



18TH ANNUAL

Sustainability Report

Sustainability
Every Action. Every Decision.



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01

Introduction

In This Section

Report Highlights
CEO and Board Message
About This Report

📍 **Wapekeka First Nation School, Ontario, Canada**



Report Highlights

Stantec is a global leader in sustainable engineering, architecture, and environmental 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.

Highlights from 2024 and Our 18th Annual Sustainability Report

Leadership

Most Sustainable

Ranked most sustainable corporation among industry peers in the Corporate Knights Global 100 (6th year on the list)

SDG-Aligned Revenue

Earned \$4.63 billion from work supporting our core Sustainable Development Goals (62% of 2024 gross revenue)

Climate Leader

Recognized by CDP for climate-related progress (7th year with an A- score)

Environmental

Validated 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 3rd year and progressed towards net zero under Canada's 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 driving climate action

Compensation Equity

Continued our North American fair-pay analysis and baselined other countries to expand the analysis Company-wide

Philanthropy

Donated \$54.9 million, so far, toward our \$60 million philanthropic donations commitment (from 2007 to 2030)

Governance

Women in Leadership

Recruited qualified leaders and are proud that 44% of our Board of Directors and 40% of our C-Suite are women

Climate-Focused Strategy

Progressed sustainability-tied strategic growth initiatives (climate solutions and communities of the future)

Board ESG Action

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

CEO and Board Message



Gord Johnston

President and
Chief Executive Officer

Stantec celebrated our 70th anniversary in 2024. We have been profitable every year since our founding and believe our focus on sustainability plays a key role in this consistently strong financial performance.



Martin à Porta

Board of Directors
Chair, Sustainability and Safety Committee

Stantec’s core values unite us as a global Company. We are earnest when we say we put people first, we do what is right, we are better together, and we are driven to achieve.

Our authentic approach to sustainability is grounded in these values. Sustainability drives our success; motivates us to innovate; and rewards us with industry confidence. Stantec takes great pride in operating sustainably and helping our communities rise to the world’s greatest challenges.

Sustainability is foundational to our current Strategic Plan, which is focused on purpose-driven growth. The Plan identifies key megatrends the world faces and the ways in which Stantec can help communities meet those challenges while driving our own success—growth not for its own sake, but sustainable growth that fosters clean air and water, renewable energy, better safety and security, and responsible governance.

Stantec supports the United Nations Sustainable Development Goals because we believe resilience is the best path forward to global prosperity, health, and well-being.

Employees, clients, investors, and communities look to Stantec to innovate solutions that curb pollution, prepare for and mitigate the damage from extreme weather events, reduce greenhouse gas emissions, and create resilient communities. Responding to the needs of these interested parties has consistently rewarded our efforts—not merely financially, but also reputationally.

Sustainability isn’t just what we do, it’s who we are at Stantec. It’s woven through our purpose, our promise, our goals, and our values. You’ll see that reflected in this report.

About This Report

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



Report Content

This document identifies and describes Stantec’s material environmental, social, and governance (ESG) topics. The body of this report summarizes 2024 accomplishments. “Stantec’s Approach” callouts provide easy access to associated [Management Approaches](#) and statistics.

Report Boundaries

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

Reporting Period

January 1, 2024, to December 31, 2024

Report Cycle

Issued annually since 2006

Currency References

Canadian dollars (unless otherwise stated)

Appendixes

- Data Workbook (see [Appendix A](#))
- 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](#))

In previous years, Stantec provided an appendix specific to the Recommendations of the Task Force for Climate Related Financial Disclosures (TCFD), but we are no longer doing so because TCFD has been disbanded and its work rolled into the Financial Stability Board’s International Sustainability Standards Board (ISSB) framework. Stantec is preparing for future ISSB disclosures (an early view of ISSB-related data is available via our [CDP Disclosure](#)).

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 was formally reviewed and approved 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.

Independent Assurance

Our [greenhouse gas \(GHG\) emissions inventory](#) and [Sustainability Report](#) appendixes were independently verified by Apex Companies.

Additional Information

More detail is also available in our [Annual Report](#); [Annual Information Form](#); [Management Information Circular](#); 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 comments and questions about our sustainability efforts. Please direct them to sustainability@stantec.com.



Gorgon Flatback Turtle Monitoring
Western Australia, Australia



02

About Stantec

In This Section

- Who We Are
- What We Do
- Where We Operate
- Why We Care
- When to Act
- How We Make a Difference

Who We Are

Stantec empowers clients, people, and communities to rise to the world’s greatest challenges at a time when the world faces more unprecedented concerns than ever before.

We are a global leader in sustainable engineering, architecture, and environmental consulting. Our professionals deliver the expertise, technology, and innovation communities need to manage aging infrastructure, demographic and population changes, the impacts of climate change, the energy transition, and more.

Today’s communities transcend geographic borders. At Stantec, community means everyone with an interest in the work we do—from our project teams and industry colleagues to our clients and the people our work impacts.

The diverse perspectives of our partners and interested parties drive us to think beyond what’s previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure.

We are designers, engineers, scientists, project managers, and strategic advisors. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what’s possible.

Stantec trades on the TSX and the NYSE under the symbol STN. Learn more at www.stantec.com.

Our Purpose

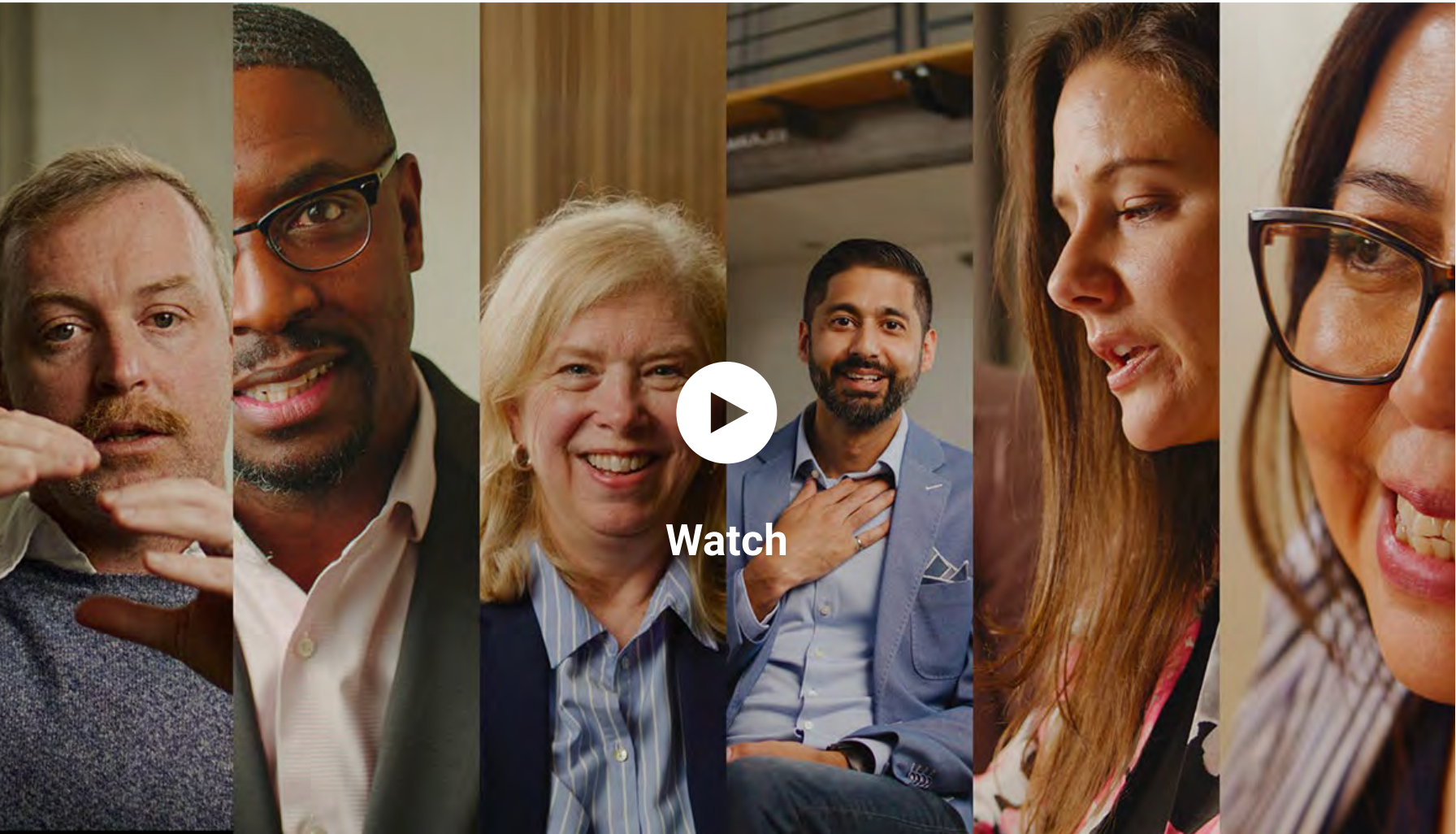
Empowering people to rise to the world’s greatest challenges

Our Promise

With every community, we redefine what is possible

Our Goal

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



Our Core SDGs In our operations and projects



Who We Are

Our Values

Our core values unite us as a firm: we put people first, we do what is right, we are better together, and we are driven to achieve.



We put people first

People are at the heart of everything we do; they give our work purpose. That’s why we listen to and design for the distinct needs of our clients—and those who live and work in the communities we serve. It’s why we prioritize the safety of everyone our work touches. And it’s why we define fulfilling careers for our own people, helping them set and then surpass their individual goals.

We do what is right

We approach every project as a partnership because our work creates a lasting impact on our clients’ communities. We are accountable to these communities—and committed to strengthening them and making them resilient for whatever the future may hold. Integrity guides what we do, which means that we make the right choice even when it’s the tough choice.

We are better together

When smart, passionate, creative people come together, real possibilities are unleashed. As our own community expands, we welcome everyone’s contributions—diverse perspectives create extraordinary results. We draw on our global network to build the right team for each project because when we work together, no problem is too large or complex.

We are driven to achieve

We believe that transformation—in our work and in ourselves—is truly possible. We’re defined by our entrepreneurial spirit and our unwavering pursuit of not only what’s next, but also what’s best. Bringing imagination and determination to every challenge, we leave no angle unexplored. As a result, we deliver the excellence that propels communities to success.

Who We Are

Our Leaders

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; appoint, develop, and review 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 44% and 40% women and 33% and 10% visible minorities, respectively.

1. Recent board departures:
Donald Lowry (retired January 31, 2025)
Patricia Galloway (passed away September 26, 2024)
Bob Gomes (retired May 9, 2024)
2. Recent C-Suite departures:
Steve Fleck (retired April 1, 2025)
Stuart Lerner (retired December 31, 2024)
Theresa Jang (retired September 27, 2024)

Stantec Board¹



Douglas Ammerman
Board Chair



Martin à Porta
Director



Shelley Brown
Director



Angeline Chen
Director



Rick Eng
Director



Gord Johnston
Director



Christopher Lopez
Director



Marie-Lucie Morin
Director



Celina Wang Doka
Director

Stantec C-Suite²



Gord Johnston
President & Chief Executive Officer



Paul Alpern
General Counsel



Vito Culmone
Chief Financial Officer



Kenna Houncaren
Chief Corporate Services Officer



Bjorn Morisbak
Chief Corporate Development Officer



Susan Reisbord
Chief Operating Officer, North America



Ryan Roberts
Chief Practice Officer



Asifa Samji
Chief Human Resources Officer



Catherine Schefer
Chief Operating Officer, Global



John Take
Chief Growth & Innovation Officer

What We *Do*

To design with community in mind is to design with sustainability and resilience in mind. That’s our everyday focus in communities around the world. Our approaches deliver positive environmental and social performance from each of our business operating units and geographies.

\$7.5 billion

Gross revenue

\$5.9 billion

Net revenue

70 years

of industry leadership






1. ER = equity and resilience

2. Determining the best use of buildings in the face of changing occupancy

3. Such as solar photovoltaic capacity expansion

4. Including green data center solutions

5. Critical metals and minerals (such as copper, lithium, nickel, and cobalt) are those deemed essential for the clean energy transition

Infrastructure	Buildings	Water	Environmental Services	Energy & Resources
				
Net Revenue				
28%	22%	21%	18%	11%
Strategic Focus				
We design resilient solutions for transportation, community development, and urban spaces	Our integrated design practice puts people at its heart and strengthens communities	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 provide safe and sustainable solutions for the world’s energy and resource needs
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">• Repurposing and adaptive reuse²• Advanced manufacturing³• Mission critical facilities and data centers⁴	<ul style="list-style-type: none">• Water reuse, desalination, and supply resiliency• Flood and coastal resilience• Disaster preparedness, response, and recovery	<ul style="list-style-type: none">• Nature-based solutions• Energy transition• ESG advisory services	<ul style="list-style-type: none">• Critical minerals and metals⁵• Renewable energy and energy storage• Grid modernization and expansion

Where We *Operate*

Stantec's global community unites approximately 32,000 people working in over 450 locations across 6 continents.

12,011

United States

1,525

Continental Europe

9,270

Canada

1,357

India/Philippines

2,812

Australia/New Zealand

1,417

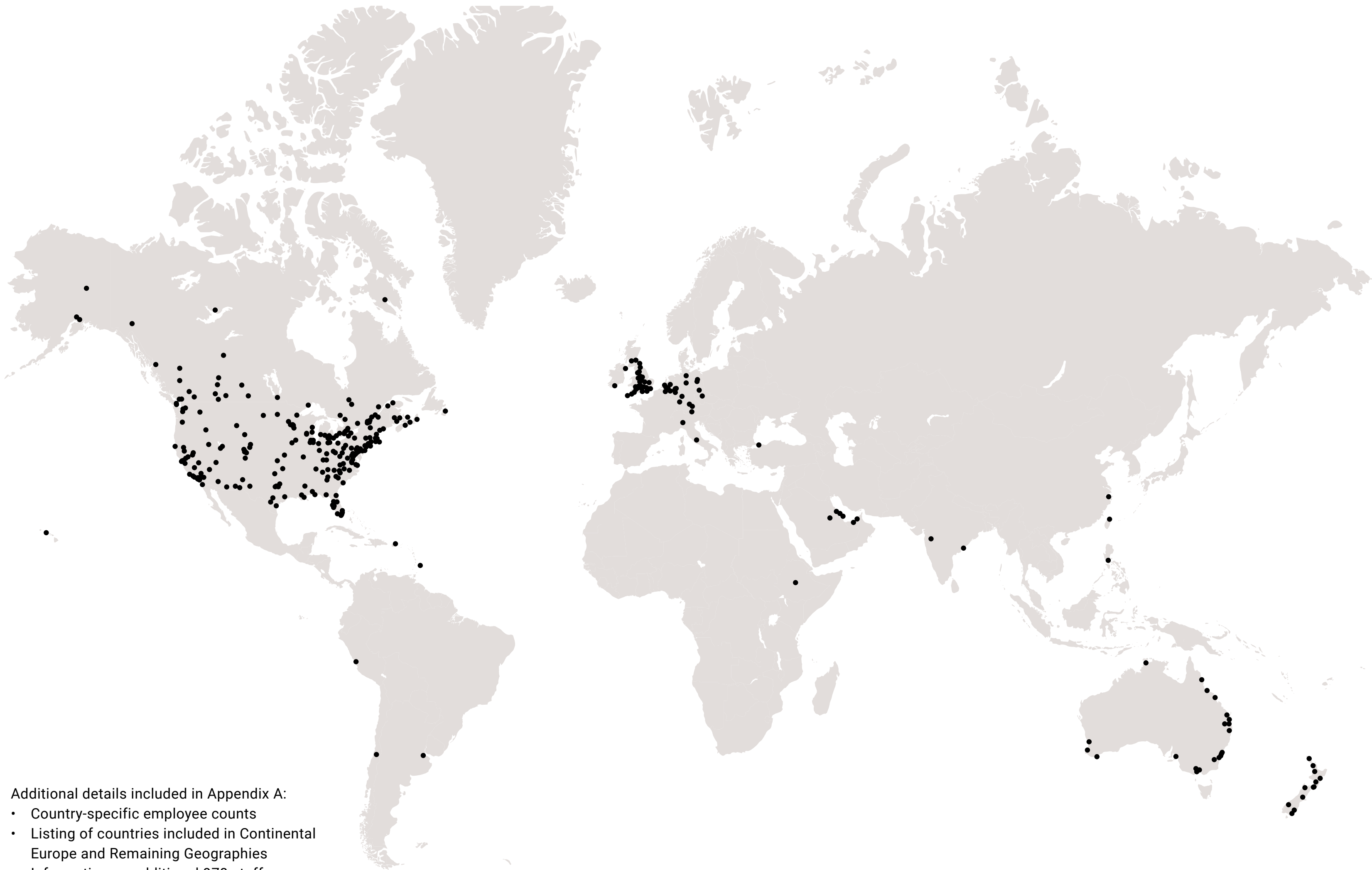
Remaining Geographies

2,743

United Kingdom/Ireland

Additional details included in Appendix A:

- Country-specific employee counts
- Listing of countries included in Continental Europe and Remaining Geographies
- Information on additional 970 staff resources who are connected to our organization but not employees (such as agency and independent contractors)



Why We Care

Our world is shifting and reshaping at a rapid pace.

Climate change, demographic shifts, technology, geopolitics 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, ties them to our strategic action, and knits in a sustainability-focused approach in our response to them.

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

Global Megatrends



Climate Change and Resource Security

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



Incremental and Breakthrough Technology

Technology is rapidly changing problem solving and decision making.



Demographic, Social, and Urbanization Changes

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



Geopolitical, Economic, and Industry Shifts

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

When to Act

The time to act is now.

Stantec’s [Strategic Plan](#) (2024 through 2026) focuses on purpose-driven growth and responds directly to our rapidly changing world.

To meet our targets, Stantec focuses on four value creators: people, excellence, innovation, 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 inclusive, equitable, and engaging. We employ people with a wide range of talents, perspectives, and experiences.

Excellence

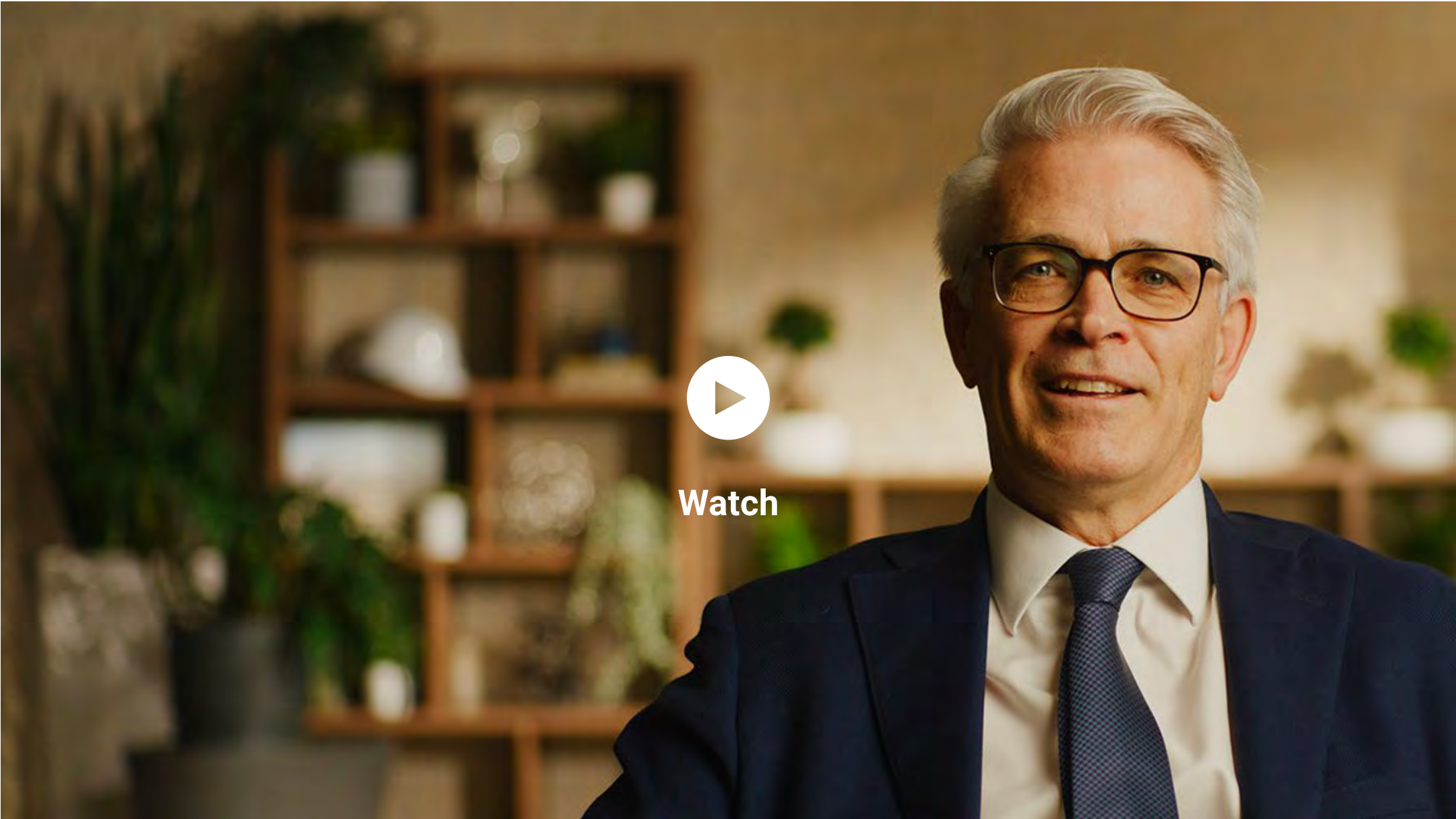
Execution and efficiency are the keys to operational excellence. We maintain a nimble organization with scalable processes. Our focus on quality creates value for our clients.

