued

Transformative work is born from diversity. At Stantec, we start with inclusion—because without inclusion, diversity is challenging to achieve and even more difficult to maintain.

Inclusion is a mindset—a chance to learn together and from one another. Stantec has passionate people that act as inclusion, diversity, and equity (ID&E) champions, breaking down barriers that might accidentally introduce bias and encouraging people to celebrate their identity and unique voice.

Beyond Stantec’s dedicated team focused on ID&E in our business culture, meet a few of our volunteer change agents from around the globe:

Inclusion Change Agents



Mila Philipzig
Persons of Color
Committee Chair
Alberta, Canada



Emily Rousseau
Women’s Leadership
Development
Committee Chair
Pune, India



Eruera Lee-Morgan
Pou Ārahi Māori
Cultural Leader
Aotearoa, New Zealand



Martin Scragg
Neurodiversity Employee
Resource Group Chair
High Wycombe, England



Christina McKelphin
National Society for Black
Engineers Liaison
Florida, United States



Josh Workman
Canada ID&E
Council, Chair
Alberta, Canada



Sheina Hughes
United States ID&E
Council Chair
Washington,
United States



Angie Sakata
Latin America ID&E
Council Chair
Lima, Peru



Venelina Kostourkov
Asia Pacific ID&E
Council Chair
Western Australia,
Australia



Pieter van der Zwet
Continental Europe
and Middle East ID&E
Council Chair
Delft, Netherlands

Health, Safety, and Security

At Stantec, we care about our people and those around us—at work, home, and in our communities. We use our SaferTogether™ culture to support knowledge, communication, relationships, and a 24/7 safety mindset in all we do. 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 2022, Stantec

- Realized a TRIR¹ of 0.29 (a reduction from 0.32 in 2021 and better than our goal of 0.5)
- Realized a LISI² of 1.87 (better than our goal of 1.0 but lower than our previous rate of 2.24 as we introduce this Stantec tracking approach to recent acquisitions)

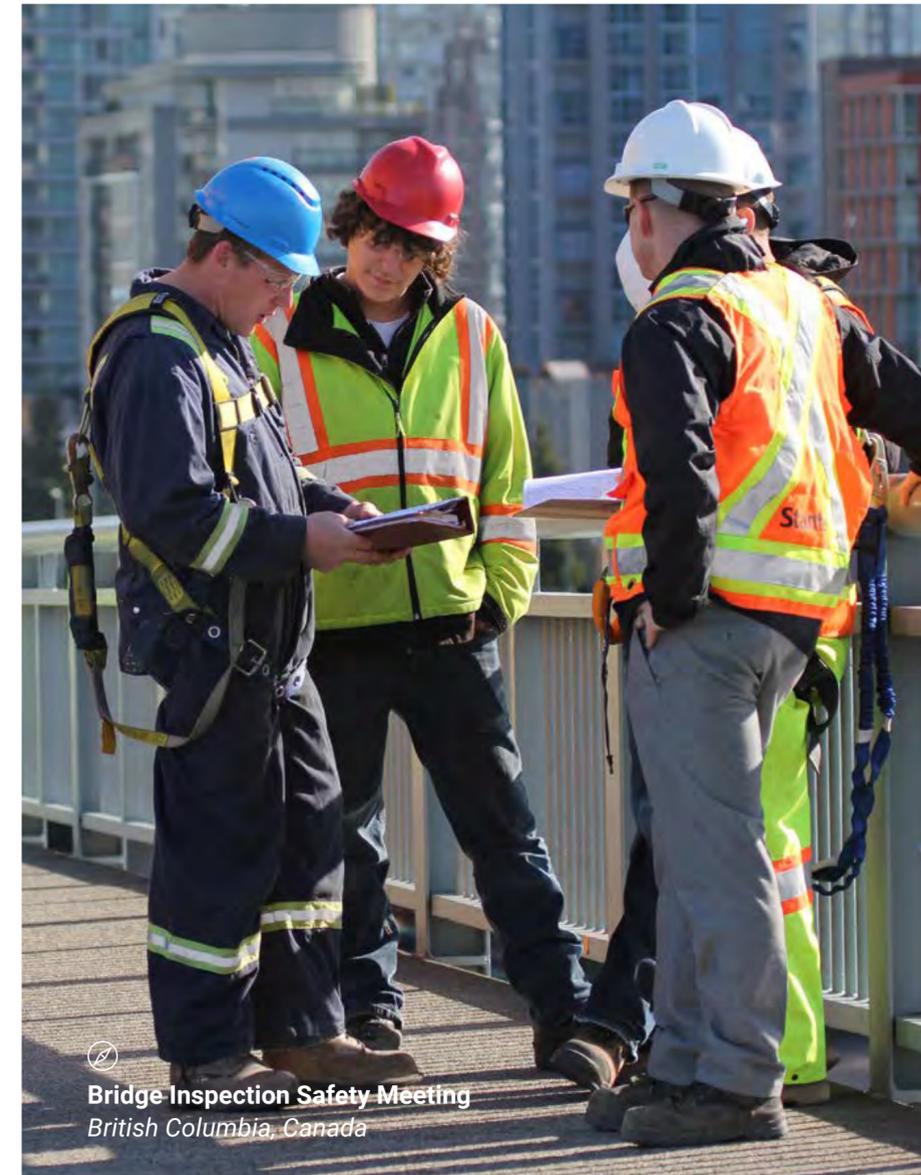
- Completed a worldwide roll-out of Pro-Sapien—a paperless, one-stop solution for streamlined tracking and more proactive response to health and safety issues—to help us with reporting, escalating, and managing incidents, near misses, and leading indicator activities
- Completed the North America roll out of Supervising for Safety Together (touting 90% coverage)—facilitated sessions so that supervisors are best able to drive safety conversations at a local level—and began expansion enterprise-wide
- Logged more than 24,000 domestic and 4,000 international trips (including trips to areas rated as having high or extreme travel risks) without a security incident
- In the United States, formed the first LGBTQ+ Special Interest Group, [PR\(IH\)DE](#), representing occupational

and environmental health and safety LGBTQ+ professionals and their allies in the American Industrial Hygiene Foundation

- In the United Kingdom, was awarded the [Order of Distinction](#) from the internationally renowned Royal Society for the Prevention of Accidents for the 19th consecutive year
- In New Zealand, recognized with a [Health and Safety Innovation Award](#) by Water New Zealand

¹ TRIR – A lagging indicator that tracks the number of recordable incidents that a company experiences during a year, normalized to 100 full-time employees. A low TRIR score is desirable.

² LISI – A Stantec-defined index composed of leading indicators that measures proactive and preventive activities. Performing leading indicators activities is intended to positively impact the safety culture of the organization, by promoting a proactive approach to health and safety. A high LISI score is desirable.



Bridge Inspection Safety Meeting
British Columbia, Canada

Stantec's Approach

Our Health, Safety, and Security Policy, and our ISO 45001-certified occupational health and safety management system, part of our integrated management system, supports the Company's expectation that everyone has a role to play in their own safety and the safety of others. We apply such principles while providing safe workplaces, managing our operations, planning and executing projects, traveling, sharing best practices and lessons learned, and focusing on continuous improvement.

[See Management Approach](#)

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

[See Workplace Violence Policy](#)

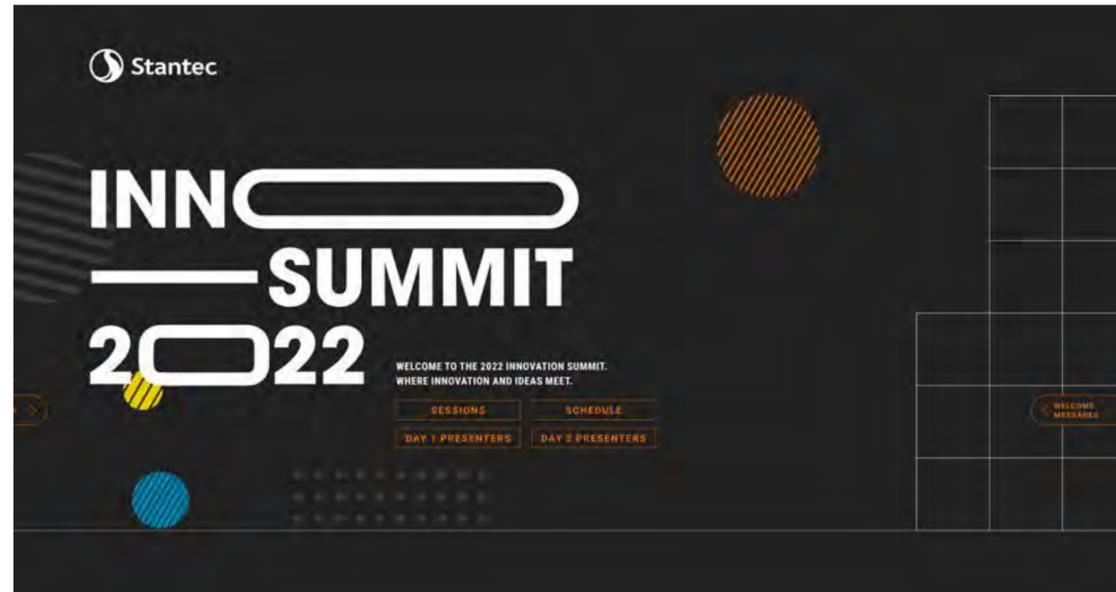
[See Health and Safety Data](#)

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 2022, Stantec

- Hosted a hybrid in-person and virtual [Innovation Summit](#)—a Ted talk-style event highlighting Stantec’s cutting-edge innovations focused on climate solutions, smart cities, and the digital economy—attended by 80 in-person participants and more than 2,000 online employee and client participants (see [Resource Conservation](#))



- Launched two new startup businesses: [CataVAULT](#), to help the insurance industry price catastrophic risk (risks that are often the result of climate change) and [Insight Analytics](#), bringing real-time operational analytics solutions to the water industry
- Introduced new digital products to simplify carbon accounting of capital assets, address climate driven hazards (such as flood and debris flow), and provide real-time emissions monitoring

- Increased our equity investment in [BlueSky Resources](#) to further the development and use of remote sensing for near real-time emission and air pollutant data tracking (see [Emissions Management](#))
- Invested in digital advancements to support design automation—such as parametric design of pump stations, stream restoration, embodied carbon, solar pile optimization, and pedestrian safety ramp designs—across our Environmental, Buildings, Transportation, and Water businesses
- Collected innovative employee ideas to find new ways to meet client and community challenges, supporting 43 new projects that evolve our service offerings across all our business operating units

Stantec’s Approach

To promote innovation, facilitate collaboration, and advance environmental and social thought leadership, Stantec invests millions of dollars annually to fund grants and research pursuing industry-leading ideas. Our Innovation Office drives Company innovation and works to promote creativity within our business operating units and geographic locations. The Innovation Office nurtures ideas through five phases—ideation, capture, development, commercialization, and graduation—to develop leading-edge solutions for our clients and communities. Any Stantec employee can submit an idea for consideration. Approved ideas are assigned collaborative coaches for enhanced success and to encourage additional innovation.

[See Management Approach](#)

Indigenous Relations

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

In 2022, Stantec

- Doubled our [Indigenous Business Partnership](#) gross revenue to \$29 million, providing direct investments, employment, and training opportunities to support economic growth in Indigenous communities
- Worked with Indigenous communities to secure grants that support social justice, such as our work with the [Confederated Tribes of the Grand Ronde Community](#)

- Celebrated Matariki – Māori New Year and Te Wiki o te Reo Māori/ Māori Language Week (New Zealand), National Reconciliation Week and NAIDOC (Australia), National Day for Truth & Reconciliation Day (Canada), and Native American Heritage Month (United States)
- Furthered Indigenous business relationships to promote prosperity within Indigenous communities by progressing certification with the Canadian Council of Aboriginal Business' [Progressive Aboriginal Relations](#) program and partnering with both the Australian Supply Nation and Kinaway to increase engagement of Aboriginal and Torres Strait Islander businesses (see [Procurement](#))

- Helped project teams better connect with Indigenous communities by sponsoring guest speakers like Dr. Anton Treuer, author of *How to Connect with Tribes, Tribal People, and Projects in Architecture and Engineering*
- Celebrated Indigenous communities through our project work like including murals created by Rain Pierre, of the Katzie First Nation, as part of our Metro Vancouver [Northwest Langley Pump Station](#) design
- In Canada, for Stantec employees, drafted a Reconcili-Action Plan, led Reconciliation Circles, and introduced Indigenous Cultural Awareness training
- In Canada, partnered with Everfi to bring STEM programming to remote and Indigenous-based schools

- In the United States, named a [Top 50 STEM Workplace](#) for Indigenous professionals by the American Indian Science and Engineering Society (AISES)
- In the United States, received the [2022 AISES Corporate Partner Service Award](#), and participated in their Leadership Summit as a top-tier Malachite Sponsor
- In New Zealand, our Pou Ārahi Māori cultural leader, Eruera Lee-Morgan, gave a keynote speech at the [Association of Consulting and Engineering](#) conference on applying Mātauranga Māori to our engineering design
- In New Zealand, partnered in an Infrastructure and Construction Employer Consortium to provide more meaningful industry employment opportunities to Māori and Pasifika people

- In Australia, partnered with Engineering Aid Australia to encourage Indigenous high school students to pursue engineering careers

Stantec's Approach

Stantec strives to foster positive and productive relationships with Indigenous communities and businesses. Stantec's approach to Indigenous Relations consists of four pillars that integrate Stantec's core values: employer of choice, awareness, engagement, creating opportunities. At a global level, Stantec sponsors an Indigenous Connections employee resource group. Our formal programs are focused on Canada, the United States, Australia, and New Zealand, with informal touchpoints from a global perspective. Indigenous Relations teams provide cultural advice, enable collaboration, and bridge the gap between industry, government, and Indigenous communities.

[See Management Approach](#)

[See Indigenous Relations Practice](#)

Community Engagement

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 2022, Stantec

- Donated more than \$5.2 million to organizations around the globe and supported more than 3,500 partner organizations
- Furthered our commitment to invest a total of \$60 million to community organizations by 2030, with our current donation total at \$36 million since 2007

- Disbursed approximately \$500,000 in [scholarships](#) to support education of future leaders with nearly half directed to our [Equity and Diversity Scholarship](#) (44 student scholarships and 7 internships)
- Held our ninth annual Company-sponsored volunteer event, [Stantec in the Community Week](#), with almost 4,000 employees donating their time, energy, and support to more than 300 organizations around the world
- Established partnerships with two Historically Black Colleges and Universities, Howard University and Tennessee State, providing scholarships and programming
- Continued engagements with Black, Indigenous, Asian, Women, LGBTQ+, and Latin-led organizations (see [Inclusion, Diversity, and Equity](#))

- Continued partnerships with Oxfam in support of global disaster relief and introduced a partnership with World Central Kitchen to support food security for those impacted by disasters
- Provided subject matter expertise through pro-bono work with Engineers Without Borders, the Boys and Girls Club, University of British Columbia, and Habitat for Humanity
- Donated more than \$45,000 through our Dollars for Doers program in support of employees who volunteered 25+ hours in their communities or raised money for charities
- Continued our holiday giving support of \$100,000, in lieu of sending printed cards, to provide vital support in our communities



Stantec Employees at Stantec in the Community Week Taipei, Taiwan

Stantec’s 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 and employee-led volunteer events. Company partnerships focus on promoting environmental protection, inclusion, and social justice. To support our clients, 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.

[See Management Approach](#)

[See Community Engagement Policy](#)

[See Funding Priorities](#)

Governance

IN THIS SECTION

Feature: Pursuing Dignity for the Deceased

Corporate Governance

Ethics and Compliance

Cybersecurity and Privacy

Project Delivery

Procurement

Integrated Management System

Risk Management

Human Rights



Henri A. Termeer Square
Massachusetts, United States



Pursuing Dignity for the Departed



When people are laid to rest, we expect their graves to be cared for. When cemeteries need to be removed, human remains are supposed to be respectfully treated and moved to a new location. But many human remains belonging to Black communities in the United States did not receive that courtesy, with bodies left in the ground while new roads and buildings were constructed overhead.

Florida

As a result of the advocacy of descendants, community members, and the National Association for the Advancement of Colored People (NAACP), Stantec was hired by the City of Clearwater, Florida [to search for and map erasures of Black burial sites](#). We used ground-penetrating radar (GPR) to survey suspected sites, and at the St Matthews Baptist Church cemetery in Clearwater we identified 328 probable graves under what is now a private business and adjacent roadway. Stantec staff worked in close consultation with descendants and other stakeholders to complete this sensitive work.

