



19TH ANNUAL

Sustainability Report

Sustainability

Every Action. Every Decision.



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ON THE COVER
Coed-Ely Solar Photovoltaic Farm, Rhondda Cynon Taf, Wales, United Kingdom



01

Introduction

In This Section

Report Highlights

CEO and Board Message

Accolades

About This Report

📍 **National Museum of African American History & Culture, Washington D.C., United States** | Collaboration with The Freelon Group (Perkins+Will), Adjaye Associates, SmithGroup

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 navigate climate change, enhance biodiversity and environmental health, provide social value, develop economic opportunities, and create a sense of place and wellbeing.

Highlights from 2025 and this 19th Annual Sustainability Report

| Leadership | Environmental | Social | Governance |
|--|---|---|--|
| <p>Climate Leader</p> <hr/> <p>Recognized by CDP for consistently demonstrating climate action (8th year with an A- score)</p> | <p>Net Zero Pledge</p> <hr/> <p>Committed to achieve operational net zero under Canada's Net Zero Challenge</p> | <p>Balanced Representation</p> <hr/> <p>44% of our Board of Directors and 40% of our C-Suite are women</p> | <p>Acclaimed Leadership</p> <hr/> <p>Gord Johnston named CEO of the Year and Strategist of the Year by <i>The Globe and Mail</i></p> |
| <p>SDG-Aligned Revenue</p> <hr/> <p>Earned \$5.5 billion from work supporting our core Sustainable Development Goals (68% of 2025 gross revenue)</p> | <p>Validated SBTs</p> <hr/> <p>Progressed near-term emission reduction targets under the Science Based Targets initiative program</p> | <p>Advancing Careers</p> <hr/> <p>Named a Top 50 Workplace for Indigenous STEM Professionals (6th year in a row)</p> | <p>Board ESG Action</p> <hr/> <p>Continued Board-level sustainability oversight and sustainability-linked executive compensation</p> |
| <p>Sustainability Accolades</p> <hr/> <p>Consistently ranked a top sustainability performer, such as the <i>TIME</i> and <i>Newsweek</i> rankings of World's Most Sustainable and Canada's Most Responsible Companies, respectively</p> | <p>Carbon Neutral</p> <hr/> <p>Achieved carbon neutrality through the purchase of high-value carbon offsets equal to the value of residual emissions (4th year in a row)</p> | <p>Philanthropy</p> <hr/> <p>Exceeded our 2030 community investment target of \$60 million with donations totaling \$67 million since 2007</p> | <p>Climate-Focused Strategy</p> <hr/> <p>Progressed sustainability-tied strategic growth initiatives (Climate Solutions and Communities and Infrastructure of the Future)</p> |

CEO and Board Message

At Stantec, putting people first is more than a value, it's our responsibility and our promise. It reflects how we listen, how we lead, how we design, and how we deliver.

It means recognizing the choices we make today shape how people live, connect, and thrive tomorrow. And it challenges us to think beyond individual projects to the broader, lasting impact our work has on communities and the world we all depend on.

One of the most powerful ways we put people first is through our commitment to sustainability.

By operating responsibly and working alongside our clients and communities, we help create projects that improve quality of life, protect biodiversity, and promote circular economy principles. Sustainability is not an add-on to our work—it's a lens through which we design, deliver, and measure success.

Our projects shape positive community outcomes by strengthening critical infrastructure such as hospitals, roads, and schools. At the same time, we integrate clean energy, water conservation and reuse, coastal resilience, and nature to help communities adapt, endure, and prosper in a changing world.

We also understand the unique responsibility—and opportunity—that comes with our role as designers and advisors. A single design decision that puts sustainability at the forefront can positively influence the long-term performance of an asset for decades. Whether reduced carbon emissions, increased resilience, protected ecosystems, enhanced social value, or improved resource efficiency, this is where we make a meaningful difference.

Sustainability helps shape Stantec's strategic decisions, from the markets we work in and the projects we pursue to our delivery standards and investment priorities.

We call this purpose-driven growth—growth that comes from understanding big picture economic, social, and environmental trends and applying our global expertise to innovate, expand, and deliver solutions that meet today's needs while anticipating tomorrow's challenges.

Our solid financial performance demonstrates that creating meaningful, positive societal outcomes is a winning strategy. This focus has kept our progress consistent and our momentum strong.

In 2025, we strengthened the Stantec community by welcoming our 150th acquisition, added fresh perspectives to our C-Suite, and advanced our net zero journey. We continued our UN Global Compact support and designed and delivered thousands of projects around the world, with 68% of our gross revenues aligned with the UN Sustainable Development Goals.

As we look ahead, Stantec remains committed to our legacy of operating sustainably and working alongside communities to help them rise to meet the world's greatest challenges. Guided by purpose and grounded in values, we will continue to put people first—through the decisions we make, the projects we deliver, and the impact we create.



Gord Johnston
President and
Chief Executive Officer



Martin à Porta
Board of Directors
Chair, Sustainability and
Safety Committee

Accolades

Advancing Indigenous Science and Engineering Society

Top 50 Workplaces for STEM Professionals

British Safety Council

International Safety Award

CDP

Climate Leader

Dun & Bradstreet

India's Leading ESG Entity

Engineering News Record

Top 100 Green Design Firms

Engineering News Record

Top International Design Firm by Market (Sewer/Waste and Water)

Forbes

Canada's Best Employers



Newsweek

Canada's Most Responsible Companies

Royal Society for the Prevention of Accidents

Order of Distinction Gold Award

S&P

Sustainability Yearbook

Sustainalytics

ESG Leader

TIME

World's Most Sustainable Companies

TIME

Canada's Best Companies

University of Alberta

Canadian Business Leader Award

Work180 Australia

Top 101 Workplaces for Women

Globe and Mail

Women Lead Here Benchmark

Globe and Mail

CEO of the Year and Strategist of the Year

Globe and Mail

Board Games

Investor's Business Daily

50 Most Sustainable Companies

ISS ESG Corporate Rating

Prime Status

Military Friendly Employers

Gold Status

Modern Healthcare

Top Architectural Firm

MSCI

AA Rating

New Civil Engineer

Advisory Services Provider of the Year Award

Newsweek

World's Greenest Companies



Gold Coast Artificial Diver Attraction
Queensland, Australia

About This Report

This Sustainability Report highlights Stantec’s contributions to and focus on sustainability for all interested parties, including our 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 2025 accomplishments. “Stantec’s Approach” callouts provide easy access to topic-specific [Management Approaches](#) and statistics.

Report Boundaries

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

Reporting Period

January 1, 2025, to December 31, 2025

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](#))
- Task Force on Climate-Related Financial Disclosures (TCFD) (see [Appendix D](#))

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 details are also available in Stantec’s [Annual Report](#); [Annual Information Form](#); [Management Information Circular](#); and on our website, [stantec.com](#). Combined, these resources transparently describe the Company’s ESG performance.

Stantec is preparing for future climate disclosures compliant with the International Financial Reporting Standards’ International Sustainability Standards Board (ISSB) requirements. Visibility into our ISSB S2-related data is provided via our annual [CDP Disclosure](#). Though SASB and TCFD have officially been incorporated into ISSB, until ISSB is fully adopted, we continue to include stand-alone appendixes for ease of reference.

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.

 **West Street Promenade**
New York, United States



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

 **New Taipei Ecological Corridor, Taipei, Taiwan**

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 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 are better together, we do what is right, 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 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 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—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 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

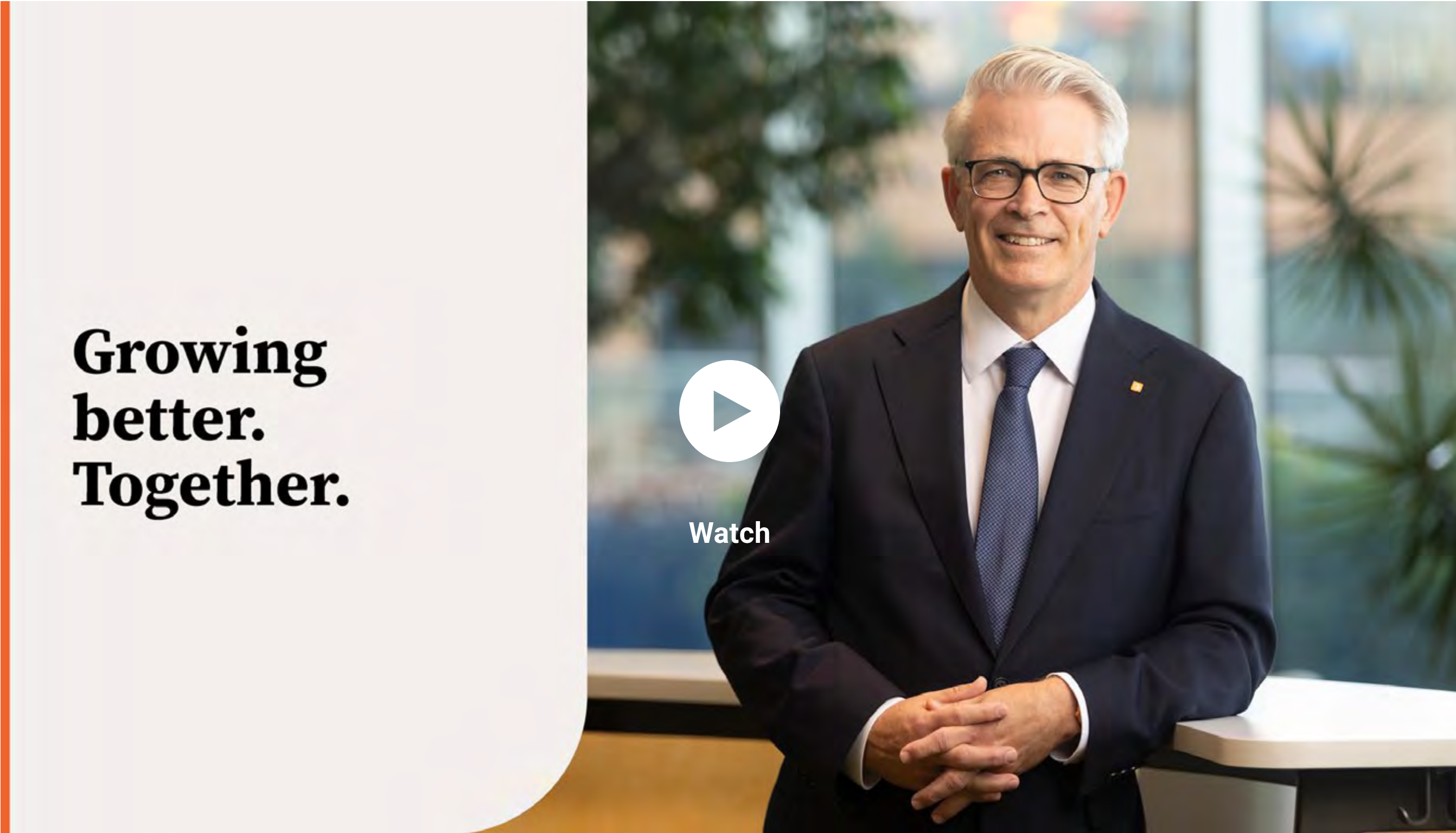
Our Impact

Aging infrastructure. Shifting demographics. Water access. The energy transition.

These are some of the world's greatest challenges.

They demand thinking beyond what's been done before. They demand better.

That's what Stantec's 34,000 dreamers, innovators, creators, and change makers deliver.



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, respectively.

Stantec Board



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

Note: Board Sustainability and Safety Committee members include Martin à Porta (Chair), Christopher Lopez, Marie-Lucie Morin, and Celina Wang Doka.

Stantec C-Suite



Gord Johnston
President & Chief Executive Officer



Paul Alpern
General Counsel



Vito Culmone
Chief Financial Officer



Kenna Fraser
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



Cath Schefer
Chief Operating Officer, Global



John Take
Chief Growth & Innovation Officer

Note: C-Suite members on the Executive ESG Committee include Vito Culmone (Chair), Kenna Fraser, Susan Reisbord, Ryan Roberts, Asifa Samji, and Catherine Schefer.

What We Do

With every community, we redefine what's possible. This is our focus in the communities where we live and work around the world. As a result, we deliver positive environmental and social performance from each of our business operating units and geographies.

\$8.1B
GROSS REVENUE

\$6.5B
NET REVENUE

70+ years
INDUSTRY LEADERSHIP

Infrastructure



Buildings



Water



Environmental Services



Energy & Resources



Net Revenue

26%

24%

22%

17%

11%

Strategic Focus

We evaluate, plan, and design infrastructure solutions for transportation, community development, and urban spaces that are resilient and community friendly.

We deliver integrated architecture, engineering, interior design, and planning solutions that draw upon our expertise to create lower-carbon innovations and strengthen communities through the power of design.

We design solutions to provide resilience and improve health and quality of life through clean, safe water. We support the needs of communities and industry throughout the water life cycle with tailored solutions for sustainable water resources, planning, management, and infrastructure.

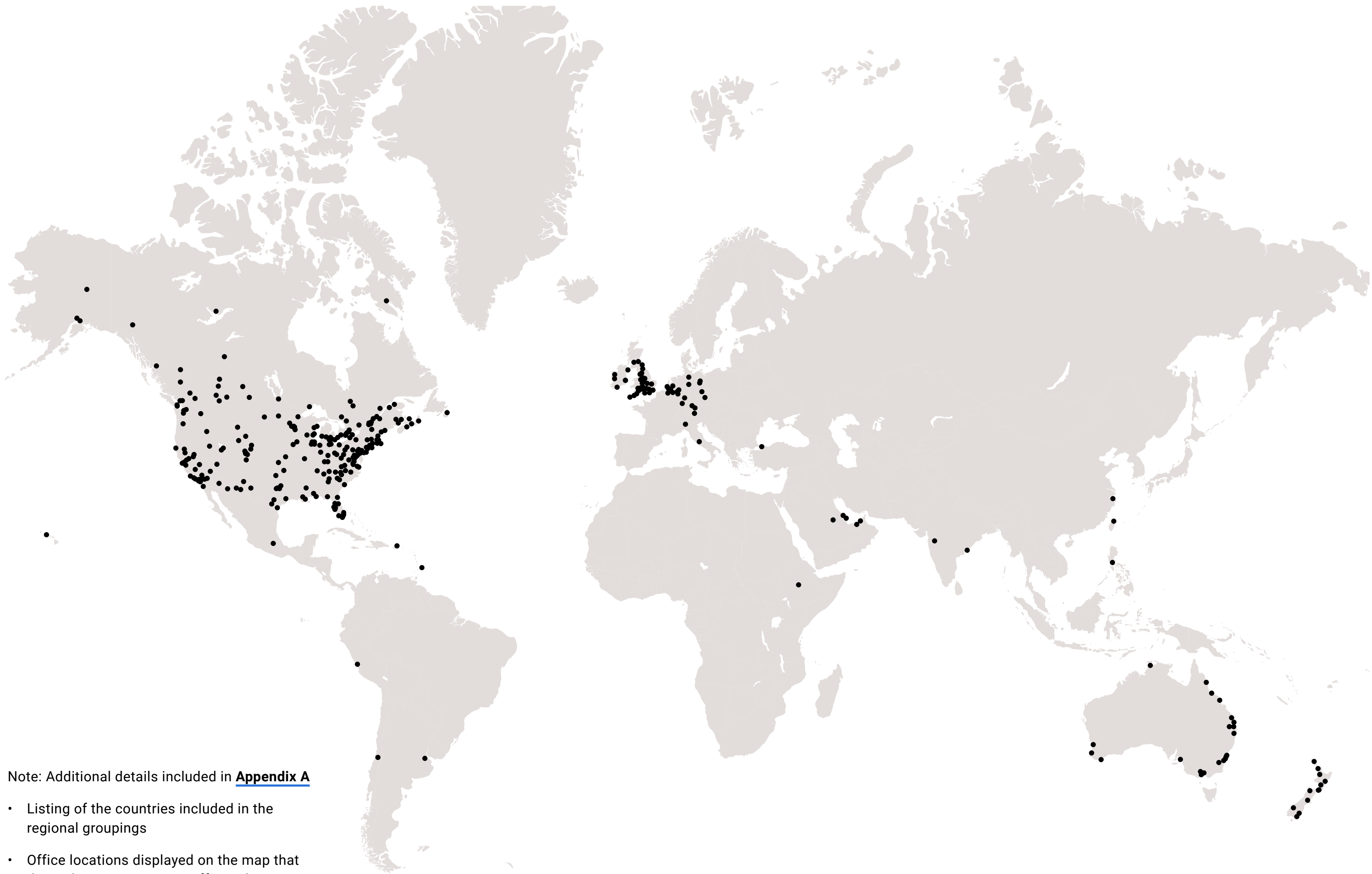
We provide a wide array of permitting, conservation, ecosystem restoration, health sciences, and ESG strategy services to preserve and minimize impacts to environmental, cultural, and social resources.

We provide safe and sustainable solutions for the world's energy and resource needs and support the energy transition with a growing focus on renewable sources.

Where We Operate

Stantec's global community unites approximately 34,000 people working in over 450 locations.

| | |
|---|---|
| 13,200 UNITED STATES | 1,500 INDIA |
| 9,400 CANADA | 1,000 LATIN AMERICA AND THE CARIBBEAN |
| 3,700 UNITED KINGDOM | 600 MIDDLE EAST |
| 2,700 AUSTRALIA AND NEW ZEALAND | 300 EAST ASIA |
| 1,600 EUROPEAN UNION | |



Note: Additional details included in [Appendix A](#)

- Listing of the countries included in the regional groupings
- Office locations displayed on the map that do not have permanent staff members
- Region-specific employee counts

Why We Care

Our world is in flux.

Climate change, demographic shifts, accelerating technology, the economy, regulations and policy, and geopolitics dictate what communities must do today to be vibrant, resilient, and sustainable tomorrow. Together, we're 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 actions, and knits in a sustainability-focused approach in our response.

We want our work to create better, more sustainable and resilient communities. We have the people, ideas, and skills that strengthen communities today to create a better tomorrow. And we're motivated to act because we put people first and we do what is right.

Global Megatrends



Climate Change and Resource Security

Global temperature rise is causing more severe weather events, harming ecosystems, and threatening livelihoods. Climate risk is rising and climate policy is misaligned.



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 adapt to changing societal needs.



Geopolitical, Economic, and Industry Shifts

The way we secure, manufacture, and transport goods and resources is transforming. Geopolitics are instable and regulatory environments interconnected.

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.

Stantec Value Creators

People

We are a people company. We put people first and keep them at the forefront of all we do. We offer a work environment that’s welcoming, fair, and engaging. We employ people with a wide range of talents, perspectives, and experiences.

Excellence

We pursue excellence with intention and discipline. By maintaining a nimble organization, we create conditions for operational excellence. This commitment to quality and consistency enables us to deliver exceptional outcomes for our clients and unlocks lasting value.

Innovation

By harnessing the power and potential of innovation and digital technology, we accelerate our 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 our people with opportunities to work on iconic projects, and increases our capacity to deliver actionable solutions.

Stantec Strategic Growth Initiatives

Climate Solutions

Delivering solutions that create climate action resulting in more equitable, sustainable, and resilient communities.

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.

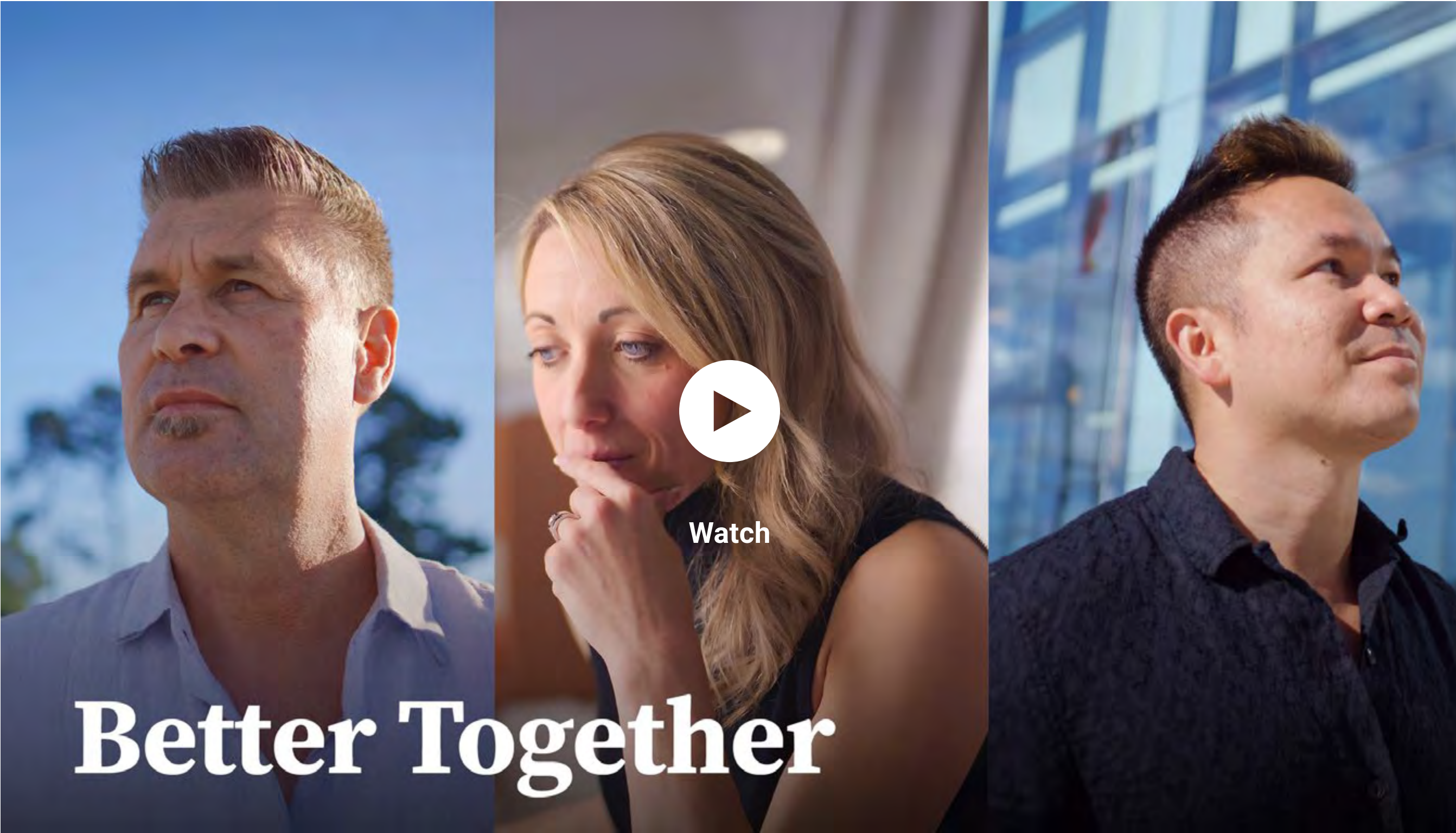
Future Technology

By embracing physical and digital technologies, we enable our other two initiatives (Climate Solutions and Communities and Infrastructure of the Future), drive efficiencies in the way we work, and create new avenues for growth.