Innovation

By harnessing the power and potential of innovation and digital technology, we accelerate our other value creators as well as transform the services we deliver and the ways we deliver them.

Growth

We focus on growth that makes us better—not just bigger. Purpose-driven growth strengthens our organization, provides employees with opportunities to work on iconic projects, and increases our capacity to deliver actionable solutions.



Stantec Strategic Growth Initiatives

Climate Solutions

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

Communities and Infrastructure of the Future

Reimagining 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.

How We Make a *Difference*

In 2024, Stantec marked our 70th anniversary. As much as things have changed over time, one thing remains **consistent: our dedication to community and client relationships.**

We have the talent and desire to make a positive difference in the world, and we acknowledge our responsibility to do so. Through our project work and by supporting our employees in local community initiatives, we reinforce the power of participation.

Stantec is committed to a sustainable and resilient future and invests in business opportunities that evolve our organization, engage 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 resilient solutions we provide to our clients and communities, as formally embedded into our Company strategy.

Supporting Communities

Through financial and hands-on support, we proudly make a tangible difference in the lives of many. Our work empowers entire communities while recognizing that each has unique needs and opportunities.

Resilient Growth

Strong communities are creatively imagined and collaboratively planned. Stantec teams build sustainable buildings, roads, bridges, water supply, and other infrastructure to unlock vibrant economic centers and enable resiliency.

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 that create a path to preparedness and resilience, such as Flood Predictor, which helps clients forecast when and where they could experience a flood event.

Social Inclusivity

Stantec’s SocioEconomic-Equity Network (SEEN) provides knowledge sharing of focused solutions to improve quality of life and environmental justice.



03

Sustainable Development Goals

In This Section

- Our Commitment to the SDGs
- SDGs in Our Operations
- SDGs in Our Projects

📍 **Infrastructure Rehabilitation, Australian Capital Territory, Australia**

Our Commitment to the SDGs

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

Stantec recognizes the private sector’s role and responsibility in achieving the goals. As a global company of consultants in the built and natural environments, we have a measurable impact on the SDGs.

In an era of increased attention and scrutiny on reporting, regulatory compliance, and ratings, Stantec remains true to our foundational approach to sustainability—focusing on action that results in meaningful change.

From how we operate the Company to the projects we deliver, Stantec activities align with the goals. This is how we help communities redefine what is possible.

To maximize our effectiveness, Stantec focuses on the [core SDGs](#) where we have the most positive impact.

In our operations, the SDGs we primarily support include

- **SDG 4** Quality Education
- **SDG 5** Gender Equality
- **SDG 8** Decent Work and Economic Growth
- **SDG 12** Responsible Consumption and Production
- **SDG 13** Climate Action



In our projects, the SDGs we most directly influence include

- **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 12** Responsible Consumption and Production
- **SDG 13** Climate Action
- **SDG 14** Life Below Water
- **SDG 15** Life on Land



SDGs in Our Operations

Operationally, Stantec looks to the SDGs that most closely align with the beliefs we share and that drive our behavior. We take the following actions through our primary SDGs to improve the quality of life of our employees and the broader world.



SDG 4 Quality Education

Stantec provides internal and external educational opportunities through apprenticeships, internships, scholarships, and STEM-related community involvement. Our actions touch many educational stages, from primary school visits to secondary school mentorships, college career fairs, and job placements.

Stantec encourages students of all backgrounds to pursue careers in our industry, where people of diverse backgrounds have been traditionally underrepresented. We strive to create an environment in which all qualified candidates can thrive academically and professionally—where everyone has an equal opportunity to succeed.

UK&I Social Value Report
[LEARN MORE](#)

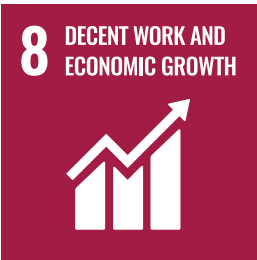


SDG 5 Gender Equality

Stantec follows the Women’s Empowerment Principles and, since 2020, has been recognized by Bloomberg in their gender-based evaluations. Stantec promotes inclusive practices, implements mentoring, and offers sponsorship programs. Our Women@Stantec employee resource group (open to all) has grown to 45 chapters across 24 countries.

Women make up 44% and 40% of Stantec’s Board and C-Suite, respectively. We regularly conduct pay analyses. And we hold ourselves accountable for equality through a key performance indicator in our sustainability-linked loan.

Italy Gender Equality Certification
[LEARN MORE](#)



SDG 8 Decent Work and Economic Growth

Stantec colleagues are encouraged to bring their whole selves to work. Careers are advanced through our merit-based Global Career Framework, and an ISO-certified health and safety program keeps our colleagues safe.

Stantec supports economic development in the communities where we live and work. For example, in Indigenous communities, we provide capacity building through Indigenous partnerships; nurture Indigenous business relationships through the Canada PAIR program (Partnership Accreditation in Indigenous Relations) and our Australia Innovate Reconciliation Action Plan; and are recognized as a great place to work in the United States by the American Indian Science and Engineering Society.

Innovate Reconciliation Action Plan
[LEARN MORE](#)



SDG 12 Responsible Consumption and Production

Stantec sustainability programs consist of actions that benefit our clients and communities. Environmental programs manage our emissions, enable climate action, and protect biodiversity.

Our Green@Stantec network champions responsible consumption in our offices. Highlights include expanding green transit options, hosting learning events, and improving recycling—including hard-to-recycle items like personal protective equipment.

Procurement choices purposefully support the circular economy. For example, we purchase EPEAT- and Energy Star-certified computers with options that include machines made from recycled plastic.

Green@Stantec
[LEARN MORE](#)



SDG 13 Climate Action

Stantec has tracked and managed our emissions since 2010, long before requirements from new climate regulations. Our climate actions are impactful and achievable, inspire our employees, and influence the industry.

Beyond managing Stantec’s climate-related risks at a Company level, we proactively identify opportunities for our industry to do more. For example, we hold leadership positions in the International Federation of Consulting Engineers, where we played a role in developing the Climate Change Charter. In Canada, we supported the Association of Consulting Engineering Companies British Columbia in their development of a position paper on climate change.

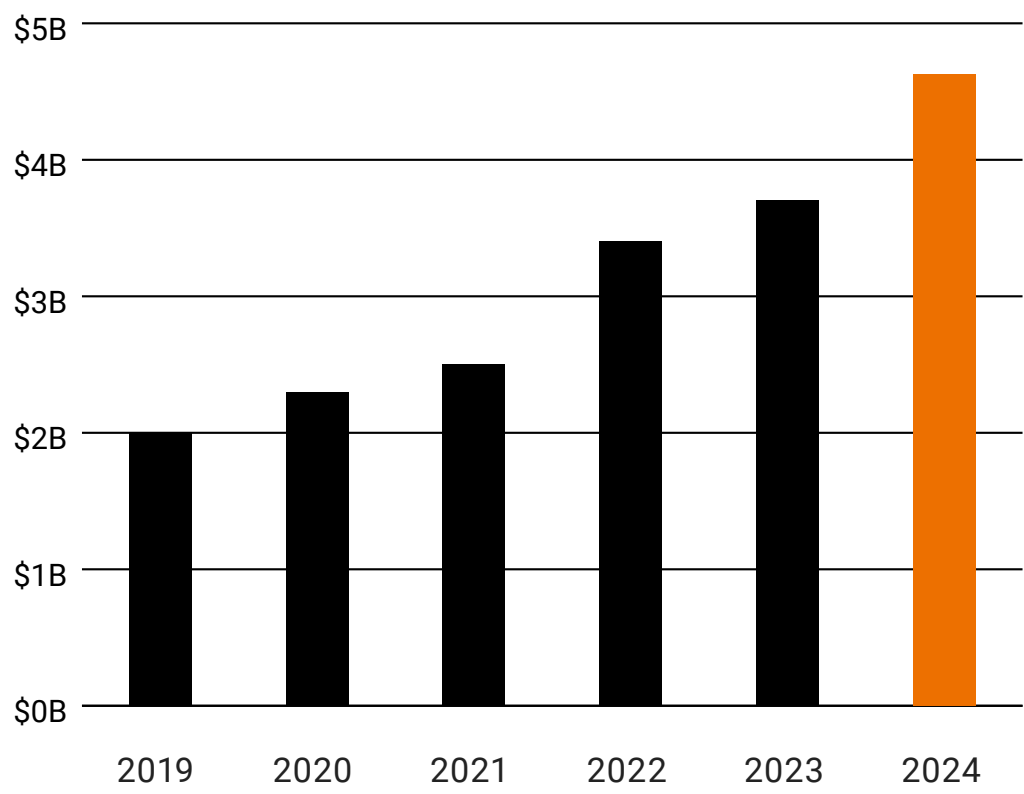
Net Zero Pledge
[LEARN MORE](#)

SDGs in Our Projects

Through our projects, Stantec applies technical expertise to accelerate progress for communities and ecosystems.

As one indicator of our contribution to the SDGs, in 2024, we identified approximately \$4.63 billion (62%) of our gross revenue was connected to furthering one or more of our core SDGs. This is up from \$2 billion (43%) of our gross revenue when we first started tracking in 2019.

SDG-Aligned Revenue




Stantec continues to refine our approach to calculation of 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.



When tracking our projects, Stantec recognizes that the SDGs are not stand-alone goals. Sustainable development, at the transformational scale, is only possible when solving more than one challenge at a time.

The following projects are a snapshot of how Stantec’s project work aligns with the SDGs. Although grouped by the primary SDG each project supports, the examples illustrate that our most successful work achieves a positive, lasting impact across multiple aspects of sustainable development.

 **Natural Flood Management**
Dartmoor National Park,
United Kingdom



SDG 6

Clean Water
and Sanitation

**Ensure
availability and
sustainable
management of
water and
sanitation for all**



**Recycled Water
Irrigation Scheme**

United Arab Emirates

[PROJECT LINK](#)

Synergies:
SDG 12

How do you sustainably irrigate farmland in a water-scarce region? Reuse water that’s already there. We worked with the Abu Dhabi Government to distribute recycled water from their two largest wastewater treatment plants to Emirate farms. The system can handle the 66 million gallons (250,000 cubic meters) of water needed daily via the addition of 66 miles (106 kilometers) of pipeline, a pump station, a concrete storage tank, and additional reservoirs. There’s now a reliable and innovative long-term solution for sustaining farmland in this arid part of the world.

Climate-responsive water management

**Integrated Water
Management Plan**

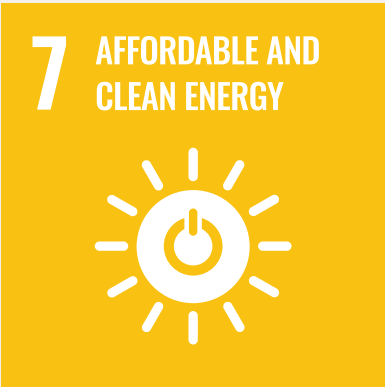
United Kingdom

[PROJECT LINK](#)

Synergies:
SDG 13

Partnerships are key to achieving the scale and pace of climate action needed in the world. Stantec worked with local authorities, agencies, and utilities in Greater Manchester to develop a collaborative and integrated water management plan that directly responds to climate change impacts. The plan incorporates strategies like blue-green infrastructure, water landscape restoration, and biodiversity as future components of watershed improvements. It guides future interventions to consider water neutrality, flood resilience, drought resilience, water quality, and climate adaptation.





SDG 7

Affordable and Clean Energy

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



Enhancing Uruguay’s energy output

Hydroelectric Modernization

Uruguay

[PROJECT LINK](#)

Synergies:
SDG 9

Over 50% of Uruguay’s energy is supplied by the aging Salto Grande Hydroelectric plant, leaving the country vulnerable to disruption in their energy supply. Additionally, a growing population and changing climate mean ever increasing energy needs. To help, we developed a comprehensive plan that assessed the infrastructure and created a new environmental baseline. Focused on increasing efficiency and power while extending plant life, our suggested improvements increased potential output by 200 gigawatt hours per year and optimized operating costs. Stantec continues to support with inspection and engineering services during construction.

Renewable energy’s socio-economic advantages

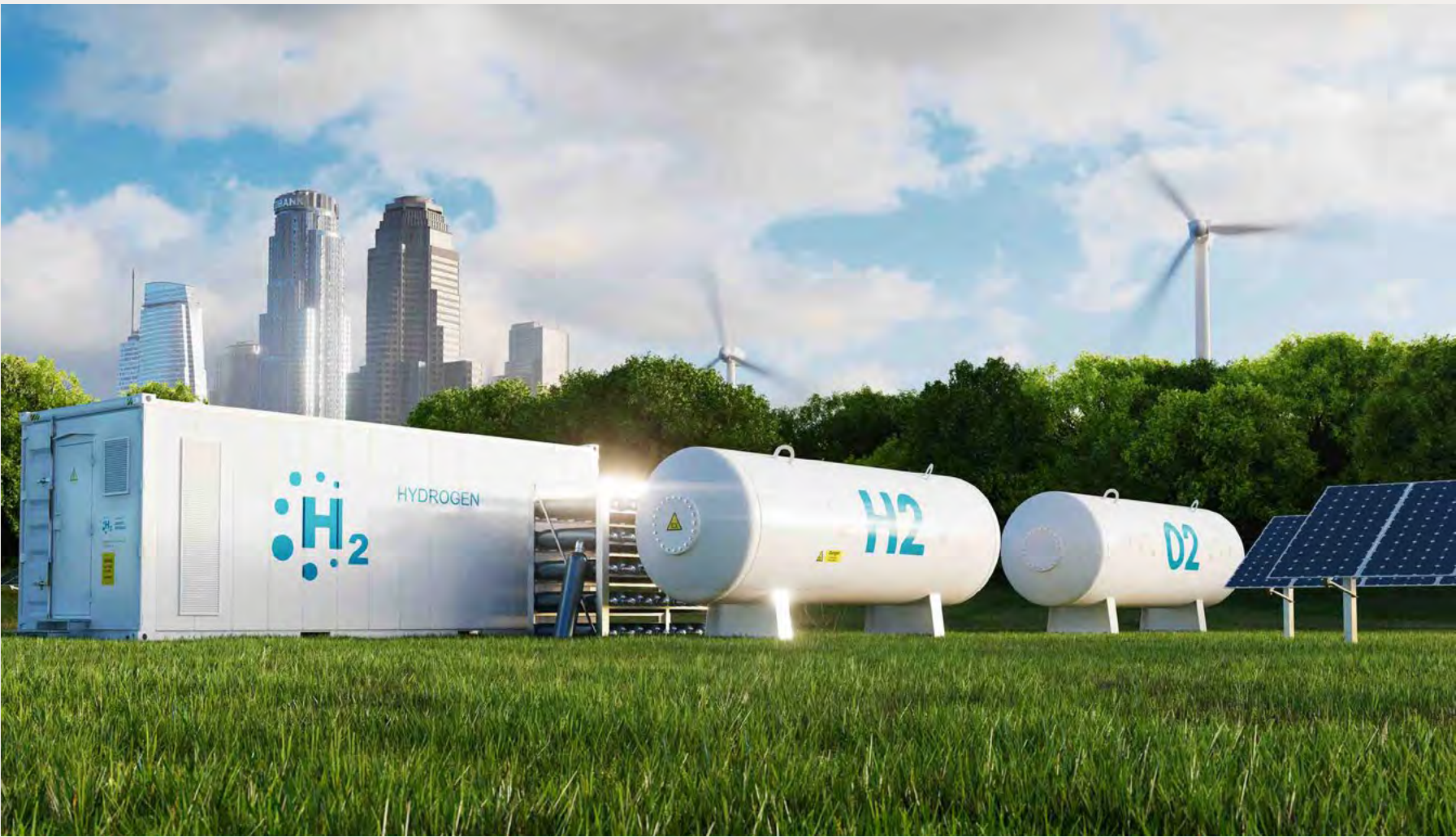
Integrating and Producing Hydrogen

United Kingdom

[PROJECT LINK](#)

Synergies:
SDG 13

Imagine a future where clean energy powers our world, and water plays a crucial role in making it happen. The United Kingdom Hydrogen Strategy is on a mission to deliver 10 gigawatts of energy by 2030. Intersecting hydrogen production, water availability, cutting-edge technologies, and the development of skilled labor, our work with United Kingdom Water Industry Research unlocked the potential of water utilities in the hydrogen value chain, supporting sustainable water management that delivers socio-economic benefits.





SDG 9

Industry, Innovation, and Infrastructure

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



Connecting underserved communities to the network

Prineville to Reno
Fiber Optic Network

United States

[PROJECT LINK](#)

Synergies:
SDG 11

The lack of reliable internet access in rural communities can lead to educational disparities, economic barriers, and social isolation. This was the case for neighboring communities in Nevada, Oregon, and California. To help, we led the federal and state permitting for 434 miles (698 kilometers) of a new underground fiber optic network. Our team conducted tribal consultations; addressed regulations with botanical, wetlands, wildlife, and archaeological surveys; and assessed over 200 cultural resource sites to determine eligibility for the National Register of Historic Places.

Cutting carbon, one voyage at a time

Amherst Island
and Wolfe Island
Ferry Docks

Canada

[PROJECT LINK](#)

Synergies:
SDG 11

For waterfront communities, ferries are a vital mode of transportation. When upgrading to electric ferries, the Government of Ontario focused on making the fleet and infrastructure upgrades more accessible and adaptive to climate change. For the Amherst Island and Wolfe Island routes, Stantec designed amenity-rich ferry dock configurations and carried out environmental assessments. These improvements are anticipated to cut Ontario's GHG emissions by 983 million pounds (446 million kilograms) of carbon dioxide over the next 60 years.





SDG 11

Sustainable Cities and Communities

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



Roadmap to a carbon neutral campus

Carbon Neutral Master Plan

Canada

[PROJECT LINK](#)

Synergies:
SDGs 12 and 13

With an ambitious 2050 carbon neutrality goal, the University of Windsor is committed to a sustainable and resilient campus. We developed a plan to get them there. Data from campus heating and cooling plants, buildings, and current energy practices was used to create a master plan for their 50 buildings. The plan offers the University three improvement pathways—energy conservation, energy transition, and a hybrid approach. The University is now working toward its sustainability commitment, including an interim emissions reduction goal of 45% by 2030.

Transformative mobility solutions

Smart Streets Design Plan

United States

[PROJECT LINK](#)

Synergies:
SDG 9

Renewing vibrant and historic neighborhoods, the City of Buffalo is setting a new standard for inclusive transportation and walkable streets. Driven by a robust public engagement process, Stantec created a smart streets design toolkit. It leverages curbside and street design, technology, and data. We tested it on four corridors to identify the ideal area for implementation. Providing safe, affordable, accessible, and sustainable transportation systems, this forward-thinking toolkit will make Buffalo a national leader in adaptable and equitable mobility.





SDG 12
Responsible Consumption
and Production

Ensure
sustainable
consumption and
production
patterns



Enhancing agricultural productivity

Market-Driven Irrigated Horticulture

Lesotho

[PROJECT LINK](#)

Synergies:
SDG 13

With a fast-changing climate, relying on rain-fed subsistence farming is becoming more challenging. This water management project is helping farmers in Lesotho, Africa—a land-locked nation—transition to irrigated horticulture with climate-smart practices and infrastructure to reduce waste and increase crop yield. Our team provides advisory services from feasibility through construction monitoring for the design and implementation of necessary infrastructure. Encouraging strong collaboration between commercial and local small-holder farmers, the program will promote inclusive economic growth in the region.