And not far away, the segregated, city-owned North Greenwood cemetery was reported to have been relocated in 1954 to make way for the construction of a school complex and a swimming pool. The community petitioned the city to address concerns that the burials had not been moved, but had instead remained in place despite the new development.

Stantec’s cultural resources team used GPR to identify the location of extant burials and archaeological excavation to confirm the GPR findings. The community was proven correct—no less than 55 burials were still present on the property. The team continues to aid the community and the City in their efforts to determine next steps for North Greenwood.



South Carolina

The City of Cayce, South Carolina, hired Stantec to rediscover lost Black cemeteries in the city and assess what kind of work would be needed to restore and preserve these historic sites. Work on this project begins in earnest in 2023.

Oklahoma

Just over a century ago, mobs of white residents in Tulsa, Oklahoma, massacred hundreds of Black Tulsans and destroyed some 35 blocks of Tulsa’s Black neighborhoods, (including the so-called Black Wall Street, one of the most prosperous Black communities of the era). White authorities buried the Black victims in mass graves, compounding the tragic injustice. Stantec archeologists investigated sites in Tulsa to locate remains buried in those mass graves, helping the community begin the healing process.

An Ongoing Search for Peace and Dignity

Communities are sustained by consistent and universal respect for human rights. That includes recognizing and upholding the dignity of the departed and their descendants. Stantec’s work cannot undo the injustices of the past, but we take pride in helping Black communities understand the full story of what happened—the necessary first step on a long journey to redress and reconciliation.

Corporate Governance

Stantec's leadership 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.

Stantec's leadership is comprised of accomplished industry leaders and experts in sustainability, engineering, science, planning, architecture, acquisitions, assurance, risk management, security, and foreign affairs. Leaders are multi-lingual, multi-cultural, and located in countries around the world.

Our organizational structure encourages consideration of different views from professionals with different roles and capabilities. When making acquisitions, Stantec conducts extensive due diligence, and we fully integrate acquired firms.

Our governance oversight includes internal and external audits, risk evaluation committees (enterprise and project), independent reviews on project work, an ISO-certified integrated management system, a strict signing authority management practice, and a comprehensive tax strategy.

We annually train employees on topics such as ethics, anti-corruption, cybersecurity, and health and safety. When needed, we encourage the use of our third-party managed Integrity Hotline.

In 2022, Stantec

- Was included as an example firm in the [Canadian Coalition for Good Governance's 2022 Best Practices](#)—a document that provides examples of “excellent disclosure by Canadian issuers in the area of corporate governance, including oversight of material environmental and social matters, and executive compensation”
- Was acknowledged by *The Globe and Mail* for leadership in diversity through the [Women Lead Here](#) list and for excellence in board governance by [Board Games](#)
- Was recognized by *IR Magazine* as the [best-performing company](#) overall for sustainability communications

Women Lead Here

Stantec is committed to fostering women in leadership roles, and in 2022 our work was acknowledged by *The Globe and Mail*, which included Stantec on its [Women Lead Here](#) list.

The report analyzed nearly 500 large, publicly traded Canadian companies to evaluate their ratios of women to men executives to identify best-in-class executive gender diversity among Canadian corporations. In 2022, Stantec was one of only 84 companies to be listed.

Stantec's Approach

To conduct our affairs at the highest standards of integrity, honesty, and professionalism, we continually strengthen our corporate governance practices. 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](#)

Corporate Governance, Continued

Stantec's leadership is comprised of accomplished industry leaders and experts in sustainability, engineering, science, planning, architecture, acquisitions, assurance, risk management, security, and foreign affairs.

Our Board and C-Suite are 44% and 43% female with 11% and 29% being women of color, respectively. Both the Board and C-Suite have multi-lingual and multi-cultural representation.

Board member Richard Bradeen passed away on December 27, 2022.

Stantec Board



Douglas Ammerman

Board Chair



Martin à Porta

Director



Shelley Brown

Director



Patricia Galloway

Director



Robert Gomes

Director



Gord Johnston

Director



Don Lowry

Director



Marie-Lucie Morin

Director



Celina Wang Doka

Director

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 Growth & Innovation Officer



Steve Fleck

Chief Practice & Project Officer



Asifa Samji

Chief People & Inclusion 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 2022, Stantec

- Achieved 98% employee completion of our annually required ethics and compliance training¹
- Reinforced the Company’s focus on climate action as a part of annual ethics and compliance training
- Communicated regularly with employees on ethics and compliance topics

- Introduced an Event Management Plan to ensure successful and safe gatherings that follow our business practices and policies, helping employees manage safety, security, noise, waste, licensing, accessibility, and health precautions during events
- Consolidated our various Stantec Moments—ethics, safety, climate, environment, and inclusion topics that open Company meetings—on the front page of our intranet, making it easier to keep our value, “we do what is right,” top-of-mind

¹ *Mandatory Training: At the time of training, 2% of employees were unable to take the required training due to leave, field deployments, logistics, and system activity.*



 Elizabeth Quintal School
Alberta, Canada

Stantec’s Approach

Stantec counts on employees to conduct business in accordance with high ethical standards. Our Code of Business Conduct sets requirements that employees are expected to follow in their day-to-day work with mandatory ethics training required annually (including for the Board). We commit to fighting corruption and anti-trust behaviors and prohibit employees from using Company funds to contribute to political candidates or parties. We influence our supply chain with our Partner Code of Business Conduct. If anyone sees unlawful actions or unethical behaviors, they are encouraged to utilize the Integrity Hotline.

[See Management Approach](#)

[See Code of Business Conduct Policy](#)

[See Partner Code of Business Conduct](#)

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, and have controls in place that reduce the potential that personal and sensitive data in our possession or within our control is handled inappropriately.

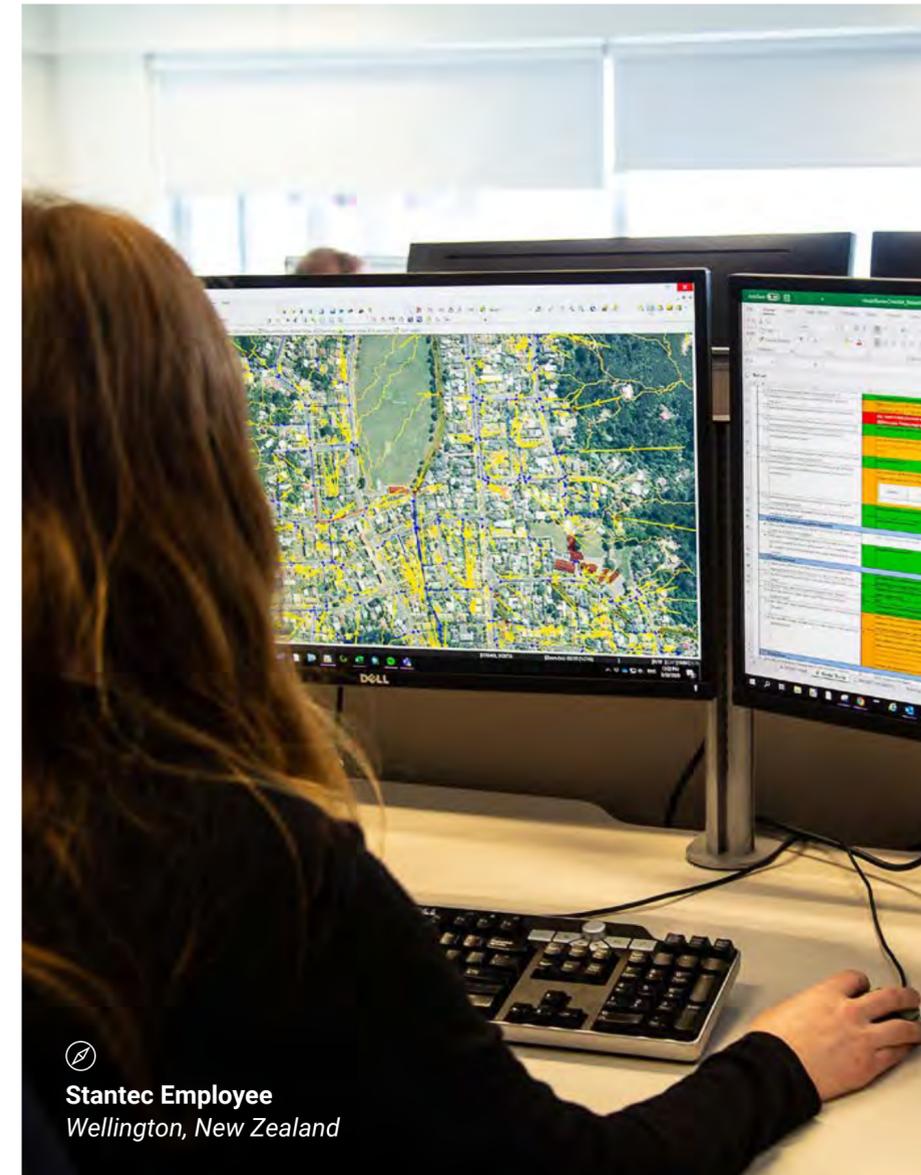
Stantec’s programs comply with applicable laws, including the General Data Protection Regulation (European Union), Defense Federal Acquisition Regulation Supplement (United States), and Cyber Essentials Plus (United Kingdom). We comply with local practices and align our infrastructure accordingly.

In 2022, Stantec

- Realized 94% employee completion of our annual, mandatory cybersecurity and privacy training to confirm that our people understand their responsibilities in managing risks to protect our business and clients¹
- Updated our group data transfer agreements with the new European Commission-approved “Standard Contractual Clauses,” ensuring our intra-group transfers of personal data comply with European Union General Data Protection Regulation rules
- Improved our security posture against prevalent vectors of cybersecurity attacks—through advanced behavioral analysis tools and machine learning—to proactively detect and block potentially malicious activities

- Continued to enhance our global ISO/IEC 27001-certified Information Security Management System, in alignment with changes to the ISO/IEC 27001 international standards
- Continued to monitor new and changing privacy laws around the world to meet the obligations and requirements of the countries we work in, including Bill 64 in Quebec, Canada, and new privacy laws in certain states of the United States
- Advanced prevention of phishing attacks and improved our ability to respond to a ransomware attack if it occurred

¹ Mandatory Training: At the time of training, 6% of employees were unable to take the required training due to leave, field deployments, logistics, and system activity.



Stantec Employee
Wellington, New Zealand

Stantec’s Approach

Stantec protects our systems and the people who entrust us with personal information in various ways. Stantec’s next-generation security systems include platform-integrated IT fraud detection systems and a comprehensive security incident response process. Our privacy program limits the collection and use of data to only what is needed to operate our business. Mandatory cybersecurity training is required annually (including for the Board), to help employees identify and thwart cybersecurity and privacy risks. Stantec tracks incidents and has a robust incident response program in place should the necessity to invoke it arise.

[See Management Approach](#)

[See Privacy Policy](#)

Project Delivery

Exceptional project execution and delivery is enabled by 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, which recognizes that 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, teams also consider sustainability commitments like water use, waste generation, emissions, energy use, human rights, ethics, stakeholders, and Indigenous relations.

In 2022, Stantec

- Deployed an update across our global operations to our centralized corporate Project Management Framework that allows for regional differences based on local legislation and professional standards
- Developed a Lessons Learned Library to help improve our project delivery and overall business
- Created a [Climate Action Leadership Team](#)—Climate Solutions Leaders, a Climate Science Director, and an SDG Impact Leader—to drive sustainability performance more consistently into our project delivery
- Created a climate-related risk task force to evaluate ways to proactively address climate risks in our project work



Stantec's Approach

Our Project Management Framework specifies Stantec's expectations of project managers and provides a scalable, pragmatic, and disciplined approach to project delivery. Project managers are trained on expectations and best practices and given tools to manage risks and achieve high quality deliverables. To support project teams in their design and delivery of projects, Stantec invests heavily in technology, both in integrated systems that efficiently deliver powerful analytics and consistency in project planning, monitoring, and control. Our standards are enforced through our ISO 9001-certified Quality Management System, part of our integrated management system.

[See Management Approach](#)

Procurement

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 2022, Stantec

- Centralized our indirect procurement teams and purchased Oracle’s procurement management tool to improve consistency in application of our procurement processes, which will enable additional sustainability improvements
- Entered the second year of our office consolidation program—a primary emissions reduction initiative—and are on target to

achieve a 30%, or approximately 1.3 million square feet (120,774 square meter), reduction of our total office portfolio from our 2019 baseline (see [Resource Conservation](#))

- Minimized waste during office consolidations and redesigns by using resource conservation programs such as those offered by Green Standards (to redistribute, recycle, and donate unneeded office furniture), Shaw’s (carpet recycling), and EcoWorx (carpet tile that uses 40% less energy in production and transport) (see [Resource Conservation](#))
- Rolled out Egencia as our travel management system—complete with green features and automatically generated emissions reports—and initiated a third-party sustainability audit of our travel management approach to identify improvement opportunities

- Partnered with Air Canada to purchase sustainable aviation fuel (see [Emissions Management](#))
- Continued formal programs to promote a diverse supply chain
- Furthered supply chain inclusion of Indigenous businesses through industry partnership programs in Canada and Australia (see [Indigenous Relations](#))
- Partnered with key suppliers to promote climate action, including playing a role in the Autodesk documentary, [Drivers of Change](#)
- In North America, progressed print services programs that reduce the need for printing and ensure the use of post-consumer recycled paper (see [Resource Conservation](#))
- In the United States, ranked as a [Military Friendly Supplier](#) (see [Inclusion, Diversity, and Equity](#))

- In the United Kingdom, entered a new copier contract to reduce the number of devices by 35% to reduce paper usage (see [Resource Conservation](#))
- In Australia and New Zealand, implemented objectives and are creating a framework to embed procurement practices across our operations to grow spend with socially responsible vendors (for both direct and indirect spend) and educate our workforce on the benefits of social procurement (personally and professionally)
- In Chile, renewed our Category A Qualification within the Supplier Company Qualification System of the Antofagasta Industrial Association, the highest available category

Stantec’s Approach

Stantec selects vendors, subcontractors, subconsultants, 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, subconsultants, and specialty partners are managed by geographically dispersed subcontractor management teams.

[See Management Approach](#)

[See Partner Code of Business Conduct](#)

Integrated Management System

Stantec has a centralized integrated management system with global certification under ISO 9001 (quality), 14001 (environmental), 45001 (occupational health and safety), 27001 (information security), and 20000 (IT service management). Our management system presents a comprehensive global corporate approach while allowing for regional differences based on local legislation, professional standards, or regional client needs.

In 2022, Stantec

- Built infrastructure to maintain the global ISO certifications with efficient and scalable systems
- Created an ISO Corrective Action and Preventative Action system, a component of ISO 9001, with action plans to help Stantec react, control, and correct non-conformities

- Created an Office Activity Manager to manage compliance-based office activities with bring forward and reminder capabilities
- Created a Lessons Learned Library to facilitate knowledge sharing and understanding gained by experience that may have a positive or negative impact on the Company—with the goal of sharing lessons learned to improve quality and operational excellence
- Created a centralized repository of technical journals, codes, and standards as an up-to-date design resource (see [Resource Conservation](#))
- Resumed in-person internal practice audits (post COVID-19 Pandemic travel restrictions) in conjunction with virtual audits and continued to audit one-third of all offices annually, covering all regions and business lines each year



 **Environmental and Social Due Diligence**
Guangdong Province, China

Stantec's Approach

Stantec's integrated management system delivers a disciplined and accountable framework in support of operational and project-based processes. The management system 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](#)

Risk Management

Responsibility for risk management and compliance is shared across the organization—from Stantec’s Board of Directors to senior executives and frontline employees. Stantec systematically identifies, manages, and monitors risks through a comprehensive Enterprise Risk Management program that aligns with international standards and supports policies, practices, and systems to address our principal risks, which are described in detail in Stantec’s Annual Report.

The Board of Directors provides strategic direction to and guidance on Stantec’s risk management program and has delegated responsibility for oversight of the program to the Audit and Risk Committee. Stantec’s Sustainability and Safety Committee and Corporate Governance and Compensation Committee also have roles in risk management.

Stantec executive management is directly accountable to the Board for all activities that have the potential for significant risk exposure as well as risk management practices. They are supported by numerous teams—Legal; Health, Safety, Security, and Environment; Information Technology; Finance; Corporate Sustainability; and others—that provide risk management and compliance functions across the organization and work with management to design and monitor appropriate risk mitigation.

Our risk management processes directly address climate change, and we evaluate climate-related risks for potential short-, mid-, and long-term impacts. Stantec tracks regulations that might affect our operations or clients, keeps tabs on new technologies to improve our project delivery, and has a Climate Solutions Leadership Team that assists in addressing future climate impacts

when approaching our designs. Our project work in disaster response and resiliency also contributes first-hand experience and knowledge when it comes to climate change risk management.

