

# Planning your Workplace for the Future

Workplace Strategy





**COVER**: BRISTOL-MYERS SQUIBB BIOLOGICS DISCOVERY, REDWOOD CITY, CA **CURRENT PAGE**: GARTNER MID-ATLANTIC CENTER OF EXCELLENCE, ARLINGTON, VA (

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### #1 TOP A/E FIRMS, **BD+C 2022**

*Our value to clients comes* from the breadth and depth of our services, our geographic reach, the experience of our entire organization, and the personal attention that comes with having a core team that understands each client's needs and goals.



## We are Stantec

Creating communities is our purpose. Designing with community in mind is our promise.

The Stantec community unites more than 25,000 employees working in over 400 locations and 6 continents. We collaborate across disciplines and industries to bring buildings, energy and resource, environmental, and infrastructure projects to life.

Since 1954, our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. With a long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and advance the quality of life in communities across the globe. Stantec trades on the TSX and the NYSE under the symbol STN.

### **Global Reach.** Local Presence.

# **26K** 400 900+ 1954 LOCATIONS FOUNDED AWARDS EMPLOYEES

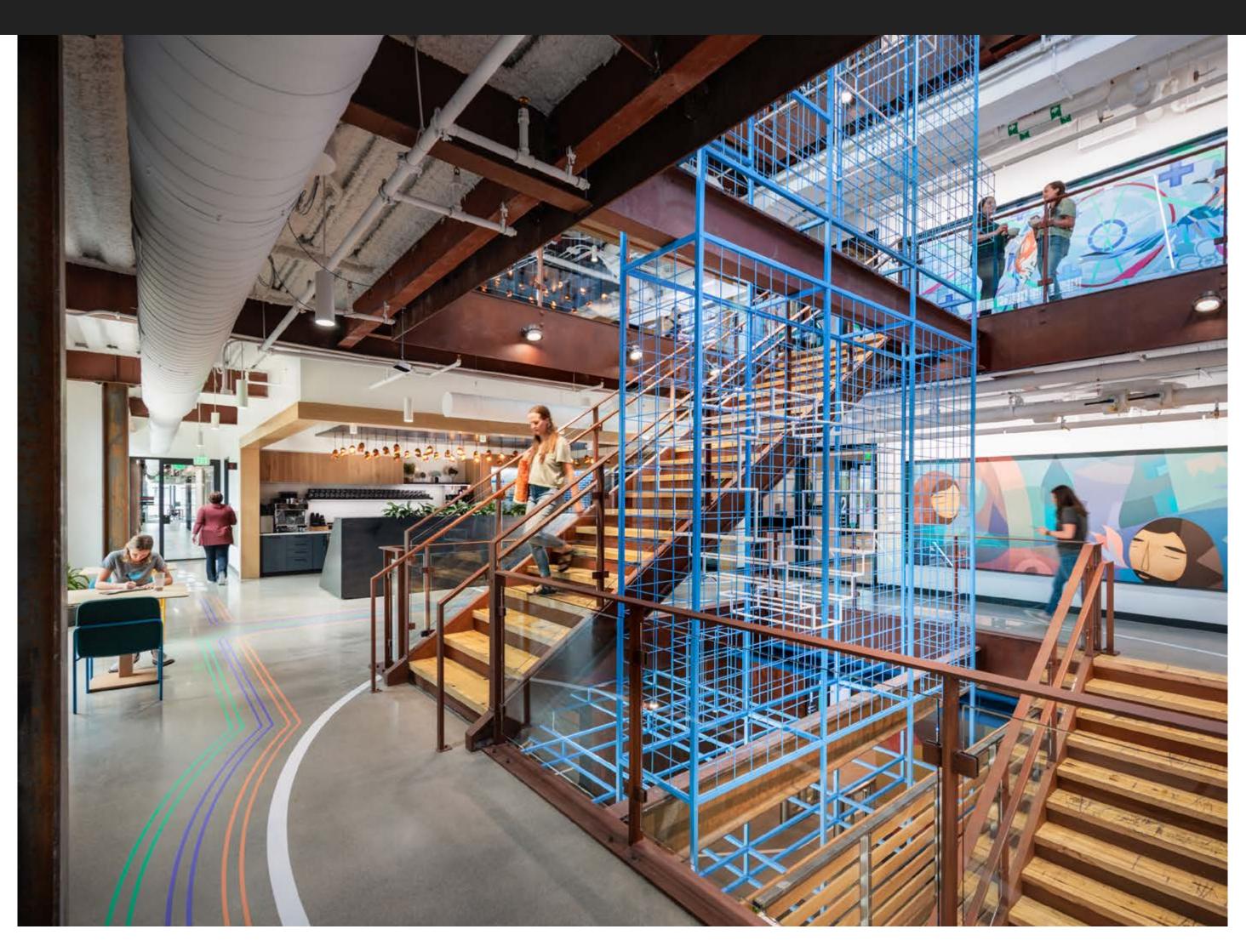
#### WORLDWIDE RANKINGS

- NORTH AMERICA'S MOST #1 SUSTAINABLE A/E/C/ FIRM CORPORATE KNIGHTS, 2023
- **TOP 95 ARCHITECTURE/** #1 ENGINEERING FIRMS BUILDING DESIGN + CONSTRUCTION, 2022
- **TOP 150 GOVERNMENT SECTOR** #1 ARCHITECTURE AND A/E FIRMS **BUILDING DESIGN + CONSTRUCTION**, 2022
- **TOP 200 OFFICE BUILDING SECTOR** #3 **BUILDING DESIGN + CONSTRUCTION,** 2022
- TOP 150 OFFICE BUILDING CORE #4 + SHELL ARCHITECTURE AND A/E FIRMS **BUILDING DESIGN + CONSTRUCTION,** 2021
- **TOP 10 INTERNATIONAL DESIGN** #5 FIRMS - BUILDINGS ENGINEERING NEWS RECORD, 2021
- TOP 100 GIANTS #7 **INTERIOR DESIGN, 2023**