Mitigating remote area supply chain disruption

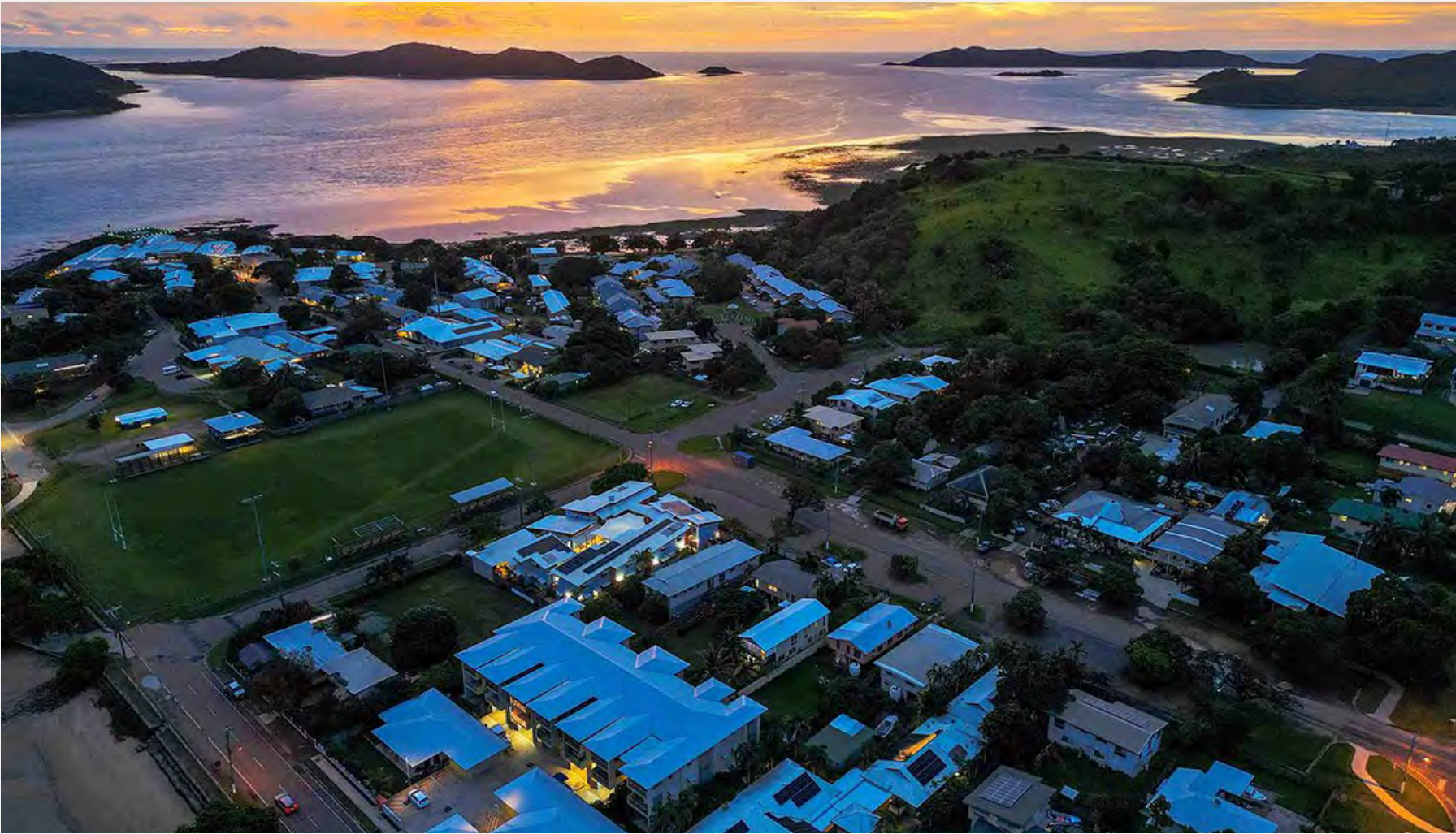
Climate Change Strategy and Action Plan

Australia

[PROJECT LINK](#)

Synergies:
SDG 13

Indigenous communities in the Torres Strait and Far North Queensland rely on sustainable supply chains to maintain essential services in the face of climate change. Stantec helped Community Enterprise Queensland (CEQ)—a non-profit organization providing essential services like supermarkets, retail outlets, and refueling facilities—prepare against future climate disruptions. The climate action strategy we developed focuses on responsible consumption and production using circular economy principles to align with CEQ’s environmental, social, and governance reporting.





SDG 13

Climate Action

Take urgent action to combat climate change and its impacts



Space technology enhances disaster resilience

Copernicus Capacity Support

Philippines

[PROJECT LINK](#)

Synergies:
SDG 11

The European Space Agency is leveraging Earth observation satellite data to improve disaster risk awareness and promote climate-resilient infrastructure in the Philippines. Collaborating with the European Union, Stantec promoted Earth observation across various sectors using advocacy, outreach, and capacity-building initiatives. The program enhances disaster and climate resilience by integrating disaster vulnerability reduction into development plans and will establish the first Copernicus data center in Southeast Asia.

Climate-informed remediation strategy

Climate Change Risk Assessment

Canada

[PROJECT LINK](#)

Synergies:
SDG 9

Climate change is transforming Canada's Arctic and is top of mind at Nunavut's Brevoort Island Long Range Radar site. To address historical site contamination, our team of climate scientists needed to look ahead and consider the impacts of future climate risks. Looking at the site's unique physical characteristics—permafrost, flooding, erosion, extreme heat, precipitation, snow, and ice cover—we recommended targeted excavation and on-site treatment of the contaminants. With adaptation recommendations in hand, our client is taking action to minimize the potential of climate impacts.





SDG 14
Life Below Water

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



Conserving marine ecosystems for future use

Artificial Dive Attraction

Australia

[PROJECT LINK](#)

Synergies:
SDG 9

To support the world’s first submerged and floating artificial reef dive attraction, the City of Gold Coast is focusing on ocean conservation and responsible stewardship. Our role was to understand the reef impacts on the marine environment and diver safety. Aligned with the Environment Protection and Biodiversity Conservation Act, our environmental and marine scientists facilitated pre-opening monitoring, meta-ocean design, a seabed stability assessment, and a coastal process assessment. Now in use, this award-winning reef fosters a natural and safe environment for divers to learn and explore local marine life.

Saltwater restoration protects freshwater resources

Coastal Resilience

United Kingdom

[PROJECT LINK](#)

Synergies:
SDG 15

Coastal areas are often the first to experience the impacts of climate change. Benacre and Kessingland shorelines are no exception, facing erosion and the risk of inundation by coastal flooding. These issues threaten homes, businesses, farmland, and infrastructure like the A12 main road. Stantec delivered detailed designs for flood risk management and intertidal habitat creation. A new pump station and the restoration of intertidal salt marshes will enhance coastal flood defense. The restoration enhances biodiversity, provides social value, and supports the resiliency of the watershed.





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



Nature-based solutions build resilience

Ecological Restoration Plan

New Zealand

[PROJECT LINK](#)

Synergies:
SDG 13

Growth in nearby urban development, agriculture, and road infrastructure have degraded the riparian zone (banks and shores) of Te Awarua-o-Porirua (Porirua Harbour). As part of the restoration plan, our team of ecologists and landscape architects identified treatments and phasing strategies that supplement local ecology and biodiversity while restoring, extending, and protecting native wildlife. These nature-based strategies will build resilience and support sustainable harbor management.

Inspired by nature, collaboration restores a river

Water Purification Facility

Taiwan

[PROJECT LINK](#)

Synergies:
SDG 6

Despite significant progress in improving river water quality, some sections of the Nan-Kan River still struggle with high ammonia nitrogen levels, negatively impacting the ecosystem. The government designated the “mother river” as a demonstration site, aiming to enhance water quality and restore the river's vitality. Responding to limited land availability, Stantec worked in a public-private partnership to use nature-based solutions for on-site treatment to reduce chemical usage and mimic natural aquatic environments. When complete, the project will restore local biodiversity, providing habitats and food sources for wildlife and insects.





04

Sustainability Program

In This Section

- Accolades
- Strategy
- Governance
- Accountability
- Interested Parties
- Value Chain
- Materiality
- Material Topic Structure

Accolades

Corporate Knights

Global 100
Canada’s Best
Corporate Citizens

CDP

Climate Leader

Global Corporate Sustainability Awards

Silver Class

Sustainalytics

Top-rated ESG Companies

MSCI

AA Rating

ISS ESG Corporate Rating

Prime Status

S&P

Sustainability Yearbook



LSEG

Top Quartile

AIA 2030 Challenge

Top Reporting Firm

Forbes

Canada’s Best Employers
America’s Best Employers
for Women
America’s Dream
Employers

Newsweek

Canada’s Most Responsible
Canada’s Most Reliable

British Safety Council

International Safety Award

Time

World’s Most Sustainable

Military Friendly Advisory Council

Military Friendly Employer

Canadian Council of Indigenous Business

Partnership Accreditation
in Indigenous Relations

Reconciliation Australia

Innovate Reconciliation
Action Plan

American Indian Science and Engineering Society

Top 50 STEM Workplace

Disability Equality Index

Best Place to Work for
People with Disabilities

Work180 Australia

Top 101 Workplaces
for Women

New Civil Engineer Awards

Best Place to Work
International Consulting
Firm of the Year



North Park University Master Plan
Illinois, United States

Strategy

 **North Light Rail Transit Extension**
Alberta, Canada



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

For approximately 20 years, Stantec has maintained a Corporate Sustainability Program to drive positive ESG performance.

Our [Sustainability Policy](#), [Climate Transition Plan](#), and [net zero pledge](#) guide our actions.

Rather than functioning as a separate initiative, our sustainability program directly influences and aligns with our enterprise strategy, and vice versa.

Sustainability is part of our purpose, promise, and values; foundational to our brand; embodied in our corporate culture; and key to our long-term profitability. We incorporate sustainability risks and opportunities into our Enterprise

Risk Management program, strategic planning process, and acquisition strategy.

Stantec just completed the first execution year of our most recent [Strategic Plan](#), and sustainability is woven throughout. 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 promoting social value 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 Care](#))

- 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 [When to Act](#))

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

Governance

Stantec’s sustainability commitments are supported from the top.

Our Board Sustainability and Safety Committee oversees the framework for managing ESG topics with support from the Audit and Risk and Corporate Governance and Compensation Committees.

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

Our chief executive officer, Gord Johnston, is a technical expert in water resource management. 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 priorities, integrate sustainability into our [Strategic Plan](#) and operations, and address climate-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 services teams and applied to our project solutions by business operating units.

The collaboration and combined responsibility of both operational and project-facing practitioners results in a sustainability program that addresses the needs of our interested parties, covers our value chain, and incorporates the concept of double materiality.

Board Sustainability and Safety Committee¹

Martin à Porta Director	Christopher Lopez Director	Marie-Lucie Morin Director	Celina Wang Doka Director
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Executive ESG Committee²

Vito Culmone Chief Financial Officer	Chris Heisler Senior Vice President, Associate General Counsel	Kenna Houncaren Chief Corporate Services Officer	Susan Reisbord Chief Operating Officer, North America	Carrie Sabin Senior Vice President, Sustainability
Asifa Samji Chief Human Resources Officer	Catherine Schefer Chief Operating Officer, Global	Kristy Spurrell Vice President, Treasurer	Pieter van der Zwet Regional Leader	

1. Martin à Porta is Stantec’s Board Sustainability and Safety Committee chair; Marie-Lucie Morin and Christopher Lopez are new members effective January 1, 2025

2. Vito Culmone is Stantec’s Executive ESG Committee chair; Kenna Houncaren is the C-Suite line manager for Corporate Sustainability; Carrie Sabin leads Stantec’s Corporate Sustainability team

Accountability

To assess Stantec's sustainability 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 sustainability-related KPIs, we receive a lower interest rate. In 2024, we again met the SLL-related KPIs and directed interest savings into Indigenous communities to further climate action.


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 in the table, along with the sections of this report where performance details are disclosed.

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	<14% voluntary turnover rate	✓	Workforce Management
Employee Engagement	Improve employee engagement score	>62% employees feel engaged	✓	Workforce Management
Inclusive Work Culture	Support initiatives that build upon Stantec's inclusive workplace culture	Support inclusivity and fairness initiatives	✓	Inclusivity and Fairness
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	1.5% leading indicator safety index score	✓	Health, Safety, and Security
Governance				
Corporate Integrity	Maintain high full-time employee completion rate of annual ethics training	>95% of employees complete the training	✓	Ethics and Compliance
Creativity and Innovation	Grow innovation-aligned funding	>15% non-labor revenue	✓	Innovation
Quality Management	Improve ISO-compliance audit results	>90% of audited projects meet quality criteria	✓	Project Management
Legend				
✓ Achieved ✕ Not Achieved				

Interested Parties

 **Stantec Employees**
Wellington, New Zealand



With Our Employees

Our operational initiatives 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, responsibility, and stewardship.

With Our Clients

Our greatest sustainability impact 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 sustainable solutions for their projects. Our project-facing sustainability approaches use the SDG framework to drive our actions, specifically focusing on the eight goals (out of the suite of 17) we can most directly influence (see [SDGs in Our Projects](#)).

For Our Investors

Stantec is considered an impact investment option, and many of our investors expect ESG leadership. We disclose sustainability performance against major investor-driven frameworks, including GRI and SASB (see [Appendixes](#)) and are actively preparing for ISSB. Stantec consistently ranks highly in sustainability ratings across multiple independent investor-driven third parties such as CDP, Sustainalytics, MSCI, ISS, S&P, and LSEG (see [Accolades](#)).

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 a fair and 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 possible when we effectively manage ESG activities across our value chain.

We are a professional services company providing sustainable engineering, architecture, and environmental consulting (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.

Upstream

Entities that provide products, services, or guidance that enable development of the organization’s own products or services (or form part of the project teams).

Suppliers and Partners

- Real estate suppliers enabling us to lease office space
- Indirect vendors enabling us to do our consulting (office supplies, furniture, computers, software, IT infrastructure, travel, etc.)
- Direct vendors enabling us to complete lab and field work
- Subcontractors, subconsultants, partners that support project teams

Regulating Frameworks

- Professional bodies educating future practitioners and setting codes of ethics, technical frameworks, standards, and guidelines
- Regulators, policy makers, licensing bodies, and insurers setting legal frameworks and standards of care

Stantec Operations

- Stantec employees
- Stantec corporate and project management approach
- Stantec brand image and public voice

Downstream

Entities that receive or are impacted by the organization’s products or services. Recipients of the project outcome.

Clients and Communities

- Stantec’s approach to project solutions
- Materials, systems, and resources used to construct and operate Stantec projects
- Communities and ecosystems impacted by Stantec projects

Regulating Frameworks

- Share value and Stantec contributions to bring industry standards to higher levels

Materiality

The sustainability space continues to evolve quickly.

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 [ESG 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 materiality level (priority action topics, managed topics, and monitored topics) follow in the table to the right.

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	■	●	●
Inclusivity and Fairness	◐	●	●
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 interested parties. These topics shape the focus of our sustainability program and reporting and informed our current Strategic Plan.
- ◐ 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 interested parties.
- 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 the requirements of interested parties.

Upstream Grouping

- Included in an ESG supplier evaluation under the procurement upstream topic.
- Part of supplier efforts under the inclusivity and fairness upstream topic.

Material Topic Structure

The subsequent sections of this report highlight Stantec’s 2024 performance on our material topics (organized by topic priority).

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 reporting 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: 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 reviews of our programs by interested parties.



Environmental
Environmental Protection¹
Resource Conservation²
Emissions Management



Social
Workforce Management
Inclusivity and Fairness
Health, Safety, and Security
Indigenous Relations
Community Engagement



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



05

Environmental

In This Section

Building a Nature-Positive Future

Environmental Protection

Resource Conservation

Emissions Management

📍 **Greenpark Biodiversity Transformation, Berkshire, United Kingdom**




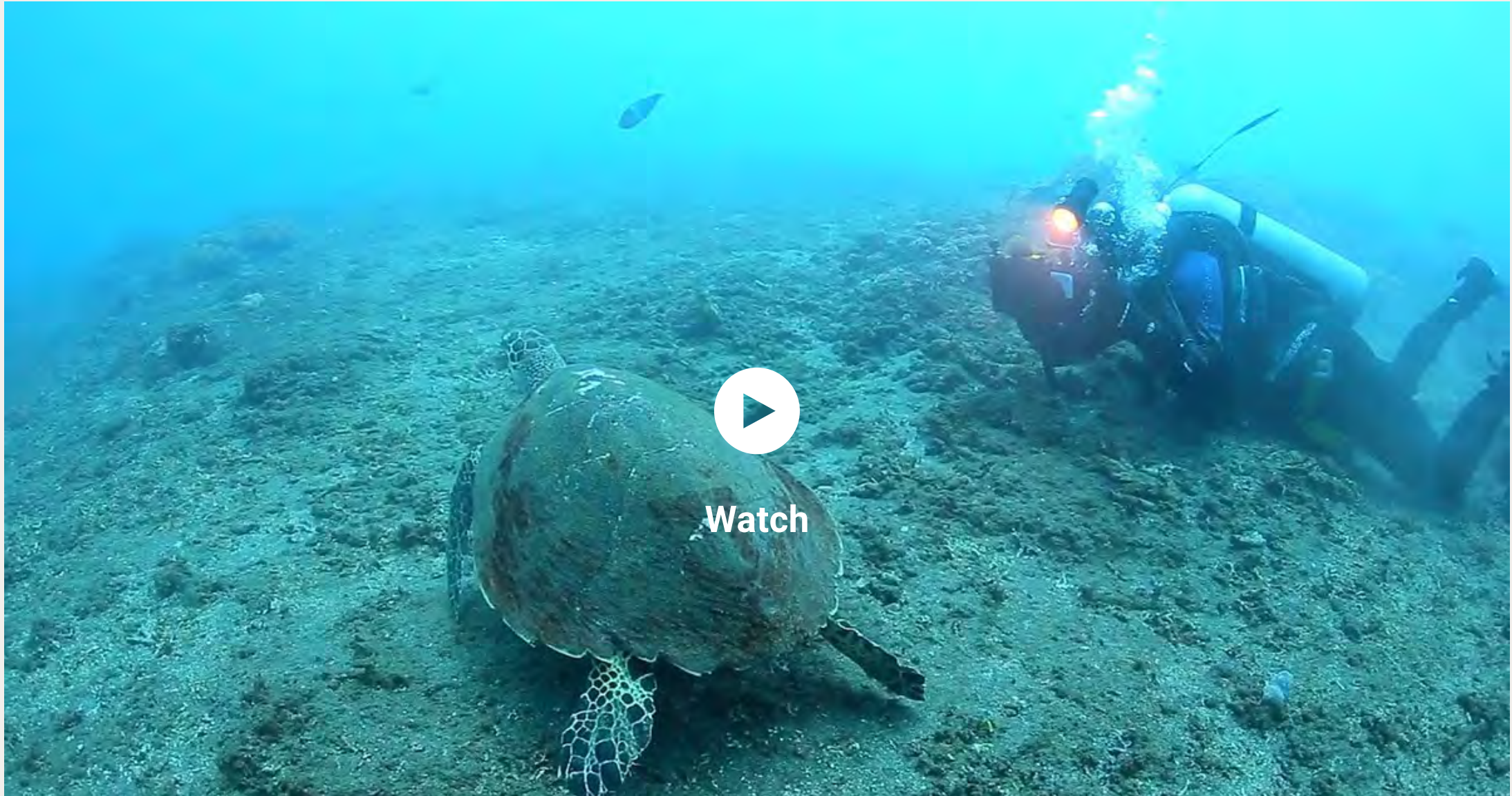
FEATURE

Building a Nature-Positive Future

Healthy ecosystems are the foundation of life on Earth. They regulate weather, protect biodiversity, provide clean air and water, and support food security. Yet, ecosystems around the world are facing extreme challenges from habitat loss, pollution, and climate change. The UN Decade on Ecosystem Restoration underscores the need for large-scale restoration efforts to reverse this trend.

That’s where Stantec steps in.

 **Seahorse Hotels**
New South Wales, Australia



At Stantec, we recognize every project we undertake has the potential to positively impact nature. When we embed **nature-based solutions** (NbS) into our designs, we help protect and restore ecosystems while enhancing climate resilience and creating lasting benefits for communities.

Around the world, Stantec leverages complete teams to develop solutions and design projects that integrate natural systems expertise with innovative engineering (see [SDGs in Our Projects](#)).

Stantec’s commitment to NbS is a cornerstone of our strategic growth initiatives (See [When to Act](#)).



- By prioritizing these approaches, we
- **Drive climate solution innovations:** Projects that integrate NbS demonstrate our capacity to reduce carbon footprints, restore habitats, and adapt to climate change
 - **Promote a nature-positive mindset:** We intentionally communicate the potential for nature-positive outcomes within infrastructure design that benefits both people and nature
 - **Protect biodiversity:** By focusing on biodiversity and leveraging technologies to monitor and report on environmental and social impacts, we help communities and ecosystems thrive in the face of environmental challenges

Stantec is building a more resilient future by embedding NbS into our design approach. Together, we create future-ready solutions for generations to come.

