



## Management Approach: Attracting Talent

When we build an inclusive organization composed of diverse people, we create extraordinary results. Stantec attracts, engages, and develops employees with a wide range of talents, perspectives, and experiences.

### Talent Management System

Stantec utilizes TalentHub, a talent management system which integrates many human resources processes into one centralized system. TalentHub supports the recruiting process by improving the candidate experience, providing better access to track and report on metrics, and increasing our digital presence in the job marketplace.

### New Hires and Internal Promotions

We have a multifaceted Talent Acquisition team that includes sourcing specialists, operational leaders, and campus recruiters. This team understands the talent required in our industry and each of our business lines.

Stantec promotes opportunities internal to the Company and recruits subject matter experts from the general market. Jobs are promoted internally first so current employees can develop their careers. Employees are also asked to refer—and are rewarded for referring—people they believe would be suitable for the job and a good match for Stantec. In North America, nearly 30% of our organic hires<sup>1</sup> come from employee referrals.

Stantec has programs in place to prioritize diversity hires. That includes partnerships with organizations such as National Society of Black Engineers, National Organization of Minority Engineers, American Indian Science and Engineering Society, and the University of Toronto's National Society of Black Engineers. We also developed a Historically Black Colleges and Universities campus recruitment strategy.

Stantec engages with academic institutions and universities to promote career paths in the STEAM (science, technology, engineering, arts, math) fields. We provide lectures, offer internships, carry out studies and surveys with students, and work to promote gender diversity within our industry.

We promote our Developing Professionals Group, an internal network aimed to bring together people who are beginning their careers across our global offices.

### Unconscious Bias

To address unconscious bias in hiring decisions, the Talent Acquisition team receives training on managing bias in hiring and follows a posting practice that keeps the recruitment process consistent and eliminates barriers to equal opportunity. The team uses a sourcing tool with a filtered hiring mode to hide information that could reveal a candidate's gender, race, and ethnicity. To support accessibility and accommodation, a manual application process that works outside of our website is available as needed.

### Acquisitions

Many employees join us through acquisitions. The primary value of our acquired companies comes from the expertise that those employees have and the business relationships they have developed, so we work hard to retain them. Stantec wants acquired employees to feel supported and engaged, empowering them to do their best for the Company and our clients.

To assist acquired employees in becoming part of Stantec, we

- Integrate them quickly into Stantec systems
- Share information about our Company's culture
- Adopt best practices from the acquired company to continuously improve Stantec's systems
- Conduct post-acquisition surveys to better understand the impact of integration
- Develop action plans as required

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<sup>1</sup> Organic hire: a new employee who comes to Stantec through the regular hiring process, not from an acquisition.



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**See Also**

Management Approaches

- [Inclusion and Diversity](#)
- [Organizational Development](#)
- [Total Rewards](#)