



## Management Approach: Total Rewards

Stantec strives to attract, retain, develop, and reward talent by paying fairly and providing benefits with meaningful choices while offering a consistent global Total Rewards<sup>1</sup> approach that is nimble for local market practices.

### Global Total Rewards Framework

Our Total Rewards programs are based on the following framework components:

#### Global Total Rewards Philosophy

- We strive to attract, retain, develop, and reward talent by paying fairly and providing benefits with meaningful choice for all employees
- We seek to be consistent in our approach, global and nimble for local market practices
- We believe in rewarding our most collaborative and high-performing employees
- We do this through a balanced approach:
  - Offering employee choice when possible
  - Managing costs and being good stewards of financial affordability
  - Executing on compliance and managing risk smartly
  - Being competitive in our markets

#### Global Total Rewards Guiding Principles

- Provide a consistent global approach that is flexible for country market practices
- Attract, retain, develop, and reward our people
- Provide pay that differentiates performance
- Target median pay with flexibility for local market practices; pay above or below based on individual performance
- Offer benefits and programs with meaningful choice
- Maintain balance between market competitiveness and affordability
- Be transparent, in turn promoting engagement and highlighting rewards that are differentiators
- Hold leadership and employees accountable for their responsibilities and performance
- Understand risks and make the right decisions

### Compensation and Benefits

Our benefits program for eligible full- and part-time employees is designed to enhance their financial, emotional, and physical health. Because Stantec is global, our programs vary based on country of operation, local markets, social benefits, and tax impacts.

Stantec compensation and benefits<sup>2</sup> include

- Base pay and incentives
- Health, welfare, and insurance benefits (including mental health, adoption, fertility, gender reassignment services)
- Retirement benefits and wealth creation
- Employee shareholding
- Professional development, memberships, and accreditations
- Recognition, time off, and other ancillary rewards (such as an employee assistance program, public transport spending accounts, critical illness insurance, pet, home, and auto insurance, and tuition reimbursement)

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<sup>1</sup> Total Rewards: includes all the programs that may be used to attract, motivate, and retain employees.

<sup>2</sup> Retirement benefits, employee shareholding, and ancillary rewards are not available in all geographies.



We benchmark our compensation to architectural and engineering industry and general industry data to be competitive in the market, and we strive to decrease unconscious bias when we set and evaluate compensation.

## **Well-Being**

Focusing on well-being brings out our best, personally and professionally. A holistic approach to employee well-being that addresses both mental and physical health is imperative as we compete to recruit and retain a highly skilled workforce.

### Mental health

Globally, we provide training and resources to help employees assess their mental health and minimize stress. A Mental Health Guidebook makes it easy to find available tools and resources. Additionally, we have a dedicated mental health blog and various internal resources aimed to bring awareness to this important issue and support our employees and their families. Annually, we run a mental health awareness campaign to encourage employees to focus on mental health goals and support others to meet their mental health goals. We openly promote and support Mental Health Awareness Month, World Mental Health Day, and Time to Talk Day.

Country-specific mental health programs give employees culturally appropriate tips, services, and resources so they can be inspired, active, healthy, and mindful. In the United Kingdom, Continental Europe, and the Middle East, to provide early support, individuals are trained as mental health first aiders—formally trained by an accredited institution to recognize the signs of a person who might be struggling with mental health issues—and individuals are assigned as “confidants” so that individuals know who they can turn to if they need help addressing bullying or harassment.

### Physical health

Stantec wants employees to attend to their physical health—more exercise, improved nutrition, and better sleep. Through our wellness programs in the United States and Canada, employees can complete health and wellness activities, earning them funds to spend on extended healthcare or to get discounts on medical premiums. In the United Kingdom and Continental Europe, we have campaigns that include activities like health assessments, fitness challenges, inspired role model communications, and workshops. In Latin America, we have “Pausas Activas” (active breaks) that include activities such as yoga and mindfulness. In the Middle East, our focus includes health risk assessments and awareness seminar.

### Together Fund

Our Stantec Together Fund is established to directly support Stantec employees facing financial hardship after a disaster or unforeseen personal challenges. The fund is underwritten through a combination of Corporate money and employee donations. This is a vehicle to allow employees a tax-exempt manner to directly contribute to support colleagues in need.

## **Work-Life Alignment**

The client-driven work for employees of consulting companies often means strict deadlines and extra effort to meet project needs. It is also important that employees have flexibility for personal life circumstances. Stantec’s resources, tools, and programs assist employees to align their work life with their personal life.

Most employees can work from home to support family commitments, enable volunteering, and reduce commute times. Virtual work options keep our projects progressing and our people safe when employees can’t get to the office. A formal Work from Home Practice helps managers support employees in their flexible work schedules (based on business and employee needs).

## **See Also**

Management Approaches

- [Attracting Talent](#)
- [Employee Engagement](#)
- [Inclusion and Diversity](#)
- [Organizational Development](#)