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 2024, Stantec
- Refreshed our [Environmental Policy](#) to reflect language from our updated [Strategic Plan](#) and reinforce our sustainability culture and aspirations
 - Continued our biodiversity protection partnership with the UN Decade on Ecosystem Restoration program
 - Offered a Company-wide Climate Festival to deepen our employee understanding of climate action opportunities and encourage sustainability across every action and every decision

- Provided Company-wide learning opportunities to expand climate change understanding via webinars and trainings in support of Earth Day, World Environment Day, World Water Day, and World Engineering Day
- Celebrated Stantec-led nature-based solutions projects from around the world as encouragement for employees to connect with the land and water
- Featured in the *Globe and Mail* for services supporting climate action and net zero leadership and in the *Edmonton Journal* for efforts to increase power grid reliability
- In Canada, partnered with the Nature Conservancy during their Big Backyard BioBlitz to help experts map species distribution and monitor long-

- term changes through documented observations of plants, mammals, birds, insects, and other living creatures
- In the United States, partnered with the Network for Engineering with Nature to develop best practices, benefit cost analysis standardization, and funding to help the Federal government use natural systems for climate change projects
 - In the United States, celebrated the 30th anniversary of our native plant nursery while producing and shipping over 880,000 native plants and almost 160,000 pounds (72,575 kilograms) of native seed—enough to cover approximately 4,500 acres (1,821 hectares)
 - In the United States, held Tuesday Training sessions featuring 100 Stantec subject



Montgomery Creek Restoration
Ontario, Canada

- matter experts and covering topics such as coastal solutions, green building rating systems, safety standards, and inclusion
- In the United Kingdom and Ireland, collaborated with Reading Borough Council, University of Reading, and Design Nature to educate

- school children about air quality—engaging with more than 4,000 individuals
- In New Zealand, partnered with the Save Our Kaweka Kiwi program which releases kiwi chicks into the wild as part of a country-wide initiative to conserve and grow the island’s kiwi population

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 14001:2015-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](#)

Resource Conservation

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

- In 2024, Stantec
- Continued to build our Company-wide [Green@Stantec](#) network to connect like-minded peers dedicated to driving office-based environmental best practices
 - Developed Green@Stantec support resources for recycling, battery and e-waste collection, and book swap libraries
 - Rolled out a Company-wide digital business card program to cut down on paper use and waste
 - Improved visibility of flight emissions details in our Egencia travel management system to encourage low-emission decision making



- Worked with electronic recycling providers across 20 countries to keep e-waste out of landfills
- In North America, continued use of our centralized print services program to significantly reduce printing and standardize the use of post-consumer recycled paper
- 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 Australia, worked with UPPAREL to divert 600 pounds (272 kilograms) of end-of-life and outdated personal protective equipment from the landfill, preventing 2,103 pounds (954 kilograms) of emissions with materials turned into fiber and used as filling for cushions or compressed into materials used for packaging, signage, and housewares
- In Australia, hosted an “Xmas Swap” to prevent unwanted paraphernalia from going to the landfill and donated unwanted Christmas

decorations to a local homeless charity

- In Peru, reduced paper use by 78% and donated used paper for recycling to Aldeas Infantiles-SOS (SOS Children’s Villages) to support their fundraising activities
- In Taiwan, helped the Fulong community, a popular summer destination, eliminate approximately 16,000 single-use plastic bottles by installing a public water dispenser
- In India, held environmental awareness events, such as paperless Tuesdays
- In the Philippines, advocated for zero waste by hosting educational sessions on the Bokashi Pinoy composting process, an anaerobic fermentation process using rice hulls

Stantec’s Approach

As a professional services firm working from multi-tenant, leased office space, Stantec’s ability to influence our 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 electric vehicles, where possible, and employee remote working options conserve energy and fuel needs.

Our greater influence comes from client work where we apply our technical expertise in energy efficiency, waste reduction, and the circular economy.

[See Management Approach](#)

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

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 2024, Stantec

- Progressed our net zero commitment through Canada's Net Zero Challenge

- Met our interim near-term science-based target (SBT) emissions reduction projections (see [Appendix A](#))
- Met our operational carbon neutrality commitment for a third year¹
- Received an A- CDP climate change score for the seventh year



- | | | |
|---|---|---|
| <ul style="list-style-type: none">Consumed renewable electricity greater than 90% for the third year²Joined a virtual power purchase agreement cohortAllocated 90% of our carbon balancing spend to high-value technology and nature-based offset projects and sustainable aviation fuel³ | <ul style="list-style-type: none">Enhanced our emissions calculations process through the implementation of Watershed softwareReceived top reporting firm recognition from the AIA 2030 Challenge for our commitment to designing for efficiency and carbon neutrality | <ul style="list-style-type: none">Partnered with Autodesk and EHDD Architecture to develop an early phase embodied carbon modeling toolProgressed project emissions tracking and reductions through our BSI-certified PAS 2080 program in the United Kingdom, embedding carbon management principles at the core of our design decision making⁴ |
|---|---|---|

1. Stantec's carbon neutral pledge consists of reducing emissions and maximizing our purchase of renewable energy. Residual emissions are then balanced through the purchase of high-value carbon offsets and sustainable aviation fuel, which are investments outside of our value chain and do not lower reported emissions.
2. Renewable electricity came from self-generation (solar), green tariffs (purchased from utility providers), and energy attribute certificates (purchased from central brokers).
3. Stantec's high value carbon offset purchases were from CarbonCure (concrete carbon capture), the Great Bear Temperate Rainforest Project (Indigenous-led ecosystem conservation in Canada), and the Blackfeet Nation Forest Carbon Project (Indigenous led ecosystem conservation in the United States). Sustainable aviation fuel was purchased from Air Canada and Delta Airlines.
4. PAS 2080 is a British Standards Institution standard for carbon management (reduction) in infrastructure that reduces costs, improves efficiency, and helps address climate change issues. Stantec is certified across our United Kingdom and Ireland Water, Energy, and Infrastructure sectors. Certification audits included assessment of our leadership and culture, project governance, case studies from across the sectors, and evaluation of tools developed to support carbon calculations.

Stantec's Approach

Stantec calculates our emissions according to the GHG Protocol, receives annual third-party verification, and has validated near-term SBTs. Stantec will become operational net zero through a four-phase approach that includes 1) reducing emissions, 2) maintaining carbon neutrality, 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 supports clients in their own emissions management and net zero road maps.

[See Management Approach](#)

[See Emissions Data](#)



06

Social

In This Section

Creating a More Accessible World

Workforce Management

Inclusivity and Fairness

Health, Safety, and Security

Indigenous Relations

Community Engagement

📍 **British Columbia Institute of Technology Health Sciences Center, British Columbia, Canada**



FEATURE

Creating a More Accessible World

Opportunities are enabled when we invite, embrace, and celebrate differences and create environments where everyone can flourish.

That includes people with disabilities.

According to the World Health Organization, approximately 16% of the world’s population—around 1.3 billion people—live with disabilities.

At Stantec, we’re working to create a more inclusive, more navigable world for all, including our colleagues with disabilities and our clients with disability-related considerations for their projects.

Disability Inclusion at Stantec

Stantec is proud to support our Persons with Disabilities employee resource group (ERG). Open to all employees, this collaboration space connects our colleagues with or without disabilities to share knowledge, build understanding, address challenges, and make sure people with disabilities have the resources necessary to enjoy their careers and help Stantec succeed.

In North America, Disability:IN named Stantec as a “Best Place to Work for Disability Inclusion,” scoring us at a 90 in the United States and 80 in Canada (out of 100) on the Disability Index®. The Index is the leading independent, third-party resource for the annual benchmarking of corporate disability inclusion policies and programs.

In the United Kingdom and Ireland, we completed a comprehensive accessibility review of all offices and were named a Disability Confident employer.



Jordan Rodriguez
(Arizona, United States), who is legally blind, is a Stantec civil engineer and the United States lead for our Persons with Disabilities ERG.

“Many will experience disability, whether temporary or permanent. Even if you don’t, you’ll know and care about someone who does. The best design considers the needs of all people. As a design company, we can help create a more accessible and inclusive world.”

In Latin America, Stantec earned certification from the Chilean Directorate of Labor for being a disability-inclusive company.

And, in India, we participated in the Disability Index for the first time.

Disability Inclusion in Our Communities

Stantec works to include people with disabilities beyond our workplace. In our project work, we consider the needs of people with disabilities by designing accessible infrastructure for communities around the world, like incorporating pediatric multisensory features into exam rooms at Cooper University Health Care (United States) or supporting a Transport Access Program in New South Wales (Australia).

Our SocioEconomic Equity Network (SEEN) connects professionals dedicated to equity in our projects. They meet regularly to collaborate and share best practices for inclusivity of all kinds, including disability inclusivity.

Workforce Management

Stantec continuously strives to build an inspiring, inclusive work environment to recruit, develop, and retain top talent. A focus on global collaboration sets us apart from our peers and aligns us well to client demands. Our purpose-driven business culture attracts the best in the industry.

In 2024, Stantec

- Was named by *Forbes* as one of [Canada’s Best Employers](#), [America’s Best Employers for Women](#), and [America’s Dream Employers](#)

- Conducted a Global Engagement Pulse Survey to assess our focus areas identified in the 2023 Global Engagement Survey, showing an increase in our overall engagement score
- Continued our North American compa-ratio basis fair-pay analysis—reducing our gender



pay gap from 3.0% to 2.7%—and completed an initial baseline study for all countries to expand our analyses Company-wide

- Continued driving equity and access within our operations

with a focus on the globalization of our talent brand and compensation

- Began globalization of people leadership programs to enhance leadership skills for both new and experienced

leaders with continued offerings in North America and new offerings in the United Kingdom, Ireland, Latin America, and India

- Piloted the SocialTalent e-learning platform to help drive further hiring success at Stantec
- Updated our global [Developing Professionals Group](#) strategy and expanded our network into seven new countries, empowering younger teammates to shape their careers and build meaningful connections
- In North America, implemented a talent intelligence platform with automated talent sourcing capabilities, driving more inclusive recruitment and enhancing our overall strategy by improving efficiencies and increasing the quality of our talent pools

- In the United Kingdom and Ireland, named Best Place to Work and International Consulting Firm of the Year at the [New Civil Engineer Awards](#)
- In the United Kingdom and Ireland, partnered with Arctic Shores—an assessment platform that evaluates candidates’ cognitive and behavioral abilities—offering a more holistic view of their potential fit for roles beyond traditional job application methods
- In Italy, achieved [gender equity certification](#) by BSI in accordance with UNI PdR 125:2022 Guidelines
- In India, launched corporate recruiting software, marking the first steps towards a fully integrated global platform, with plans to expand to other regions over time

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 Workforce Statistics](#)

Inclusivity and Fairness

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 2024, Stantec
- Expanded our [employee resource groups](#) to 94 chapters across 9 affinities
 - Ranked in the top third of all participants in the Workplace Pride Global Benchmark
 - Joined the Task Force on Inequality-Related Financial Disclosures initiative
 - Recognized as a [Best Place to Work for People with Disabilities](#) in North America and as a Disability Confident employer in the United Kingdom and Ireland, received disability-inclusive certification



- in Chile, and participated in the Disability Index in India
- In North America, appointed 53% of our merit-based vice president promotions to women
- In North America, produced a *Research and Benchmarking* publication on the importance of [equality, wellness, and representative design](#)
- In Canada, received Proud Supporter status from [With Glowing Hearts](#) for our support to employees serving in the Armed Forces Reserve Force and a Proud Partner e-badge from the Military Spousal Employment Network
- In the United States, designated as a [Military Friendly® Employer](#) for the fourth year
- In the United States, supported the non-profit Environmental Initiative in development of an industry-facing [environmental justice workbook](#)
- In the United Kingdom and Ireland, achieved Neurodiversity Smart accreditation
- In the United Kingdom and Ireland, nominated for excellence in employee engagement, well-being

strategy, and inspirational well-being champion in the Great British Wellbeing Awards

- In the United Kingdom and Ireland, created a program for delivering social value in more locally-focused, impactful ways—starting from the early bid phases—and published our inaugural [Social Value Report](#)
- In Australia, recognized as one of the [Top 101 workplaces for women](#) by Work180 for the second year
- In New Zealand, continued our partnership with the [Diversity Agenda](#)
- In Chile, joined Trabajando Mujer, a recruitment platform to promote STEM work opportunities for women

Stantec's Approach

By focusing on inclusion, we promote fairness by creating opportunities, connecting our communities, and championing organizational change. Our business culture approach was developed based on leadership buy-in, employee input, and industry best practices. Inclusion is important to our employees and routinely scores as our top employee engagement topic.

For our clients, 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 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 promote a “24 hours a day, 7 days a week” 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 2024, Stantec
- Surpassed our TRIR and LISI targets (see [Appendix A](#))¹
 - Launched an enhanced project health, safety, security, and environmental (HSSE) plan tool to support the hazard recognition, assessment, and control process for projects



Stantec Employees
Wellington, New Zealand

- Released a new HSSE dashboard, providing easier access to leading and lagging metrics
 - Updated key critical risk control checklists to focus on validation of critical controls and prevention of serious injury and fatalities
 - Clarified and expanded the definition of leading indicator metrics and created a new “Raising the Bar” award for going above and beyond in safety
 - Introduced an International Travel Wizard to improve employee compliance with travel safety and security requirements and streamline processes
 - Introduced new HSSE orientation training modules to improve communication of key information and processes
 - Improved field work guidance to promote the safety of employees and third parties
 - In the United States, developed and launched updated workplace violence prevention training
 - In the United Kingdom and Ireland, won an [International Safety Award](#) from the British Safety Council, recognizing our commitment to health and safety
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 45001:2018-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 and Safety Data](#)

Indigenous Relations

Stantec works hard to build and maintain respectful relationships with Indigenous communities 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 2024, Stantec
- Helped Indigenous communities address climate change by financially supporting and technically partnering with Indigenous-run non-profits focused on climate action¹
 - In North America, provided cultural awareness training to help teams talk about and respond to reconciliation when working with Indigenous communities



- In North America, named a **Top 50 STEM Workplace** by American Indian Science and Engineering Society (AISES) for the fifth year, participated in the AISES Corporate Advisory Council, and sponsored the AISES in Canada National Gathering
- In Canada, received Bronze Certification in the **Partnership Accreditation in Indigenous Relations** program from the Canadian Council for Indigenous Business, confirming that

- Stantec supports a workplace inclusive of Indigenous Peoples and is committed to playing a role in the growing prosperity of Indigenous communities
- In Canada, collaborated with IndigeSTEAM on their annual Robot Pow Wow, connecting technology, culture, and innovation
 - In Canada, increased revenue generated from our Indigenous Business Partnerships to \$72 million, providing direct

investments, employment, and training opportunities to support economic growth in Indigenous communities

- In Australia, received endorsement from Reconciliation Australia for our **Innovate Reconciliation Action Plan**, directly supporting Australia’s reconciliation journey with First Nations people
- In Australia, planned events to recognize National Reconciliation Week and NAIDOC Week across offices, including a Kinaway Acknowledgement of Country workshop, Reconciliation Week book club, and conversations with Engineering Aid Australia
- In Australia, supported the Indigenous Australia Engineering School through engineering presentations, networking opportunities, and hosting

events for Aboriginal and Torres Strait Islander students

- In Aotearoa (New Zealand), activated Stantec’s Aotearoa Cultural Development Framework focused in five strategic pou (pillars) including reo (language), hononga-ā-iwi (relationships), mahi tahi (partnerships), whirinaki (Māori consulting), and auaha (innovation)
- In Aotearoa (New Zealand), conducted a sing-off competition as part of Te Wiki o te Reo Māori – Māori Language Week, commemorating the presentation of the Māori Language Petition to Parliament in 1975

1. The Indigenous-led non profits supported by proceeds from Stantec’s sustainability-linked loan include Indigenous Clean Energy (Canada), Tribal Clean Energy (United States), the First Nations Clean Energy Network (Australia), and Te Tira Whakamataki (New Zealand).

📍
Stantec’s Reconciliation Journey
by Chern’ee Sutton

Stantec’s Approach

Stantec strives to foster positive and productive relationships with Indigenous communities and businesses. Our Indigenous Relations Practice consists of four pillars that integrate Stantec’s core values: employer of choice, awareness, engagement, and creating opportunities.

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](#)

Community Engagement

Stantec’s commitment to people extends to the communities where we work and live. We are passionate about creating strong, vibrant communities. Through strategic partnerships, financial support, and employee volunteering, we’ve made a significant impact around the globe to improve lives and strengthen communities.

In our project work, we actively consult with and listen to those who have traditionally lacked a voice in infrastructure development.

- In 2024, Stantec
- Donated more than \$10.8 million to organizations around the globe and supported more than 2,000 partner organizations



Stantec in the Community Week
Buenos Aires, Argentina

- Furthered our commitment to invest a total of \$60 million to community organizations by 2030, with our current donation total at \$54.9 million since 2007
- Supported approximately 7,600 employees—our largest showing ever—in their engagement with more than 440 different organizations during our 11th annual Stantec in the Community Week, offering their time and energy to support community programs
- Disbursed approximately \$400,000 in [scholarships](#) to support education of future leaders
- Continued partnerships—and increased our donations to \$200,000—with Oxfam and World Central Kitchen in support of global disaster relief and food security, respectively
- Continued our holiday giving support of \$150,000 to global charities and organizations around the globe chosen by our employees in lieu of sending printed cards
- Celebrated our 70th anniversary with a \$70,000 donation to employee-selected charities and organizations around the globe
- Donated nearly \$60,000 through our Dollars for Doers program in support of employees who volunteered 25 hours or more in their communities or raised money for charities
- Partnered with Habitat for Humanity to participate in Build Days across Canada and Australia

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.

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](#)



07

Governance

In This Section

Considering Climate Change

Ethics and Compliance

Cybersecurity and Privacy

Procurement

Innovation

Human Rights

Risk Management

Project Management

📍 Preston Center Adaptive Reuse Office Design, Ohio, United States





FEATURE

Considering Climate Change

There is substantive scientific evidence indicating that the climate around the world is changing at an unprecedented rate. Stantec has published guidance about climate considerations in our project work.



Stantec Employees
New York, United States

Our professional experience shows that some codes, standards, and regulations that govern our services may not be getting updated as quickly as the climate is changing. They may be based on historical climate data that may not yet capture current or future climate considerations.

Therefore, as applicable to their project scope, we ask our practitioners to consider climate change in their project approaches and to engage with their clients.

Stantec has published internal guidance called “Standard of Care in the Context of Climate Change” to assist our teammates. It recognizes that, as consultants, our professionals do not control a project’s scope, schedule, or budget. Our role is to inform clients where appropriate.

With that perspective, Stantec’s guidance asks our team members to think about the applicability of climate change in the context of our individual professions and scopes of work. We ask our employees to stay abreast of governing codes, standards, and generally accepted practices; consider potential risks of adverse impacts on their projects considering publicly known climate data and environmental conditions; and tap into our in-house climate change subject matter expertise as needed.

Actively considering climate risks, where appropriate, prepares us for future regulation, supports our commitment to the SDGs, helps us achieve our purpose-driven strategic growth, and helps us better prepare our communities for the future (see [When to Act](#)).



Ethics and Compliance

Integrity means that we 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 employees, clients, investors, business partners, and the public. We expect our employees and supply chain to share Stantec values. If anyone sees or suspects unlawful actions or unethical behaviors, they are encouraged to call the Integrity Hotline (managed by a third party).

- In 2024, Stantec
- Achieved 98% employee completion of our annually required ethics and compliance training and 100% completion from C-Suite and Board members¹
 - Expanded our focus on human rights protections by adding new, relevant content in our required annual ethics and compliance training



- Maintained an anonymous, third party-run Integrity Hotline for the reporting of concerns, internally and externally, with quarterly reports submitted to the Board of Directors
 - Implemented additional tracking mechanisms and processes to improve monitoring of potential regulatory compliance concerns
 - Continued annual assessments to avoid potential fraud and corruption risks
 - Continued to foster a culture of integrity where ethics breaches are not permitted in any way
1. At the time of training, 2% of employees were unable to take the required training due to leave, field deployments, and logistics.

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.