In 2022, specific to climate-related risks and opportunities, we established a task force to evaluate how to best address such risks in our project work and are in the process of establishing a similar task force to address climate-related risks in our operations.

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



 **Barton Park**
Oxford, United Kingdom

Stantec’s 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 on the ISO 31000:2018 Risk Management Standard, and consists of a formal, continual process to guide the identification, analysis, evaluation, response, monitoring, and reporting of risks across the Company to minimize losses and maximize opportunities. Climate risks are identified and managed at an operational and project level. Significant environmental impacts are incorporated into Stantec’s ISO 14001-certified environmental management system.

[See Management Approach](#)

Human Rights

As a design, architecture, engineering, planning, digital technology, project management, and scientific consulting services firm, Stantec provides strategy and design services for projects that are constructed by others. We determined our potential negative impact on human rights to be nominal since virtually all our operations are in developed countries with existing laws in place to protect human rights.

While Stantec determined our human rights risk to be low, we identified this as a managed topic in our materiality analysis because we believe in the need to consciously work to protect and advocate for the rights of others. 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 reduce the likelihood of it

becoming an issue in the future. Our [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. The principles in this policy are embedded into how we conduct our local operations and reflected in these policies, among others:

- [Code of Business Conduct](#)
- [Diversity Policy](#)
- [Equal Employment Opportunity Policy](#)
- [Harassment, Bullying and Discrimination Policy](#)
- [Human Trafficking and Modern Slavery Policy](#)
- [Partner Code of Business Conduct](#)
- [Privacy Policy](#)
- [Sustainability Policy](#)
- [Workplace Violence Policy](#)

Stantec's commitment to protecting human rights impacts also applies to our project work. 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. If employees see a potential violation while working with clients, they are encouraged to call the Integrity Hotline (managed by a third party).

Stantec takes reasonable and practicable steps to identify breaches to our Human Rights Policy and acts accordingly to constantly improve for the communities in which we work. We are committed to promptly investigating any reports and address any violations of this policy.



Stantec's 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](#)

Appendixes

IN THIS SECTION

[Appendix A. Data Workbook](#)

[Appendix B. GRI Content Index](#)

[Appendix C. SASB Standards Index](#)

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

[Appendix E. List of Acronyms](#)

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



West Chester University, The Sciences & Engineering Center and The Commons
Pennsylvania, United States



Appendix A. 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:

- **Environmental**
- **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, whenever possible, we provided multiple years of data.
- **Employment Category:** Stantec’s Global Career Framework was released in 2021 and standardized career families, job levels, and competencies to allow for career growth consistency across all geographies and operating units. For the Workforce data, questions referencing employment categories are presented for the two years that the new framework has been in place.
- **Geographical Locations:** For the Workforce data, questions referencing geographical locations are as follows:
 - Regions (representing 100% of global employees)
 - Canada
 - United States
 - Europe—United Kingdom, European Union (Belgium, Czech Republic, Germany, Ireland, Italy, the Netherlands, Slovak Republic), and Türkiye
 - Asia Pacific—Australia, New Zealand, and Asia (China, Taiwan, Philippines)
 - Remaining geographies—India, Latin America and the Caribbean (Argentina, Barbados, Chile, Peru), the Middle East (Bahrain, Qatar, Saudi Arabia, United Arab Emirates), and Ethiopia
 - Countries of significant operations (representing 91% of global employees)
 - Canada
 - United States
 - United Kingdom
 - Australia
 - New Zealand
- **Additional Information:** To make it easier to cross-reference other Stantec disclosures, we provided references to the narrative of this Sustainability Report (SR), Appendix B. GRI Content Index (GRI), and Stantec’s CDP Climate Change Questionnaire (CDP).

Environmental

Numbers for emissions and energy were calculated from activity data gathered throughout 2022. Numbers for native plant nursery waste and water use were calculated from gathered activity data. Numbers for office waste were extrapolated based on industry averages and Stantec number of employees.

Description	Stantec Statistics			Additional Information	
GHG Absolute Emissions		2022	2021	2020	SR: Emissions Management GRI: 305-1, 305-2, 305-3 CDP: Questions C5, C6, and C7
Absolute greenhouse gas (GHG) emissions, presented in metric tons of CO ₂ equivalent (mtCO ₂ e). GHGs include CO ₂ , CH ₄ and N ₂ O.		mtCO ₂ e	mtCO ₂ e	mtCO ₂ e	
Scope 1	12,502	14,014	13,477		
Scope 2 (location-based)	25,753	24,330	25,289		
Scope 2 (market-based)	2,983	3,161	20,864		
Scope 3	38,216	18,424	19,323		
Note: Scope 1 break downs by GHG type (CO ₂ , CH ₄ and N ₂ O) are found in our CDP disclosure question C7.1a. Note: The scope 1 emissions drop from 2021 to 2022 is primarily due to improvements in fleet energy use and tracking. Note: The scope 2 (market-based) emissions in 2021 and 2022 are lower than 2020 due to the significant use of renewable energy. Note: The scope 3 numbers in 2020 and 2021 were uncharacteristically low due to the travel shut-down from the COVID-19 pandemic. Though early 2022 still included pandemic restrictions, emissions for 2022 begin to reflect a post-pandemic business travel and employee commuting "normal." Additionally, in 2022, we are tracking new scope 3 categories (including waste).					
GHG Absolute Emissions for Stantec's SBTs		2022	2021	2020	SR: Emissions Management GRI: 305-1, 305-2, 305-3
Absolute GHG emissions relevant to Stantec's two validated, 1.5°C near-term science-based targets (SBTs), presented in mtCO ₂ e.		mtCO ₂ e	mtCO ₂ e	mtCO ₂ e	
SBT: Scope 1 and 2 (market-based)	15,485	17,175	34,341		
SBT: Scope 3 (business travel only)	22,028	12,923	13,340		
Total SBTs	37,513	30,098	47,681		
Reduction of GHG Emissions for Stantec's SBTs		2022	2021	2020	SR: Emissions Management GRI: 305-5
Reduction percentages of absolute GHG emissions relevant to Stantec's near-term SBTs, measured against a 2019 baseline.		%	%	%	
Scope 1 and 2 (market-based)	63	59	19		
Scope 3 (business travel only)	29	58	56		
Note: Stantec's scope 1 and 2 emission reduction percentages exceed that of our projected SBT due to our significant investment in the use of renewable energy. As of 2022, with minor exceptions, Stantec has maximized our renewable energy use potential. To gain future year emissions reductions, we will continue to implement our office consolidation program (in support of our Flexible Workplace Strategy), improve management systems to reduce business travel, investigate the implications of broader green natural gas use, and expand our use of sustainable aviation fuel.					

Description	Stantec Statistics			Additional Information																
GHG Emissions Intensity Absolute GHG emissions relevant to Stantec's near-term SBTs normalized (by employee), presented in mtCO ₂ e.		<table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> <tr> <th></th> <th>mtCO₂e</th> <th>mtCO₂e</th> <th>mtCO₂e</th> </tr> </thead> <tbody> <tr> <td>Scope 1 and 2 (market-based) per employee</td> <td>0.58</td> <td>0.78</td> <td>1.64</td> </tr> <tr> <td>Scope 3 (business travel only) per employee</td> <td>0.82</td> <td>0.58</td> <td>0.64</td> </tr> </tbody> </table>		2022	2021	2020		mtCO ₂ e	mtCO ₂ e	mtCO ₂ e	Scope 1 and 2 (market-based) per employee	0.58	0.78	1.64	Scope 3 (business travel only) per employee	0.82	0.58	0.64		SR: Emissions Management GRI: 305-4
	2022	2021	2020																	
	mtCO ₂ e	mtCO ₂ e	mtCO ₂ e																	
Scope 1 and 2 (market-based) per employee	0.58	0.78	1.64																	
Scope 3 (business travel only) per employee	0.82	0.58	0.64																	
Note: Stantec's per employee emissions dropped in 2021 and 2022 primarily due to the significant use of renewable energy. In 2022, we also had an increase in employee numbers (due to recent acquisitions) while maintaining office space density.																				
Energy Consumption Total energy consumption (fuel and electricity), presented in gigajoules (GJ) and megawatt hours (MWh).		<table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> <tr> <th></th> <th>GJ (MWh)</th> <th>GJ (MWh)</th> <th>GJ (MWh)</th> </tr> </thead> <tbody> <tr> <td></td> <td>475,906 (132,196)</td> <td>487,691 (135,470)</td> <td>489,230 (135,897)</td> </tr> </tbody> </table>		2022	2021	2020		GJ (MWh)	GJ (MWh)	GJ (MWh)		475,906 (132,196)	487,691 (135,470)	489,230 (135,897)		SR: Resource Conservation GRI: 302-1 CDP: Question C8				
	2022	2021	2020																	
	GJ (MWh)	GJ (MWh)	GJ (MWh)																	
	475,906 (132,196)	487,691 (135,470)	489,230 (135,897)																	
Energy Intensity Normalized (by employee) total energy consumption (fuel and electricity), presented in GJ and MWh.		<table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> <tr> <th></th> <th>GJ (MWh)</th> <th>GJ (MWh)</th> <th>GJ (MWh)</th> </tr> </thead> <tbody> <tr> <td></td> <td>17.78 (4.94)</td> <td>22.02 (6.1)</td> <td>23.31 (6.5)</td> </tr> </tbody> </table>		2022	2021	2020		GJ (MWh)	GJ (MWh)	GJ (MWh)		17.78 (4.94)	22.02 (6.1)	23.31 (6.5)		SR: Resource Conservation GRI: 302-3				
	2022	2021	2020																	
	GJ (MWh)	GJ (MWh)	GJ (MWh)																	
	17.78 (4.94)	22.02 (6.1)	23.31 (6.5)																	
Renewable Energy Consumption Percentage of total energy (fuel and electricity) MWh from renewable sources.		<table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> <tr> <th></th> <th>%</th> <th>%</th> <th>%</th> </tr> </thead> <tbody> <tr> <td></td> <td>50</td> <td>47</td> <td>2</td> </tr> </tbody> </table>		2022	2021	2020		%	%	%		50	47	2		SR: Resource Conservation GRI: 302-1 CDP: Question C8				
	2022	2021	2020																	
	%	%	%																	
	50	47	2																	
Renewable Electricity Consumption Percentage of electricity MWh from renewable sources.		<table border="1"> <thead> <tr> <th></th> <th>2022</th> <th>2021</th> <th>2020</th> </tr> <tr> <th></th> <th>%</th> <th>%</th> <th>%</th> </tr> </thead> <tbody> <tr> <td></td> <td>92</td> <td>92</td> <td>3</td> </tr> </tbody> </table>		2022	2021	2020		%	%	%		92	92	3		SR: Resource Conservation GRI: 302-1 CDP: Question C8				
	2022	2021	2020																	
	%	%	%																	
	92	92	3																	
Water Consumption Volume of water used for irrigation in Stantec's native plant nursery, presented in megaliters (ML) and million cubic meters (MCM).		<table border="1"> <thead> <tr> <th></th> <th>2022</th> </tr> <tr> <th>Type of Waste</th> <th>ML (MCM)</th> </tr> </thead> <tbody> <tr> <td>Nursery Water Use</td> <td>8.93 (0.0089)</td> </tr> </tbody> </table>		2022	Type of Waste	ML (MCM)	Nursery Water Use	8.93 (0.0089)		SR: Resource Conservation GRI: 303-5										
	2022																			
Type of Waste	ML (MCM)																			
Nursery Water Use	8.93 (0.0089)																			
Waste Generated Weight of waste generated, by type, presented in metric tons (Mt).		<table border="1"> <thead> <tr> <th></th> <th>2022</th> </tr> <tr> <th>Type of Waste</th> <th>Mt</th> </tr> </thead> <tbody> <tr> <td>Office Waste</td> <td>6,620</td> </tr> <tr> <td>Nursery Waste</td> <td>1,029</td> </tr> </tbody> </table>		2022	Type of Waste	Mt	Office Waste	6,620	Nursery Waste	1,029		SR: Resource Conservation GRI: 306-3								
	2022																			
Type of Waste	Mt																			
Office Waste	6,620																			
Nursery Waste	1,029																			
Note: Office waste is extrapolated. Note: Native plant nursery waste is tracked through activity data.																				

Workforce

Numbers are based on employee counts at year-end 2022.

Description	Stantec Statistics												Additional Information								
	Employee Numbers and Demographics																				
	Total				Female				Male												
	2022		2021		2020		2022		2021		2020			2022		2021		2020			
	#	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%	
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 Company	26,770	100	100	100	9,655	36	35	34	17,115	64	65	66								
	Full Time	24,388	91	91	91	8,397	34	33	33	15,991	66	67	67								
	Part Time	2,382	9	9	9	1,258	53	52	52	1,124	47	48	48								
	Permanent	24,932	93	94	94	9,039	36	35	34	15,893	64	65	66								
	Temporary	1,838	7	6	6	616	34	31	31	1,222	66	69	69								
	Canada	8,014	30	34	35	2,993	37	37	36	5,021	63	63	64								
	United States	10,715	40	40	42	4,059	38	35	35	6,656	62	65	65								
	Europe	2,980	11	10	10	1,089	37	34	32	1,891	63	66	68								
	Asia Pacific	3,525	13	10	8	1,117	32	32	32	2,408	68	68	68								
	Remaining Geographies	1,536	6	6	5	397	26	26	28	1,139	74	74	72								

SR: Workforce Management

GRI: 2-7

Note: Stantec additionally works with 950 individuals classified as contracted labor (agency and independent contractors). These individuals are not guaranteed hours and are not included in the table above.

Diversity of Employees

Percentage of employees by employment category, broken down by region and gender. Presenting data for the two years that the Global Career Framework (the employment categories) has been in place.

Employment Category	Total		Canada				United States				Europe				Asia Pacific				Remaining Geographies					
	2022		2021		2022		2021		2022		2021		2022		2021		2022		2021		2022		2021	
	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%
Total Company	36	64	35	65	37	63	37	63	38	62	35	65	37	63	34	66	32	68	32	68	26	74	26	74
Executives	18	82	15	85	13	87	13	87	21	79	17	83	29	71	25	75	0	100	0	100	0	100	0	100
Senior Managers	20	80	18	82	28	72	23	77	20	80	17	83	14	86	15	85	10	90	6	94	18	82	22	78
Mid-Level Managers	25	75	23	77	26	74	24	76	27	73	24	76	27	73	25	75	18	82	19	81	13	87	14	86
Professionals	39	61	38	62	39	61	39	61	42	58	40	60	42	58	41	59	37	63	36	64	21	79	22	78
Entry-Level	48	52	50	50	50	50	52	48	53	47	55	45	44	56	44	56	44	56	46	54	37	63	38	62

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2022 and 2021 accords with the new employment categorization.

Note: Percentages are compiled from Stantec's HRIS as of year-end 2022 for head count that includes full-time and part-time employees.

Note: Percentages exclude individuals whose data is not managed in Stantec's human resources systems. This includes new acquisitions, whose data is not yet integrated into Stantec systems, and contracted labor (agency and independent contractors), whose employment details are not managed by Stantec.

Percentage of employees by employment category and age. Presenting data for the two years that the Global Career Framework (the employment categories) has been in place.

Employment Category	Age: Under 30		Age: 30-50		Age: Over 50	
	2022	2021	2022	2021	2022	2021
	%	%	%	%	%	%
Total	21	18	53	55	26	27
Executives	0	0	21	23	79	77
Senior Management	0	0	36	35	64	65
Mid-Level Managers	1	0	57	57	42	43
Professionals	17	17	64	65	19	18
Entry Level	58	53	31	35	11	12

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

Available only for the United States, percentage of employees by self-identified minority status broken down by race/ethnicity and share of management (employment categories mid-level managers and above). Additionally, 6.4% of our staff in the United States have self-identified as individuals with disabilities.

Race/Ethnicity	United States			
	Share of Workforce		Share of Management	
	2022	2021	2022	2021
	%	%	%	%
Asian/Pacific Islander	7.6	8.0	6.0	6.0
Black	2.5	2.4	1.5	1.5
Latino	7.8	8.1	5.5	5.6
Indigenous	0.2	0.2	0.2	0.2
Two or More	1.7	1.6	1.4	1.4
White	65.0	74.4	74.9	80.9
Choose not to Answer	15.2	5.3	10.5	4.4

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2022 and 2021 is according to the new employment categorization.

Note: Self-identified minority is a statistic only collected in Canada and the United States. The percentages shown above are only for the US operation.

Note: Percentages exclude individuals whose data is not managed in Stantec's human resources systems. This includes new acquisitions, whose data is not yet integrated into Stantec systems, and contracted labor (agency and independent contractors), whose employment details are not managed by Stantec.