How We Make *a Difference*

Stantec has the talent and desire to make a positive difference in the world, and we acknowledge our responsibility to do so.

We approach these challenges together—by pursuing business opportunities that evolve our organization and engage our employees, by forming collaborative partnerships with our clients and communities, and by working with industry partners to catalyze positive change.





03

Sustainable Development Goals

In This Section

Our Commitment to the SDGs

SDGs in Our Operations

SDGs in Our Projects

 **Dam Remediation Monitoring, Tasman, New Zealand**

Our Commitment to the SDGs

The United Nations (UN) Sustainable Development Goals (SDGs) help communities around the world meet their most pressing challenges.

At Stantec, we recognize 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, we remain true to our foundational approach to sustainability—focusing on action that creates meaningful change.

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

To maximize our effectiveness, we focus on 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 our values and that drive our behavior. We take the following actions through our core SDGs to improve the quality of life of our employees and the broader world.



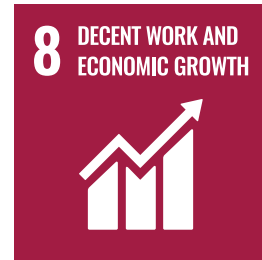
SDG 4 Quality Education

Stantec provides educational opportunities through apprenticeships, internships, scholarships, and STEM-related community involvement. We encourage students to pursue careers in our industry, including people from backgrounds who have been traditionally underrepresented. We strive to create an environment in which all qualified candidates can thrive academically and professionally.



SDG 5 Gender Equality

We want our people to thrive. Our Global Career Framework provides a clear and consistent foundation for defining career paths, expectations, and competencies. This supports transparency and helps foster fairness in our talent and compensation programs. We offer mentoring, sponsorships, and leadership development. Women currently make up 44% and 40% of Stantec's Board and C-Suite, respectively.



SDG 8 Decent Work and Economic Growth

Employees are encouraged to bring their whole selves to work. Careers are advanced through clearly defined pathways and goals. Our health and safety programs keep us safe. Stantec supports economic development by providing job opportunities for our employees and partners, societal benefits from the projects we perform for our clients, and engagement with the communities where we work and live.



SDG 12 Responsible Consumption and Production

In our offices and through our project work, Stantec environmental programs manage emissions, protect biodiversity, enable climate action, and promote circular economy principles. Through our Green@Stantec network, we encourage teammates to take responsible actions such as expanding green transit options, hosting learning events, and improving recycling.



SDG 13 Climate Action

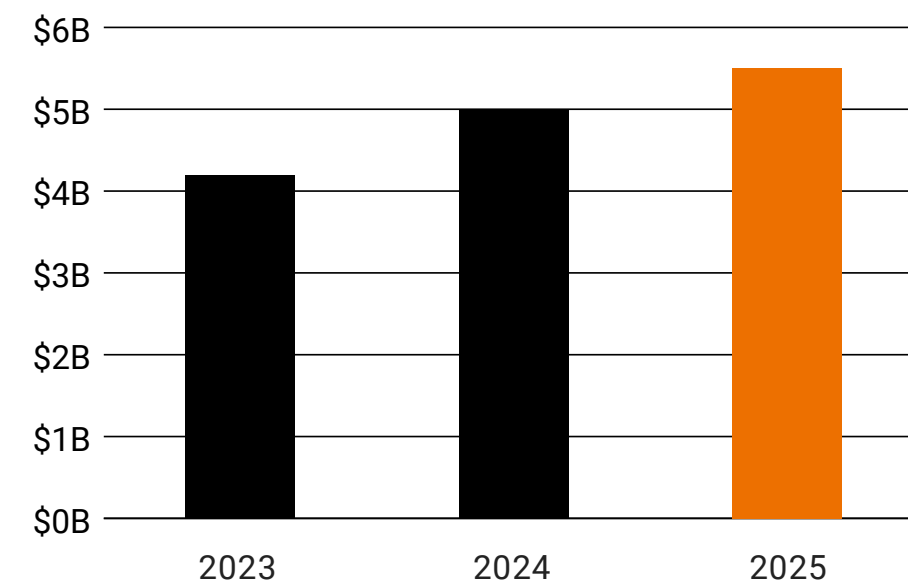
Stantec is carbon neutral and on our path to net zero. Our operational climate commitments are practical, impactful, and achievable. A project-facing strategic focus on climate solutions addresses both climate mitigation and adaptation. Beyond addressing climate in our operations and for our clients, we proactively identify opportunities for our industry to do more.

SDGs in Our Projects


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

In 2025, we identified that approximately \$5.5 billion (68%) 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



The following projects are a snapshot of how Stantec’s client work aligns with the SDGs. They are just a few examples from tens of thousands of other Stantec sustainable projects delivered. We invite you to visit our website, [stantec.com](https://www.stantec.com), for a deeper look into how Stantec helps our clients achieve positive, lasting impact.

 **Merced River Restoration in Yosemite Valley**
California, United States



Note: The SDG-aligned revenue numbers provided are based on mapping coding in Stantec’s financial systems against the 169 targets of the 17 SDGs as published in the UN Global Compact Guide to Business Reporting on the SDGs. This unaudited revenue is provided for informational purposes only.

For the calculations, Stantec subject matter experts map the coding categories available to the most relevant SDG. Gross revenue from projects aligned to our reported SDGs are totaled as a percentage of the gross revenue reported in the year-end financial report.

Stantec believes this methodology provides a reasonable estimation of the percentage of aligned revenue, but acknowledges the limitations of this approach.

While many of our projects contribute to multiple SDGs, our mapping relates to the single core SDG to which projects most closely align. The whole project is either counted or omitted.

Stantec’s ability to increase our SDG-aligned revenues depends on a variety of factors, including client objectives and ambitions, geopolitical pressures, and the project mix of new acquisitions.

Stantec continues to refine our SDG-aligned revenue calculation approach. New in 2025, we include revenue related to our design work for health care and educational facilities. We selected SDG 11 (instead of SDGs 3 and 4) based on the role these facilities play in supporting community quality of life.

For comparability purposes, using this new methodology, we recalculated SDG-alignment for calendar years 2023 and 2024—\$4.3 billion and \$5 billion, respectively—as presented in the graph.



SDG 6

Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all



Safeguarding Freshwater by Upgrading Sanitation

Wastewater Treatment Expansion

Egypt

[PROJECT LINK](#)

Synergies:
SDG 9

700K
people gained sanitation access

Community freshwater is the backbone of equitable water and sanitation access. In Egypt, Lake Qarun is a critical source of freshwater in the Fayoum area. Threatened by raw sewage discharge, Stantec helped rural communities protect this precious water resource and gain sanitation access through the design of eight wastewater treatment plants and associated infrastructure. We prepared detailed designs, supported construction procurement, and monitored social and environmental plans. With a goal of increasing access to safe sanitation from 33% to 70% in surrounding communities during the first phase, the project will benefit approximately 700,000 people while improving and protecting the lake's ecosystem.



Transforming Water Infrastructure through Collaboration

Sustainable Water Management

Australia

[PROJECT LINK](#)

Synergies:
SDG 7, 9

30+
industry awards

In a changing climate, defining resilient and sustainable water solutions is critical. The award-winning Logan Water Partnership is shaping a smarter water future by delivering water, wastewater, and recycled water services for one of Queensland's fastest-growing regions. Stantec's work centers on sustainable design, nature-based solutions, reuse of sewage byproducts, and infrastructure reinforcements to withstand future climate pressures. Innovation includes a water treatment solution that harnesses the power of the sun and salt for remote locations, a treatment solution providing a net environmental benefit for the catchment, and Australia's first biosolids gasification facility, which is heat energy neutral and transforms sewage sludge into a safe biochar.



SDG 7

Affordable and Clean Energy

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



Collaborating to Advance Clean Energy Access

Driving Sustainable Energy Change

Vietnam

[PROJECT LINK](#)

Synergies:
SDG 11, 13

€142M
EU investment

Global partnerships are accelerating clean energy access in developing countries. One example is the Vietnam Sustainable Energy Transition Programme. On behalf of the European Union, our team partnered with Vietnam's Ministry of Industry and Trade to advance renewable energy policy, strengthen energy governance, and expand access to research and innovation. We also supported energy market analysis, investment promotion, and budget oversight, while prioritizing local capacity building, communications, and program visibility. Through international cooperation, Vietnam has the tools to advance a greener, more energy-resilient future.



Upgrading Grid Capacity to Accommodate Renewable Generation

Enabling Resilient Energy

United Kingdom

[PROJECT LINK](#)

Synergies:
SDG 9

132 kV
reliable power connection

Switching to clean energy generation is a key driver of the United Kingdom's broader low-carbon ambitions. But connecting new renewable sources to existing infrastructure requires upgrades. The Vyrnwy Frankton Grid Connection in Mid Wales supports the shift toward cleaner, more reliable power, enabling access to new wind-generated electricity for the national grid. We contributed early planning and design work for the overhead line, substation, and underground cable. Our designs informed visuals used in community consultation, with our team attending to answer questions and help guide improvements to the proposed route. Together, these efforts bring a 132-kilovolt connection of cleaner, more reliable energy to the region while laying the groundwork for a stronger, future-ready electricity network.



SDG 9

Industry, Innovation, and Infrastructure

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



A New Benchmark for Sustainable Manufacturing

Carbon-Neutral Facility

Canada

[PROJECT LINK](#)

Synergies:
SDG 11

9K
tCO₂e reduction annually

A shift toward cleaner, smarter manufacturing is redefining what modern industry can achieve. Duravit’s new plant in Québec sets an innovative sustainability benchmark as one of the world’s first carbon-neutral manufacturing facilities in the hygienic ceramic industry. Stantec’s building engineering services team designed systems to support the plant’s hydro-powered electric kilns, cutting 9,000 tonnes of carbon dioxide equivalent (tCO₂e) annually. In addition to a fully automated production cycle, the project delivers social value—creating skilled jobs, driving local economic growth, and proving that innovation and responsibility go hand in hand.



Integrated Mine Planning

Responsible Mine Closure

Peru

[PROJECT LINK](#)

Synergies:
SDG 6, 15

FUTURE-READY
closure vision

When mine closure strategies are considered early, it fosters community trust, enhances long-term value, and reduces environmental risk. Stantec helped plan the safe, responsible conceptual closure engineering for the Antamina Mine. The work compared practical closure options and selected solutions that promote long-term environmental care. Sustainability was central to every decision, including waste management, water protection, land rehabilitation, and reuse of existing infrastructure. We strengthen infrastructure resilience by ensuring assets are managed responsibly across their full life cycle, from development through closure.



SDG 11

Sustainable Cities and Communities

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



A Net Zero, Community-Centered Learning Hub

Sustainable Building Design

United States

[PROJECT LINK](#)

Synergies:
SDGs 6, 13

100%
irrigation from condensate

Fostering learning, research, and vibrant public spaces, Virginia's Fuse at Mason Square enriches campus and community life. Using a multifaceted approach, we delivered integrated planning, design, and sustainability services. Designed to net zero energy and targeting LEED Platinum and Fitwel certification, the all-electric building has solar shading fins and an advanced energy system to maximize daylight and reduce energy use by 40%. Efficiencies reduce indoor potable water use by 40%, while green roofs manage stormwater, and condensate recovery supports 100% of irrigation needs. Native pollinator landscaping enhances biodiversity and wellbeing, making Fuse a hub where people, learning, and sustainability come together.



Community Resilience through Responsible Development

Social and Livelihood Restoration Plan

Guinea

[PROJECT LINK](#)

Synergies:
SDG 9

200
communities to benefit

Responsible economic development recognizes the importance of community resilience. In West Africa, our social services team developed an engagement, monitoring, and feedback process for a major infrastructure project. In partnership with affected communities, Stantec crafted a Livelihood Restoration Plan that equipped 33 fishing villages with modern fishing gear and introduced sustainable fishing techniques. Additionally, the project provided safety equipment and training. Project decisions were guided by community voices through a formal feedback loop. By applying best practices, the plan is driving socially resilient growth, ecological stewardship, and long-term sustainability—serving as a model for 200 more villages.



SDG 12

Responsible Consumption and Production

Ensure sustainable consumption and production patterns



Driving the Circular Economy Forward

Construction and Demolition Reuse Study

United States

[PROJECT LINK](#)

Synergies:
SDG 9, 11

36
contractors interviewed

Applying circular economy principles in the built environment helps minimize waste and maximize the value of materials. In Minnesota, Hennepin County identified this potential in addressing construction and demolition waste. Our team conducted a study focused on material reuse and recycling in renovation and remodeling projects. In our research and engagement sessions, we identified barriers and opportunities that informed policy and program recommendations. Proposed outcomes included contractor education, investment in recycling resources, partnering for a public-private warehouse, and promoting the use of sustainable building materials. With the study in hand, the County has a plan to drive industry awareness and shift construction toward more sustainable consumption practices.



Powering Homes with Food Waste

Anaerobic Digestion Facility

United Kingdom

[PROJECT LINK](#)

Synergies:
SDG 7, 9

55K
tons of food waste diverted

With innovative thinking, we're turning waste into resources. Our team provided technical design, engineering, and feasibility studies for the Ellington Anaerobic Digestion Facility in Northumberland. Expected to divert up to 55,115 tons (50,000 tonnes) of food waste annually, the biogas generated will power homes, and the nutrient-rich digestate produced can be used as a natural fertilizer, enhancing soil health and supporting a truly circular economy. By turning waste into resources, Ellington is helping create a cleaner, greener future for communities and the planet, and promotes the United Kingdom's Green Gas Support Scheme.



SDG 13

Climate Action

Take urgent action to combat climate change and its impacts



Local Voices Drive Community-Centered Solutions

Restoring Transportation Options after Severe Weather Damage

New Zealand

[PROJECT LINK](#)

Synergies:
SDG 9, 11

1.5K
interested parties engaged

Building resilient access networks starts with a proactive, community-centered approach. Following severe flooding and landslides that damaged over 311 miles (500 kilometers) of roads, the Marlborough District Council enlisted Stantec to develop the business case for a future access strategy. Our study included engaging more than 1,500 interested parties through workshops, hui (gatherings), surveys, webinars, and community events. These activities strengthened local awareness of hazard risks and clarified community adaptation preferences. The communities' insights shaped the business case, prioritizing climate-resilient design and sustainable transport. This project has won seven awards, including Project of the Year and Disaster and Emergency Services.



Traditional Knowledge for Resilient Infrastructure

First Nations Climate Assessment

Canada

[PROJECT LINK](#)

Synergies:
SDG 11

10
facilitation sessions

Climate change is intensifying pressures on Northern Ontario communities, making resilient infrastructure essential for protecting people, culture, and critical services. Partnering with the North Shore Tribal Council, our team assessed climate vulnerabilities using the First Nation Infrastructure Resilience Toolkit. By combining technical analysis with traditional ecological knowledge and community-driven planning, we identified practical adaptation strategies that strengthen infrastructure, safeguard natural systems, and build long-term resilience. This collaborative approach empowers communities to be climate-ready, while supporting social and economic wellbeing.



SDG 14

Life Below Water

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



Strengthening Regional Capacity for Climate Action

Coastal Ecosystem Support

South-Western Indian Ocean

[PROJECT LINK](#)

Synergies:
SDG 11, 13

5
island communities engaged

Protecting marine ecosystems starts with strengthening governance, science, and stewardship. The Resilience in the South-Western Indian Ocean program advances sustainable ocean practices across this vital body of water. For the island communities of Comoros, Réunion, Madagascar, Mauritius, and Seychelles, Stantec is designing a continuous program of capacity building that connects science to policy and practices. By applying technical expertise in coastal and marine ecosystem resilience, we are helping improve governance, support transparency, inform decision-making, and foster participation of women, youth, and vulnerable groups. Through restoration pilots, the initiative promotes sustainable ocean use and helps island communities adapt to growing climate pressures.



Reinforcing Natural Defenses through Nature

Coastal Island Resilience

United States

[PROJECT LINK](#)

Synergies:
SDG 13

35
acres of marsh restored

Coastal restoration efforts are increasingly embracing nature-based solutions to stabilize erosion and protect vulnerable shorelines. In partnership with the Virginia Institute of Marine Science alongside experts from multiple universities, our team developed design recommendations to restore more than 35 acres (14 hectares) of the Cedar Island Marsh habitat with native grasses—boosting biodiversity, protecting ecosystems, and strengthening natural defenses against storms and sea level rise. The restored marsh will support natural barrier island migration and help safeguard nearby communities. Ongoing hydrodynamic modeling provides performance validation and helps secure support and future funding.



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



Healing Vital River Habitat to Revive Ecological Integrity

Restoring Stream Habitat for Fish Passage

United States

[PROJECT LINK](#)

Synergies:
SDG 6

400
stream-miles opened

Large-scale river restoration is transforming degraded waterways into resilient ecosystems. One of the nation’s largest restoration efforts brings our engineers and ecologists together with Indigenous Nations and local partners to revive ecological integrity in the Klamath Basin in Oregon and California. The work reconnects five fish-bearing tributaries, restores nearly 3.4 miles (5.5 kilometers) of stream channel, revitalizes 2,200 acres (890 hectares) of native vegetation, and reopens more than 400 miles (644 kilometers) of salmon habitat. This initiative strengthens sustainable land-water relationships while restoring essential protections for native fish species, including salmon, steelhead trout, and Pacific lamprey.



Fostering Large-Scale Deployment of Ecological Solutions

Evaluation of LIFE Proposals

European Union

[PROJECT LINK](#)

Synergies:
SDG 13

1.3K
proposals evaluated annually

Ambitious environmental programs are accelerating ecosystem restoration, conservation, and climate resilience. Each year, the European Union LIFE Programme co-finances high-impact nature and climate projects that safeguard habitats and strengthen long-term ecosystem resilience. For over a decade, Stantec has provided independent technical and administrative expertise, evaluating every proposal submitted—around 1,300 annually—for its environmental potential. These efforts protect ecosystems and support a more sustainable future for communities and wildlife. The newest LIFE cycle focuses on four action areas: nature and biodiversity, circular economy and quality of life, climate change mitigation and adaptation, and the clean energy transition.



04

Sustainability Program

In This Section

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

 Cruachan Pumped Storage Hydropower Station, Argyll and Bute, Scotland, United Kingdom

ESG Strategy



Stantec envisions a world where infrastructure has positive outcomes 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 nearly two decades, Stantec has maintained a Corporate Sustainability Program to drive positive ESG performance.¹

Our actions are guided by a [Sustainability Policy](#), [Climate Transition Plan](#), and [net zero pledge](#).

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.

Sustainability is woven throughout our current [Strategic Plan](#), which 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.

¹ Stantec’s Corporate Sustainability Program began in 2006. Our emissions disclosures began in 2010.



Stantec Employees
Victoria, Australia

ESG Governance

Stantec's ESG commitments are supported from the top.

Our sustainability governance structure is multi-layered:

- Stantec's Board discusses ESG topics at each meeting. Our Board Sustainability and Safety Committee—which includes subject matter experts in climate change, renewable energy, cybersecurity, and critical metals and minerals—oversees our ESG management framework with support from the Audit and Risk and Corporate Governance and Compensation Committees.
- Our CEO, Gord Johnston, is a technical expert in water resource management. He is certified as an Envision Sustainability Professional by the Institute for Sustainable Infrastructure and sits on the [Sustainable Infrastructure Advisory Board](#).
- 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.

- Our 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 result 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 Committee

| | | | |
|-----------------------------------|--------------------------------------|--------------------------------------|-------------------------------------|
| Martin à Porta Director | Christopher Lopez Director | Marie-Lucie Morin Director | Celina Wang Doka Director |
|-----------------------------------|--------------------------------------|--------------------------------------|-------------------------------------|

Executive ESG Committee

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

Note: Martin à Porta is Stantec's Board Sustainability and Safety Committee chair.

Note: Vito Culmone is Stantec's Executive ESG Committee chair; Kenna Fraser is the C-Suite line manager for Corporate Sustainability; and Carrie Sabin leads Stantec's Corporate Sustainability Team. Over half of Stantec's C-Suite sit on this committee.

ESG 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 \$1.5 billion syndicated senior credit facilities to our ESG performance. When we exceed sustainability related KPIs, we pay a lower interest rate. In 2025, we again surpassed the SLL-related KPI and directed all 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 | <12% voluntary turnover rate | ✓ | Our People |
| Employee Engagement | Improve employee engagement score | >64% employees feel engaged | ✓ | Our People |
| Inclusive Work Culture | Support initiatives that build upon Stantec's fair and inclusive workplace culture | Support inclusivity and fairness initiatives | ✓ | Our People |
| 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 | 1.75% 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 |
| Quality Management | Improve ISO-compliance audit results | >90% of audited projects meet quality criteria | ✓ | Project Delivery |

Legend ✓ Achieved ✗ Not Achieved

Interested Parties



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 and ethical decision-making, risk management, and transparency; manage costs; drive innovation; and promote a culture of belonging, responsibility, and stewardship.

Clients

Our greatest sustainability impact comes from the services we provide to our 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) Stantec most directly influences (see [SDGs in Our Projects](#)).

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, SASB, and TCFD (see [Appendixes](#)) and are actively preparing for ISSB. Stantec consistently ranks high in sustainability ratings across multiple independent investor-driven third parties such as CDP, Sustainalytics, MSCI, ISS, and S&P (see [Accolades](#)).

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 fairness. And our innovation investments promote sustainable technologies and policy advancements.



Environmental Redevelopment
Lombardia, Italy

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 our 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 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

ESG Materiality

Materiality assessments help companies focus their sustainability efforts on the topics most relevant to their impact on the world and where they have the greatest ability to influence lasting change.

A double materiality assessment asks companies to consider the potential positive and negative impact from the perspective of an organization's financial success (outside-in) as well as how the organization creates value in the broader world (inside-out).

