



Management Approach: Workforce Management

Our people are at the heart of our business and are the reason we are a top-tier global design and delivery firm. Their expertise is not just a part of our business; it is our business. 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 build an inspiring, inclusive work environment with a focus on attracting, rewarding, developing, and engaging top talent through creating a meaningful and impactful employee experience. We want all employees to feel connected to the Company so they can effectively collaborate and contribute. We want them to feel welcome so that they join us and stay.

Stantec's approach to workforce management focuses on

- **Attracting:** Our employees are technical subject matter experts who are highly employable. To attract the talent we need and meet our diversity aspirations, we must access the right people and make joining Stantec as desirable and easy as possible.
- **Developing:** For employees to stay, we must offer challenging work, opportunities to develop new skills, and career growth. We have multiple distinct, but equally important, career paths that an employee can choose, with clear avenues for progression. Annual performance evaluations and semi-annual goal setting provide directed feedback and support for advancement.
- **Rewarding:** Our compensation and benefits programs recognize that employees want to be fairly compensated and have meaningful benefit choices that meet individual employee needs and motivations. Employees want equal pay for equal work and a clear path to advance their careers.
- **Engaging:** Engaged employees are happy, contribute more, and are more effective at their jobs. 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.

Attracting Talent

When we build an inclusive organization composed of diverse people, we create extraordinary results. Stantec attracts, engages, and develops employees with a wide range of talents, perspectives, and experiences.

New Hires and Internal Promotions

We have a multifaceted Talent Acquisition team that includes sourcing specialists, operational leaders, and campus recruiters. This team understands the talent required in our industry and each of our business lines. Our recruiting software supports the talent acquisition process by improving the candidate experience, providing better access to track and report on metrics, and increasing our 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 first so current employees can develop their careers. Employees are also asked to refer—and are rewarded for referring—people they believe would be suitable for the job and a good Stantec match.

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.

Diversity in Hiring

Stantec took a variety of steps to achieve more diversity in hiring including posting jobs in non-traditional outlets. We started using data and insights to support diversity initiatives, including the development of an inclusive hiring guide for our hiring managers and team to safeguard inclusive recruitment by building factors of inclusivity and diversity into the interview process. This includes, where possible, ensuring interview panels are diverse and that our message resonates with diverse talent.



To address unconscious bias in hiring decisions, the Talent Acquisition team receives training on managing bias in hiring and follows a posting practice that keeps the recruitment process consistent and eliminates barriers to equal opportunity. To support accessibility and accommodation, a manual application process that works outside of our website is available as needed.

Stantec has programs in place to prioritize diversity hires. That includes partnerships with organizations such as the National Society of Black Engineers, the National Organization of Minority Engineers, the American Indian Science and Engineering Society, the Society of Women Engineers, and the Society of Asian Scientists. We also develop local partnerships with diverse community-based organizations, professional associations, colleges and universities that can be leveraged for talent attraction including development of a Historically Black Colleges and Universities campus recruitment strategy. In addition, we drive recruiting outreach through our Stantec Employee Resources Groups, which act as effective ambassadors for recruiting talent and identifying ways for us to successfully connect with diverse talent pools.

Stantec engages with academic institutions and universities to promote career paths in STEAM fields.¹ We provide lectures, offer internships, carry out studies and surveys with students, and work to promote diversity. Our Inclusion & Diversity scholarship, valued at \$200,000 annually, has a global focus on People of Color pursuing STEAM careers.

Acquisitions

Many employees join us through acquisitions. The primary value of our acquired companies comes from the expertise that those employees have and the business relationships they have developed, so we work hard to retain them. Stantec wants acquired employees to feel supported and engaged, empowering them to do their best for the Company and our clients.

Developing Talent

Individual growth and career development are essential ingredients for Stantec's success. By enhancing our talent pool with information, tools, and other resources employees need, we help our employees reach their full potential; reduce voluntary turnover; increase employee engagement; improve motivation, teamwork, and effectiveness; and gain an advantage over our competition.

Career Development

Not everyone has the same career goals, skills, and preferences, so we offer a choice of career pathways. Each pathway is distinctly focused, is equally valued, and has leadership opportunities. Employees at every level are encouraged to anticipate new trends, adapt to change, and develop strong leadership and technical skills. We provide resources so employees can determine their strengths, interests, values, and skills, as well as identify career options, set goals, and create a career development plan.

