

Management Approach: Artificial Intelligence

Artificial Intelligence (AI)¹ has the potential to add value to Stantec by accelerating innovation, improving efficiency, reducing waste, enabling better decision making, and unlocking new project opportunities. While AI is increasingly relevant to our business, it must be used responsibly to protect our clients and our reputation; uphold our legal, professional, and ethical obligations; and minimize potential negative environmental, social, and governance impacts.

In Our Operations

Stantec recognizes AI as a powerful enabler of business transformation, and we're staying close to the impacts and outcomes it makes possible. Incorporating AI technology into our work can result in significant efficiencies for Stantec and value for our clients.

AI helps manage scale, consistency, and data/document-heavy work so our teams can stay focused on design intent, risk tradeoffs, and client accountability. AI enables earlier-option evaluation, reduces late-stage conflicts, and can improve quality control. The opportunity isn't the technology itself; it's the ability to make better decisions earlier and deliver stronger outcomes across the asset lifecycle.

Supporting Clients

For Stantec, the use of AI in our project work is an opportunity amplifier, creating efficiencies and supporting deeper client relationships. Stantec is using AI to create measurable gains in productivity in client work, and we are harnessing proven AI technologies to develop solutions for clients. We've moved beyond isolated AI pilots and are embedding AI directly into delivery workflows, while keeping professional accountability.

From a project opportunity standpoint, AI enables new work and service lines. Clients who are building AI-enabled infrastructure and operations need trusted partners like Stantec who understand both engineering and data.

Stantec's Approach

Our Digital Center of Excellence has established a Stantec-wide AI foundation grounded in pragmatism, purpose, and governance so we can adopt and expand technologies quickly, yet securely and effectively.

AI strengthens Stantec's professional model, enhances predictability, allows for better delivery, supports solution evaluations, and creates new client-facing opportunities. Stantec is committed to using AI wisely and encourages its responsible, safe, and strategic use.

Stantec is committed to operating AI in a responsible manner and, as outlined below, has implemented extensive governance that protects our systems and the people who entrust us.

¹ Definitions:

- Stantec works with both digital AI (AI in software environments) and physical AI (AI that interacts with the physical world, such as robotics).
- AI Tools are software applications or platforms that leverage artificial intelligence technologies to perform tasks traditionally requiring human intelligence.
- AI Agents are systems that can interpret intent, retrieve knowledge, plan steps, and take actions through tools or workflows.
- Work Product means all deliverables, documents, content, data, algorithms, and code generated by or derived from an AI tool.

Policies and Practices

Stantec has implemented a variety of policies to govern the use of AI. Our AI work is compliant with laws, regulations, professional standards of practice including data privacy, security, and confidentiality standards.

The AI-specific governance approaches Stantec has put in place, so far, include

- [Responsible AI Use Policy](#) (publicly disclosed): Commits Stantec to safe, secure, ethical, and responsible AI use.
- AI Tools Usage Policy (Stantec internal): Requires formal approval of all AI tools used at Stantec and that AI tools and their Work Product are used in a manner consistent with laws and regulations as well as professional and ethical standards of care. This policy covers AI data privacy and security, confidentiality, and intellectual property.
- AI Agent Governance Policy (Stantec internal): Defines enforceable requirements for AI Agent governance, including formal corporate approval before agent use, accountability, platform constraints, risk management, and escalation obligations.
- Acceptable Use Policy (Stantec internal): Clarifies that all users are personally responsible and accountable for their actions and must use assets and technology in an ethical and legal fashion. It makes it clear that employees must follow strict security and privacy controls with Stantec systems in place to monitor use and ensure compliance with company policies.
- [Information Security Policy](#) (publicly disclosed): Governs the handling, appropriate use, and disposal of information. Provides safeguards for data that is received, stored, processed, created, transformed, or transferred by Stantec.
- Secure Development Policy (Stantec internal): Meets the requirements of ISO 27001 and provides consistent and repeatable guidance for digital developing, including AI development.
- Intellectual Property Policy (Stantec internal): Requires Work Products to not infringe on third-party intellectual property rights. Clarifies that Stantec retains ownership of all Work Products, including prompts used with an AI tool.
- Confidentiality Policy (Stantec internal): Provides guardrails to physically and electronically protect confidential information.
- [Privacy Policy](#) (publicly disclosed): Requires personal or sensitive information to be anonymized and stored securely.
- [Code of Business Conduct](#) (publicly disclosed): Outlines Stantec's business practices that protect the Company's reputation and the quality of its services.

Limits, Checks, Disclosures

Stantec and client data may only be used with AI tools that Stantec has formally approved. Strategically, we take a partner-agnostic approach. Our advantage isn't tied to a single technology; it's our ability to operationalize AI without compromising trust, governance, or professional standards.