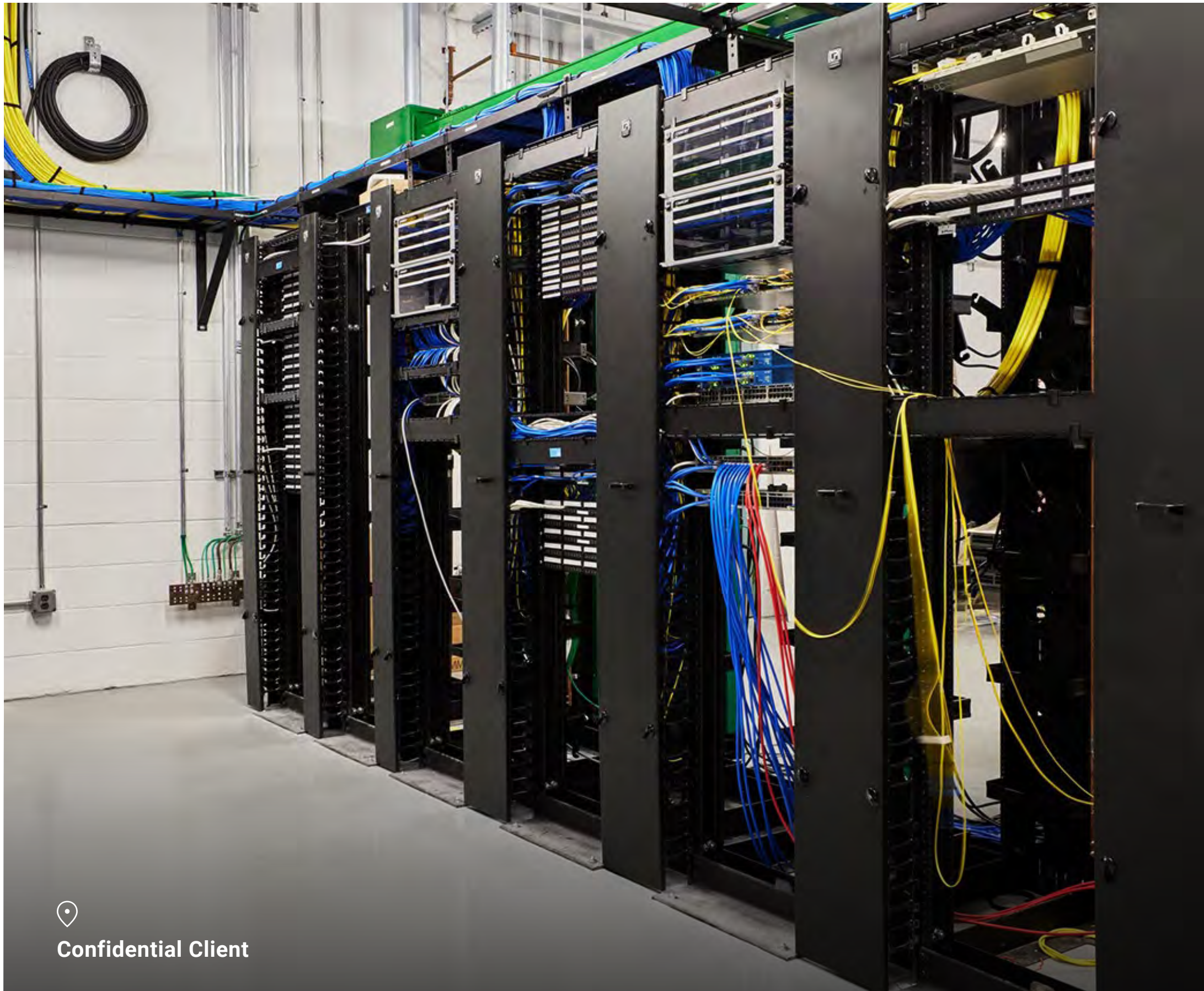
We also try to influence our supply chain with our Partner Code of Business Conduct. If anyone sees or suspects unethical behaviors, they are encouraged to call the Integrity Hotline.

[See Management Approach](#)

Cybersecurity and Privacy

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

- In 2024, Stantec
- Achieved 97% employee completion of our annually required cybersecurity training and 100% completion from C-Suite and Board members¹
 - Achieved Cybersecurity Maturity Model Certification (CMMC) after passing third-party audits from C3PAO (an approved CMMC audit organization) and the Defense Contract Management Agency



- Renewed global ISO/IEC 27001 certification for our Information Security Management System
 - Continued to monitor new and changing cybersecurity and privacy laws around the world to meet the obligations and requirements of the countries we work in
 - Grew our cybersecurity architecture capabilities to comply with growing compliance requirements
 - Updated our employee privacy notices, policies, and procedures to reflect ongoing developments in global regulations and legislation
 - Developed a robust vulnerability management program
1. At the time of training, 3% of employees were unable to take the required training due to leave, field deployments, and logistics.

Stantec’s Approach

Stantec provides robust IT security processes and practices, strong security systems, and cybersecurity awareness training for employees. Our IT programs are certified to ISO/IEC 27001:2022 Information Security Management Systems, ISO/IEC 20000-1:2018 IT Service Management, and CMMC security requirements.

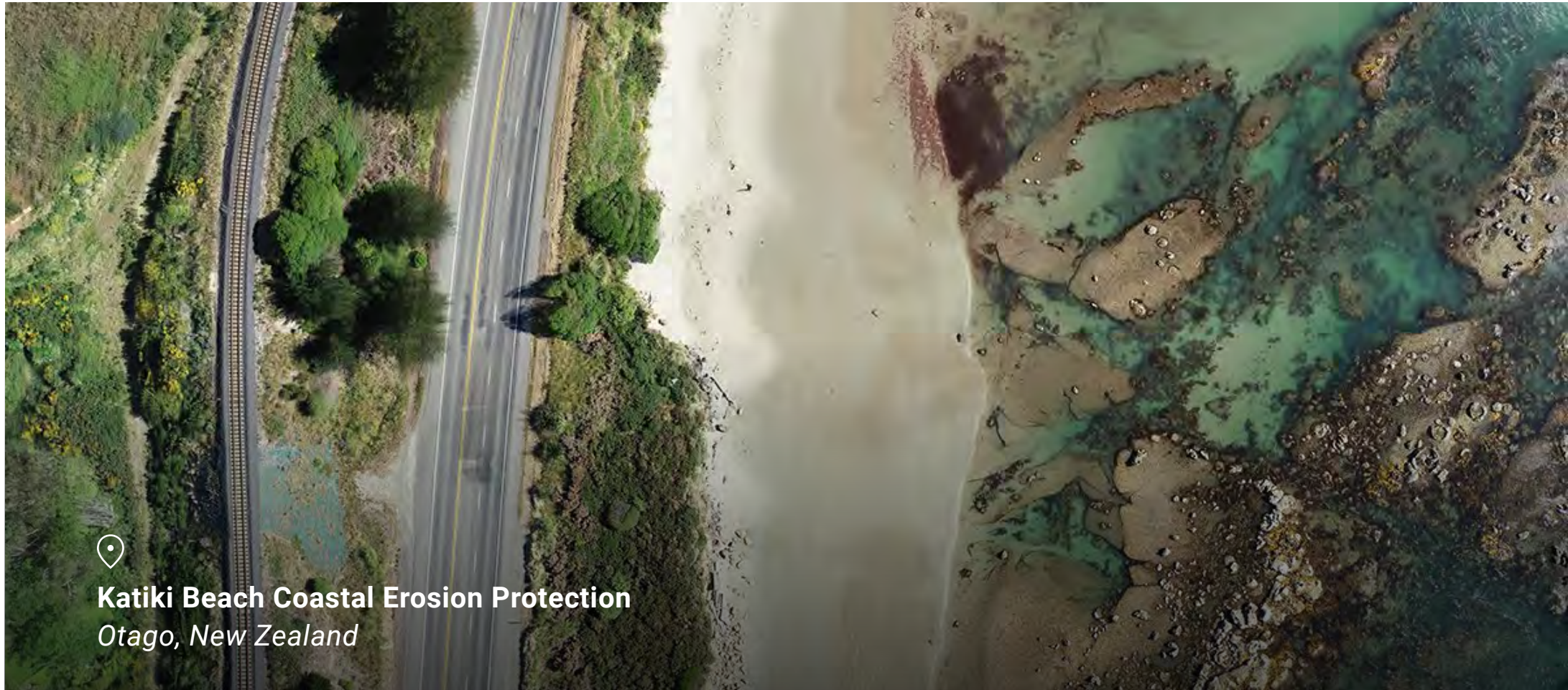
Further, we respect and protect the privacy of employees, clients, investors, and business partners, and have controls in place that reduce the potential that personal and sensitive data in our possession or within our control is handled inappropriately.

[See Management Approach](#)

Procurement

As a large global company, Stantec recognizes that our purchasing decisions can influence positive change. While centralization and standardization of our global supply chain management programs continues 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 2024, Stantec
- Achieved a 30% reduction in our real estate footprint (relative to our 2019 footprint) and are implementing a strategy for an additional 10% reduction by 2026 (relative to our 2023 footprint)
 - Continued right-sizing our office footprint and, where possible, purposely selected energy-efficient buildings



Katiki Beach Coastal Erosion Protection
Otago, New Zealand

- Launched a real estate balanced scorecard decision matrix to prioritize office space that includes considerations such as transit access, security, bike accessibility, and walkability
- Continued to progress our low emissions vehicle strategy with expanded hybrid and electric vehicle use in Canada, the United States, the United Kingdom,

- Australia, Belgium, and the Netherlands
- Purchased approximately 80,000 gallons (302,833 liters) of sustainable aviation fuel credits from Air Canada and Delta Airlines
 - Prepared for evolving human rights and environmental supply chain requirements

- Incorporated performance specifications in our hardware catalog to encourage fit-for-purpose computing and energy-efficient decision making
- Supported the circular economy by purchasing EPEAT- and Energy Star-certified computers with options that include machines made from recycled plastic

- Improved our promotional merchandise ordering system that includes a variety of eco-friendly items—avoiding single-use items and opting for durability—as well as a selection of products sourced from highly qualified minority-owned, women-owned, and disadvantaged business enterprises
- In North America, rolled out a simplified, self-service portal, Purchasing Express, to make it easier to order replacement IT equipment, giving employees more visibility into environmental specifications of their choices and eliminating paperwork
- In the United States, supported three Small Business Administration mentor protégé agreements

Stantec’s Approach

Stantec’s supply chain includes vendors, subcontractors, subconsultants, and other 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.

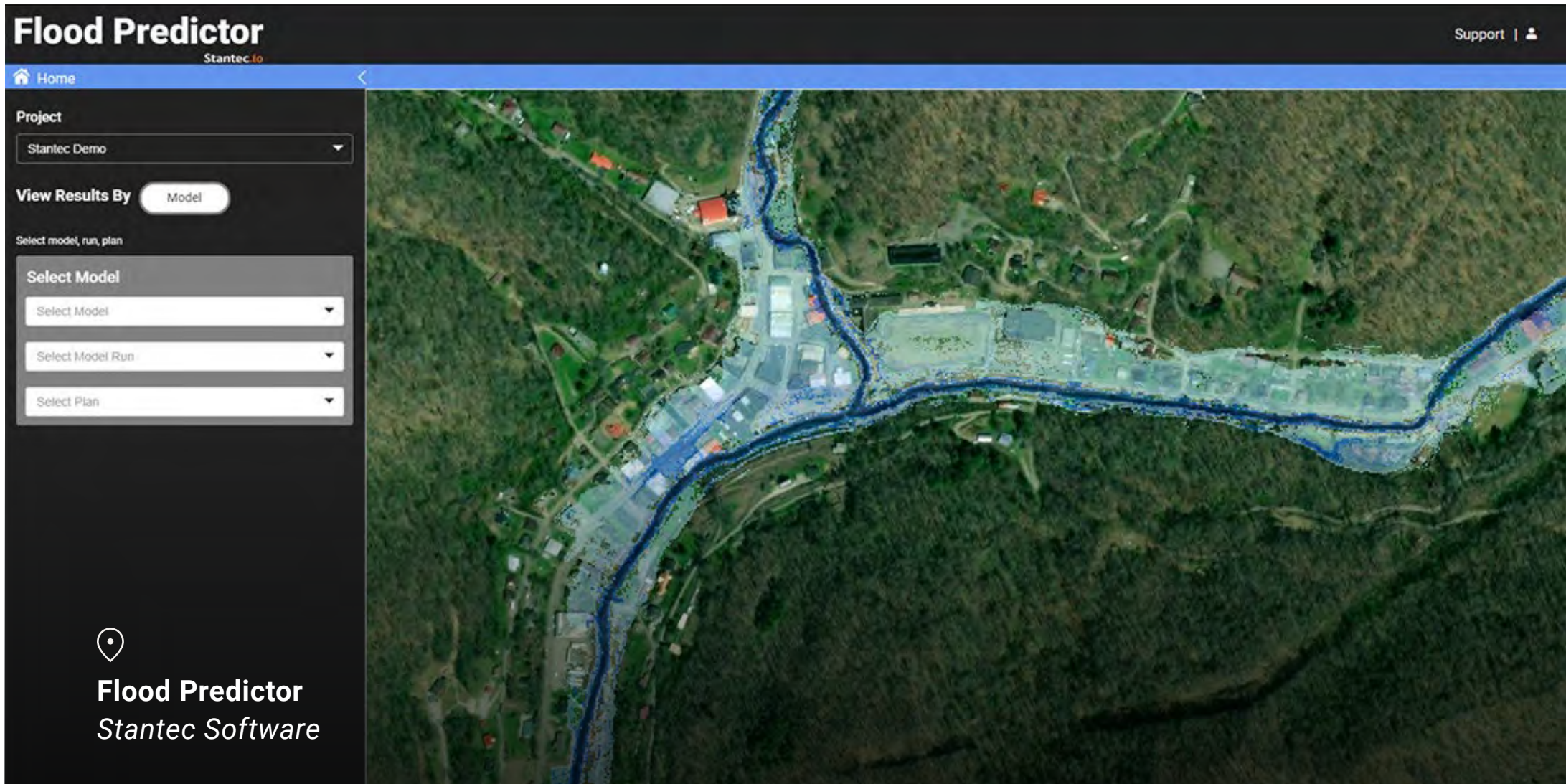
Stantec’s centrally managed corporate Procurement and Real Estate team oversees providers of building leases, vehicle fleets, travel partners, IT equipment, and office supplies. Subcontractors, subconsultants, and specialty partners are managed by geographically dispersed subcontractor management teams.

[See Management Approach](#)

Innovation

Clients ask us to help them solve complex challenges. At Stantec, we rise to those challenges with creativity and collaboration. Innovation engages our team members and establishes our position as industry thought leaders. Our innovation strategy combines proven ideas with curiosity, inspiration, and technology-forward approaches to find new ways to meet client challenges, increase efficiency, and improve profitability.

- In 2024, Stantec
- Strengthened the ties between our Innovation Office, Digital Center of Excellence, and Growth teams through coordinated processes that unlock ideas and connect funding mechanisms
 - Developed **Beacon™**—a method and toolset for optimizing materials usage and grading for installation of new solar farms



- Invested in further development of **Flood Predictor**—a digital solution designed to help communities prepare for, respond to, and recover from extreme weather—adding coastal flooding capabilities
- Launched **DebrisFlow Predictor**—software as a service providing predictive modeling for shallow landslides
- Partnered with **Removr** to design direct air capture plants for removing carbon dioxide from the atmosphere safely, sustainably, and at scale
- Deployed **Mosaic™**—a continuous monitoring and alert system for asset management
- Hosted TechEX, our annual internal technical conference designed to showcase innovation in our Environmental Services business operating unit

- Awarded first and third place in the **ENGINUITY 2024** competition, with 53 Stantec teams competing
- Participated in **Beyond the Code**, a series produced by BBC StoryWorks on the impact of AI, through a short film that showcases how Flood Predictor helped the Tennessee Department of Economic and Community Development in the aftermath of historic floods in Waverly, Tennessee
- Collected innovative employee ideas through our **Innovation Office** and funded development of 33 new initiatives addressing topics like carbon accounting, noise pollution, mine closure, management of extreme weather events, plastic pollution, and indoor air quality

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. When ideas are approved, collaborative coaches are assigned to enhance success and encourage additional innovation.

[See Management Approach](#)

Human Rights

Stantec provides strategy and design services for projects that are constructed by others.¹ While this means our human rights exposure is limited, we believe in the need to consciously work to protect and advocate for the rights of others.

We deem it 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 duty to protect human rights in our operations is reflected in our efforts to compensate based on merit, close pay gaps, provide an inclusive workspace, protect the health and safety of our employees, support underserved communities, and lead climate action, among others.



In our project work, if we identify the potential to negatively impact human rights during our project risk review, we put protection conditions in place or choose not to work on the associated project.

Stantec is continuing to develop a human rights program for our supply chain. Currently, we share our expectations via our Partner Code of Business Conduct.

If colleagues, suppliers, clients, or the community see a potential human rights violation connected to Stantec, they are encouraged to call the Integrity Hotline (managed by a third party).

In 2024, Stantec

- Completed the UN Global Compact Business and Human Rights Accelerator program to learn industry best practices and get exposure to actions other companies are taking

- Wrote a Human Rights Action Plan
 - Published an updated [Corporate Responsibility to Respect Human Rights](#)
 - Initiated a Human Rights Due Diligence process as outlined by the *UN Guiding Principles on Business and Human Rights*
1. Stantec primarily provides design services. Our limited connection to construction services includes ecosystem restoration, construction management, and inspection services. The only physical product we produce are plants and seeds in our native plant nursery, which represents less than 1% of our global revenue.

Stantec’s Approach

Stantec policies and practices protect the rights of our employees, individuals supporting our supply chain, and the communities where we work. Stantec is an equal opportunity employer and respects the rights of our employees to freedom of association.

Our commitment to protecting human rights also extends to our supply chain and project work. 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 addressing any violations of this policy.

[See Management Approach](#)

Risk Management

Stantec shares responsibility for risk management, compliance, and quality across the organization—from Stantec’s Board of Directors to senior management 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 (ERM) program that is based on ISO 31000 (risk management). Risk management practices include risk evaluation committees (enterprise and project), project audits, a strict signing authority management practice, a comprehensive tax strategy, and extensive due diligence of acquisition targets.



We also take a measured and selective approach when deciding the geographies where we work.

Our global internal audit team conducts independent audits over key financial and operational processes and develops an annual audit plan in consultation with management using a risk-based approach. Annually, we conduct independent assurance testing over financial and information technology controls in support of Sarbanes-Oxley certifications.

Stantec’s ISO-certified Integrated Management System (IMS) 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). Annually, we conduct ISO internal and third-party audits.

Our IMS confirms that sustainability is not treated as a one-off initiative but as a continuous commitment that encourages ongoing monitoring, measurement, and improvement, helping our sustainability goals evolve and improve over time.

Specific to climate-related risks, Stantec has subject matter experts in climate science, and our project work in disaster response and resiliency contributes firsthand experience

and knowledge when it comes to climate change risk management.

- In 2024, Stantec
- Tracked regulations that might affect our operations or project delivery, including those relating to sustainability
 - Further embedded climate risk management into our ERM
 - Progressed climate-related task forces to evaluate physical and transitional risks in our operations and project work, assessing the potential for short-, mid-, and long-term impacts
 - Developed guidance to help our project teams take climate change considerations into account when applicable to their scope of service

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

We enable exceptional project execution and delivery by identifying the right project managers and providing them with the processes and tools they need to succeed. Stantec supports our employees 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.



Life Time Living Health Focused Residential
Massachusetts, United States

As described under Risk Management, Stantec’s ISO-certified IMS delivers a disciplined and accountable framework in support of operational and project-based processes. From a project perspective, our IMS encourages sustainability considerations be embedded into the appropriate stages of a project—from planning and design to construction and operation.

These systems provide frameworks that help reduce the project's environmental impact, improve safety, optimize resource usage, and meet the increasing demand for sustainable and socially responsible practices. By addressing sustainability from multiple angles—quality, environment, and safety—these standards contribute to a more sustainable, efficient, and socially responsible built environment.

- In 2024, Stantec
- Developed climate change considerations for our Project Management Framework
 - Updated our [Quality Policy](#) to specifically reference the promotion of climate resilience
 - Achieved 95% of our quality management target as determined by audit results

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 project portfolio. Stantec's expectations and standards are enforced through our ISO 9001:2015-certified Quality Management System.

[See Management Approach](#)



08

Appendixes

In This Section

Appendix A. Data Workbook

Appendix B. GRI Content Index

Appendix C. SASB Standards Index

Appendix D. Cautionary Note
Regarding Forward-Looking
Statements

📍 **Mardie Salt and Potash Solar Evaporation, Western Australia, Australia**



Appendix A. Data Workbook

We created this appendix to summarize key statistics and metrics from our operations, improve searchability, and allow for easier navigation between the various parts of this report including the Sustainability Report (SR) narrative, **Appendix B. GRI Content Index (GRI)**, and **Appendix C. Sustainability Accounting Standards Board Standards Index (SASB)**.

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 emissions management software (Watershed), Human Resources Information System (HRIS), and health and safety incident tracking system (Pro-Sapient)
- **Years of Data:** To make it easier to spot trends, whenever possible, we provided three years of data
- **Reporting Period:** January 01, 2024 to December 31, 2024
- **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, Czechia, Germany, Italy, the Netherlands, 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 90% of global employees)
 - Canada
 - United States
 - United Kingdom (UK)
 - Australia
 - New Zealand (NZ)
 - India
- **Additional Information:** To make it easier to cross-reference other Stantec disclosures, we provide SR, GRI, and SASB references.