# Your new workplace paradigm

Experts and pundits forecast an increase in remote work and a decline in the need for office space and tout the new "Hybrid Workplace." But what does that mean? For me? My team? My company? In order to answer that, business objectives, employee needs, and the role of the office require a fresh assessment.

Ø TWITTER BOULDER, CO



Now is a pivotal point to consider a fresh look at your current Workplace Strategy to create a high performance workspace. While the office as we knew it has forever changed, we now have **an opportunity** to envision the office that inspires employees to engage with one another in meaningful ways, supporting collaboration, innovation, and culture.

Stantec recognizes the interconnected nature of people, place, and technology in the workplace, and we have both the breadth and depth of experience to address each aspect in defining a new workplace strategy.



## **High Performance Workspace**

### PEOPLE: THE HUMAN FACTOR

Wellness has taken the spotlight. Design plays a crucial role in delivering on physical well-being and supporting mental resilience in the workplace. Touchless technology, HVAC, and antimicrobial materials, along with lighting, acoustics, and biophilic considerations support wellness in the broadest sense. The office also supports connection. Our research demonstrates employees miss, and highly value, the workplace for face-to-face collaboration and engaging socially with colleagues.

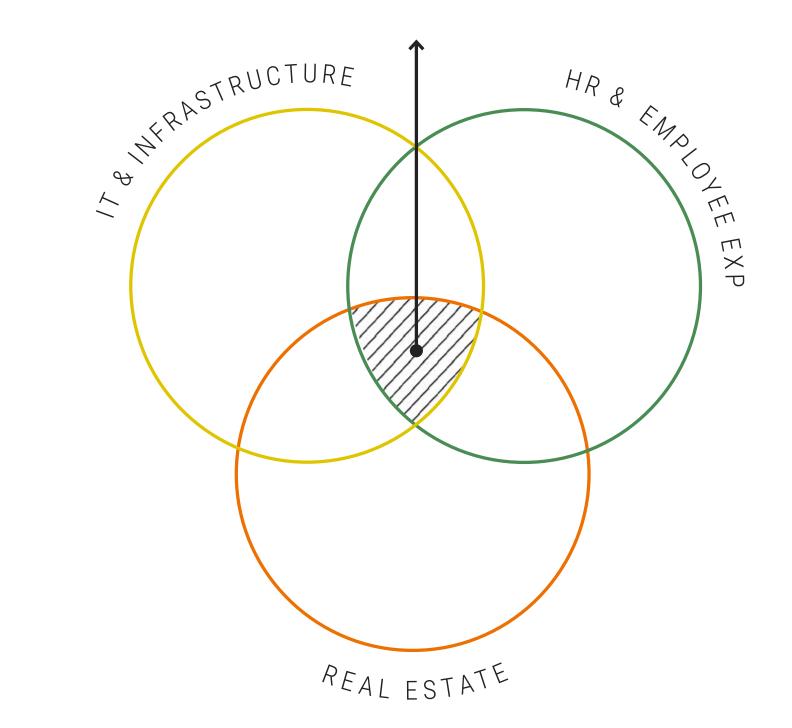
### BUSINESS: THE OBJECTIVES

Space plays a critical role in communicating brand and purpose and cultivating a sense of belonging and culture. The office's role is shifting from a place for individual work to one that enables collaboration and fosters community. A positive workplace experience fosters engagement and connection; top non-monetary benefits that support employee satisfaction, enhancing efforts to attract and retain talent.