Stantec discloses the use of AI in its work where required by contract, statute or client policy, and follows applicable client requirements and contract terms concerning disclosure.

Professional Responsibility

Stantec recognizes AI tools and AI Agents as assistive, augmenting human decision-making and do not replace professional judgment or licensed expertise. Accountability for the final output remains with the responsible individual.

Work Product is never purely AI-generated. All output generated or supported by AI must be reviewed and validated by a person with appropriate expertise before it is relied on, under Stantec's established project processes. Errors or inaccuracies must be promptly corrected and documented.

Those using AI must recognize its limitations and apply professional judgment when interpreting and relying on Work Product. Use of AI must be consistent with applicable professional and ethical standards of care and professional standards of practice.

Privacy and Security

Use of AI must comply with Stantec's Privacy Policy. Personal and sensitive information is handled with care, anonymized where used with AI tools, and stored securely in line with confidentiality requirements.

Stantec maintains the confidentiality of personally identifiable information and manages information in alignment with regulatory, contractual and legal requirements, including regional and jurisdictional privacy regulations.

Stantec maintains controls designed to protect information against unauthorized access, disclosure, modification, destruction and misuse, and to maintain the confidentiality and integrity of that information. Information is managed in alignment with regulatory, contractual, and legal requirements.

AI tools are assessed against Stantec's security requirements before approval, and their use must comply with Stantec's Acceptable Use Policy and Information Security Policy.

Intellectual Property

Stantec complies with applicable intellectual property laws. Necessary licenses must be obtained before AI tools are used. Work Product must not infringe on third-party intellectual property rights, any third-party licenses required to use it must be obtained, and appropriate attribution and references must be included. AI tools and AI Agents must be used in a way that respects Stantec, client, and third-party intellectual property.

Stantec and client data must not be entered into any AI tool that Stantec has not expressly authorized. Work Product that uses Stantec or client data is treated as confidential and proprietary information of Stantec or its client and is not disclosed or shared with third parties without appropriate authorization.

Client data is accessed, used, or disclosed only where authorized and necessary to deliver the work, and in line with the contractual, legal, and regulatory requirements that apply to it.

Client data is not used to train public AI models unless the client expressly authorizes it. Client data remains within Stantec-approved or client-approved environments unless otherwise agreed with the client. Where contractual, legal, regulatory, or client-specific data residency requirements apply, those requirements are followed.

Environmental Impact

Stantec recognizes that the development, training, and operation of AI systems require substantial computing power, energy consumption, and supporting infrastructure, which can contribute to negative environmental impacts. By balancing innovation with responsible stewardship, we aim to realize the benefits of AI while supporting our broader sustainability objectives.

We are committed to adopting AI responsibly by considering environmental sustainability alongside business value, seeking opportunities to optimize efficiency, utilize energy-conscious technologies and services, and make informed choices that help minimize the environmental footprint of our AI activities.

The AI and IT infrastructure team work closely with the Sustainability team to lower the ecological footprint of AI data use at Stantec. This includes being purposeful about selection of AI data center providers and close monitoring of data center-related emissions.

Fair and Inclusive Outcomes

Stantec requires those using AI to actively identify and mitigate misinformation and bias in AI tools, so that AI tools and their Work Product are fair and inclusive and do not discriminate against any individual or group. Everyone working with AI must actively work to identify and mitigate misinformation and biases in AI tools.

Training

Policies and guidelines are not enough to fully shield us from inappropriate AI use. We need our employees to be trained, aware, and able to identify and address problems, as soon as they see them.

Stantec offers a series of training courses that encourage responsible AI usage. All Stantec staff must complete annual cybersecurity awareness training.

People who build, configure, review, or use AI tools and AI Agents are trained and competent for their responsibilities. Mandatory training must be completed prior to developing AI agents within any pro-code environment and highly recommended for all other development environments.

Accountability

Stantec AI policies and requirements apply to all employees, contractors, consultants, and third parties acting on behalf of Stantec who design, configure, deploy, operate, or materially rely on AI tools or AI Agents for Stantec business purposes.

Any individual who observes or suspects misuse, malfunction, unintended behavior, or policy non-compliance relating to AI must report the issue promptly through using our [Company's Integrity Hotline](#) that include a variety of toll-free numbers (managed by an independent hosting company and available in local languages). Email reporting options include ai-inquiries@stantec.com, integrity@stantec.com, and legal@stantec.com. Suspected violations of this policy, or any potential ethical, security, legal or regulatory concerns related to AI use, must also be reported. Reports involving high-risk or potentially harmful behavior must be escalated immediately. Concerns raised in good faith are protected under [Stantec's Code of Business Conduct](#).

Material Topic / Value Chain Nodes Covered:

Artificial Intelligence / Operations, Downstream (Clients)

See all [Stantec Management Approaches](#)