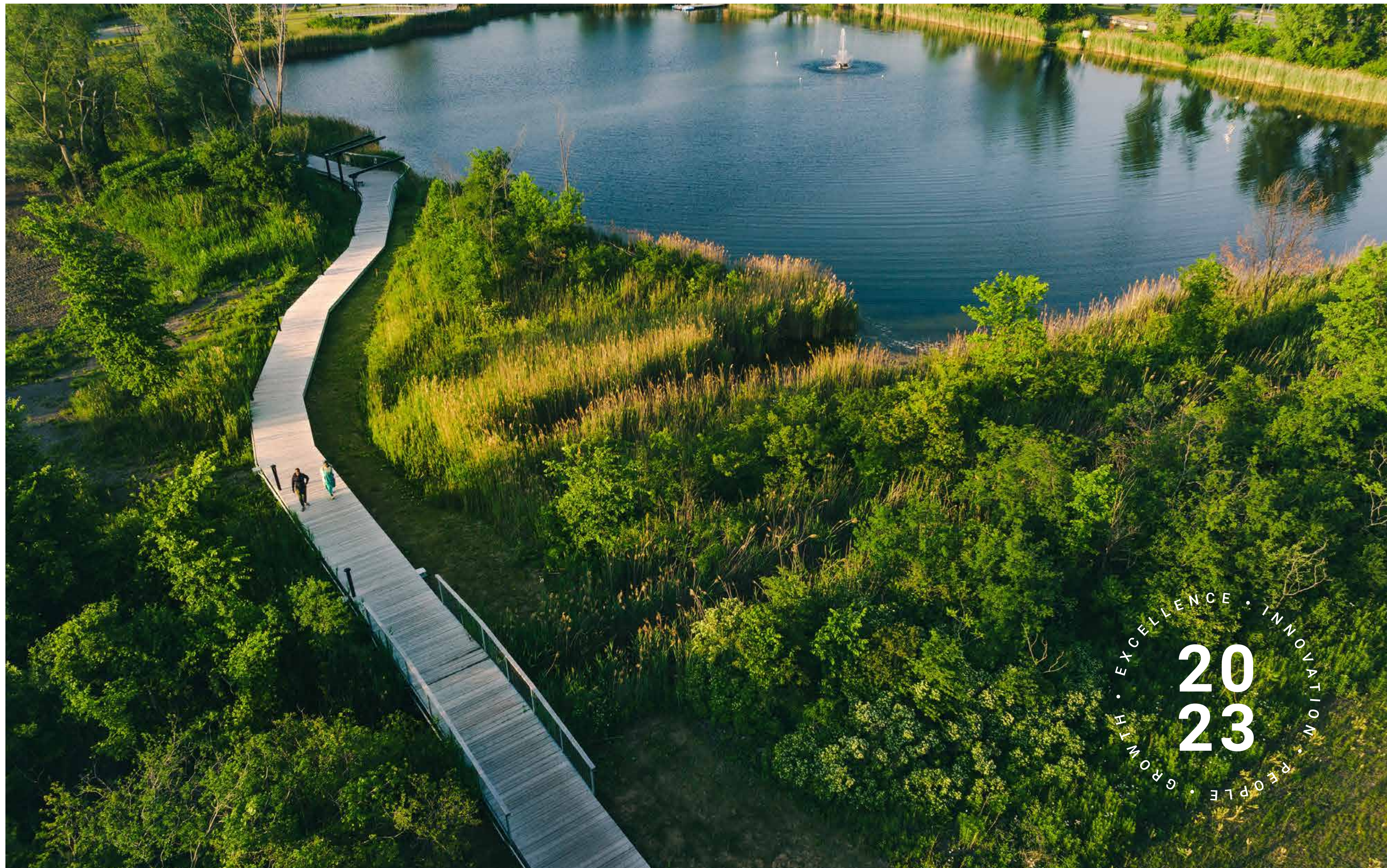




17TH ANNUAL
**Sustainability
Report**

Sustainability
Every Action. Every Decision.



20
23
GROWTH • EXCELLENCE • INNOVATION • PEOPLE

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 ON THE COVER
Parc Lac des Fées Ecowalk
 Québec, Canada





Introduction

IN THIS SECTION

Report Highlights

CEO Message

Board Message

About This Report



**Stono River County Park Urban
Greenway Master Plan**
South Carolina, United States



Report Highlights

Stantec is a global leader in sustainable design, planning, and scientific consulting. 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.

 **Water Supply Reinvigoration**
Karakol, Kyrgyzstan

Highlights from 2023 and Our 17th Annual Sustainability Report

LEADERSHIP

Most Sustainable

Ranked most sustainable corporation among industry peers in the Corporate Knights Global 100 (fifth year on the list)

SDG-Aligned Revenue

Earned \$3.9 billion from work supporting our core Sustainable Development Goals (61% of 2023 gross revenue)

Climate Leader

Recognized by CDP for climate-related progress (sixth year with an A- score)

ENVIRONMENTAL

1.5°C SBTs

Progressed emissions reductions under our validated near-term science-based targets (from 2019 to 2030)

Carbon Neutral to Net Zero

Achieved operational carbon neutrality for a second year and committed to the Canada Net Zero Challenge

Biodiversity Protector

Continued partnership with the UN Decade on Ecosystem Restoration

SOCIAL

Indigenous Climate Action

Donated sustainability-linked loan savings to Indigenous-led non-profits addressing climate action

Compensation Equity

Achieved a 3% pay gap on a compa-ratio basis for women in North America, 1% pay gap for minorities, with a commitment to close both

Philanthropy

Donated \$44 million, so far, toward our \$60 million philanthropic donations commitment (from 2007 to 2030)

GOVERNANCE

Women in Leadership

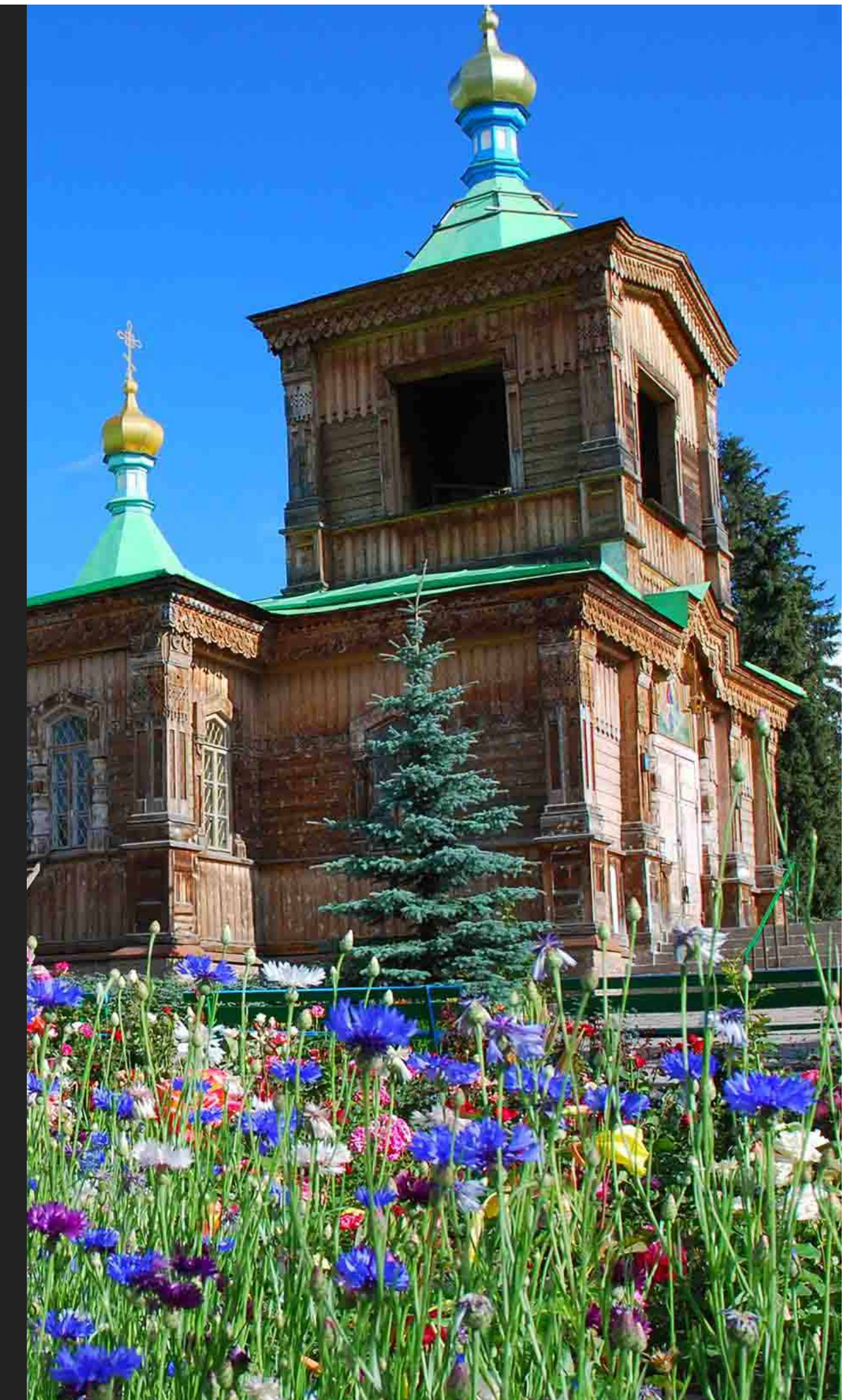
Continued to recruit women for leadership positions; 50% of our Board of Directors and 43% of our C-Suite team are women

Climate-Focused Strategy

Released updated strategic growth initiatives with a direct connection to climate action

Board ESG Action

Continued Board-level sustainability oversight with sustainability-linked executive compensation



CEO Message



Gord Johnston

President and Chief Executive Officer, Stantec

Sustainability isn't just what we do. It's who we are. At Stantec, sustainability is a catalyst to our success. Sustainability is embedded in Stantec's people, our projects, and our direction. Our core business aims to tangibly improve sustainability in our communities. We continue to support the United Nations Global Compact because we believe in its mission and because our expertise directly contributes to the success of the Sustainable Development Goals.

Committed People

I regularly meet employees who say they were drawn to Stantec because of our commitment to sustainable development. They are energized to put their skills and experience to work for the benefit of communities around the world.

At a time when we all need solutions that really put people first and protect our living world, Stantec has teams dedicated to those very solutions.

Together, we help communities access fundamental necessities like potable water and electricity; create more

equitable neighborhoods; improve transportation efficiency; make coastlines more resilient; restore and protect ecosystems; design clean energy facilities; create software and other systems to help public and private organizations manage resources more efficiently; and the list continues.

Stantec's dedication to authentic environmental, social, and governance (ESG) performance has solidified our position as a global leader in sustainability. We've demonstrated that if you focus on doing what's right, excellent business and financial outcomes follow.

2023 Achievements

To highlight a few recent accomplishments, we

- Released a new three-year Strategic Plan that includes a deliberate commitment to climate action
- Evolved the scope of our research and development efforts through the expanded charter of Stantec's Institute for Applied Science, Technology & Policy, which explores the real-world impacts of a changing climate
- Ran our fourth annual Equity & Diversity scholarship program to expand opportunities for people from underrepresented communities
- Built on the success of our Indigenous Relations programs in Canada to formalize our global commitment to the support of Indigenous Peoples through purposeful actions in the United States, New Zealand, and Australia

Challenges and Opportunities

The challenges of addressing climate change drive many conversations in our industry today. Loss of biodiversity and ecosystem stress, coupled with extreme weather and food insecurity, create a connected set of critical challenges to navigate. This presents multifold opportunities for Stantec to make infrastructure cleaner and greener while improving performance and fostering better governance and greater equity. We want our communities to be centers of well-being.

Better Futures

Helping build a truly sustainable future is a challenge with tremendous opportunities. By building on lessons learned, embracing innovation, and helping communities meet their sustainability goals, Stantec is rising to that challenge.

Board Message



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

Sustainability is top of mind these days, but more importantly, it has become part of everyday conversations. People's well-being depends on the world's ability to successfully shift to a globally sustainable way of life.

Stantec's Board recognizes the influence Stantec has as a driver for sustainability leadership and innovation.

People Making a Difference

Sustainability is not new to Stantec. The Company has had a formal sustainability program for almost 20 years, and the program has become an increasingly important pillar of the business with every passing year. The Board recognizes that sustainability is not a standalone initiative, but instead must be ingrained in the business culture.

One of our roles is to ensure that Stantec's leaders are indeed living that sustainability mindset. We are pleased that our leaders purposely incorporated sustainability into the updated Strategic Plan. And that the

Company draws the world's best and brightest to design and deliver projects that help create a more sustainable global economy.

Leading by Example

With sustainability foundational to Stantec's success, as a Board, we must also do our part. This year, we welcomed two ethnically diverse directors to our Board. I am extremely proud that, through these additions, we achieved gender parity in our Board membership.

Stantec Board members are also able to share our extensive subject matter expertise with the Company, knowledge that spans decades of experience across the entire range of ESG topics. Accordingly, we discuss sustainability topics at every Board meeting.

The Board is responsible for holding the C-Suite accountable for operating transparently, ethically, and profitably, making sure the Company lives up to its commitments. We do this through an integrated governance model with the

- Sustainability and Safety Committee overseeing the framework for managing ESG topics and commitments
- Audit and Risk Committee providing oversight of cybersecurity as well as Stantec's Enterprise Risk Management Program, inclusive of climate-related risks
- Corporate Governance and Compensation Committee overseeing executive compensation, making sure that ESG-related targets and metrics are incorporated and achieved

Successful Performance

Stantec's Board supports the Company's commitment to continuous improvement of its sustainability performance. We are proud of and pleased by that performance. This is demonstrated by five years of Stantec being named one of the most sustainable corporations in the world by Corporate Knights, as well as six years of recognition from CDP for being a climate leader.

We believe in Stantec's strategic ambitions—that a focus on making a positive impact in the world results in consistent growth and value for shareholders. The Board will continue to provide oversight and advice and hold the Company accountable for achieving its goals.



About This Report

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

Report Content

This document identifies and provides information about Stantec’s material ESG topics. The body of this report summarizes 2023 accomplishments. “Stantec’s Approach” callouts are included throughout this report to provide easy access to associated [management approaches](#), policies, and statistics (see [Appendix A](#)).

Report Boundaries

All Stantec legal entities, operating units, and geographies (all reported revenues)

Reporting Period

January 1, 2023 to December 31, 2023

Report Cycle

Issued annually since 2006

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](#))

In Accordance Option

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

Independent Assurance

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 Stantec’s subject matter experts, Executive ESG Committee, and C-Suite. Additionally, the Board-level Sustainability and Safety Committee reviewed the report before its release.

Additional Information

More detail is also available in our [Annual Report](#); [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
- What We Do
- Where We Are
- Why We Act
- How We Make a Difference

 **Energy Efficient and Culturally Sensitive Airport Design**
Nassau, Bahamas

Who We Are

Stantec is a professional service provider with technical experts 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.

We are a global leader in sustainable design, architecture, engineering, planning, digital technology, project management, and scientific consulting services. We operate in a highly complex and dynamic industry that requires vast knowledge, creativity, experience, and skill to deliver exceptional results.

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

The Impact We Make in the World

Empowering people to rise to the world's greatest challenges

The Unique Value We Deliver

With every community, we redefine what's possible

Our Business Vision

The success of our clients, communities, and people worldwide is our greatest ambition

The Beliefs We Share That Guide Our Behavior

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

Our Core SDGs



Who We Are

Purpose-Driven Strategy

Stantec's **Strategic Plan** reflects our purpose-driven organization and responds directly to the rapidly changing world in which we all live and work.

To meet our targets, Stantec focuses on four value creators: people, innovation, excellence, and growth.

Understanding the challenges our clients and communities face, we concentrate our go-forward plans on three strategic growth initiatives: climate solutions, communities and infrastructure of the future, and future technology.

Stantec Value Creators

People

We are a people company. We put people first and keep them there. Stantec offers a work environment that is diverse, equitable, and engaging. We employ people with a wide range of talents, perspectives, and experiences.

Innovation

By harnessing the power and potential of innovation and digital technology, we transform the services we deliver and the ways we deliver them.

Excellence

Execution and efficiency are the keys to operational performance. We maintain a nimble organization with scalable processes and a focus on quality to create value for our stakeholders.

Growth

Our focus is on growth that makes us better—not just bigger. Purpose-focused organic and acquisition growth strengthens our organization, providing employees with opportunities to work on iconic projects and increasing our capacity to deliver visionary ideas and actionable solutions.

Stantec Strategic Growth Initiatives

Climate Solutions

We are accelerating our climate action while helping create more equitable, sustainable, and resilient infrastructure.

Communities and Infrastructure of the Future

Re-imagining buildings and infrastructure helps us meet the future needs of society by embracing technology, integrating the natural and built environment, and building a sense of place.

Future Technology

By embracing physical and digital technologies, we enable our other two initiatives, drive efficiencies in the way we work, and create new avenues for growth.

Who We Are
Our Leadership

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, internal controls, and management systems; provide appointment, development, and review of senior management and succession planning; 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 experts and many members are multilingual and multicultural.

Our Board and C-Suite are 50% and 43% female with 20% and 29% being women of color, respectively.

Stantec Board



Douglas Ammerman
Board Chair



Shelley Brown
Director



Angeline Chen
Director



Patricia Galloway
Director



Robert Gomes
Director



Gord Johnston
Director



Don Lowry
Director



Marie-Lucie Morin
Director



Martin à Porta
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



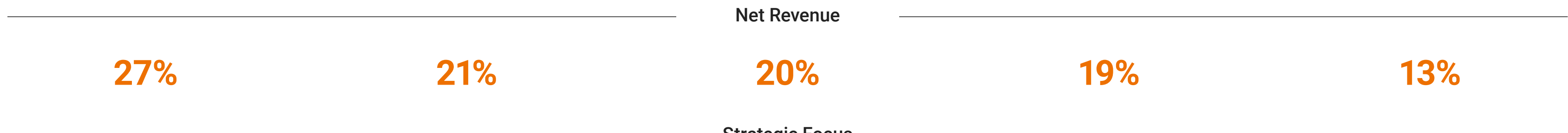
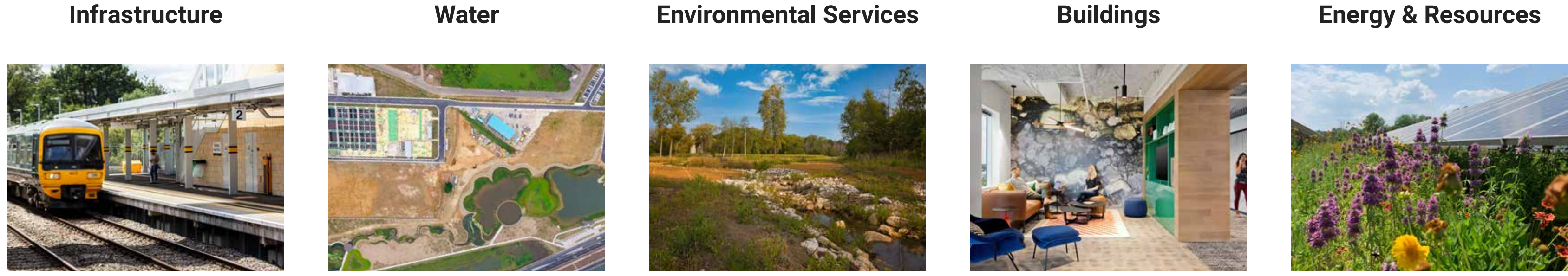
Asifa Samji
Chief People & Inclusion Officer

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 approaches deliver positive environmental and social performance from each of our business operating units and geographies.

\$6.5 billion Gross revenue
\$5.1 billion Net revenue
Nearly 70 years of profitability

¹ ER = equity and resilience
² Highest and best use of buildings in the face of changing occupancy
³ Such as solar photovoltaic capacity expansion
⁴ Critical metals and minerals (such as copper, lithium, nickel, and cobalt) are those deemed essential for the clean energy transition



We design resilient solutions for transportation, community development, and urban spaces	We support the needs of communities and industry throughout the water life cycle	Our team is passionate about the relationship between the built and natural environments	We advance the quality of life globally through integrative, contextual design solutions	We provide safe and sustainable solutions for the world's energy and resource needs
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Select Strategic Growth Opportunities

- | | | | | |
|--|---|---|--|---|
| <ul style="list-style-type: none"> Smart(ER) Mobility¹ Federal programs Program and construction management services | <ul style="list-style-type: none"> Water reuse, desalination, and supply resiliency Coastal resilience Disaster preparedness, response, and recovery | <ul style="list-style-type: none"> Nature-based solutions Energy transition ESG advisory | <ul style="list-style-type: none"> Repurposing and adaptive reuse² Advanced manufacturing³ Mission critical facilities and data centers | <ul style="list-style-type: none"> Critical metals and minerals⁴ Clean energy and energy storage Grid modernization and expansion |
|--|---|---|--|---|

Where We Are

The Stantec community unites approximately 28,000 team members working in over 400 locations across 6 continents.