Diversity of Governance Bodies

Numbers and percentages related to gender, minority status, and age.

Stantec has nine Board members. Four (44%) are women, five (56%) are men, one (11%) identifies as a minority group member, and all are over 50 years old. Stantec has seven C-suite members. Three (43%) are women, four (57%) are men, two (29%) identify as minority group members, and all are over 50 years old. Stantec has ten Executive ESG Committee members. Seven (70%) are women, three (30%) are men, three (30%) identify as minority group members, and all are over 50 years old.

New Hires and Turnover

Total number and rate of new employee hires and turnover.

Percentages shown are relevant to the total number of employees within the specific category listed.

SR: Workforce Management
GRI: 401-1

	Total			Female			Male		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
	%	%	%	%	%	%	%	%	%
Total Company									
New Hires	20.4	18.9	10.1	21.2	19.3	10.0	20.0	18.7	10.2
Voluntary Turnover	13.3	11.7	8.2	12.8	11.3	8.9	13.6	11.9	7.9
Total Turnover	15.8	14.5	14.6	15.0	14.2	15.6	16.3	14.7	14.1
Canada									
New Hires	18.7	15.4	9.2	19.1	16.7	8.0	18.5	14.7	10.0
Voluntary Turnover	11.1	11.5	9.2	10.9	11.2	10.1	11.2	11.7	8.7
Total Turnover	13.6	14.0	16.0	13.2	14.1	17.3	13.8	14.0	15.2
United States									
New Hires	16.6	13.8	8.2	18.0	14.2	8.3	15.7	13.6	8.2
Voluntary Turnover	11.0	11.7	8.0	10.4	11.2	8.0	11.4	12.0	8.0
Total Turnover	12.7	14.0	13.4	11.6	13.3	14.1	13.3	14.4	13.0
Europe									
New Hires	27.5	23.6	10.6	28.5	28.5	12.5	26.9	21.0	9.8
Voluntary Turnover	14.9	13.2	7.2	15.3	11.9	9.6	14.6	13.9	6.0
Total Turnover	16.8	15.0	13.1	17.1	14.4	15.8	16.7	15.2	11.8
Asia Pacific									
New Hires	17.2	36.3	16.5	20.9	36.3	18.8	15.4	36.3	15.4
Voluntary Turnover	17.3	13.1	8.6	17.2	12.7	9.2	17.3	13.4	8.4
Total Turnover	20.7	15.5	13.6	20.9	15.4	14.1	20.6	15.5	13.3
Remaining Geographies									
New Hires	47.1	33.5	18.9	48.7	28.1	20.8	46.6	35.5	18.1
Voluntary Turnover	27.5	7.8	5.8	31.7	9.2	5.1	26.1	7.4	6.0
Total Turnover	34.1	18.1	19.5	37.6	20.3	16.9	32.9	17.3	20.5

Note: Percentages exclude individuals whose data is not managed in Stantec's human resources systems. This includes new acquisitions, whose data is not yet integrated into Stantec systems, and contracted labor (agency and independent contractors), whose employment details are not managed by Stantec.

New Hires and Turnover (continued)

	Age: Under 30			Age: 30 to 50			Age: Over 50			Self-ID Minority (CA/US Only)		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
	%	%	%	%	%	%	%	%	%	%	%	%
Total Company												
New Hires	40.5	37.7	18.8	18.5	17.7	9.6	9.3	9.4	6.0	19.1	12.6	11.7
Voluntary Turnover	15.3	16.9	11.1	14.8	11.7	7.7	8.4	8.2	7.6	10.5	13.4	9.8
Total Turnover	17.8	19.5	16.6	16.9	14.4	13.8	11.7	11.6	15.1	12.4	16.3	18.6
Canada												
New Hires	40.7	37.5	18.4	17.6	14.5	8.9	7.9	6.0	5.7	7.8	11.0	11.6
Voluntary Turnover	11.4	18.4	15.3	12.3	11.4	8.8	8.1	8.3	7.3	8.9	13.1	10.8
Total Turnover	14.1	20.3	21.2	14.3	13.7	14.7	11.7	11.5	16.1	10.7	15.8	21.2
United States												
New Hires	33.5	26.4	15.4	15.3	13.2	7.6	9.2	8.4	5.4	27.1	13.8	11.9
Voluntary Turnover	13.7	17.5	11.2	12.4	12.0	7.2	7.2	8.3	7.5	11.5	13.6	9.1
Total Turnover	15.3	19.8	16.8	13.6	13.8	11.7	9.7	11.5	14.1	13.6	16.7	16.8
Europe												
New Hires	47.0	42.5	15.9	21.5	19.2	10.0	11.9	10.9	6.0	NR	NR	NR
Voluntary Turnover	13.9	16.3	6.3	17.5	12.8	7.5	8.7	10.4	7.2	NR	NR	NR
Total Turnover	17.9	19.2	9.3	18.4	14.1	15.8	10.4	11.6	10.4	NR	NR	NR
Asia Pacific												
New Hires	29.0	53.8	29.6	15.9	34.1	14.5	7.2	22.4	8.1	NR	NR	NR
Voluntary Turnover	19.2	17.1	8.3	18.4	13.7	9.4	11.3	6.2	6.8	NR	NR	NR
Total Turnover	22.1	20.0	13.0	21.5	15.5	14.0	16.4	9.6	12.7	NR	NR	NR
Remaining Geographies												
New Hires	85.1	56.5	35.5	38.6	27.8	15.9	27.4	31.4	16.6	NR	NR	NR
Voluntary Turnover	32.6	9.2	8.4	26.6	8.0	3.8	23.8	4.5	14.4	NR	NR	NR
Total Turnover	35.1	15.4	18.6	33.3	18.4	16.3	37.2	20.5	40.5	NR	NR	NR

Note: NR = Not reported.

Note: Percentages exclude individuals whose data is not managed in Stantec's human resources systems. This includes new acquisitions, whose data is not yet integrated into Stantec systems, and contracted labor (agency and independent contractors), whose employment details are not managed by Stantec.

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.

SR: Workforce Management
GRI: 401-1



Description	Stantec Statistics	Additional Information
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Average Hours of Training per Year per Employee	Employment Category	Total		Female		Male	
		2022	2021	2022	2021	2022	2021
		Hours	Hours	Hours	Hours	Hours	Hours
Average hours of employee training per year by employment category and gender. Presenting data for the two years that the Global Career Framework (the employment categories) has been in place.	Total Company	28.8	25.9	29.7	25.1	28.3	26.4
	Executives	2.3	2.5	1.3	2.3	2.5	2.5
	Senior Management	8.2	7.9	10.1	9.4	7.7	7.6
	Mid-Level Managers	19.9	19.2	21.8	18.8	19.3	19.3
	Professionals	27.3	25.6	27	24.2	27.4	26.4
	Entry Level	46.7	40.8	40.3	32.4	52.7	49.1

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2022 and 2021 is according to the new employment categorization.

Note: Percentages exclude individuals whose data is not managed in Stantec's human resources systems. This includes new acquisitions, whose data is not yet integrated into Stantec systems, and contracted labor (agency and independent contractors), whose employment details are not managed by Stantec.

SR: Workforce Management
GRI: 404-1

Percentage of Employees Receiving Regular Performance and Career Development Reviews	Employment Category	Total		Female		Male	
		2022	2021	2022	2021	2022	2021
		%	%	%	%	%	%
Percentage of employees who received career development and performance reviews by employment category and gender. Presenting data for the two years that the Global Career Framework (the employment categories) has been in place.	Total Company	83	87	83	85	83	87
	Executives	81	100	81	100	81	100
	Senior Management	84	95	89	99	82	94
	Mid-Level Managers	84	90	84	91	83	90
	Professionals	84	89	82	87	80	89
	Entry Level	81	89	82	67	80	100

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2022 and 2021 is according to the new employment categorization.

Note: Percentages exclude individuals whose data is not managed in Stantec's human resources systems. This includes new acquisitions, whose data is not yet integrated into Stantec systems, and contracted labor (agency and independent contractors), whose employment details are not managed by Stantec.

SR: Workforce Management
GRI: 404-3

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.

Presenting data for the two years that the Global Career Framework (the employment categories) has been in place.

SR: Workforce Management
GRI: 405-2

Employment Category	2022												2021					
	Total		Canada		United States		UK		Australia		NZ		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	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Total	0.82	0.81	0.82	0.81	0.80	0.79	0.83	0.82	0.76	0.75	0.77	0.76	0.78	0.78	0.76	0.82	0.72	0.73
Executives	1.05	1.10	1.19	1.33	0.92	0.87	1.57	2.11	N/A	N/A	N/A	N/A	1.05	1.18	0.82	2.02	N/A	N/A
Senior Management	0.92	0.93	0.93	0.94	0.91	0.91	1.03	1.03	0.97	0.96	0.82	0.78	0.92	0.94	0.90	1.09	1.00	0.80
Mid-Level Managers	0.91	0.91	0.91	0.91	0.89	0.89	0.93	0.92	0.89	0.89	0.95	0.96	0.89	0.88	0.89	0.90	0.85	0.91
Professionals	0.98	0.98	0.94	0.94	0.95	0.95	0.96	0.96	0.91	0.91	0.89	0.89	0.97	0.94	0.95	0.96	0.85	0.87
Entry Level	1.03	1.03	0.97	0.97	0.96	0.96	1.02	1.02	0.94	0.94	1.01	1.01	1.01	0.98	0.95	0.99	0.95	0.98

Note: Stantec's employment categorization underwent significant changes in 2021 stemming from the rollout of a Global Career Framework. Data shown for 2022 and 2021 is according to the new employment categorization.

Note: Percentages exclude individuals whose data is not managed in Stantec's human resources systems. This includes new acquisitions, whose data is not yet integrated into Stantec systems, and contracted labor (agency and independent contractors), whose employment details are not managed by Stantec.

Description	Stantec Statistics	Additional Information
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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		
	2022	2021	2020	2022	2021	2020
	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Total Company	13.1	11.8	19.6	5.3	-33.0	3.7
Canada	14.7	13.3	22.5	5.5	12.5	3.0
United States	5.5	4.9	5.8	8.2	5.0	-2.7
United Kingdom	7.6	7.4	9.8	5.1	3.5	1.9
Australia	3.7	3.6	3.7	13.3	0.6	1.3
New Zealand	3.1	3.2	3.6	0.6	1.1	-0.7

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. 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 2021 calendar year, paid in 2022. Total compensation is based on 2022 salary and 2021 bonus, paid in 2022.

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

Note: Ratios exclude individuals whose data is not managed in Stantec's human resources systems. This includes new acquisitions, whose data is not yet integrated into Stantec systems, and contracted labor (agency and independent contractors), whose employment details are not managed by Stantec.

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. Presenting for the two years Stantec has tracked this data.

	Women Who Took Parental Leave		Women Still Employed After 12 Months		Women Remaining After 12 Months	
	2022	2021	2022	2021	2022	2021
	#	#	#	#	%	%
Total Company	284	260	227	247	80	95
Canada	97	96	65	95	67	99
United States	131	98	114	91	87	93
United Kingdom	21	26	17	23	81	89
Australia	25	28	22	27	88	96
New Zealand	10	12	9	11	90	92

SR: Workforce Management
GRI: 401-3



Health and Safety

Numbers represent incidents that happened throughout calendar year 2022.

Description	Stantec Statistics				Additional Information
		2022	2021	2020	
Work Related Injuries					SR: Health, Safety, and Security GRI: 403-9 SASB: IF-EN-320a.1
Numbers and rates of recordable and lost time work-related injuries, as well as near miss (close call) incidents.					
Total number of recordable injuries	#	61	59	47	
Total recordable incident rate (TRIR)	Rate	0.29	0.32	0.27	
Total number of lost time cases	#	16	16	14	
Lost time incident rate (LTIR)	Rate	0.08	0.09	0.08	
Near miss (close call) incidents	#	711	592	494	
Fatalities	#	0	0	0	
Hours worked	Hours	42,202,967	37,395,750	35,426,493	

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:

- 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).
- 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.
- 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.
- 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.
- One hundred employees work 200,000 hours in a calendar year. TRIR = (recordable injuries x 200,000) ÷ hours worked. LTIR = (lost time cases x 200,000) ÷ hours worked.

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 2022 Sustainability Report and **Appendix A. Stantec Data Workbook**.

Stantec is reporting in accordance with the GRI Standards (GRI 1: Foundation 2021) for the period from January 1, 2022, to December 31, 2022.

This appendix is organized numerically according to the GRI standards.

Stantec material topics across our entire value chain were determined through a formal materiality assessment process as explained in the Materiality section of the Sustainability Report narrative. Relevant topic standards are addressed as priority, managed, 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). 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. 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 (*indicated by italicized text*).

GRI Standards and Disclosures		Stantec Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
GRI 2: General Disclosures (2021 version)			
2-1	Organizational details	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.	SR: Who We Are and Where We Are AIF: Pages 4 to 14 Stantec.com: 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 material topics identified across our value chain) cover all legal entities and services. Unless otherwise stated, this report includes acquisitions completed prior to December 2022.	AIF: Pages 4 to 8
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 2022 Sustainability Report (covering January 1, 2022, through December 31, 2022) was reported on April 18, 2023. Stantec's Annual Report (covering the same reporting period) was published on February 23, 2023. Please direct questions to sustainability@stantec.com.	SR: About This Report AR: Page M-1
2-4	Restatements of information	GRI 305-5: Stantec is restating the 2019 to 2021 percentage reduction for scope 1 and 2 market-based emissions from 65% to 59% to correct a typographical error in the published report. Because emissions were uncharacteristically low in 2021 due to shutdowns related to the COVID-19 pandemic, this has no material impact on progress against our science-based target. GRI 403-9: Stantec is restating near miss (close calls) figures for 2021 from 403 to 592 because additional reports from 2021 were received after the 2021 Sustainability Report publication date. This has no material impact on reported health and safety key performance indicators.	
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 Second Edition 2019-04 Greenhouse Gases–Part 3: Specification with guidance for the verification and validation of greenhouse gas statements. Stantec enterprise-wide, global emissions were verified to the limited level of assurance with an additional UK operation-only verification to a reasonable level of assurance. Apex Companies also conducted 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. Apex is an independent company, and no member of their team has a business relationship with Stantec, its directors, or managers beyond that required of these assignments.	SR: About This Report Stantec.com: About > Corporate Sustainability > Verification Documents

GRI Standards and Disclosures	Stantec Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
2-6 Activities, value chain, and other business relationships	<p>Stantec is a professional services company comprised of designers, architects, engineers, planners, digital technology experts, project managers and scientists within the infrastructure, buildings, water, environmental services, and energy & resources industries, innovating together to support a more sustainable world.</p> <p>In 2022, significant Stantec organizational changes included the acquisition of two companies: Barton Willmore and L2P.</p> <p>Stantec's value chain is illustrated in the materiality section of this report.</p> <p>Upstream, the Suppliers and Partners node of our value chain includes entities that provide products, services, or guidance that enable development of Stantec's services. This includes leased buildings, vehicle fleet, and vendors (for purchases of IT hardware and software, telecommunications, furniture, office supplies, technical supplies, fertilizer, etc.). We supplement our project-related workforce through subcontractors, subconsultants, and project partners. We also recognize the regulating frameworks that influence Stantec's operations and project delivery of via professional bodies and regulators that provide education and set codes, standards, and frameworks.</p> <p>Stantec's Operations node includes our employees (full-time, part-time), corporate programs that govern our organization, our project management approach and Stantec's brand positioning in the marketplace.</p> <p>Downstream from our company, the Clients and Communities node includes the clients for which we design engineering, architectural, planning, and environmental solutions; the specified materials in our designs (Stantec is a design firm, so our materials involvement only relates to specifications and design strategy; final procurement is handled by construction contractors); and communities benefiting from and impacted by the projects we design. Additionally, we acknowledge our contributions to industry knowledge, ideas, norms, and best practices.</p> <p>A notable change to Stantec's value chain in 2022 came with the December 2021 Cardno acquisition. Though the majority of Cardno's work was professional services in nature, they also had a native plant nursery that sells a physical product (seeds and plant plugs). With the nursery representing <1% of our global business, this added a nominal amount of new environmental impacts to Stantec operations (fertilizers, irrigation water, compost, distribution).</p>	<p>SR: Materiality > Our Value Chain</p> <p>AR: Page M-4</p> <p>AIF: Pages 6 to 14</p>
2-7 Employees	Numbers are presented in Appendix A. Stantec Data Workbook .	<p>SR: Where We Are</p> <p>Appendix A: Workforce > Employee Numbers and Demographics</p>
2-8 Workers who are not employees	While the majority of Stantec's work is performed by our employees, Stantec also accesses the services of approximately 950 contracted labor (agency and independent contractors) resources. Basic information is collected on these individuals and maintained in our HRIS but, because they are not Stantec employees and not guaranteed hours, additional employment details are not collected. These workers provide a variety of services throughout the year based on our project workload and needs. Activities are both technical and administrative as well as office- and field-based.	SR: Where We Are
2-9 Governance structure and composition	Stantec's highest governance body is our Board of Directors. 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.	<p>SR: Sustainability Governance and Corporate Governance</p> <p>MIC: Pages 34 to 44</p> <p>AIF: Pages 12, 18, and 19</p> <p>Stantec.com: About > Corporate Governance</p>
2-10 Nomination and selection of the highest governance body	Canadian legislation and Stantec's leadership Diversity Policy guide the nomination and selection of our Board.	<p>MIC: Pages 13, 15 to 23, 30 to 33,</p> <p>Stantec.com: About > Corporate Governance</p>