At Stantec, we align our materiality assessment refreshes with our strategic planning process.¹ We apply a double materiality mindset across our value chain and consider the impact and influence our ESG activities can have on both our operations and the world (see [ESG Materiality Management Approach](#)).

Our prioritized ESG topics for each value chain node (upstream, operations, and downstream) and materiality level (priority action topics, managed topics, and monitored topics) follow in the table to the right.²

1. In anticipation of Stantec's next Strategic Plan, Stantec is in the process of completing a materiality assessment refresh. The results will inform the Company's material topics for 2026 and will be reflected in the 2026 Sustainability Report.
2. Using preliminary results from our above referenced refresh, we have renamed a few of the material topics in this year's report. Our People now combines the Workforce Management and Inclusivity and Fairness topics. As well, the Cybersecurity and Privacy topic is now referenced as Digital, Cybersecurity, and Privacy. This material topics renaming provides both reporting clarity as well as improved topic accountability and decision-making.

| 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 | ■ | ● | ● |
| Indigenous Relations | □ | ◐ | ◐ |
| Our People | – | ● | – |
| Governance | | | |
| Digital, 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 program 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 our supplier diversity efforts under the Procurement upstream topic.

Material Topic Structure

The subsequent sections of this report highlight Stantec’s 2025 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 topic-specific **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 Delivery 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’re providing information in this report to aid in reviews of our programs by interested parties.



Environmental

- Environmental Protection¹
- Resource Conservation²
- Emissions Management



Social

- Our People
- Health, Safety, and Security
- Indigenous Relations
- Community Engagement



Governance

- Ethics and Compliance
- Digital, Cybersecurity, and Privacy
- Innovation
- Procurement
- Human Rights
- Risk Management³
- Project Delivery⁴



05

Environmental

In This Section

Investing in Nature Is Smart Business

Environmental Protection

Resource Conservation

Emissions Management

📍 Alberta Solar One, Alberta, Canada

FEATURE

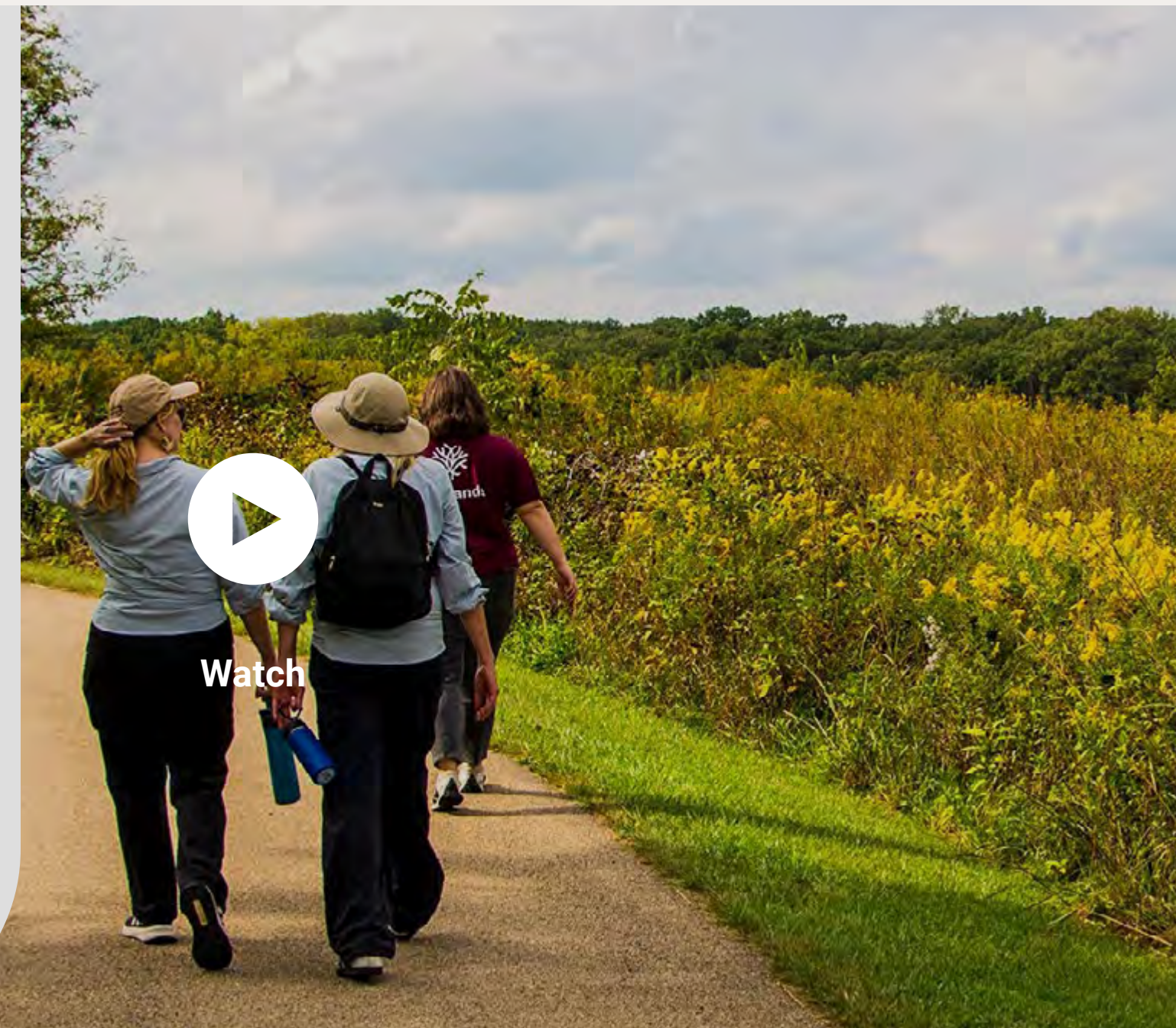
Investing in Nature Is Smart Business

The best solutions unlock multiple benefits at once. The most compelling solutions do so while costing less.

Nature delivers exactly that.

Getting true value from nature-based solutions

Deer Grove Habitat Restoration



Nature-based solutions (NbS) offer multi-benefit, cost-effective outcomes that strengthen communities, protect ecosystems, and create long-term value. By including nature in project solutions, Stantec helps clients achieve more—environmentally, socially, and economically.

These solutions don't just work; they make financial sense. Incorporating NbS can be less expensive to implement upfront, extends project lifespans, reduces operations and maintenance costs, and builds resilience in the face of climate uncertainty. The result is infrastructure that performs better over time, while delivering measurable savings.

This impact is powerfully illustrated through the **Deer Grove Habitat Restoration** project outside Chicago, Illinois, United States. Once degraded oak ecosystems—along with their streams, wetlands, and prairies—have been restored to thriving landscapes, now home again to native grasses, shrubs, wildflowers, and the wildlife they sustain.

Beyond revitalizing the environment, sequestering carbon, enhancing recreational access, and reducing flood risk, the project delivers strong economic value—an estimated \$2 return on investment for every \$1 spent in the short-term, with an additional \$6 realized over the long-term through economic development benefits.

This is what happens when we work with nature, not against it.

By integrating nature alongside traditional engineering, communities can simultaneously address the climate crisis, reverse biodiversity loss, restore degraded lands—and do so more efficiently and affordably.

Join us in partnering with nature to deliver future-ready solutions for the world's most pressing challenges. Solutions that are resilient, restorative, and smart business.

Environmental Protection

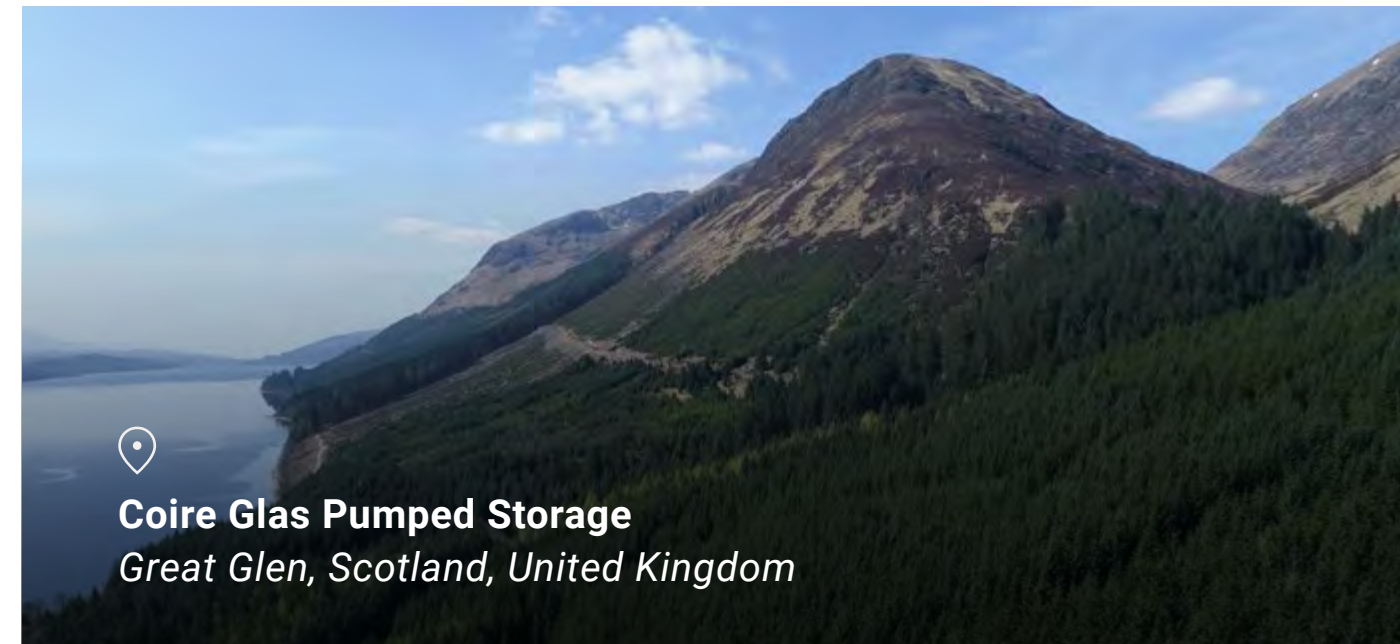
At Stantec, we're committed to reducing the environmental impacts of our business operations, managing the environmental risks of our projects, and promoting a philosophy of environmental stewardship.

In 2025, Stantec

- Was accepted as a member of the Taskforce on Nature-related Financial Disclosures and the Nature Positive Forum, fortifying our commitment to a nature-positive world
- Held our fifth annual Climate Fest, showcasing climate action thought leadership and projects across our global operations
- Continued our biodiversity protection partnership with the UN Decade on Ecosystem Restoration program

- Celebrated Stantec-led nature-based solutions projects from around the world to inspire our employees to connect with the land and water
- Cleaned over 2,900 pounds (1,315 kilograms) of waste from open spaces and supported restoration projects by removing invasive species and planting native plant seedlings through the volunteer actions of our Developing Professionals Group and Green@Stantec
- Was included in *The BBC* article [Seven Quiet Wins for Climate and Nature in 2025](#) and in the *E+E Leader* article [Engineering Firms Drive Massive Klamath River Restoration](#) for our work on one of the largest river rehabilitation efforts in the United States' history

- Created a [Stantec Wildlife Activity Book](#) to spark an appreciation for the natural world in young scientists through hands-on learning and art
- Aired thought leadership via webcasts and [The SCOPE](#) podcast, addressing important issues influencing the sustainable future of real estate and infrastructure, water scarcity, and coastal resiliency
- In Canada, received a [Holcim Award](#) for our work on the FortWhyte Alive Buffalo Crossing for exceptional contributions to sustainable design
- In the United States, sold over 668,690 native plants and over 123,900 pounds (56,200 kilograms) of native seed—enough to cover approximately 3,100 acres (1,255 hectares)—at our native plant nursery



- In the United States, partnered with non-profits and government entities to increase forest health and climate change resilience, such as reducing the risk of extreme wildfire behavior
- In the United Kingdom, celebrated the Coire Glas project for being the first in the world to win [Gold Standard certification](#) under the Hydropower Sustainability Standard and for winning the International Hydropower Association's Blue Planet Prize
- In the United Kingdom, utilized [new air quality monitoring technology](#) to empower students measuring the positive impact of behavioral changes on air quality around a community school
- In New Zealand, led the rescue of nearly 1,700 fish, including threatened species, for Greater Wellington in [Te Awa Waikanae](#), a river significant in Māori culture and history

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

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

- In 2025, Stantec
 - Expanded our Green@Stantec network to connect like-minded peers dedicated to driving office-based environmental best practices
 - Held our first Company-wide “Plastic-free July” challenge focused on reducing single-use plastics at work and at home
 - Worked with electronic recycling providers across 20 countries to help 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



Wanaka Town Centre Masterplan
Otago, New Zealand

- In North America, continued our commitments to [AIA 2030](#), [AIA Materials Pledge](#), [SE 2050](#), and [MEP 2040](#) to address energy use, carbon, climate change mitigation, and the material health impacts of our projects
- In Canada, avoided 118 mtCO₂e of emissions by selling, donating, and recycling unneeded furniture and other items during office renovations to help keep them out of the landfill
- In the United States, partnered with Pacific Clean Fuels to further the availability of [hydrogen fueling solutions](#) across California

- In the United Kingdom, Australia, and New Zealand, implemented programs to recycle old, worn, and unneeded personal protective equipment to keep textiles out of landfills and reuse them as everyday household items
- In New Zealand, partnered with Workride to provide employees a convenient, flexible, and safe option for commuting by bicycle, and supported e-bike purchases through pre-tax payment options
- In Taiwan, launched a “Green Your Life Together” challenge, encouraging employees to adopt sustainable habits in their daily lives, such as low-waste commuting, plant-based eating, mindful walking, and creative engagement with nature

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, as well as employee remote working options to conserve energy and fuel needs.

Our greatest influence comes from client work where we apply our technical expertise to promote 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 2025, Stantec
- Received an A- CDP climate change score for the eighth consecutive year
 - Progressed our net zero commitment through Canada’s Net Zero Challenge
 - Met our interim near-term Science Based Targets initiative emissions reduction projections (see [Appendix A](#))
 - Accounted for more than 90% renewable electricity across our operations, for the fifth year (see [Appendix A](#))¹

- Met our operational carbon neutrality commitment, for the fourth year, by balancing residual emissions with the purchase of carbon offsets (see [Appendix A](#))²
- Allocated our carbon balancing spend to the purchase of nature- and technology-based offset projects³
- Began monitoring of AI-related emissions using Azure’s Carbon Optimization tool, enabling us to track and optimize energy consumption
- In the United Kingdom, progressed project emissions tracking and reductions through our BSI-certified PAS 2080 program, embedding carbon management principles at the core of our design decision-making for projects across water, energy, and infrastructure⁴



1. Renewable electricity came from self-generation (solar), green tariffs (purchased from utility providers), and energy attribute certificates (purchased from central brokers). There are numerous countries—United Kingdom, Australia, and New Zealand—where Stantec purchases utility-based green power in every office where we have operational control.
2. 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 carbon offsets, which are investments outside of our value chain and do not lower reported emissions. We look for nature- and technology-based projects that abate carbon while also providing social and economic co-benefits to local communities.

3. Stantec’s nature-based, high-value carbon offset purchases in 2025 were Indigenous-led ecosystem conservation projects in British Columbia, Canada ([Great Bear Temperate Rainforest Project](#)); Montana, United States ([Blackfoot Nation Forest Carbon Project](#)); and Michigan, United States ([Keweenaw Bay Indian Community Forest Carbon Project](#)). Our technology-based, high-value carbon offset purchases were concrete carbon capture (from CarbonCure) and sustainable aviation fuel (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 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, has validated emissions reduction targets, and a net zero pledge. 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. We also support clients in emissions management and net zero road maps.

[See Management Approach](#)

[See Emissions Data](#)



06

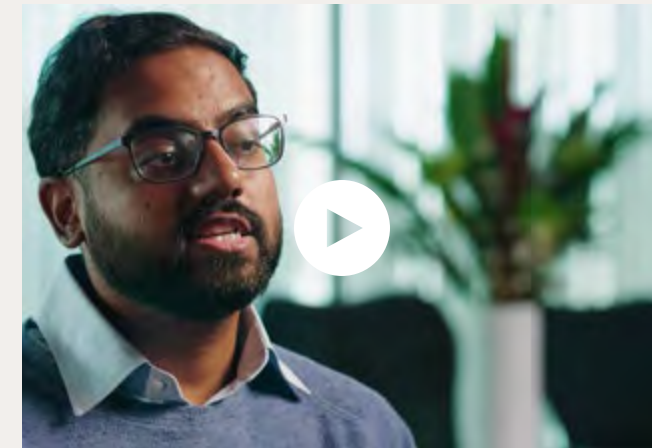
Social

In This Section

- Culture Enables Success**
- Our People
- Health, Safety, and Security
- Indigenous Relations
- Community Engagement

FEATURE

Culture Enables Success



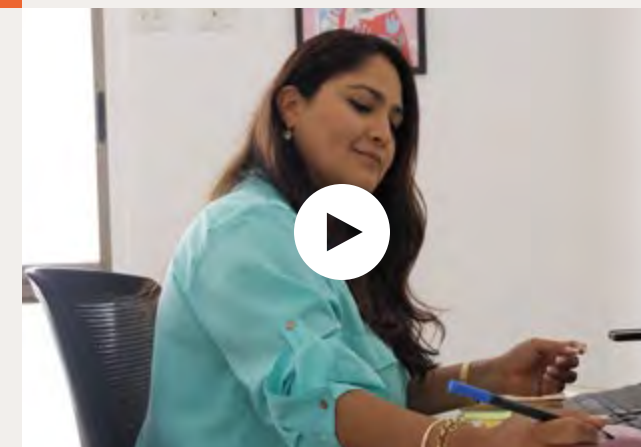
Nahid
Canada



LaTonya
United States



Loren
United States



Daniela
Perú



Claudia
Australia



Roy
New Zealand

Great things happen when talented, driven people rally around a shared purpose—when we unite to create what none of us could achieve alone.

Being part of Stantec means belonging to something bigger than ourselves. We choose this work because we believe in making a lasting, positive impact on the communities we serve.

Our people come from around the globe, bringing a powerful mix of expertise, lived experiences, and perspectives. This breadth of insight is not just a strength; it's essential to who we are and how we work. It allows us to tackle today's most complex challenges and shape resilient solutions for tomorrow.

At Stantec, we've intentionally built a culture rooted in care, collaboration, and respect. A culture where cooperation fuels innovation and acceptance strengthens connections.

Because when people feel supported, they do their best work. We create an environment where teammates are seen, heard, and valued; there is a true sense of belonging; and everyone has an opportunity to succeed.

When our people thrive, our business—and the communities we serve—thrive too.

At Stantec, we're better together and proud of the global culture we've built.

Our People

At Stantec, we continuously strive to create an inspiring work environment to recruit, develop, and retain top talent. Our focus on company-wide collaboration and our purpose-driven strategy sets us apart from our peers and aligns us with client needs. Our Better Together culture attracts the best in the industry.

In 2025, Stantec

- Was named by *Forbes* as one of **Canada's Best Employers** and by *The Globe and Mail* in the **Women Lead Here** benchmark
- Conducted an Engagement Pulse Survey—a check-in with our employees to validate our rewarding and engaging work environment
- Celebrated World Kindness Day across our offices to encourage positivity in our employees' everyday lives



- Continued to offer collaboration opportunities to help our employees build personal networks and interact over shared interests with options including Employee Resource Groups, Developing Professionals Group, and Green@Stantec
- Expanded our partnership with the SocialTalent e-learning platform to equip our teams with modern talent and advisory skills
- Piloted use of our talent intelligence platform beyond North America to explore opportunities for enhanced global sourcing capabilities

- Promoted awareness of mental and physical wellbeing by holding space for conversations and communications
- In North America, launched TalentHub Hiring + Journeys—integrating recruitment and onboarding into a single end-to-end platform
- In North America, updated the Employee Referral Bonus program, establishing a consistent framework to inform a future global program
- In Australia and New Zealand, was awarded the **LearnX Platinum Award** for Best Learning & Development Leadership Development Program
- In Australia, was listed on the **Top 101 Workplaces for Women** by Work180, for the third year
- In Chile and Peru, partnered with Women in Mining to foster a more inclusive regional mining sector
- In Peru, was recertified by the Asociación de Buenos Empleadores for outstanding social labor practices
- In Italy, won the **Eni Supply Chain Award (People category)** in recognition of our Women@Stantec program and our local balanced workforce composition—a 50-50 gender split—and participated in a study to better understand factors that determine the presence and career development of women in the engineering sector
- In the Middle East, celebrated the excellence of our accomplished female colleagues during International Women in Engineering Day

Stantec's Approach

Stantec's success requires attracting and retaining employees with a wide range of talents, perspectives, and experiences. We've developed a culture rooted in care, collaboration, and respect.

Our Global Career Framework provides a clear and consistent foundation for defining career paths, expectations, and competencies across Stantec. Our recruitment practices, employee benefits, training, and development programs provide our people with the resources needed to be successful and effective individuals, both in their professional and personal lives.

Our people management focus areas include an emphasis on employee wellbeing and flexibility, recognition, learning and growth opportunities, and global exposure.

[See Management Approach](#)

[See Workforce Statistics](#)

Health, Safety, and Security

At Stantec, we care about the safety of our people and those around us—at work, in our homes, and within our communities. Our commitment to safety is driven from the top. Through our SaferTogether™ culture, we support knowledge, communication, and relationships.

