

Management Approach: Our People

As a global leader in sustainable design, engineering, and project delivery, our people are the heart of Stantec's business: their expertise is our business. Because we are a professional services firm operating in a competitive industry where turnover costs are high and long-term relationships are key, Stantec works hard to attract and retain top talent.

Our culture is guided by our core values and a shared purpose. Being a part of Stantec means being part of something bigger—a sense of community and a feeling of belonging. By working together, we strive to have a positive impact on individual careers, local communities, and on the broader world.

Commitments And Practices

Stantec works hard to build an inspiring and supportive work environment focused on attracting, rewarding, developing, and engaging top talent by creating a meaningful and impactful employee experience.

Stantec has both an [Equal Employment Opportunity](#) and [Harassment, Bullying, and Discrimination](#) policy that prohibits discrimination or harassment. We strive to create a work environment where all employees are treated fairly and respectfully.

Stantec has formally endorsed the [Women's Empowerment Principles](#) (seven principles that promote gender equality in the workplace) and was one of the first companies to sign the [Declaration of Amsterdam](#) (a document committing signatories to create a safe and LGBT+ inclusive corporate culture).

In Our Operations

Focused on creating meaningful and impactful employee experiences, we provide the tools, resources, and support people need to perform at their best. By fostering connection and collaboration, we want our people to feel a strong sense of belonging, so they choose to grow their careers at Stantec.

Attracting Talent

When we build an inclusive organization, we create extraordinary results. Stantec employs individuals with a wide range of talents, perspectives, and experiences. Our people are subject matter experts who are highly employable, so to attract the talent we need, we must access the right people and make joining desirable and easy.

New hires and internal promotions

Stantec has a multifaceted Talent Acquisition team that includes talent acquisition consultants and coordinators, sourcing specialists, operational leaders, campus recruiters, and a dedicated talent brand group. This team understands the talent required in our industry and in each of our business lines. Our recruiting process provides a seamless candidate experience, tracking and reporting of metrics, and a digital presence in the job marketplace.

Stantec promotes opportunities internal to the Company and recruits subject matter experts from the general market. Jobs are promoted internally so current employees can develop their careers. Teammates are also asked to—and are rewarded for—referring people they believe would be suitable for the job and would thrive within the Stantec culture.

We focus on building relationships and increasing trust throughout the candidate journey. We make a concerted effort to improve communication touchpoints by reaching out to candidates more often, taking an empathetic approach in all our interactions, and being as transparent as possible.

Stantec's hiring practices are based on merit and fairness. We purposely post jobs in traditional and non-traditional outlets and endeavor to have comprehensive interview panels. We set every new hire up for success by ensuring they feel welcome, included, and connected from day one.

Stantec maintains partnerships with a range of community organizations, professional associations, colleges, and universities to broaden awareness of our career opportunities. We also leverage our Employee Resource Groups and Developing Professionals Group chapters to help share job postings and promote Stantec as an employer.

Stantec engages with academic institutions and universities to promote career paths in STEAM¹ fields. We provide lectures, offer internships, carry out studies and surveys with students, and work to promote connectivity.

Acquisitions

Cultural integration is foundational to our acquisition strategy. We are dedicated to ensuring that employees who join us through acquisitions feel genuinely welcomed, supported, and inspired from day one. By integrating new team members thoughtfully and efficiently, we empower them to thrive, contribute their strengths, and help shape our shared success—for our organization, our clients, and the communities we serve.

Rewarding Talent

Stantec strives to attract, retain, develop, and reward talent by paying fairly and providing benefits with meaningful choices while offering global approaches that are nimble for local market practices. Our compensation and benefits programs recognize that people want to be fairly rewarded with meaningful choices that meet individual needs and motivations. Everyone wants equal pay for equal work and a clear path to grow in their careers.

Compensation and benefits

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

In general, Stantec's compensation and benefits include

- Base pay and incentives
- Health, life, and disability benefits (including mental health services)
- Retirement benefits and wealth creation
- Paid time off (including vacation, sick leave, holidays, and, in some geographies, paid parental and family leave for primary and non-primary caregivers)
- Employee shareholding (in some geographies)
- Professional development, memberships, tuition reimbursement, and accreditations
- Recognition
- Voluntary benefits

¹ STEAM: Science, technology, engineering, arts, and math.

Pay equity

At Stantec, we believe in fair and equitable compensation and measure equity through comparisons based on a compa-ratio². People with similar experience, education, and job responsibilities should earn similar compensation when adjusted for local cost of labor and regulations, performance, number of years with the Company, and other factors that can contribute to slight differences in pay and benefits.

Our Global Career Framework provides a clear and consistent foundation for defining career paths, expectations, and competencies across Stantec. This supports greater transparency and helps us foster fairness and equity in our talent and compensation programs. Stantec conducts an annual pay equity analysis. So far, the analysis has been conducted for North America operations and is in the process of expanding globally.