GRI Standards and Disclosures		Stantec Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
2-11	Chair of the highest governance body in overseeing the management of impacts	The chair of Stantec's Board is Douglas Ammerman, an independent Board member. Though not an official Sustainability and Safety Committee member, Mr. Ammerman attends every committee meeting to demonstrate his support. The chair of the Board Sustainability and Safety Committee is Don Lowry, an independent Board member.	MIC: Pages 15, 20 and 41 to 42 Stantec.com: 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 our 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 is a member of the Executive ESG Committee; works closely with our SDG Impact Leader, corporate functions, and business operating units; and reports to the chief project and practice officer. Results and impacts (potential and actual) are informally shared with the Board Sustainability and Safety Committee by the chief project and practice officer (who is also an Executive ESG Committee member) on an as-needed basis and formally shared on a quarterly basis.	SR: Sustainability Governance AR: Page M-31 MIC: Pages 31, 32, and 42 to 45 CDP: Question C1
2-13	Delegation of responsibility for managing impacts	Stantec's Board delegates responsibility for managing ESG impacts to the Executive ESG Committee, which is coordinated by the vice president of Corporate Sustainability and includes membership of more than half of Stantec's C-Suite members (chief financial officer [chair], chief operations officer-Global; chief project and practice officer; chief people and inclusion officer). Additional Committee members include the executive vice president of Environmental Services (new member); vice president of strategy (outgoing member); vice presidents of risk management, practice services, and treasury; and regional leader of Continental Europe operations. Day-to-day sustainability responsibility sits with the Corporate Sustainability team, led by the vice president of Corporate Sustainability. The Executive ESG Committee and the Corporate Sustainability team informally interact with the Board on a regular basis and formally report to the Board on a quarterly basis.	SR: Sustainability Governance CDP: Question C1
2-14	Role of the highest governance body in sustainability reporting	This report is written by the Corporate Sustainability team. The Board Sustainability and Safety Committee, C-Suite, and Executive ESG Committee have reviewed and approved the information included in this Sustainability Report.	SR: About This Report and Sustainability Governance
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. If conflicts of interest are identified, they are disclosed in Stantec's MIC.	MIC: Pages 34, 40, 41, and 43 AIF: Page 22
2-16	Communication of critical concerns	No critical ESG concerns were reported to the Board in 2022. If there was a critical ESG concern, it would be immediately communicated by the Corporate Sustainability team to the Executive ESG Committee and then elevated to the Board Sustainability and Safety Committee. Concerns would also be formally documented in quarterly reporting.	
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. As reported in Stantec's MIC, members of both committees have extensive ESG industry expertise. Of the full Board, 100% have governance experience and 88% are highly experienced in environmental and social topics with 11% having general experience. (Note: Percentages do not include Angeline Chen, who has not yet been voted onto the board at the time of this report release. Ms. Chen is deemed highly experienced in environmental, social, and governance topics). The vice president of Corporate Sustainability is regularly invited to participate in Board Sustainability and Safety Committee meetings to provide ESG insights to the group.	SR: Sustainability Governance and Corporate Governance MIC: Page 33
2-18	Evaluation of the performance of the highest governance body	The Executive ESG Committee provides direct input and analysis of Stantec's ESG performance to the Board Sustainability and Safety Committee, including our performance compared to our peers and to previous years. <i>There is no formal, independent evaluation of either governance body as it relates to their ESG performance.</i>	
2-19	Remuneration policies	Remuneration is covered in Stantec's MIC.	MIC: Pages 48 to 50
2-20	Process to determine remuneration	Remuneration is covered in Stantec's MIC.	MIC: Pages 50 to 69

GRI Standards and Disclosures		Stantec Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
2-21	Annual total compensation ratio	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Workforce > Annual Total Compensation Ratio and Increase
2-22	Statement on sustainable development strategy	Stantec is committed to sustainable development, utilizes the UN Sustainable Development Goals (SDGs) framework to guide our strategy, and has a dedicated SDG impact leader overseeing implementation of this strategy. Statements on the relevance and importance of ESG to Stantec's future are included in the introduction letters from the chief executive officer and the Board Sustainability and Safety Committee chair. As well, there is a section of this report dedicated to describing our commitment to and actions that support the SDGs.	SR: CEO Message and Board Sustainability and Safety Committee Chair, SDGs AR: Pages 3, 9, M-3, M-14, and M-33
2-23	Policy commitments	As a consulting firm recognized for building sustainable communities, Stantec has a brand position founded on protecting the environment and society. We are active participants in the UN Global Compact and expressly support the SDGs, the UN Decade on Ecosystem Restoration, and the Women's Empowerment Principles. Stantec has several policies committing us to responsible business conduct including our Sustainability Policy, Environmental Policy, Code of Business Conduct, Diversity Policy, Health Safety, and Security Policy, Community Engagement Policy, Human Rights Policy, and a variety of workforce policies. All policies are approved by the C-Suite with some policies additionally approved by the Board (of the aforementioned policies, the Environmental Policy, Code of Business Conduct, Diversity Policy, Health Safety, and Security Policy are Board approved). All policies are available to employees via Stantec's internal website and externally pertinent policies are available to business partners and other parties via stantec.com.	SR: Policies are linked to throughout the relevant sections of this report Stantec.com: About > Corporate Governance > Policies
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, as a part of our periodic materiality assessment refresh exercises, 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 communicated to relevant parties in the Suppliers and Partners node of our value chain via our Partner Code of Business Conduct.	
2-25	Processes to remediate negative impacts	Stantec asks our value chain 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 integrity@stantec.com . Concerns of any nature can be confidentially and anonymously reported by employees or third parties using our Company's Integrity Hotline via www.stantec.ethicspoint.com or a variety of toll-free numbers (managed by an independent hosting company). Each Integrity Hotline report is assigned to a Corporate Integrity, Human Resources, Financial or Legal representative, as appropriate, for investigation. If a report about a violation of our policies has been substantiated, we take appropriate disciplinary action, corrective action, or both. The vice president of Corporate Integrity follows up to confirm that reports have been properly addressed. Integrity Hotline reports are aggregated every quarter and reported to our board of directors. Serious complaints are reported immediately to the chair of the board-level Audit and Risk Committee.	SR: Ethics and Compliance MA: Ethics and Compliance

GRI Standards and Disclosures	Stantec Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information			
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. Members of our upstream (Suppliers and Partners) and downstream (Clients and Communities) value chain nodes 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 contact the Integrity Hotline as described above.	SR: Ethics and Compliance GRI: 2-25 MIC: Page 29			
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) during the reporting period (January 1, 2022, through December 31, 2022). 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.	AR: Page M-31 AIF: Page 22			
2-28 Membership associations	<p>Stantec participates in hundreds of industry associations, membership associations, and national and international advocacy organizations.</p> <p>Below are examples of some of the more significant memberships:</p> <table border="0"> <tr> <td data-bbox="917 583 1475 1157"> <ul style="list-style-type: none"> Aboriginal Environmental Leadership Circle American Institute of Architects American Society of Heating Refrigeration and Air-Conditioning Engineers American Water Works Association Australian Water Association Board of Certified Safety Professionals British Standards Institution Building Owners and Managers Association Canadian Green Building Council Canadian Council for Aboriginal Business Canadian Society for Civil Engineering Catalyst (advancing women in the workplace) CDP (formerly Carbon Disclosure Project) Chartered Institution of Water and Environmental Management Engineers Australia </td> <td data-bbox="1593 583 2208 1083"> <ul style="list-style-type: none"> Engineers Without Borders Greenhouse Gas Protocol GRI Reporting Standards Institute for Sustainable Infrastructure, Envision Institute of Environmental Management and Assessment International Hydropower Association International Organization for Standardization 9001, 14001, 20000, 27001, 45001 International Water Association US Green Building Council National Association for Environmental Management Natural Capital Coalition Sustainability Accounting Standards Board Sustainable Apparel Coalition </td> <td data-bbox="2286 583 2723 1046"> <ul style="list-style-type: none"> Social and Labor Convergence Task Force on Climate-related Financial Disclosures UN Global Compact UN Guiding Principles on Business and Human Rights UN Women's Empowerment Principles WasteMINZ Water Design-Build Council Water New Zealand Water Research Foundation Water UK International WELL Building Institute </td> </tr> </table>	<ul style="list-style-type: none"> Aboriginal Environmental Leadership Circle American Institute of Architects American Society of Heating Refrigeration and Air-Conditioning Engineers American Water Works Association Australian Water Association Board of Certified Safety Professionals British Standards Institution Building Owners and Managers Association Canadian Green Building Council Canadian Council for Aboriginal Business Canadian Society for Civil Engineering Catalyst (advancing women in the workplace) CDP (formerly Carbon Disclosure Project) Chartered Institution of Water and Environmental Management Engineers Australia 	<ul style="list-style-type: none"> Engineers Without Borders Greenhouse Gas Protocol GRI Reporting Standards Institute for Sustainable Infrastructure, Envision Institute of Environmental Management and Assessment International Hydropower Association International Organization for Standardization 9001, 14001, 20000, 27001, 45001 International Water Association US Green Building Council National Association for Environmental Management Natural Capital Coalition Sustainability Accounting Standards Board Sustainable Apparel Coalition 	<ul style="list-style-type: none"> Social and Labor Convergence Task Force on Climate-related Financial Disclosures UN Global Compact UN Guiding Principles on Business and Human Rights UN Women's Empowerment Principles WasteMINZ Water Design-Build Council Water New Zealand Water Research Foundation Water UK International WELL Building Institute 	
<ul style="list-style-type: none"> Aboriginal Environmental Leadership Circle American Institute of Architects American Society of Heating Refrigeration and Air-Conditioning Engineers American Water Works Association Australian Water Association Board of Certified Safety Professionals British Standards Institution Building Owners and Managers Association Canadian Green Building Council Canadian Council for Aboriginal Business Canadian Society for Civil Engineering Catalyst (advancing women in the workplace) CDP (formerly Carbon Disclosure Project) Chartered Institution of Water and Environmental Management Engineers Australia 	<ul style="list-style-type: none"> Engineers Without Borders Greenhouse Gas Protocol GRI Reporting Standards Institute for Sustainable Infrastructure, Envision Institute of Environmental Management and Assessment International Hydropower Association International Organization for Standardization 9001, 14001, 20000, 27001, 45001 International Water Association US Green Building Council National Association for Environmental Management Natural Capital Coalition Sustainability Accounting Standards Board Sustainable Apparel Coalition 	<ul style="list-style-type: none"> Social and Labor Convergence Task Force on Climate-related Financial Disclosures UN Global Compact UN Guiding Principles on Business and Human Rights UN Women's Empowerment Principles WasteMINZ Water Design-Build Council Water New Zealand Water Research Foundation Water UK International WELL Building Institute 			

2-29 Approach to stakeholder engagement

Stantec engages with stakeholders to gain insight on ESG priorities, requirements, frameworks, and best practices to inform our sustainability focus and our overall business strategy. The categories listed below include the wide net of stakeholder groups across our value chain that we interact with while doing business and delivering projects.

Upstream	Stantec Operations	Downstream
Investors Meetings and calls with Investor Relations, Corporate Sustainability, and Finance teams Investor disclosure requests Earnings conference calls Annual General Meetings Investor conference presentations Industry research and publications Informal discussions at industry and professional association events	Employees Employee engagement surveys Career development and performance reviews Health, safety, and security reviews and opportunity submissions 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	Clients Regular meetings with account managers Meetings and calls with account and project managers and senior leaders Client satisfaction/relationship surveys 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
Subconsultants, Subcontractors, and Partners Prequalification and outreach Joint project work Meetings with project managers and senior leaders		Communities Locally driven engagement initiatives (varies by region and locale) Project public meetings Interactions during project work
Suppliers Contract negotiations Quarterly business reviews Meetings with Procurement team		Industry Thought Leadership Informal discussions at industry and professional association events Joint participation with clients and communities on technical committees Participation and support for educational sessions (e.g., webinars)
Regulating Frameworks Review of and comments on current and proposed regulations		

Specific to stakeholder input on Stantec’s sustainability program, our Executive ESG Committee identified the highest priority stakeholder groups by conducting a pairwise evaluation—a process of comparing entities in pairs to judge which of each entity is given greater weight. The stakeholder groups rated highest in the pairwise evaluation and given the most weight in shaping our sustainability programs include employees, clients, and investors. Regular ESG engagement with these primary stakeholder groups to gauge opinions, concerns, opportunities, and priorities is accomplished through direct conversations (virtual and in-person), surveys, and focus groups.

From a client and project perspective, meaningful engagement with stakeholders 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.

GRI Standards and Disclosures		Stantec Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
2-30	Collective bargaining agreements	Stantec does not engage in any practices that would impinge on freedom of association or the right to collective bargaining (see GRI 407-1). Fewer than 2.5% of Stantec's worldwide employees are eligible for collective bargaining. Labor agreements in the Netherlands, Belgium, and Italy cover all staff members in those countries. The terms of agreements in Ontario, Canada (archaeology group) and California, United States (land surveying field work) apply only to the unionized employees.	GRI: 407-1 AIF: Page 12
GRI 3: Material Topics (2021 version)			
3-1	Process to determine material topics	<p>Assessing materiality as part of our sustainability strategy guides our initiatives towards alignment with our business' and stakeholders' priorities.</p> <p>As described in the Sustainability Report, in 2022, Stantec completed a major refresh of our materiality assessment following the requirements of the updated GRI Reporting Standards. Our process expanded the material topic boundaries previously considered to include our entire value chain and considered double materiality. This exercise included perspectives from Stantec subject matter expertise (Corporate Sustainability team and client facing ESG advisors), Stantec management (Executive ESG Committee, C-Suite, Board Sustainability and Safety Committee), and primary stakeholder groups (employees, clients, investors). The process evaluated and prioritized material topics with the intent of deepening understanding of our impacts beyond our operations, maximizing our long-term value creation, and informing our upcoming strategic planning cycle.</p> <p>Our materiality assessment process applied GRI Reporting Principles for defining report content.</p> <p>To complete our 2022 materiality refresh, Stantec</p> <ol style="list-style-type: none"> 1) Completed a comprehensive review to understand our purpose, services, business relationships, sustainability context, and stakeholder groups 2) Identified our actual and potential impacts (positive and negative) on the economy, environment, and people across our services and value chain 3) Assessed the significance of the impacts through desktop evaluation, stakeholder surveys, and workshops 4) Utilized a scoring mechanism to prioritize the most significant topics for reporting (under the categories of priority, managed, monitored topics) <p>This Index and the report narrative contain details on Stantec's strategy for addressing these topics. Together, these topics complete the picture of Stantec's ESG commitments and facilitate evaluations from investor driven ESG rating systems.</p> <p>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. Additionally, we included the GRI topics determined not to be applicable in order to provide context on why they are not material.</p>	SR: Materiality
3-2	List of material topics	Stantec's new list of prioritized material topics is included on the following two pages along with a reference to the associated GRI categories. Since our 2021 reporting, the list of operations material topics (the focus of our previous materiality assessments) has remained largely the same with some changes to the priority groupings. As 2022 is the first year of assessment related to Stantec's upstream (Suppliers and Partners) and downstream (Clients and Communities), all material topics for those value chain nodes are new.	SR: Materiality
3-3	Management of material topics	<p>Management approaches have been written to provide an overview of how Stantec manages the identified topics. These are noted in the "Additional Information" column of the associated GRI sections with the "MA:" reference. Management approaches are also available within the narrative of this report in the "Stantec Approach" call out box of each report section. A full list of management approaches is available at Stantec.com/sustainability. These management approaches provide information on associated policies, commitments, goals, and targets.</p> <p>In the subsequent sections of this GRI Content Index, each GRI topic references the associated value chain node (Suppliers and Partners, Operations, Clients and Communities) and associated priority grouping (Priority, Managed, Monitored).</p> <p>Note: Because Stantec's 2022 materiality refresh was completed near the end of the year, efforts to expand our management approaches to address the needs of the new value chain nodes (Suppliers and Partners, Clients and Communities) are still a work in progress.</p>	SR: Materiality Stantec.com: About > Corporate Sustainability > Management Approaches