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.		2024	2023	2022	SR: Emissions Management GRI: 305-1, 305-2, 305-3
	Emissions by Scope	mtCO ₂ e	mtCO ₂ e	mtCO ₂ e	
	Scope 1	12,257	15,136	12,502	
	Scope 2 (location-based)	20,534	22,916	25,753	
	Scope 2 (market-based)	1,076	1,747	2,983	
	Scope 3 Purchased Goods and Services (category 1)	9,602	2,743	2,925	
	Scope 3 Fuel- and Energy-Related Activities (category 3)	1,831	1,310	1,238	
	Scope 3 Waste Generated in Operations (category 5)	3,141	3,854	3,688	
	Scope 3 Business Travel (category 6)	24,340	23,910	22,028	
	Scope 3 Employee Commuting (category 7)	28,359	12,216	8,337	
	Residual Emissions				
	Scope 1 and 2 (market-based)	13,333	16,883	15,485	
	Scope 3 Total (categories 1, 3, 5, 6, and 7)	67,273	44,033	38,216	
	Emissions Balanced for Carbon Neutrality	80,606	60,916	53,701	
Note: Scope 1 breakdowns by GHG type (CO ₂ , CH ₄ and N ₂ O) are found in our CDP disclosure.					
Note: Scope 2 is measured using location- and market-based methods. Location-based emissions reflect total electricity usage and are calculated according to the average emissions intensity of a local power grid. Market-based emissions reflect the organization's energy procurement choices. Stantec's market-based emissions are reduced through the purchase of renewable electricity. In 2024, Stantec purchased 97% renewable electricity.					
Note: In 2024, Stantec moved our emissions calculations from a bespoke system to the use of Watershed software. This change resulted in several methodological changes, which will be detailed in our 2025 CDP disclosure. While Stantec is not restating our 2023 emissions, we did recalculate them using Watershed so that we could provide an unverified version of our 2023 emissions numbers for comparison purposes: scope 1 = 13,828 mtCO ₂ e; scope 2 (location-based) = 19,162 mtCO ₂ e; scope 2 (market-based) = 674 mtCO ₂ e; and scope 3 Total (categories 1, 3, 5, 6, and 7) = 67,438 mtCO ₂ e .					
Note: For Stantec's carbon neutral phase of our journey to net zero (see our Emissions Management Approach), Stantec makes an annual investment outside our value chain equivalent to the quantity of residual emissions (emissions remaining after annual reduction efforts). This balance is accomplished through the purchase of carbon offsets and sustainable aviation fuel, all certified and retired under Stantec's name. In 2024, more than 90% of these were from high value projects. Stantec's 2024 high value carbon offset purchases were from CarbonCure (concrete carbon capture), the Great Bear Temperate Rainforest Project (Indigenous-led ecosystem conservation in Canada), and the Blackfeet Nation Forest Carbon Project (Indigenous led ecosystem conservation in the United States). Sustainable aviation fuel was purchased from Air Canada and Delta Airlines.					

Description	Stantec Statistics				Additional Information
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.		2024	2023	2022	
	SBTs	mtCO ₂ e	mtCO ₂ e	mtCO ₂ e	
	SBT: Scope 1 and Scope 2 (market-based)	13,333	16,883	15,485	
	SBT: Scope 3 (business travel only)	24,340	23,910	22,028	
	Total SBTs	37,673	40,793	37,513	
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.		2024	2023	2022	SR: Emissions Management GRI: 305-5
	Reduction in SBTs	%	%	%	
	SBT: Scope 1 and 2 (market-based)	68	60	63	
	SBT: Scope 3 (business travel only)	20	22	28	
	Note: Stantec’s scope 1 and 2 emission reduction percentages from our 2019 baseline are more than those of our SBT projections 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, and investigate the implications of broader green natural gas use.				
GHG Emissions Intensity Absolute GHG emissions relevant to Stantec’s near-term SBTs normalized (by employee), presented in mtCO ₂ e.		2024	2023	2022	SR: Emissions Management GRI: 305-4
	Emissions Intensity	mtCO ₂ e	mtCO ₂ e	mtCO ₂ e	
	Scope 1 and 2 (market-based) per employee	0.43	0.60	0.58	
	Scope 3 (business travel only) per employee	0.78	0.85	0.82	
Energy Consumption Total energy consumption (fuel and electricity), presented in gigajoules (GJ) and megawatt hours (MWh).	2024	2023	2022	SR: Resource Conservation GRI: 302-1	
	GJ (MWh)	GJ (MWh)	GJ (MWh)		
	431,842 (119,956)	475,225 (132,007)	475,906 (132,196)		
Energy Intensity Total energy consumption (fuel and electricity) normalized (by employee), presented in GJ and MWh.	2024	2023	2022	SR: Resource Conservation GRI: 302-3	
	GJ (MWh)	GJ (MWh)	GJ (MWh)		
	13.87 (3.85)	16.90 (4.70)	17.78 (4.94)		

Description	Stantec Statistics				Additional Information
Renewable Energy Consumption	2024	2023	2022		SR: Resource Conservation GRI: 302-1
Percentage of total energy (fuel and electricity) MWh from renewable sources.	%	%	%		
	50	45	50		
Renewable Electricity Consumption	2024	2023	2022		SR: Resource Conservation GRI: 302-1
Percentage of electricity MWh from renewable sources.	%	%	%		
	97	95	92		
Water Consumption		2024	2023	2022	SR: Resource Conservation GRI: 303-5
Specific to Stantec’s native plant nursery, volume of water used for irrigation, presented in megaliters (ML) and million cubic meters (MCM).	Water Consumption	ML (MCM)	ML (MCM)	ML (MCM)	
	Nursery Water Use	29.53 (0.0295)	31.19 (0.0319)	8.93 (0.0089)	
Waste Generated		2024	2023	2022	SR: Resource Conservation GRI: 306-3
Weight of waste generated, by type, presented in metric tons (mt).	Type of Waste	mt	mt	mt	
	Office Waste	6,196	6,128	6,620	
	Nursery Waste	1,030	1,029	1,029	
	Total	7,226	7,157	7,649	
	Note: Office waste is extrapolated.				
Waste Diverted from and Directed to Landfill		2024	2023	2022	SR: Resource Conservation GRI: 306-4, 306-5
Specific to Stantec’s native plant nursery, weight of waste sent to landfill versus waste diverted from landfill, presented in metric tons (mt).	Nursery Waste	mt	mt	mt	
	Nursery Waste Diverted	54	54	NR	
	Landfill	976	975	NR	
	Total	1,030	1,029	NR	
	Note: NR = Not reported.				

Workforce

Description		Stantec Statistics												Additional Information	
Employee Numbers and Demographics		Total				Female				Male				SR: Workforce Management GRI: 2-7, 2-8	
		2024		2023	2022	2024		2023	2022	2024		2023	2022		
		#	%	%	%	#	%	%	%	#	%	%	%		
Number and percentage of employees by employment contract (permanent and temporary) and type (full time and part time), broken down by region and gender.		Contract, Type, and Region		#	%	%	%	#	%	%	%	#	%	%	%
		Total Company		31,135	100	100	100	11,569	37	37	36	19,566	63	63	64
		Full Time		28,088	90	91	91	10,038	36	35	34	18,050	64	65	66
		Part Time		3,047	10	9	9	1,531	50	53	53	1,516	50	47	47
		Permanent		29,139	94	94	93	10,886	37	37	36	18,253	63	63	64
		Temporary		1,996	6	6	7	683	34	33	34	1,313	66	67	66
		Canada		9,270	30	29	30	3,501	38	38	37	5,769	62	62	63
		United States		12,011	38	41	40	4,652	39	38	38	7,359	61	62	62
		United Kingdom & Ireland		2,743	9	9	9	1,000	36	36	35	1,743	64	64	65
		Continental Europe		1,525	5	2	2	580	38	43	43	945	62	57	57
		Australia & New Zealand		2,812	9	11	12	923	33	32	31	1,889	67	68	69
		India & Philippines		1,357	4	3	2	487	36	33	31	870	64	67	69
Remaining Geographies		1,417	5	5	5	426	30	29	28	991	70	71	72		
Note: The numbers above include all Stantec employees, as well as acquisitions that have not yet been integrated into Stantec’s HRIS. Information on these individuals is collected at the end of the reporting period.															
Note: Stantec additionally works with 970 individuals classified as contracted labor (agency and independent contractors) who are not guaranteed hours. Demographic information on contracted labor is not tracked centrally in our HRIS and therefore omitted from the table above.															
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	Total				Canada				United States				United Kingdom & Ireland				Continental Europe				Australia & New Zealand				India & Philippines				Remaining Geographies			
	2024		2023		2024		2023		2024		2023		2024		2023		2024		2023		2024		2023		2024		2023		2024		2023	
	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	M%
Total Company	37	63	37	63	38	62	38	62	39	61	38	62	36	64	36	64	45	55	43	57	33	67	68	32	36	64	33	67	30	70	29	71
Executives	20	80	19	81	18	82	17	83	22	78	22	78	33	67	33	67	0	100	0	100	0	100	100	0	NA	NA	0	0	0	100	0	100
Senior Managers	22	78	21	79	25	75	27	73	23	77	21	79	17	83	16	84	25	75	25	75	19	81	87	13	67	33	100	0	23	77	11	89
Mid-Level Managers	28	72	27	73	28	72	28	72	29	71	28	72	29	71	29	71	36	64	31	69	22	78	80	20	17	83	17	83	18	82	18	82
Professionals	41	59	40	60	40	60	40	60	44	56	44	56	44	56	42	58	50	50	49	51	40	60	61	39	27	73	22	78	26	74	24	76
Entry-Level	48	52	48	52	49	51	50	50	50	50	51	49	44	56	44	56	45	55	43	57	44	56	58	42	43	57	39	61	45	55	44	56

Note: Due to a change in our regional groupings as introduced in the 2023 report, we are only able to provide numbers for 2023 and 2024.

Note: Percentages exclude individuals whose data in not managed in Stantec's HRIS: contracted labor (agency and independent contractors) as well as new acquisitions that have not yet been integrated.

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

Description	Stantec Statistics									Additional Information	
Percentage of employees by employment category, broken down by age.	Age: Under 30			Age: 30-50			Age: Over 50			SR: Workforce Management and Governance GRI: 405-1	
	2024	2023	2022	2024	2023	2022	2024	2023	2022		
	Employment Category	%	%	%	%	%	%	%	%		
	Total	20	22	21	54	51	53	26	27		26
	Executives	0	0	0	23	23	21	77	77		79
	Senior Management	0	0	0	32	31	36	68	69		64
	Mid-Level Managers	0	1	1	57	55	57	43	44		42
	Professionals	17	20	15	65	61	64	18	19		19
	Entry-Level	58	61	58	33	29	31	9	10		11
Note: Percentages are compiled for full-time and part-time employees, but exclude individuals whose data in not managed in Stantec's HRIS.											
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).	United States						Canada				
	Share of Workforce			Share of Management			Share of Workforce		Share of Management		
	2024	2023	2022	2024	2023	2022	2024	2023	2024	2023	
	Race/Ethnicity	%	%	%	%	%	%	%	%	%	
	Asian/Pacific Islander	9.5	8.6	7.6	7.2	6.5	6.0				
	Black	2.9	2.8	2.5	1.5	1.4	1.5				
	Latino	9.4	9.0	7.8	6.8	6.4	5.5				
	Indigenous	0.3	0.2	0.2	0.3	0.2	0.2				
	Two or More	2.1	1.9	1.7	1.6	1.5	1.4				
	White	65.3	65.5	65.0	73.2	74.4	74.9				
	Choose Not to Answer	10.5	12.0	15.2	9.4	9.6	10.5				
Note: Self-identified minority is a statistic only collected in Canada and the United States.											
Note: In Canada, 2023 was our first reporting year for this data.											
Self-Identified Minority											
Indigenous							1.5	1.4	1.4	1.2	
Not Indigenous							67.5	71.0	77.2	82.3	
Choose Not to Answer							31.0	27.6	21.4	16.5	

Description	Stantec Statistics														Additional Information	
Turnover								Age: Under 30		Age: 30 to 50		Age: Over 50		Self-ID Minority (CA/US Only)		SR: Workforce Management GRI: 401-1
	Turnover	2024	2023	Female 2024	2023	Male 2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	
Rate of voluntary and total turnover.	Total Company	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
	Voluntary Turnover	10	12	10	12	11	12	15	17	10	13	8	9	9	10	
	Total Turnover	13	15	12	14	14	15	19	20	12	15	12	11	12	12	
	Canada															
	Voluntary Turnover	9	10	8	10	10	10	15	14	9	10	7	7	7	8	
	Total Turnover	13	13	11	12	13	13	19	18	12	13	11	10	13	10	
	United States															
	Voluntary Turnover	9	10	9	10	9	10	13	13	8	11	8	7	9	12	
	Total Turnover	11	12	11	12	12	12	15	15	10	12	11	9	12	13	
	United Kingdom & Ireland															
	Voluntary Turnover	12	15	11	15	12	16	15	20	12	15	8	9	NR	NR	
	Total Turnover	13	17	12	17	13	16	17	23	12	16	10	10	NR	NR	
	Continental Europe															
	Voluntary Turnover	18	20	20	21	16	19	29	28	12	16	17	9	NR	NR	
	Total Turnover	23	25	25	28	22	23	39	41	14	17	22	10	NR	NR	
	Australia & New Zealand															
	Voluntary Turnover	17	23	15	22	18	23	23	24	16	23	13	20	NR	NR	
	Total Turnover	22	23	20	23	23	24	28	26	21	24	21	20	NR	NR	
	India & Philippines															
	Voluntary Turnover	9	13	8	14	9	13	11	17	8	11	0	13	NR	NR	
	Total Turnover	9	14	8	14	10	13	11	17	8	11	0	13	NR	NR	
	Remaining Geographies															
	Voluntary Turnover	10	11	9	12	11	11	13	16	11	11	5	7	NR	NR	
	Total Turnover	19	24	15	20	20	25	22	24	19	24	17	25	NR	NR	
Note: NR = Not reported.																
Note: Beginning in 2023, Stantec began using a Trailing Twelve Turnover Methodology, based on industry accepted turnover standards. In 2024, Stantec updated the methodology to calculate average headcount to better account for non-organic growth such as acquisitions.																
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	Stantec Statistics									Additional Information	
New Hires Total percentage of new employee hires, broken down by region and gender.	New Hires / People Who Left	Total			Female			Male		SR: Workforce Management GRI: 401-1	
		2024	2023	2022	2024	2023	2022	2024	2023		2022
		%	%	%	%	%	%	%	%		%
People Who Left Total percentage of people who left, broken down by region and gender.	Total Company										
	New Hires	100	100	100	38	39	37	62	61	63	
	People Who Left	100	100	100	34	35	35	66	65	65	
Canada											
	New Hires	26	24	NR	37	41	NR	63	59	NR	
	People Who Left	28	26	NR	34	37	NR	66	63	NR	
United States											
	New Hires	31	33	NR	39	41	NR	61	59	NR	
	People Who Left	33	32	NR	37	38	NR	63	62	NR	
United Kingdom & Ireland											
	New Hires	13	11	NR	38	40	NR	62	60	NR	
	People Who Left	9	10	NR	35	35	NR	65	65	NR	
Continental Europe											
	New Hires	2	4	NR	55	44	NR	45	56	NR	
	People Who Left	4	4	NR	47	48	NR	53	52	NR	
Australia & New Zealand											
	New Hires	10	12	NR	38	37	NR	62	64	NR	
	People Who Left	17	18	NR	30	31	NR	70	69	NR	
India & Philippines											
	New Hires	9	8	NR	37	41	NR	63	60	NR	
	People Who Left	3	3	NR	32	32	NR	68	68	NR	
Remaining Geographies											
	New Hires	9	8	NR	30	27	NR	70	73	NR	
	People Who Left	6	7	NR	24	24	NR	76	76	NR	

Description	Stantec Statistics								Additional Information		
Average Hours of Training per Year per Employee Average hours of employee training per year, broken down by employment category and gender.	Employment Category	Total			Female			Male		SR: Workforce Management GRI: 404-1	
		2024	2023	2022	2024	2023	2022	2024	2023		2022
		Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours		Hours
	Total Company	30	30	29	29	30	30	31	29		28
	Executives	1	4	2	0	3	1	1	4		3
	Senior Management	7	8	8	7	12	10	6	7		8
	Mid-Level Managers	21	20	20	23	22	22	20	20		19
	Professionals	30	29	27	29	29	27	30	28		27
	Entry Level	47	46	47	37	39	40	55	53		53
Note: Average hours of training shown are relevant to the total number of employees within each specific grouping (employment category and gender).											

Percentage of Employees Receiving Regular Performance and Career Development Reviews Percentage of employees who received career development and performance reviews, broken down by employment category and gender.		Total			Female			Male		SR: Workforce Management GRI: 404-3	
		2024	2023	2022	2024	2023	2022	2024	2023		2022
	Employment Category	%	%	%	%	%	%	%	%		%
	Total Company	90	83	83	91	82	83	89	83		83
	Executives	84	82	81	88	89	81	83	80		81
	Senior Management	85	82	84	89	87	89	83	80		82
	Mid-Level Managers	88	85	84	90	84	84	88	85		83
	Professionals	91	85	84	91	85	82	90	85		80
Entry-Level	92	76	81	93	77	82	91	75	80		
Note: Percentages shown are relevant to the total number of employees within each specific grouping (employment category and gender).											

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	2024													
	Total		Canada		United States		UK		Australia		NZ		India	
	Base + Bonus		Base + Bonus		Base + Bonus		Base + Bonus		Base + Bonus		Base + Bonus		Base + Bonus	
	Base F:M	F:M	Base F:M	F:M	Base F:M	F:M	Base F:M	F:M	Base F:M	F:M	Base F:M	F:M	Base F:M	F:M
	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Total	0.84	0.83	0.83	0.82	0.82	0.82	0.84	0.84	0.80	0.80	0.78	0.77	0.66	0.66
Executives	1.04	1.05	0.85	0.79	1.04	1.04	1.74	2.43	NA	NA	NA	NA	NA	NA
Senior Management	0.95	0.96	0.93	0.94	0.93	0.94	1.03	1.03	0.97	1.04	0.85	0.83	NA	NA
Mid-Level Managers	0.92	0.91	0.90	0.90	0.90	0.89	0.94	0.94	0.91	0.92	0.96	0.96	0.64	0.63
Professionals	0.99	0.99	0.94	0.94	0.96	0.96	0.96	0.96	0.92	0.92	0.88	0.88	0.93	0.93
Entry-Level	1.01	1.00	0.98	0.98	0.96	0.94	1.02	1.02	0.98	0.98	0.98	0.98	0.74	0.74

Employment Category	2023							2022						
	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
	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Total	0.82	0.82	0.80	0.84	0.78	0.80	0.75	0.81	0.81	0.79	0.82	0.75	0.76	NR
Executives	1.09	1.17	0.91	2.13	NA	NA	NA	1.10	1.33	0.87	2.11	NR	NR	NR
Senior Management	0.96	0.96	0.94	1.02	0.99	0.91	1.51	0.93	0.94	0.91	1.03	0.96	0.78	NR
Mid-Level Managers	0.90	0.90	0.89	0.93	0.89	0.97	0.73	0.91	0.91	0.89	0.92	0.89	0.96	NR
Professionals	0.97	0.94	0.95	0.96	0.92	0.89	1.06	0.98	0.94	0.95	0.96	0.91	0.89	NR
Entry-Level	1.03	0.98	0.96	1.02	0.98	0.99	0.83	1.03	0.97	0.96	1.02	0.94	1.01	NR

Note: NR = Not reported, NA = Not applicable

Description	Stantec Statistics						Additional Information	
Annual Base Compensation Ratio and Increase Ratios for annual base compensation and percentage increase for our highest-paid employee to the median, broken down by countries of significant operations.	Annual Base Compensation Ratio: Highest to Median			Percentage Increase in Annual Base Compensation Ratio: Highest to Median			GRI: 2-21	
		2024	2023	2022	2024	2023		2022
	Country	Ratio	Ratio	Ratio	%	%		%
	Total Company	15.4	13.9	13.1	-14.6	1.5		5.3
	Canada	17.4	16.3	14.7	3.1	2.5		5.5
	United States	5.0	6.2	5.5	-5.9	2.7		8.2
	United Kingdom	8.9	8.2	7.6	3.6	3.3		5.1
	Australia	4.1	4.1	3.7	-0.3	1.9		13.3
	New Zealand	2.9	2.8	3.1	2.2	0.1		0.6
	India	17.0	12.1	NR	9.0	NR		NR
Annual Total Compensation Ratio and Increase Ratios for annual total compensation and percentage increase for our highest-paid employee to the median, broken down by countries of significant operations.	Annual Total Compensation Ratio: Highest to Median			Percentage Increase in Annual Total Compensation Ratio: Highest to Median				
		2024	2023	2022	2024	2023		2022
	Country	Ratio	Ratio	Ratio	%	%		%
	Total Company	41.3	35.7	31.3	20.3	2.2		12.8
	Canada	47.0	42.2	35.4	4.7	3.6		13.9
	United States	9.5	11.7	9.8	3.3	2.8		4.2
	United Kingdom	17.6	15.2	15.0	2.6	1.1		0.9
	Australia	5.0	4.8	4.6	3.3	1.8		0.7
	New Zealand	3.5	3.3	3.9	1.6	0.5		0.5
	India	17.0	15.7	NR	4.7	NR		NR
Note: NR = Not reported.								
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. For the ratio calculation, salaries are in local currency except for Total Company where salaries are converted to CAD to normalize for currency variance. 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, 2024. Reported bonuses are for 2023 calendar year, paid in 2024. Total compensation is based on salary at the end of 2024 and 2023 bonus, paid in 2024.								
Note: Total compensation includes base salary and annual bonus but does not include long-term incentives.								