- In 2025, Stantec
- Decreased our total recordable industry rating (TRIR) to below industry average (See [Appendix A](#))¹
 - Strengthened our safety culture with leading indicator safety index (LISI) numbers increasing year over year (See [Appendix A](#))²
 - Led a worldwide SaferTogether for Safer Roads campaign to promote awareness about safe driving



- Added improvements and enhancements to our HSSE reporting tool, dashboard, and landing page to provide easier access to relevant HSSE data
- Launched the HSSE Monthly Connect to share team recognition, updates, new projects, and initiatives
- Transitioned our SaferTogether onboarding training from an online, self-paced course to virtual, instructor-led training—facilitating a more personalized connection between business leaders and new hires
- Created an app to ease planning for safety at Stantec in the Community events
- Focused the annual HSSE refresher course on situational awareness and critical thinking
- Launched internal field security awareness and conflict de-escalation training, including in-person active shooter response training in the United States
- Expanded International Travel Wizard support to implement appropriate security and safety

plans when our people travel internationally for work

- Aligned Stantec’s Facility Security Program with IT’s ISO 27001 Information Security program
- In North America and the United Kingdom, held webinars focused on topics such as use of HSSE tools, social value, conflict avoidance, and management of psychosocial risks
- In Canada, provided compliance briefings for employees with government security clearances, which helped pass five Canadian government facility inspections
- In the United Kingdom, recognized for our commitment to health and safety through a Royal Society for the Prevention of Accidents **Order of Distinction Gold**

Award and an **International Safety Award** from the British Safety Council

- In Australia, published a series of video tips for Rail Safety Week (track safety, crossing safety, train driver safety)
- In China, ran a campaign focused on fire safety awareness

1. TRIR is a lagging indicator that tracks the number of recordable incidents a company experiences during a year, normalized to 100 full-time employees. A low TRIR score is desirable.
2. LISI is a Stantec-defined index composed of leading indicators that measure 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 these 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.

In addition to well-formulated plans and processes, we recognize that situational awareness—the discipline to be present and aware of our surroundings—is the best way to protect ourselves from injuries and incidents.

See Management Approach

See Health and Safety Data

Indigenous Relations

We build and maintain respectful relationships with Indigenous communities by recognizing, supporting, and valuing the distinctiveness of the Indigenous cultures of our employees; the Indigenous partners, clients, and businesses we work with; and the Indigenous communities our projects impact and serve.

- In 2025, Stantec
- Hosted learning sessions and discussions through the Indigenous Connections employee resource group
 - Recognized the International Day of the World’s Indigenous Peoples—Company-wide
 - Stood in solidarity with Indigenous communities on Red Dress Day and through the Moose Hide campaign in honor of missing and murdered Indigenous women, girls, and Two-Spirit People

- Focused our high-value carbon offset purchases on Indigenous-led nature-based conservation projects
- Donated sustainability-linked loan savings to Indigenous-led climate action initiatives
- In North America, named a Top 50 STEM Workplace by the Advancing Indigenous Science and Engineering Society, for the sixth year
- In North America, provided cultural awareness and Two-Eyed Seeing training
- In Canada, increased revenue generated from our **Indigenous Business Partnerships** to \$104 million, providing direct investments, employment, and training opportunities to support economic growth in Indigenous communities

- In Canada, continued reconciliation action under the Partnership Accreditation in Indigenous Relations certification
- In Canada, sponsored an Indigenous-led design fellowship, Indigenous Youth Engagement, and I-STEAM Pathways program
- In the United States, fostered partnerships and collaboration with Alaska Native communities through our **Alaska Native Program**
- In the United States, supported the Feather River Land Trust Indigenous Land Back efforts through facilitation of the Washoe Tribal elders and leadership with their stewardship vision as part of the return of more than 10,000 acres in the Northern Sierra and Southern Cascades



- In Australia, furthered our reconciliation journey under the direction of our **Innovative Reconciliation Action Plan**
- In Australia, reflected on the shared histories, cultures, and achievements during National Reconciliation Week
- In Aotearoa (New Zealand), activated our five pou (pillars) Hīkoi Tahī (Māori cultural strategy)
- In Aotearoa (New Zealand), developed partnerships with local communities using a Māori mythology of engagement and partnership based on intellectual traditions known as Pūrākau (storytelling)
- In Aotearoa (New Zealand), continued our partnership with Te Tira Whakamātaki through workshops focused on biosecurity and climate resilience

Stantec’s Approach

At Stantec, we strive to foster positive and productive relationships with Indigenous communities and businesses. The foundation of our Indigenous Relations Practice consists of four pillars: employer of choice, awareness, engagement, and creating opportunities.

Our formal Indigenous Relations programs are focused on Canada, the United States, Australia, and Aotearoa (New Zealand) with informal touchpoints across our operations.

Through Indigenous Partnerships, Stantec is a minority partner in multiple majority-owned Indigenous ventures that deliver technical services with an understanding of culture and community values.

For clients, we support the inclusion of Indigenous views and participation in projects to enable collaboration, and bridge the gap between industry, government, and Indigenous communities.

See Management Approach

Community Engagement

Through strategic partnerships, financial support, and employee volunteering, Stantec improves lives and strengthens our cities, communities, and neighborhoods. In our project work, we actively consult with and listen to those who have traditionally lacked a voice in infrastructure development.

- In 2025, Stantec
 - Invested more than \$11.7 million globally, supporting over 2,000 community partner organizations focused on local resilience and wellbeing
 - Met our community investment target of \$60 million by 2030—five years ahead of schedule—with donation totals of \$67 million since 2007
 - Celebrated our 12th anniversary of Stantec in the Community Week, our signature Company-sponsored



Stantec in the Community Week
Taipei, Taiwan

volunteer event, with almost 8,000 employees from around the globe contributing their time and talents to more than 440 organizations worldwide

- Awarded approximately \$500,000 in scholarships, including our **Future Leaders Scholarship** that provided 47 student scholarships and seven paid internships

- Continued our holiday giving tradition, directing \$150,000 to global charities
- Celebrated our employee volunteerism through our Dollars for Doers program, donating over \$100,000 in support of employees who volunteered 25+ hours or raised funds for charitable causes
- Supported food security by volunteering at local food banks and donating to Feeding America, Food Banks Canada, and World Central Kitchen
- Expanded Build Days with Habitat for Humanity—helping address the affordable housing shortage by bringing hands-on construction and housing support to communities
- Launched a new STEM-focused partnership with Big Brothers Big Sisters and FIRST Robotics

- Supported life-changing access to clean water, sanitation, and hygiene through organizations like WaterAid and Water for People
- Promoted wellbeing through long-standing relationships with the Canadian Mental Health Association and National Alliance on Mental Illness
- Recognized through the **Rix Award for Corporate Citizenship** for our dedication to building strong and vibrant communities through arts, education, health, and environment
- Worked with clients around the globe to improve the quality of life through public participation that builds consensus and informs a shared vision forward

Stantec's Approach

Community engagement encompasses both the philanthropic initiatives Stantec undertakes within communities as well as the public participation involved in our project work.

Annually, Stantec commits up to 1% of our pretax 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, we employ and partner with a network of communication experts, social scientists, and social value specialists to develop and implement targeted and tailored communication, outreach, and advocacy strategies.

[See Management Approach](#)



07

Governance

In This Section

A Leader, A Strategy, A Purpose

Ethics and Compliance

Digital, Cybersecurity,
and Privacy

Innovation

Procurement

Human Rights

Risk Management

Project Delivery

📍 Kaitoke Flume Bridge, Wellington, New Zealand



The Globe and Mail, one of Canada’s most respected newspapers, named Stantec CEO Gord Johnston **CEO of the Year and Strategist of the Year**—a powerful recognition of Gord’s principled, impactful leadership.

Since taking the helm in 2018, Gord has guided Stantec through a period of extraordinary growth and transformation.

Under his leadership, our market capitalization has increased by more than 300%, net revenues have grown over 70%, and we’ve completed 25 strategic acquisitions.

These milestones reflect not only strong performance, but a clear, disciplined strategy rooted in long-term value creation.

Profitability, integrity, quality, safety, and project delivery have always been essential to our success.

What makes Stantec, Stantec? It’s our unwavering focus on people, culture, authenticity, and purpose.



People

“Our voluntary employee turnover remains consistently low, reflecting a workplace where people choose to stay, grow, and thrive.”

We foster a welcoming environment, support career development, offer flexible work arrangements and competitive compensation, and—most importantly—empower our people to do work that makes a meaningful, positive difference in the world.

Culture

“Culture, for us, is intentional.”

As a global organization spanning diverse geographies and communities, our culture is the foundation that enables our purpose-driven strategy. It is anchored in our core values: we put people first, we are better together, we do what is right, and we are driven to achieve. These values shape how we work, the projects we pursue, and how we deliver—every day, everywhere.

Authenticity

“Stantec makes promises we know how to keep—and when we make a promise, we deliver.”

In areas like sustainability, this disciplined approach may not always be the loudest, but it is the most meaningful. It makes us outcome-focused, credible, and trusted by our clients, partners, and communities.

Purpose

“At Stantec, we share a special calling: we create solutions that make the world a better place, one project at a time.”

Our Strategic Plan, centered on purpose-driven growth, identifies the critical challenges facing communities around the world. By doing what is right—consistently and authentically—we help communities rise to meet those challenges while building enduring success for our Company.

Ethics and Compliance

Integrity means we operate our business in a way that is open, honest, and responsible. We must uphold our values to gain and maintain the trust of employees, clients, investors, business partners, and the public. We expect our people and supply chain to share our Stantec values. If anyone sees or suspects unlawful actions or unethical behaviors, they're encouraged to call our Integrity Hotline.

- In 2025, Stantec
- Expanded our processes to strengthen compliance with international trade regulations and sanctions laws, requiring due diligence reviews for high-risk jurisdictions and prohibiting engagement with sanctioned entities or individuals
 - Updated due diligence procedures to require screening against sanctions lists



Stantec Employees
Noord-Braban, Netherlands

- Conducted employee training to identify red flags and escalate concerns for international sanctions and trade controls in the face of higher geopolitical tensions
- 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
- Achieved 99.5% employee completion of our annually required ethics and compliance training and 100% completion from the C-Suite¹

1. At the time of training, 0.5% of employees were unable to take the required training due to leave, field deployments, and logistics.

Stantec's Approach

Stantec expects its employees to carry out their work according to strong ethical principles. The Code of Business Conduct establishes standards that all personnel are required to observe in their daily responsibilities, supported by compulsory annual ethics training.

We commit to fighting corruption and following anti-trust principles. Additionally, we 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.

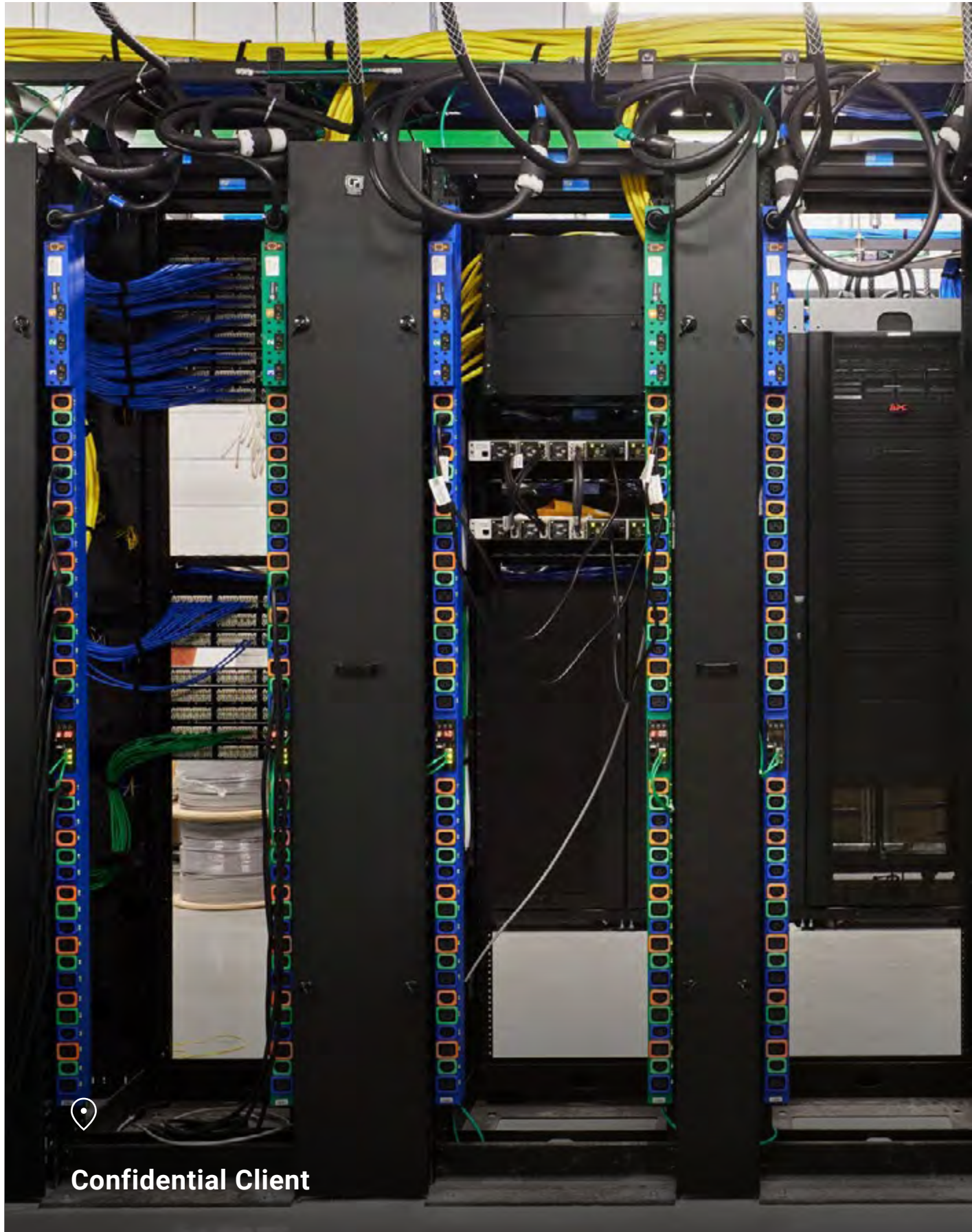
If anyone sees or suspects unethical behavior, all are encouraged to call our Integrity Hotline, which is managed by a third party and allows for anonymous reporting.

[See Management Approach](#)

Digital, Cybersecurity, and Privacy

Our Digital Center of Excellence enables development of digital tools that drive efficiency and innovation. Our IT infrastructure is designed to support operations, protect against cybersecurity threats, and respect privacy. All Stantec programs comply with applicable privacy laws and standards and local practices.

- In 2025, Stantec
- Created a new Digital Center of Excellence to oversee digital asset development, product support, and governance—including artificial intelligence (AI)
 - Appointed a new Chief Digital Officer—who was honored by CIO Awards for **Visionary Leadership**—to partner with our Chief Information and Security Officer on the technology necessary to best support our ambitious growth objectives



- Developed and implemented an AI governance framework to secure compliance with laws, regulations, data privacy, security, and confidentiality standards
- Released governance, tools, and training to support our conscientious adoption of AI, including an AI Tools Policy, Responsible Use of AI Tools practice, and an AI risk assessment framework
- Introduced AI into digital solutions to improve speed and accuracy of results (see [Innovation](#))
- Explored Generative AI use cases using a pragmatic approach focused on efficiency and effectiveness while balancing energy needs, safeguarding data privacy and security, and reducing the risk of confidential data leakage

- Supported transparency and accountability in technology adoption by monitoring the return on investment from AI investments to ensure responsible resource allocation and alignment with corporate governance principles
- Achieved 99% employee completion of our annually required cybersecurity training and 100% completion from the C-Suite¹

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

Stantec’s Approach

Our digital strategy integrates innovative technologies while ensuring robust governance to uphold responsible usage and accuracy. We are adopting AI in a pragmatic and measured manner with a focus on improving operational efficiencies, client productivity, and digital tool development.

Stantec’s strong security systems include robust IT security processes and practices and annual employee cybersecurity awareness training. 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 to reduce the potential mishandling of personal and sensitive data in our possession or within our control.

[See Management Approach](#)

Innovation

At Stantec, we solve challenges with creativity and collaboration. Our innovation strategy is far-reaching—everyone at Stantec is encouraged to innovate in their work to strengthen our ability to respond in an ever-changing world. By combining proven ideas with curiosity, inspiration, and technology-forward approaches, we find new ways to meet client challenges, increase efficiency, and improve profitability.

- In 2025, Stantec
- Launched **Vulnerability Evaluator**, a tool that helps clients optimize spending and enhance resilience by identifying vulnerabilities within their systems on a large scale
 - Launched **three research programs** to evaluate new water and wastewater management approaches for PFAS removal from drinking

water, nutrient removal, and to predict influent flows using machine learning

- Used generative AI to create a variety of solutions, including high-quality data visualizations from sketches, photos, and BIM models; text-to-3D model generation to quickly develop and optimize energy models; and animation software for engaging communication and engagement
- Integrated AI into digital tools and client platforms to automate complex analysis, accelerate compliance and decision-making, and reduce risk, including a soil risk mapping digital solution to automate environmental classification and compliance and a large-scale infrastructure project platform to consolidate stakeholder intelligence and enable real-time decision support

- Partnered with Northrop Grumman to develop and deploy an innovative **environmental conservation technology** focused on wildland firefighting, marine mammal tracking, historic and cultural preservation, and biodiversity monitoring
- Developed a partnership with KorrAI, who leverages their TRAIL platform and satellite-based ground-motion analysis to help mitigate stability risks for mines, tailings facilities, roads, and railways
- Developed a Civil 3D add-in that extends roadway and utility workflows beyond native capabilities, reducing manual effort and allowing staff to focus on higher-value work
- Partnered with Reemine to explore the application of patented technologies that

unlock rare earths and critical minerals from mining waste, transforming legacy liabilities into low-carbon circular inputs

- Premiered our **Sparks** film series, demonstrating how Stantec’s innovative ideas, approaches, and projects are making a difference
- Furthered industry thought leadership by hosting 13 research-based webinars, publishing more than 100 peer-reviewed papers, and recording over 18,000 eLibrary reviews
- Continued collecting and developing ideas for innovation via Stantec’s Idea Machine, an internal system open to any idea to improve Stantec, create new technologies and services for clients, or improve the way we deliver our work—with more than 2,000 ideas received since its inception in 2020

- Conducted R&D at our native plant nursery to improve traditional methods of planting and seeding by creating a pelletized native seed technology that controls the exact number of seeds that are planted in the ground—for use with traditional farming equipment as well as aerial drones

Stantec’s Approach

To promote innovation, facilitate collaboration, and advance environmental and social thought leadership, we invest millions of dollars annually to fund initiatives, research, grants, and business opportunities. Stantec leaders encourage innovation and 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

Procurement

As a leading global organization, we acknowledge that our procurement choices have the capacity to drive meaningful and positive changes. As Stantec advances the centralization and standardization of our global supply chain management programs, we endeavor to foster sustainable business practices, encourage small business growth, and provide support for local enterprises worldwide.

- In 2025, Stantec
- Appointed a new Director of Global Procurement to further our overall procurement strategy, including a focus on sustainable supply chain activities
 - Continued right-sizing our offices—purposely selecting energy-efficient buildings, where possible—to achieve an 11% reduction in our real estate footprint (relative to our 2023 footprint)



Stantec Employee
Queensland, Australia

- Continued to progress our low emissions vehicle strategy with expanded hybrid and electric vehicle use in Canada, the United States, the United Kingdom, Australia, New Zealand, Belgium, and the Netherlands
- Purchased 92,000+ gallons (350,000+ liters) of sustainable aviation fuel credits from Air Canada and Delta Airlines
- Supported the circular economy by purchasing EPEAT- and Energy Star-certified computers with options that include machines made from recycled plastics
- In North America, introduced the Driver Qualification Program for employees driving Stantec’s fleet to make it easier to monitor and manage driver behaviors
- In North America, furthered work with companies of all sizes and backgrounds under our Supplier Diversity Team
- In the United States, continued to support three Small Business Administration mentor-protégé agreements

Stantec’s Approach

Our supply chain includes vendors, subcontractors, subconsultants, and other business partners. We encourage sustainable behaviors in our supply chain and influence such behaviors 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](#)

Human Rights

Stantec explicitly identifies human rights as a part of our policies, procedures, and ethics training to help keep the topic top of mind and reduce the possibility of issues.

In our operations, our duty to protect human rights is reflected in our efforts to protect the health and safety of our employees, compensate based on merit, close pay gaps, provide a welcoming workspace, support underserved communities, and lead climate action, among others.¹

In our projects, 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.²

At Stantec, we continue to consider how to address human rights in our supply chain.³



Stantec Employee
Alberta, Canada

Currently, we share our expectations via our Partner Code of Business Conduct.

If colleagues, clients, suppliers, or the community see a potential human rights violation connected

to Stantec, they are encouraged to call our Integrity Hotline, which is managed by a third party.

In 2025, Stantec

- Developed anti-forced labor and child labor contractual

clauses for suppliers and business partners

- Included awareness materials on forced labor and child labor in our mandatory, annual, Company-wide ethics training

1. Stantec is a professional services company. We do not maintain manufacturing operations and are not a significant importer of goods in any country in which we operate. The only physical products we produce are plants and seeds in our **native plant nursery**, which represents less than 1% of our global revenue.
2. Our client-facing work includes strategy and design services for projects that are constructed by others. Our limited connection to construction services includes ecosystem restoration, construction management, and inspection services.
3. Stantec’s supply chain consists of leased office space, vendors that enable us to do office- and field-based consulting work, and subcontractors and partners that support project teams.

Stantec’s Approach

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

We take reasonable and practical steps to identify breaches to our Human Rights Policy, and act accordingly to constantly improve the communities in which we work.

We’re committed to promptly investigating and addressing any reports of policy violations.

[See Management Approach](#)

Risk Management

Responsibility for risk management is shared across the organization—from our Board to senior management and frontline employees.

Stantec’s formal risk management and assurance practices include a comprehensive Enterprise Risk Management (ERM) program, global internal audit processes, and an ISO-certified Integrated Management System (IMS). This formal approach, combined with our Better Together business culture—which encourages consideration of different views from professionals with varied roles and capabilities—allows us to be proactive in identifying, assessing, and managing risks.

Our principal risks are systematically managed through a comprehensive ERM program 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.

Stantec takes a measured and selective approach when deciding which geographies we will work in—both from the perspective of permanent operations and for projects we perform outside of these geographies—and we continually review and update our risk management practices to respond to the changing world around us.

Climate-related risks are monitored within our ERM program, and climate-related risk management is incorporated into our practices. We have 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. Our global internal audit team conducts independent audits over key financial and operational processes and develops an annual audit plan with input from management and consultation and approval from the Audit and Risk Committee of the Board, using a risk-based approach. Annually, we conduct independent assurance testing over financial and information technology controls in support of Sarbanes-Oxley certifications.

Our ISO-certified 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 a one-off initiative but is a continuous commitment that encourages ongoing monitoring, measurement, and improvement, helping our sustainability goals evolve and improve over time.