### OPERATIONS: THE METRICS

Creating a workplace that uses space efficiently is key, but utilization is crucial. Stantec partners with clients to design bespoke workspaces that deliver on both. We have developed a database of workplace projects across a breadth of sectors and corporate size, allowing us to guide new projects with benchmarking data. We work with clients to define a workplace strategy built on an understanding of user needs and business objectives.

WORKPLACE STRATEGY

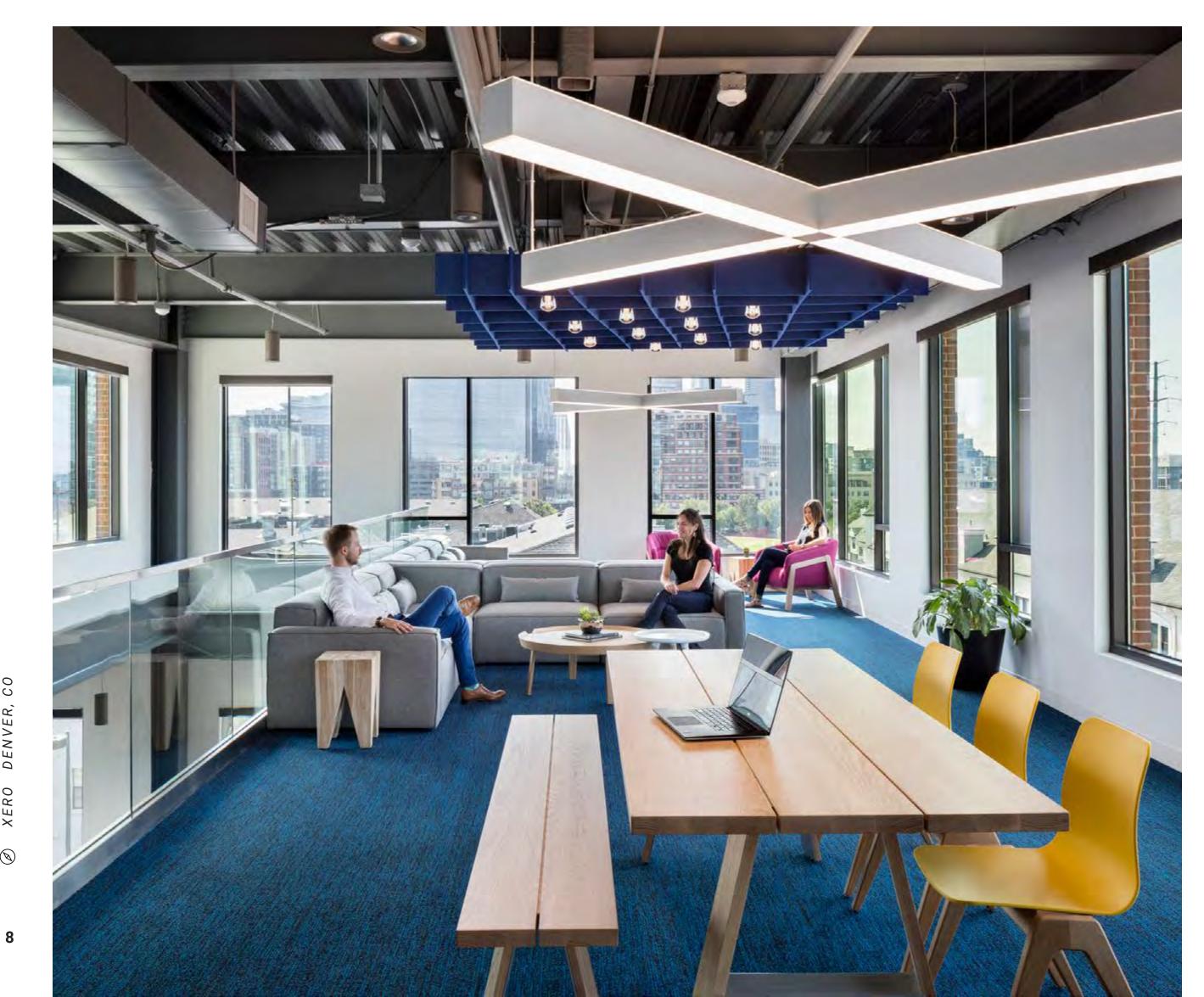


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## Workplace Strategy

Strategists. Problem Solvers. Analysts. Critical Thinkers. Thought Leaders. Our Workplace Strategists thrive on presenting creative, holistic and data-driven solutions that align our clients' real estate footprint to their unique workplace needs.