Description	Stantec Statistics				Additional Information
Work-Related Injuries					SR: Health, Safety, and Security GRI: 403-9 SASB: IF-EN-320a.1
Numbers and rates of recordable and lost time work-related injuries, as well as near miss (close call) incidents.	Work-Related Injuries		2024	2023	
	Total number of recordable injuries	#	98	102	
	Total recordable incident rate (TRIR)	Rate	0.40	0.44	
	Total number of lost time cases	#	26	19	
	Lost time incident rate (LTIR)	Rate	0.11	0.08	
	Near miss (close call) incidents	#	1,163	1,093	
	Fatalities	#	0	1	
	Hours worked	Hours	49,377,900	46,246,635	41,483,053
Note: Incident reports are submitted to the health and safety database (Pro-Sapien) 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:					
<ul style="list-style-type: none">▪ 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.<ul style="list-style-type: none">▪ TRIR = (recordable injuries x 200,000) ÷ hours worked.▪ LTIR = (lost time cases x 200,000) ÷ hours worked.					
Note: In addition to the lagging indicators tracked above, Stantec also tracks a leading indicator safety index (LISI). This is a Stantec defined index composed of leading indicators that measures proactive and preventive activities. Leading indicators are intended to positively impact the safety culture of the organization, by promoting a proactive approach to health and safety.					

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 2024 Sustainability Report and **Appendix A. Data Workbook**.

Stantec is reporting in accordance with the GRI Standards (GRI 1: Foundation 2021) for the period from January 01, 2024, to December 31, 2024.

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 the Sustainability Report (SR) narrative and numbers as presented in **Appendix A. Data Workbook**.
- Cross-references public documents that contain relevant data, including our Annual Report (AR), Management Information Circular (MIC), Annual Information Form (AIF), and CDP Climate Change Questionnaire (CDP). These documents can be found on our website (stantec.com) under Investors > Financial Reports & Filings and About > Corporate Sustainability.
- Cross-references Management Approaches (MA) written specifically for each of our material topics. These documents can be found on our website under About > Corporate Sustainability > ESG 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 Operate 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 2024.	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 2024 Sustainability Report (covering January 1, 2024, through December 31, 2024) was published on April 17, 2025. Stantec's Annual Report (covering the same reporting period) was published on February 25, 2025. Please direct questions to sustainability@stantec.com.	SR: About This Report AR: Page M-1
2-4	Restatements of information	GRI 302-1: Stantec is restating the percentage of renewable electricity consumption in 2023 from 96% to 95%. The reason for this change is because a few green tariff certificates were not received as anticipated. GRI 303-5: Stantec is restating the water consumption (MCM) in 2023 from 0.0300 to 0.0319. The reason for this change is to provide the more accurate figure, which was rounded incorrectly in the 2023 reporting year.	
2-5	External assurance	This report is written by Stantec’s Corporate Sustainability team with information provided by contributors around the Company. The Board Sustainability and Safety Committee, C-Suite, and Executive ESG Committee have reviewed and approved the information included in this Sustainability Report. Stantec seeks external assurance on elements of this Sustainability Report. Our GHG 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 Company-wide, global emissions were verified to the limited level of assurance with an additional Australia operation-only verification to a limited level of assurance and a United Kingdom operation-only verification to a reasonable level of assurance for scopes 1 and 2 and limited level of assurance for scope 3. Apex Companies also provided limited assurance of these appendixes (including Appendix A. Data Workbook, Appendix B. GRI Content Index, and Appendix C. SASB Standards Index) to determine whether they were prepared in accordance with the requirements of the GRI Sustainability Reporting Standards and SASB Engineering & Construction Reporting Requirements. They performed their work in accordance with Apex’s standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board.	SR: About This Report Stantec.com: About > Corporate Sustainability > Verification Documents
2-6	Activities, value chain, and other business relationships	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. Stantec is a professional services firm comprised of designers, engineers, scientists, project managers, and strategic advisors. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible. Stantec has a native plant nursery that sells a physical product (seeds and plants). The nursery represents <1% of our global business. In 2024, significant Stantec organizational changes included the acquisition of three companies: Hydrock, Morrison Hershfield, and Zetcon. Stantec’s value chain is illustrated in the materiality section of this report. 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. 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. 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 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.	SR: Value Chain AR: Page M-4 AIF: Pages 6 to 14

GRI Standards and Disclosures		Stantec Direct Answers, Reasons for Omission (if applicable)	Additional Information
2-7	Employee numbers	Numbers are presented in Appendix A. Data Workbook.	SR: Where We Operate Appendix A: Workforce > Employee Numbers and Demographics
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 970 contracted labor (agency and independent contractors) resources. 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 Operate Appendix A: Workforce > Employee Numbers and Demographics
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.	SR: Who We Are and Sustainability Program > Governance MIC: Pages 30 to 43 AIF: Pages 12, 18 to 19 Stantec.com: About > Corporate Governance
2-10	Nomination and selection of the highest governance body	The nomination and selection of our Board is guided by Canadian legislation and Stantec’s Diversity Policy.	MIC: Pages 12, 14 to 22, 31 to 33 Stantec.com: About > Corporate Governance
2-11	Chair of the highest governance body in overseeing the management of impacts	The chair of Stantec’s Board is Douglas Ammerman, an independent Board member. Though not an official Sustainability and Safety Committee member, Mr. Ammerman attends every committee meeting to demonstrate his support.	MIC: Pages 14 to 15, 42 to 43 Stantec.com: About > Corporate Governance
2-12	Role of the highest governance body in overseeing the management of impacts	The chair of the Board Sustainability and Safety Committee is Martin à Porta, an independent Board member (the previous chair, Don Lowry, retired on January 31, 2025). Stantec’s senior 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 interested parties. Such consultation on ESG topics is delegated to the senior 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 corporate services officer (who is also an Executive ESG Committee member). Results and impacts (potential and actual) are informally shared with the Board Sustainability and Safety Committee by the chief corporate services officer on an as-needed basis and formally shared on a quarterly basis. Discussions take place quarterly in board Sustainability and Safety Committee meetings.	SR: Governance AR: Page M-31 MIC: Pages 42 to 43 CDP: Question C7
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 senior vice president of Corporate Sustainability and includes membership of more than half of Stantec’s C-Suite members: (chief financial officer [chair], chief operations officers-Global and North America; chief corporate services officer; chief human resources officer). Additional Committee members include the senior vice presidents of Corporate Sustainability and Risk Management, vice president of Treasury, and regional leader of Continental Europe operations. Day-to-day sustainability responsibility sits with the Corporate Sustainability team, led by the senior 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 C7
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 Sustainability Program > 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 35 to 38 AIF: Page 23
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 2024, there were no critical ESG concerns 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 77% are highly experienced in environmental and social topics with 23% having general experience. The senior 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 33
2-18	Evaluation of the performance of the highest governance body	The Executive ESG Committee provides direct input and analysis of Stantec’s ESG performance to the Board Sustainability and Safety Committee, including our performance compared to our peers and to previous years. 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 48 to 49
2-20	Process to determine remuneration	Remuneration is covered in Stantec’s MIC.	MIC: Pages 50 to 68
2-21	Annual total comp. ratio: highest to median	Numbers are presented in Appendix A. 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 Sustainable Development Goals section of this report is dedicated to describing our commitment to the SDGs and the actions that support them.	SR: CEO and Board Message AR: Pages 3, 8, 9, M-3, M-12 to M-13, M-37 to M-38, and M-41

GRI Standards and Disclosures		Stantec Direct Answers, Reasons for Omission (if applicable)	Additional Information
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; Quality 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; and the 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.	Stantec.com: About > Corporate Governance > Policies
2-24	Embedding policy commitments	Stantec extends the aforementioned policy commitments across different levels of the organization through regular communications and through a formal Integrated Management System comprised of relevant ISO-certified management systems, including Quality Management (ISO 9001:2015), Environmental Management (ISO 14001:2015), Occupational Health and Safety Management (ISO 45001:2018), IT Service Management (ISO 20000-1:2018), and IT Security Management (ISO 27001:2022). 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 quarterly and reported to our Board. Serious complaints are reported immediately to the chair of the Board-level Audit and Risk Committee.</p> <p>Note: Stantec’s Integrity Hotline is managed by the NAVEX whistleblowing and incident management software, which is considered best practice for grievance mechanism management. Interested parties are not specifically involved in the design, review, operation, and improvement of these mechanisms as the provider is a third party. Input from interested parties is welcome through the hotline.</p>	SR: Ethics and Compliance MA: Ethics and Compliance
2-26	Mechanisms for seeking advice and raising concerns	To seek advice for implementing Stantec policies and practices or to raise concerns about Stantec’s business conduct, employees are encouraged to speak with their line manager, Human Resources, or Risk Management. Members of our upstream (Suppliers and Partners) and downstream (Clients and Communities) value chain nodes should contact our Risk Management team via integrity@stantec.com regarding any questions related to Stantec policies and practices. If concerns are not addressed or the individual feels uncomfortable with the interaction, they can contact the Integrity Hotline as described above.	SR: Ethics and Compliance GRI: 2-25 MIC: Page 30
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, 2024, through December 31, 2024). We determine whether information is deemed material based on whether we believe that a reasonable investor’s decision to buy, sell, or hold securities in our Company would likely be influenced or changed if the information was omitted, obscured, or misstated.	AR: Page M-31 to M-32 AIF: Page 23
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 Inequality and Social-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 interested parties to gain insight on ESG priorities, requirements, frameworks, and best practices to inform our sustainability focus and our business strategy. The categories listed below include the wide net of interested parties across our value chain that we interact with while doing business and delivering projects.										
		<table><tr><th>Upstream</th><th>Stantec Operations</th><th>Downstream</th></tr><tr><td>Investors Meetings and calls with Investor Relations, Corporate Sustainability, and Finance teams Investor disclosure requests Earnings conference calls Annual General Meetings Investor conference presentations Industry research and publications Informal discussions at industry and professional association events</td><td>Employees Employee engagement surveys Career development and performance reviews Health, safety, and security reviews and opportunity submissions Employee resource groups Developing professionals group Inclusivity councils Integrity Hotline (third party) Employee materiality survey Focus groups One-on-one meetings Post-acquisition surveys Comments on Company intranet stories Viva Engage (internal social media) postings Employee exit surveys</td><td>Clients Regular meetings with account managers Meetings and calls with account and project managers and senior leaders Client satisfaction/relationship surveys Statements of qualifications and requests for proposals Debriefs and bidder conferences for proposed projects Brown-bag get-togethers to share lessons learned and best practices Informal discussions at industry and professional association events Joint participation on technical committees Technical webinars</td></tr><tr><td>Subconsultants, Subcontractors, and Partners Prequalification and outreach Joint project work Meetings with project managers and senior leaders</td><td></td><td>Communities Locally driven engagement initiatives (varies by region and locale) Project public meetings Interactions during project work</td></tr><tr><td>Suppliers Contract negotiations Quarterly business reviews Meetings with Procurement team</td><td></td><td>Industry Thought Leadership Informal discussions at industry and professional association events Joint participation with clients and communities on technical committees Participation and support for educational sessions (e.g., webinars)</td></tr></table>	Upstream	Stantec Operations	Downstream	Investors Meetings and calls with Investor Relations, Corporate Sustainability, and Finance teams Investor disclosure requests Earnings conference calls Annual General Meetings Investor conference presentations Industry research and publications Informal discussions at industry and professional association events	Employees Employee engagement surveys Career development and performance reviews Health, safety, and security reviews and opportunity submissions Employee resource groups Developing professionals group Inclusivity councils Integrity Hotline (third party) Employee materiality survey Focus groups One-on-one meetings Post-acquisition surveys Comments on Company intranet stories Viva Engage (internal social media) postings Employee exit surveys	Clients Regular meetings with account managers Meetings and calls with account and project managers and senior leaders Client satisfaction/relationship surveys Statements of qualifications and requests for proposals Debriefs and bidder conferences for proposed projects Brown-bag get-togethers to share lessons learned and best practices Informal discussions at industry and professional association events Joint participation on technical committees Technical webinars	Subconsultants, Subcontractors, and Partners Prequalification and outreach Joint project work Meetings with project managers and senior leaders		Communities Locally driven engagement initiatives (varies by region and locale) Project public meetings Interactions during project work	Suppliers Contract negotiations Quarterly business reviews Meetings with Procurement team
Upstream	Stantec Operations	Downstream										
Investors Meetings and calls with Investor Relations, Corporate Sustainability, and Finance teams Investor disclosure requests Earnings conference calls Annual General Meetings Investor conference presentations Industry research and publications Informal discussions at industry and professional association events	Employees Employee engagement surveys Career development and performance reviews Health, safety, and security reviews and opportunity submissions Employee resource groups Developing professionals group Inclusivity councils Integrity Hotline (third party) Employee materiality survey Focus groups One-on-one meetings Post-acquisition surveys Comments on Company intranet stories Viva Engage (internal social media) postings Employee exit surveys	Clients Regular meetings with account managers Meetings and calls with account and project managers and senior leaders Client satisfaction/relationship surveys Statements of qualifications and requests for proposals Debriefs and bidder conferences for proposed projects Brown-bag get-togethers to share lessons learned and best practices Informal discussions at industry and professional association events Joint participation on technical committees Technical webinars										
Subconsultants, Subcontractors, and Partners Prequalification and outreach Joint project work Meetings with project managers and senior leaders		Communities Locally driven engagement initiatives (varies by region and locale) Project public meetings Interactions during project work										
Suppliers Contract negotiations Quarterly business reviews Meetings with Procurement team		Industry Thought Leadership Informal discussions at industry and professional association events Joint participation with clients and communities on technical committees Participation and support for educational sessions (e.g., webinars)										
		Specific to input from interested parties on Stantec’s sustainability program, our Executive ESG Committee identified the highest priority interested parties by conducting a pairwise evaluation—a process of comparing entities in pairs to judge which of each entity is given greater weight. The interested parties 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 interested parties 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 interested parties 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 engagement with interested parties 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.										
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 4.5% of Stantec’s worldwide employees participate in 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 field staff) and California, United States (specific land surveying field work) apply only to the unionized employees.			GRI: 407-1							

GRI Standards and Disclosures		Stantec Direct Answers, Reasons for Omission (if applicable)	Additional Information
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 the priorities of our business and interested parties.</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 sustainability advisors), Stantec management (Executive ESG Committee, C-Suite, Board Sustainability and Safety Committee), and primary interested parties (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 interested parties2) Identified our actual and potential impacts (positive and negative) on the economy, environment, and people across our services and value chain3) Assessed the significance of the impacts through desktop evaluation, interested parties surveys, and workshops4) Utilized a scoring mechanism to prioritize the most significant topics for reporting (under the categories of priority, managed, monitored topics) <p>This Index, the report narrative, and associated management approaches 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>	<p>SR: Materiality MA: ESG Materiality</p>
3-2	List of material topics	<p>Stantec’s list of prioritized material topics is included on the following two pages along with a reference to the associated GRI categories.</p> <p>Note: The material topic relating to GRI 405 and 406 is now referenced as Inclusivity and Fairness.</p>	<p>SR: Materiality MA: ESG Materiality</p>
3-3	Description of management of material topics	<p>Management approaches have been written to provide an overview of how Stantec manages the identified topics. These are noted in the “Additional Information” column of the associated GRI sections with the “MA:” reference. Management approaches are also available within the narrative of this report in the “Stantec's Approach” call out box of each report section. A full list of management approaches is available on Stantec.com/sustainability. These management approaches provide information on associated policies, commitments, goals, targets, and accountability. A list of accountability actions are tracked and disclosed in the Accountability section of this report. In the subsequent sections of this GRI Content Index, each GRI topic references the associated value chain node (Suppliers and Partners, Operations, Clients and Communities) and associated priority grouping (Priority, Managed, Monitored).</p>	<p>SR: Materiality MA: ESG Materiality Stantec.com: About > Corporate Sustainability > Management Approaches</p>

ESG Categories and Material Topics	List of Material Topics		
	Upstream: Suppliers and Partners	Operations: Stantec	Downstream: Clients and Communities
Environmental	Stantec supplier programs that encourage environmentally responsible procurement	Stantec programs to evaluate, manage, and minimize the environmental impacts of our	Stantec’s ability to impact client decisions that maximize the positive and minimize the negative environmental
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	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 inclusivity and fairness	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
Inclusivity and Fairness (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: Inclusivity and fairness 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 inclusivity and fairness	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)	AR: Full Document
		Like any business, positive economic performance is essential and of high interest to interested parties. We measure our economic performance through purpose driven growth. Sustainability is embedded into our strategy, and we see it as a vital element of our success. Stantec has remained profitable every year since our founding in 1954. Our economic performance is covered in depth in our Annual Report.	
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 service firm 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 included in our CDP disclosure. 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-31 to M-32, and M-37 to M-38 CDP: Question C3
201-3	Defined benefit plan obligations and other retirement plans	Covered in Stantec’s Annual Report.	
201-4	Financial assistance received from government	Stantec did not receive governmental financial assistance in 2024.	AR: Pages F-6, F-8, F-36 to F-39, F-47 to F-50, M-20 to M-21, and M-40
GRI 202: Market Presence (2016 version)			
	Topic management disclosures	Not material (for an explanation of why, see GRI 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. Specific numbers for this datapoint are not centrally tracked for employees nor contracted labor and are therefore omitted.	
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 GRI 203-1, 203-2)	
203-1	Infrastructure investments and services supported	As a professional services firm, 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 2024, Stantec donated more than \$10.8 million to organizations around the globe and supported more than 2,000 partner organizations. In our eleventh annual Company-sponsored volunteer event, Stantec in the Community Week, employees volunteered to support more than 440 organizations. With team members around the world supporting projects under Stantec’s flexible workplace strategy, Stantec’s indirect economic impact is distributed. As an example of a positive impact, 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). As an example of a negative impact, we have an ambitious acquisition strategy that provides global work opportunities for acquired firms, but this also means overlapping work positions are sometimes made redundant. Beyond the revenue, payroll, and benefit figures reported in the Annual Report, we do not track this dispersed economic impact, neither positive nor negative.	SR: Community Engagement MA: 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	Procurement (Value Chain Nodes—Suppliers and Partners: Managed Topic, Operations: Managed Topic)	SR: Procurement MA: Procurement Stantec.com: About > Governance > Partner Code of Business Conduct
		Stantec procurement spending supports office, laboratory, and field activities. As a professional services firm, we specify and design to, but do not directly procure the materials used in construction of our designed projects.	
		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.	
		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.	
		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.	
204-1	Proportion of spending on local suppliers	Stantec is in the process of implementing 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	Ethics and Compliance (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic)	SR: Ethics and Compliance GRI: 2-25 MA: Ethics and Compliance
		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.	
		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.	
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 207: Tax (2019 version)			
	Topic management disclosures	Covered under Financial Health (see GRI 201)	
207-1	Approach to tax	Stantec places primary importance on paying the correct amount of tax under all relevant laws and regulations and fully complies with regulatory obligations. In line with our core business value “we do what is right,” Stantec maintains a conservative approach to tax. We do not undertake aggressive tax planning strategies, we strive to act in a manner that upholds our reputation as a responsible corporate citizen, and we operate with integrity and transparency. The executive vice president and chief financial officer has oversight of the tax strategy.	
207-2	Tax governance, control, and risk management	Day to day management of global tax affairs and strategies resides with the global tax teams located in Canada, the United States, the United Kingdom, and Australia, which are overseen by the global vice president of tax (in Canada). The global tax team provides tax oversight for each country Stantec operates in and is responsible for tax compliance, tax planning, project bid reviews, and managing relationships with tax authorities. The global tax team therefore aims to be involved in all stages of material and tax sensitive transactions from scoping through to post implementation reviews. Concerns of any nature can be confidentially and anonymously reported by employees or third parties using our Company’s Integrity Hotline (www.stantec.ethicspoint.com). All financial third-party assurance is covered in our Annual Report.	AR: F-2 and F-3 to F-5
207-3	Stakeholder engagement and management of concerns related to tax	Stantec maintains an open, honest, and timely dialogue with tax authorities. Where relevant, Stantec will conduct meetings with tax authorities to communicate developments in Stantec’s business and to address tax risks. Stantec acknowledges and understands the responsibility and obligation that it has as a large group of companies to work alongside tax authorities and other regulatory bodies to ensure that our tax affairs are correct, appropriate, and transparent. Stantec deems our tax policy to be confidential and thus does not make this publicly available.	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
207-4	Country-by-country reporting	Stantec files annual country-by-country reporting with the required government agencies. Please refer to the 2024 Annual Report for our overall tax disclosures (see AR page references under Additional Information). For a full list of Stantec’s countries of operation, please see the cover page of Appendix A. Data Workbook. Detailed country-by-country taxes are not disclosed as they are deemed confidential.	Appendix A: Cover Page AR: M-5, M-8, M-10, M-13 to M-15, M-43 to M-45, F-7, and F-46 to F-50
GRI 301: Materials (2016 version)			
	Topic management disclosures	<p>Materials Specifications (Value Chain Nodes—Operations: Monitored Topic, Clients and Communities: Managed Topic)</p> <p>Stantec is a professional services firm, so, our “products” are intellectual property. To perform our work, we purchase products such as office supplies, furniture, and computers. We have programs in place to purchase environmentally and socially responsible products whenever possible. While electronic delivery of our proposals, reports, and drawings is our standard, we do sometimes have to print. Therefore, we track paper use, reduce overall paper use, and purchase environmentally friendly paper.</p> <p>Stantec owns a native plant nursery in the midwestern United States that sells seeds and plants, key elements of ecosystem restoration. As the only physical product Stantec is involved with, this represents fertilizer, packaging (seed packets, planting pots), and plant waste materials. When sourcing materials, we focus on supporting organic and compostable products.</p> <p>For our clients, as a design and planning firm, we are not directly responsible for procurement of materials or the physical construction of the designed systems, buildings, or infrastructure. We recognize that our designs have an influence on materials and waste, but we cannot control the products purchased during construction or at the end of life of the structure. To leverage our influence, Stantec has numerous subject matter groups who take actions within their scope to specify healthy and low-carbon materials. For example, in North America, our Buildings business unit progressed our involvement with the Structural Engineers 2050 (SE2050) Challenge, a program aimed at reducing the embodied carbon of structural systems, by committing to annually disclose embodied carbon analyses of our structural designs. We also continued our support for the AIA Materials Pledge, a program to promote the use of materials that support human, climate, ecosystem, and social health by using a Stantec-developed BIM schedule enabling the specification of interior materials with third-party validation of their environmental and/or health-related impacts.</p>	SR: Resource Conservation MA: Resource Conservation
301-1	Materials used by weight or volume	Stantec does not track material use in our operations, nor what is specified for use in client projects.	
301-2	Recycled input materials used	<p>Stantec does not calculate the percentage of recycled inputs used because Stantec is a professional services firm 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 focus on virtual document management but do sometimes use office paper during our design process. Stantec has a centralized print management system in our primary geographies that mandates the use of recycled paper. Additionally, our global ISO 14001-certified Environmental Management System requires the use of recycled paper. While we do collect paper purchase details for use in the calculation of our scope 3 purchased goods and services (category 1), 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 the client or 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>	SR: Resource Conservation MA: Resource Conservation Stantec.com: Expertise > Energy
302-1	Energy consumption within the organization	<p>Numbers are presented in Appendix A. 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. Energy use breakdown, including total electricity, heating, cooling, and steam consumption, are also outlined in our CDP disclosure.</p>	Appendix A: Emissions and Energy > Energy Consumption CDP: Question C7 MA: Emissions Management
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