Developing Our People

Individual growth and career development are essential to Stantec's success. To support this, we offer multiple distinct and equally valued career paths with clear opportunities for progression. Our people are encouraged to anticipate new trends, adapt to change, and continue developing strong technical and leadership skills throughout their careers.

Intentional conversations between managers and their team members support performance, career growth, and development through goal setting, semi-annual check-ins, and year-end conversations. We provide tools, systems, and learning resources that help individuals identify their strengths and interests, set goals, and create career development plans—enabling our people to reach their full potential while strengthening engagement, productivity, and retention.

Stantec supports the three E's of development:

- **Experience:** People learn by doing. They build their skills working on challenging and meaningful projects. Because of our market position and global presence, our people gain experience working on iconic projects around the world.
- **Exposure:** People learn through contact with experts via mentoring, coaching, and partnering. Our project management, client development, and leadership development programs include case studies and scenarios where critical thinking and problem solving are integral content.
- **Education:** As an IACET Provider³, Stantec designs and delivers high-quality training for our people. Courses incorporate effective adult learning principles and support our global, hybrid workforce with both facilitator-led and self-paced virtual programs. We provide continuing education units, professional development hours, and continuing professional development to support employees' professional licensing requirements. We also offer an extensive array of online learning options through third-party vendors.

Our development programs help with the continued growth and preparedness of our workforce. Two example courses include our Project Management Bootcamp (a series of modules that address the “Stantec Way” of delivering projects) as well as our Leader Learning Network (a program that aims to amplify leadership competencies in multiple instructor-led sessions throughout the year).

To measure learning outcomes, we use the Phillips and Phillips[®] evaluation methodology, which classifies learning effectiveness into five levels. Stantec currently applies level 1 (reaction) and level 2 (increase in knowledge or skills and change in attitude) to our learning programs. For selected learning programs, we plan to extend our measurement into level 3 (behavior change) and level 4 (results achieved while on the job). We also adopted the level 5 methodology to measure our return on investment for learning in selected learning programs using the Center for Talent Reporting's[®] measurement practices.

² Compa-ratio is a measurement of pay that compares an employee's salary to the median compensation for similar positions within a target market.

³ IACET: International Association for Continuing Education and Training; Accredited Provider status is awarded through a process that ensures providers deliver high-quality instruction that adheres to the ANSI/IACET Standard for Continuing Education and Learning.

Performance feedback

In addition to Intentional conversations, once a year, managers are asked to formally evaluate employee performance and provide input. Using assessments, reviews, and coaching from supervisors, individuals measure their success; recognize their contributions; identify career aspirations and related development opportunities; and establish strategic performance objectives.

Succession planning

Our CEO and Board of Directors work together on executive succession planning. Other leaders, in partnership with Human Resources, leverage talent assessment and calibration processes to identify a strong pipeline of future leaders. Together, they create targeted development plans and opportunities that prepare high-potential employees for advanced roles and responsibilities, ensuring Stantec continues to build and sustain a ready bench of capable leaders.

Engaging Our People

Our people come from across 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 cultivated a culture grounded in caring, cooperation, and collaboration—a place where people are seen, heard, and valued, and where everyone has the opportunity to succeed. We pair this supportive environment with a strong commitment to excellence and delivering results. By working together and holding ourselves to high standards, we build a culture that not only supports our people but also drives outstanding performance.

To measure our progress and inform our focus areas, we provide multiple avenues for employees to provide feedback, understand the Company strategy, and contribute to the future. See the Accountability section for more details.

Collaboration

We believe that great achievements come from collaboration, and many people join and stay at Stantec because they are excited about making global connections and working on iconic projects. We foster and support a high-performing culture and stimulating work environment where we can learn from each other.

This mindset comes from employees who want to work together and is enhanced by Company investments in

- **Technology:** Stantec invests in technology; teammates can collaborate through connected networks, cloud storage, and Microsoft Teams. They can easily work from any Stantec office or home, communicating in real time, sharing screens, and participating in conference calls.
- **Industry Partnerships:** Stantec serves both as a founder and an active member of several associations and industry groups. These collaborations offer our employees opportunities for professional growth, ongoing education, and networking with experts across the industry. By staying connected to leading organizations, our teams gain access to valuable resources, industry insights, and training programs that support career advancement and skill development.
- **Communities of Practice:** Across business operating units and geographies, colleagues can collaborate on best practices to support their project work.
- **Innovation:** Our people can submit their creative solutions to secure funding for development.
- **Volunteering:** Our Company sponsors activities so our people can support their communities and causes. These activities emotionally connect employees to Stantec as well as encourage fun and teamwork.