In 2025, Stantec

- Continued to embed climate risk management into our ERM program by completing comprehensive assessments and analyses of physical and transitional climate-related risks—identifying sub-risks and assessing their impact on the Company, assigning dedicated risk owners, and reviewing current and planned mitigation measures
- Conducted climate-scenario planning (against 2030 and 2050 timeframes) to analyze potential future risks, utilizing the NGFS scenario guidance¹

- Monitored regulations that may impact our operations or project delivery, including those relating to sustainability
- Successfully maintained our ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health & Safety Management) certifications by passing an external audit, reaffirming our commitment to quality, environmental stewardship, and workplace safety across all regions

1. NGFS (Network for Greening the Financial System) is a group of central banks and supervisors that provide sustainable solutions to financial institutions. While the NGFS climate scenarios were originally developed for financial institutions, they are now recognized as the most appropriate tool for professional services companies. Stantec’s climate-scenario analysis exercise referenced the published NGFS Phase V High-level Overview (November 2024).

Stantec’s Approach

We systematically identify, manage, and monitor existing and emerging risks at enterprise and project levels, including climate-related risks.

Stantec’s 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 when it comes to unexpected and disruptive incidents.

[See Management Approach](#)

Project Delivery

Projects are the primary building blocks of our business, and project managers are the front line of our business interests. Project delivery teams strive every day to deliver high-quality work safely, efficiently, and predictably.

Stantec enables exceptional project execution by identifying the right project managers and providing them with the processes and tools they need to succeed. Our project teams work under a single global project management framework.

Our globally connected workforce enables scalable resourcing, operational efficiency, and consistent project excellence. Engaging our Global Delivery Center in India enhances the effectiveness of business and functional services teams.



Stantec Employees
Pune, India

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 embedding sustainability considerations into the appropriate stages of a project—from planning and design to construction and operation.

These systems help mitigate our projects’ environmental impacts, improve safety, optimize resource usage, and meet the increasing demand for sustainable practices. By addressing sustainability from multiple angles—quality, environment, and safety—we’re able to contribute to a more sustainable, efficient, and socially responsible natural and built environment.

In 2025, Stantec

- Streamlined our project delivery strategy by linking key functions: project delivery office, commercial risk management, global delivery centers, project risk, major projects framework, and health, safety, security, and environment

- Initiated short-, medium- and longer-term business improvement and change initiatives to strengthen project delivery
- Simplified and further standardized processes to drive efficiency, develop shared Company-wide best practices, and make it easier for teams to collaborate
- Rolled out tool enhancements and learning modules to make it easier to follow our processes
- Continued to embed sustainability and climate resilience into project management practices
- Achieved a 96% compliance score with the Project Management Framework as determined by audit results

Stantec’s Approach

Stantec’s Project Delivery program specifies the expectations of project managers and provides a scalable framework to promote a pragmatic and disciplined approach to project execution. It includes the critical tasks for managing risks and achieving quality.

Project managers use established methods and tools to oversee projects efficiently. Our 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.
TCFD Index

Appendix E.
Cautionary Note Regarding
Forward-Looking Statements

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), Appendix C. Sustainability Accounting Standards Board Standards Index (SASB), and Appendix D. Task Force on Climate-related Financial Disclosures (TCFD).

This appendix is organized into three sections:

- Environmental
- Our People
- 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-Sapien)
- **Years of Data:** To make it easier to spot trends, whenever possible, we provided three years of data
- **Reporting Period:** January 01, 2025, to December 31, 2025
- **Geographical Locations:** For employee data, questions referencing geographical locations are as follows
 - Regions (representing 100% of global employees, in descending order based on number of employees)
 - United States
 - Canada
 - United Kingdom
 - Australia and New Zealand
 - European Union—Belgium, Czechia, Germany, Ireland (Republic of), Italy, and the Netherlands
 - India
 - Remaining Geographies
 - Latin America and the Caribbean (Argentina, Barbados, Chile, Peru)
 - Middle East (Bahrain, Qatar, Saudi Arabia, Türkiye, United Arab Emirates)
 - East Asia (China, Taiwan)
 - Countries of significant operations (representing 90% of global employees)
 - United States
 - Canada
 - United Kingdom
 - Australia
 - India
 - New Zealand
- **Additional Information:** To make it easier to cross-reference other Stantec disclosures, we provide SR, GRI, and SASB references

Note: Stantec has real estate in a few locations where we have no permanent employees including Austria, Ethiopia, Mexico, and Pakistan. We had a partial year presence in the Philippines.

Appendix A. Data Workbook

Environmental

| Description | Stantec Statistics | | | Additional Information | |
|--|--|--------------------------|--------------------------|--|--------------------------|
| GHG Absolute Emissions Absolute greenhouse gas (GHG) emissions, presented in metric tons of CO ₂ equivalent (mtCO ₂ e). GHGs include CO ₂ , CH ₄ , and N ₂ O. | | | | SR: Environmental > Emissions Management GRI: 305-1, 305-2, 305-3 | |
| | Emissions by Scope | 2025 | 2024 | | 2023 |
| | | mtCO₂e | mtCO₂e | | mtCO₂e |
| | Scope 1 | 11,895 | 12,257 | | 15,136 |
| | Scope 2 (location-based) | 18,937 | 20,534 | | 22,916 |
| | Scope 2 (market-based) | 602 | 1,076 | | 1,747 |
| | Scope 3 Purchased Goods and Services (category 1) | 17,047 | 20,158 | | 2,743 |
| | Scope 3 Fuel- and Energy-Related Activities (category 3) | 1,601 | 1,831 | | 1,310 |
| | Scope 3 Waste Generated in Operations (category 5) | 3,359 | 3,141 | | 3,854 |
| | Scope 3 Business Travel (category 6) | 21,825 | 24,340 | | 23,910 |
| Scope 3 Employee Commuting (category 7) | 29,403 | 28,359 | 12,216 | | |
| Residual Emissions | | | | | |
| Scope 1 and 2 (market-based) | 12,497 | 13,333 | 16,883 | | |
| Scope 3 Total (categories 1, 3, 5, 6, and 7) | 73,235 | 77,829 | 44,033 | | |
| Total Residual Emissions | 85,732 | 91,162 | 60,916 | | |
| <p>Note: Our reported emissions include those from the operations of acquired companies beginning from their integration date.</p> <p>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 an organization's energy procurement choices. Stantec's market-based emissions are reduced through the purchase of renewable electricity. In 2025, Stantec purchased 97% renewable electricity.</p> <p>Note: The 2024 scope 3 purchased goods and services (category 1) emissions have been restated from the previously reported figure of 9,602 mtCO₂e to meet a client requirement introduced during 2025, after the publication of last year's Sustainability Report. To make the revised calculation, we gained access to additional activity data and reissued the associated verification statement. The category 1 calculation methodology is aligned for the 2024 and 2025 numbers in the above table. We invite you to focus on 2024 and 2025 figures when making comparisons.</p> <p>Note: Between 2023 and 2024, Stantec moved our emissions calculations from a bespoke system to the use of Watershed software. The evolution resulted in several methodological changes that most directly impacted scope 3 purchased goods and services (category 1) and employee commuting (category 7). We invite you to focus on 2024 and 2025 figures when making comparisons.</p> <p>Note: When Stantec says we are carbon neutral, we mean that we are carbon balanced. For our carbon neutral phase of Stantec's journey to net zero (see our Emissions Management Approach), Stantec makes an annual investment outside our value chain equivalent to the quantity of total residual emissions (emissions remaining after annual reduction efforts). Our program follows the guidance established under ISO 14068-1:2023 Climate change management — Transition to net zero — Part 1: Carbon neutrality. This balance is accomplished through the purchase of carbon offsets, all certified and retired under Stantec's name. In 2025, Stantec purchased 85,732 tonnes of carbon offsets, with approximately 90% of the purchases coming from high-value projects. Stantec's 2025 high-value carbon offset purchases were from concrete carbon capture (Carbon Cure), Indigenous-led ecosystem conservation in Canada (the Great Bear Temperate Rainforest Project) and the United States (the Blackfeet Nation Forest Carbon Project and Keweenaw Bay Indian Community Forest Carbon Project), and sustainable aviation fuel (from Air Canada and Delta Airlines). Our cost-effective nature-based offset purchase came from the Corazón Verde del Chaco Project in Paraguay.</p> | | | | | |

| Description | Stantec Statistics | | | | Additional Information |
|---|---|--------------------------|--------------------------|---|--|
| GHG Absolute Emissions for Stantec's SBTs Absolute and 2019 baseline GHG emissions relevant to Stantec's two validated, 1.5°C near-term science-based targets (SBTs), presented in mtCO ₂ e. | | 2025 | 2024 | 2023 | 2019 (Baseline) |
| | SBTs | mtCO₂e | mtCO₂e | mtCO₂e | mtCO₂e |
| | SBT: Scope 1 and 2 (market-based) | 12,497 | 13,333 | 16,883 | 42,278 |
| | SBT: Scope 3 Business Travel (category 6) | 21,825 | 24,340 | 23,910 | 31,061 |
| | Total SBTs | 34,322 | 37,673 | 40,793 | 73,339 |
| Note: Under the Science Based Targets initiative program, Stantec commits to reduce absolute scope 1 and 2 (market-based) emissions by 47% by 2030 from a 2019 base year. Stantec also commits to reduce absolute scope 3 emissions from business travel (category 6) by 47% within the same timeframe. | | | | | |
| 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. | | 2025 | 2024 | 2023 | SR: Environmental > Emissions Management GRI: 305-5 |
| | Reduction in SBTs | % | % | % | |
| | SBT: Scope 1 and 2 (market-based) | 70 | 68 | 60 | |
| | SBT: Scope 3 Business Travel (category 6) | 30 | 22 | 23 | |
| | Note: Stantec's scope 1 and 2 emission reduction percentages from our 2019 baseline are more than those of our 2030 SBT projections due to our significant investment in the use of renewable energy. We have opted not to change our 2030 target since we have been able to progress our emission reductions without re-baselining, while continuing to grow the Company (since 2019, we grew gross revenue by 69%). In future years, we will continue to maximize our use of renewable energy, implement our office consolidation program (in support of hybrid working), green our fleet, investigate the implications of broader green natural gas use, and improve management systems to reduce business travel. | | | | |
| GHG Emissions Intensity Absolute GHG emissions relevant to Stantec's near-term SBTs normalized (by employee), presented in mtCO ₂ e. | | 2025 | 2024 | 2023 | SR: Environmental > Emissions Management GRI: 305-4 |
| | Emissions Intensity | mtCO₂e | mtCO₂e | mtCO₂e | |
| | Scope 1 and 2 (market-based) per employee | 0.37 | 0.43 | 0.60 | |
| | Scope 3 Business Travel (category 6) per employee | 0.65 | 0.78 | 0.85 | |
| | | | | | |
| Energy Consumption Total energy consumption (fuel and electricity), presented in gigajoules (GJ) and megawatt hours (MWh). | 2025 | 2024 | 2023 | SR: Environmental > Resource Conservation GRI: 302-1 | |
| | GJ (MWh) | GJ (MWh) | GJ (MWh) | | |
| | 422,089 (117,247) | 431,842 (119,956) | 475,225 (132,007) | | |
| Energy Intensity Total energy consumption (fuel and electricity) normalized (by employee), presented in GJ and MWh. | 2025 | 2024 | 2023 | SR: Environmental > Resource Conservation GRI: 302-3 | |
| | GJ (MWh) | GJ (MWh) | GJ (MWh) | | |
| | 12.49 (3.47) | 13.87 (3.85) | 16.90 (4.70) | | |

| Description | Stantec Statistics | | | Additional Information | |
|---|--|-----------------|-----------------|---|--|
| Renewable Energy Consumption Percentage of total energy (fuel and electricity) MWh from renewable sources. | 2025 | 2024 | 2023 | SR: Environmental > Resource Conservation GRI: 302-1 | |
| | % | % | % | | |
| | 51 | 50 | 45 | | |
| Renewable Electricity Consumption Percentage of electricity MWh from renewable sources. | 2025 | 2024 | 2023 | SR: Environmental > Resource Conservation GRI: 302-1 | |
| | % | % | % | | |
| | 97 | 97 | 95 | | |
| Water Consumption Specific to Stantec's native plant nursery, volume of water used for irrigation, presented in megaliters (ML) and million cubic meters (MCM). | Water Consumption | 2025 | 2024 | 2023 | SR: Environmental > Resource Conservation GRI: 303-5 |
| | | ML (MCM) | ML (MCM) | ML (MCM) | |
| | Nursery Water Use | 28.39 (0.0284) | 29.53 (0.0295) | 31.19 (0.0319) | |
| Waste Generated Weight of waste generated, by type, presented in metric tons (mt). | Type of Waste | 2025 | 2024 | 2023 | SR: Environmental > Resource Conservation GRI: 306-3 |
| | | mt | mt | mt | |
| | Office Waste | 6,467 | 6,196 | 6,128 | |
| | Nursery Waste | 1,029 | 1,030 | 1,029 | |
| | Total | 7,496 | 7,226 | 7,157 | |
| | Note: Office waste is extrapolated based on employee counts. | | | | |
| | Note: Nursery waste activity data comes from waste collection company invoices that specify the number of bins collected. Actual waste volume details are not available so calculations assume each collected bin is full. | | | | |
| Waste Diverted from and Directed to Landfill 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 | 2025 | 2024 | 2023 | SR: Environmental > Resource Conservation GRI: 306-4, 306-5 |
| | | mt | mt | mt | |
| | Nursery Waste Diverted | 54 | 54 | 54 | |
| | Nursery Waste Landfill | 975 | 976 | 975 | |
| | Total | 1,029 | 1,030 | 1,029 | |

Our People

| Description | Stantec Statistics | | | | | | | | | | | Additional Information | |
|---|--------------------|-----|------|------|--------|--------|------|------|--------|----|------|------------------------|--|
| | Total | | | | | Female | | | Male | | | | |
| | 2025 | | 2024 | 2023 | 2025 | | 2024 | 2023 | 2025 | | 2024 | | |
| | # | % | % | % | # | % | % | % | # | % | % | % | |
| Employee Numbers and Demographics | | | | | | | | | | | | | SR: Social > Our People GRI: 2-7, 2-8 |
| Number and percentage of employees by type (full time and part time), employment contract (permanent and temporary), and region, broken down by gender. | | | | | | | | | | | | | |
| Total Company | 33,791 | 100 | 100 | 100 | 12,742 | 38 | 37 | 37 | 21,049 | 62 | 63 | 63 | |
| Type | # | % | % | % | # | % | % | % | # | % | % | % | |
| Full Time | 30,548 | 90 | 90 | 91 | 11,052 | 36 | 36 | 35 | 19,496 | 64 | 64 | 65 | |
| Part Time | 3,243 | 10 | 10 | 9 | 1,690 | 52 | 50 | 53 | 1,553 | 48 | 50 | 47 | |
| Employment Contract | # | % | % | % | # | % | % | % | # | % | % | % | |
| Permanent | 31,913 | 94 | 94 | 94 | 12,112 | 38 | 37 | 37 | 19,801 | 62 | 63 | 63 | |
| Temporary | 1,878 | 6 | 6 | 6 | 630 | 34 | 34 | 33 | 1,248 | 66 | 66 | 67 | |
| Region | # | % | % | % | # | % | % | % | # | % | % | % | |
| United States | 13,098 | 39 | 40 | 41 | 5,232 | 40 | 39 | 38 | 7,866 | 60 | 61 | 62 | |
| Canada | 9,390 | 28 | 30 | 29 | 3,625 | 39 | 38 | 38 | 5,765 | 61 | 62 | 62 | |
| United Kingdom | 3,678 | 11 | 9 | 9 | 1,339 | 36 | 36 | 36 | 2,339 | 64 | 64 | 64 | |
| Australia & New Zealand | 2,660 | 8 | 9 | 11 | 893 | 34 | 33 | 32 | 1,767 | 66 | 67 | 68 | |
| European Union | 1,596 | 5 | 5 | 2 | 593 | 37 | 38 | 42 | 1,003 | 63 | 63 | 58 | |
| India | 1,540 | 5 | 4 | 3 | 497 | 32 | 33 | 33 | 1,043 | 68 | 67 | 67 | |
| Latin America | 956 | 3 | 2 | 2 | 312 | 33 | 33 | 30 | 644 | 67 | 67 | 69 | |
| Middle East | 603 | 2 | 2 | 1 | 139 | 23 | 23 | 24 | 464 | 77 | 77 | 76 | |
| East Asia | 270 | 1 | 1 | 1 | 112 | 41 | 40 | 40 | 158 | 59 | 60 | 60 | |

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: In 2025, Stantec is reclassifying Continental Europe as the European Union (which includes the Republic of Ireland). Türkiye has moved to Remaining Geographies, as part of Stantec's Middle East region. The reason for these changes is to better reflect our organizational structure. This reclassification has been made for the 2023, 2024, and 2025 numbers, and all demographic tables with regional references.

Note: Stantec additionally works with 680 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 type and contract 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).

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

| Employment Category | Total Company | | | | | | Canada | | | | | | United States | | | | | | United Kingdom | | | | | |
|---------------------|---------------|----|------|----|------|----|--------|----|------|----|------|----|---------------|----|------|----|------|----|----------------|----|------|----|------|----|
| | 2025 | | 2024 | | 2023 | | 2025 | | 2024 | | 2023 | | 2025 | | 2024 | | 2023 | | 2025 | | 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% |
| Total Company | 38 | 62 | 37 | 63 | 37 | 63 | 39 | 61 | 38 | 62 | 38 | 62 | 40 | 60 | 39 | 61 | 38 | 62 | 36 | 64 | 36 | 64 | 36 | 64 |
| Executives | 24 | 76 | 20 | 80 | 19 | 81 | 19 | 81 | 18 | 82 | 17 | 83 | 29 | 71 | 22 | 78 | 22 | 78 | 29 | 71 | 33 | 67 | 33 | 67 |
| Senior Managers | 24 | 76 | 22 | 78 | 21 | 79 | 30 | 70 | 25 | 75 | 27 | 73 | 25 | 75 | 23 | 77 | 21 | 79 | 17 | 83 | 17 | 83 | 16 | 84 |
| Mid-Level Managers | 29 | 71 | 28 | 72 | 27 | 73 | 29 | 71 | 28 | 72 | 28 | 72 | 31 | 69 | 29 | 71 | 28 | 72 | 27 | 73 | 29 | 71 | 29 | 71 |
| Professionals | 41 | 59 | 41 | 59 | 40 | 60 | 41 | 59 | 40 | 60 | 40 | 60 | 45 | 55 | 44 | 56 | 44 | 56 | 44 | 56 | 44 | 56 | 42 | 58 |
| Entry-Level | 48 | 52 | 48 | 52 | 48 | 52 | 50 | 50 | 49 | 51 | 50 | 50 | 52 | 48 | 50 | 50 | 51 | 49 | 46 | 54 | 44 | 56 | 44 | 56 |

| Employment Category | European Union | | | | Australia & New Zealand | | | | India | | | | Remaining Geographies | | | | | | | | | | | |
|---------------------|----------------|-----|------|-----|-------------------------|-----|------|-----|-------|-----|------|-----|-----------------------|-----|------|----|------|----|----|-----|----|-----|----|-----|
| | 2025 | | 2024 | | 2023 | | 2025 | | 2024 | | 2023 | | 2025 | | 2024 | | 2023 | | | | | | | |
| | F% | M% | F% | M% | F% | M% | F% | M% | F% | M% | F% | M% | F% | M% | F% | M% | F% | M% | | | | | | |
| Total Company | 37 | 63 | 45 | 55 | 43 | 57 | 34 | 66 | 33 | 67 | 32 | 68 | 32 | 68 | 36 | 64 | 33 | 67 | 31 | 69 | 30 | 70 | 29 | 71 |
| Executives | 0 | 100 | 0 | 100 | 0 | 100 | 0 | 100 | 0 | 100 | 0 | 100 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 100 | 0 | 100 |
| Senior Managers | 40 | 60 | 25 | 75 | 25 | 75 | 22 | 78 | 19 | 81 | 13 | 87 | 0 | 100 | 67 | 33 | 100 | 0 | 23 | 77 | 23 | 77 | 11 | 89 |
| Mid-Level Managers | 35 | 65 | 36 | 64 | 31 | 69 | 23 | 77 | 22 | 78 | 20 | 80 | 19 | 81 | 17 | 83 | 17 | 83 | 19 | 81 | 18 | 82 | 18 | 82 |
| Professionals | 45 | 55 | 50 | 50 | 49 | 51 | 42 | 58 | 40 | 60 | 39 | 61 | 23 | 77 | 27 | 73 | 22 | 78 | 27 | 73 | 26 | 74 | 24 | 76 |
| Entry-Level | 52 | 48 | 45 | 55 | 43 | 57 | 46 | 54 | 44 | 56 | 42 | 58 | 40 | 60 | 43 | 57 | 39 | 61 | 43 | 57 | 45 | 55 | 44 | 56 |

Note: Percentages exclude individuals whose data is 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.

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

| Employment Category | Age: Under 30 | | | Age: 30-50 | | | Age: Over 50 | | |
|---------------------|---------------|------|------|------------|------|------|--------------|------|------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| | % | % | % | % | % | % | % | % | % |
| Total | 21 | 20 | 22 | 54 | 54 | 51 | 25 | 26 | 27 |
| Executives | 0 | 0 | 0 | 27 | 23 | 23 | 73 | 77 | 77 |
| Senior Management | 0 | 0 | 0 | 34 | 32 | 31 | 66 | 68 | 69 |
| Mid-Level Managers | 0 | 0 | 1 | 58 | 57 | 55 | 41 | 43 | 44 |
| Professionals | 19 | 17 | 20 | 64 | 65 | 61 | 17 | 18 | 19 |
| Entry-Level | 62 | 58 | 61 | 30 | 33 | 29 | 8 | 9 | 10 |

SR: Social > Our People
GRI: 405-1

Note: Percentages are compiled for full-time and part-time employees, but exclude individuals whose data is 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, the percentage of employees by self-identified race/ethnicity, as well as the share of management (employment categories mid-level managers and above).

| Self-Identified | United States | | | | | |
|------------------------|--------------------|------|------|---------------------|------|------|
| | Share of Workforce | | | Share of Management | | |
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| | % | % | % | % | % | % |
| Asian/Pacific Islander | 9.0 | 9.5 | 8.6 | 6.9 | 7.2 | 6.5 |
| Black | 2.6 | 2.9 | 2.8 | 1.5 | 1.5 | 1.4 |
| Latino | 8.5 | 9.4 | 9.0 | 6.2 | 6.8 | 6.4 |
| Indigenous | 0.3 | 0.3 | 0.2 | 0.2 | 0.3 | 0.2 |
| Two or More | 2.0 | 2.1 | 1.9 | 1.5 | 1.6 | 1.5 |
| White | 58.9 | 65.3 | 65.5 | 65.9 | 73.2 | 74.4 |
| Choose Not to Answer | 18.7 | 10.5 | 12.0 | 17.8 | 9.4 | 9.6 |

| Self-Identified | Canada | | | | | |
|----------------------|--------------------|------|------|---------------------|------|------|
| | Share of Workforce | | | Share of Management | | |
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| | % | % | % | % | % | % |
| Indigenous | 1.9 | 1.5 | 1.4 | 1.7 | 1.4 | 1.2 |
| Not Indigenous | 77.1 | 67.5 | 71.0 | 85.1 | 77.2 | 82.3 |
| Choose Not to Answer | 21.0 | 31.0 | 27.6 | 13.2 | 21.4 | 16.5 |

Note: Self-identified race/ethnicity is a statistic only collected in Canada and the United States.