ESG Categories and Material Topics	Upstream: Suppliers and Partners	Operations: Stantec	Downstream: Clients and Communities
Environmental	Stantec supplier programs that encourage environmentally responsible procurement practices	Stantec programs to evaluate, manage, and minimize the environmental impacts of our operations	Stantec's ability to impact client decisions that maximize the positive and minimize the negative environmental impacts of our project work
Biodiversity Protection (GRI 304)	Covered as part of procurement	Monitored: Protection, conservation and management of marine and land ecosystems connected to our leased office space	Managed: Project considerations that promote protection, conservation, and sustainable use of marine and land resources
Clean Energy Use (GRI 302)	Covered as part of procurement	Priority: Energy efficient Stantec leased assets (offices, fleet) and Stantec's clean energy use in our leased office spaces (self-generation, tariffs, energy attribute certificates)	Priority: Energy efficiency and clean energy use in our project designs and a focus on design of renewable energy generation projects
Emissions Management (GRI 305)	Covered as part of procurement	Priority: Emissions management to combat climate change and its impacts (including Stantec's net zero commitment)	Priority: Project considerations to lower the emissions of the projects we design (buildings, infrastructure, nature-based solutions)
Environmental Management	Covered as part of procurement	Managed: Environmental management and compliance of Stantec operations and approach to projects	Monitored: Project outcomes that meet environmental compliance requirements and promote good environmental management principles
Materials Specifications (GRI 301)	Covered as part of procurement	Monitored: Specifying sustainable products for Stantec purchases (office supplies, computers, furniture)	Managed: Specifying sustainable project materials and proactive considerations of circular economy opportunities in our project designs
Waste Management (GRI 306)	Covered as part of procurement	Managed: In our leased office space, Stantec's approach to recycling and composting, efforts to lower our waste generation, and application of circular economy principles	Managed: Proactive consideration of sustainable sanitation, waste management, and circular economy opportunities in our project solutions
Water Use (GRI 303)	Not applicable	Monitored: Water efficiency and conservation in Stantec offices and native plant nursery	Priority: Project considerations that promote water access, efficiency, and conservation
Social	Stantec supplier programs that promote small and diverse businesses and prioritize businesses that support their employees, local communities, and human rights	Stantec programs to build an inspiring, inclusive, safe workplace and culture at Stantec and positively support the communities where we live and work	Stantec's ability to impact client decisions that maximize the positive and minimize the negative impact on social groups directly or indirectly affiliated with Stantec's project work
Community Engagement (GRI 413)	Covered as part of inclusion, diversity, and equity	Managed: Stantec's philanthropic and economic impact on local communities (donations, volunteering, significant employer in local communities)	Managed: Encouragement of community engagement by or on behalf of our client projects and proactive assessments to minimize social/climate justice impacts
Health, Safety, and Security (GRI 403, 410, 416)	Covered as part of procurement	Priority: Health, safety, and security of Stantec employees and project teams in the office and in the field	Priority: Health, safety, and security in the use of our designed products
Inclusion, Diversity, and Equity (GRI 405, 406)	Managed: Supplier diversity programs, includes a focus on women, minority-owned (including Indigenous), and small businesses	Priority: Diversity, equal opportunity, and non-discrimination practices for Stantec employees	Priority: Inclusion, diversity, and equity in Stantec project management practices such as promoting diverse project teams and proactively assessing projects for potential community impacts

ESG Categories and Material Topics	Upstream: Suppliers and Partners	Operations: Stantec	Downstream: Clients and Communities
Indigenous Relations (GRI 411)	Covered as part of inclusion, diversity, and equity	Managed: Actions that acknowledge Indigenous rights and culture for Stantec employees and in Stantec corporate programs	Managed: Work with Indigenous People as it relates to all projects and in all geographies where Indigenous People are present
Innovation	Not applicable	Priority: Stantec's investment in innovation, research, and development	Not applicable
Workforce Management (GRI 401, 402, 404, 407)	Covered under procurement	Priority: Talent attraction and retention for Stantec employees	Not applicable
Governance	Stantec supplier management approaches that promote responsible behavior	Stantec programs to ethically manage our business	Stantec's ability to promote project-level responsible behavior with our clients
Cybersecurity and Privacy (GRI 418)	Covered as part of procurement	Priority: Cybersecurity and privacy of Stantec employee data plus Stantec ISO-certified integrated management system	Priority: Cybersecurity and privacy protection of client information
Ethics and Compliance (GRI 205, 206, 415)	Covered as part of procurement	Priority: Ethical business behavior including anti-corruption, anti-competitive behaviors, political contributions	Priority: Proactively working with clients to address ethics on our projects, speaking up when we see potential issues
Human Rights (GRI 408, 409)	Covered as part of procurement	Managed: Protecting the human rights of our employees and operational touch, includes security practices	Managed: Watching out for and speaking up if there are potential human rights violations by our clients or individuals connected to our project work
Procurement (GRI 204, 308, 414)	Managed: ESG assessments for Stantec vendors, subcontractors, and subconsultants	Managed: Stantec systems and tools to enable sustainable supply chain practices (as covered under the upstream value chain node)	Not applicable
Risk Management - Climate	Not applicable	Managed: Operational risk to Stantec caused by climate change, includes employee safety and business continuity in the face of extreme weather	Priority: Management of climate-related risks to project solutions, including proactively identifying, advocating for, and addressing climate change impacts in our project work
Risk Management - Overall	Not applicable	Managed: Enterprise risks to Stantec caused by operations and project management (excludes climate-related risks)	Not applicable
Economic			
Financial Health (GRI 201, 207)	Not applicable	Priority: Stantec's financial health	Not applicable

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
GRI 201: Economic Performance (2016 version)		
	Topic management disclosures Financial Performance (Value Chain Nodes—Operations: Priority Topic) 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. Stantec has supported a formal Sustainability Program since 2006 and has remained profitable every year since our founding in 1954. Our economic performance is covered in depth in our Annual Report.	AR: Full Document
201-1	Direct economic value generated Covered in Stantec's Annual Report.	AR: 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 and provide flexible work options that enable employees to work from home (under our flexible workplace strategy), the climate-related 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. We have a Climate Solutions Leadership team dedicated to embedding climate action into our consulting and business development. Regarding climate-related opportunities, financial projections and associated assumptions are disclosed in our CDP question C2. <i>Regarding climate-related risks, Stantec is still developing our calculation approach and has not yet disclosed related financials.</i>	SR: Risk Management AR: Pages M-1 to M-3, M-9, M-12, M-14, M-31, and M-33 to M-34 CDP: Question C2
201-3	Defined benefit plan obligations and other retirement plans Covered in Stantec's Annual Report.	AR: Pages M-20 to M-21, M-39, F-6, F-8, F-19, F-37 to F-40, F-52, and F-55
201-4	Financial assistance received from government Stantec did not receive governmental financial assistance in 2022.	
GRI 202: Market Presence (2016 version)		
	Topic disclosures <i>Not material (for an explanation of why, see 202-1, 202-2)</i>	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage <i>As a highly technical professional services firm, 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.</i>	
202-2	Proportion of senior management hired from the local community <i>Stantec hires local expertise, when possible, but we do not track the percentage of senior management hired from the local community.</i>	
GRI 203: Indirect Economic Impacts (2016 version)		
	Topic management disclosures <i>Not material (for an explanation of why, see 203-1, 203-2)</i>	
203-1	Infrastructure investments and services <i>As a professional services company, Stantec does not make infrastructure investments, unless it is on behalf of our clients.</i>	
203-2	Significant indirect economic impacts Stantec provides philanthropy through our charitable investment activities and volunteer work. In 2022, Stantec donated more than \$5.3 million to organizations around the globe and supported more than 3,500 partner organizations. In our ninth annual Company-sponsored volunteer event, Stantec in the Community Week, more than 4,000 employees volunteered to support more than 300 organizations. <i>With team members around the world supporting projects under Stantec's flexible workplace strategy, Stantec's economic impact is distributed. We are a major employer in some local geographies (hiring graduates and apprentices; training, developing, and mentoring our people; giving our people great work opportunities). Beyond the revenue, payroll, and benefit figures reported in the Annual Report, we do not track this dispersed economic impact.</i>	SR: Community Engagement

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
GRI 204: Procurement Practices (2016 version)		
Topic management disclosure	<p>Procurement (Value Chain Nodes—Suppliers and Partners: Managed Topic, Operations: Managed Topic)</p> <p>Stantec procurement spending supports office, laboratory, and field activities. As a professional services organization, we specify and design to, but do not directly procure the materials used in construction of our designed projects.</p> <p>Because Stantec is a professional services firm, our operational supply chain includes centrally procured vendors. When possible, we centralize vendors to control costs and improve ESG performance. To positively influence the environmental and social impacts of our vendors, our Procurement team uses standard sustainability language in our request for proposals and contracts.</p> <p>Stantec also works with project subcontractors and subconsultants. We have various subcontractor management programs that screen for ESG topics such as health and safety, ethics and compliance, and environmental violations.</p> <p>At a corporate level, Stantec does not yet have a supply chain ESG assessment program. We expect subcontractors to be ethical and follow our Partner Code of Business Conduct, available on our website. High-risk subcontractors must acknowledge, in writing, that they will follow this code.</p>	<p>SR: Procurement</p> <p>MA: Procurement</p> <p>Stantec.com: About > Governance > Partner Code of Business Conduct</p>
204-1	<p>Proportion of spending on local suppliers</p> <p><i>Stantec has recently purchased a procurement management tool to help us track details related to our supply chain. Though we do not yet track the portion of our spending on local suppliers, project subcontractors are often local businesses. Additionally, we have various teams focused on expanding the diversity of our supply chain. Small, minority-owned, and veteran-owned businesses tend to be local.</i></p>	<p>SR: Procurement</p>
GRI 205: Anti-Corruption and 206: Anti-Competitive Behaviors (2016 version)		
Topic management disclosures	<p>Ethics and Compliance (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic)</p> <p>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. If someone sees a problem, we expect them to speak up.</p> <p>Stantec evaluates 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.</p>	<p>SR: Ethics and Compliance</p> <p>GRI: 2-25</p> <p>MA: Ethics and Compliance</p>
205-1	<p>Operations assessed for risks related to corruption</p> <p>Stantec continually assesses our global operations relating to corruption. Stringent control measures are in place to identify and mitigate the highest risks.</p> <p><i>The total number and percentage of operations assessed for corruption-related risks is deemed confidential and therefore omitted.</i></p>	
205-2	<p>Communication and training about anti-corruption policies and procedures</p> <p>Yearly, Board members and employees must take Stantec’s bespoke, mandatory 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.</p> <p><i>The specifics related to due diligence checks have been omitted because they are deemed confidential.</i></p>	<p>SR: Ethics and Compliance</p>
205-3	<p>Confirmed incidents of corruption and actions taken</p> <p>None.</p>	
206-1	<p>Legal actions for anti-competitive behavior, anti-trust, and monopoly practices</p> <p>None.</p>	

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
GRI 207: Tax (2019 version)		
	Topic management disclosures	
207-1	Approach to tax Stantec places primary importance on paying the correct amount of tax under all relevant laws and regulations and to fully comply with its regulatory obligations. In line with our core business value “we do what is right,” Stantec maintains a conservative approach to tax; we do not undertake aggressive tax planning strategies, and we strive to act in a manner that upholds our reputation as a responsible corporate citizen and to operate with integrity and transparency. The executive vice president and chief financial officer has oversight of the tax strategy.	
207-2	Tax governance, control, and risk management Day to day management of global tax affairs and strategies resides with the global tax teams located in Canada, United States, United Kingdom, and Australia which are overseen by the global vice president of tax (in Canada). The global tax team provides tax oversight for each country Stantec operates in and is responsible for tax compliance, tax planning, project bid reviews, and managing relationships with tax authorities. The global tax team therefore aims to be involved in all stages of material and tax sensitive transactions from scoping through to post implementation reviews. Concerns of any nature can be confidentially and anonymously reported by employees or third parties using our Company’s Integrity Hotline via www.stantec.ethicspoint.com or a variety of toll-free numbers (managed by an independent hosting company).	
207-3	Stakeholder engagement and management of concerns relate to tax Stantec maintains an open, honest, and timely dialogue with tax authorities. Where relevant, Stantec will conduct meetings with tax authorities to communicate developments in Stantec’s business and to address tax risks. Stantec acknowledges and understands the responsibility and obligation that it has as a large group of companies to work alongside tax authorities and other regulatory bodies to ensure that our tax affairs are correct, appropriate, and transparent. <i>Stantec deems our tax policy to be confidential and thus does not make this publicly available.</i>	
207-4	Country-by-country reporting Stantec files annual country-by-country reporting with the required government agencies. Please refer to the 2022 Annual Report for our overall tax disclosures (see AR page references under Additional Information). For a full list of Stantec’s countries of operation, please see the cover page of Appendix A. Stantec Data Workbook . <i>Detailed country by country taxes are not disclosed as they are deemed confidential.</i>	Appendix A: Cover Page AR: M-5, M-7, M-10, M-16, M-18, M-20, M-21, M-38, M-43, F-6 to F-7, F-19 to F-20, F-49 to F-51, F-53
GRI 301: Materials (2016 version)		
	Topic management disclosures Materials Specifications (Value Chain Nodes—Operations: Monitored Topic, Clients and Communities: Managed Topic) Stantec is a professional services firm, so, our “products” are intellectual property. To perform our work, we purchase products such as office supplies, furniture, and computers. We have programs in place to purchase environmentally and socially responsible products whenever possible. While electronic delivery of our proposals, reports, and drawings is our standard, we do sometimes have to print. Therefore, we track paper use, reduce overall paper use, and purchase environmentally friendly paper. Due to the Cardno acquisition in late 2021, Stantec now owns a native plant nursery in the midwestern United States that sells seeds and plants, key elements of ecosystem restoration. This introduced a new type of operational materials purchase for items such as fertilizer, packaging (seed packets, planting pots), and plant waste materials. When sourcing materials, we focus on supporting organic and compostable products. For our clients, through our design decisions and specifications we directly influence the materials required to realize our projects but are not directly responsible for the final procurement of materials or the physical construction of the designed systems, buildings, or infrastructure. While Stantec does not yet have a company-wide materials management program, we have numerous subject matter groups who take actions within their scope to specify healthy and low-carbon materials. For example, in North America, our Buildings business unit progressed our involvement with the Structural Engineers 2050 (SE2050) Challenge, a program aimed at reducing the embodied carbon of structural systems, by committing to annually disclose embodied carbon analyses of our structural designs (starting 2023), and continued our support for the AIA Materials Pledge, a program to promote the use of materials that support human, climate, ecosystem, and social health by using a Stantec-developed BIM schedule enabling the specification of interior materials with third-party validation of their environmental and/or health-related impacts	SR: SDGs and Resource Conservation MA: Resource Conservation
301-1	Materials used by weight or volume <i>Stantec does not track material use in our operations, nor what is specified for use in client projects.</i>	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
301-2	Recycled input materials used	<p><i>Stantec does not calculate the percentage of recycled inputs used because Stantec is a professional services company that typically does not produce a sold product requiring input materials (the only physical products we sell are the seeds and plants from our native plant nursery which focuses on sourcing organic and compostable products). In our operations, we put a focus on virtual document management but do sometimes use office paper during our design process. Stantec has a centralized print management system in our primary geographies that mandates the use of recycled paper. Additionally, our global ISO 14001-certified environmental management system requires the use of recycled paper. While we do collect paper purchase details for use in the calculation of our scope 3, Purchased Goods and Services, we do not collect the detail necessary to calculate the percentage of recycled inputs used related to paper use. As the volume of our paper use is nominal, we do not deem it material enough to put tracking mechanisms in place.</i></p> <p><i>For our projects, on a case-by-case basis, we do track materials specified with recycled content where required by a third-party certification, such as the USGBC LEED suite of certifications, or the ISI Envision certification. Project related tracking is done in conjunction with the client approved scope of services and based on the needs of the individual projects. In these instances, we work closely with the general contractor who is responsible for the final tracking and material volume/cost calculations through the construction administration phase, based on the project specifications created during the design phases. This information is not available for central reporting.</i></p>	
301-3	Reclaimed products and their packaging	<i>Stantec does not produce a sold product (except for the seeds and plants from the native plant nursery, which focuses on sourcing organic and compostable products).</i>	
GRI 302: Energy (2016 version)			
	Topic management disclosures	<p>Clean Energy Use (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic)</p> <p>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.</p> <p>For our clients, a significant portion of our design services support energy efficiency and renewable energy projects. Stantec works with clients to achieve energy efficiency in the projects we design, carry out commissioning of new construction, retro-commissioning of existing facilities, and create energy monitoring or management plans for long-term emissions management. Stantec does not centrally track project energy use.</p>	<p>SR: SDGs and Resource Conservation</p> <p>MA: Resource Conservation</p> <p>Stantec.com: Expertise > Energy</p>
302-1	Energy consumption within the organization	<p>Numbers are presented in Appendix A. Stantec Data Workbook.</p> <p>Information on the standards, methodologies and conversion factors that were utilized for the calculations can be found in our management approach and CDP disclosure Question C8.</p>	<p>Appendix A: Emissions and Energy > Organization's Energy Consumption</p> <p>MA: Emissions Management</p> <p>CDP: Question C8</p>
302-2	Energy consumption outside the organization	While we have a direct and indirect influence on clients to encourage reductions in their energy use, we do not track downstream energy consumption on a long-term basis.	SR: SDGs
302-3	Energy intensity	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Emissions and Energy > Energy Intensity
302-4	Reduction of energy consumption	Numbers are presented in Appendix A. Stantec Data Workbook .	<p>SR: Emissions Management and Resource Conservation</p> <p>CDP: Question C8</p>
302-5	Reductions in energy requirements of products and services	Stantec works with clients to achieve energy efficiency in the projects we design, carry out commissioning of new construction, retro-commissioning of existing facilities, and create energy monitoring and management plans for long-term emissions management. <i>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.</i>	SR: What We Do