Stantec's Workplace Strategy Team enables clients to incorporate real estate targets, IT & infrastructure, and an engaging employee experience in order to meet both the needs of individual workers and company goals. We understand the uniquely important relationship between space and user experience, and we are driven to understand each organization's needs and how their employees work to create a workplace vision that will optimize the value of place for all participants.



## **Redefining the** workplace

The six primary ingredients for a successful workplace strategy are:

<b>1.</b>	<b>2.</b>	<b>3.</b>
Defining the	Alignment	Design for
drivers for	with business	variety of
change	strategy	work styles
4. Choice of work environment	<b>5.</b> Integration of technology	<b>6.</b> Cultural fit

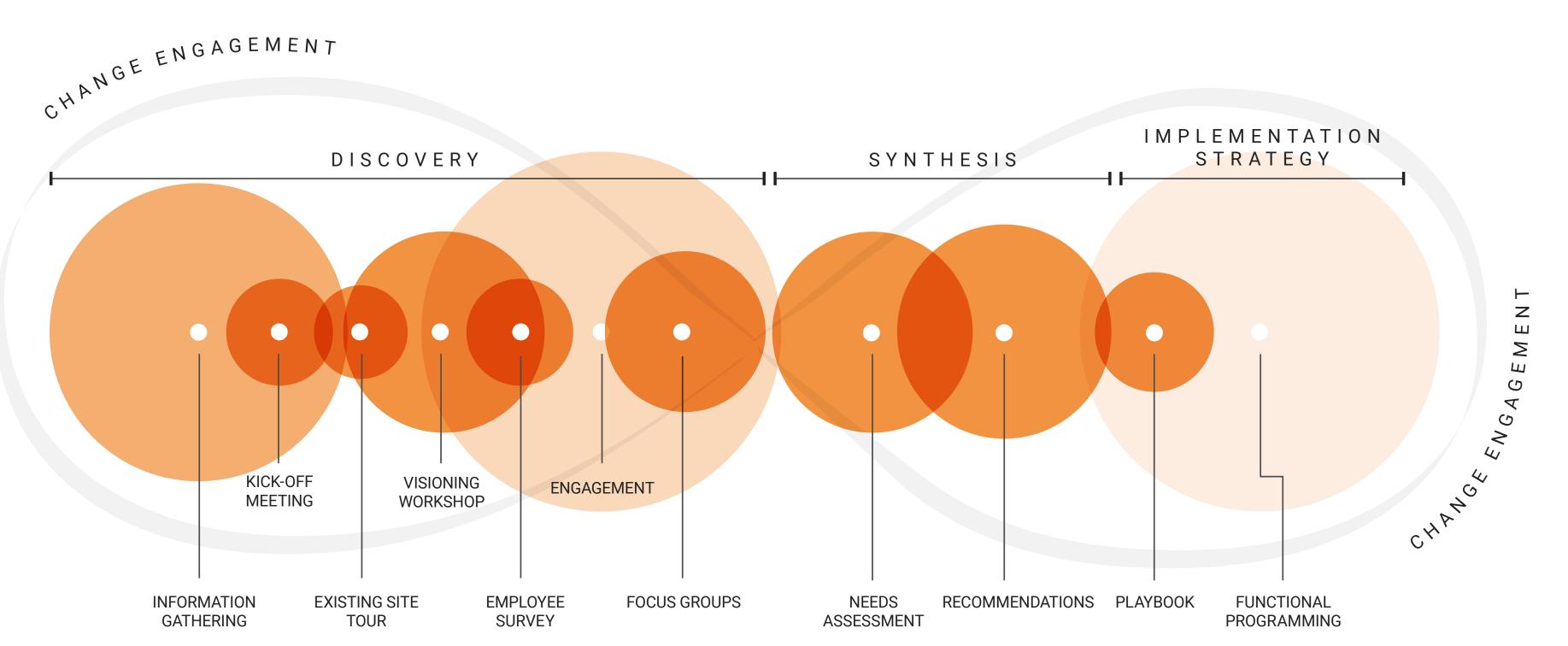
We bring an unbiased, research-informed process to extract underlying drivers of space needs that optimize efficiency and employee experience. Our process is both integrative and comprehensive, using strategic resources and methods to engage with our clients, resulting in a successful strategy for future space planning and implementation. And, establishing a workplace strategy prior to engaging in design streamlines the design process, enabling confident and informed decisionmaking that ensures smart investment in the workplace.