11,498

United States

788

New Zealand

8,265

Canada

627

Continental Europe/Africa

2,542

United Kingdom/Ireland

632

Latin America/Caribbean

2,247

Australia

405

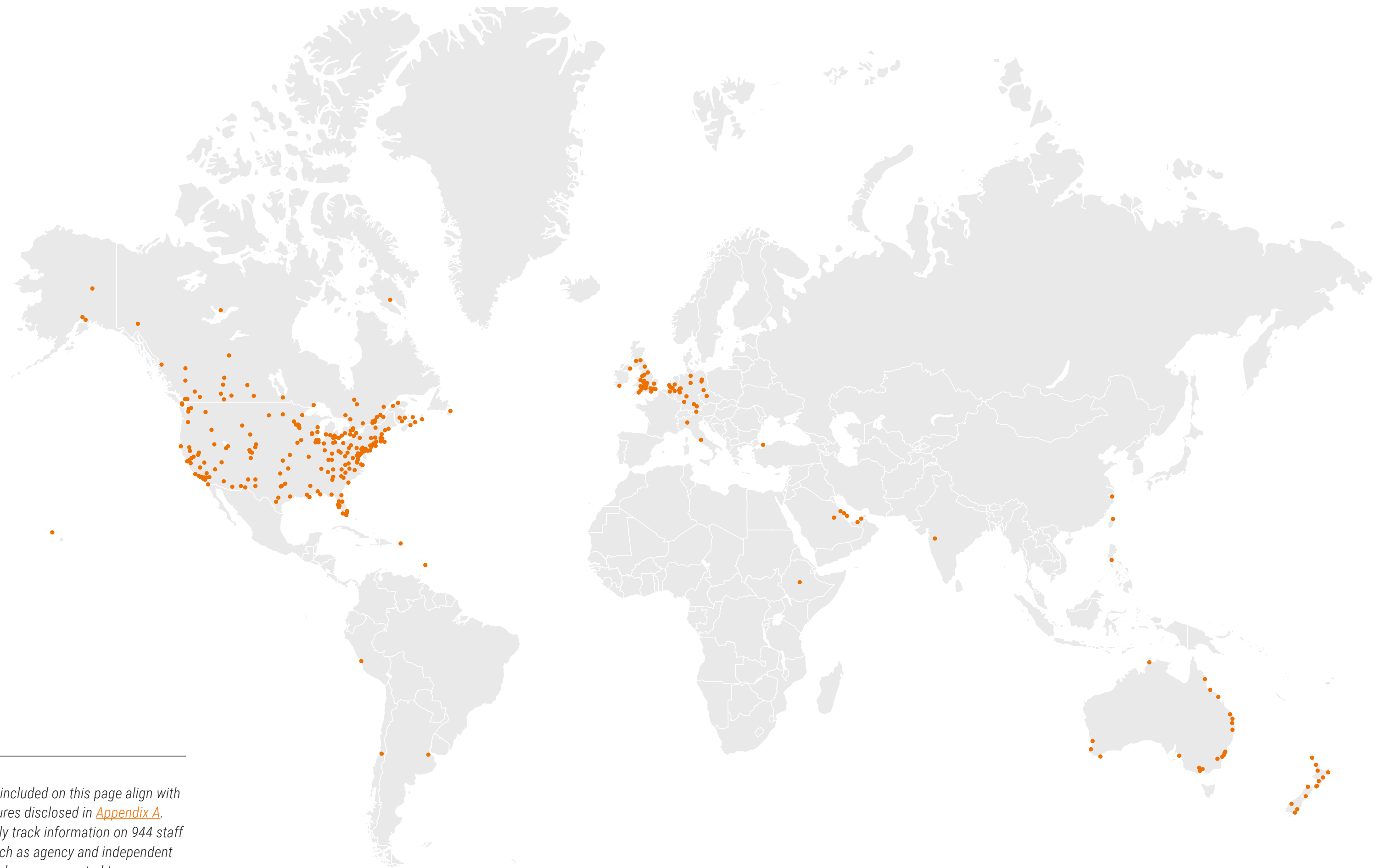
Middle East/Türkiye

867

India/Philippines

241

Asia



The numbers included on this page align with workforce figures disclosed in [Appendix A](#). We additionally track information on 944 staff resources (such as agency and independent contractors) who are connected to our organization but are not employees.

Why We Act

Our world is shifting and reshaping at a rapid pace.

Climate change, demographic shifts, technology, and ever-changing economics are dictating what communities must do today to be vibrant, resilient, and sustainable tomorrow. The world is rethinking and redefining where we live, how we travel and use resources, and how we interact with technology, the environment, and each other.

Stantec tracks these megatrends and ties them to our strategic action.

Stantec does the work we do because we want to create better, more sustainable communities. We are motivated to act because we have the people, the ideas, and the skills that strengthen communities today to create a better tomorrow.

Global Megatrends



Climate Change and Resource Scarcity

Global temperature rise is causing more severe weather events, harming ecosystems, and threatening livelihoods.



Demographic, Social, and Urbanization Changes

The demographic landscape is evolving as communities continue to urbanize and work toward equity.



Incremental and Breakthrough Technology

Technology is rapidly changing problem-solving and decision-making.



Geopolitical, Economics, and Industry Shifts

Around the world, economies and industries are transforming the way we secure, manufacture, and transport global goods and resources.

How We Make a Difference

Our Stantec value, “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 is committed to a sustainable future and invests in business opportunities that evolve our organization, inspire our colleagues, and catalyze the industry for positive change.

Climate Action

Stantec’s greatest influence on improving climate outcomes stems from the creative, innovative, and integrated [Climate Solutions](#) we provide to our clients and communities, as formally embedded into our Company strategy.

Thought Leadership

[Stantec’s Institute for Applied Science, Technology & Policy](#) explores the impacts of a changing climate by addressing food, water, and energy challenges with a focus on decarbonization and the circular economy.

Resilient and Equitable Growth

Our [International Development team](#) works with government, financing, private sector, and civil society to help emerging markets protect natural resources and become low-carbon economies.

Indigenous Connections

Our approach to [Indigenous Relations](#)—whether supporting our Indigenous team members or working alongside Indigenous communities and businesses—fosters positive, productive relationships.

Innovation

Stantec’s Innovation Office includes a focus on climate-related innovations, including [Flood Predictor](#), which helps clients forecast when and where they could experience a flood event, creating a path to preparedness and resilience.

Social Justice

Stantec’s SocioEconomic-Equity Network (SEEN) provides knowledge sharing of equity-focused solutions to improve quality of life for communities historically subjected to [environmental justice discriminatory practices](#).

How We Make a Difference

Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a roadmap for meeting the most pressing challenges facing communities around the world.

The SDGs provide a framework of accountability for defining successful growth and development.

With each passing year, the need to accelerate progress toward the goals becomes more urgent—as does recognition that this will only be possible with transformative actions driven by innovative collaboration between the public and private sectors.

Stantec recognizes the critical role and responsibility of businesses in achieving the world described by the goals. As consultants in the built and natural environments, supporting the SDGs is a Stantec business imperative.

Stantec activities touch most of the 17 SDGs. Operationally, we primarily support

- **SDG 5** Gender Equality
- **SDG 8** Decent Work and Economic Growth
- **SDG 12** Responsible Consumption and Production
- **SDG 13** Climate Action

Our leadership in sustainable design allows us to maximize our impact. To be most successful in advancing progress of the goals, we focus our tracking on the seven goals we most directly influence through our typical project scope and services. At a project level, we primarily support

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

Core SDGs for Revenue Tracking

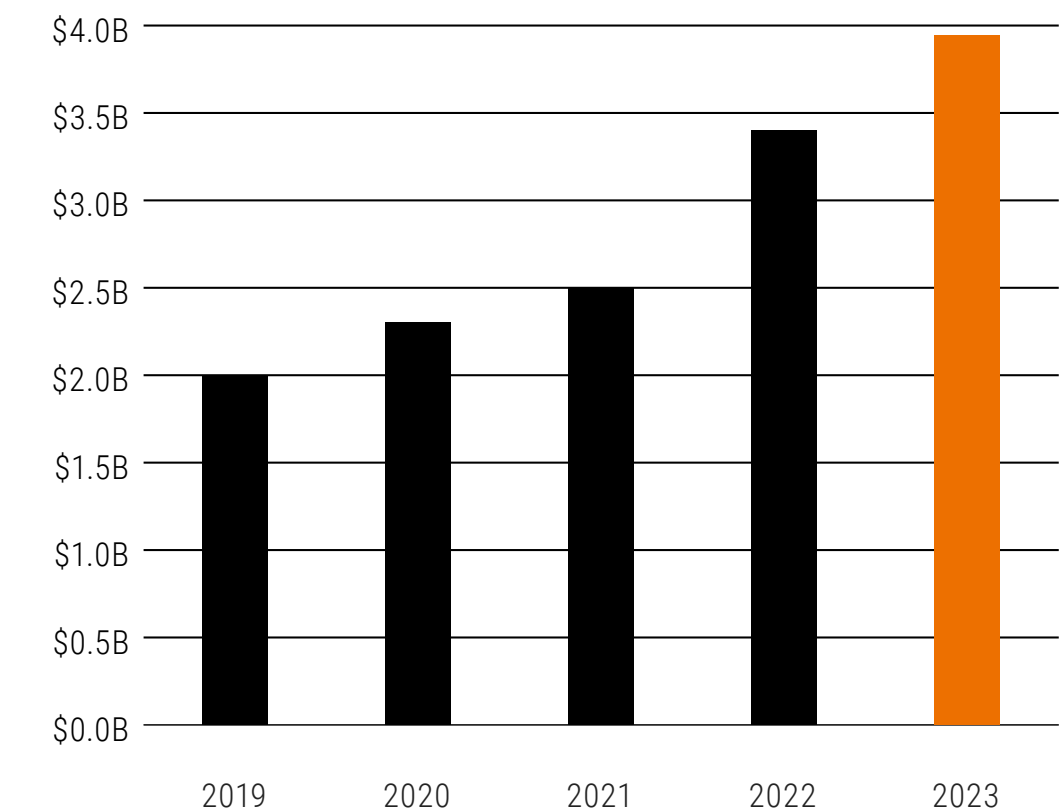


In 2023, we identified approximately \$3.9 billion of our gross revenue (61%) was connected to furthering one or more of our core SDGs, up from \$2 billion (43%) of our gross revenue when we first started tracking in 2019.

For our practitioners, we focus on raising awareness, providing resources, and creating knowledge-sharing networks. We want all our team members to realize how their skill sets can contribute to the transformative solutions needed today.

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

SDG-Aligned Revenue



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

How We Make a Difference

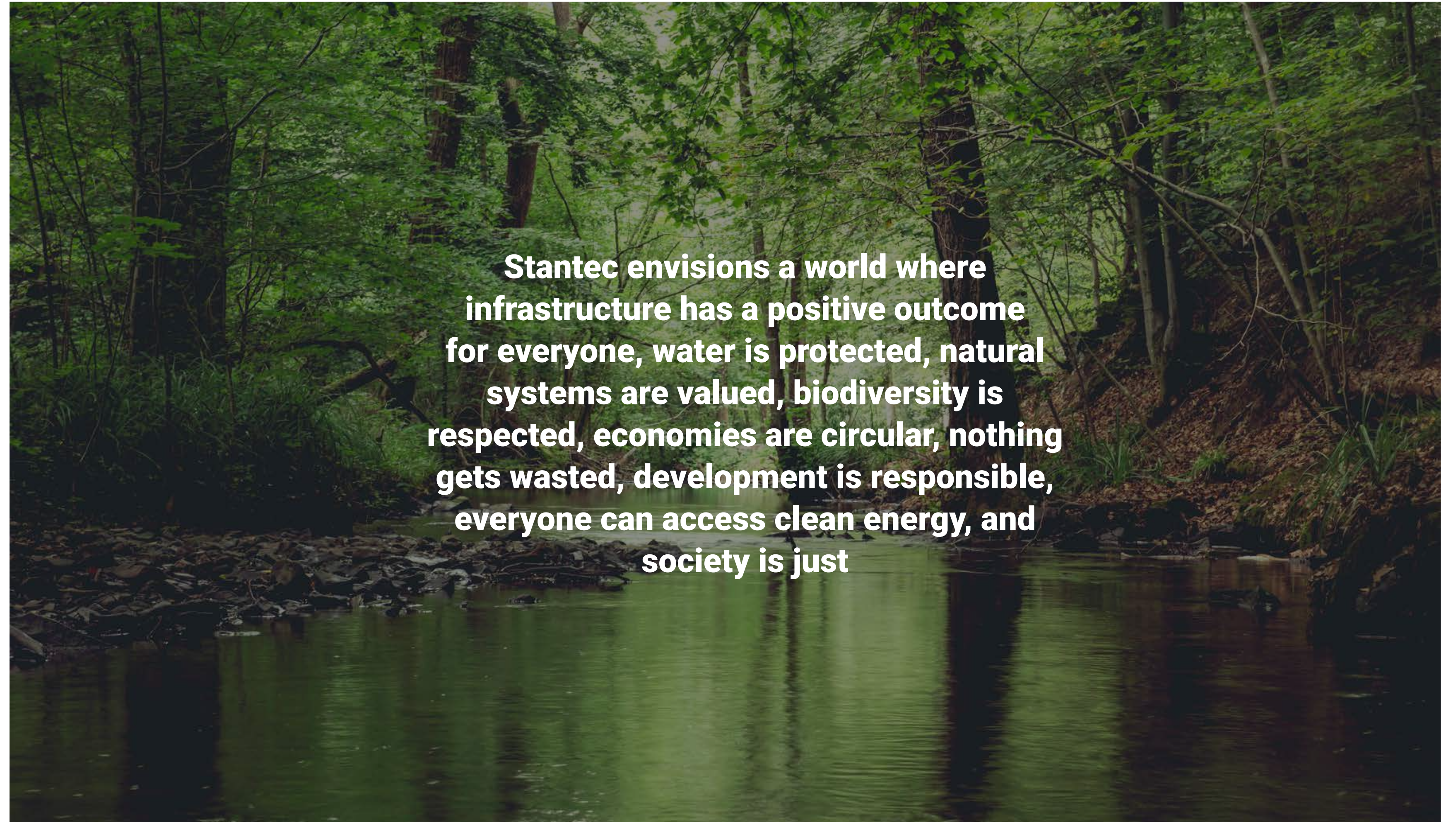
Example Projects

Throughout our value chain, Stantec applies technical expertise and leverages our market presence to accelerate progress toward positive outcomes for communities and ecosystems.

This is most evident in the project solutions we bring to life that accelerate the SDGs in our projects and across the communities we serve.

The SDGs are not stand-alone goals. Sustainable development, at the transformational scale and pace that we need, is only possible via solutions that solve more than one challenge at a time.

The following projects are a snapshot of the strength and potential of multi-discipline, systems-aware project teams. Though categorized here by the primary SDG the project solution supports, our most successful work achieves a positive, lasting impact across multiple facets of sustainable development.





SDG 6 Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all



Clifton Integrated Constructed Wetland

United Kingdom | [Project Link](#)

Synergies: SDG 11 Sustainable Cities and Communities / SDG 15 Life on Land

Nature-based solutions as infrastructure

Replacing concrete and chemicals seen in traditional wastewater works, the Clifton integrated constructed wetland is shifting the paradigm for the engineering, regulatory approvals, and performance standards of nature-based infrastructure within the United Kingdom water sector. Using 24,000 plants comprised of 25 different species, the award-winning Clifton Works is now a pollinator nature reserve and one of the first biodiversity net gain positive wastewater treatment works in the country. The size of three Olympic swimming pools, the new works will reduce operational costs by 40% and provide carbon savings of 79%.



Pure Water Program

United States | [Project Link](#)

Synergies: SDG 11 Sustainable Cities and Communities / SDG 13 Climate Action

Transforming a city's water system into a complete water cycle

A lack of control over its own water supply makes San Diego vulnerable to drought, seismic events, climate change, and rising water costs. Working with the City, we developed the first large-scale surface water augmentation potable reuse program in the United States. Ensuring the long-term sustainability of San Diego's water supply, the Pure Water Program will provide around 83 million gallons (314 million liters) a day, nearly half of the City's water supply in the face of future droughts. The project maximizes water use and reuse, reduces ocean wastewater discharge by 50%, and prepares the community for the future.



**SDG 7
Affordable and
Clean Energy**

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



Coire Glas Pumped Storage

United Kingdom | [Project Link](#)

Synergies: SDG 15 Life on Land

Water batteries and hydropower to meet grid-scale needs

The first major pumped storage scheme in the United Kingdom in over 40 years, this project is situated in an environmentally sensitive area of the Great Glen of Scotland. Our team provided engineering reference design; supported selection of the civil, mechanical, and electrical contractors; and conducted the hydraulic and operational water modeling. Using carbon-free clean energy and storage, Coire Glas' 1500-megawatt capacity will help meet the United Kingdom's renewable targets and carbon reduction plan.



Baygorria Hydropower Plant Modernization

Uruguay | [Project Link](#)

Synergies: SDG 9 Innovation, Industry, and Infrastructure

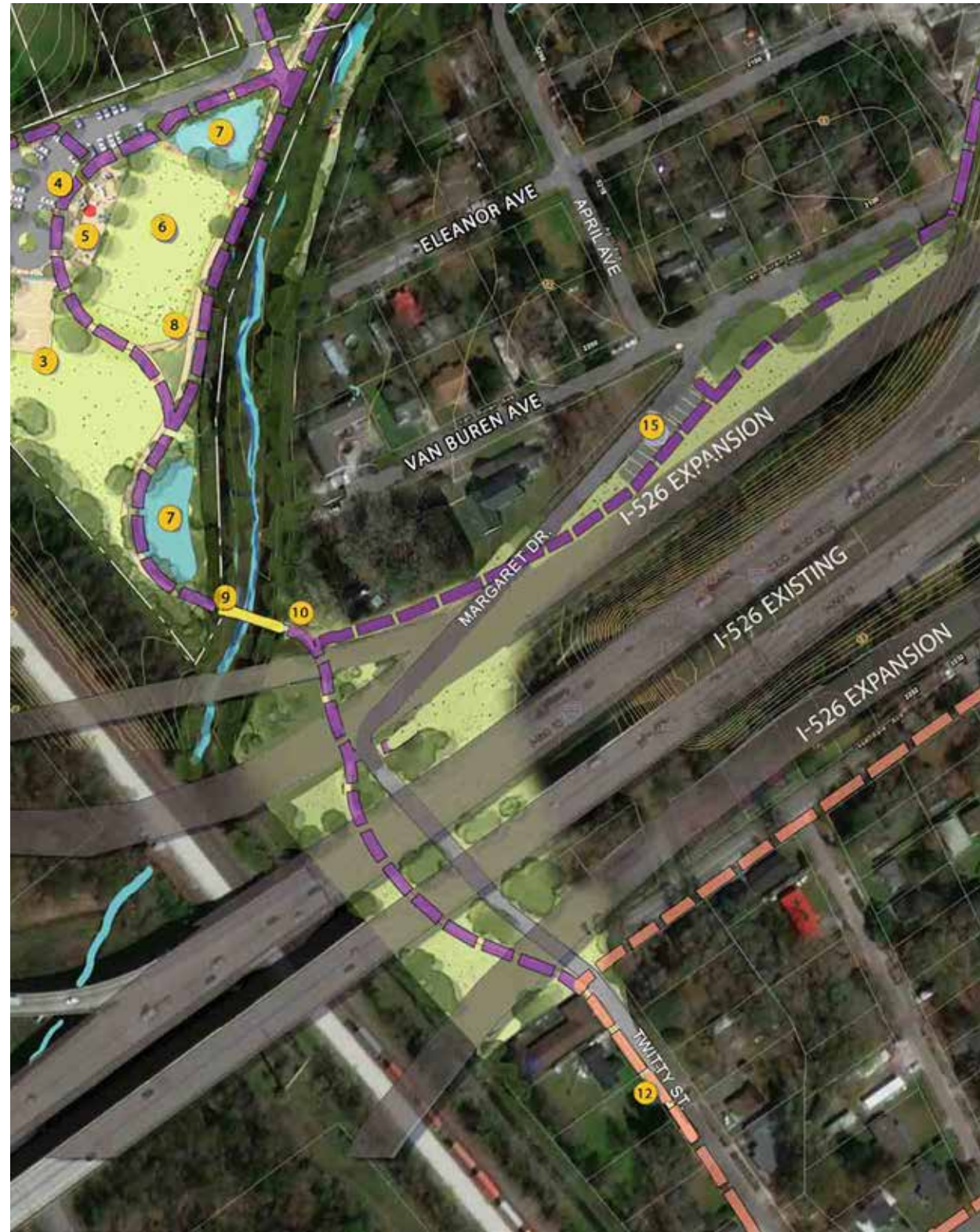
Revitalizing existing infrastructure to meet renewable energy demand

A cornerstone of renewable energy for 60 years in Uruguay, the Baygorria Dam needed refurbishment to enhance efficiency, reliability, and capacity. With plant and infrastructure constraints, including limited crane capacity, our team designed a meticulous assembly and disassembly sequence that maintained plant operation during construction. Extending the dam's operational life, the project will increase capacity by 15 megawatts, expanding Uruguay's clean power-generating capacity.



SDG 9 Industry, Innovation, and Infrastructure

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



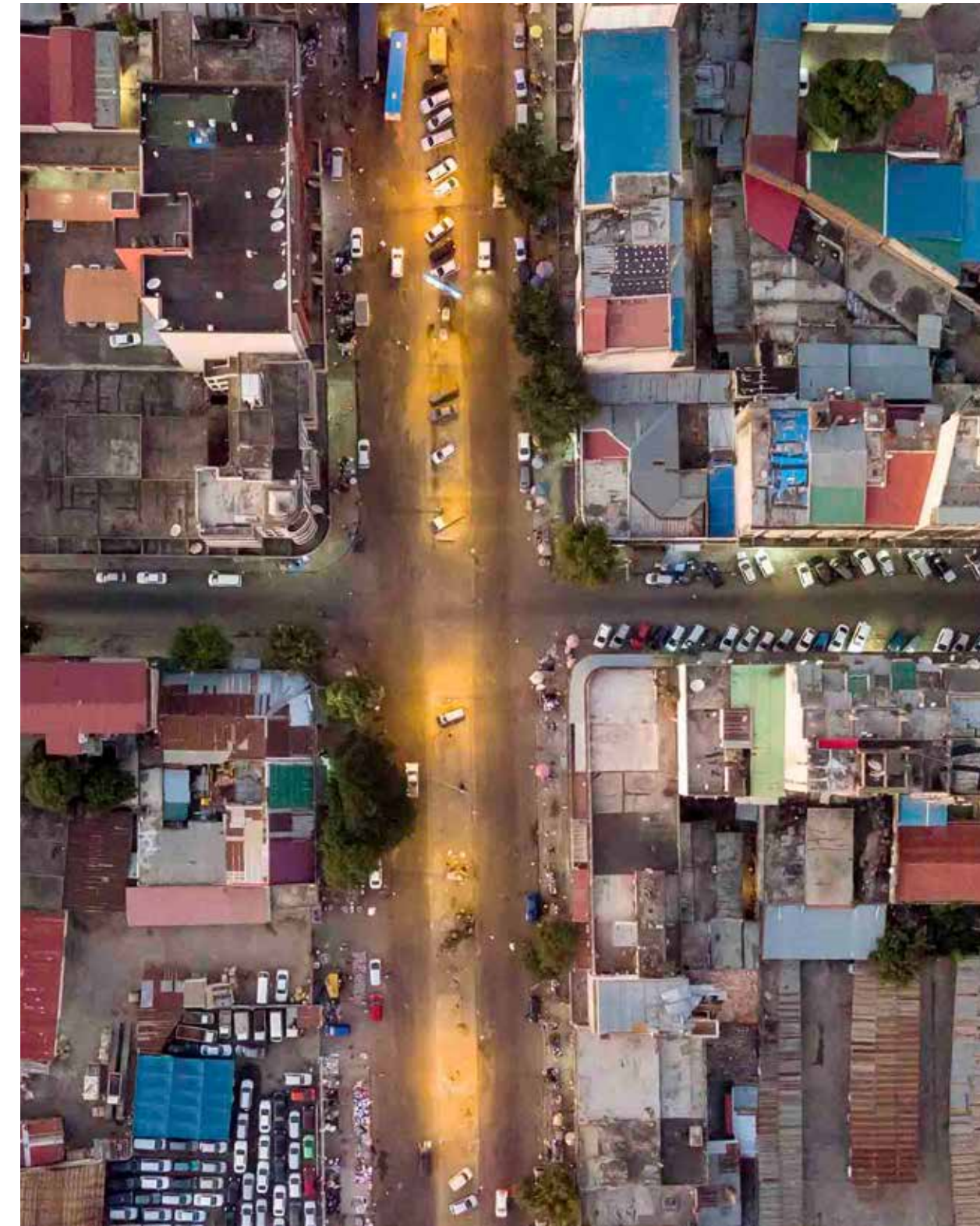
I-526 Highway Improvement Plan

United States | [Project Link](#)

Synergies: SDG 11 Sustainable Cities and Communities

Environmental justice outreach to amplify marginalized voices

Working with the South Carolina Department of Transportation and the Federal Highway Administration, our team was instrumental in amplifying the voices of marginalized communities affected by the I-526 and I-26 highway improvement project (the Lowcountry Corridor West). Implementing a USD \$146 million Environmental Justice Community Mitigation Plan, our team supported community resilience by actualizing the experiences of residents and ensuring the project addresses them in order to strengthen community resilience. Together, the project bridges community and transportation needs of the Charleston area.