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
GRI 303: Water and Effluents (2016 version)		
Topic management disclosures	<p>Water Use (Value Chain Nodes—Operations: Monitored Topic, Clients and Communities: Priority Topic)</p> <p>Stantec is a professional services firm working primarily in leased office space, so, operationally, we have very little influence and control over the quantity of our water use. Even so, we work hard to conserve water.</p> <p>For our clients, Stantec is a world leader in water and effluent management services, and we positively influence water withdrawal, recycling, consumption, and reuse practices. Stantec has a Water business operating unit (representing 20% of our revenue) focused on managing, treating, distributing, and conserving water. Our Environmental Services business operating unit (representing 20% of our revenue) also regularly address water use, pollution, and clean up in their project work, and our Buildings business operating unit (representing 18% of our revenue) consults on water-efficient appliances, HVAC systems and industrial processes.</p>	<p>SR: SDGs and Resource Conservation</p> <p>MA: Resource Conservation</p> <p>Stantec.com: Expertise > Water</p>
303-1 Interactions with water as a shared resource	<p><i>As an operation in leased office space, Stantec water use is primarily kitchen and bathroom use. At an office level, we have neither influence nor control over water resource management.</i></p> <p>For our clients, we regularly work with stakeholder groups to manage water as a shared resource.</p>	
303-2 Management of water discharge-related impacts	<p><i>As an operation in leased office space, Stantec has neither influence nor control over water discharge.</i></p> <p><i>For our clients, we regularly design systems to minimize the negative and maximize the positive impacts of water discharge. Effluent discharge standards are set on a case-by-case bases depending on the needs of the individual project.</i></p>	
303-3 Water withdrawal	<p><i>As an operation in leased office space, Stantec does not withdraw water.</i></p> <p>Our native plant nursery withdraws groundwater for irrigation needs.</p> <p><i>We do often support clients with their water withdrawal needs, but do not centrally track this data.</i></p>	
303-4 Water discharge	<p><i>As an operation in leased office space, Stantec has neither influence nor control over water discharge.</i></p> <p>Our native plant nursery uses water for irrigation needs.</p> <p><i>We do often support clients with their water discharge requirements but do not centrally track this data.</i></p>	
303-5 Water consumption	<p><i>As an operation in leased office space, Stantec's water consumption is primarily related to kitchen and bathroom use. Because we are co-located with other tenants and share these water sources, we are unable to track office water usage.</i></p> <p>Stantec tracks water usage associated with our native plant nursery. Numbers are presented in Appendix A. Stantec Data Workbook.</p> <p><i>We do often support clients with access to water, but do not centrally track this data.</i></p>	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
GRI 304: Biodiversity (2016 version)			
	Topic management disclosures	<p>Biodiversity Protection (Value Chain Nodes—Operations: Monitored Topic, Clients and Communities: Managed Topic)</p> <p>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 consulting we provide for clients in areas such as environmental services, community development, and landscape architecture.</p> <p>Stantec recognizes the importance of biodiversity protection and the need for immediate action, so we named ecosystem restoration one of our strategic growth initiatives. We have a large team of more than 700 ecosystem restoration experts, including ecologists, restoration specialists, and technicians. Stantec leadership in protecting biodiversity has been recognized by being the first design and engineering firm to be named an actor partner in the UN Decade on Ecosystem Restoration.</p> <p>Additionally, Stantec has developed digital tools to support biodiversity, ranging from developing a carbon calculator to efficiently and cost-effectively calculate the carbon capture potential across multiple habitats and eco-types to developing tools that mitigate the impacts of development on bird habitats (onLOOKer).</p>	<p>SR: SDGs and Environmental Protection</p> <p>MA: Environmental Protection</p> <p>Stantec.com: Expertise > Ecosystem Restoration, Expertise Environment > Markets > Coastal & Marine, Expertise > Community Development > Services > Nature Based Solutions, and Expertise > Buildings > Services > Landscape Architecture</p>
304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value	<i>Stantec leased office space is primarily located in urban areas where the impact on biodiversity has already happened and cannot be directly influenced.</i>	
304-2	Significant impacts of activities, products, and services on biodiversity	<i>As noted in 304-2, Stantec is a professional services company that occupies leased office space and does not have a significant operational impact on biodiversity. For our clients, our projects can have both a positive and negative impact on biodiversity. At any point in time Stantec has approximately 45,000 active projects, each with a unique scope of services and project approach. We have not yet identified a method to centrally track the impact of our overall project work on biodiversity.</i>	Stantec.com: Expertise > Digital (Stantec.io) > onLOOKer
304-3	Habitats protected or restored	For our clients, Stantec has restored more than 40,000 acres (16,187 hectares) in North America and more than 1,000 miles (1,609 kilometers) of rivers and streams around the world.	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable.	
GRI 305: Emissions (2016 version)			
	Topic management disclosures	<p>Emissions Management (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic)</p> <p>Since 2010, Stantec has tracked and reported greenhouse gas emissions. We follow the GHG Protocol and report absolute and per employee emissions as metric tons of carbon dioxide equivalent. We have a purposeful emissions reduction strategy and measure our success through progress against our approved 1.5°C near-term science-based target (SBT). We consistently optimize our real estate footprint, work with our landlords to promote energy efficiency, engage our employees to minimize electricity use and business travel, and progressively make our fleet more fuel efficient.</p> <p>For our clients, a significant portion of our design services support emissions management and energy efficiency. Stantec works with our clients to achieve energy efficiency in the projects we design, carry out commissioning of new construction, retro-commission existing facilities, and create energy monitoring/management plans for long-term emissions management. <i>Stantec does not yet centrally track emissions from the long-term use of our projects but are looking at opportunities to do so in the future.</i></p>	<p>SR: SDGs and Emissions Management</p> <p>MA: Emissions Management</p> <p>Stantec.com: Expertise > Climate Solutions</p>

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
305-1 305-2 305-3	GHG emissions: direct (scope 1), energy 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. Stantec emissions have been independently verified by Apex Companies in accordance with ISO 14064-3 Second Edition 2019-04 Greenhouse Gases—Part 3: Specification with guidance for the verification and validation of greenhouse gas statements.	Appendix A: Emissions and Energy > GHG Emissions MA: Emissions Management CDP: Questions C5, C6, and C7
305-4	GHG emissions intensity	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Emissions and Energy > GHG Emissions Intensity
305-5	Reduction of GHG emissions	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Emissions and Energy > Reduction of GHG Emissions
305-6	Emissions of ozone-depleting substances	<i>Because Stantec operates in leased offices, we do not have control over the central HVAC system in the base buildings and do not track the ozone-depleting substances in the tenant-interior HVAC systems we design for our offices. Only greenhouse gases (GHGs) are measured.</i>	
305-7	Nitrogen oxides, sulfur oxides, and other significant air emissions	<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>	
GRI 306: Waste (2020 version)			
	Topic management disclosures	Waste Management, Circular Economy (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic) As a professional services firm working primarily in leased office space, Stantec operations produce a nominal amount of office and kitchen waste. Within our offices, we have a few in-house laboratories that responsibly dispose of waste materials and follow comprehensive spill prevention processes. Our native plant nursery produces organic waste that produces usable compost, some collected by the local waste management company. Through the services we provide, we actively work to minimize the waste produced by our clients and support waste management projects.	SR: SDGs and Resource Conservation MA: Resource Conservation Stantec.com: Expertise > Water > Markets > Solid Waste Management
306-1	Waste generation and significant waste-related impacts	For our leased office space, Stantec does not have significant waste-related impacts, though we do take measures to minimize our office waste production. <i>For our clients, we provide waste-related consulting services for whole life cycle impacts of materials, circular economy opportunities and design-for-disassembly. During construction of the projects we have designed, Stantec is not directly responsible for construction waste management, long-term operational waste management or end-of-life materials waste management in the systems, buildings, or infrastructure.</i>	
306-2	Management of significant waste-related impacts	<i>For our leased office space, Stantec does not have significant waste-related impacts, though we do have recycling programs and composting programs in place wherever available in the local municipality.</i> <i>For our clients, we provide consulting services for circular economy opportunities and end-of-life waste management such as take-back programs. However, we are not directly responsible for long-term operational waste management over the life cycle of the systems, buildings, or infrastructure we design.</i>	
306-3	Waste generated	Numbers are presented in Appendix A. Stantec Data Workbook . For our offices, we have extrapolated office waste using a per person industry estimation figure. Native plant nursery waste to disposal is tracked through activity data. <i>Additionally, there is some organic nursery waste composted onsite, but composting volumes are not tracked.</i> <i>For the reasons noted in 306-1, 306-2, and 306-4, we do not track waste related to the projects we design.</i>	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
306-4	Waste diverted from disposal	<p><i>Stantec's ISO 14001-certified environmental management system (part of our integrated management system) requires that offices recycle all that is available through municipal recycling programs. Many offices also have composting programs in place. We are unable to track the quantity of office waste recycled because recycling options vary significantly by office location, recycling contracts are managed by our landlords and are paid for as part of our lease costs, and recycled materials are co-mingled with that of other tenants.</i></p> <p><i>Stantec's native plant nursery generates organic waste composted on site, but volumes are not tracked.</i></p> <p><i>For our clients, at any point in time Stantec has approximately 45,000 active projects, each with a unique scope of services and project approach. We have not yet identified a method to centrally track waste related to our project work. There are times, on a case-by-case basis and on a client's behalf, that we track construction material diversion where required by a third-party certification, such as the USGBC LEED suite of certifications, or the ISI Envision certification. In these instances, based on the project specifications designed by Stantec, we work closely with the general contractor who is responsible for the final tracking and material volume/cost calculations through the construction administration phase.</i></p>	
306-5	Waste directed to disposal	<p>Numbers are presented in Appendix A. Stantec Data Workbook.</p> <p>For our operations and labs, we have extrapolated office waste directed to disposal using a per person industry estimation figure. Native plant nursery waste to disposal are tracked through activity data.</p> <p><i>For the reasons noted in 306-1 and 306-2, we do not track waste related to our project work.</i></p>	
GRI 308: Supplier Environmental Assessments (2016 version)			
	Topic management disclosures	<i>Covered under Procurement; see GRI 204.</i>	
308-1	New suppliers that were screened using environmental criteria	<i>In our Partner Code of Business Conduct, we state our environmental performance expectations, but Stantec does not yet assess our suppliers on environmental criteria. We have recently purchased a procurement management tool to help us track details related to our supply chain and anticipate being able to provide this data in future years.</i>	
308-2	Negative environmental impacts in the supply chain and actions taken	None yet identified.	
GRI 401: Employment (2016 version)			
	Topic management disclosures	<p>Workforce Management (Value Chain Node—Operations: Priority Topic)</p> <p>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 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.</p>	<p>SR: Workforce Management</p> <p>MA: Workforce Management</p>
401-1	New employee hires and turnover	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Workforce > New Hires and Turnover
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits described in our workforce management approach disclosure are for full-time employees in our significant locations of operation. These benefits are not provided to temporary or part-time employees.	MA: Workforce Management
401-3	Parental leave	<p>Numbers are presented in Appendix A. Stantec Data Workbook.</p> <p>Stantec provides parental leave in accordance with the local laws and regulations of the countries we operate in. In 2022, 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.</p>	Appendix A: Workforce > Parental Leave

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
GRI 402: Labor/Management Relations (2016 version)		
	Topic management disclosures	<i>Covered under Workforce Management, see GRI 401.</i>
402-1	Minimum notice periods regarding operational changes	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
GRI 403: Occupational Health and Safety (2018 version)		
	Topic management disclosure	<p>Health, Safety, and Security (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic)</p> <p>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.</p> <p>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.</p> <p>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 subconsultants 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.</p>
403-1	Occupational health and safety management system	<p>Stantec is committed to providing a safe work environment and has a formal health, safety, and security program in place. We manage, monitor, and improve 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). Stantec complies with OSHA due to work in the United States and voluntarily follows OSHA standards throughout our global operation.</p>
403-2	Hazard identification, risk assessment, and incident investigation	<p>Stantec's Hazard Recognition, Assessment, and Control (HRAC) process helps employees identify hazards, assess risk, and then take appropriate action by implementing controls aimed at preventing incidents. The HRAC process develops a list of hazards for activities or projects, and then guides application of appropriate controls to reduce the risk associated with each identified hazard to an acceptable level. All employees receive training in using the HRAC process, modified for their job tasks and exposure to hazards.</p> <p>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>Tools (electronic or form-based) 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 chief executive officer.</p> <p>Incidents, hazards, and near misses are required to be reported. HSSE 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>