## Workplace Planning

We partner with our clients to create a comprehensive process that is unique to the needs and goals of each project.

Our proven methodology helps companies discover and plan for the best solutions based upon a set of goals and objectives in alignment with their business strategy.

The workplace strategy process utilizes a holistic approach that reaches deep into each organization's needs on various Levels to ultimately develop a tool that provides short and long term strategies for our clients' real estate portfolios.



### **Workplace Strategy Process**

The process is broken down into three main phases that focus on specific criteria for deliverables. The **Discovery Phase** allows our team to gain an understanding of where the client is today, where they would like to be in the future and how their existing portfolio meets their needs. In the Synthesis Phase, Stantec analyzes the data collected and develops solutions through a collaborative process that meet client's future needs and priorities. The **Implementation Strategy** phase provides documentation of the process, functional programming summaries and implementation strategies in the form of a playbook. While **Change Engagement** is typically





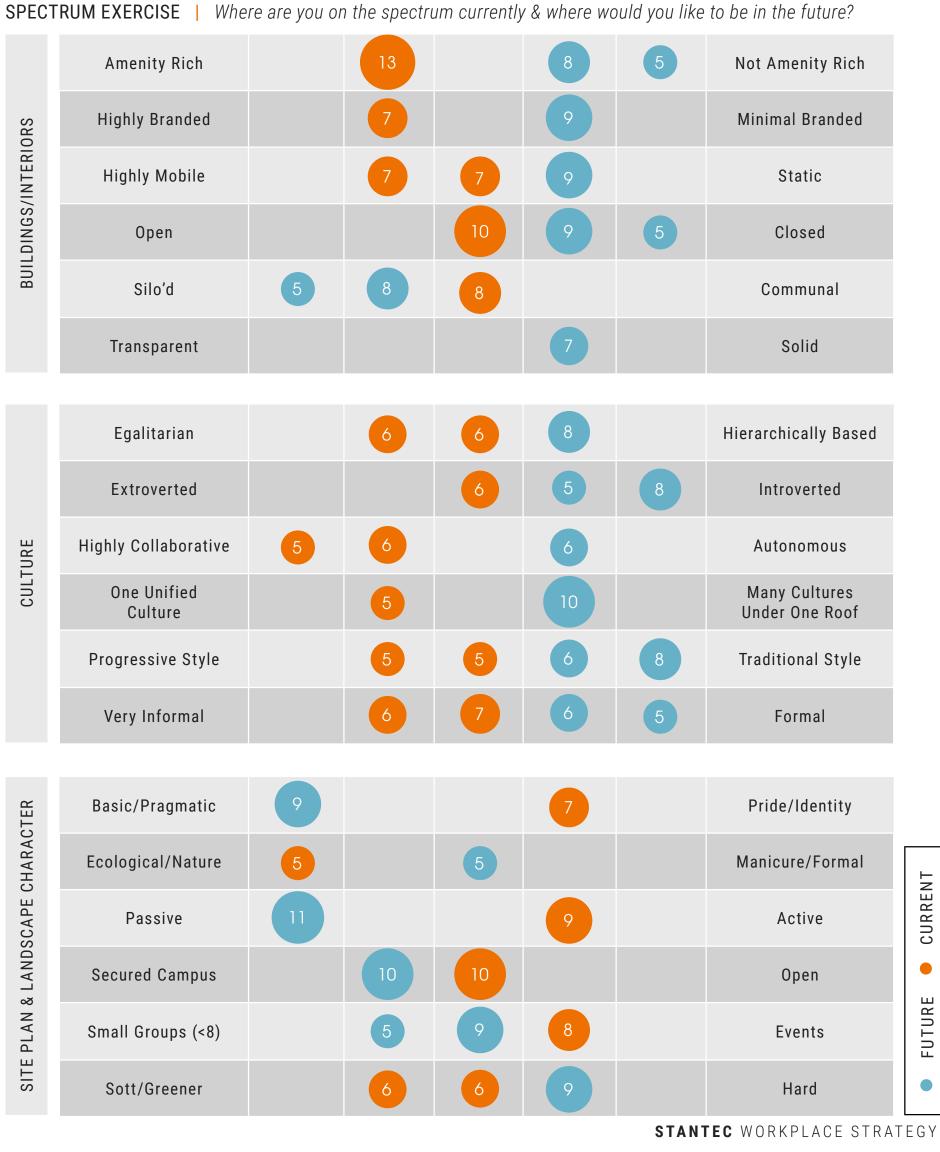
## **Discovery Phase**

Every organization is unique, which is why every project requires a genuine understanding of the qualitative and quantitative factors that drive day-to-day operations to intelligently examine solutions that will foster the company's vision for the future in an achievable manner.