Turnover

Rate of voluntary and total turnover.

Self-ID Race/
Ethnicity
(CA/US Only)

SR: Social > Our People
GRI: 401-1

| Turnover | Total | | | Female | | | Male | | | Age: Under 30 | | | Age: 30 to 50 | | | Age: Over 50 | | | Self-ID Race/ Ethnicity (CA/US Only) | | |
|------------------------------------|-------|------|------|--------|------|------|------|------|------|---------------|------|------|---------------|------|------|--------------|------|------|--|------|------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| Total Company | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % |
| Voluntary Turnover | 11 | 10 | 12 | 10 | 10 | 12 | 12 | 11 | 12 | 16 | 15 | 17 | 10 | 10 | 13 | 8 | 8 | 9 | 9 | 9 | 10 |
| Total Turnover | 14 | 13 | 15 | 13 | 12 | 14 | 15 | 14 | 15 | 20 | 19 | 20 | 13 | 12 | 15 | 13 | 12 | 11 | 13 | 12 | 12 |
| Canada | | | | | | | | | | | | | | | | | | | | | |
| Voluntary Turnover | 9 | 9 | 10 | 8 | 8 | 10 | 10 | 10 | 10 | 13 | 15 | 14 | 8 | 9 | 10 | 8 | 7 | 7 | 9 | 7 | 8 |
| Total Turnover | 12 | 13 | 13 | 11 | 11 | 12 | 13 | 13 | 13 | 16 | 19 | 18 | 11 | 12 | 13 | 12 | 11 | 10 | 10 | 13 | 10 |
| United States | | | | | | | | | | | | | | | | | | | | | |
| Voluntary Turnover | 9 | 9 | 10 | 8 | 9 | 10 | 10 | 9 | 10 | 13 | 13 | 13 | 9 | 8 | 11 | 7 | 8 | 7 | 9 | 9 | 12 |
| Total Turnover | 12 | 11 | 12 | 11 | 11 | 12 | 13 | 12 | 12 | 15 | 15 | 15 | 12 | 10 | 12 | 11 | 11 | 9 | 13 | 12 | 13 |
| United Kingdom | | | | | | | | | | | | | | | | | | | | | |
| Voluntary Turnover | 17 | 12 | 15 | 17 | 11 | 15 | 18 | 12 | 16 | 19 | 15 | 20 | 17 | 12 | 15 | 15 | 8 | 9 | NR | NR | NR |
| Total Turnover | 19 | 13 | 17 | 18 | 12 | 17 | 20 | 13 | 16 | 21 | 17 | 23 | 18 | 12 | 16 | 18 | 10 | 10 | NR | NR | NR |
| European Union | | | | | | | | | | | | | | | | | | | | | |
| Voluntary Turnover | 18 | 18 | 20 | 19 | 20 | 21 | 17 | 16 | 19 | 32 | 29 | 28 | 13 | 12 | 16 | 11 | 17 | 9 | NR | NR | NR |
| Total Turnover | 26 | 23 | 25 | 29 | 25 | 28 | 24 | 22 | 23 | 47 | 39 | 41 | 18 | 14 | 17 | 19 | 22 | 10 | NR | NR | NR |
| Australia & New Zealand | | | | | | | | | | | | | | | | | | | | | |
| Voluntary Turnover | 16 | 17 | 23 | 16 | 15 | 22 | 16 | 18 | 23 | 24 | 23 | 24 | 15 | 16 | 23 | 9 | 13 | 20 | NR | NR | NR |
| Total Turnover | 22 | 22 | 23 | 20 | 20 | 23 | 23 | 23 | 24 | 31 | 28 | 26 | 21 | 21 | 24 | 17 | 21 | 20 | NR | NR | NR |
| India | | | | | | | | | | | | | | | | | | | | | |
| Voluntary Turnover | 11 | 9 | 13 | 12 | 8 | 14 | 11 | 9 | 13 | 16 | 11 | 17 | 8 | 8 | 11 | 10 | — | 13 | NR | NR | NR |
| Total Turnover | 13 | 9 | 14 | 15 | 8 | 14 | 12 | 10 | 13 | 18 | 11 | 17 | 10 | 8 | 11 | 14 | — | 13 | NR | NR | NR |
| Remaining Geographies | | | | | | | | | | | | | | | | | | | | | |
| Voluntary Turnover | 11 | 10 | 11 | 10 | 9 | 12 | 12 | 11 | 11 | 15 | 13 | 16 | 12 | 11 | 11 | 7 | 5 | 7 | NR | NR | NR |
| Total Turnover | 18 | 19 | 24 | 15 | 15 | 20 | 19 | 20 | 25 | 22 | 22 | 24 | 17 | 19 | 24 | 17 | 17 | 25 | NR | 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 race/ethnicity 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.

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

People Who Left
Total percentage of people who left, broken down by region and gender.

| New Hires / People Who Left | Total | | | Female | | | Male | | |
|------------------------------------|-------|------|------|--------|------|------|------|------|------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| | % | % | % | % | % | % | % | % | % |
| Total Company | | | | | | | | | |
| New Hires | 100 | 100 | 100 | 37 | 38 | 39 | 63 | 62 | 61 |
| People Who Left | 100 | 100 | 100 | 34 | 34 | 35 | 66 | 66 | 65 |
| Canada | | | | | | | | | |
| New Hires | 24 | 26 | 24 | 40 | 37 | 41 | 60 | 63 | 59 |
| People Who Left | 25 | 28 | 26 | 35 | 34 | 37 | 65 | 66 | 63 |
| United States | | | | | | | | | |
| New Hires | 24 | 31 | 33 | 40 | 39 | 41 | 60 | 61 | 59 |
| People Who Left | 32 | 33 | 32 | 35 | 37 | 38 | 65 | 63 | 62 |
| United Kingdom | | | | | | | | | |
| New Hires | 15 | 13 | 11 | 38 | 38 | 40 | 62 | 62 | 60 |
| People Who Left | 16 | 9 | 10 | 35 | 35 | 35 | 65 | 65 | 65 |
| European Union | | | | | | | | | |
| New Hires | 3 | 2 | 4 | 51 | 55 | 44 | 48 | 45 | 56 |
| People Who Left | 4 | 4 | 4 | 48 | 47 | 48 | 52 | 53 | 52 |
| Australia & New Zealand | | | | | | | | | |
| New Hires | 8 | 10 | 12 | 37 | 38 | 37 | 63 | 62 | 64 |
| People Who Left | 13 | 17 | 18 | 31 | 30 | 31 | 69 | 70 | 69 |
| India | | | | | | | | | |
| New Hires | 11 | 9 | 8 | 30 | 37 | 41 | 70 | 63 | 60 |
| People Who Left | 4 | 3 | 3 | 38 | 32 | 32 | 62 | 68 | 68 |
| Remaining Geographies | | | | | | | | | |
| New Hires | 14 | 9 | 8 | 28 | 30 | 27 | 72 | 70 | 73 |
| People Who Left | 7 | 6 | 7 | 26 | 24 | 24 | 74 | 76 | 76 |

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

SR: Social > Our People
GRI: 401-1

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 | | |
|---------------------|-------|-------|-------|--------|-------|-------|-------|-------|-------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| | Hours | Hours | Hours | Hours | Hours | Hours | Hours | Hours | Hours |
| Total Company | 29 | 30 | 30 | 28 | 29 | 30 | 30 | 31 | 29 |
| Executives | 2 | 1 | 4 | 4 | 0 | 3 | 1 | 1 | 4 |
| Senior Management | 6 | 7 | 8 | 9 | 7 | 12 | 6 | 6 | 7 |
| Mid-Level Managers | 19 | 21 | 20 | 20 | 23 | 22 | 18 | 20 | 20 |
| Professionals | 28 | 30 | 29 | 27 | 29 | 29 | 29 | 30 | 28 |
| Entry Level | 49 | 47 | 46 | 37 | 37 | 39 | 60 | 55 | 53 |

SR: Social > Our People
GRI: 404-1

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.

| Employment Category | Total | | | Female | | | Male | | |
|---------------------|-------|------|------|--------|------|------|------|------|------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| | % | % | % | % | % | % | % | % | % |
| Total Company | 89 | 90 | 83 | 90 | 91 | 82 | 89 | 89 | 83 |
| Executives | 92 | 84 | 82 | 95 | 88 | 89 | 91 | 83 | 80 |
| Senior Management | 86 | 85 | 82 | 87 | 89 | 87 | 85 | 83 | 80 |
| Mid-Level Managers | 89 | 88 | 85 | 90 | 90 | 84 | 89 | 88 | 85 |
| Professionals | 90 | 91 | 85 | 91 | 91 | 85 | 89 | 90 | 85 |
| Entry-Level | 90 | 92 | 76 | 91 | 93 | 77 | 90 | 91 | 75 |

SR: Social > Our People
GRI: 404-3

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: Social > Our People
GRI: 405-2

| Employment Category | 2025 | | | | | | | | | | | | | |
|---------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|
| | Total | Canada | | United States | | United Kingdom | | Australia | | New Zealand | | India | | |
| | Base F:M | Base + Bonus F:M | Base F:M | Base + Bonus F:M | Base F:M | Base + Bonus F:M | Base F:M | Base + Bonus F:M | Base F:M | Base + Bonus F:M | Base F:M | Base + Bonus F:M | Base F:M | Base + Bonus F:M |
| | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio |
| Total | 0.85 | 0.84 | 0.84 | 0.83 | 0.83 | 0.82 | 0.80 | 0.80 | 0.79 | 0.78 | 0.81 | 0.80 | 0.69 | 0.69 |
| Executives | 1.05 | 1.03 | 0.85 | 0.78 | 1.07 | 1.04 | 1.82 | 2.61 | NA | NA | NA | NA | NA | NA |
| Senior Management | 0.93 | 0.94 | 0.95 | 0.97 | 0.93 | 0.93 | 0.93 | 0.93 | 0.97 | 1.00 | 0.88 | 0.87 | NA | NA |
| Mid-Level Managers | 0.92 | 0.92 | 0.91 | 0.91 | 0.90 | 0.90 | 0.87 | 0.88 | 0.89 | 0.89 | 0.96 | 0.97 | 0.76 | 0.75 |
| Professionals | 1.00 | 1.00 | 0.94 | 0.94 | 0.95 | 0.95 | 0.93 | 0.93 | 0.92 | 0.92 | 0.90 | 0.90 | 0.92 | 0.92 |
| Entry-Level | 1.04 | 1.03 | 0.97 | 0.96 | 0.96 | 0.95 | 0.99 | 0.99 | 1.00 | 1.00 | 1.01 | 1.01 | 0.79 | 0.79 |

| Employment Category | 2024 | | | | | | | 2023 | | | | | | |
|---------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Total | Canada | United States | United Kingdom | Australia | New Zealand | India | Total | Canada | United States | United Kingdom | Australia | New Zealand | 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 | 0.83 | 0.82 | 0.82 | 0.84 | 0.80 | 0.77 | 0.66 | 0.82 | 0.82 | 0.80 | 0.84 | 0.78 | 0.80 | NR |
| Executives | 1.05 | 0.79 | 1.04 | 2.43 | NA | NA | NA | 1.09 | 1.17 | 0.91 | 2.13 | NR | NR | NR |
| Senior Management | 0.96 | 0.94 | 0.94 | 1.03 | 1.04 | 0.83 | NA | 0.96 | 0.96 | 0.94 | 1.02 | 0.99 | 0.91 | NR |
| Mid-Level Managers | 0.91 | 0.90 | 0.89 | 0.94 | 0.92 | 0.96 | 0.63 | 0.90 | 0.90 | 0.89 | 0.93 | 0.89 | 0.97 | NR |
| Professionals | 0.99 | 0.94 | 0.96 | 0.96 | 0.92 | 0.88 | 0.93 | 0.97 | 0.94 | 0.95 | 0.96 | 0.92 | 0.89 | NR |
| Entry-Level | 1.00 | 0.98 | 0.94 | 1.02 | 0.98 | 0.98 | 0.74 | 1.03 | 0.98 | 0.96 | 1.02 | 0.98 | 0.99 | NR |

Note: NR = Not reported, NA = Not applicable

Note: All salaries are annualized to the full-time hours for the country where the employee works. 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 who are eligible for bonuses.

Note: Total compensation covers all benefit-eligible employees. Base salaries are effective as of December 31, 2025. Reported bonuses are for the 2024 calendar year, paid in 2025. Total compensation is based on salary at the end of 2025 and the 2024 bonus, paid in 2025.

Note: Total compensation includes base salary and annual bonus but does not include long-term incentives.

Annual Base Compensation Ratio and Increase

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

| Country | Annual Base Compensation Ratio: Highest to Median | | | Percentage Increase in Annual Base Compensation Ratio: Highest to Median | | |
|----------------|---|-------|-------|--|-------|-------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio |
| Total Company | 15.3 | 15.4 | 13.9 | 0.9 | -14.6 | 1.5 |
| Canada | 17.5 | 17.4 | 16.3 | 1.3 | 3.1 | 2.5 |
| United States | 5.8 | 5.0 | 6.2 | 5.4 | -5.9 | 2.7 |
| United Kingdom | 9.7 | 8.9 | 8.2 | -0.8 | 3.6 | 3.3 |
| Australia | 4.1 | 4.1 | 4.1 | 1.0 | -0.3 | 1.9 |
| New Zealand | 3.0 | 2.9 | 2.8 | 2.8 | 2.2 | 0.1 |
| India | 15.1 | 17.0 | 12.1 | 0.3 | 9.0 | NR |

GRI: 2-21

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.

| Country | Annual Total Compensation Ratio: Highest to Median | | | Percentage Increase in Annual Total Compensation Ratio: Highest to Median | | |
|----------------|--|-------|-------|---|-------|-------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| | Ratio | Ratio | Ratio | Ratio | Ratio | Ratio |
| Total Company | 42.6 | 41.3 | 35.7 | 2.0 | -20.3 | 2.2 |
| Canada | 49.1 | 47.0 | 42.2 | 2.9 | 4.7 | 3.6 |
| United States | 9.7 | 9.5 | 11.7 | 1.4 | -3.3 | 2.8 |
| United Kingdom | 19.3 | 17.6 | 15.2 | -1.1 | 2.6 | 1.1 |
| Australia | 4.9 | 5.0 | 4.8 | 0.8 | 3.3 | 1.8 |
| New Zealand | 3.3 | 3.5 | 3.3 | -0.3 | -1.6 | 0.5 |
| India | 17.8 | 17.0 | 15.7 | 1.3 | 4.7 | 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 where the employee works. 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 who are eligible for bonuses.

Note: Total compensation covers all benefit-eligible employees. Base salaries are effective as of December 31, 2025. Reported bonuses are for the 2024 calendar year, paid in 2025. Total compensation is based on salary at the end of 2025 and the 2024 bonus, paid in 2025.

Note: For 2024, Stantec is restating the percentage increase in the annual total compensation ratio: highest to median by region ratios for Total Company, United States, and New Zealand. The restatement reflects a correction to the percentage change calculation, where the use of an absolute value omitted the negative sign. The underlying figures were accurate; however, the direction of change was misstated.

Note: Total compensation includes base salary and annual bonus but does not include long-term incentives.

| Description | Stantec Statistics | | | | Additional Information |
|---|---|-------|-------------|-------------|------------------------|
| Work-Related Injuries Numbers and rates of recordable and lost time work-related injuries, as well as near-miss (close-call) incidents. | Work-Related Injuries | | 2025 | 2024 | 2023 |
| | Total number of recordable injuries | # | 87 | 98 | 102 |
| | Total recordable incident rate (TRIR) | Rate | 0.33 | 0.40 | 0.44 |
| | Total number of lost time cases | # | 32 | 26 | 19 |
| | Lost time incident rate (LTIR) | Rate | 0.12 | 0.11 | 0.08 |
| | Near-miss (close-call) incidents | # | 1,308 | 1,163 | 1,093 |
| | Fatalities | # | 0 | 0 | 1 |
| | Fatality rate | Rate | 0.00 | 0.00 | 0.00 |
| | Hours worked | Hours | 52,716,630 | 49,377,900 | 46,246,635 |
| | <p>Note: OSHA requires that a company track injuries and hours for those staff who we have day-to-day care, and thus, the data is for employees only (excludes contracted labor and subcontractors).</p> <p>Note: Incident reports are submitted to the health and safety database (Pro-Sapient) 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. 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.</p> <p>Note: 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 does not track 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 are provided instead.</p> <p>Note: 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.</p> <p>Note: The formulas for the calculations are based on one hundred employees working 200,000 hours in a calendar year.</p> <ul style="list-style-type: none"> ▪ TRIR = (recordable injuries x 200,000) ÷ hours worked. ▪ LTIR = (lost time cases x 200,000) ÷ hours worked. ▪ Fatality rate = (fatalities x 200,000) ÷ hours worked. <p>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.</p> | | | | |
| <p>SR: Social > Health, Safety, and Security GRI: 403-9 SASB: IF-EN-320a.1</p> | | | | | |

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 2025 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, 2025, to December 31, 2025.

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 ESG 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), and Annual Information Form (AIF). These documents can be found on our website (stantec.com) under Investors > Financial Reports & Filings.
- Cross-references climate disclosures contained in our CDP Climate Change Questionnaire (CDP). This document can be found on our website (stantec.com) under About > Corporate Sustainability > CDP Disclosures.
- 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.

Note: Stantec reports against the most recent Universal Standards (GRI 1, GRI 2, GRI 3), which were published in October 2021 and came into effect in January 2023. While we acknowledge the 2024 release of the Topic Standard for Biodiversity (GRI 101), we have not adopted it since biodiversity is not a Stantec priority material topic per Stantec’s most recent materiality assessment. Even so, we recognize its importance, remain committed to monitoring developments and addressing biodiversity impacts where relevant, and have included information pertinent to biodiversity in GRI 304.

| 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 under Locations. | SR: About Stantec > Who We Are and About Stantec > 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) covers all legal entities and services. Unless otherwise stated, this report includes acquisitions completed prior to December 31, 2025. | AIF: Pages 4 to 9 |
| 2-3 Reporting period, frequency, and contact point | Stantec publishes an annual Sustainability Report based on the calendar year, aligned with the annual financial report (Annual Report). Stantec's 2025 Sustainability Report (covering January 01, 2025, through December 31, 2025) was published on April 17, 2026. Stantec's Annual Report (covering the same reporting period) was published on February 25, 2026. Please direct questions to sustainability@stantec.com. | SR: Introduction > About This Report AR: Page M-1 |
| 2-4 Restatements of information | <p>GRI 2-7: Stantec is reclassifying Continental Europe as the European Union and including the Republic of Ireland in the grouping. Our Republic of Ireland operations are the result of a new acquisition, Ryan Hanley. Türkiye has been moved into Stantec's Middle East region grouping to better reflect our organizational structure. The associated updates to Our People figures in Appendix A. Data Workbook have been restated accordingly.</p> <p>GRI 2-21: Stantec is restating the percentage increase in the annual total compensation ratio: highest to median by region ratios for Total Company, United States, and New Zealand. The underlying figures were accurate; however, the negative sign was accidentally omitted.</p> <p>GRI 305-3: Stantec is restating our 2024 Scope 3 Purchased Goods and Services (category 1) emissions from 9,602 to 20,158 mtCO2e. To meet a client's requirement during the year, we gained access to additional activity data, recalculated this number, and reissued the associated verification document.</p> | |
| 2-5 External assurance | <p>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.</p> <p>Stantec seeks external assurance on elements of this Sustainability Report.</p> <p>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's 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 a limited level of assurance for scope 3.</p> <p>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.</p> <p>Apex is an independent company, and no member of their team has a business relationship with Stantec, its directors, or managers beyond that required of these assignments.</p> | SR: Introduction > About This Report Stantec.com: About > Corporate Sustainability > Verification Documents |