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
302-3	Energy intensity	Numbers are presented in Appendix A. Data Workbook.	Appendix A: Emissions and Energy > Energy Intensity
302-4	Reduction of energy consumption	Stantec tracks reductions in emissions, not energy use, as we find this to be a more effective measure of progress. Our energy use reduction strategy is to convert away from fossil fuel sources towards renewable energy. This is tracked as the percentage of renewable electricity as disclosed under Appendix A. Data Workbook.	Appendix A: Emissions and Energy > Renewable Energy Consumption and Renewable Electricity Consumption SR: Emissions Management and Resource Conservation CDP: Question C7
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 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 MA: Resource Conservation Stantec.com: Expertise > Water
		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.	
		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 18% of our revenue) also regularly addresses water use, pollution, and clean up in their project work, and our Buildings business operating unit (representing 22% of our revenue) consults on water-efficient appliances, HVAC systems and industrial processes.	
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 interested parties 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 basis 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.	Appendix A: Environmental > Water Consumption
		Our native plant nursery withdraws groundwater for irrigation needs, but we do not centrally track this data.	
		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.	Appendix A: Environmental > Water Consumption
		Our native plant nursery discharges water as part of irrigation, but we do not centrally track this data.	
		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. 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 6,000 specialist working across sectors on NbS projects. 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 MA: Environmental Protection 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 GRI 304-1, Stantec is a professional services firm 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 50,000 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. Globally, we have over 1,000 ecosystem restoration experts working on NbS projects and, in the United States alone, we have restored over 70,000 acres (28,328 hectares) of land, including 2,000 miles (3,219 kilometers) of stream and river restoration and over 500 miles (805 kilometers) of coastal restoration.</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 GRI 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 GHG 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 and 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 MA: Emissions Management Stantec.com: Expertise > Climate Solutions</p>
305-1 305-2 305-3	GHG emissions: direct (scope 1), energy indirect (scope 2), and other indirect (scope 3)	<p>Numbers are presented in Appendix A. Data Workbook. Information on the standards, methodologies and conversion factors that were utilized for the calculations can be found in our management approach and CDP disclosure.</p> <p>Stantec does not combust biofuels and therefore biogenic emissions information is omitted.</p> <p>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>	Appendix A: Emissions and Energy > GHG Emissions MA: Emissions Management CDP: Question C7
305-4	GHG emissions intensity	Numbers are presented in Appendix A. Data Workbook.	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
305-5	Reduction of GHG emissions	<p>Numbers are presented in Appendix A. Data Workbook.</p> <p>Stantec's emissions reduction program is aligned with our validated near-term SBTs (combined scopes 1 and 2; scope 3 business travel). All emissions reduction reporting matches associated requirements.</p>	Appendix A: Emissions and Energy > Reduction of GHG Emissions
305-6	Emissions of ozone-depleting substances (ODS)	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 GHGs are measured.	
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	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.	
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>	SR: Resource Conservation MA: Resource Conservation Stantec.com: Expertise > Water > Markets > Solid Waste Management
306-1	Waste generation and significant waste-related impacts	<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	Management of significant waste-related impacts	<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	Waste generated	<p>Numbers are presented in Appendix A. 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 on site, but composting volumes are not tracked.</p> <p>For the reasons noted in GRI 306-1, 306-2, and 306-4, we do not track waste related to the projects we design.</p>	Appendix A: Environmental > Waste Generated
306-4	Waste diverted from disposal	<p>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.</p> <p>For Stantec's native plant nursery, numbers related to waste diverted from disposal are presented in Appendix A. Data Workbook. Stantec's native plant nursery also generates organic waste composted on site, but volumes are not tracked.</p> <p>For our clients, at any point in time Stantec has approximately 50,000 active projects, each with a unique scope of services and project approach. We have not yet identified a method to centrally track waste related to our project work. There are times, on a case-by-case basis and on a client's behalf, that we track construction material diversion where required by a third-party certification, such as the USGBC LEED suite of certifications, or the ISI Envision certification. In these instances, based on the project specifications designed by Stantec, we work closely with the general contractor who is responsible for the final tracking and material volume and cost calculations through the construction administration phase.</p>	Appendix A: Environmental > Waste Generated

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
306-5	Waste directed to disposal	<p>Numbers are presented in Appendix A. Data Workbook.</p> <p>For our operations and labs, we have extrapolated office waste directed to disposal using a per person industry estimation figure. Native plant nursery waste to disposal, which is made up of organic materials, is tracked through activity data.</p> <p>For the reasons noted in GRI 306-1 and 306-2, we do not track waste related to our project work.</p>	Appendix A: Environmental > Waste Generated
GRI 308: Supplier Environmental Assessments (2016 version)			
308-1	Topic management disclosures New suppliers that were screened using environmental criteria	<p>Covered under Procurement (see GRI 204)</p> <p>In our Partner Code of Business Conduct, we state our environmental criteria performance expectations, but Stantec does not yet assess our suppliers on social criteria. We are in the process of implementing a procurement management tool that will help us track details related to our supply chain and anticipate being able to provide this data in future years.</p>	
308-2	Negative environmental impacts in the supply chain and actions taken	None yet identified.	
GRI 401: Employment (2016 version)			
	Topic management disclosures	<p>Workforce Management (Value Chain Node—Operations: Priority Topic)</p> <p>Stantec provides a significant social contribution by giving our people great work opportunities, opening the door for graduates and apprentices, and providing our people with development and growth through training programs, coaching, and mentorships. Our success is measured through our ability to recruit high-quality candidates to meet hiring needs, by keeping our voluntary employee turnover low, and by monitoring employee engagement scores, internal feedback, and external ratings. The external recognition we have received over the years further validates the strength of our people-centered approaches.</p>	SR: Workforce Management MA: Workforce Management
401-1	New employee hires and employee turnover	Numbers are presented in Appendix A. 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	Stantec provides parental leave in accordance with the local laws and regulations of the countries we operate. Information on parental leave is not centrally tracked and is therefore omitted.	
GRI 402: Labor/Management Relations (2016 version)			
	Topic management disclosure	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 403: Occupational Health and Safety (2018 version)			
	Topic management disclosures	<p>Health, Safety, and Security (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic)</p> <p>Nothing is more important than the health, safety, security, and well-being of the employees, contractors, clients, visitors, and communities the Company serves. Healthy, safe, and productive employees are vital to our sustained success. All programs and records discussed in this report apply to Stantec employees worldwide.</p> <p>Subcontractors are assessed for their health and safety programs through our Subcontractor Management System, which includes safety statistics, insurance, compensation coverage, program verification, and more. Subcontractors are expected to manage and communicate any incidents and share any lessons learned through investigation and reporting but are not included in Stantec Appendix A. Data Workbook. Our strong health and safety performance provides evidence of the effectiveness of our SaferTogether culture and Integrated Management System, with documented lessons learned and findings from audits and inspections informing ongoing improvements.</p> <p>For the services we provide clients, we make extensive efforts to design projects that are safe for the end user. During field work, we protect the health and safety of our employees, subcontractors, and subconsultants when they are on site and the communities that have physical access to the site. Before starting any field work, we prepare a Risk Management Strategy to address potential health and safety impacts. We document and monitor these impacts throughout the life span of the project. Compliance is audited via a rigorous internal and external audit process.</p> <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>	SR: Health, Safety, and Security MA: Health, Safety, and Security Stantec.com: Expertise > Environment > Services > Environmental, Health, and Safety Compliance
403-1	Occupational health and safety management system	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 Occupational Health and Safety 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 US Federal OSHA in the United States and various regulatory agencies depending on country or region of operation.	SR: Health, Safety, and Security and Integrated Management System

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
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	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.	
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	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. Stantec's health and safety training programs are designed for employee use. While sometimes shared with contracted labor and subcontractors, details on their participation are not centrally tracked.	
403-6	Promotion of worker health	Non-occupational medical and health care services are provided as a part of Stantec employment benefits. Additionally, a focus is put on protecting mental health and promoting physical health. All personal health information is kept confidential according to local legal requirements.	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Stantec’s approach to preventing and mitigating significant negative occupational health and safety impacts related to our operations and services is covered in our Health, Safety, and Security Management Approach.	MA: Health, Safety, and Security
403-8	Workers covered by an occupational health and safety management system	As previously mentioned, Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001-certified Occupational Health and Safety Management System (part of our Integrated Management System).	
403-9	Work-related injuries	<p>For Stantec employees, numbers are presented in Appendix A. 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 Management System.</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
403-10	Work-related ill health	The work-related hazards that pose a risk of ill health are included in Stantec’s top 12 critical risks provided in 403-9. Work related recordable incidents are included in Appendix A. Data Workbook.	Appendix A: Health and Safety > Work-Related Injuries
GRI 404: Training and Education (2016 version)			
	Topic management disclosures	Covered under Workforce Management (see GRI 401)	
404-1	Average hours of training per year per employee	Numbers are presented in Appendix A. Data Workbook.	Appendix A: Workforce > Average Hours of Training
404-2	Programs for upgrading employee skills and transition assistance programs	Supporting our people in learning and in growing their careers enables Stantec’s success. We cultivate our world-class experts, supporting their development as respected thought leaders. We fortify our talent pool through learning opportunities, providing the information, tools, and other resources employees need to thrive. Our global career framework enables growth and learning against personal and organizational goals. Stantec provides a variety of learning opportunities based on three E’s: experience, exposure, and education. Stantec measures learning outcomes using the Kirkpatrick Evaluation Model® and by monitoring employee engagement scores. During exit interviews, we provide information to employees about the portability of benefits. Transition assistance training is available when required.	SR: Workforce Management
404-3	Percentage of employees receiving regular performance and career development reviews	Numbers are presented in Appendix A. Data Workbook.	Appendix A: Workforce > Percentage of Employees Receiving Regular Performance and Career Development Reviews
GRI 405: Diversity and Equal Opportunity and GRI 406: Non-Discrimination (2016 version)			
	Topic management disclosures	Inclusivity and Fairness (Value Chain Nodes—Suppliers and Partners: Managed Topic, Operations: Priority Topic, Clients and Communities: Priority Topic)	SR: Inclusivity and Fairness MA: Inclusivity and Fairness
		We recognize that inclusivity and fairness facilitates innovation, increases employee engagement, connects us with clients, and creates opportunities. Our program is driven by a dedicated team with guidance from regionally based councils. We monitor progress on objectives within our inclusivity strategy through employee feedback provided to our councils, employee resource groups, and through the results of relevant 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 fairness criteria. We try to advise our clients to incorporate social value criteria into our designs. For example, Stantec’s SocioEconomic-Equity	
405-1	Diversity of governance bodies and employees	Stantec has nine Board members. Four (44%) are women, five (66%) are men, three (33%) identify as minority group members, and all are over 50 years old. Stantec has ten C-Suite members. Four (40%) are women, six (60%) are men, one (10%) identifies as a minority group member, two (20%) are in the 30 to 50 age group, and eight (80%) are over 50 years old. Stantec has nine Executive ESG Committee members. Six (67%) are women, three (33%) are men, one (11%) identifies as a minority group member, one (11%) is in the 30 to 50 age group, and eight (89%) are over 50 years old.	Appendix A: Workforce > Diversity of Governance Bodies and Employees
405-2	Ratio of basic salary and remuneration of women to men	Numbers are presented in Appendix A. Data Workbook.	Appendix A: Workforce > Ratios of Salary and Remuneration
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 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 MA: 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.	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
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. We do not employ physical security personnel. Our HSSE program has three members that provide advice to leadership and employees regarding geopolitical threats, terrorism, crime, and natural disasters they may encounter when in the office, on a project site, or traveling. All members of the team are ASIS Certified Protection Professionals who’ve received training in human rights protections as part of the certification process. If there are unusual cases where private security personnel are needed, we contract with vetted third-party companies to provide licensed or commissioned security personnel that have the requisite human rights training.	MA: Health, Safety, and Security
GRI 411: Rights of Indigenous Peoples (2016 version)			
	Topic management disclosure	Indigenous Relations (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic)	
		<p>Stantec supports Indigenous communities as part of our commitment to inclusivity and fairness, our desire to be good neighbors, and as active participants in reconciliation. 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. Stantec is purposeful about 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 (open to all employees), the current focus of our formal Indigenous programs includes 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 services where we help our clients develop productive relationships with Indigenous communities, blend Indigenous knowledge with western science, and mitigate potential adverse effects of projects.</p> <p>The effectiveness of our Indigenous Relations program is measured by how we are perceived by our Indigenous clients and the communities we intersect with during the course of our project work. We also measure our success by Indigenous procurement, project hiring, recruitment and retention of Indigenous staff, and our standing in programs such as the Partnership Accreditation in Indigenous Relations program of the Canadian Council for Indigenous Business. The success of our formal Indigenous Partnerships is measured by our impact in the communities where we are partnered, including revenue generation, philanthropy, and opportunities for community members to participate in our projects through employment and contracting. Our partnerships result in direct investment in Indigenous communities and support economic growth.</p>	MA: Indigenous Relations 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)			
	Topic management disclosures	Community Engagement (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic)	
		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).	SR: Community Engagement MA: Community Engagement
413-1	Operations with local community engagement, impact assessments, and development programs	<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 public engagement and environmental justice in the built environment.</p>	

GRI Standards and Disclosures		Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable)	Additional Information
413-2	Operations with significant actual and potential negative impacts on local communities	None.	
GRI 414: Supplier Social Assessments (2016 version)			
	Topic management disclosures	Covered under Procurement (see GRI 204)	
414-1	New suppliers that were screened using social criteria	In our Partner Code of Business Conduct, we state our environmental criteria performance expectations, but Stantec does not yet assess our suppliers on social criteria. We are in the process of implementing a procurement management tool that will 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 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 disclosure	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 IT 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 fifth year that Stantec is reporting using the Sustainability Accounting Standards Board (SASB) Standards for the Engineering & Construction Services industry (version 2023-12). The table below discloses information and data for the reporting period: January 01, 2024, to December 31, 2024. 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 interested party engagement) and steps to ensure compliance (permitting checklists, internal and external audits and reporting, 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 explore options 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 reduce environmental impact and improve 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 2024 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. Stantec does not separately capture costs for legal proceedings associated with defect- or safety-related rework.</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 0.40.</p> <p>(2) (a) Stantec had zero fatalities.</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	<div>(1) The total number of Stantec projects certified to a third-party multi-attribute sustainability standard are as follows:<table><tr><td>1,097</td><td>LEED-certified projects</td><td>10</td><td>WELL-registered projects</td></tr><tr><td>135</td><td>Green Star-certified projects</td><td>10</td><td>Passive House-certified buildings</td></tr><tr><td>44</td><td>Net Zero Energy projects</td><td>9</td><td>WELL-certified projects</td></tr><tr><td>15</td><td>BREEAM certified projects</td><td>7</td><td>Energy Star certified projects</td></tr><tr><td>14</td><td>Envision verified projects</td><td>6</td><td>BOMA certified projects</td></tr><tr><td>13</td><td>Fitwel-certified workplaces</td><td>6</td><td>Net Zero Carbon projects</td></tr></table></div> <div>(2) Current analysis has identified approximately 360 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.</div>	1,097	LEED-certified projects	10	WELL-registered projects	135	Green Star-certified projects	10	Passive House-certified buildings	44	Net Zero Energy projects	9	WELL-certified projects	15	BREEAM certified projects	7	Energy Star certified projects	14	Envision verified projects	6	BOMA certified projects	13	Fitwel-certified workplaces	6	Net Zero Carbon projects
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IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Stantec has water and energy efficiency subject matter expertise in all our business operating units and geographies. See IF-EN-160a.2 for a description of our process to incorporate environmental considerations into our project work (including operational-phase energy and water efficiency). This expertise 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.1a	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	<div>(1) As of year-end, Stantec had \$107 million of backlog (1.4%) coded to hydrocarbon-related project types (including pipeline design, regulatory compliance, remediation, and work that provided environmental and social protection but enabled continued hydrocarbon development).</div> <div>(2) As of year-end, Stantec had \$291 million of backlog (3.7%) coded to renewable energy project types (including hydropower, wind, solar, geothermal, battery storage, smart grids, and energy recovery).</div>																								
IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	Stantec did not receive any backlog cancellation notices for hydrocarbon-related work.																								
IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	<div>As of year-end, in addition to the renewable energy backlog of \$291 million (3.7%) that is already accounted for in IF-EN-410b.1, we had \$1,760 million of backlog (22.5%) coded to climate change mitigation-related project types (including alternative transportation, low carbon, and climate strategy).</div> <div>Stantec also had \$925 million worth of backlog (11.8%) 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]).</div> <div>Combined, climate action (renewable energy + climate change mitigation + climate change adaptation services) accounted for \$2,977 million (38.0%) of Stantec's year-end backlog. Stantec provides climate action services in each business operating unit and geography.</div> <div>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.</div> <div>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.</div>																								
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	<div>In lower transparency regions, Stantec prefers to provide services only to multinational companies with integrity agreements, compliance standards, and international stock exchange status.</div> <div>(1) We have identified 6 active projects across 3 countries listed in the 20 lowest rankings in Transparency International’s 2024 Corruption Perception Index: Republic of Congo (hydropower dam safety project), Turkmenistan (desalination project), Tajikistan (climate resiliency and gender action planning).</div> <div>(2) Revenue generated under this project was \$836,654 and there is no associated backlog.</div>																								
IF-EN-510a.2a	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-	<div>(1) Stantec had no monetary losses resulting from legal proceedings associated with bribery or corruption.</div> <div>(2) Stantec had no monetary losses resulting from legal proceedings associated with anti-competitive practices.</div>																								
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	Stantec has policies and practices in place to prevent bribery, corruption, and anti-competitive behavior in the project bidding and project execution processes. As described in the body of this report and the Ethics and Compliance Management Approach, we utilize a variety of policies, risk management approaches, training opportunities, and management systems to uphold our integrity values. We clearly communicate our expectations for employees, partners, subcontractors, and vendors to live our Stantec values and take personal responsibility for their behaviors.																								

Code	Description	Stantec Direct Answers, Reasons for Omission (if applicable)
Activity Metrics		
IF-EN-000.A	Number of active projects	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 50,000 Stantec-defined active projects in our central financial system.
IF-EN-000.B	Number of commissioned projects	<p>Note: Per SASB, active projects are buildings and infrastructure projects under development for which the reporting entity was actively providing services.</p> <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>
IF-EN-000.C	Total backlog	<p>Note: Per SASB, commissioned projects are those for which the entity provided construction services.</p> <p>Stantec's year-end backlog was \$7,824 million.</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. Cautionary Note Regarding Forward-Looking Statements

This report contains certain forward-looking statements within the meaning of applicable United States 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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