In the Discovery Phase, Stantec utilizes a multifaceted approach to information gathering that ranges from surveys to occupancy plans to visioning sessions. From this information, we develop an intimate knowledge of the organization's daily operations, exisiting conditions and utilization of spaces, and how these support the company's goals, mission and vision for the future.

### **DISCOVERY TOOLS**

- SURVEYS
- UTILIZATION STUDIES
- FACILITY ASSESSMENTS
- VISIONING SESSIONS
- USER GROUP INTERVIEWS
- FOCUS GROUP INTERVIEWS
- SPECTRUM EXERCISE





## **Synthesis Phase**

Engaging. Interactive. Holistic. We specialize in analyzing complex, multifaceted data and bring the intricate web of each organization's inner workings together, allowing us to identify challenges and opportunities that must be considered as solutions are developed.

Our tools enable us to dive deep into analysis and our expertise gives us the ability to link data together to uncover needs and create innovative solutions. Throughout the Synthesis Process, we strategically engage with stakeholders through interactive meetings ensuring equitable participation for broader consesus-building. We bring our findings to workshops in the form of live visualizations and interactive feedback forums, enabling our clients to fully participate. Our live tools offer the ability to look at decision-making impacts in real time through 'what if' scenario planning. We take the time to listen to our client's valuable insight into their organization and use our expertise and background knowledge to analyze information and create successful outcomes.

### SYNTHESIS TOOLS

- PROGRAMMING DATABASE
- DATA VISUALIZATION ANALYSIS
- GAP ANALYSIS
- WORKSHOPS
- BENCHMARKING

- SCENARIO PLANNING
- **DEMOGRAPHICS ANALYSIS**
- VISIONING SESSIONS

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### **Scenario** Planning

Scenario planning allows us to examine the implications of different programming options. By creating data graphics that represent the different options, our clients can visualize different outcomes and weigh them against the goals and priorities set at the project's outset.

Each alternative option is carefully created from our analysis of the often complex information we collect. As every client and every project is unique, we custom build each scenario to address our clients' needs.

Our live alternatives workshops provide an engaging and interactive platform, sparking thoughtprovoking discussions and allowing for on-the-fly modifications to be made in order to demonstrate variables within the scenarios. Through this process, clients come away with an under-standing of the short- and long-term implications of the planning options, and an ability to support their strategic goals.

#### Toggle between both 5 or 10 years to see the data change



## Implementation Strategy

A successful project requires successful implementation. In the Implementation Phase, strategies that have been identified and selected in previous phases are further developed.

Strategy development is unique to each client, since no two solutions are alike. This may include; test fits, conceptual drawings, phasing, kit of parts, proposed standards, proposed furniture prototypes to support desired work modes, and many other possibilities. Documentation also includes the step-by-step process that was completed along the way to ensure that future users, whether originally involved in the project or not, can follow the process and understand how recommendations and solutions were determined. The playbook not only serves as documentation, but also as the tool that will be utilized when planning for the future. It is a dynamic and flexible, meaning it is applicable for use even when inevitable changes occur over the course of time and serves as a reference and guide throughout the years.



#### **IMPLEMENTATION TOOLS**

#### • PLAYBOOK

- WORKER PROFILES (PERSONAS)
- NEIGHBORHOOD PLANS
- PROGRAMMING SCENARIOS
- ADJACENCY MATRIX & SPATIAL **RELATIONSHIP DIAGRAMS**
- FURNITURE KIT OF PARTS
- BLOCK PLAN
- FLOOR PLAN TEST-FITS
- CONCEPTUAL PLANS

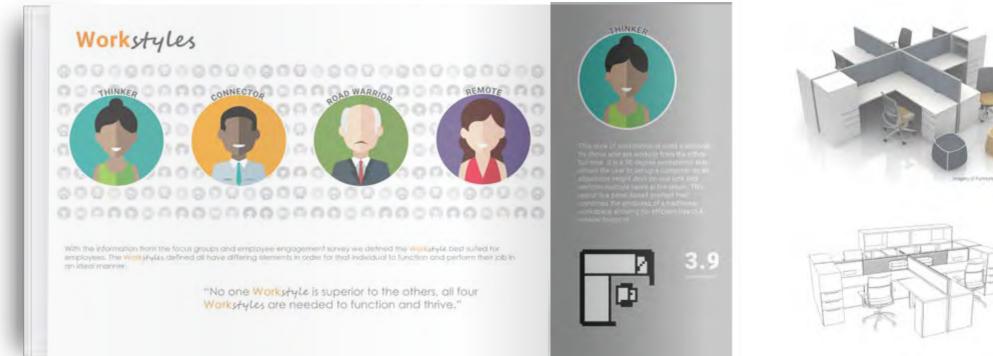
#### WHAT WE HEARD - FUTURE STATE

- alogy connectivity, data network, video continunce copabilit
- space for reviewing drawings
- tess to natural light for all employees
- Ity of various work and Lounge, Study Hail / Uprary, EDUCTION of staff working at the individual workups