We support the three E's of development: experience, exposure, and education.

- **Experience (learning by doing):** Employees can build their skills working on challenging, meaningful, and iconic projects. Because of our market position and global presence, our people gain experience working on projects from around the world.
- **Exposure:** Employees can learn through exposure to experts via mentoring, coaching, and partnering. Mentoring programs provide the ability to connect mentors with employees at various stages in the employees' career development. 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 Accredited Provider of the International Association for Continuing Education and Training (IACET)², the Stantec Talent and Organizational Development team designs and delivers high-quality training. Courses incorporate effective adult learning principles and support our global, hybrid workforce with both facilitator-led and self-paced virtual programs. Content mastery is based on learning objectives and is measured. This rigor and the AP designation allow us to provide continuing education units (CEUs)/professional development hours (PDHs)/Continuing Professional Development (CPD) to support employees' professional licensing requirements. We also enter into agreements with third-party vendors to offer an extensive array of online learning options in core, technical, and leadership subjects.

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

² Accredited Provider status is awarded by IACET through an accreditation process that ensures providers deliver high-quality instruction that adheres to the ANSI/IACET Standard for Continuing Education and Learning. Stantec was reaccruited in 2020.



Stantec measures learning outcomes using 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 methodology to measure our return on investment (Level 5) for learning in selected learning programs using the Center for Talent Reporting's[®] measurement practices.

Performance Feedback

Intentional and collaborative performance assessment and feedback conversations are a dynamic, year-round process which help employees evaluate prior achievements and set clearly defined goals. Through assessments, reviews, and coaching from supervisors, employees measure 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 Stantec leaders participate by identifying potential candidates for leadership positions and developing plans to prepare those candidates for advanced roles and duties. This results in a pipeline of agile and ready leaders across Stantec.

Talent Management Systems

Specific to organizational development, our integrated talent management system known as TalentHub houses information pertinent to succession planning, career growth, and is a central location for access to learning content.

Rewarding Talent

Stantec strives to attract, retain, develop, and reward talent by paying fairly and providing benefits with meaningful choices while offering a consistent global Total Rewards³ approach that is nimble for local market practices.

Compensation and Benefits

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

Stantec compensation and benefits⁴ include

- Base pay and incentives
- Health, life, and disability benefits (including mental health, fertility, and gender reassignment services)
- Retirement benefits and wealth creation
- Paid time off (including vacation, sick, statutory holidays, and paid parental and family leave for primary and non-primary caregivers)
- Employee shareholding
- Professional development, memberships, tuition reimbursement, and accreditations
- Recognition
- Other ancillary rewards (such as an employee assistance programs)
- Breast-feeding and lactation facilities or benefits
- Voluntary benefits (childcare facilities or contributions, public transport spending accounts, accident and critical illness insurance, ID theft and legal protection, pet, home, and salary packaging for more tax effectiveness, and auto insurance)

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

³ Total Rewards: includes all the programs that may be used to attract, motivate, and retain employees.

⁴ Retirement benefits, paid family leave, employee shareholding, and ancillary rewards are not available in all geographies.



Pay Equity

At Stantec, we believe in fair and equitable compensation for all our employees and measure equity through comparisons based on a compa-ratio basis. 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, which includes globally consistent career streams, job families, career levels, and job competencies, provides the foundation for us to evaluate those with similar job requirements and responsibilities and gives us visibility to any potential inconsistencies that might be present from a diversity perspective.

Stantec conducts a pay gap analysis based on gender and minority status. So far, the analysis has been conducted for North America operations and is in the process of expanding globally. We want our people to be equitably compensated whatever their sex, ethnicity, orientation, geographic location, or disability status.

Flexible Working

Stantec's Flexible Workplace Strategy gives employees the opportunity to work in the manner that makes the most sense for their job and personal preference. Our work approach includes employees working from the office, working from home, or in a hybrid model. Part-time working options are also extended to employees. Not only does this arrangement give employees choice, but it also allows us to rethink our approach to offices and provides emissions management benefits from reduced energy use and employee commuting.