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information																											
403-3 Occupational health services	Occupational health services 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.																												
403-4 Worker participation, consultation, and communication on occupational health and safety	<p>Stantec's senior vice president of HSSE has a reporting hierarchy that includes a HSSE vice president, directors, managers, and advisors. There are office safety and environment coordinators designated for each office to facilitate office-level worker participation and connect employees to our broader HSSE systems, resources, and professionals. An HSSE training manager coordinates access to and communicates relevant information 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>																												
403-5 Worker training on occupational health and safety	So that employees can keep themselves and others safe, at the start of employment and annually thereafter, mandatory online HSSE training and review is required. Topics include (among others) company HSSE expectations, critical risks, and workplace best practices. To reinforce our Company safety culture, SaferTogether, an online training module was developed to reinforce the in-person training facilitated by senior management in Stantec's SaferTogether introduction sessions. Acquired companies will continue to experience the in-person introduction as part of the overall HSSE integration process. All training is provided free of charge and during paid working hours. The effectiveness of training is evaluated through audit scores, online participant feedback, and leading indicator submissions.																												
403-6 Promotion of worker health	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.																												
403-7 Prevention and mitigation of occupational health and safety impacts directly linked	Stantec's approach to preventing and mitigating significant negative occupational health and safety impacts related to our operations and services is covered in our Health, Safety, and Security Management Approach.	MA: Health, Safety, and Security																											
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 13 types of work-related injuries include</p> <table border="0"> <tr> <td>1. Insect bites</td> <td>6. Allergic reactions</td> <td>10. Inflammation and swelling</td> </tr> <tr> <td>2. Cuts (lacerations)</td> <td>7. Scrapes (abrasions)</td> <td>11. Concussion</td> </tr> <tr> <td>3. Strains (muscle)</td> <td>8. Musculoskeletal injury</td> <td>12. Fracture</td> </tr> <tr> <td>4. Sprains (ligament/tendon)</td> <td>9. Punctures</td> <td>13. Thermal burns</td> </tr> <tr> <td>5. Bruises (contusions)</td> <td></td> <td></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	6. Allergic reactions	10. Inflammation and swelling	2. Cuts (lacerations)	7. Scrapes (abrasions)	11. Concussion	3. Strains (muscle)	8. Musculoskeletal injury	12. Fracture	4. Sprains (ligament/tendon)	9. Punctures	13. Thermal burns	5. Bruises (contusions)			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	Appendix A: Health and Safety > Work-related Injuries
1. Insect bites	6. Allergic reactions	10. Inflammation and swelling																											
2. Cuts (lacerations)	7. Scrapes (abrasions)	11. Concussion																											
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GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
403-10	Work-related ill health	In 2022, Stantec had zero fatalities. 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. Work related recordable incidents are included in Appendix A. Stantec Data Workbook .	Appendix A: Health and Safety > Work Related Injuries
GRI 404: Training and Education (2016 version)			
	Topic management disclosure	<i>Covered under Workforce Management, see GRI 401.</i>	
404-1	Average hours of training per year per employee	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Workforce > Average Hours of Training
404-2	Programs for upgrading employee skills and transition assistance programs	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 provides a variety of learning opportunities based on three E's: experience, exposure, and education. Stantec measures learning outcomes using the Kirkpatrick Evaluation Model® and by monitoring employee engagement scores. During exit interviews, we provide information to employees about the portability of benefits. Transition assistance training is available when required.	SR: Workforce Management
404-3	Percentage of employees receiving regular performance and career development reviews	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Workforce > Percentage of Employees Receiving Regular Performance and Career Development Reviews
GRI 405: Diversity and Equal Opportunity and GRI 406: Non-Discrimination (2016 version)			
	Topic disclosures	<p>Inclusion, Diversity, and Equity (Value Chain Nodes—Suppliers and Partners: Managed Topic, Operations: Priority Topic, Clients and Communities: Priority Topic)</p> <p>We recognize that inclusion, diversity, and equity facilitate innovation, increase employee engagement, connect us with clients, and create opportunities. We have an official Inclusion, Diversity, and Equity 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.</p> <p>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.</p> <p>In our project work we actively try to incorporate diversity, inclusion, and equity criteria. Whenever possible, we try to make efforts so that the diversity of our project teams reflects the diversity of the communities impacted by our projects. We try to advise our clients to incorporate social justice and social value criteria into our designs. For example, Stantec's SocioEco-Equity Network or SEEN, connects subject matter experts to further best practices on topics such as equitable public engagement, social equity in historic preservation, and environmental justice.</p>	<p>SR: Inclusion, Diversity, and Equity</p> <p>MA: Inclusion, Diversity, and Equity</p>
405-1	Diversity of governance bodies and employees	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Workforce > Diversity of Governance Bodies and Employees
405-2	Ratios of salary and remuneration of women to men	Numbers are presented in Appendix A. Stantec Data Workbook .	Appendix A: Workforce > Ratios of Salary and Remuneration
406-1	Discrimination incidents, corrective actions	<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 Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
GRI 407: Freedom of Association and Collective Bargaining (2016 version)		
Topic management disclosures	<i>Covered under Workforce Management, see GRI 401.</i>	SR: Workforce Management MA: Workforce Management
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk. <i>Stantec does not engage in any practices that would impinge on freedom of association or the right to collective bargaining (see GRI 2-30).</i>	GRI: 2-30
GRI 408: Child and Compulsory Labor and 409: Forced or Compulsory Labor (2016 version)		
Topic management disclosures	Human Rights (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic) 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 specifically prohibits forced and compulsory labor. If someone sees a problem, we expect them to speak up.	
408-1	Operations and suppliers at significant risk for incidents of child labor <i>Not assessed.</i>	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor <i>Not assessed.</i>	
GRI 410: Security Personnel Trained in Human Rights		
Topic management disclosures	<i>Covered under Health, Safety, and Security, see GRI 403.</i>	GRI: 403
410-1	Security personnel trained in human rights policies or procedures 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. We have two employees in our HSSE team, both versed in human rights protections, that oversee our Security Program. As part of our project risk management process, we evaluate the security of project sites, and it is rare that Stantec would accept projects that require field work in locations necessitating the need for private security personnel. If there are the unusual cases where such security is needed, we retain only licensed or commissioned security personnel that have the requisite human rights training.	

GRI 411: Rights of Indigenous Peoples (2016 version)

	Topic management disclosures	<p>Indigenous Relations (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic)</p> <p>Stantec addresses this topic in a manner slightly different than intended by GRI. As a professional services firm operating out of leased offices in primarily urban areas, our physical operations do not have a direct impact on Indigenous Peoples and communities. Even so, we support Indigenous communities in recognition of our commitment to inclusion and diversity, our desire to be good neighbors, and as 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>With our projects, 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 a formal 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>Stantec judges the effectiveness of our Indigenous Relations program by the positive feedback received from leaders and community members. The success of our formal Indigenous Partnerships is measured by revenue generation, which provides direct investments to Indigenous communities and supports economic growth.</p>	<p>MA: Indigenous Relations</p> <p>Stantec.com: About > Indigenous Relations & 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.	SR: Indigenous Relations

GRI 413: Local Communities (2016 version)

	Topic management disclosure	<p>Community Engagement (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic)</p> <p>Through project work, philanthropy, and employees who volunteer their time and expertise, Stantec directly supports the communities in which we work. Our programs connect to the arts, education, environment, and health and wellness, and, on our clients’ behalf, our project work supports community partnerships both directly (e.g. project-focused community outreach, social value assessments) or informal basis (e.g. community use of facilities or resources in our projects).</p>	<p>SR: Community Engagement</p> <p>MA: Community Engagement</p>
413-1	Operations with local community engagement, impact assessments, and development programs	<p>Worldwide, all Stantec operations participate in community engagement activities in the forms of philanthropy and volunteering. There are no formal impact assessments or development programs run by Stantec, except on behalf of clients.</p> <p>In our projects we collaborate and/or facilitate community outreach activities, conduct environmental impact assessments and social value impact assessments where required by the client or authority having jurisdiction. Stantec’s SocioEconomic-Equity Network (SEEN) connects subject matter experts to further best practices on topics such as equitable public engagement, environmental justice, and social equity in the built environment.</p>	
413-2	Operations with significant actual and potential negative local community impacts	None.	

GRI 414: Supplier Social Assessments (2016 version)

	Topic management disclosures	<i>Covered under Procurement, see GRI 204.</i>	
414-1	New suppliers that were screened using social criteria	<i>In our Partner Code of Business Conduct, we state our social criteria performance expectations, but Stantec does not yet assess our suppliers on social criteria. We recently purchased a procurement management tool to help us track details related to our supply chain and anticipate being able to provide this data in future years.</i>	
414-2	Negative social impacts in the supply chain	None yet identified.	

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information	
GRI 415: Public Policy (2016 version)			
	Topic management disclosure	<i>Covered under Ethics and Compliance; see GRI 205.</i>	
415-1	Political contributions	Company policy prohibits political contributions to individual politicians or political parties on the Company's behalf. Stantec does not endorse lobbying but realize that the definition of the word may differ in many of the countries in which Stantec operates. In some jurisdictions, the term may be broadly defined to include meeting with government officials for the purpose of promoting the company. Accordingly, we ask that all Stantec employees reach out to Stantec's in-house lawyers to inform themselves of local rules and restrictions respecting interactions with public officials in advance of any such activities.	
GRI 416: Customer Health and Safety (2016 version)			
	Topic management disclosures	<i>Covered under Health, Safety, and Security; see GRI 403.</i>	
416-1	Assessment of the health and safety impacts of products and service categories	While Stantec does not have a company-wide program for assessing the health and safety impacts of the materials we specify, we have several subject matter groups who take actions within their scope of influence. For example, in North America, our Buildings business operating unit continued our support for the AIA Materials Pledge, a program to promote the use of materials that support human, climate, ecosystem, and social health. Our practitioners use a Stantec-developed BIM schedule enabling the specification of interior materials with 3rd party validation of their environmental or health-related impacts and continue to hold internal educational sessions regarding the health impacts of interior and exterior materials.	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None.	
GRI 417: Marketing and Labeling (2016 version)			
	Topic management disclosures	Not applicable.	
417-1	Requirements for product and service information and labeling	None.	
417-2	Incidents of non-compliance concerning product and service information and labeling	None.	
417-3	Incidents of non-compliance concerning marketing communications	None.	
GRI 418: Customer Privacy (2016 version)			
	Topic management disclosures	Cybersecurity and Privacy (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic) 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.	SR: Cybersecurity and Privacy MA: Cybersecurity and Privacy
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	Stantec has received no substantiated complaints from outside parties or regulatory bodies concerning breaches of customer privacy or loss of customer data.	

Appendix C. SASB Standards Index

This is the third 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, 2022, to December 31, 2022. Monetary amounts are provided in Canadian dollars (unless otherwise stated).

Code	Description	Stantec Direct Answers, <i>Reasons for Omission (if applicable)</i>	Additional Information
Environmental Impacts of Project Development			
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 design, architecture, engineering, scientific planning, digital technology, and project management 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). While many project managers have backgrounds in environmental management, project teams have access to Stantec environmental and social subject matter expertise available throughout our different business operating units.</p>	MA: Environmental Protection, Integrated Management System, and Project Management
Structural Integrity and Safety			
IF-EN-250a.1	Amount of defect- and safety-related rework costs	<i>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.</i>	
IF-EN-250a.2	Total amount of monetary losses resulting from legal proceedings associated with defect- and safety-related incidents	<p><i>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.</i></p> <p><i>Stantec's approach to judgements, estimates, and assumptions are outlined in note 5e of our 2022 Annual Report, Notes to the Consolidated Financial Statements. Provisions for these normal course events are outlined in note 17. 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.</i></p>	AR: Pages F-24 to F-25 and F-37
Workforce Health and Safety			
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 0.29.</p> <p>(2) (a) Stantec had no direct employee fatalities. (b) <i>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.</i></p>	Appendix A: Health and Safety Appendix B: GRI 403-9

Code	Description	Stantec Direct Answers, Reasons for Omission (if applicable)	Additional Information														
Lifecycle Impacts of Buildings and Infrastructure																	
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>923 LEED-certified projects</td> <td>6 Passive House-certified buildings</td> </tr> <tr> <td>92 Green Star-certified projects</td> <td>1 CEEQUAL rated projects</td> </tr> <tr> <td>34 Net Zero-designed buildings</td> <td>3 WELL-certified projects</td> </tr> <tr> <td>11 Envision-certified projects</td> <td>2 Living Building certified projects</td> </tr> <tr> <td>10 BREEAM certified projects</td> <td>4 Net Zero Carbon certified project</td> </tr> <tr> <td>9 WELL-registered projects</td> <td>5 Net Zero Energy certified project</td> </tr> <tr> <td>8 Fitwel-certified workplaces</td> <td>1 Energy Star certified project</td> </tr> </table> <p>(2) Current analysis has identified approximately 250 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>	923 LEED-certified projects	6 Passive House-certified buildings	92 Green Star-certified projects	1 CEEQUAL rated projects	34 Net Zero-designed buildings	3 WELL-certified projects	11 Envision-certified projects	2 Living Building certified projects	10 BREEAM certified projects	4 Net Zero Carbon certified project	9 WELL-registered projects	5 Net Zero Energy certified project	8 Fitwel-certified workplaces	1 Energy Star certified project	
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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.															
Climate Impacts of Business Mix																	
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 \$235 million of backlog (4%) 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 \$226 million of backlog (4%) coded to renewable energy project types (including hydropower, wind, solar, geothermal, battery storage, smart grids, and energy recovery).</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 \$827 million of backlog (14%) coded to climate change mitigation-related project types (including alternative transportation, energy efficiency, and climate strategy).</p> <p>Stantec also had \$774 million worth of backlog (13%) 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 31% 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-related 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 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 central financial system and there is not an exact match between coding, we employed a conservative approach to minimize the risk of overstatements.</p>	SR: SDGs														

Code	Description	Stantec Direct Answers, Reasons for Omission (if applicable)	Additional Information
Business Ethics			
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	In lower transparency regions, Stantec prefers to provide services only to multinational companies with integrity agreements, compliance standards, and international stock exchange status. (1) We have identified one project in countries listed in the 20 lowest rankings in Transparency International's 2022 Corruption Perception Index: Burundi (sanitation project). (2) Revenue generated under this project was \$136,900 and there is no associated backlog.	SR: Ethics and Compliance MA: Ethics and Compliance
IF-EN-510a.2	Total amount of monetary losses resulting from legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices	(1) Stantec had no monetary losses resulting from legal proceedings associated with bribery or corruption. (2) Stantec had no monetary losses resulting from legal proceedings associated with anti-competitive practices.	
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.	SR: Ethics and Compliance MA: Ethics and Compliance
Activity Metrics			
IF-EN-000.A	Number of active projects	<i>Stantec is a sustainable design, architecture, engineering, scientific, planning, digital technology, and project management consulting company. For us, a project is based on an individual client-defined scope of work and not the SASB definition. At any point in time, we have approximately 45,000 Stantec-defined active projects in our central financial system.</i> Note: Per SASB, active projects are buildings and infrastructure projects under development for which the reporting entity was actively providing services.	
IF-EN-000.B	Number of commissioned projects	<i>Stantec's business is purposefully focused on the project planning, permitting, 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.</i> Note: Per SASB, commissioned projects are those for which that the entity provided construction services.	
IF-EN-000.C	Total backlog	Stantec's year-end backlog was \$5.9 billion.	AR: Page 3, M-6, M-13, and F-52

Appendix D. TCFD Cross-References

This is the third 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 five years and, accordingly, is ranked in the Climate Leadership band.

Description	CDP Question	Additional Information
Governance		
Describe the board's oversight of climate risks and opportunities	C1. Governance	SR: Sustainability Governance
Describe management's role in assessing and managing climate-related risks and opportunities	C1. Governance	SR: Sustainability Governance
Strategy		
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	C2. Risk and Opportunities	SR: Risk Management AR: Pages M-1 to M-3, M-9, M-12, M-14, M-31, M-33 to M-34, and M-42
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	C3. Business Strategy	SR: Risk Management
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	SR: Risk Management
Risk Management		
Describe the organization's processes for identifying and assessing climate-related risks	C2. Risk and Opportunities	SR: Risk Management
Describe the organization's processes for managing climate-related risks	C2. Risk and Opportunities	SR: Risk Management
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the overall risk management	C2. Risk and Opportunities	SR: Risk Management AR: Pages M-33 to M-34
Metrics and Targets		
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	SR: Risk Management
Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks	C6. Emissions Data	SR: Emissions Management Appendix A: Emissions and Energy > GHG Emissions
Describe the targets used by the organization to manage climate-related risks, opportunities, and performance	C4. Targets and Performance	SR: Emissions Management

Appendix E. List of Acronyms

ACE (Mentor Program) – Architecture, Construction and Engineering

AEC – Architecture, Engineering, Construction

AIF – Annual Information Form

AISES – American Indian Science and Engineering Society

AR – Annual Report

AV – Autonomous Vehicles

BOU – Business Operating Unit

CCSV – Climate Change and Social Value Forums

CDP – Carbon Disclosure Project (former name)

CEO – Chief Executive Officer

CFO – Chief Financial Officer

ERG – Employee Resources Group

ERM – Enterprise Risk Management

ESG – Environmental, Social, Governance

FBCL – Federal Bridge Corporation Limited

GEI – Gender Equality Index

GHG – Greenhouse Gas

GJ – Gigajoules

GPR – Ground Penetrating Radar

GRI – Global Reporting Initiative

HEV – Heavy Electric Vehicles

HRAC – Hazard Recognition, Assessment, and Control

HRIS – Human Resources Information System

HSSE – Health, Safety, Security, and Environment

IBO – Innovative Business Opportunity

ID&E – Inclusion, Diversity, and Equity

ISO – International Standards Organization

ISS – Institutional Shareholder Services

KPI – Key Performance Indicators

LGBTQ+ – Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Plus all other identities

LISI – Leading Indicator Safety Index

LTIR – Lost Time Incident Rate

MA – Management Approach

MIC – Management Information Circular

MSCI – Morgan Stanley Capital International

mtCO₂s – Metric Tons of Carbon Dioxide Equivalent

MWh- Megawatt Hours

NAACP – National Association for the Advancement of Colored People

NYSE – New York Stock Exchange

O4U – Out for Undergrad

PEARL – Person-Environment-Activity Research Laboratory

PHASE – Pollinator Habitat Aligned with Solar Energy

SAF – Sustainable Aviation Fuel

SASB – Sustainability Accounting Standards Board

SBT – Science Based Target

SDGs – Sustainable Development Goals

SEEN – SocioEco-Equity Network

SGL - Strategic Growth Initiatives

SLL – Sustainability Linked Loan

S&P – Standard and Poor's

SR – Sustainability Report

SSC – Board Sustainability Safety Committee

STEAM – Science, Technology, Engineering, Arts, and Math

STEM – Science, Technology, Engineering, and Math

STN – Stantec, ticker symbol

TCFD – Task Force on Climate-related Financial Disclosures

TRIR – Total Recordable Incident Rate

TSX – Toronto Stock Exchange

UN – United Nations

Appendix F. Cautionary Note Regarding Forward-Looking Statements

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

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