Open Internet Development

African Continent | [Project Link](#)

Synergies: SDG 11 Sustainable Cities and Communities

Bridging the global digital divide

Open internet drives innovation and socio-political, economic, and cultural development. Supporting global connectivity across Africa, our team established an outreach strategy that included mapping out key stakeholders; raising awareness around the benefits of the open and secure internet and its governance system and the risks and consequences of implementing alternative, closed models; and gathering systematic information on internet connectivity needs. A final report documents the digital ecosystem in Africa, its growth, and the potential for the open internet to enable the level of human-centric sustainable development described by the SDGs.



SDG 11 Sustainable Cities and Communities

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



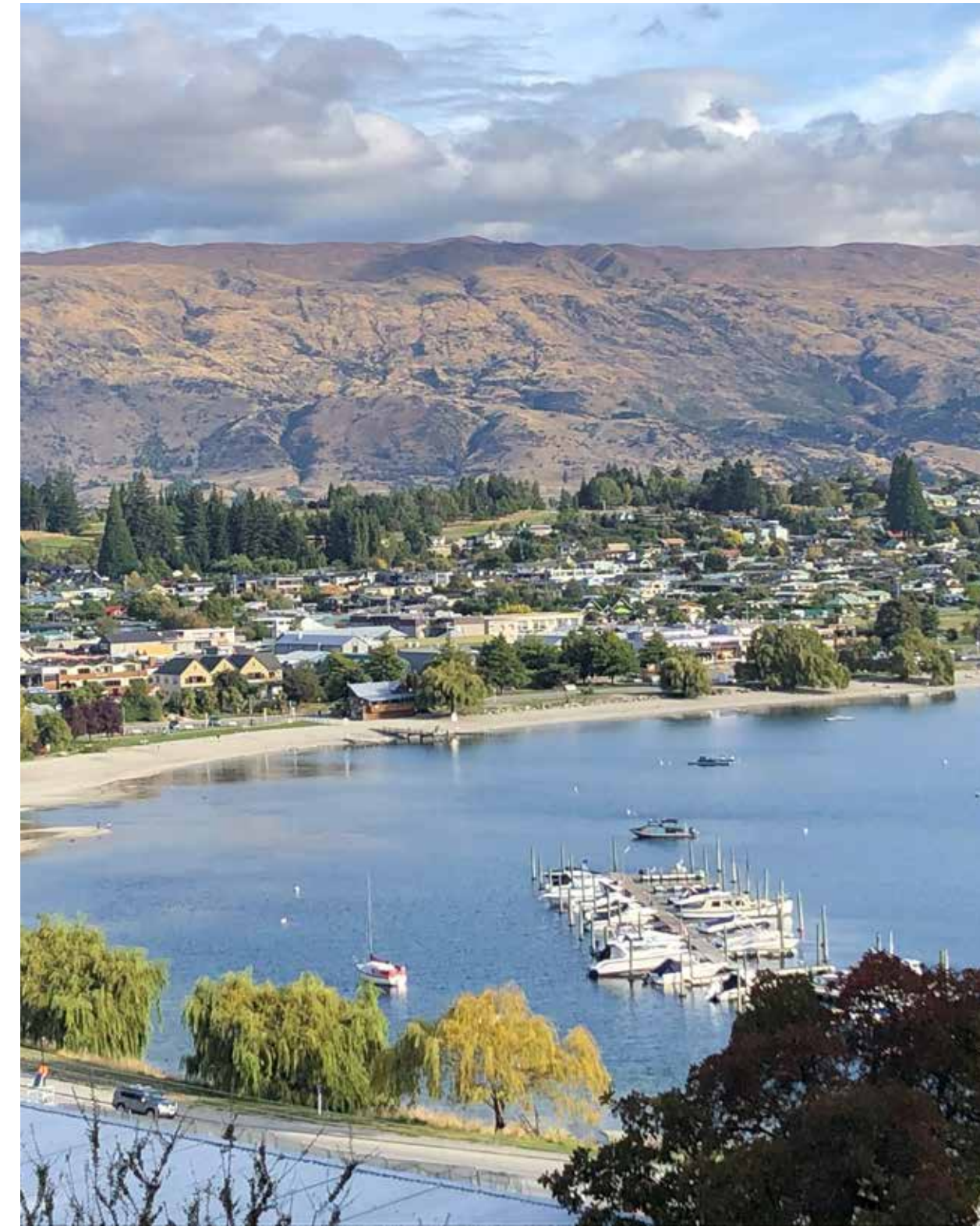
Hamdan Bin Rashid Cancer Hospital

United Arab Emirates | [Project Link](#)

Synergies: SDG 7 Affordable and Clean Energy

Promoting healing and wellness through sustainable design

The Hamdan Bin Rashid Cancer Hospital will be Dubai’s first integrated, comprehensive cancer hospital. With over 603,000 square feet (56,020 square meters), it will feature 19 healing gardens and will draw on the power of natural daylight. Integrating world class design expertise with local values, the building’s architecture draws inspiration from the local Ghaf tree—the United Arab Emirate’s national tree and a cultural symbol of life, peace, and tolerance. Like the tree, the building form gently twists, providing clients, patients, and staff varied and sweeping views to the city beyond. Creating healing spaces for patients and their families, the hospital will be designed to LEED Gold standards, include WELL building strategies, and incorporate renewable energy.



Wānaka Masterplan

New Zealand | [Project Link](#)

Synergies: SDG 9 Industry, Innovation, and Infrastructure

Bold moves and local wisdom reconnect a community

To safeguard the character and quality of this scenic town threatened by fragmented development and outdated transport systems, Stantec closed the town’s main road for four days, allowing us to test how the community and transport infrastructure would respond to transformational change—fewer cars, more active transportation, more community connection. In addition to the real-world observations, our team worked closely with mana whenua (representing Indigenous land rights) to integrate mātauranga Māori (knowledge, wisdom) into the outcomes, delivering an actionable and locally driven master plan and transport investment program.

13 CLIMATE ACTION



**SDG 13
Climate Action**

Take urgent action to combat climate change and its impacts



The Battery Coastal Resiliency

United States | [Project Link](#)

Synergies: SDG 11 Sustainable Cities and Communities / SDG 14 Life Below Water

Strengthening coastal resilience and safeguarding cultural heritage

The Battery Coastal Resiliency project is part of a larger program to help protect the dense residential and financial districts of New York City against projected sea level rise through 2100. Plantings included salt-tolerant canopies to help cool the area from increasing heat while sensitively maintaining the iconic views, artwork, and character of the park. The project embodies sustainability principles, generating a 54% reduction in embodied carbon emissions, the highest reduction ever validated through the Institute for Sustainable Infrastructure's Envision Verification program.



Buffalo Crossing Visitor Center

Canada | [Project Link](#)

Synergies: SDG 11 Sustainable Cities and Communities

Inspiring action toward climate-conscious living

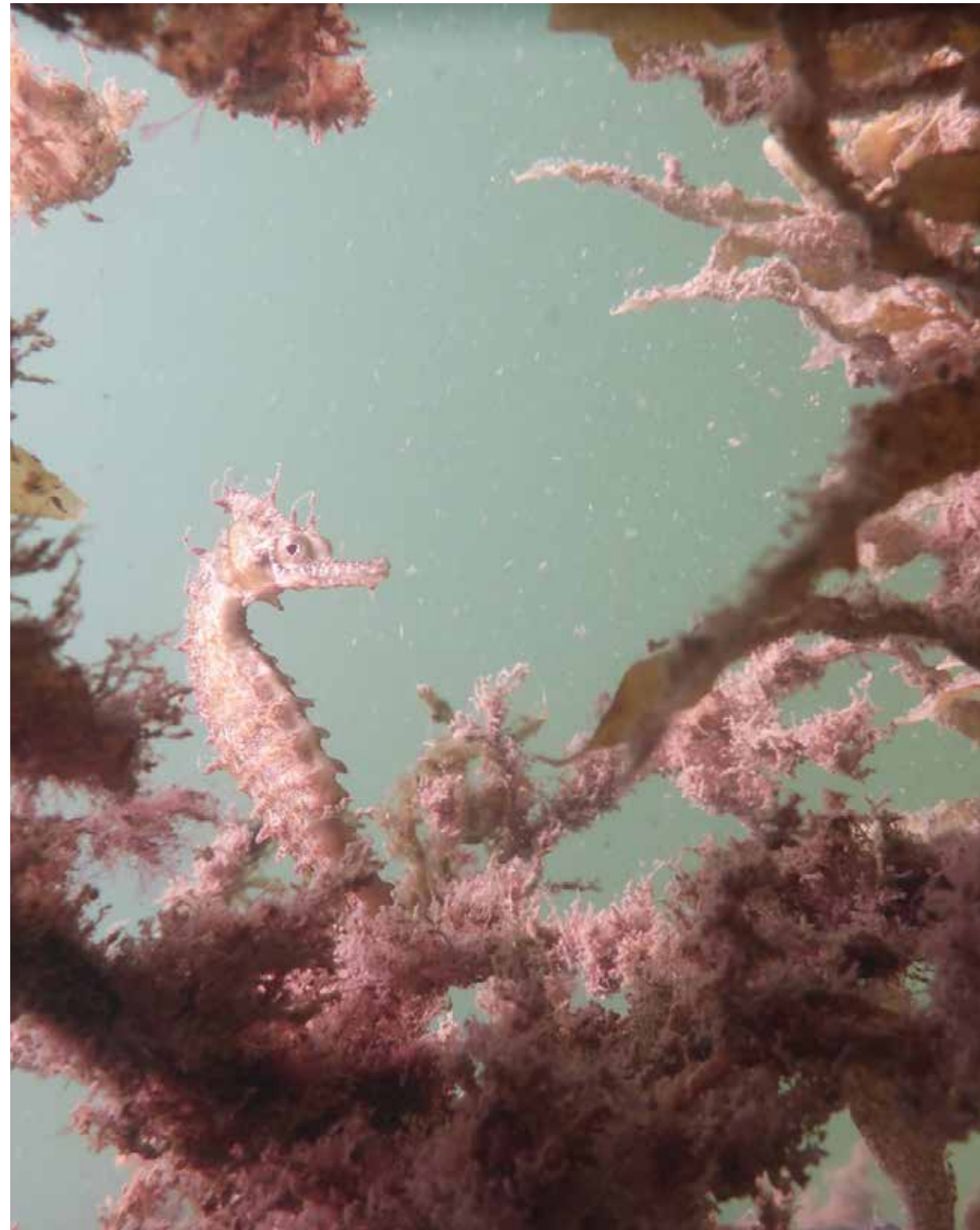
The low-carbon, mass timber FortWhyte Alive Buffalo Crossing visitor center creates awareness of the natural world and encourages sustainable living through its nature trails, outdoor learning spaces, and water activities. Our integrated team of designers, architects, engineers, and climate specialists used geometry, orientation, and a high-performance building envelope to respond to the extreme Manitoba climate. Aligned with Canada Green Buildings Council's Zero Carbon Building Standards, the project achieved Net Zero Carbon (Design) certification and will be Manitoba's first commercial building to achieve Passive House Certification.





SDG 14 Life Below Water

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



Seahorse Hotel Habitat Mitigation

Australia | [Project Link](#)

Synergies: SDG 9 Industry, Innovation, and Infrastructure

Man-made seahorse hotels help safeguard endangered marine species

Found in shallow water estuaries and coastal embayments, the White's Seahorse, or *Hippocampus whitei*, became the first and only species in the *Syngnathidae* family to be listed as endangered, granting it protection under Australian state and commonwealth legislation. Common projects that require White's Seahorse protection include wharf construction or upgrades, dredging, foreshore, or maritime construction projects. So how do we help? We install seahorse hotels to help recover population and habitat, including relocation of the species—essentially moving them out of harm's way.



In-Water Sea Turtle Data Collection

United States | [Project Link](#)

Synergies: SDG 13 Climate Action

Consensus-driven scientific data collection to save threatened species

Data-driven methods for protecting threatened species are vital to overcome the threats of habitat alteration, pollution, and exploitation, yet significant information gaps exist. Using funding from the Deepwater Horizon oil spill recovery, and in collaboration with national agencies, our team applied technical expertise and consensus-building skills to develop the first comprehensive Gulf-wide, in-water data collection plan for sea turtles. By applying this framework, future projects can scientifically assess the benefits of restoration efforts for sea turtle populations injured by the previous oil spill.

15

LIFE
ON LAND



SDG 15 Life on Land

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



Puding Drainage Wetland Reconstruction

Taiwan | [Project Link](#)

Synergies: SDG 6 Clean Water and Sanitation

Protecting an eco-sensitive zone

The Puding Drainage area contains many endemic species. Developing the water treatment facility at this site required careful consideration of the conservation and preservation of aquatic species and wetlands. The site includes seven ecological wetland ponds with a storage capacity of about 44,000 tons and treatment that supports pollution reduction of 357 pounds (162 kilograms). Using ecological conservation practices supported by a habitat creation management plan, the community now has a 361-acre (146-hectare) green corridor that also serves as a recreation area and a multi-functional environmental education site.



Deer Grove Forest Preserve Restoration

United States | [Project Link](#)

Synergies: SDG 13 Climate Action

Improving ecosystems to promote native animal and plant communities

The goal? Revitalize the area's oak ecosystems and associated streams, wetlands, and prairies. In collaboration with the Forest Preserves of Cook County, our team developed ecosystem restoration and enhancement management and monitoring plans. Working alongside the Deer Grove Natural Area Volunteers, we are contributing to ecological stewardship for the ongoing recovery of healthy ecosystems. The result? Recovering oak woodlands once again host grasses, sedges, and wildflowers—and the wildlife they support. When vegetation matures, approximately 1,500 tons of carbon will be sequestered per year.





Sustainability Program

IN THIS SECTION

Strategy

Governance

Accountability

Stakeholders

Value Chain

Materiality

Material Topic Structure



Renewable Mass Transit Design
Oregon, United States

Strategy

For almost 20 years, Stantec has maintained a Corporate Sustainability Program and associated team. Rather than functioning as a separate initiative, Stantec’s sustainability program directly aligns with and influences our enterprise strategy, and vice versa.

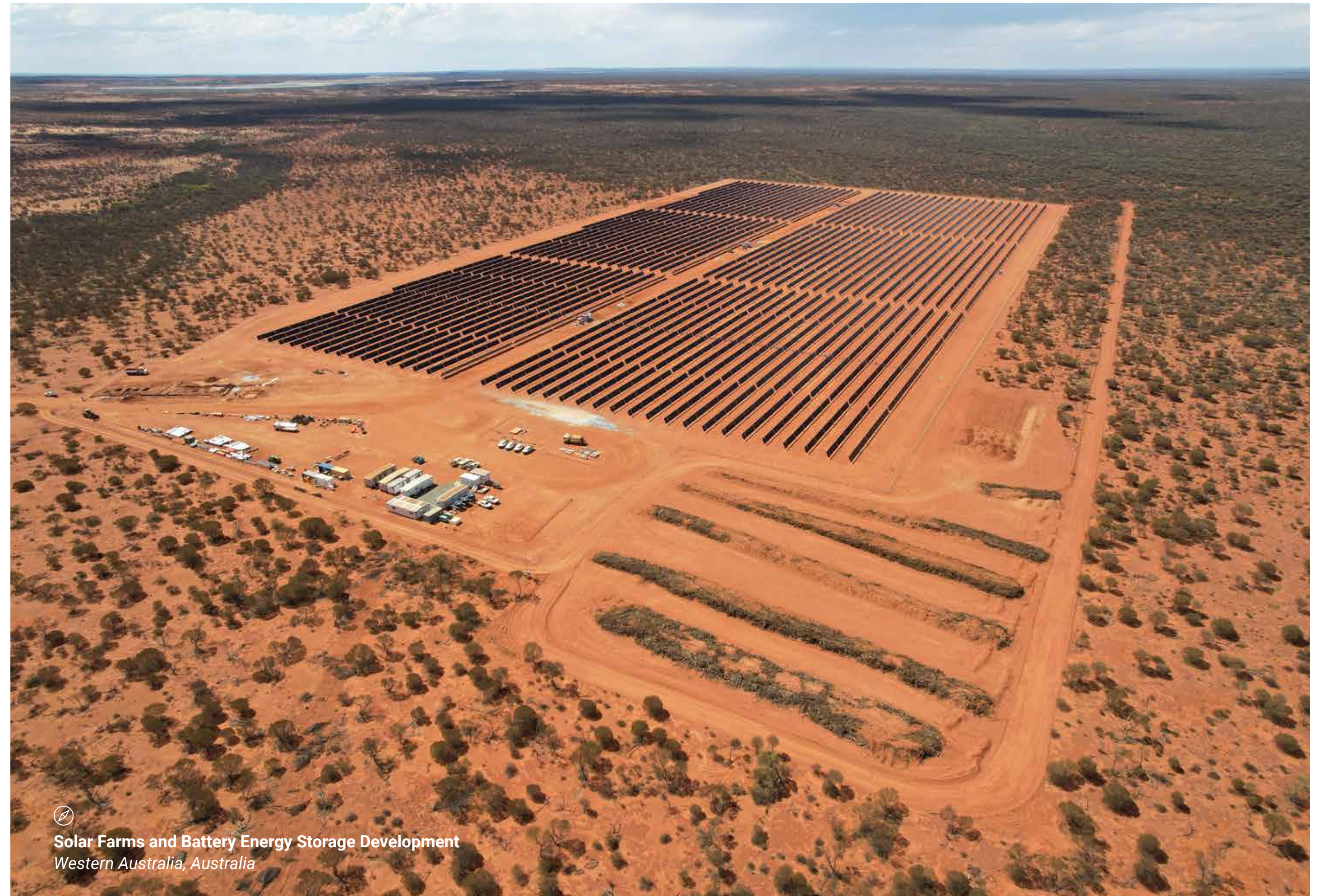
Stantec’s ESG focus is part of our purpose, promise, and values; key to our brand; embodied in our corporate culture; and directly connected to our corporate strategy. We incorporate sustainability risks and opportunities into our Enterprise Risk Management program, strategic planning process, and acquisition strategy.

Sustainability is featured prominently in our recently released [Strategic Plan](#)—our beacon for the next three years (2024 through 2026). This plan reflects our purpose-driven organization and responds directly to the rapidly changing world in which we all live and work.

In our plan, we make direct connections back to Stantec’s role in addressing climate action and social equity by

- Acting on the megatrends shaping our collective future: climate change and resource security; demographic, social, and urbanization changes; incremental and breakthrough technologies; and geopolitical, economic, and industry shifts (see [Why We Act](#))
- Focusing our strategic growth in business and thought leadership opportunities across the breadth of our services and depth of our expertise: climate solutions, communities and infrastructure of the future, and future technology (see [Who We Are](#))

By incorporating Stantec’s sustainability strategy in our enterprise strategy, we intend to help our clients—and the world—tackle today’s most pressing challenges.



Solar Farms and Battery Energy Storage Development
Western Australia, Australia

Governance

Stantec’s sustainability commitments are supported from the top.

Stantec’s Sustainability and Safety Committee, a standing committee of the Company’s Board of Directors, oversees the framework for managing ESG topics with support from the Audit and Risk and Corporate Governance and Compensation Committees (see [Board Sustainability Message](#)).

Our Board actively discusses ESG topics at each meeting and includes members who are subject matter experts in sustainability-related topics such as climate change, renewable energy, cybersecurity, critical metals and minerals, and inclusion, diversity, and equity.

Our chief executive officer, Gord Johnston, is a technical expert in water resource management and maintains formal, industry specific ESG credentials. Since 2013, he has been recognized as an Envision Sustainability Professional by the Institute for Sustainable Infrastructure.

Stantec’s Executive ESG Committee is accountable for our sustainability performance and works to align sustainability and stakeholder priorities, integrate sustainability into our Strategic Plan and operations, and address sustainability-related risks and opportunities.

Stantec’s Corporate Sustainability team enables a business culture grounded in sustainability by partnering with teams around the Company to drive sustainable actions in our operations, project delivery, and supply chain.

Stantec’s ESG commitments are realized by the actions and policies contained in our Corporate Sustainability Program and certified management systems. These actions are implemented operationally by our functional service teams and applied to our project solutions by business operating units.

The collaboration, and combined responsibility, of both operational and technical practitioners results in a program that addresses the need of our primary stakeholders, covers our value chain, and incorporates the concept of double materiality.

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

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

³ Carrie Sabin leads Stantec’s Corporate Sustainability team.

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 & Project Officer	Asifa Samji Chief People & Inclusion Officer	Susan Reisbord Executive Vice President, Environmental Services
Chris Heisler Vice President, Risk Management	Carrie Sabin Vice President, Corporate Sustainability ³	Kristy Spurrell Vice President & Treasurer	Pieter van der Zwet Regional Leader, Continental Europe	

Accountability

To assess and accelerate Stantec’s ESG performance, we hold ourselves accountable through various key performance indicators (KPIs).

Sustainability-Linked Financing

Stantec’s sustainability-linked loan (SLL) connects our \$1.1 billion syndicated senior credit facilities to our ESG performance. When we meet ESG-related KPIs, we receive a lower interest rate. In 2023, we directed interest savings earned from the previous year into Indigenous communities to further climate action (see [Social Feature](#)) and, again met the SLL-related KPIs.