Affinity-based networks

Stantec offers a variety of employee-led networks that allow colleagues to share common interests, explore development and networking opportunities, learn about relevant topics, and improve leadership skills in a supportive environment. Participation in these networks is voluntary and open to all.

Company-sponsored networking opportunities include

- **Employee Resource Groups:** These identity-based groups help our people to connect based on shared interests and are key to employees feeling heard and included. Stantec has a wide range of Employee Resource Groups that are open to all employees, with chapters located around the world.
- **Developing Professionals Groups:** Stantec sponsors a chapter-based and globally connected network so employees early in their careers can develop skills and relationships. Company-sponsored events connect them to peers and senior staff, broaden their career opportunities, and provide a venue for supporting communities.
- **Green@Stantec:** People who are passionate about environmental sustainability have the opportunity to connect at an office level for hands-on actions, and as part of a global network, to learn best practices and influence sustainable behavior.

Supporting our people

Sometimes teammates may need a little extra support to bring their best selves to work. Stantec recognizes the importance of accommodating individual needs and offers a flexible working strategy, a focus on wellbeing, and a BetterTogether employee support fund.

Hybrid working

Our approach to hybrid work offers flexibility while keeping us meaningfully connected. Employees can work from the office, from home, or in a hybrid arrangement—shaped by the needs of their role and personal circumstances. We encourage a hybrid approach because being in the office regularly strengthens collaboration, mentorship, and team energy, while still supporting work-life balance and providing flexibility when employees need it. Not only does this arrangement give choice, but it also allows us to rethink our approach to offices and provides emissions management benefits from reduced energy use and employee commuting.

Wellbeing

Focusing on wellbeing brings out our best, personally and professionally. A holistic approach to employee wellbeing that addresses both mental and physical health is imperative as we compete to recruit and retain a highly skilled workforce. Our people are encouraged to begin meetings with a "Stantec Moment"—a brief pause to ensure we focus not only on the meeting materials at hand, but also on our overall wellness (including topics such as safety, mindfulness, ethics).

We provide resources to help employees assess their mental health and minimize stress. We want it to be easy for all team members to keep mental health top of mind and easily find resources. Country-specific mental health programs give culturally appropriate tips, services, and resources. In many locations, we have official mental health first aiders—individuals formally trained by an accredited institution to recognize the signs of a person who might be struggling with mental health issues.

Stantec also wants our people to attend to their physical health. Through our wellness programs in the United States and Canada, employees can complete health and wellness activities, earning incentives towards their benefit programs. In Europe, we have campaigns that include activities like health assessments, fitness challenges, inspired role model communications, and workshops. In Latin America, we have "Pausas Activas" (active breaks) that include activities such as yoga and mindfulness. In the Middle East, our focus includes health risk assessments and awareness seminars. In Taiwan and China, we sponsor competitions that encourage health and self-care.

BetterTogether Fund

For Stantec employees facing financial hardship after a disaster or unforeseen personal challenges, financial assistance is available from our Stantec BetterTogether Fund. The fund was underwritten through corporate funding and is maintained through employee donations. This allows employees access to another avenue of support and a way for employees to directly contribute to support colleagues in need.

Our Supply Chain

While Stantec's primary focus is to build and strengthen a strong people-based culture, we also strive to share this mindset with our supply chain. As outlined in our Partner Code of Business Conduct, Stantec expects our supply chain to pay a fair wage according to applicable laws and regulations. We do not tolerate discrimination, harassment, or workplace violence.

Accountability

Stantec evaluates our talent management success through industry benchmarking, employee surveys, and statistics linked to sustainability-linked executive pay.

- To be competitive in the market, we benchmark our compensation to the architectural and engineering industry, and we are working to close our employee pay gap.
- Every year, we invite our people to share their perspectives on the things we are doing right and ways to improve the organization via an anonymous, company-wide engagement survey.⁴ We believe this approach gives us the ability to act and see progress on the feedback we receive.

By checking in with our people, we can see if our corporate action plans are making a difference in engagement and happiness. Survey scores are closely evaluated to identify Company successes and areas for improvement. To address key feedback items, action plans are developed.

Stantec evaluates engagement by tracking success using external tools and rating systems.

- As a part of our sustainability-linked executive incentive plan, we also measure our workforce management performance based on key performance indicators around retention and engagement.

Material Topic / Value Chain Nodes Covered:

Our People / Operations, Upstream (Suppliers and Partners)

See all [Stantec Management Approaches](#)

⁴ Stantec defines engagement as the state of emotional and intellectual involvement that motivates employees to do their best work. Our survey contains questions aimed at tracking three behaviors: say, stay, and strive. We evaluate engagement by tracking the percentage of participation and by calculating an engagement score. Results are analyzed based on a variety of criteria.