Well-being

Focusing on well-being brings out our best, personally, and professionally. A holistic approach to employee well-being that addresses both mental and physical health is imperative as we compete to recruit and retain a highly skilled workforce. Stantec employees are encouraged to begin meetings with a 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 inclusion and diversity, safety, mindfulness, ethics, social equity, etc.

We provide resources to help employees assess their mental health and minimize stress. To make it easy to keep mental health top-of-mind and find tools and resources, we have a Mental Health Guidebook, a dedicated mental health blog, an annual mental health awareness campaign, and we openly promote and support Mental Health Awareness Month, World Mental Health Day, and Time to Talk Day. Country-specific mental health programs give employees culturally appropriate tips, services, and resources. 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—and individuals are assigned as “confidants” so that individuals know who they can turn to if they need help addressing bullying or harassment.

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

Together Fund

Our Stantec Together Fund is established to directly support Stantec employees facing financial hardship after a disaster or unforeseen personal challenges. The fund is underwritten through a combination of corporate money and employee donations. This allows employees access to another avenue of support and a tax-exempt way for employees to directly contribute to support colleagues in need.



Engaging Talent

Engaged employees strive to do more and are ambassadors of our brand. They work smarter, are more innovative, and elevate others. Fostering engagement makes individuals feel empowered to redefine their personal best and fuels their drive to succeed—contributing to Stantec’s overall success.

Stantec aims to create an inspired culture where our employees feel they belong and know how much their contributions matter. Delivering an inclusive, collaborative, and positive work environment focused on creating impactful work is central to our engagement strategy.

Collaboration

Great achievements come from collaboration, and many employees join and stay at Stantec because they are excited about global connections and working on iconic projects. So, Stantec fosters and supports a high-performing culture and stimulating work environment where we can learn from each other. When we combine our local strengths, knowledge, relationships, and world-class talent and expertise, we have the flexibility to meet our clients’ needs in creative and personalized ways.

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

- **Technology:** Stantec invests in technology; employees 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.
- **Developing Professionals Groups:** In every geography, Stantec sponsors a chapter-based and globally-connected network so employees early in their career 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.
- **Employee Resource Groups:** These Company-sponsored grassroots teams help employees connect based on shared interests and are key to employees feeling heard and included. Stantec has a wide range of Employee Resource Groups with chapters located around the world.
- **Innovation:** Employees can submit their creative solutions to secure funding from the Greenlight Program. Solutions ranked with a high-value potential are invited to present more broadly at our annual in-person Innovation Forum.
- **Volunteering:** Our Company sponsors activities so employees can support their communities and causes. These activities emotionally connect employees to Stantec and encourage employees to have fun and demonstrate teamwork.

Accountability

Stantec evaluates our talent management success through employee surveys, external benchmarking, and tracking statistics such as employee turnover.

Employee Engagement Survey

Every two years, we invite employees to share their perspectives on the things we are doing right and ways to improve the organization via an anonymous, company-wide employee engagement survey. We believe a biennial approach gives us the ability to truly act and see progress on the feedback we receive.

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 percentage of participation and by calculating an engagement score. Results are analyzed based on a variety of criteria, including gender.

To address key feedback items, action plans are developed with appointed C-suite, business, and geographic change agents. Stantec’s engagement score is an evaluation item in Stantec’s short-term incentive plan.

Stantec also evaluates engagement by tracking success using external tools and rating systems. We closely watch our ratings, review feedback, and act upon it.



Pulse Surveys

In addition to biennial engagement surveys, we utilize pulse surveys as needed.⁵ Pulse surveys ensure we are acting on employee feedback and checking our progress with the employees themselves. By checking in with employees more than once every two years, we can see if our corporate action plans are making a difference in our employee engagement and happiness.

Additionally, teams and groups can work with our Engagement team to create relevant pulse surveys for their specific needs on an ad hoc basis (such as to measure perception before a group merge, to see how employees in a specific group want to be communicated to, to check in on progress on a new program roll-out, and how employees are perceiving the program, just to name a few applications).

Sustainability-Linked Executive Pay

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

See all [Stantec Management Approaches](#)

⁵ Pulse Survey: A smaller scale survey used to check in and receive feedback and a tool for Stantec to measure if the action plans taken from the engagement survey are making an impact.