Sustainability Pay Link

Stantec’s executive leadership compensation is tied to KPI performance as disclosed each year in Stantec’s [Management Information Circular](#).

The ESG-specific KPIs are included to the right along with the sections of this report where the performance details are disclosed.

Legend ✓ Achieved ✗ Not Achieved

Grouping	Metric	Target	Status	Report Reference
Environmental				
Emissions Management	Meet science-based emission reduction targets	47% reduction in absolute scope 1+2 and scope 3 business travel	✓	Emissions Management
Emissions Management	Meet carbon neutral and net zero pledges	Maintain carbon neutrality	✓	Emissions Management
Social				
Employee Retention	Maintain low voluntary turnover	<15% voluntary turnover rate	✓	Workforce Management
Employee Engagement	Improve employee engagement score	>60% employees feel engaged	✓	Workforce Management
Inclusion and Diversity	Support inclusion and diversity initiatives that build upon Stantec’s inclusive workplace culture	Support inclusion, diversity, and equity initiatives	✓	Inclusion, Diversity, and Equity
Health, Safety, Security, and Environment	Decrease total recordable incident rate	<0.50 total recordable incident rate score	✓	Health, Safety, and Security
Health, Safety, Security, and Environment	Improve leading indicator safety index	>1 leading indicator safety index score	✓	Health, Safety, and Security
Governance				
Corporate Integrity	Maintain high completion rate of annual ethics training	>95% of employees complete the training	✓	Ethics and Compliance
Creativity and Innovation	Build culture of innovation by growing pipeline of innovative ideas submitted by employees	>5% increase in submitted employee ideas	✓	Innovation
Creativity and Innovation	Commercialize initiatives funded by the Innovation Office	>1 innovative business offering	✗	Innovation
Quality Management	Improve ISO-compliance audit results	>90% of audited projects meet quality criteria	✓	Project Management

Stakeholders

Everything we do—from delivering client solutions to developing our employees' career goals—supports the success of our stakeholders. Here's how Stantec approaches sustainability with our primary stakeholder groups.



 **Ceremonial Contract Signing and Pōwhiri**
Auckland, New Zealand (Aotearoa)

With Our Employees

Our operational ESG initiatives introduce efficiencies that improve the quality of work and life of our colleagues; 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 GRI, SASB, and TCFD (see [Appendixes](#)). We consistently rank high in sustainability ratings across multiple independent investor-driven third parties (such as CDP, S&P, MSCI, Refinitiv, ISS, and Sustainalytics).

With Our Clients

Our greatest influence on sustainability comes from the services we provide to clients and communities. Across each of our geographies and business operating units, we help clients address their challenges by identifying and implementing solutions to make their projects more sustainable. Our project-facing sustainability approach uses the SDG framework to drive our actions, specifically focusing on the seven goals (out of the suite of 17) we can most directly influence.

For 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 resilience and promoting an inclusive culture; and our innovation investments promote sustainable technologies and policy advancements.

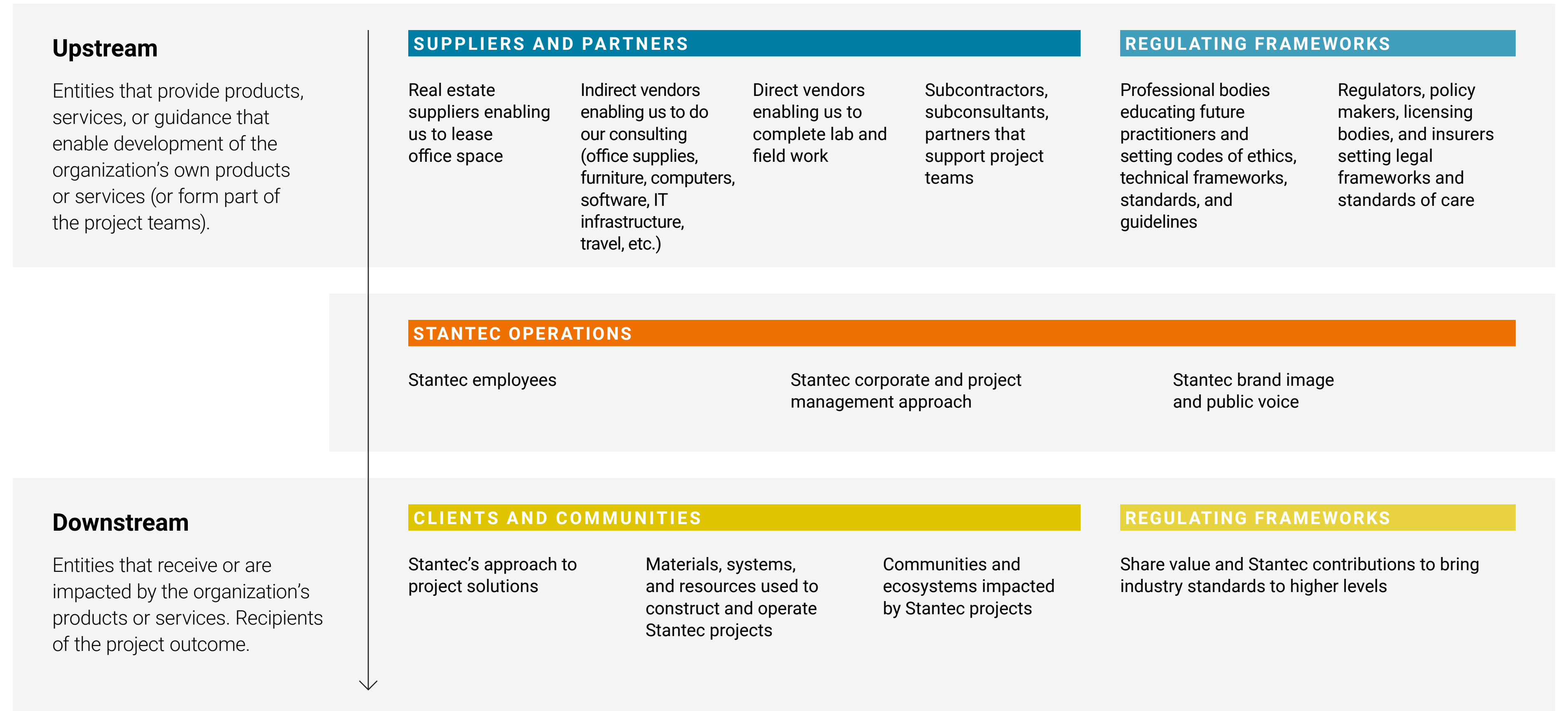
Value Chain

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.

Stantec is a professional services company providing sustainable design, architecture, engineering, planning, digital technology, project management, and scientific consulting services (see [About Stantec](#)).

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.



Materiality

The ESG space is evolving quickly, with urgencies presented by the climate crisis and ongoing social inequities as well as the continuing introduction of new regulation and framework requirements. There's a lot of work to do but limited time and resources to get it done.

Materiality helps companies focus their sustainability efforts on the topics most relevant to their impact on the world (both positive and negative) and where they have the greatest ability to impact lasting change.

Double materiality requires companies to consider how ESG topics impact the organization's financial success (outside-in) as well as how the organization creates value in the broader world (inside-out).

Stantec regularly revisits our material topics (see [Materiality Management Approach](#)). We apply a double materiality mindset across our value chain—considering impacts from our supply chain (upstream) through to customers and impacted communities (downstream). We think about the influence and impacts our ESG activities can have on both our operations and the world.

Stantec's prioritized ESG topics for each value chain node (suppliers and partners, operations, and clients and communities) and level of materiality (priority action topics, managed topics, and monitored topics) follow in the table to the right.

VALUE CHAIN NODES

ESG Categories and Material Topics	VALUE CHAIN NODES		
	Upstream: Suppliers and Partners	Operations: Stantec	Downstream: Clients and Communities
Environmental			
Biodiversity Protection	■	○	◐
Clean Energy Use	■	●	●
Emissions Management	■	●	●
Environmental Management	■	◐	○
Materials Specifications	■	○	◐
Waste Management	■	◐	◐
Water Use	-	○	●
Social			
Community Engagement	□	◐	◐
Health, Safety, and Security	■	●	●
Inclusion, Diversity, and Equity	◐	●	●
Indigenous Relations	□	◐	◐
Workforce Management	■	●	-
Governance			
Cybersecurity and Privacy	■	●	●
Ethics and Compliance	■	●	●
Human Rights	■	◐	◐
Innovation	-	●	-
Procurement	◐	◐	-
Risk Management – Climate	-	◐	●
Risk Management – Overall	-	◐	-
Economic			
Financial Health	-	●	-

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 shape the focus of our sustainability program and reporting and informed 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.

Upstream Grouping

■ Included in a **ESG supplier evaluation** under the procurement upstream topic.

□ Part of **supplier diversity** efforts under the inclusion, diversity, and equity upstream topic.

Material Topic Structure

The subsequent sections of this report highlight Stantec’s 2023 performance on our ESG material topics and are presented in order of impact to our sustainability performance.

Details relating to our three value chain nodes—upstream (suppliers and partners), operations, and downstream (clients and communities)—are consolidated within each topic discussion.

For an overview of how we manage each material topic, please see our [Management Approaches](#).

Associated requirements relating to ESG frameworks are included in the [Appendixes](#).

¹ The Environmental Protection section covers the following material topics: biodiversity protection and environmental management.

² The Resource Conservation section covers the following material topics: clean energy use, materials specifications, waste management, and water use.

³ The Risk Management section covers the following material topics: overall (enterprise) risk management and climate-related risk management.

⁴ The Project Management section does not cover a listed material topic. It was excluded from our materiality prioritization exercise because it is a fundamental and non-negotiable requirement in Stantec’s service delivery. We are providing information on our project management approach and progress in this report to aid in stakeholder reviews of our programs.



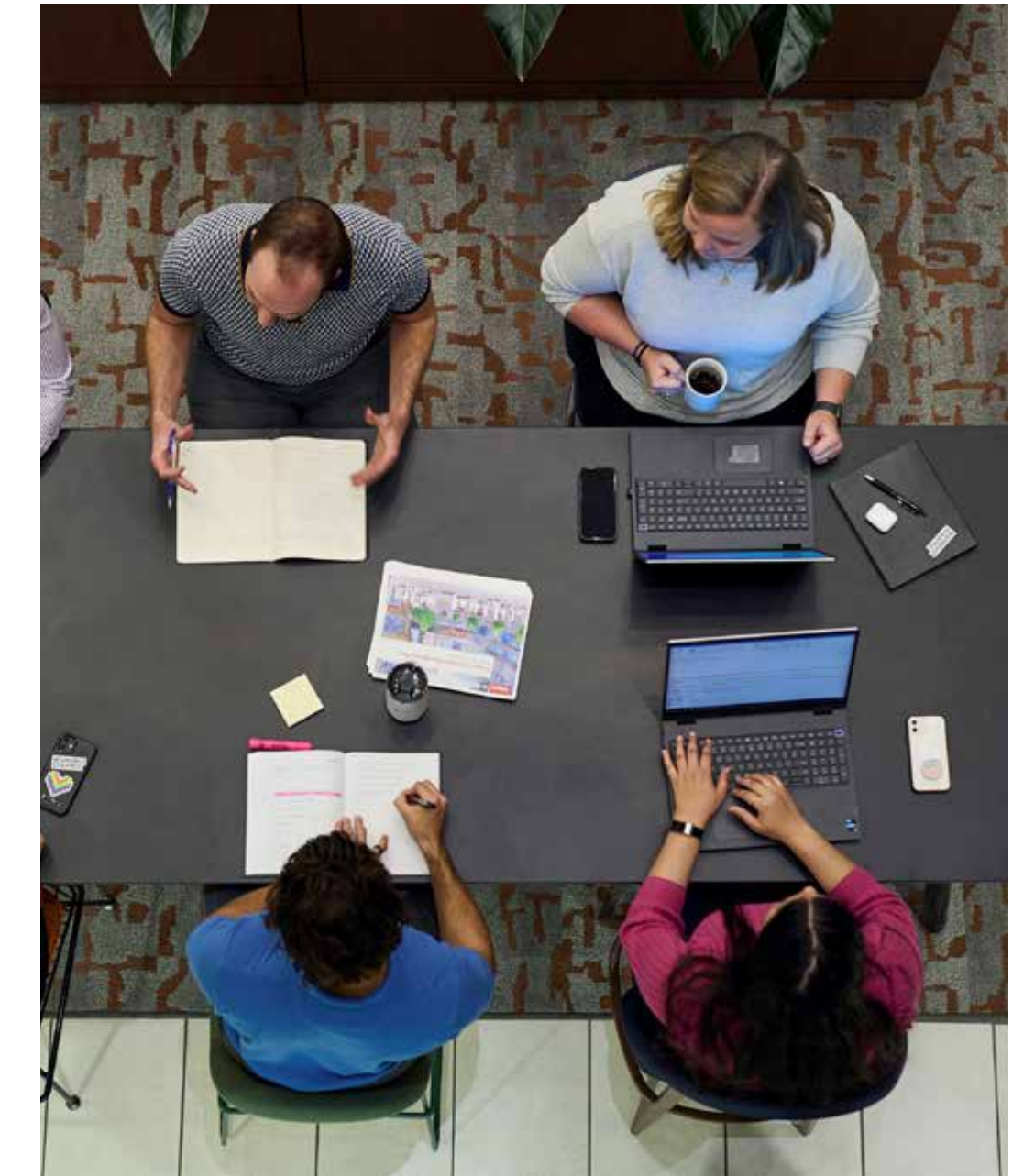
Environmental

- Environmental Protection¹
- Emissions Management
- Resource Conservation²



Social

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



Governance

- Ethics and Compliance
- Cybersecurity and Privacy
- Procurement
- Innovation
- Human Rights
- Risk Management³
- Project Management⁴



Environmental

IN THIS SECTION

Feature: Evolving Climate Solutions

Environmental Protection

Emissions Management

Resource Conservation



Building Engineering Design and Sustainability Services, Twin City Sever Brownfield Regeneration Bratislava, Slovakia

Architect of Record: Benoy and Siebert+Talaš



FEATURE

Evolving Climate Solutions

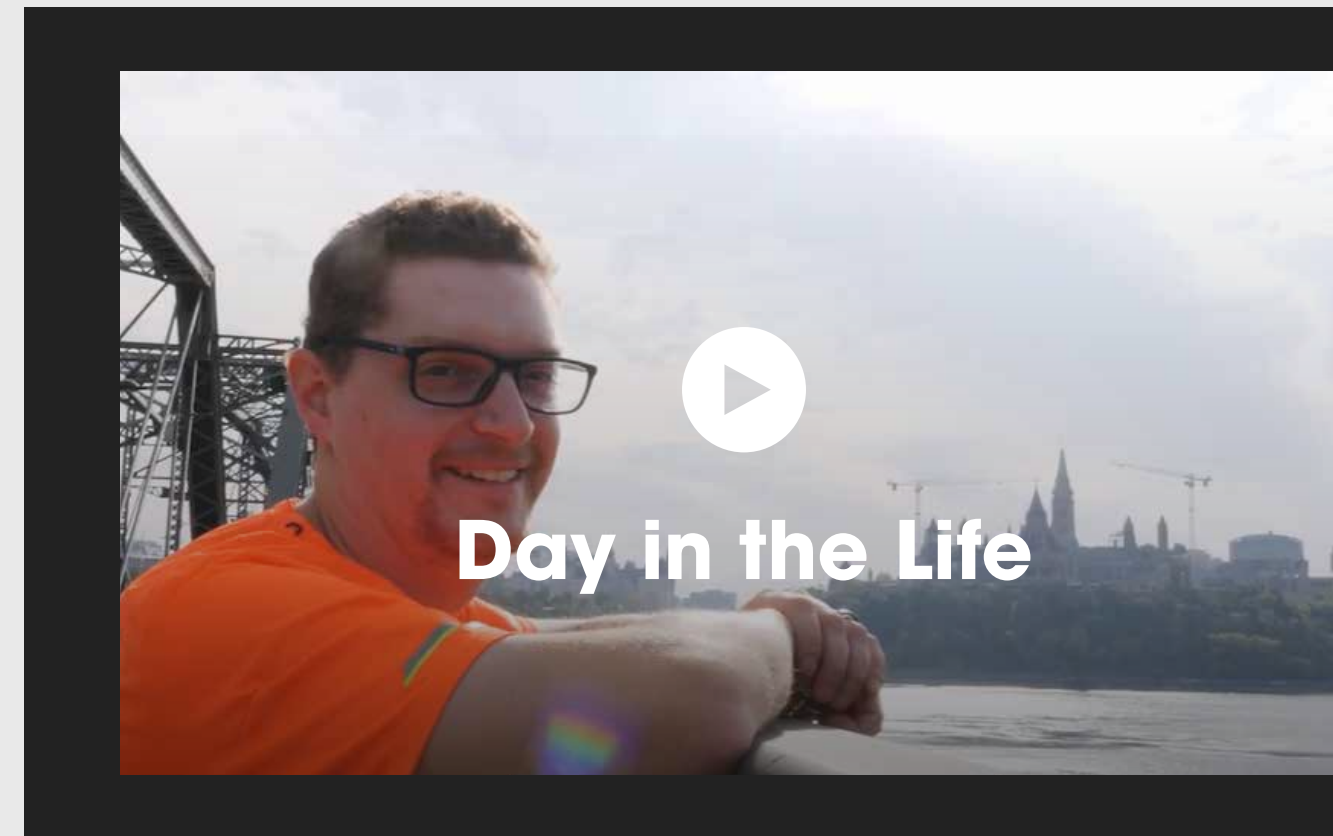
Climate-related impacts such as loss of biodiversity, ecosystem stress, extreme weather, and food insecurity represent a connected set of critical challenges to navigate. Stantec has the people and the ideas to help.

We already contribute through our services in energy transition, ecosystem restoration, watershed management, coastal and floodplain resilience, climate advisory, and low-carbon solutions. But, because of our technical expertise and capabilities, we see the opportunity to do even more.

In 2022, Stantec created a Climate Solutions Leadership group to connect our climate services more deliberately across the Company. And it worked. The growth in expertise and experience was rapid. So rapid that we decided to elevate climate action more purposefully.

In 2023, Stantec evolved our commitment from a working group to an explicit part of our strategy. Turning Climate Solutions into an official growth initiative is a transformative step that lets Stantec accelerate our contribution to meeting the existential threat of climate change (see [Who We Are](#)).

The need for Climate Solutions is crucial. This new strategic growth initiative will build on Stantec's already expansive range of innovative solutions to help protect people, the biosphere, and infrastructure, all while improving resilience with a focus on creating a more equitable, sustainable world.



Leveraging Science to Protect Communities and Ecosystems

Stantec's subject matter expertise in climate action comes from teammates around the globe with know-how in [climate change mitigation and adaptation](#), including Norm Shippee, one of our senior climate scientists. See Norm's Day in the Life video for examples of how his work helps clients and communities address climate change.

Some of Stantec's more notable strategic investments in [Climate Solutions](#), so far, include

- Enlarging the scope of [Stantec's Institute for Applied Science, Technology & Policy](#) to explore the impacts of a changing climate
- Continuing our role as an acting partner in the [UN Decade on Ecosystem Restoration](#)

- Expanding our commitment to [nature-based](#) and [biodiversity solutions](#)
- Intensifying our focus on [energy transition](#), [coastal resilience](#), [alternative transportation](#), [building performance](#), [smart cities](#), [water conservation](#), and [climate advisory](#)
- Collaborating with [BlueSky Resources](#) to track greenhouse gas emissions in real-time using satellite technology

- Partnering with carbon removal startup [Capture6](#) to explore technology that integrates decarbonization and brine management solutions
- Launching [ZEVDecide™](#) to support the transition to zero-emission vehicle fleets for municipalities, transit agencies, schools, airports, and utilities

Environmental Protection

Stantec is committed to reducing the environmental impacts of our business operations, managing the environmental risks of our projects, and promoting a philosophy of environmental stewardship.

In 2023, Stantec

- Evolved our commitment to climate action by naming Climate Solutions a strategic growth initiative (see [Environmental Feature](#))
- Supported the International Coalition for Sustainable Infrastructure and Institution of Civil Engineers on their inputs to the [Sendai Framework](#)—the UN Office for Disaster Risk Reduction’s framework
- Continued our partnership with the [UN Decade on Ecosystem Restoration](#) program—our ecosystem restoration teams have worked on over 68,000 acres (27,519 hectares) of land restoration

- Encouraged a culture focused on climate action through our Decoding Climate Change series and Climate Festival as well as external thought leadership through our COP28 [Inside SCOPE](#) publication
- Released a new environmental training to reinforce Company expectations and encourage a focus on the SDGs
- Engaged [Developing Professionals Group](#) chapters with our Earth Day events; 47 chapters worldwide participated in environment-focused activities
- In Canada, completed climate risk assessments for First Nation communities using the recently updated, Stantec-developed [First Nations Infrastructure Resilience Toolkit](#)

- In the United States, honored with a [top 20 Texan by Nature](#) award, recognizing our role in conservation with strategies that make a positive impact
- In the United Kingdom and Ireland, won the [Sustainable Infrastructure Award](#) from *Environment Analyst* for design of an innovative, nature-based approach to wastewater treatment
- In the United Kingdom and Ireland, received the Chartered Institute of Ecology and Environmental Management award for [Medium Consultancy of the Year](#), recognizing high-quality ecological service delivery
- In the United Kingdom and Ireland, recognized for innovation and technical excellence in the water sector with the Engineering Consultancy of the Year and the Smart Water Networks Award at the [Water Industry Awards](#)

- In Australia, won Australia Water Association’s [Infrastructure Project Innovation Award](#) for our sustainable approach to the design of Australia’s first biosolids gasification facility
- In Taiwan, received a bronze medal in the Environmental Protection Agency’s [Let’s Go Green](#) competition
- In China, organized a tree planting event in Xinlong Village for Arbor Day
- In the United Arab Emirates, presented during the COP28 conference on fostering blended finance and responsible capital allocation for water infrastructure in the Middle East and Asia regions

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. For our clients, we provide climate change mitigation and adaptation planning, nature-based solutions, biodiversity management, and ecosystem restoration services along with efficient and resilient designs for clean energy systems, 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. For our clients, we advise on net zero strategies and design clean energy systems as well as energy efficient, resilient buildings and infrastructure.