| GRI Standards and Disclosures | Stantec Direct Answers, Reasons for Omission (if applicable) | Additional Information |
|---|--|---|
| 2-6 Activities, value chain, and other business relationships | <p>Stantec is a professional services firm comprised of designers, engineers, scientists, project managers, and strategic advisors. For an overview of Stantec and our operations, please see About Stantec in this report and the Business Model section of our 2025 Annual Report.</p> <p>Stantec has a native plant nursery that sells a physical product (seeds and plants). The nursery represents <1% of our global business.</p> <p>In 2025, significant Stantec organizational changes included the acquisition of three companies: Kallan Sustainable Holdings Limited and Ryan Hanley Limited (collectively, Ryan Hanley) (April), Cosgroves Group Limited (June), and Page Southerland Page, LLC (July).</p> <p>Stantec's value chain is described below and illustrated in the Sustainability Program section of this report.</p> <p>Upstream, the Suppliers and Partners node of our value chain includes entities that provide products, services, or guidance that enable the development of Stantec's services. This includes leased buildings, vehicle fleet, and vendors (for purchases of IT hardware and software, telecommunications, furniture, office supplies, technical supplies, fertilizer, etc.). We supplement our project-related workforce through subcontractors, subconsultants, and project partners. We also recognize the regulating frameworks that influence Stantec's operations and project delivery via professional bodies and regulators that provide education and set codes, standards, and frameworks.</p> <p>Stantec's Operations node includes our employees (full time and part time), corporate programs that govern our organization, our project management approach, and Stantec's brand positioning in the marketplace.</p> <p>Downstream from our Company, the Clients and Communities node includes the clients for which we design engineering, architectural, planning, and environmental solutions; the specified materials in our designs (Stantec is a design firm, so our materials involvement relates to specifications and design strategy; final procurement is handled by construction contractors); and communities benefiting from and impacted by the projects we design. Additionally, we acknowledge our contributions to industry knowledge, ideas, norms, and best practices.</p> | <p>SR: About Stantec and Sustainability Program > Value Chain AR: Page M-2 to M-4 AIF: Pages 6 to 14</p> |
| 2-7 Employee numbers | <p>Numbers are presented in Appendix A. Data Workbook.</p> | <p>SR: About Stantec > Where We Operate and Appendix A > Our People > Employee Numbers and Demographics</p> |
| 2-8 Workers who are not employees | <p>While the majority of Stantec's work is performed by our employees, Stantec also accesses the services of approximately 680 contracted labor (agency and independent contractors) resources. Because they are not Stantec employees and are 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.</p> | <p>SR: About Stantec > Where We Operate and Appendix A > Our People > Employee Numbers and Demographics</p> |
| 2-9 Governance structure and composition | <p>Stantec's highest governance body is our Board of Directors. Board committees include the Sustainability and Safety Committee, the Audit and Risk Committee, and the Corporate Governance and Compensation Committee.</p> <p>The committee responsible for decision-making and oversight of the management of Stantec's impacts on the economy, environment, and people is the Sustainability and Safety Committee. The Audit and Risk Committee oversees Stantec's overall enterprise risk management program, which includes ESG risks. The Corporate Governance and Compensation Committee oversees the sustainability pay link for Stantec's executive leadership.</p> <p>The composition of Stantec's Board and committees is covered in our annual MIC.</p> | <p>SR: About Stantec > Who We Are and Sustainability Program > ESG Governance MIC: Pages 25 to 38 AIF: Pages 12, 18 to 19 Stantec.com: About > Corporate Governance</p> |
| 2-10 Nomination and selection of the highest governance body | <p>The nomination and selection of our Board is guided by Canadian legislation and Stantec's Board and Executive Compensation Policy.</p> | <p>MIC: Pages 11, 13 to 17, 26 to 28 Stantec.com: About > Corporate Governance</p> |
| 2-11 Chair of the highest governance body in overseeing the management of impacts | <p>The chair of Stantec's Board is Douglas Ammerman, an independent Board member. Though not an official Sustainability and Safety Committee member, Mr. Ammerman attends every committee meeting to demonstrate his support.</p> <p>The chair of the Board Sustainability and Safety Committee is Martin à Porta, an independent Board member.</p> | <p>MIC: Pages 13, 37 to 38 Stantec.com: About > Corporate Governance</p> |
| 2-12 Role of the highest governance body in overseeing the management of impacts | <p>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 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.</p> | <p>SR: Sustainability Program > ESG Governance AR: Page M-31 MIC: Pages 37 to 38 CDP: C4. Governance</p> |

| GRI Standards and Disclosures | | Stantec Direct Answers, Reasons for Omission (if applicable) | Additional Information |
|-------------------------------|---|--|---|
| 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; chief practice 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: Sustainability Program > ESG Governance CDP: C4. Governance |
| 2-14 | Role of the highest governance body in sustainability reporting | Stantec's highest ESG governance body, the Board Sustainability and Safety Committee, reviewed and provided input to this Sustainability Report. All comments were resolved by management before final approval. | SR: About This Report and Sustainability Program > ESG Governance MIC: Page 37 |
| 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 and collect relevant information through questionnaires distributed to directors annually. If conflicts of interest are identified, they are disclosed in Stantec's MIC. | MIC: Pages 30 to 33 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 2025, 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 78% are highly experienced in environmental and social topics with 22% having general experience. The senior vice president of Corporate Sustainability and Stantec subject matter experts are regularly invited to participate in Board Sustainability and Safety Committee meetings to provide ESG insights and education to the group. | SR: Sustainability Program > ESG Governance MIC: Page 28 |
| 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 42 to 43 |
| 2-20 | Process to determine remuneration | Remuneration is covered in Stantec's MIC. | MIC: Pages 43 to 61 |
| 2-21 | Annual total compensation ratio: highest to median | Numbers are presented in Appendix A. Data Workbook. | SR: Appendix A > Our People > Annual Total Compensation Ratio and Increase |
| 2-22 | Statement on sustainable development strategy | Stantec is committed to sustainable development and utilizes the UN Sustainable Development Goals (SDGs) framework to guide our strategy. Statements on the relevance and importance of ESG to Stantec's future are included in the message 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 and Sustainable Development Goals AR: Pages 3, 8, 9, M-3, M-12 to M-13, M-37 to M-41 |
| 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; Health, Safety, and Security Policy; Community Engagement Policy; Human Rights Policy; Quality Policy; and a variety of employee 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; 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 > ESG 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 global ISO-certified management systems, including Quality Management (ISO 9001:2015), Environmental Management (ISO 14001:2015), and Occupational Health and Safety Management (ISO 45001:2018). Additional certifications are held for IT Service Management (ISO/IEC 20000-1:2018) and IT Security Management (ISO/IEC 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. | Stantec.com: About > Health, Safety, Security, and Environment > Integrated Management System |
| 2-25 | Processes to remediate negative impacts | 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). 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. 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. Note: Stantec's Integrity Hotline is provided 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. | SR: Governance > Ethics and Compliance MA: Ethics and Compliance |

| GRI Standards and Disclosures | Stantec Direct Answers, Reasons for Omission (if applicable) | Additional Information |
|---|---|--|
| 2-26 Mechanisms for seeking advice and raising concerns | To seek advice regarding Stantec's 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: Governance > Ethics and Compliance GRI: 2-25 MIC: Page 25 |
| 2-27 Compliance with laws and regulations | There are no material fines or sanctions to report for non-compliance 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, 2025 through December 31, 2025). In 2025, there were two non-material matters addressed with local United States governments that were settled without a conviction and resolved long-standing issues. Note: To determine whether information is deemed material for reporting, we assess 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 | Stantec participates in hundreds of industry associations, membership associations, and national and international advocacy organizations. The following are some relevant examples. 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 Indigenous 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 Sustainability & Environmental Professionals; International Hydropower Association; International Organization for Standardization 9001, 14001, 20000, 27001, 45001; International Water Association; US Green Building Council; Capitals Coalition; Sustainability Accounting Standards Board; Social and Labor Convergence; Task Force on Nature-Related Financial Disclosures; UN Global Compact; UN Guiding Principles on Business and Human Rights; UN Women's Empowerment Principles; WasteMINZ, Water Collaborative Delivery Association; Water New Zealand; Water Research Foundation; Water UK; and the International WELL Building Institute. | |

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 network of interested parties across our value chain that we interact with while doing business and delivering projects.

| 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 Integrity Hotline (third party) Employee materiality survey Focus groups One-on-one meetings Post-acquisition surveys Comments on the Company's 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 in 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) |
| Regulating Frameworks Review of and comments on current and proposed regulations | | |

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 Framework and global ISO 9001-certified Quality Management System (part of our Integrated Management System). Stantec employs and partners with a diverse network of communication experts 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.

| GRI Standards and Disclosures | Stantec Direct Answers, Reasons for Omission (if applicable) | Additional Information |
|--|---|---|
| 2-30 Collective bargaining approach | Stantec does not engage in any practices that would impinge on freedom of association or the right to collective bargaining (see GRI 407-1). Fewer than 1% of Stantec's worldwide employees participate in collective bargaining, including Ontario, Canada (archaeology field staff) and California, United States (specific land surveying field work). The associated terms of agreements apply only to the unionized employees. | GRI: 407-1 |
| 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 incorporated 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 parties 2) Identified our actual and potential impacts (positive and negative) on the economy, environment, and people across our services and value chain 3) Assessed the significance of the impacts through desktop evaluation, interested parties surveys, and workshops 4) Utilized a scoring mechanism to prioritize the most significant topics for reporting (under the categories of priority, managed, and 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> | SR: Sustainability Program > ESG Materiality MA: ESG Materiality |
| 3-2 List of material topics | Stantec's list of prioritized material topics is included on the following two pages, along with a reference to the associated GRI categories. | SR: Sustainability Program > ESG Materiality MA: ESG Materiality |
| 3-3 Description of management of material topics | <p>Note: The material topic relating to GRI 405 and 406 is now referenced as Our People. The material topic relating to GRI 418 is now referenced as Digital, Cybersecurity, and Privacy.</p> <p>Standalone 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 is tracked and disclosed in the Accountability section of each management approach. 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, and Monitored).</p> | SR: Sustainability Program > ESG Materiality MA: ESG Materiality Stantec.com: About > Corporate Sustainability > ESG Management Approaches |

List of ESG Material Topics

| ESG Categories and Material Topics | Upstream: Suppliers and Partners | Operations: Stantec | Downstream: Clients and Communities |
|--|---|--|--|
| Environmental | Stantec supplier programs that encourage environmentally responsible procurement practices | Stantec programs to evaluate, manage, and minimize the environmental impacts of our operations | Stantec’s ability to impact client decisions that maximize the positive and minimize the negative environmental impacts of our project work |
| Biodiversity Protection (GRI 304) | Covered as part of Procurement | Monitored: Protection, conservation, and management of marine and land ecosystems connected to our leased office space | Managed: Project considerations that promote protection, conservation, and sustainable use of marine and land resources |
| Clean Energy Use (GRI 302) | Covered as part of Procurement | Priority: Energy efficient Stantec leased assets (offices, fleet) and Stantec’s clean energy use in our leased office spaces (self-generation, tariffs, energy attribute certificates) | Priority: Energy efficiency and clean energy use in our project designs and a focus on design of renewable energy generation projects |
| Emissions Management (GRI 305) | Covered as part of Procurement | Priority: Emissions management to combat climate change and its impacts (including Stantec’s net zero commitment) | Priority: Project considerations to lower the emissions of the projects we design (buildings, infrastructure, nature-based solutions) |
| Environmental Management | Covered as part of Procurement | Managed: Environmental management and compliance of Stantec operations and approach to projects | Monitored: Project outcomes that meet environmental compliance requirements and promote good environmental management principles |
| Materials Specifications (GRI 301) | Covered as part of Procurement | Monitored: Specifying sustainable products for Stantec purchases (office supplies, computers, furniture) | Managed: Specifying sustainable project materials and proactive considerations of circular economy opportunities in our project designs |
| Waste Management (GRI 306) | Covered as part of Procurement | Managed: In our leased office space, Stantec’s approach to recycling and composting, efforts to lower our waste generation, and application of circular economy principles | Managed: Proactive consideration of sustainable sanitation, waste management, and circular economy opportunities in our project solutions |
| Water Use (GRI 303) | Not applicable | Monitored: Water efficiency and conservation in Stantec offices and native plant nursery | Priority: Project considerations that promote water access, efficiency, and conservation |
| Social | Stantec supplier programs that encourage socially responsible procurement practices | Stantec programs to build an inspiring, supportive 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) | Not applicable | 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 |
| Indigenous Relations (GRI 411) | Covered as part of Procurement | Managed: Actions that acknowledge Indigenous rights and culture for Stantec employees and in Stantec corporate programs | Managed: Work with Indigenous Peoples as it relates to all projects and in all geographies where Indigenous Peoples are present |
| Our People (GRI 401, 402, 404, 405, 406, 407) | Not applicable | Priority: Talent attraction, retention, merit-based career development, and pay equity practices for Stantec employees | Not applicable |

List of ESG Material Topics

| Governance | Stantec supplier approaches that promote responsible behavior | Stantec programs to ethically manage our business | Stantec’s ability to promote project-level responsible behavior with our clients |
|---|--|---|--|
| Digital, Cybersecurity, and Privacy (GRI 418) | Covered as part of Procurement | Priority: Responsible development of new digital technology driving internal efficiencies (including AI), cybersecurity, and privacy of Stantec employee data | Priority: Responsible development of new digital technology for client-facing projects (including the use of AI), 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, including 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 and transitional risks | 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) plus Stantec ISO-certified Integrated Management System | 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 importance to our interested parties. We measure Stantec's economic performance through purpose driven growth. Sustainability is embedded into our strategy, and we see it as a vital element of our success. We have remained profitable every year since our founding in 1954. Our economic performance is covered in our Annual Report. | |
| 201-1 | Direct economic value generated and distributed | AR: Full Document |
| 201-2 | Financial implications and other risks and opportunities due to climate change | SR: Governance > Risk Management AR: Pages M-1 to M-3, M-10, M-31, and M-40 to M-41 CDP: C3. Disclosure of risks and opportunities |
| | Covered in Stantec's Annual Report. | |
| | Climate-related physical risks are deemed nominal for Stantec. We are a professional service firm operating in leased space with hybrid work options that enable employees to work from home and robust health and safety programs directly address any climate-related risks in the field. The climate-related risks to our physical operations are minimal. Stantec's climate-related transitional risks—legal, market, and technology—have been identified, evaluated, and incorporated into our enterprise risk management program. With mitigation measures put in place, there are no climate-related transitional risks meeting significant risk financial thresholds. | |
| | For Stantec, climate action is primarily a business opportunity and has been directly integrated into our strategy. As sustainability subject matter experts, we help clients prepare for, mitigate, and respond to a changing climate. | |
| | Stantec is still developing our climate-related opportunities calculation approach and has not yet disclosed related financials. Further details will be provided in future disclosures. | |
| 201-3 | Defined benefit plan obligations and other retirement plans | AR: Pages F-7, F-9, F-18, F-23, F-36 to F-38, F-47 to F-50, M-20 to M-21, and M-42 |
| 201-4 | Financial assistance received from government | |
| | Covered in Stantec's Annual Report. | |
| | Stantec did not receive governmental financial assistance in 2025. | |
| 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 | |
| 202-2 | Proportion of senior management hired from the local community | |
| | 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. | |
| | Stantec hires local expertise, when possible, but we do not track the percentage of senior management hired from the local community. | |
| GRI 203: Indirect Economic Impacts (2016 version) | | |
| Topic management disclosures | Not material (for an explanation of why, see 203-1, 203-2) | |
| 203-1 | Infrastructure investments and services supported | |
| 203-2 | Significant indirect economic impacts | SR: Social > Community Engagement MA: Community Engagement |
| | As a professional services firm, Stantec does not make infrastructure investments, unless it is on behalf of our clients. | |
| | Stantec provides philanthropy through our charitable investment activities and volunteer work. In 2025, Stantec donated more than \$11.7 million to organizations around the globe and supported more than 2,000 partner organizations. In our twelfth 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 hybrid working 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. | |

| 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: Governance > 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 ask 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: Governance > 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: Governance > 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 encourage 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 detail about anti-corruption and anti-competitive behaviors. Business partners 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: Governance > 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. 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 |

| GRI Standards and Disclosures | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information | |
|--|--|---|--|
| 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. | |
| 207-4 | Country-by-country reporting | Stantec files annual country-by-country reporting with the required government agencies. Please refer to the 2025 Annual Report for our overall tax disclosures. 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. | SR: Appendix A > Cover Page AR: M-16, M-18, M-23, M-42, M47, F-7, F-46 to F-47, and 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. 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. The related materials involved in this activity include 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 supports 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: Environmental > 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 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. Our global ISO 14001-certified Environmental Management System (part of our Integrated Management System) requires the use of recycled paper and our centralized print management system in our primary geographies enforces recycled paper use. 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 details 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: Environmental > Resource Conservation MA: Resource Conservation Stantec.com: Expertise > Energy |

| GRI Standards and Disclosures | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
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| 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> | <p>SR: Appendix A > Environmental > Energy Consumption</p> <p>CDP: C7. Environmental performance - Climate Change</p> <p>MA: Emissions Management</p> |
| 302-2 Energy consumption outside of the organization | <p>While we have a direct and indirect influence on clients to encourage reductions in their energy use, we do not centrally track downstream energy consumption.</p> | |
| 302-3 Energy intensity | <p>Numbers are presented in Appendix A. Data Workbook.</p> | <p>SR: Appendix A > Environmental > Energy Intensity</p> |
| 302-4 Reduction of energy consumption | <p>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.</p> | <p>SR: Environmental > Resource Conservation and Environmental > Emissions Management</p> <p>SR: Appendix A > Environmental > Renewable Energy Consumption and Renewable Electricity Consumption</p> <p>CDP: C7. Environmental performance - Climate Change</p> |
| 302-5 Reductions in energy requirements of products and services | <p>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.</p> | <p>SR: About Stantec > What We Do</p> |
| GRI 303: Water and Effluents (2018 version) | | |
| Topic management disclosures | <p>Water Use (Value Chain Nodes—Operations: Monitored Topic, Clients and Communities: Priority Topic)</p> <p>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.</p> <p>For our clients, Stantec is a world leader in water and effluent management services, and, through out project work, we positively influence water withdrawal, recycling, consumption, and reuse practices. Stantec has a Water business operating unit (representing 22% of our revenue) focused on managing, treating, distributing, and conserving water. Our Environmental Services business operating unit (representing 17% of our revenue) also regularly addresses water use, pollution, and clean up in their project work, and our Buildings business operating unit (representing 24% of our revenue) consults on water-efficient appliances, HVAC systems and industrial processes.</p> | <p>SR: Environmental > Resource Conservation</p> <p>MA: Resource Conservation</p> <p>Stantec.com: Expertise > Water</p> |
| 303-1 Interactions with water as a shared resource | <p>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.</p> | |
| 303-2 Management of water discharge-related impacts | <p>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.</p> <p>For our clients, we regularly work with interested parties to manage water as a shared resource.</p> <p>As an operation in leased office space, Stantec has neither influence nor control over water discharge.</p> <p>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.</p> | |
| 303-3 Water withdrawal | <p>As an operation in leased office space, Stantec does not withdraw water beyond kitchen and bathroom use.</p> | <p>SR: Appendix A > Environmental > Water Consumption</p> |
| 303-4 Water discharge | <p>Our native plant nursery withdraws groundwater for irrigation needs, but we do not centrally track this data.</p> <p>We often support clients with their water withdrawal needs, but do not centrally track this data.</p> <p>As an operation in leased office space, Stantec has neither influence nor control over water discharge.</p> <p>Our native plant nursery discharges water as part of irrigation, but we do not centrally track this data.</p> <p>We often support clients with their water discharge requirements but do not centrally track this data.</p> | <p>SR: Appendix A > Environmental > Water Consumption</p> |

| GRI Standards and Disclosures | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
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| 303-5 Water consumption | <p>As an operation in leased office space, Stantec's water consumption is primarily 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.</p> <p>Stantec tracks water usage associated with our native plant nursery. Numbers are presented in Appendix A. Data Workbook.</p> <p>We often support clients with access to water, but do not centrally track this data.</p> | SR: Appendix A > Environmental > Water Consumption |
| 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, water resources, 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 Nature-based Solutions (NbS). We have a large team of more than 8,000 specialist working across sectors globally 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>Note: Stantec acknowledges the 2024 release of the Topic Standard for Biodiversity (GRI 101) but have not adopted it since biodiversity is not a priority material topic per Stantec's most recent materiality assessment. We remain committed to monitoring developments and addressing biodiversity impacts where relevant, and therefore, we are including information pertinent to biodiversity in GRI 304.</p> | <p>SR: Environmental > Environmental Protection MA: Environmental Protection Stantec.com: Expertise > Environment > Services > Nature-based Solutions</p> |
| 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | Stantec operates out of leased office space that 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, operationally, does not have a significant 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. As noted in GRI 304-3, we also have a significant team of subject matter experts on staff whose careers are dedicated to working on client projects focused on ecosystem restoration and biodiversity protection. Stantec has not yet identified a method to centrally track the impact of our overall project work on biodiversity.</p> | |
| 304-3 Habitats protected or restored | <p>For our clients, Stantec is considered a technical subject matter expert offering NbS alternatives. Globally, we have over 1,200 ecosystem restoration experts working on NbS projects and, in the United States alone, we have restored over 84,000 acres (33,933 hectares) of land, including 2,500 miles (4,023 kilometers) of stream and river restoration and over 600 miles (965 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 Standards and Disclosures | | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
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| 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 operational GHG emissions. We follow the GHG Protocol and report absolute and per employee emissions as metric tonnes of carbon dioxide equivalent. We have a purposeful emissions reduction strategy and measure our success through progress against our approved emission reduction targets (through Science Based Targets initiative and the Canada Net Zero Challenge). 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. All information presented in GRI 305 relates to Stantec operational emissions.</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 nor report emissions from the long-term use of our projects but are looking at opportunities to do so in the future.</p> | <p>SR: Environmental > Emissions Management MA: Emissions Management Stantec.com: Expertise > Climate Solutions</p> |
| 305-1 | GHG emissions: direct (scope 1), | Numbers are presented in Appendix A. Data Workbook. | <p>SR: Appendix A > Environmental > GHG Emissions MA: Emissions Management CDP: C7. Environmental performance - Climate Change</p> |
| 305-2 | energy indirect (scope 2), and | Stantec utilizes Watershed's emissions management software to perform our calculations. Accordingly, the emission factors and global warming potentials are those presented and maintained in the Watershed platform. Additional information on Stantec's approach to calculating and reducing emissions our operational emissions can be found in our management approach and CDP disclosure. | |
| 305-3 | other indirect (scope 3) | <p>Stantec does not combust biofuels and therefore biogenic emissions information is omitted.</p> <p>Stantec measures our emissions reduction progress against a 2019 baseline. In selecting 2019, we looked to the first year of Stantec's service area focus (in 2018, Stantec sold MWH Constructors and made a strategic decision to stay focused on providing design services) and as the last reliable year before Stantec felt the emissions-related impacts of COVID-19 (in 2020 and 2021, Stantec emissions dropped significantly due to the global shutdown).</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> | |
| 305-4 | GHG emissions intensity | Numbers are presented in Appendix A. Data Workbook. | SR: Appendix A > Environmental > GHG Emissions Intensity |
| 305-5 | Reduction of GHG emissions | Numbers are presented in Appendix A. Data Workbook. | SR: Appendix A > Environmental > Reduction of GHG Emissions |
| 305-6 | Emissions of ozone-depleting substances (ODS) | Ozone-depleting substances (ODS) are negligible and are therefore omitted. | |
| 305-7 | Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions | 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 geotechnical laboratories that produce a small quantity of waste material (disposed responsibly) 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. We often support clients with the design of waste management systems, but do not centrally track this data.</p> | <p>SR: Environmental > Resource Conservation MA: Resource Conservation Stantec.com: Expertise > Water > Markets > Solid Waste Management</p> |
| 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> | |