#### How an office is organized and decorated, speaks to an organizations ulture"

#### WORK RELATIONSHIP MATRIX







## **Change Engagement**

While workplace strategy focuses on delivering the best new office space solution for the employees, Change Engagement is the process where we prepare the employees for the new office space.

Redefining your workplace strategy can mean a huge cultural shift for your organization, so it is imperative that change engagement is seamlessly woven into the project. Change engagement seeks to support change by understanding how a shift in workplace strategy will impact culture, redefine policies and affect employee behaviors.

Our engagement process is transparent and seeks to identify any barriers to change, and provide information to management that is in alignment with the user's needs and will be critical to their acceptance of the new workplace strategy. We use the following activities to engage with your organization:

- town halls
- focus groups
- surveys
- newsletters
- e-brochures
- focused discussion

The goal is to engage your employees so that they feel they are part of the change. Our experience has shown that an engaged employee adapts to change more quickly and can even become an advocate for change once they understand the rationale and the path forward.

#### Ø UPSIDE FOODS EMERYVILLE, CA

There is no "one size fits all" model. Our team aims to listen to your employee's needs and empower them to embrace new technologies and workplace models to optimize how they work.





## **Our Clients**

We have helped numerous organizations achieve their business objectives, meet their real estate goals, and communicate their mission or brand through design. Whether you have one project, or one hundred, your Stantec team will be made up of workplace experts, based on your business and the services you need.

Ø GARTNER MID-ATLANTIC CENTER OF EXCELLENCE ARLINGTON, VA



## **Representative Workplace Clients**

#### ACADEMIC WORKPLACE

Cornell University **MIT Skoltech** Northern Alberta Institute of Technology Penn State University University of Alaska-Fairbanks University of Ottawa Southern Alberta Institute of Technology University of Alberta MacEwan University Norquest College

#### COMMUNICATIONS

Bell Canada CBS **Rogers Communications** Shaw Cable Systems GP Telus Communications Verizon

#### CONSUMER GOODS

AAA Airbus Choice Hotels GrubHub Marriott Molson Coors Volkswagen of America Walgreens

#### FINANCIAL

BMO Harris JP Morgan Chase Bank Pricewaterhouse Coopers Royal Bank of Canada Wells Fargo Western Union Wintrust ATB Financial

#### PUBLIC SECTOR

Canada Post General Services Administration U.S. Air Force U.S. Army Corps of Engineers United States Postal Service Denver Water Public Works and Procurement Canada Indigenous Services Canada Stantec Tenant Improvements City of Edmonton

### HEALTHCARE

American Academy of Pediatrics AmeriHealth Caritas Children's Hospital Boston

Highmark UC, San Francisco Varian Medical Systems

#### INSURANCE

Aviva Canada Cigna Lloyd Sadd Insurance Brokers London Life Insurance Company Manulife TD Insurance Vision Service Plan Western Financial Group

#### LAW FIRMS

Berger Singerman Buchanan Ingersoll & Rooney PC Bull, Housser & Tupper Fish & Richardson Hogan Lovells McGuire Woods Shipman & Goodwin, LLP Dentons LLP Ogilvie LLP

#### **NON-PROFIT ORGANIZATIONS**

Canada Green Building Council National Retail Federation The ONE Campaign

The Red Cross The Salvation Army US Green Building Council OIL & GAS Chevron Corporation Enbridge Pipelines Husky Energy Limited Royal Dutch Shell Suncor Energy TransCanada PipeLines

**POWER & ENERGY** 

BC Hydro & Power Authority District SaskPower EPCOR Utilities Inc Newfoundland Power Inc. Pacific Gas & Electric Company TransAlta Utilities Corporation Ontario Power Generation

**REAL ESTATE** CB Richard Ellis Limited Colliers International Dundee Realty Management Great West Life Realty Advisors Harvard Property Management Jones Lang LaSalle

#### **RETAIL DEVELOPMENT**

Fortis Properties Corp. Great West Realty Advisors Ivanhoe Cambridge **ONE** Properties Oxford Properties Group The Irvine Company Canderel Management West Inc.