In 2023, Stantec

- Furthered our net zero commitment by preparing for and committing to the Canada Net Zero Challenge
- Met our interim science-based target (SBT) emissions reduction projections¹ (See [Appendix A](#))
- Consumed renewable energy equivalent to 96% of our operational electricity use

- Met our operational carbon neutrality commitment for a second year by reducing emissions in line with our SBT, purchasing renewable energy and sustainable aviation fuel, and balancing residual emissions through the purchase of high-value carbon offsets²
- Allocated 80% of our carbon offset purchases to high-value projects, including CarbonCure (concrete carbon capture) and the Great Bear Temperate Rainforest (Indigenous-led ecosystem conservation)
- Received an [A- CDP climate change score](#) for the sixth year in a row
- Collaborated with carbon removal startup [Capture6](#) to explore technology that integrates decarbonization and brine management in support of low-carbon water infrastructure

- Featured Theresa Jang, Stantec's chief financial officer and Executive ESG Committee chair, in a [Scope 3 Emissions and Business](#) panel discussion facilitated by *The Globe and Mail*
- In North America, contributed to the development of the joint ASHRAE/International Code Council proposed [Standard 240P: Evaluating Greenhouse Gas and Carbon Emissions in Building Design, Construction and Operation](#)
- In the United States, participated in three of the seven [Clean Hydrogen Hub](#) projects advanced by the Department of Energy
- In the United Kingdom and Ireland, became [PAS 2080 certified](#) by the British Standards Institution³

- In the United Kingdom and Ireland, launched formal, country-level Carbon Reduction and Go Smart programs to reduce operational energy use and promote low-carbon commuting behavior, respectively
- In Australia, revisited contracts with office energy providers to purchase green energy where available
- In New Zealand, joined Meridian's 100% Certified Renewable Energy program so that we only purchase renewable energy for use in all offices Aotearoa-wide
- In Belgium, supported the development of [green hydrogen](#) strategies and roadmaps for communities in the African continent through work with the Global Technical Assistance Facility for Sustainable Energy, with initial accomplishments unveiled at the African Climate Summit in Nairobi

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

² Stantec purchases carbon offsets as a short-term gesture of goodwill in our journey to net zero. Offsets do not lower our reported emissions; they instead balance our impact. All purchased offsets are certified according to international standards and Stantec prioritizes the purchase of high-value offsets.

³ PAS 2080 is 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, annually calculates and validates our operational emissions, and has approved near-term SBTs. Stantec will become operational 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, low-carbon solutions (minimizing the whole life emissions of projects) are offered by our subject matter experts across each sector. Our ESG Advisory team also support clients in their own emissions management and net zero road maps.

[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 2023, Stantec

- Introduced the [Embodied Carbon Action Plan](#) to provide design guidelines for the reduction of embodied carbon at the onset of the project life cycle
- Launched an exclusive partnership with Autodesk to develop an embodied carbon tool enabling our integrated design teams to rapidly present the impact of design recommendations to clients
- Launched strategic asset planning services in support of the adaptive reuse market to aid clients in determining the highest and best use of buildings in the face of changing occupancy needs

- Initiated a Company-wide Green@Stantec network to formally connect like-minded peers dedicated to driving office-based environmental best practices
- In North America, continued our commitments to [AIA 2030](#), [AIA Materials Pledge](#), [SE 2050](#), and [MEP 2040](#) to address energy use, operational carbon, embodied carbon, climate change mitigation, and the material health impacts of our projects
- In North America, piloted a digital business card program to cut down on paper use and continued use of our centralized print services program to significantly reduce printing and standardize the use of post-consumer recycled paper

- In North America, participated in the [ASHRAE LowDown Showdown](#) modeling competition and won the Fan Favorite award for our net zero energy design
- In North America, recycled 69,570 pounds (31,556 kilograms) of desktop printers, toner and ink cartridges, and laptops
- In the United Kingdom and Ireland, encouraged the move to electric vehicles (EVs) via a salary sacrifice program, resulting in no new leased petrol-based vehicles in the fleet and 50 drivers changing to EVs
- In Australia, recycled more than 224 pounds (102 kilograms) of redundant personal protective equipment

- In the Netherlands, established the Transition Team for Energy and Sustainability to drive a sustainable project delivery mindset across the operation, with a focus on waste reduction, resource optimization, and energy transition
- In the Netherlands and Belgium, converted a percentage of our fleet to EVs
- In Taiwan, for the community, promoted the riddance of single-use plastic by setting up a refillable water station in the Fulong Starry Sky Art Village and, for our employees, eliminated disposable plastic cups in our offices
- In Peru, ran the third year of Huella Positiva (Positive Footprint), a competition that rewards colleagues for reducing energy and water use

Stantec's Approach

As a professional services firm working from multi-tenant, leased office space, Stantec's ability to influence operational resource use is nominal. Even so, we aim to minimize our environmental footprint by conserving energy, reducing consumption, recycling, and composting. We mitigate vehicle emissions through our Fleet Management team and deploy hybrid and EVs where possible. Remote working options for our employees conserve energy and fuel needs. For our clients, we apply our technical expertise in energy efficiency, waste reduction, and the circular economy.

[See Management Approach](#)

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



Social

IN THIS SECTION

Feature: Partnering with Indigenous Communities on Climate Action

Workforce Management

Inclusion, Diversity, and Equity

Health, Safety, and Security

Indigenous Relations

Community Engagement



Stantec in the Community Week Participants
Waikato, New Zealand

FEATURE

Partnering with Indigenous Communities on Climate Action

Authenticity is important at Stantec: When we make a commitment, we work hard to incorporate it into all that we do.

When Stantec set the terms of our sustainability-linked loan (SLL), we looked for a connection to our pledges and instead of retaining the interest savings for ourselves, we decided to direct them into communities. Meeting the first-year terms of the SLL has allowed us to explore how to support communities in an impactful way (see [Accountability](#)).

The Opportunity

Stantec wanted to concentrate on climate action while also addressing climate justice. We looked for ways to maximize our influence. We also wanted to reflect Stantec's strength as a consulting firm spanning a range of environmental and social solutions. Our decision was to support Indigenous communities in their efforts to address climate change.

Stantec's dedication to climate action is well known and reflected in our Climate Solutions strategic priority (see [Environmental Feature](#)). Our connection to Indigenous Peoples might not be as well known, but it is equally strong and long standing. Since our founding, Stantec has partnered with Indigenous communities, businesses, and organizations across Canada. And in recent years, we have expanded such partnerships globally.

The Approach

Stantec directed our SLL-related charitable giving to the main geographies where we operate that have a legacy of colonization. With the help of our internal Indigenous Relations teams, we found non-profit organizations with programs related to climate action for Indigenous communities, such as renewable energy availability, biodiversity conservation, and climate adaptation.

The organizations Stantec is supporting include

- [Alliance for Tribal Clean Energy](#) (United States)
- [First Nations Clean Energy Network](#) (Australia)
- [Indigenous Clean Energy](#) (Canada)
- [Indigenous Housing Partnership, Habitat for Humanity](#) (Canada)
- [Te Tira Whakamātaki](#) (New Zealand)

The donations provided to these organizations are in addition to Stantec's existing annual philanthropic commitments. Not only is Stantec able to provide financial support to aid their programming, but we will also provide technical assistance where needed via our subject matter expertise.

The Result

We are excited to see how this first year of funds allocation positively impacts these communities.

Stantec is pleased to make a meaningful contribution and are purposely looking to demonstrate how our values are reflected in our actions.

Why an Indigenous Peoples Focus?

Indigenous communities find themselves at the intersection of social inequities, climate change impacts, and environmental action.

Because of historic and legacy colonial oppression, Indigenous Peoples face some of the worst economic, social, and environmental risks in the world. Climate change is exacerbating these challenges.

Protecting ecosystems is one of the strongest natural defenses against climate change and Indigenous Peoples are responsible for protecting an estimated 22% of the planet's surface and 80% of biodiversity.

The climate change impacts on Indigenous Peoples have been documented by many sources, including the UN Human Rights Office of the High Commissioner, UN Climate Action, International Work Group for Indigenous Affairs, and the International Labour Organization.

Workforce Management

As a people-centric business, our culture attracts the best in the industry. We continuously strive to build an inspiring, inclusive work environment to recruit, develop, and retain top talent. Similarly, our purpose-driven culture, focus on global collaboration, and flexible work strategy sets us apart from our peers and aligns us well to client demands.



In 2023, Stantec

- Focused on the globalization of Stantec’s talent brand, learning, compensation, and well-being programs
- Conducted a Company-wide engagement survey, receiving the highest ever participation and reflecting the importance of inclusion, sustainability, and safety to our employees

- Hired at nearly twice our pre-pandemic rate and prioritized diversity in our recruitment and hiring practices
- Decreased our voluntary turnover by 2% in one year—reflecting one of the lowest rates among peers of our size
- Expanded on-campus recruiting and candidate relationship management software to include North America, Australia, New Zealand, and India

- Supported our teammates in [Developing Professionals Group](#) chapters to deliver approximately 580 events and initiatives across 20 countries, with a cumulative attendance of 12,000
- Expanded our leadership training for new and established leaders
- In North America, received the [Candidate Experience](#) and the [Campus Forward](#) awards for excellence in recruiting
- In North America, recognized only a 3% compa-ratio pay gap for women and 1% for minorities, with a commitment to close the gaps
- In North America, surveyed all employees to better evolve benefit packages based on employee preferences
- In Canada, named [Employer of the Year](#) by Montreal Centre-ville

for recognition of our efforts to create an inspiring, engaging, and inclusive workplace

- In the United Kingdom and Ireland, recognized by the [New Civil Engineer Awards](#) for seven different honors, including being named Consulting Firm of the Year and finalists for the Equity, Diversity, and Inclusion and ESG Leader categories
- In Australia and New Zealand, recognized as a top graduate employer by Prosple—[top 100](#) and [top 10](#), respectively
- In Australia, endorsed by [WORK180](#) for promoting organizational standards that raise the bar for women in the workplace
- In the United Arab Emirates, met nationalization hiring targets and supported the Westminster Working Cultures program

Stantec’s Approach

Stantec actively works to attract and retain 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. Our people management focus areas include total well-being and flexibility, recognition, learning and growth opportunities, and global exposure.

[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 to foster a healthy range of views, facilitate innovation, improve project success, engage employees, and nurture a sense of belonging.

In 2023, Stantec

- Added two ethnically diverse female directors, achieving gender parity on our Board (see [Governance Feature](#))
- Deepened our [Inclusion, Diversity, and Equity \(IDE\) program](#) by creating a Stantec-wide global IDE council, realigning our regional and affinity-aligned IDE council structure, and enhancing our IDE strategy
- Received a [Women Lead Here award](#) from *The Globe and Mail*
- Expanded our [Employee Resource Groups](#) to 75 chapters over 10 affinities

- Continued Stantec’s SocioEconomic-Equity Network (SEEN), where subject matter experts share strategies for equity in the built environment
- Furthered inclusivity in our project work via employee-focused webinars and industry thought leadership pieces such as [Steps to Fully Accessible and Barrier-free Transit](#) and [Embracing a Universal Design Mindset](#)
- Partnered with communities in need through our [North America Funding Program](#), which helps progress transformational climate action projects through mechanisms like low-interest loans and government grants
- In the United States, became a [founding member of AEC Unites](#) to facilitate intentional industry-related opportunities for Black talent and Black-owned businesses

- In the United States, partnered to promote equity in a sustainable water future through the Los Angeles area [WaterTalks](#), US Water Alliance [Water Equity Network](#), and JXN Water's efforts to bring a reliable water supply to [Jackson, Mississippi](#)
- In the United States, received Gold designation as a [Military Friendly Employer](#)
- In the United States, increased our [Disability Equality Index](#) score by 10 points
- In Canada, received the [Mérites du Français](#) award for promoting French in our workplace
- In the United Kingdom and Ireland, partnered with the University of Reading on [Better Places Research](#) to develop industry guidance and tools for social value-driven decision making

- In the United Kingdom and Ireland, delivered workshops with Lexxic and the Association for Black and Ethnic Engineers on removing barriers to recruitment and retention
- In the United Kingdom and Ireland, continued work with the British Forces Resettlement Services
- In Australia, named as one of the [Top 101 Workplaces for Women](#), and our [Women in STEM Work Experience Program](#) was a finalist in the Queensland Water Awards
- In New Zealand, maintained Rainbow Tick accreditation and was named a [Rainbow Excellence Awards](#) finalist
- In Italy, facilitated Inclusion to Extraordinariness workshops with a resulting Inclusion Manifesto
- In Peru, recognized by the [Asociacion de Buenos Empleadores](#) for outstanding social labor practices

Stantec’s Approach

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 IDE Program was developed based on leadership buy-in, employee input, and industry best practices. Our subject matter experts within the business promote solutions that support equity in the built environment and engage in global knowledge sharing to support communities around the world.

[See Management Approach](#)

[See Diversity Policy](#)

[See Workforce Statistics](#)

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 2023, Stantec

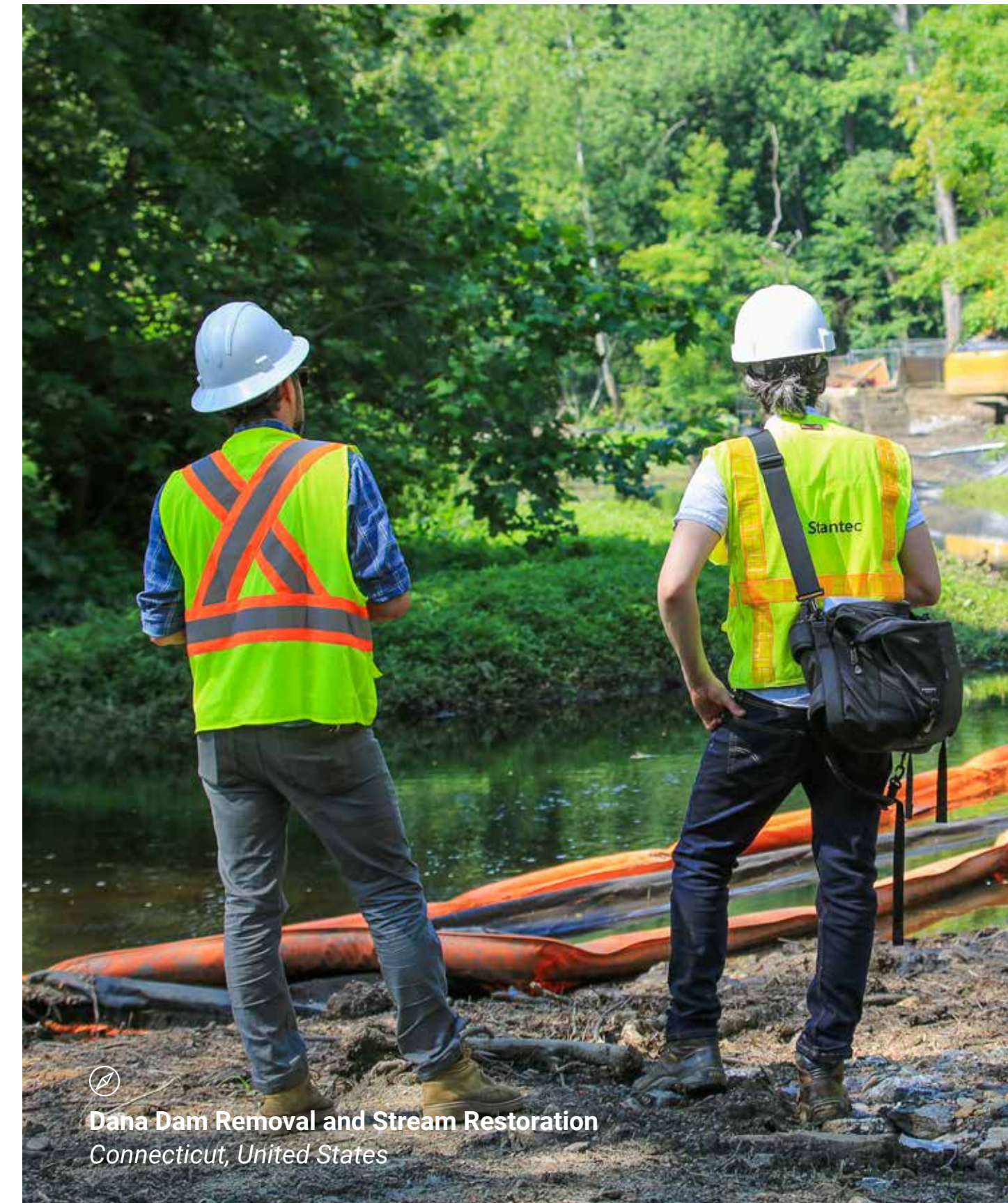
- Beat our TRIR and LISI targets¹ (See [Appendix A](#))
- Evolved our LISI program to better inform safety effectiveness
- Streamlined processes and forms to make it easier for staff to comply with Company safety requirements

- Launched a new scalable, competency-based framework to reduce the potential for serious injuries and encourage knowledge sharing
- Promoted best practices for home working in support of our flexible workplace strategy
- Helped clients communicate their support of healthy workplaces via the Culture of Health for Business (CoH4B) framework
- Achieved [WELL Health and Safety certification](#) for facility operations and management of our Ottawa, Canada office and for all offices in our Middle East region
- In the United Kingdom and Ireland, won an [International Safety Award](#) from the British Safety Council, recognizing our commitment to keeping our colleagues and workplaces healthy and safe

- In the United Kingdom, Ireland, Australia, and New Zealand, provided mental health well-being training to employees
- In Taiwan, certified as a sports enterprise by the Ministry of Education for the promotion of employee good health practices and work-life balance

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

Leading indicator safety index (LISI) is 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.



Stantec's Approach

Our Health, Safety, and Security Policy and our ISO 45001-certified occupational health and safety management system support 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, conducting field work, 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](#)

Indigenous Relations

Stantec works hard to build and maintain respectful relationships with Indigenous peoples 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 2023, Stantec

- Directed the interest savings earned from meeting the terms of our sustainability-linked loan to Indigenous non-profits that support climate action (see [Social Feature](#))
- Partnered with the First Nations University of Canada and 4 Seasons of Reconciliation to offer Indigenous Cultural Awareness Training—made available to any Stantec teammate Company-wide wishing to participate in truth and reconciliation

- In North America, provided Stantec-created Indigenous cultural safety training for project managers
- In Canada, doubled the revenue generated from our [Indigenous Business Partnerships](#) to \$51 million, providing direct investments, employment, and training opportunities to support economic growth in Indigenous communities
- In Canada, entered the third and final phase of [Progressive Aboriginal Relations certification](#) through the Canadian Council for Aboriginal Business
- In Canada, furthered development of a Reconcili-Action Plan and held a national conversation on residential schools and reconciliation
- In Canada, partnered with [Winnipeg's Indigenous Accord](#) in support of reconciliation

- In Canada, reached Indigenous students through our partnerships with Everfi and Indspire
- In the United States, named a [Top 50 STEM Workplace](#) for Indigenous professionals by the American Indian Science and Engineering Society—for the fourth year in a row
- In Australia, submitted a Reconciliation Action Plan with Reconciliation Australia for review and endorsement
- In Australia, partnered with the [Clontarf Foundation](#) to improve the education and employment prospects of Aboriginal and Torres Strait Islander men and hosted Indigenous students for a tailored workshop on the principles of design with Engineering Aid
- In New Zealand, held cultural sessions that included Māori language, movement, pepeha

(a way of introducing oneself), pronunciation, and guidance on how to apply traditional knowledge to our practices

- In New Zealand, applied a Māori holistic worldview that accurately reflects an Aotearoa narrative through an internal cultural induction video series to assist existing and new team members in their understanding of key cultural protocols, etiquette, values, Te Tiriti o Waitangi (the treaty of Waitangi), and other significant aspects of Te Ao Māori (the Māori worldview)
- In New Zealand, supported Māori and Pasifika people in obtaining meaningful qualifications, apprenticeships, and quality employment in the infrastructure and construction sectors through partnerships with Tupu Toa, Ākina, Amotai, Construction Employer Consortium, Te Ara, and Pūhoro Māori Stem

Stantec's Approach

Stantec strives to foster positive and productive relationships with Indigenous communities and businesses. Our Indigenous Relations Practice consists of four pillars—employer of choice, awareness, engagement, and creating opportunities—that integrate Stantec's core values. Our formal programs are focused on Canada, the United States, Australia, and New Zealand, with informal touchpoints in other Stantec operations. 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 2023, Stantec

- Donated more than \$7.8 million to organizations around the globe and supported more than 2,000 partner organizations
- Furthered [our commitment](#) to invest a total of \$60 million to community organizations by 2030, with our current donation total at \$44 million (since 2007)

- Disbursed approximately \$500,000 in [scholarships](#) and grants to support education of future leaders with nearly half directed to our [Equity & Diversity Scholarship](#) (46 student scholarships and 8 internships)
- Held the 10th anniversary of our annual Company sponsored volunteer event, [Stantec in the Community Week](#), with colleagues around the world donating their time and energy to support more than 323 organizations
- Continued partnerships with Black, Indigenous, Asian, Latin, LGBTQ+, and women-led organizations to support climate action, education, and employment opportunities (see [Inclusion, Diversity, and Equity](#) and [Indigenous Relations](#))

- Continued engagements with Engineers without Borders to design engineering projects that meet basic human needs, Oxfam in support of global disaster relief, and World Central Kitchen to support food security for those impacted by disasters
- Donated more than \$56,000 through our Dollars for Doers program in support of employees who volunteered at least 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’s Approach

Annually, Stantec donates approximately 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: Stantec's Board Achieves Gender Parity

Ethics and Compliance

Cybersecurity and Privacy

Procurement

Innovation

Human Rights

Risk Management

Project Management



Stantec Employees
Alberta, Canada



FEATURE

Stantec's Board Achieves Gender Parity

In 2023, Stantec took a significant step in demonstrating our commitment to inclusion, diversity, and equity. Our Board of Directors achieved gender parity, with equal representation between women and men.

Early in the year, [Celina Wang Doka](#) took her place on Stantec's Board, closely followed by the appointment of [Angeline Chen](#), making them the fourth and fifth women on the 10-person Board. These appointments also increased our Board's ethnic diversity.

"As our Board evolves over time, we work hard to recruit world-class expertise," says [Doug Ammerman](#), chair of Stantec's Board of Directors. "Appointing Celina and Angeline sends a signal that we continue to ensure our Board has not only strong leadership with a wealth of experience, but that we can strengthen the Board even further by choosing directors who represent a broad spectrum of perspectives, opinions, and imagination."

Both women personify that goal.

Celina brings 39 years of experience as an audit partner with KPMG (a multinational accounting firm) and leadership proficiency from her time

on the Board of Directors of Human Options (a non-profit seeking to end the cycle of domestic violence) and the advisory board for the University of California at Irvine's Paul Merage School of Business.

