



Management Approach: Employee Engagement

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

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

Engagement Survey

Every two years, we invite employees to share their perspectives on the things we are doing right and ways to improve the organization via an anonymous, company-wide employee engagement survey. We do this biennially as we believe it gives us the ability to truly act and see progress on the feedback we receive.

Stantec defines engagement as the state of emotional and intellectual involvement that motivates employees to do their best work. We evaluate engagement by tracking percentage of participation and by calculating an engagement score.

Our survey contains questions aimed at tracking three behaviors: say, stay, and strive. Employees are asked to rate a series of questions based on a six-point scale (6=strongly agree, 5=agree, 4=slightly agree, 3=slightly disagree, 2=disagree, and 1=strongly disagree).

The engagement score is calculated based on the average response to the questions. Engaged employees are those whose average response is 4.5 or more (e.g., on average they agree with the questions asked). Results are benchmarked and can be segmented and broken down based on organizational structure and other characteristics (e.g., geographical location, business line, years of service, etc.).

To address key feedback items, C-suite champions are appointed and action plans developed. Stantec's engagement score is an evaluation item in Stantec executives' short-term incentive plans (see the annual [Management Information Circular](#) for more information).

External Benchmarking

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

Boosting Engagement

In our New Zealand organization, we are piloting a new program aimed at boosting employee engagement. The Culture Matters program uses a German-developed engagement framework and methodology, HuTrust®, to measure employee trust.

See Also

Management Approaches

- [Attracting Talent](#)
- [Community Engagement](#)
- [Human Rights](#)
- [Inclusion and Diversity](#)
- [Indigenous Connections](#)
- [Innovation](#)
- [Organizational Development](#)
- [Total Rewards](#)