| GRI Standards and Disclosures | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
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| 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> | SR: 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> | SR: Appendix A > Environmental > Waste Generated |
| 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> | SR: Appendix A > Environmental > Waste Generated |
| GRI 308: Supplier Environmental Assessment (2016 version) | | |
| Topic management disclosures Covered under Procurement (see GRI 204) | | |
| 308-1 New suppliers that were screened using environmental criteria | In our Partner Code of Business Conduct, we state our 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. | |
| 308-2 Negative environmental impacts in the supply chain and actions taken | Not assessed. | |
| GRI 401: Employment (2016 version) | | |
| Topic management disclosures Our People (Value Chain Node—Operations: Priority Topic) | | |
| <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> | | |
| 401-1 New employee hires and employee turnover | Numbers are presented in Appendix A. Data Workbook. | SR: Appendix A > Our People > 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 People are for full-time employees in our significant locations of operation. These benefits are not provided to temporary or part-time employees. | MA: Our People |
| 401-3 Parental leave | Stantec provides parental leave in accordance with the local laws and regulations of the countries where we operate. Information on parental leave is not centrally tracked and is therefore omitted. | |

| GRI Standards and Disclosures | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
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| GRI 402: Labor/Management Relations (2016 version) | | |
| 402-1 | Topic management disclosure Minimum notice periods regarding operational changes | Covered under Our People (see GRI 401) No policies specify the amount of time required to provide notice before a significant operational change; however, our practice is to provide ample notice in accordance with the local laws and regulations of the countries we operate. Our change management processes attempt to minimize employee impact when there are 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 secure 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, safety, and security programs through our Subcontractor Management System, which includes safety statistics, insurance, compensation coverage, program verification, and more. While completing work on behalf of Stantec, 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.</p> <p>Our strong health, safety, and security 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>We protect the health, safety and security of our employees, including those completing field work, using a Hazard Recognition, Assessment, and Control process (see GRI 403-2) that includes documentation and monitoring throughout the life span of the scope of work. Compliance is monitored via a rigorous internal and external audit process.</p> <p>Additionally, Stantec offers stand-alone health, safety, and security services to clients and helps clients incorporate health, safety, and security into their sustainability strategy with frameworks such as the Culture of Health for Business (COH4B) and WELL Building Standard.</p> |
| 403-1 | Occupational health and safety management system | <p>Stantec is committed to providing a safe work environment and has a formal health, safety, and security program in place. We manage, monitor, and improve our health, safety, and security performance with a formal ISO 45001-certified Occupational Health and Safety Management System (part of our Integrated Management System). This management system applies to employees globally and is regularly audited internally and externally as a part of our certification process. Stantec complies with local regulatory requirements and agencies, including the United States Federal Occupational Safety and Health Administration (OSHA).</p> |
| 403-2 | Hazard identification, risk assessment, and incident investigation | <p>Stantec's Hazard Recognition, Assessment, and Control (HRAC) process helps employees identify hazards, assess risk, and then take appropriate action by implementing controls aimed at preventing incidents. The HRAC process develops a list of hazards for activities or projects and then guides application of appropriate controls to reduce the risk associated with each identified hazard to an acceptable level. All employees receive training in using the HRAC process, modified for their job tasks and exposure to hazards.</p> <p>The HRAC process must be conducted and repeated when a new work process is introduced, when a work process or operation changes, at reasonable intervals to reduce the possibility of substandard acts or conditions being developed, before initiation of a new work site, and when employees will be working alone or are the sole Stantec representative at a project site. Tools (electronic or form-based) are made available to facilitate the process and activities involve the following steps: 1) hazard recognition, 2) hazard assessment, 3) selection of controls, and 4) on-site HRAC monitoring.</p> <p>Before beginning or restarting work, supervisors and employees conduct last-minute risk assessments as a deliberate stop in the process to check for potential hazards and to determine whether appropriate controls are in place—stop and think, look around, assess risk, control risk, and begin or resume work. Each employee is responsible and authorized to stop work immediately if they become aware of an unsafe act or condition that could place anyone in danger, or if they are not confident in the work plan. This is referred to as the Stop Work Authority and is directly endorsed by the chief executive officer.</p> <p>Incidents, hazards, and near misses are required to be reported. Health, safety, security, and environment (HSSE) reports are submitted to a central database by people directly involved in the incident. For serious incidents and high potential incidents, a team of HSSE experts is established to investigate, issue a lessons-learned document, and recommend corrective action.</p> |
| 403-3 | Occupational health services | 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. |

SR: Social > Health, Safety, and Security
MA: Health, Safety, and Security
Stantec.com: About > Health Safety, Security, and Environment and Expertise > Environment > Services > Health Science Advisory

SR: Social > Health, Safety, and Security
MA: Health, Safety, and Security

| GRI Standards and Disclosures | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
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| 403-4 Worker participation, consultation, and communication on occupational health and safety | <p>Stantec's senior vice president of HSSE has a reporting hierarchy that includes directors, managers, and advisors. There are office safety and environment coordinators designated for each office to facilitate office-level worker participation and connect employees to our broader HSSE systems, resources, and professionals. An HSSE training manager coordinates access to and communicates relevant information to workers using a variety of print, electronic, and video media.</p> <p>The percentage of workers represented in management-worker health and safety committees is omitted because such committees are not commonly required of a professional services firm. When required by local regulations, we support the formation of office-based committees but do not track the percentage of workers represented.</p> | |
| 403-5 Worker training on occupational health and safety | <p>So that employees can keep themselves and others safe, at the start of employment and annually thereafter, mandatory online HSSE training and review is required. Topics include (among others) company HSSE expectations, critical risks, and workplace best practices. Additional in-person and online training may also be required depending on the employee's role, legislative requirements, and client requests. To reinforce our Company culture, SaferTogether, an online training module was developed to reinforce the in-person training facilitated by senior management in Stantec's SaferTogether introduction sessions. Employees joining Stantec through acquired companies also receive training as part of the overall HSSE integration process.</p> <p>All training is provided free of charge and during paid working hours. The effectiveness of training is evaluated through audit scores, participant feedback, and leading indicator submissions. Stantec's HSSE training programs are designed for employee use. While sometimes shared with contracted labor and subcontractors, details on their participation are not centrally tracked.</p> | |
| 403-6 Promotion of worker health | <p>Non-occupational medical and health care services are provided as a part of Stantec's employment benefits. Additionally, a focus is put on protecting mental health and promoting physical health. All personal health information is kept confidential according to local legal requirements.</p> | |
| 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | <p>Stantec's approach to preventing and mitigating significant negative occupational health and safety impacts related to our operations and services is covered in our Health, Safety, and Security Management Approach.</p> | MA: Health, Safety, and Security |
| 403-8 Workers covered by an occupational health and safety management system | <p>As previously mentioned, Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001-certified Occupational Health and Safety Management System (part of our Integrated Management System) (see GRI 2-24).</p> | |
| 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 types of work-related injuries include (1) insect bite, (2) strain (muscle), (3) sprain (ligament/tendon), (4) cut (laceration), (5) bruise (contusion), (6) musculoskeletal injury (ergonomic), (7) chemical exposure, (8) scrape (abrasion), (9) heat stress, (10) fracture.</p> <p>Stantec's top 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> | SR: Appendix A > Health and Safety > Work-Related Injuries |
| 403-10 Work-related ill health | <p>The work-related hazards that pose a risk of ill health are included in Stantec's top 12 critical risks provided in GRI 403-9. Work-related recordable incidents are included in Appendix A. Data Workbook.</p> | SR: Appendix A > Health and Safety > Work-Related Injuries |
| GRI 404: Training and Education (2016 version) | | |
| Topic management disclosures | Covered under Our People (see GRI 401) | |
| 404-1 Average hours of training per year per employee | Numbers are presented in Appendix A. Data Workbook. | SR: Appendix A > Our People > Average Hours of Training |
| 404-2 Programs for upgrading employee skills and transition assistance programs | <p>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 Phillips and Phillips® evaluation methodology 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.</p> | MA: Our People |
| 404-3 Percentage of employees receiving regular performance and career development reviews | Numbers are presented in Appendix A. Data Workbook. | SR: Appendix A > Our People > Percentage of Employees Receiving Regular Performance and Career Development Reviews |

| GRI Standards and Disclosures | | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
|--|--|---|---|
| GRI 405: Diversity and Equal Opportunity and GRI 406: Non-Discrimination (2016 version) | | | |
| | Topic management disclosures | Covered under Our People (see GRI 401) | SR: Social > Our People MA: Our People |
| 405-1 | Diversity of governance bodies and employees | <p>Stantec has nine Board members. Four (44%) are women, five (56%) are men, three (33%) identify as minority group members, and all are over 50 years old.</p> <p>Including Gord Johnston, who is Stantec's Board member and CEO, 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.</p> <p>Stantec has ten Executive ESG Committee members. Six (60%) are women, four (40%) are men, one (11%) identifies as a minority group member, two (20%) are in the 30 to 50 age group, and eight (80%) are over 50 years old.</p> <p>Employee numbers are presented in Appendix A. Data Workbook.</p> | SR: About Stantec > Who We Are > Our Leaders and Appendix A > Our People > Employee Numbers and Demographics |
| 405-2 | Ratio of basic salary and remuneration of women to men | Numbers are presented in Appendix A. Data Workbook. | SR: Appendix A > Our People > 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 Our People (see GRI 401) | SR: Social > Our People MA: Our People |
| 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 408: Child 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: Governance > Human Rights MA: Human Rights |
| 408-1 | Operations and suppliers at significant risk for incidents of child labor | Not assessed. | |
| 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | Not assessed. | |
| GRI 410: Security Personnel Trained in Human Rights | | | |
| | Topic management disclosures | Covered under Health, Safety, and Security (see GRI 403) | |
| 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 team includes 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 Standards and Disclosures | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
|--|--|--|
| GRI 411: Rights of Indigenous Peoples (2016 version) | | |
| Topic management disclosure | Indigenous Relations (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic) | SR: Social > Indigenous Relations MA: Indigenous Relations Stantec.com: About > Indigenous Relations & Partnerships |
| | <p>Stantec supports Indigenous communities as part of 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 in Canada and Aotearoa (New Zealand) 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 Aotearoa, 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 25 years, Stantec has maintained formal Indigenous Business Partnerships in Canada—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> | |
| 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. | |
| GRI 413: Local Communities (2016 version) | | |
| Topic management disclosures | Community Engagement (Value Chain Nodes—Operations: Managed Topic, Clients and Communities: Managed Topic) | SR: Social > Community Engagement MA: Community Engagement |
| | <p>Through project work, philanthropy, and employees who volunteer their time and expertise, Stantec directly supports the communities in which we work. Our programs connect to the arts, education, environment, and health and wellness; and, on our clients' behalf, our project work supports community partnerships both directly (e.g., project-focused community outreach, social value assessments) and indirectly (e.g., community use of facilities or resources in our projects).</p> | |
| 413-1 Operations with local community engagement, impact assessments, and development programs | 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>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 (known as SEEN) connects subject matter experts to further best practices to deliver equitable solutions that consider and benefit everyone impacted by a project.</p> | |
| 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 | Not assessed. | |

| GRI Standards and Disclosures | Stantec Material Topic Name (Value Chain Nodes—Node: Materiality Grouping), Direct Answers, Reasons for Omission (if applicable) | Additional Information |
|---|--|---|
| GRI 415: Public Policy (2016 version) | | |
| | Topic management disclosure | Covered under Ethics and Compliance (see GRI 205) |
| 415-1 | Political contributions | Company policy prohibits political contributions to individual politicians or political parties on the Company's behalf. Stantec does not endorse lobbying but realizes that the definition of the word may differ in many of the countries in which Stantec operates. In some jurisdictions, the term may be broadly defined to include meeting with government officials for the purpose of promoting the Company. Accordingly, we ask that all Stantec employees reach out to Stantec's in-house lawyers to inform themselves of local rules and restrictions respecting interactions with public officials in advance of any such activities. |
| GRI 416: Customer Health and Safety (2016 version) | | |
| | Topic management disclosures | Covered under Health, Safety, and Security (see GRI 403) |
| 416-1 | Assessment of the health and safety impacts of product and service categories | While Stantec does not have a company-wide program for assessing the health and safety impacts of the materials we specify, we have several subject matter groups who take actions within their scope of influence. For example, in North America, our Buildings business operating unit continued our support for the AIA Materials Pledge, a program to promote the use of materials that support human, climate, ecosystem, and social health. Our practitioners use a Stantec-developed BIM schedule enabling the specification of interior materials with third-party validation of their environmental or health-related impacts, and continue to hold internal educational sessions regarding the health impacts of interior and exterior materials. |
| 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | None. |
| GRI 417: Marketing and Labeling (2016 version) | | |
| | Topic management disclosures | Not applicable. |
| 417-1 | Requirements for product and service information and labeling | None. |
| 417-2 | Incidents of non-compliance concerning product and service information and labeling | None. |
| 417-3 | Incidents of non-compliance concerning marketing communications | None. |
| GRI 418: Customer Privacy (2016 version) | | |
| | Topic management disclosure | Digital, Cybersecurity, and Privacy (Value Chain Nodes—Operations: Priority Topic, Clients and Communities: Priority Topic) 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 (part of our Integrated 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. |

SR: Governance > Digital, Cybersecurity, and Privacy
MA: Digital, Cybersecurity, and Privacy

Appendix C. SASB Standards Index

This is the sixth year that Stantec is reporting using the Sustainability Accounting Standards Board (SASB) Standards for the Engineering & Construction Services industry (version 2023-12). While SASB has been incorporated into International Sustainability Standards Board (ISSB) requirements and is no longer a stand-alone framework, and because Stantec is not yet making enterprise-wide ISSB disclosures, for continuity purposes, Stantec decided to continue to produce a stand-alone SASB index (an early view of Stantec's ISSB-related data is available via our CDP Disclosure). The table below discloses information and data for the reporting period: January 01, 2025 to December 31, 2025. 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 typical incidents of non-compliance with environmental permits, standards, and regulations that would be expected of a firm our size. | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 judgments, estimates, and assumptions is outlined in note 5e of our 2025 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 does not materially exceed the insurance coverage or provisions accrued and, therefore, does 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 0.33.</p> <p>(2) (a) Stantec's fatality rate for direct employees was 0.00 (0 fatalities).</p> <p>(2) (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> | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lifecycle Impacts of Buildings and Infrastructure | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IF-EN-410a.1 | Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification | <p>(1) The total number of Stantec projects certified to a third-party multi-attribute sustainability standard is as follows:</p> <table border="0"> <tr> <td>1,422</td> <td>LEED-certified projects</td> <td>14</td> <td>WELL-certified projects</td> </tr> <tr> <td>165</td> <td>Green Star-certified projects</td> <td>10</td> <td>Passive House-certified buildings</td> </tr> <tr> <td>43</td> <td>Net Zero Energy projects</td> <td>10</td> <td>BOMA certified projects</td> </tr> <tr> <td>29</td> <td>Austin Energy Green Building certified projects</td> <td>8</td> <td>Energy Star certified projects</td> </tr> <tr> <td>20</td> <td>BREEAM certified projects</td> <td>8</td> <td>Net Zero Carbon projects</td> </tr> <tr> <td>17</td> <td>Fitwel-certified workplaces</td> <td>7</td> <td>WELL-registered projects</td> </tr> <tr> <td>15</td> <td>Envision verified projects</td> <td>5</td> <td>SITES Certified projects</td> </tr> </table> <p>(2) Current analysis has identified approximately 470 relevant projects targeting several of the certifications listed above. This does not include projects pursuing certifications that have not yet officially signed on to the third-party certifier's online platform.</p> | 1,422 | LEED-certified projects | 14 | WELL-certified projects | 165 | Green Star-certified projects | 10 | Passive House-certified buildings | 43 | Net Zero Energy projects | 10 | BOMA certified projects | 29 | Austin Energy Green Building certified projects | 8 | Energy Star certified projects | 20 | BREEAM certified projects | 8 | Net Zero Carbon projects | 17 | Fitwel-certified workplaces | 7 | WELL-registered projects | 15 | Envision verified projects | 5 | SITES Certified projects |
| 1,422 | LEED-certified projects | 14 | WELL-certified projects | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 165 | Green Star-certified projects | 10 | Passive House-certified buildings | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 43 | Net Zero Energy projects | 10 | BOMA certified projects | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 29 | Austin Energy Green Building certified projects | 8 | Energy Star certified projects | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | BREEAM certified projects | 8 | Net Zero Carbon projects | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 | Fitwel-certified workplaces | 7 | WELL-registered projects | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | Envision verified projects | 5 | SITES Certified projects | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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. Stantec does not yet centrally track energy or water efficiency considerations incorporated into our planning and design but are considering opportunities to do so in the future. | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Code | Description | Stantec Direct Answers, Reasons for Omission (if applicable) |
|--|--|---|
| Climate Impacts of Business Mix | | |
| IF-EN-410b.1a | Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects | (1) As of year-end, Stantec had \$103 million of backlog (1.2%) 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). (2) As of year-end, Stantec had \$323 million of backlog (3.8%) coded to renewable energy project types (including hydropower, wind, solar, geothermal, battery storage, smart grids, and energy recovery). |
| 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 | As of year-end, in addition to the renewable energy backlog of \$323 million of backlog (3.8%) that is already accounted for in IF-EN-410b.1, we had \$1,850 million of backlog (21.6%) coded to climate change mitigation-related project types (including alternative transportation, low carbon, and climate strategy). Stantec also had \$926 million worth of backlog (10.8%) 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]). Combined, climate action (renewable energy + climate change mitigation + climate change adaptation services) accounted for \$3,100 million (36.2%) of Stantec's year-end backlog. Stantec provides climate action services in each business operating unit and geography. 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. 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 no exact match between coding, we employed a conservative approach to minimize the risk of overstatements. |
| 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 | (1) We have identified four active projects in two countries listed in the 20 lowest rankings in Transparency International's 2025 Corruption Perceptions Index. (2) The associated backlog of the four projects was approximately \$150,000, as at December 31, 2025. |
| 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-competitive practices | (1) Stantec had no monetary losses resulting from legal proceedings associated with bribery or corruption. (2) Stantec had no monetary losses resulting from legal proceedings associated with anti-competitive practices. |
| 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. |
| 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. Note: Per SASB, active projects are buildings and infrastructure projects under development for which the reporting entity was actively providing services. |
| IF-EN-000.B | Number of commissioned projects | 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. Note: Per SASB, commissioned projects are those for which the entity provided construction services. |
| IF-EN-000.C | Total backlog | Stantec's year-end backlog was \$8,570 million. 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. |

Appendix D. TCFD Cross-References

Stantec is including an appendix on the Task Force on Climate-Related Financial Disclosures (TCFD). Although the Financial Stability Board disbanded TCFD in 2023 and its work was incorporated into the International Sustainability Standards Board's (ISSB's) standards, we continue to provide this disclosure due to ongoing requests. Because CDP's climate change questionnaire is aligned with ISSB S2—which includes TCFD—our annual CDP Climate Change Questionnaire serves as both a TCFD- and ISSB-compliant disclosure. Stantec's annual CDP questionnaire is posted on our website for public access. With CDP, Stantec has scored an A- for the past eight years and, accordingly, is ranked in the Climate Leadership band.

| Description | CDP Climate Change Questionnaire | Additional Information |
|--|---|--|
| Governance | | |
| Describe the board's oversight of climate risks and opportunities | C4. Governance | SR: Sustainability Program > ESG Governance |
| Describe management's role in assessing and managing climate-related risks and opportunities | C4. Governance | SR: Sustainability Program > ESG Governance |
| Strategy | | |
| Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term | C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities | SR: Governance > Risk Management AR: Pages M-1 to M-3, M-10, M-31, and M-40 to M-41 |
| Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning | C5. Business strategy | SR: Governance > Risk Management |
| Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario | C5. Business strategy | SR: Governance > Risk Management |
| Risk Management | | |
| Describe the organization's processes for identifying and assessing climate-related risks | C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities | SR: Governance > Risk Management |
| Describe the organization's processes for managing climate-related risks | C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities | SR: Governance > Risk Management |
| Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management | C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities | SR: Governance > Risk Management AR: M31 and M-40 to M-41 |
| Metrics and Targets | | |
| Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process | C7. Environmental performance - Climate Change | SR: Governance > Risk Management |
| Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks | C7. Environmental performance - Climate Change | SR: Appendix A > Environmental > GHG Absolute Emissions |
| Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets | C7. Environmental performance - Climate Change | SR: Environmental > Emissions Management |

Appendix E. Cautionary Note Regarding Forward-Looking Statements

This report contains certain forward-looking statements within the meaning of applicable Canadian and United States securities laws (forward-looking information).

Forward-looking information includes statements that are not historical facts and that relate to future plans, objectives, expectations, estimates, targets, commitments, strategies, and anticipated results. In particular, forward-looking information in this report includes statements relating to sustainability-related matters, including, without limitation: progress toward net-zero and carbon-neutral objectives, including under Canada’s Net Zero Challenge; greenhouse gas emissions reduction targets, including science-based targets and related pathways; anticipated climate-related risks and opportunities, resilience outcomes, and transition actions; expectations regarding sustainability-aligned revenue, project mix, and the integration of sustainability into business strategy and operations; commitments and anticipated outcomes related to biodiversity, ecosystem restoration, and nature-positive initiatives; and expectations regarding social, workforce, equity, Indigenous relations, governance, ethics, and risk-management initiatives.

Forward-looking information is based on management’s current expectations, estimates, assumptions, and beliefs as of the date of this report. Such assumptions may include, among others, assumptions regarding economic and market conditions; regulatory, policy, and standards developments; the availability, performance, and adoption of technologies; data quality, estimation techniques, and methodologies (including for emissions and other sustainability metrics); behavior of interested parties; access to resources and capital; and the successful execution of sustainability strategies, initiatives, and projects.

Forward-looking information is subject to inherent risks, uncertainties, and other factors, many of which are beyond our control, that could cause actual results, performance, achievements, actions, or events to differ materially from those expressed or implied by such forward-looking information. These risks and uncertainties include, among others, changes in economic, environmental, regulatory, and social conditions, evolving climate-related risks, methodological changes, and execution risks associated with sustainability initiatives. We caution readers not to place undue reliance on forward-looking information.

Except as required by applicable securities laws, the Company does not undertake any obligation to update or revise any forward-looking information in the report or otherwise, whether as a result of new information, future events, or otherwise.

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