Angeline has over 25 years of experience in defense, aerospace, and manufacturing, as well as expertise in cybersecurity, risk management, mergers and acquisitions, and regulatory compliance. She is an experienced, hands-on advocate for diversity and inclusion in the workplace, serving on the Advisory Board for Women, Power & Influence in the Law and is the president-elect for the Asian American bar association for the Washington, D.C. metropolitan area.

Celina is a member of Stantec's Board Sustainability and Safety Committee and Angeline is on the Corporate Governance and Compensation Committee. Both directors also serve on the Audit and Risk Committee.

Welcoming Our New Board Members



Celina Wang Doka
Board Member

"It's a great pleasure to join Stantec," Celina says. "As one of the world's leading sustainability performers, the Company has played and will continue to play a very important role in fighting climate change. I'm impressed with how the Company operates in a transparent and ethical manner and how it's creating such an inclusive workplace."



Angeline Chen
Board Member

"Serving as a Stantec director is more than just a role for me; it's a profound commitment that aligns my personal values with my professional endeavors. It means serving as a steward to help the Company improve the quality of life for people around the world," says Angeline. "I am grateful to be a member of a Board that takes its oversight role seriously, and part of a Company of Stantec's size and influence that both values and seeks the benefits of thoughtful and visionary guidance."

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 our value chain to share Stantec values.


In 2023, Stantec

- Achieved 99% employee completion of our annually required ethics and compliance training and 100% completion from C-Suite and Board members¹
- Reinforced the importance of climate action and human rights protections as part of our required annual ethics and compliance training

- Released enhanced guidance and training regarding conflicts of interest, making sure employees are pursuing projects fairly and are being transparent in pursuits
- Communicated regularly with colleagues on ethics and compliance topics to keep them top of mind
- Empowered and supported employees to “do what is right” by normalizing reporting of any concern, particularly when there may be bad news
- Continued to foster a culture of integrity where ethics breaches are not permitted in any way

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



 **Stantec Employees**
Buenos Aires, Argentina

Stantec's Approach

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

[See Management Approach](#)

[See Code of Business Conduct Policy](#)

[See Partner Code of Business Conduct](#)

[See Anti-Corruption Policy](#)

[See Political Contributions Policy](#)

Cybersecurity and Privacy

Stantec provides robust IT security processes and practices, strong 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 and standards, including the General Data Protection Regulation (European Union), state privacy laws (United States), the Data Protection Act (United Kingdom), and Cyber Essentials Plus (United Kingdom). We comply with applicable local practices and align our infrastructure accordingly.

In 2023, Stantec

- Added a cybersecurity subject matter expert, Angeline Chen, to our Board of Directors
- Achieved 97% employee completion of our annually required cybersecurity training and 100% completion from C-Suite and Board members¹
- Updated our employee privacy notices, policies, and procedures to reflect developments in global regulations and legislation
- Achieved SOCs Type 2 approval—verifying the security, confidentiality, availability, processing integrity, and privacy of cloud stored data—on behalf of New York’s Metropolitan Transportation Authority

- Continued to monitor new and changing privacy laws around the world to meet the obligations and requirements of the countries we work in, including new state privacy laws in the United States
- Continued to enhance our global ISO/IEC 27001-certified Information Security Management System
- Rolled out an updated IT Service Center, a robust and scalable platform that gives colleagues easier access to IT support and helps keep our IT systems secure

¹ At the time of training, 3% of employees were unable to take the required training due to leave, field deployments, logistics, and system activity.



Stantec’s Approach

Stantec protects our systems and the people who entrust us with personal information. Our 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 C-Suite and Board) to help employees identify and thwart cybersecurity and privacy risks. Stantec tracks incidents and has a robust incident response program in place.

[See Management Approach](#)

[See Privacy Policy](#)

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 2023, Stantec

- Achieved a 30% reduction in our real estate footprint (relative to our 2019 footprint); and developed a strategy for an additional 10% reduction by 2026 (relative to our 2023 footprint)
- Continued right-sizing our office footprint and purposely selected energy-efficient buildings—such as in India, where we moved into a LEED platinum-certified building with solar panels on the roof

- Evaluated and implemented a tiered security strategy as part of office consolidations to ensure security system reuse and longevity of existing systems
- Created a travel dashboard for Company leadership to monitor and encourage reduction of business travel
- Established programs with Uber and Lyft for Business to encourage green ground transport
- Purchased approximately 90,000 gallons (340,687 liters) of sustainable aviation fuel credits to reduce emissions from business travel
- Progressed the first phase of a new enterprise procurement management tool deployment
- Developed fleet standards to guide decisions on the retirement of Company vehicles

- Used our purchasing power on personal protective equipment (PPE) to promote social causes including, in Canada, buying PPE from an Indigenous supplier and, in Australia, purchasing PPE with a Stantec-commissioned Indigenous print
- In North America, committed 5% of our office decommission costs to redeployment of older furniture to be used outside of Stantec operations and 17% to the redeployment of existing furniture to office reconfigurations
- In North America, partnered with a global decommissioning firm to ethically redistribute office furniture, fixtures, and equipment as a part of our office consolidation plan, and were featured in their State of the Circular Workplace report
- In the United States, partnered with 1,488 diverse supplier firms to include minority, women, small and

disadvantaged, and veteran-owned businesses, representing nearly 26% of our subcontracting costs

- In the United States, ranked fifth on the [Top 10 list of Military Friendly Supplier Diversity Programs](#)
- In the United Kingdom and Ireland, installed EV charge points at multiple offices after committing to install EV charge points for every five new EV leases made under the EV salary sacrifice program
- In Canada, Australia, and New Zealand, made purposeful sourcing switches to purchase products that were eco-friendly, supported Indigenous businesses, and were connected to charitable causes
- In Australia, focused on conservation when managing the move of our largest office, Sydney, that resulted in 19 tons of material diverted from landfills

Stantec’s Approach

Stantec’s supply chain includes vendors, subcontractors, subconsultants, and business partners. We purposely try to work with companies that practice sustainable behaviors and influence our supply chain through our Partner Code of Business Conduct, which details our values, standards, and expectations. Stantec’s centrally managed corporate Procurement and Real Estate team oversees 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](#)

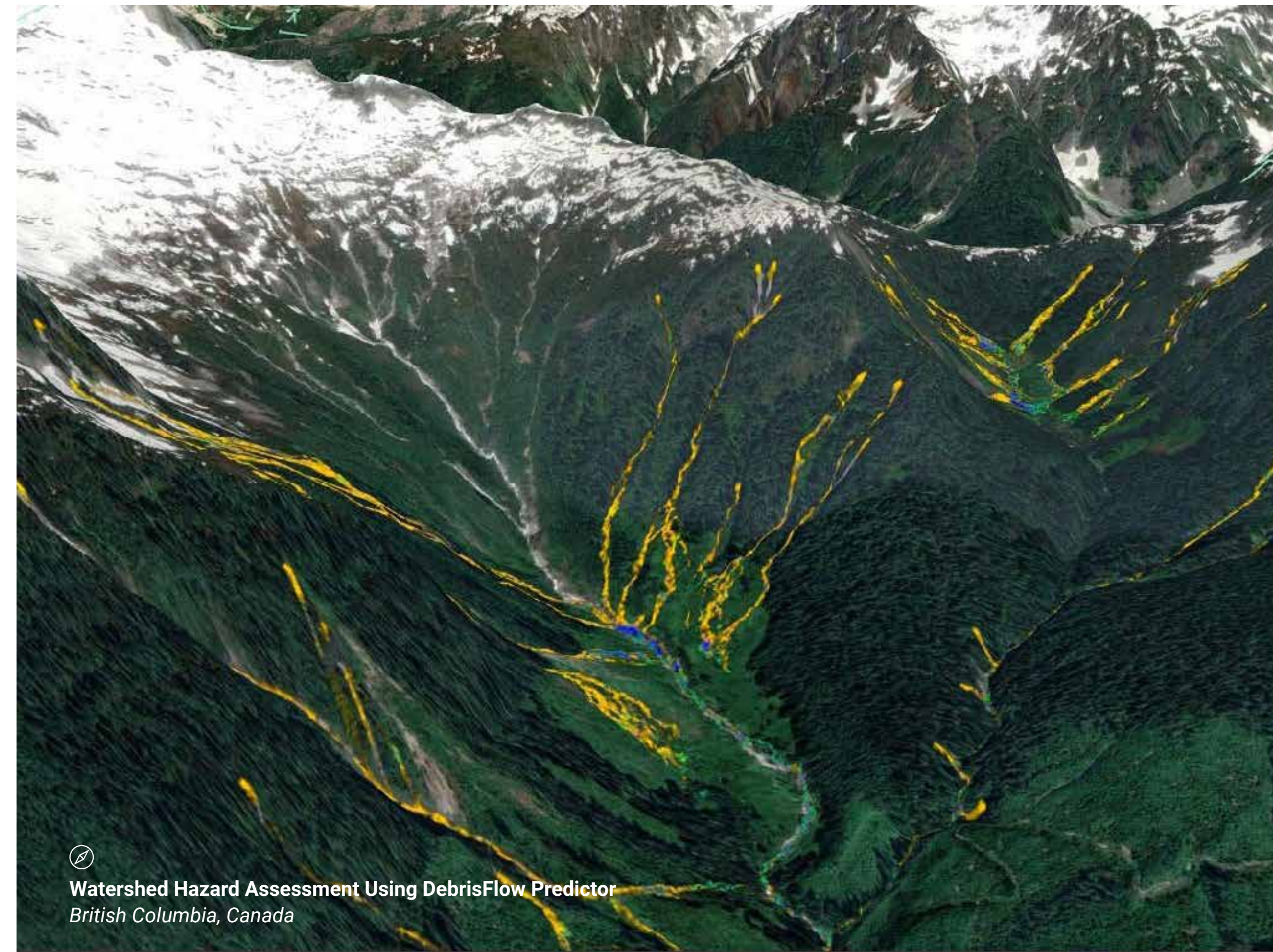
Innovation

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 2023, Stantec

- Hired a [chief technology officer](#), Shankar Kalyana, to lead our ongoing digital evolution in support of client needs and our climate-action-focused strategic growth
- Expanded the scope of our think tank arm, [Stantec's Institute for Applied Science, Technology & Policy](#), to explore the real-world impacts of a changing climate, addressing the intersection of food, water, and energy challenges and focusing on decarbonization and circular economy principles

- Collected and funded development of innovative employee ideas through our [Innovation Office](#)
- Launched [ZEVDecide™](#) to support the transition to zero-emission vehicle fleets for municipalities, transit agencies, schools, airports, and utilities
- Launched [climate-related products](#) on Microsoft's Azure Marketplace to help clients achieve a sustainable and resilient future
- Developed [Stantec Altitude™](#) to provide operational-level analytics to optimize the built world environment
- Continued investments in development of [extreme weather digital solutions](#) and [remote sensing technologies](#)
- Established a task force to explore the safe use of generative artificial intelligence



 **Watershed Hazard Assessment Using DebrisFlow Predictor**
British Columbia, Canada

Stantec's Approach

To promote innovation, facilitate collaboration, and advance environmental and social thought leadership, Stantec invests millions of dollars annually to fund initiatives, research, grants, and business opportunities. Our leaders encourage innovation and work to promote creativity within all our business operating units and geographic locations. We nurture ideas into leading-edge solutions for our clients and communities. Any Stantec employee can submit ideas for consideration. For approved ideas, assigned collaborative coaches enhance success and encourage additional innovation.

[See Management Approach](#)

Human Rights

Stantec provides strategy and design services for projects that are constructed by others. We do not produce goods or perform construction. Even though our human rights exposure is limited, we believe in the need to consciously work to protect and advocate for the rights of others.

Stantec believes 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 issues arising.

Stantec's efforts to protect human rights in our operations are reflected in our efforts to compensate fairly, close pay gaps, provide an inclusive workspace, protect the health and safety of our employees and partners, support Indigenous communities, and lead climate action, among others.

In 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.

Our human rights expectations also extend to our supply chain via our [Partner Code of Business Conduct](#).

If colleagues see a potential human rights violation while working at Stantec (in our operations, with clients, or with our supply chain), they are encouraged to call the Integrity Hotline.

In 2023, Stantec complied with laws such as the Forced Labour in Canadian Supply Chains (Canada), the Modern Slavery Act (United Kingdom), and the Right to Freedom from Slavery and Forced Labour (Australia). To learn best practices and further development of our programs, we joined the UN Global Compact Human Rights Accelerator program.



Stantec's Approach

Stantec policies and practices protect the rights of our employees, 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 take reasonable and practicable steps to identify breaches to our Human Rights Policy and act accordingly to constantly improve for the communities in which we work. Stantec is committed to promptly investigating any reports and address any violations of this policy.

[See Management Approach](#)

[See Human Rights Policy](#)

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

[See Partner Code of Business Conduct](#)

Risk Management

Stantec shares responsibility for risk management, compliance, and quality across the organization—from Stantec’s Board of Directors to senior executives and frontline employees. Our organizational structure encourages consideration of different views from professionals with diverse roles and capabilities, which lets us more easily identify, assess, and manage risks.

Stantec’s principal risks are systematically managed through a comprehensive Enterprise Risk Management program that is based on ISO 31000 (risk management). Our governance oversight includes risk evaluation committees (enterprise and project), project audits, a strict signing authority management practice, a comprehensive tax strategy, extensive due diligence of acquisition targets, as well as a measured and selective approach when deciding the geographies where we work.

Stantec’s ISO-certified integrated management system delivers a disciplined and accountable framework in support of operational and project-based processes. It has 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.

To ensure compliance with Stantec’s risk management processes, we maintain a commercial risk governance group to oversee risks on major projects, annually train all our employees, our Board, and our C-Suite on topics such as ethics, anti-corruption, human rights, cybersecurity, and health and safety. We also conduct ISO

internal and third-party audits. If anyone sees or suspects unlawful actions or unethical behaviors, they are encouraged to call the Integrity Hotline (managed by a third party).

Specific to climate-related risks, Stantec regularly assesses the potential for short-, mid-, and long-term impacts. We track regulations that might affect our operations or project delivery, keep tabs on new technologies to improve our project delivery, and have subject matter experts in climate science that assist 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.

For more information on our principal risks and responses, see our [Annual Report](#) and [CDP Disclosure](#).



 **Ronald McDonald House Brownfield Site Redevelopment**
Scotland, United Kingdom

Stantec’s Approach

Stantec systematically identifies, manages, monitors, and reviews existing and emerging risks at enterprise and project levels, including climate-related risks. Our Enterprise Risk Management program consists of a formal, continual process to guide the identification, analysis, evaluation, response, monitoring, and reporting of risks across the Company. Our ISO-certified integrated management system defines Company procedures, monitors risks and hazards, reduces inefficiencies, maximizes Company resources, enables sustainability program implementation, and provides the framework for emergency response to unexpected and disruptive incidents.

[See Management Approach](#)

Project Management

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 2023, Stantec enhanced our project manager resources by publishing a Project Management Onboarding Portal to provide standardized, always-available onboarding support in response to ongoing growth and a desire for improved efficiency.

We revised and refined multi-language project delivery intranet resources to focus on people, processes, and tools and completed additional training specific to earned value management to provide transparency and risk mitigation.

As well, in 2023, Stantec achieved 95% of our quality management target as determined by audit results.



 **Box Springs Wind Power Design**
Alberta, Canada

Stantec's Approach

Our Project Management Program specifies Stantec's expectations of project managers and provides a scalable framework to promote a pragmatic and disciplined approach to project delivery. It includes the critical tasks for managing risks and achieving quality project delivery. Project managers are trained on expectations and best practices and given tools to best manage a diverse portfolio of project profiles. Stantec's expectations and standards are enforced through our ISO 9001-certified Quality Management System.

[See Management Approach](#)

[See Quality 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. Cautionary Note Regarding Forward-Looking Statements

 **Anping Reclaimed Water Plant**
Tainan, Taiwan

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.
- **Geographical Locations:** For the Workforce data, questions referencing geographical locations are as follows:
 - Regions (representing 100% of global employees)
 - Canada
 - United States
 - United Kingdom and Ireland
 - Continental Europe—Belgium, Czech Republic, Germany, Italy, the Netherlands, Slovak Republic, and Türkiye
 - Australia and New Zealand
 - India and Philippines
 - Remaining Geographies—Asia (China, Taiwan), 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 93% of global employees)
 - Canada
 - United States
 - United Kingdom
 - Australia
 - New Zealand
 - India
- **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).

Appendix A. Data Workbook

Environmental

Description	Stantec Statistics			Additional Information	
GHG Absolute Emissions 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.		2023	2022	2021	SR: Emissions Management GRI: 305-1, 305-2, 305-3 CDP: Questions C5, C6, and C7
		mtCO₂e	mtCO₂e	mtCO₂e	
	Scope 1	15,136	12,502	14,014	
	Scope 2 (location-based)	22,916	25,753	24,330	
	Scope 2 (market-based)	1,747	2,983	3,161	
Scope 3	44,035	38,216	18,424		
Note: Scope 1 breakdowns by GHG type (CO ₂ , CH ₄ and N ₂ O) are found in our CDP disclosure question C7.1a. Note: The scope 3 numbers in 2021 were uncharacteristically low due to the travel shut-down from the COVID-19 pandemic. Early 2022 still included COVID-19 restrictions. Our emissions for 2023 reflect a post-pandemic business travel and employee commuting "normal." Note: As an investment outside our value chain and described in the carbon neutral phase of our journey to net zero (see our Emissions Management Approach), Stantec purchased 60,918 tons of carbon offsets to balance our residual emissions (total = scope 1 + scope 2 [market-based] + scope 3 emissions). All of these offsets are certified and retired under Stantec's name. More than 80% of these carbon offsets are high value projects (CarbonCure [concrete carbon capture] and Great Bear Temperate Rainforest [Indigenous-led ecosystem conservation]).					
GHG Absolute Emissions for Stantec's SBTs Absolute GHG emissions relevant to Stantec's two validated, 1.5°C near-term science-based targets (SBTs), presented in mtCO ₂ e.		2023	2022	2021	SR: Emissions Management GRI: 305-1, 305-2, 305-3
		mtCO₂e	mtCO₂e	mtCO₂e	
	SBT: Scope 1 and 2 (market-based)	16,883	15,485	17,175	
	SBT: Scope 3 (business travel only)	23,910	22,028	12,923	
Total SBTs	40,793	37,513	30,098		
Reduction of GHG Emissions for Stantec's SBTs Reduction percentages of absolute GHG emissions relevant to Stantec's near-term SBTs, measured against a 2019 baseline.		2023	2022	2021	SR: Emissions Management GRI: 305-5
		%	%	%	
	SBT: Scope 1 and 2 (market-based)	60	63	59	
SBT: Scope 3 (business travel only)	23	29	58		
Note: Stantec's scope 1 and 2 emission reduction percentages from our 2019 baseline exceed that of our projected SBT due to our significant investment in the use of renewable energy. 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.		2023	2022	2021	SR: Emissions Management GRI: 305-4
		mtCO₂e	mtCO₂e	mtCO₂e	
	Scope 1 and 2 (market-based) per employee	0.60	0.58	0.78	
	Scope 3 (business travel only) per employee	0.85	0.82	0.58	
Energy Consumption Total energy consumption (fuel and electricity), presented in gigajoules (GJ) and megawatt hours (MWh).		2023	2022	2021	SR: Resource Conservation GRI: 302-1 CDP: Question C8
		GJ (MWh)	GJ (MWh)	GJ (MWh)	
		475,225 (132,007)	475,906 (132,196)	487,691 (135,470)	
Energy Intensity Normalized (by employee) total energy consumption (fuel and electricity), presented in GJ and MWh.		2023	2022	2021	SR: Resource Conservation GRI: 302-3
		GJ (MWh)	GJ (MWh)	GJ (MWh)	
		16.90 (4.70)	17.78 (4.94)	22.02 (6.12)	
Renewable Energy Consumption Percentage of total energy (fuel and electricity) MWh from renewable sources.		2023	2022	2021	SR: Resource Conservation GRI: 302-1 CDP: Question C8
		%	%	%	
		45	50	47	
Renewable Electricity Consumption Percentage of electricity MWh from renewable sources.		2023	2022	2021	SR: Resource Conservation GRI: 302-1 CDP: Question C8
		%	%	%	
		96	92	92	
Water Consumption Volume of water used for irrigation in Stantec's native plant nursery, presented in megaliters (ML) and million cubic meters (MCM).		2023	2022		SR: Resource Conservation GRI: 303-5
	Type of Waste	ML (MCM)	ML (MCM)		
	Nursery Water Use	31.19 (0.0300)	8.93 (0.0089)		
Waste Generated Weight of waste generated, by type, presented in metric tons (Mt).		2023	2022		SR: Resource Conservation GRI: 306-3, 306-4, 306-5
	Type of Waste	Mt	Mt		
	Office Waste	6,128	6,620		
	Nursery Waste	1,029	1,029		
	Note: Office waste is extrapolated. Note: Native plant nursery waste is tracked through activity data. Note: Beginning in 2023, we are now able to differentiate the nursery waste diverted from landfill (54 Mt) from the waste sent to the landfill (975 Mt)				

Workforce

Description	Stantec Statistics											Additional Information			
	Employee Numbers and Demographics											SR: Workforce Management			
	Total			Female				Male				GRI: 2-7			
	2023		2022	2021	2023		2022	2021	2023		2022	2021			
	#	%	%	%	#	%	%	%	#	%	%	%			
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	28,112	100	100	100	10,338	37	36	35	17,774	63	64	65		
	Full Time	25,601	91	91	91	9,014	35	34	33	16,587	65	66	67		
	Part Time	2,511	9	9	9	1,324	53	53	52	1,187	47	47	48		
	Permanent	26,383	94	93	94	9,767	37	36	35	16,616	63	64	65		
	Temporary	1,729	6	7	6	571	33	34	31	1,158	67	66	69		
	Canada	8,265	29	30	30	3,134	38	37	37	5,131	62	63	63		
	United States	11,498	41	40	41	4,405	38	38	35	7,093	62	62	65		
	United Kingdom & Ireland	2,542	9	9	7	910	36	35	32	1,632	64	65	68		
	Continental Europe	663	2	2	2	284	43	31	31	379	57	69	69		
	Australia & New Zealand	3,035	11	12	12	958	32	31	29	2,077	68	69	71		
	India & Philippines	867	3	2	3	284	33	43	44	583	67	57	56		
	Remaining Geographies	1,242	5	5	5	363	29	28	27	879	71	72	73		

Note: Stantec additionally works with 944 individuals classified as contracted labor (agency and independent contractors). These individuals are not guaranteed hours and are not included in the table above. Additionally, because the employment details for these individuals are not managed in Stantec's human resources systems, they are excluded from the subsequent Workforce tables.

Note: Percentages shown for employment contract and type are calculated vertically based on total company counts within category or region (total = full time + part time, total = permanent + temporary, total = sum of regions). Similarly, gender percentages are calculated horizontally based on the total count within each category or region (total = female + male).

Diversity of Employees

Percentage of employees by employment category, broken down by region and gender.

Employment Category	2023															
	Total		Canada		United States		United Kingdom & Ireland		Continental Europe		Australia & New Zealand		India & Philippines		Remaining Geographies	
	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%
Total Company	37	63	38	62	38	62	36	64	43	57	32	68	33	67	29	71
Executives	19	81	17	83	22	78	33	67	0	100	0	100	0	0	0	100
Senior Managers	21	79	27	73	21	79	16	84	25	75	13	87	100	0	11	89
Mid-Level Managers	27	73	28	72	28	72	29	71	31	69	20	80	17	83	18	82
Professionals	40	60	40	60	44	56	42	58	49	51	39	61	22	78	24	76
Entry-Level	48	52	50	50	51	49	44	56	43	57	42	58	39	61	44	56

Note: Due to a change in our regional groupings, we are only able to provide numbers for 2023.

Note: Percentages are calculated horizontally by employment category (total = female + male) for each region.

Description	Stantec Statistics									Additional Information
	Age: Under 30			Age: 30-50			Age: Over 50			
	2023	2022	2021	2023	2022	2021	2023	2022	2021	

Percentage of employees by employment category, broken down by age.

Employment Category	%	%	%	%	%	%	%	%	%
Total	22	21	18	51	53	55	27	26	27
Executives	0	0	0	23	21	23	77	79	77
Senior Management	0	0	0	31	36	35	69	64	65
Mid-Level Managers	1	1	0	55	57	57	44	42	43
Professionals	20	15	17	61	64	65	19	19	18
Entry Level	61	58	53	29	31	35	10	11	12

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

Note: Percentages are compiled from Stantec's HRIS as of year-end 2023 for head count that includes full-time and part-time employees.
Note: Percentages are calculated horizontally by employment category (total = sum of ages).

Available only for the United States and Canada, percentage of employees by self-identified minority status, as well as share of management (employment categories mid-level managers and above).

Race/Ethnicity	United States					
	Share of Workforce			Share of Management		
	2023	2022	2021	2023	2022	2021
Asian/Pacific Islander	8.6	7.6	8.0	6.5	6.0	6.0
Black	2.8	2.5	2.4	1.4	1.5	1.5
Latino	9.0	7.8	8.1	6.4	5.5	5.6
Indigenous	0.2	0.2	0.2	0.2	0.2	0.2
Two or More	1.9	1.7	1.6	1.5	1.4	1.4
White	65.5	65.0	74.4	74.4	74.9	80.9
Choose Not to Answer	12.0	15.2	5.3	9.6	10.5	4.4

Self-Identified Response (Aboriginal)	Canada	
	Share of Workforce	Share of Management
	2023	
Indigenous	1.4	1.2
Not Indigenous	71.0	82.3
Choose Not to Answer	27.6	16.5

Note: Self-identified minority is a statistic only collected in Canada and the United States. The percentages shown above represent only the portion of employees from those two geographies. In Canada, only 2023 data is included as this is the first year of reporting these details.

Description	Stantec Statistics	Additional Information
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Turnover

SR: Workforce Management

Rate of voluntary and total turnover.

GRI: 401-1

	2023						
	Total	Female	Male	Age: Under 30	Age: 30 to 50	Age: Over 50	Self-ID Minority (CA/US Only)
Total Company	%						
Voluntary Turnover	12.3	12.2	12.4	16.5	12.7	8.5	10.1
Total Turnover	14.8	14.2	15.1	19.7	14.7	11.2	12.0
Canada							
Voluntary Turnover	10.1	10.1	10.1	13.6	10.4	7.4	8.0
Total Turnover	12.8	12.3	13.2	17.7	12.7	10.4	10.2
United States							
Voluntary Turnover	10.1	10.3	9.9	12.8	10.9	7.3	11.6
Total Turnover	11.7	11.7	11.7	14.8	12.1	9.4	13.3
United Kingdom & Ireland							
Voluntary Turnover	15.4	15.1	15.6	20.4	15.3	8.9	NR
Total Turnover	16.6	16.8	16.4	23.0	15.5	10.1	NR
Continental Europe							
Voluntary Turnover	19.6	21.2	18.5	28.3	16.0	8.6	NR
Total Turnover	25.0	27.9	22.7	40.7	17.0	9.9	NR
Australia & New Zealand							
Voluntary Turnover	22.5	21.6	22.9	23.6	23.1	19.6	NR
Total Turnover	23.3	22.7	23.6	26.2	23.5	19.6	NR
India & Philippines							
Voluntary Turnover	13.3	14.4	12.9	16.9	10.9	12.5	NR
Total Turnover	13.5	14.4	13.1	16.9	11.2	12.5	NR
Remaining Geographies							
Voluntary Turnover	11.0	12.1	10.6	16.2	10.8	6.8	NR
Total Turnover	24.0	20.4	25.4	24.3	23.6	25.4	NR

Note: NR = Not reported.

Note: Beginning in 2023, Stantec now uses the Trailing Twelve Turnover Methodology based on industry accepted turnover standards. Due to this change in methodology, we are only able to present numbers for 2023.

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

Note: Percentages shown are relevant to the total number of employees within the specific category listed broken down by region, gender, and age.

Description							Additional Information
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New Hires
 Total percentage of new employee hires, broken down by region, gender, and age.

SR: Workforce Management
 GRI: 401-1

	Total		Female		Male	
	2023	2022	2023	2022	2023	2022
	%	%	%	%	%	%
Total Company						
New Hires	100	100	39	37	61	63
People Who Left	100	100	35	35	65	65
Canada						
New Hires	24	NR	41	NR	59	NR
People Who Left	26	NR	37	NR	63	NR
United States						
New Hires	33	NR	41	NR	59	NR
People Who Left	32	NR	38	NR	62	NR
United Kingdom & Ireland						
New Hires	11	NR	40	NR	60	NR
People Who Left	10	NR	35	NR	65	NR
Continental Europe						
New Hires	4	NR	44	NR	56	NR
People Who Left	4	NR	48	NR	52	NR
Australia & New Zealand						
New Hires	12	NR	37	NR	64	NR
People Who Left	18	NR	31	NR	69	NR
India & Philippines						
New Hires	8	NR	41	NR	60	NR
People Who Left	3	NR	32	NR	68	NR
Remaining Geographies						
New Hires	8	NR	27	NR	73	NR
People Who Left	7	NR	24	NR	76	NR

Note: NR = Not reported.
 Note: Stantec began reporting new hire and attrition numbers in 2022 and expanded our coverage in 2023.
 Note: Percentages for total employee counts are calculated vertically (total = sum of regions). Percentages for gender are calculated horizontally (total = female + male).

Description	Stantec Statistics									Additional Information
	Total			Female			Male			
Average Hours of Training per Year per Employee	2023	2022	2021	2023	2022	2021	2023	2022	2021	SR: Workforce Management GRI: 404-1
Average hours of employee training per year, broken down by employment category and gender.	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	
Total Company	29.6	28.8	25.9	30.0	29.7	25.1	29.3	28.3	26.4	SR: Workforce Management GRI: 404-3
Executives	3.8	2.3	2.5	2.7	1.3	2.3	4.1	2.5	2.5	
Senior Management	7.8	8.2	7.9	12.0	10.1	9.4	6.6	7.7	7.6	
Mid-level Managers	20.1	19.9	19.2	22.0	21.8	18.8	19.5	19.3	19.3	
Professionals	28.5	27.3	25.6	28.7	27.0	24.2	28.4	27.4	26.4	
Entry Level	46.2	46.7	40.8	38.8	40.3	32.4	52.8	52.7	49.1	

Description	Stantec Statistics									Additional Information
	Total			Female			Male			
Percentage of Employees Receiving Regular Performance and Career Development Reviews	2023	2022	2021	2023	2022	2021	2023	2022	2021	SR: Workforce Management GRI: 404-3
Percentage of employees who received career development and performance reviews, broken down by employment category and gender.	%	%	%	%	%	%	%	%	%	
Total Company	83	83	87	82	83	85	83	83	87	SR: Workforce Management GRI: 404-3
Executives	82	81	100	89	81	100	80	81	100	
Senior Management	82	84	95	87	89	99	80	82	94	
Mid-level Managers	85	84	90	84	84	91	85	83	90	
Professionals	85	84	89	85	82	87	85	80	87	
Entry Level	76	81	89	77	82	67	75	80	100	

Description	Stantec Statistics	Additional Information
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Ratios of Salary and Remuneration

High-level base salary and base salary plus bonus ratio of females to males, broken down by employment category and countries of significant operations.

SR: Workforce Management
GRI: 405-2

Employment Category	2023													
	Total		Canada		United States		UK		Australia		NZ		India	
	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	Base F:M	Base + Bonus F:M
Total	0.82	0.82	0.83	0.82	0.81	0.80	0.84	0.84	0.78	0.78	0.81	0.80	0.75	0.75
Executives	1.06	1.09	1.13	1.17	0.94	0.91	1.62	2.13	0.00	0.00	0.00	0.00	0.00	0.00
Senior Management	0.95	0.96	0.96	0.96	0.93	0.94	1.03	1.02	0.99	0.99	0.91	0.91	1.37	1.51
Mid-level Managers	0.91	0.90	0.91	0.90	0.89	0.89	0.93	0.93	0.89	0.89	0.96	0.97	0.74	0.73
Professionals	0.97	0.97	0.94	0.94	0.95	0.95	0.96	0.96	0.92	0.92	0.89	0.89	1.06	1.06
Entry Level	1.03	1.03	0.98	0.98	0.96	0.96	1.02	1.02	0.98	0.98	0.99	0.99	0.83	0.83

Employment Category	2022							2021						
	Total	Canada	United States	UK	Australia	NZ	India	Total	Canada	United States	UK	Australia	NZ	India
	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M	Base + Bonus F:M
Total	0.81	0.82	0.80	0.83	0.76	0.77	NR	0.82	0.82	0.80	0.83	0.76	0.77	NR
Executives	1.10	1.19	0.92	1.57	NR	NR	NR	1.05	1.19	0.92	1.57	NR	NR	NR
Senior Management	0.93	0.93	0.91	1.03	0.97	0.82	NR	0.92	0.93	0.91	1.03	0.97	0.82	NR
Mid-level Managers	0.91	0.91	0.89	0.93	0.89	0.95	NR	0.91	0.91	0.89	0.93	0.89	0.95	NR
Professionals	0.98	0.94	0.95	0.96	0.91	0.89	NR	0.98	0.94	0.95	0.96	0.91	0.89	NR
Entry Level	1.03	0.97	0.96	1.02	0.94	1.01	NR	1.03	0.97	0.96	1.02	0.94	1.01	NR

Note: NR = Not reported.

Description	Stantec Statistics	Additional Information
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Country	Annual Total Compensation Ratio: Highest to Median			Percentage Increase in Annual Total Compensation Ratio: Highest to Median		
	2023	2022	2021	2023	2022	2021
	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Total Company	13.9	13.1	11.8	1.5	5.3	-33.0
Canada	16.3	14.7	13.3	2.5	5.5	12.5
United States	6.2	5.5	4.9	2.7	8.2	5.0
United Kingdom	8.2	7.6	7.4	3.3	5.1	3.5
Australia	4.1	3.7	3.6	1.9	13.3	0.6
New Zealand	2.8	3.1	3.2	0.1	0.6	1.1
India	12.1	NR	NR	NR	NR	NR

Ratios for annual total compensation and percentage increase for our highest-paid employee to the median, broken down by countries of significant operations.

Note: These numbers were calculated by comparing the salary of the highest paid individual in each geography against the median 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.
 Note: Total compensation covers all benefit eligible employees. Base salaries are effective as of December 31, 2023. Reported bonuses are for 2022 calendar year, paid in 2023. Total compensation is based on salary at the end of 2023 and 2022 bonus, paid in 2023.
 Note: Total compensation includes base salary and annual bonus but does not include long-term incentives.

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, broken down by countries of significant operations.

Country	Women Who Took Parental Leave			Women Still Employed After 12 Months					
	2023	2022	2021	2023		2022		2021	
	#	#	#	#	%	#	%	#	%
Total Company	240	284	260	198	83	227	80	247	95
Canada	80	97	96	61	76	65	67	95	99
United States	114	131	98	100	88	114	87	91	93
United Kingdom	12	21	26	8	67	17	81	23	88
Australia	19	25	28	17	90	22	88	27	96
New Zealand	7	10	12	6	86	9	90	11	92
India	8	NR	NR	6	75	NR	NR	NR	NR

SR: Workforce Management
 GRI: 401-3

Health and Safety

Description	Stantec Statistics				Additional Information
Work Related Injuries					SR: Health, Safety, and Security
Numbers and rates of recordable and lost time work-related injuries, as well as near miss (close call) incidents.					GRI: 403-9
					SASB: IF-EN-320a.1
		2023	2022	2021	
Total number of recordable injuries	#	102	62	59	
Total recordable incident rate (TRIR)	Rate	0.44	0.30	0.32	
Total number of lost time cases	#	19	17	16	
Lost time incident rate (LTIR)	Rate	0.08	0.08	0.09	
Near miss (close call) incidents	#	1,093	724	592	
Fatalities	#	1	0	0	
Hours worked	Hours	46,246,635	41,483,053	37,395,750	

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 recordkeeping standard and perform investigations. Corrective 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 track 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 2023 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, 2023, to December 31, 2023.

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**.
- 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.

GRI Standards and Disclosures	Stantec Direct Answers, Reasons for Omission (if applicable)	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 introductory section of Appendix A, 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 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 2023.	AIF: Pages 4 to 9
2-3 Reporting period, frequency, and contact point	Stantec publishes an annual Sustainability Report based on the calendar year. This is in alignment with the annual financial report (Annual Report). Stantec's 2023 Sustainability Report (covering January 1, 2023, through December 31, 2023) was published on April 2, 2024. Stantec's Annual Report (covering the same reporting period) was published on February 28, 2024. Please direct questions to sustainability@stantec.com.	SR: About This Report AR: Page M-1
2-4 Restatements of information	<p>GRI 403-9: Stantec is restating slight changes to the following 2022 figures for the reasons listed. We do not deem these to be material changes.</p> <ul style="list-style-type: none"> - Total number of recordable injuries: this change is due to an injury that occurred in 2022 but did not require medical treatment until after the Sustainability Report publication date. - Total number of lost time cases: this change is due to an injury that did not incur days away from work until after the Sustainability Report publication date. - Near misses: this change is due to reports that were received or reclassified after the Sustainability Report publication date. - Hour worked: this change is due to a correction following a subsequent analysis that was performed of labor hours performed after the Sustainability Report publication date 	
2-5 External assurance	<p>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.</p> <p>Stantec seeks external assurance on elements of this Sustainability Report.</p> <p>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 United Kingdom and Ireland operation-only verification to a reasonable level of assurance.</p> <p>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.</p> <p>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.</p>	SR: About This Report Stantec.com: About > Corporate Sustainability > Verification Documents

GRI Standards and Disclosures	Stantec Direct Answers, Reasons for Omission (if applicable)	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 and resources industries, innovating together to support a more sustainable world. Stantec also has a native plant nursery that sells a physical product (seeds and plant plugs). The nursery represents <1% of our global business.</p> <p>In 2023, significant Stantec organizational changes included the acquisition of one company: Environmental Systems Design.</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 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>SR: Sustainability Program > Value Chain</p> <p>AR: Page M-4</p> <p>AIF: Pages 6 to 14</p>
2-7 Employee numbers	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 944 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 33 to 44</p> <p>AIF: Pages 12, 18 to 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 12, 14 to 22, 29 to 32</p> <p>Stantec.com: About > Corporate Governance</p>
2-11 Chair of the highest governance body in overseeing the management of impacts	<p>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.</p> <p>The chair of the Board Sustainability and Safety Committee is Don Lowry, an independent Board member.</p>	<p>MIC: Pages 14, 19, 43 to 44</p> <p>Stantec.com: About > Corporate Governance</p>

GRI Standards and Disclosures		Stantec Direct Answers, Reasons for Omission (if applicable)	Additional Information
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: Governance AR: Page M-31 MIC: Pages 30 to 31 and 43 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; vice presidents of corporate sustainability, risk management, 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: Governance CDP: Question C1
2-14	Role of the highest governance body in sustainability reporting	Stantec's highest ESG governance body is the Board Sustainability and Safety Committee. This group reviewed and approved the information included in this Sustainability Report.	SR: About This Report and 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 33, 40, 42 and 44 AIF: Page 22
2-16	Communication of critical concerns	If there is a critical ESG concern, it is immediately communicated to the C-Suite and then elevated to our highest ESG governance body, the Board Sustainability and Safety Committee. Concerns are formally documented in quarterly reporting. In 2023, there was one critical safety concern communicated to the Board Sustainability and Safety Committee.	
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 90% are highly experienced in environmental and social topics with 10% having general experience. 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: Governance MIC: Page 32
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. There is no formal, independent evaluation of either governance body as it relates to their ESG performance.	
2-19	Remuneration policies	Remuneration is covered in Stantec's MIC.	MIC: Pages 47 to 48
2-20	Process to determine remuneration	Remuneration is covered in Stantec's MIC.	MIC: Pages 49 to 69
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, the About Stantec section of this report is dedicated to describing our commitment to the SDGs and the actions that support them.	SR: CEO and Board Sustainability and Safety Committee Chair Messages, About Stantec, and Strategy AR: Pages 3, 8, 9, M-3, M-13, M-33 to M-34, and M-39
2-23	Corporate governance - 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

GRI Standards and Disclosures	Stantec Direct Answers, Reasons for Omission (if applicable)	Additional Information
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, including Quality Management (ISO 9001), Environmental Management (ISO 14001), Occupational Health and Safety Management (ISO 45001), IT Service Management (ISO 20000), and IT Security Management (ISO 27001). 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 also 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	<p>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).</p> <p>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.</p> <p>Integrity Hotline reports are aggregated every quarter and reported to our Board. Serious complaints are reported immediately to the chair of the Board-level Audit and Risk Committee.</p>	<p>SR: Ethics and Compliance</p> <p>MA: Ethics and Compliance</p>
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.	<p>SR: Ethics and Compliance</p> <p>GRI: 2-25</p> <p>MIC: Page 28</p>
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, 2023, through December 31, 2023). 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.	<p>AR: Page M-30 to M-31</p> <p>AIF: Page 22</p>
2-28 Membership associations	<p>Stantec participates in hundreds of industry associations, membership associations, and national and international advocacy organizations.</p> <p>Following are examples of some of the more significant memberships: 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; 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; 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; and the WELL Building Institute.</p>	

GRI Standards and Disclosures

Stantec Direct Answers, Reasons for Omission (if applicable)

Additional Information

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
<p>Investors</p> <ul style="list-style-type: none"> 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 	<p>Employees</p> <ul style="list-style-type: none"> Employee engagement surveys Career development and performance reviews Health, safety, and security reviews and opportunity submissions Employee resource groups Developing Professionals Group Inclusion, Diversity, and Equity 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 	<p>Clients</p> <ul style="list-style-type: none"> 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 <p>Communities</p> <ul style="list-style-type: none"> Locally driven engagement initiatives (varies by region and locale) Project public meetings Interactions during project work <p>Industry Thought Leadership</p> <ul style="list-style-type: none"> 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)
<p>Subconsultants, Subcontractors, and Partners</p> <ul style="list-style-type: none"> Prequalification and outreach Joint project work Meetings with project managers and senior leaders 		
<p>Suppliers</p> <ul style="list-style-type: none"> Contract negotiations Quarterly business reviews Meetings with Procurement team 		
<p>Regulating Frameworks</p> <ul style="list-style-type: none"> 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, Reasons for Omission (if applicable)	Additional Information
2-30 Collective bargaining approach	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>Stantec revisits our material topics annually and conducts a materiality analysis every three years. Our most recent exercise was performed 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 most recent 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 MA: ESG 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. There have been no changes to the list of prioritized material topics since our 2022 reporting.	SR: Materiality MA: ESG Materiality
3-3 Description of management of material topics	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. 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).	SR: Materiality MA: ESG Materiality Stantec.com: About > Corporate Sustainability > Management Approaches

List of Material Topics

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
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
Workforce Management (GRI 401, 402, 404, 407)	Covered under procurement	Priority: Talent attraction and retention for Stantec employees	Not applicable

List of Material Topics

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
Innovation	Not applicable	Priority: Stantec's investment in innovation, research, and development	Not applicable
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, Reasons for Omission (if applicable)	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 and distributed	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. Regarding climate-related opportunities, financial projections and associated assumptions are disclosed in our CDP question C2. Stantec is still developing our calculation approach and has not yet disclosed related financials. Further details will be provided in future disclosures.	SR: Risk Management AR: Pages M-1 to M-3, M-9 to M-15, M-30, M-31, M-33 and M-34 CDP: Question C2
201-3	Defined benefit plan obligations and other retirement plans	Covered in Stantec's Annual Report.	AR: Pages F-6, F-8, F-34 to F-37, F-46, F-48, M-20, M-21 and M-39
201-4	Financial assistance received from government	Stantec did not receive governmental financial assistance in 2023.	
GRI 202: Market Presence (2016 version)			
	Topic disclosures	Not material (for an explanation of why, see 202-1, 202-2)	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	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.	
202-2	Proportion of senior management hired from the local community	Stantec hires local expertise, when possible, but we do not track the percentage of senior management hired from the local community.	
GRI 203: Indirect Economic Impacts (2016 version)			
	Topic management disclosures	Not material (for an explanation of why, see 203-1, 203-2)	
203-1	Infrastructure investments and services supported	As a professional services company, Stantec does not make infrastructure investments, unless it is on behalf of our clients.	
203-2	Significant indirect economic impacts	Stantec provides philanthropy through our charitable investment activities and volunteer work. In 2023, Stantec donated more than \$7.8 million to organizations around the globe and supported more than 2,000 partner organizations. In our tenth annual Company-sponsored volunteer event, Stantec in the Community Week employees volunteered to support more than 323 organizations. 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.	SR: Community Engagement

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	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 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 sustainability assessment program. We expect our supply chain (vendors, subcontractors, subconsultants, and business partners) to follow the expectations outlined in 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	Proportion of spending on local suppliers	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.	SR: Procurement
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	Operations assessed for risks related to corruption	Stantec continually assesses our global operations relating to corruption. Stringent control measures are in place to identify and mitigate significant risks.	
		The total number and percentage of operations assessed for corruption-related risks is deemed confidential and therefore omitted.	
205-2	Communication and training about anti-corruption policies and procedures	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.	SR: Ethics and Compliance
		The specifics related to due diligence checks have been omitted because they are deemed confidential.	
205-3	Confirmed incidents of corruption and actions taken	None.	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None.	

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
GRI 207: Tax (2019 version)		
	Topic management disclosures	
207-1	Approach to tax	
207-2	Tax governance, control, and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	
207-4	Country-by-country reporting	Appendix A: Cover Page AR: M-5, M-8, M-11, M-14 to M-16, M-42 to M-44, F-7, F-45 to F-47 and F-49
GRI 301: Materials (2016 version)		
	Topic management disclosures	
301-1	Materials used by weight or volume	SR: Resource Conservation MA: Resource Conservation

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
301-2 Recycled input materials used	<p>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 category 1: 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.</p> <p>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 US Green Building Council (USGBC) LEED suite of certifications, or the Institute for Sustainable Infrastructure (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.</p>	
301-3 Reclaimed products and their packaging materials	Stantec does not produce a physical product (except for the seeds and plants from the native plant nursery, which focuses on sourcing organic and compostable products).	
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, commissioning of new construction, and retro-commissioning of existing facilities. We additionally create energy monitoring or management plans for long-term emissions management.</p> <p>Stantec does not centrally track project energy use.</p>	<p>SR: 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 of 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.	SR: Emissions Management and Resource Conservation CDP: Question C8
302-5 Reductions in energy requirements of products and services	Stantec works with clients to achieve energy efficiency in the projects we design, commissioning of new construction, and retro-commissioning of existing facilities. We additionally create energy monitoring and management plans for long-term emissions management. 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.	SR: What We Do

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
GRI 303: Water and Effluents (2016 version)		
Topic management disclosures	Water Use (Value Chain Nodes—Operations: Monitored Topic, Clients and Communities: Priority Topic)	SR: Resource Conservation
	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.	MA: Resource Conservation
	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 21% 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 19% of our revenue) consults on water-efficient appliances, HVAC systems and industrial processes.	Stantec.com: Expertise > Water
303-1	Interactions with water as a shared resource	
	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.	
	Our native plant nursery withdraws groundwater to irrigate plants in the field and greenhouses. To minimize runoff and conserve water resources, cover materials are used and irrigation is closely managed.	
	For our clients, we regularly work with stakeholder groups to manage water as a shared resource.	
303-2	Management of water discharge-related impacts	
	As an operation in leased office space, Stantec has neither influence nor control over water discharge.	
	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.	
303-3	Water withdrawal	
	As an operation in leased office space, Stantec does not withdraw water beyond kitchen and bathroom use.	
	Our native plant nursery withdraws groundwater for irrigation needs, but do not centrally track this data.	Appendix A: Environmental > Water Consumption
	We do often support clients with their water withdrawal needs, but do not centrally track this data.	
303-4	Water discharge	
	As an operation in leased office space, Stantec has neither influence nor control over water discharge.	
	Our native plant nursery discharges water as part of irrigation, but we do not centrally track this data.	Appendix A: Environmental > Water Consumption
	We do often support clients with their water discharge requirements but do not centrally track this data.	
303-5	Water consumption	
	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.	Appendix A: Environmental > Water Consumption
	Stantec tracks water usage associated with our native plant nursery. Numbers are presented in Appendix A. Stantec Data Workbook.	
	We do often support clients with access to water, but do not centrally track this data.	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	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, as a part of our Climate Solutions strategic growth initiative, we put a specific focus on ecosystem restoration services. We have a large team of more than 700 ecosystem restoration experts. 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: 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 outside protected areas	Stantec leased office space is primarily located in urban areas where the impact on biodiversity has already happened and cannot be directly influenced.	
304-2	Significant impacts of activities, products and services on biodiversity	<p>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.</p> <p>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.</p>	Stantec.com: Expertise > Digital (Stantec.io) > onLOOKer
304-3	Habitats protected or restored	<p>For our clients, Stantec is considered a technical subject matter expert in habitat protection and restoration with more than 700 ecosystem restoration experts on staff. Through our projects, we have restored more than 68,000 acres (27,519 hectares) in North America and more than 1,130 miles (1,818 kilometers) of rivers and streams around the world.</p> <p>Stantec is an Actor Partner with the UN Decade of Ecosystem Restoration and regularly partner with non-governmental organizations such as the Global Alliance for a Sustainable Planet. Additionally, we often are called on to act as independent external professionals for third parties.</p>	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable, see 304-1.	
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 targets (SBTs). 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. 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.</p>	<p>SR: 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, Reasons for Omission (if applicable)	Additional Information
305-1 305-2 305-3	<p>GHG emissions: direct (scope 1), energy indirect (scope 2), and other indirect (scope 3)</p> <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. 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.</p>	<p>Appendix A: Emissions and Energy > GHG Emissions</p> <p>MA: Emissions Management</p> <p>CDP: Questions C5, C6, and C7</p>
305-4	<p>GHG emissions intensity</p> <p>Numbers are presented in Appendix A. Stantec Data Workbook.</p>	<p>Appendix A: Emissions and Energy > GHG Emissions Intensity</p>
305-5	<p>Reduction of GHG emissions</p> <p>Numbers are presented in Appendix A. Stantec Data Workbook.</p>	<p>Appendix A: Emissions and Energy > Reduction of GHG Emissions</p>
305-6	<p>Emissions of ozone-depleting substances (ODS)</p> <p>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.</p>	
305-7	<p>Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions</p> <p>Ozone-depleting substances (ODS), nitrogen oxides (NO_x), sulfur oxides (SO_x), hazardous air pollutants, and particulate matter are not applicable and are therefore omitted.</p>	
GRI 306: Waste (2020 version)		
Topic management disclosures	<p>Waste Management, Circular Economy (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic)</p> <p>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.</p> <p>Our native plant nursery produces organic waste that results in usable compost, some collected by the local waste management company.</p> <p>Through the services we provide, we actively work to minimize the waste produced by our clients and support waste management projects.</p>	<p>SR: Resource Conservation</p> <p>MA: Resource Conservation</p> <p>Stantec.com: Expertise > Water > Markets > Solid Waste Management</p>
306-1	<p>Waste generation and significant waste-related impacts</p> <p>For our leased office space, Stantec does not have significant waste-related impacts, though we do take measures to minimize our office waste production.</p> <p>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.</p>	
306-2	<p>Management of significant waste-related impacts</p> <p>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. We utilize the municipal or private waste management and recycling service providers as locally available. Sometimes these are contracted directly by Stantec offices, though most often the contractual relationship sits with the landlord.</p> <p>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.</p>	
306-3	<p>Waste generated</p> <p>Numbers are presented in Appendix A. Stantec Data Workbook.</p> <p>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. Additionally, there is some organic nursery waste composted onsite, but composting volumes are not tracked.</p> <p>For the reasons noted in 306-1, 306-2, and 306-4, we do not track waste related to the projects we design.</p>	<p>Appendix A: Environmental > Waste Generated</p>

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
306-4	Waste diverted from disposal 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.	
	Stantec's native plant nursery generates organic waste composted on site, but volumes are not tracked. Numbers for waste diverted from disposal are presented in Appendix A. Stantec Data Workbook.	
	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 bases 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.	
306-5	Waste directed to disposal Numbers are presented in Appendix A. Stantec Data Workbook.	
	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.	
	For the reasons noted in 306-1 and 306-2, we do not track waste related to our project work.	
GRI 308: Supplier Environmental Assessments (2016 version)		
	Topic management disclosures Covered under Procurement; see GRI 204.	
308-1	New suppliers that were screened using environmental criteria 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.	
308-2	Negative environmental impacts in the supply chain and actions taken None yet identified.	
GRI 401: Employment (2016 version)		
	Topic management disclosures Workforce Management (Value Chain Node—Operations: Priority Topic)	SR: Workforce Management
	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.	MA: Workforce Management
401-1	New employee hires and employee 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 Numbers are presented in Appendix A. Stantec Data Workbook.	Appendix A: Workforce > Parental Leave
	Stantec provides parental leave in accordance with the local laws and regulations of the countries we operate in. In the United States, family leave benefits provide benefits-eligible employees paid time off to run concurrent with the Family and Medical Leave Act.	
GRI 402: Labor/Management Relations (2016 version)		
	Topic management disclosures Covered under Workforce Management, see GRI 401.	
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 Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
GRI 403: Occupational Health and Safety (2018 version)	Health, Safety, and Security (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic)	
Topic management disclosure	<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> <p>Additionally, Stantec offers stand-alone health and safety services to clients and helps clients incorporate health and safety into their sustainability strategy with frameworks such as the Culture of Health for Business (COH4B) and WELL Building Standard.</p>	<p>SR: Health, Safety, and Security</p> <p>MA: Health, Safety, and Security</p> <p>Stantec.com: Expertise > Environment > Services > Environmental, Health, and Safety Compliance</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>	<p>SR: Health, Safety, and Security and Integrated Management System</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 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. 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. Health, safety, security, and environment (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 HSSE experts is established to investigate, issue a lessons-learned document, and recommend corrective action.</p>	
403-3 Occupational health services	<p>Occupational health services are provided by a variety of HSSE operational processes and practices. Workplace inspections, both field and office, occur on a regular basis sourced in legislative requirements and in best practices. HSSE representatives provide information and guidance on health, safety, and hygiene topics, as well as perform ergonomic assessments to optimize workstation performance and comfort. Facilities and projects document responsibilities around first aid and emergency response planning. Some services around wellness and employee and family assistance are provided in conjunction with Stantec's Human Resources structures and programs.</p>	

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
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 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>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.</p>	
403-5 Worker training on occupational health and safety	<p>So that employees can keep themselves and others safe, at the start of employment and annually thereafter, mandatory online 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.</p>	
403-6 Promotion of worker health	<p>Non-occupational medical and health care services are provided as a part of Stantec employment benefits. Additionally, a focus is put on protecting mental health and promoting physical health. All personal health information is kept confidential according to local legal requirements.</p>	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Stantec's approach to preventing and mitigating significant negative occupational health and safety impacts related to our operations and services is covered in our Health, Safety, and Security Management Approach.</p>	MA: Health, Safety, and Security
403-8 Workers covered by an occupational health and safety management system	<p>As previously mentioned, Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001-certified management system (part of our integrated management system).</p>	
403-9 Work-related injuries	<p>For Stantec employees, numbers are presented in Appendix A. Stantec Data Workbook as well as a note that describes how injuries are identified and managed. Similar reporting for non-employee workers is not available through current data management systems.</p> <p>Stantec's top 12 types of work-related injuries include 1) insect bites, 2) strain (muscle), 3) sprain (ligament or tendon), 4) bruise (contusion), 5) cut (laceration), 6) musculoskeletal injury, 7) heat stress, 8) allergic reaction, 9) scrape (abrasion), 10) puncture, 11) skin irritation (dermatitis), 12) foreign body.</p> <p>Stantec's top 12 critical risks include 1) driving, 2) working at heights, 3) traffic control, 4) wildlife, insects, and vegetation, 5) mobile and heavy equipment, 6) environments with water or ice, 7) ground disturbance, 8) ergonomic hazards and manual handling 9) hazardous materials and environment, 10) hazardous energy, 11) hot work, 12) confined spaces.</p> <p>The process to manage the above injuries and risks is detailed in Stantec's ISO 45001-certified occupational health and safety system.</p>	Appendix A: Health and Safety > Work-related Injuries
403-10 Work-related ill health	<p>In 2023, Stantec had one fatality. Investigations into the tragic incident are ongoing. 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.</p>	Appendix A: Health and Safety > Work Related Injuries

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
GRI 404: Training and Education (2016 version)		
	Topic management disclosure	Covered under Workforce Management, see GRI 401.
404-1	Average hours of training per year per employee	Numbers are presented in Appendix A. Stantec Data Workbook.
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.
404-3	Percentage of employees receiving regular performance and career development reviews	Numbers are presented in Appendix A. Stantec Data Workbook.
GRI 405: Diversity and Equal Opportunity and GRI 406: Non-Discrimination (2016 version)		
	Topic disclosures	Inclusion, Diversity, and Equity (Value Chain Nodes—Suppliers and Partners: Managed Topic, Operations: Priority Topic, Clients and Communities: Priority Topic)
		We recognize that inclusion, diversity, and equity (IDE) facilitate innovation, increase employee engagement, connect us with clients, and create opportunities. We have an official IDE program that was developed based on employee input and industry best practices. The program is driven by a dedicated team with guidance from regionally based IDE Councils. We monitor progress on objectives within our IDE strategy through employee feedback provided to our IDE Councils, employee resource groups, and through the results of IDE questions contained in the employment engagement survey.
		Stantec trains 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.
		In our project work we actively try to incorporate diversity, inclusion, and equity criteria. Whenever possible, we 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 SocioEconomic-Equity Network (SEEN), connects subject matter experts to further best practices on topics such as equitable public engagement, social equity in historic preservation, and environmental justice.
405-1	Diversity of governance bodies and employees	Stantec has ten Board members. We have equal representation of men to women. Five (50%) are women, five (50%) are men, two (20%) identify 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 nine Executive ESG Committee members. Six (67%) are women, three (33%) are men, two (22%) identify as minority group members, and all are over 50 years old.
405-2	Ratio of basic salary and remuneration of women to men	Numbers are presented in Appendix A. Stantec Data Workbook.
406-1	Incidents of discrimination and corrective actions taken	Our policies dictate that we respect the privacy and confidentiality of these sensitive matters, therefore numbers and details are omitted.

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
GRI 407: Freedom of Association and Collective Bargaining (2016 version)		
Topic management disclosures	Covered under Workforce Management, see GRI 401.	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	Stantec does not engage in any practices that would impinge on freedom of association or the right to collective bargaining (see GRI 2-30).
		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)	SR: Human Rights
	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.	MA: Human Rights
408-1	Operations and suppliers at significant risk for incidents of child labor	Not assessed.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not assessed.
GRI 410: Security Personnel Trained in Human Rights		
Topic management disclosures	Covered under Health, Safety, and Security, see GRI 403.	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 on 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 unusual cases where such security is needed, we retain only licensed or commissioned security personnel that have the requisite human rights training.
		MA: Health, Safety, and Security

GRI Standards and Disclosures	Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
GRI 411: Rights of Indigenous Peoples (2016 version)	Indigenous Relations (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic)	MA: Indigenous Relations
Topic management disclosures	<p>Stantec supports Indigenous communities as part of our commitment to inclusion, diversity, and equity, our desire to be good neighbors, and as active participants in addressing social injustices. We build and maintain 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>As a professional services firm, our efforts are people-based. Our physical presence rarely has a direct impact on Indigenous peoples and communities (since we operate out of leased offices in primarily urban areas), so we concentrate our operational efforts on our employees and business partners. Stantec puts a purposeful focus on Indigenous recruiting, connecting Indigenous businesses to our supply chain, and supporting Indigenous-led non-governmental organizations through our philanthropy. We staff a formal Indigenous Relations team who help Stantec team members understand, respect, and celebrate Indigenous ways. While we sponsor an Indigenous Connections employee resource group at a global level, the current focus of our formal Indigenous programs include Canada, the United States, Australia, and New Zealand with intentions to continue expansion to other countries where we operate.</p> <p>In our project work, building and maintaining positive relationships with Indigenous Peoples is a Company tenet. For more than 20 years, Stantec has maintained formal Indigenous Business Partnerships—legal entities where Stantec is a minority or joint venture partner. These Partnerships generate revenue for our Indigenous partners and connect clients to local resources. As a part of our cultural and social sciences offerings, we also offer Indigenous services where we help our clients develop productive relationships with Indigenous communities and mitigate potential adverse effects of projects at hand.</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>	Stantec.com: About > Indigenous Relations & Partnerships
411-1	Incidents of violations involving rights of Indigenous Peoples No incidents of violations relating to Stantec’s work with Indigenous Peoples were registered during the reporting period.	SR: Indigenous Relations
GRI 413: Local Communities (2016 version)	Community Engagement (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic)	SR: Community Engagement
Topic management disclosure	<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) and indirectly (e.g. community use of facilities or resources in our projects).</p> <p>Worldwide, all Stantec operations participate in community engagement activities in the form of philanthropy and volunteering. There are no formal impact assessments or development programs run by Stantec, except on behalf of clients.</p> <p>For our clients, where required by the client or authority having jurisdiction, we collaborate or facilitate community outreach activities and conduct environmental impact assessments and social value impact assessments. Stantec’s SocioEconomic-Equity Network (SEEN) is available to help subject matter experts connect to best practices on topics such as equitable public engagement, environmental justice, and social equity in the built environment.</p>	MA: Community Engagement
413-1	Operations with local community engagement, impact assessments, and development programs	
413-2	Operations with significant actual and potential negative impacts on local communities None.	
GRI 414: Supplier Social Assessments (2016 version)	Covered under Procurement, see GRI 204.	
Topic management disclosures		
414-1	New suppliers that were screened using social criteria 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.	
414-2	Negative social impacts in the supply chain and actions taken None.	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
GRI 415: Public Policy (2016 version)			
	Topic management disclosure	Covered under Ethics and Compliance; see GRI 205.	
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 realizes 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	Covered under Health, Safety, and Security; see GRI 403.	
416-1	Assessment of the health and safety impacts of product 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 third 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)	SR: Cybersecurity and Privacy MA: Cybersecurity and Privacy
		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.	
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 fourth 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, 2023, to December 31, 2023. Monetary amounts are provided in Canadian dollars (unless otherwise stated).

Code	Description	Stantec Direct Answers, Reasons for Omission (if applicable)
Environmental Impacts of Project Development		
IF-EN-160a.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>
Structural Integrity and Safety		
IF-EN-250a.1	Amount of defect- and safety-related rework costs	Stantec's claims process starts at the project management level and requires project managers to report any claims via internal notice to regional management. These regional leaders work with legal to determine whether the matter is an incident that requires a deeper investigation. All steps in the process follow Stantec's signing authority matrix. Stantec does not separately capture costs for defect- or safety-related rework.
IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	<p>Legal proceedings, lawsuits, or claims pending are a normal part of professional services industries. Stantec seeks to deal with client concerns and claims promptly and fairly through our Risk Management Group. As a public company, Stantec has substantial assets and maintains a high professional liability insurance limit. Our claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character.</p> <p>Stantec's approach to judgements, estimates, and assumptions are outlined in note 5e of our 2023 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.</p>
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 0.44.</p> <p>(2)(a) Stantec had one employee fatality. Investigations into the tragic incident are ongoing.</p> <p>(b) OSHA requires that a company report injuries and hours for those staff where we have day-to-day care. Thus, all health and safety statistics exclude contracted labor and subcontractors.</p>

Code	Description	Stantec Direct Answers, Reasons for Omission (if applicable)														
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>958 LEED-certified projects</td> <td>7 Passive House-certified buildings</td> </tr> <tr> <td>125 Green Star-certified projects</td> <td>6 Net Zero Carbon certified project</td> </tr> <tr> <td>36 Net Zero-designed buildings</td> <td>6 WELL-certified projects</td> </tr> <tr> <td>14 Envision-certified projects</td> <td>5 Net Zero Energy certified project</td> </tr> <tr> <td>12 BREEAM certified projects</td> <td>2 Living Building certified projects</td> </tr> <tr> <td>10 WELL-registered projects</td> <td>1 CEEQUAL rated projects</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>	958 LEED-certified projects	7 Passive House-certified buildings	125 Green Star-certified projects	6 Net Zero Carbon certified project	36 Net Zero-designed buildings	6 WELL-certified projects	14 Envision-certified projects	5 Net Zero Energy certified project	12 BREEAM certified projects	2 Living Building certified projects	10 WELL-registered projects	1 CEEQUAL rated projects	8 Fitwel-certified workplaces	1 Energy Star certified project
958 LEED-certified projects	7 Passive House-certified buildings															
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8 Fitwel-certified workplaces	1 Energy Star certified project															
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Stantec has water and energy efficiency subject matter expertise in all our business operating units and geographies. See IF-EN-160a.2 for a description of our process to incorporate environmental considerations into our project work (including operational-phase energy and water efficiency). This experience creates a significant business opportunity for Stantec to support our clients as they address their climate action and water usage goals and respond to regulatory requirements.														
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 \$167 million of backlog (2.7%) 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 \$254 million of backlog (4.1%) 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.														

Code	Description	Stantec Direct Answers, Reasons for Omission (if applicable)
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 of \$254 million (4.1%) that is already accounted for in IF-EN-410b.1, we had \$1 billion of backlog (16.7%) coded to climate change mitigation-related project types (including alternative transportation, energy efficiency, and climate strategy).</p> <p>Stantec also had \$807 million worth of backlog (12.8%) 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 \$2.1 billion (33.6%) 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>
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	<p>In lower transparency regions, Stantec prefers to provide services only to multinational companies with integrity agreements, compliance standards, and international stock exchange status.</p> <p>(1) We have identified one active project in countries listed in the 20 lowest rankings in Transparency International's 2023 Corruption Perception Index: Republic of Congo (dam safety project). (2) Revenue generated under this project was \$320,300 and there is no associated backlog.</p>
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	<p>(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.</p>
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behaviour in the project bidding processes	<p>Stantec has policies and practices in place to prevent bribery, corruption, and anti-competitive behavior in the project bidding and project execution processes. As described in the body of this report and the Ethics and Compliance Management Approach, we utilize a variety of policies, risk management approaches, training opportunities, and management systems to uphold our integrity values. We clearly communicate our expectations for employees, partners, subcontractors, and vendors to live our Stantec values and take personal responsibility for their behaviors.</p>
Activity Metrics		
IF-EN-000.A	Number of active projects	<p>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.</p> <p>Note: Per SASB, active projects are buildings and infrastructure projects under development for which the reporting entity was actively providing services.</p>
IF-EN-000.B	Number of commissioned projects	<p>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.</p> <p>Note: Per SASB, commissioned projects are those for which the entity provided construction services.</p>
IF-EN-000.C	Total backlog	<p>Stantec's year-end backlog was \$6.3 billion.</p> <p>Note: We define "backlog" as the total value of all contracts that have been awarded less the total value of work completed on these contracts as of the reporting date. Our backlog equates to our remaining performance obligations that are unsatisfied (or partially satisfied) at the end of the reporting period, as reported under IFRS Accounting Standards.</p>

Appendix D. TCFD Cross-References

This is the fourth 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 six 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 to M-15, M-30, M-31, M-33 and M-34
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 and 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. 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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