#### **SCIENCE & TECHNOLOGY**

Boeing Canada Technology Boston Scientific Bristol-Myers Squibb JDS Uniphase MedImmune NASA Westjet Airlines

#### **TECHNOLOGY**

Adobe Amazon Cisco Systems Comcast Google IBM Microsoft Twitter

### STATE OF COLORADO SPACE NEEDS STUDIES

### Multiple State Agencies

### FACTS:

- 490,000 usf
- 6 State Agencies
- Driven by Governor's directive to reduce the State's footprint by 1 million square feet.
- Pandemic impact driven by Gov's mandate to reduce sf by 1mil
- Public sector

### SHORT TIMELINE:

- Initial project
- completed within a 6 month time-frame. Has resulted in ongoing work from continued process of capturing up-to-date space needs.
- Completed within 4 months, Project final goal was the Gap Analysis.
- Collaboration with other consultants to complete work for all capitol complex agencies

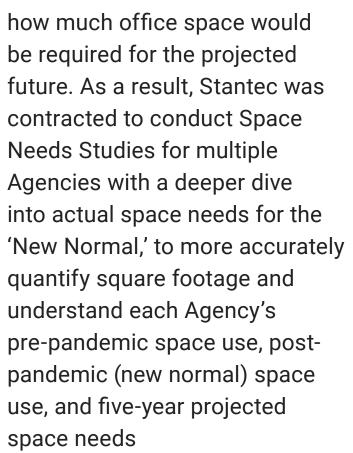
In March of 2020, the world was entering a new and unprecedented time in history the onset of a global pandemic that would turn societies, and in turn, the world's workplaces, on their head, upending many of the long-standing conventions, standards and assumptions about how and where one works. In response to the Pandemic, the State of Colorado issued a State-wide mandate that required all non-essential workers to abandon their office spaces and work from home. The massive shift from in-office to nearly entirely remote operations presented an opportunity for the State Agencies/Departments to redefine historic work modes and requirements.

Due to the forced shift in work modes, the State, like many organizations, begun a transition from the way business has been historically conducted to a "New Normal." It became clear that there was a need to understand

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State Space Needs Study

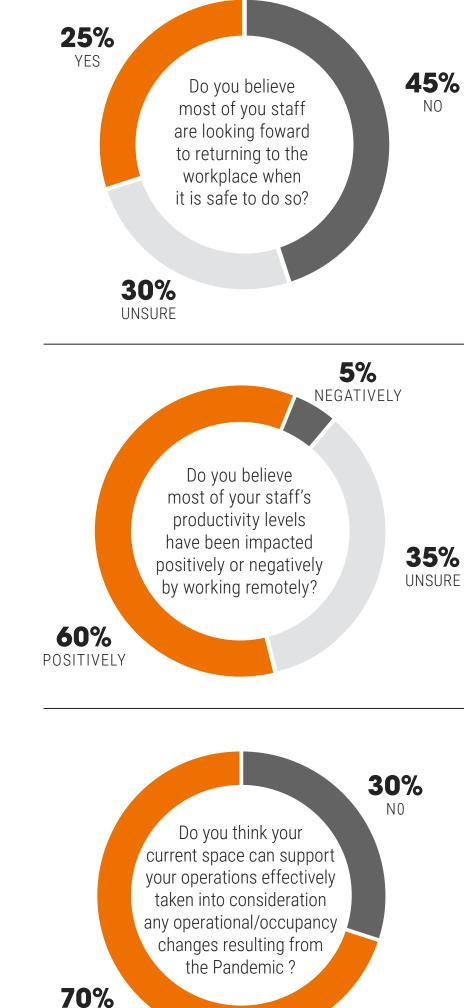
OUESTIONNAIRE RESULTS



As part of the investigation, the temperature was taken across all agencies to understand the longer-term potential impact of the Pandemic to remote work and workpoint sharing through a series of surveys and interviews. This information, along with existing conditions, adjacency requirements and operational requirements, to name a few, was utilized to guide the development of each group's unique requirements for space. Along with specific group

requirements, each individual Agency/Department's overall shared spaces were analyzed and rightsized based on projected utilization, need and requirements. In addition, there was the opportunity to understand space needs on a higher level. Opportunities for Interagency shared space was investigated for the first time for the State of Colorado. This investigation exposed the ability for multiple Agencies with common needs to potentially share collaboration, meeting and support spaces in a common, convenient location, which could create greater efficiency and comradery for all the Agencies.

The final outcome indicated significant potential space savings for the State of Colorado, which could ultimately support the goal to reduce overall footprint and offer an opportunity to reduce occupancy of leased spaces and strategically fill owned spaces.



YFS



### NAIT

## Main Campus Space Optimization

### GOALS

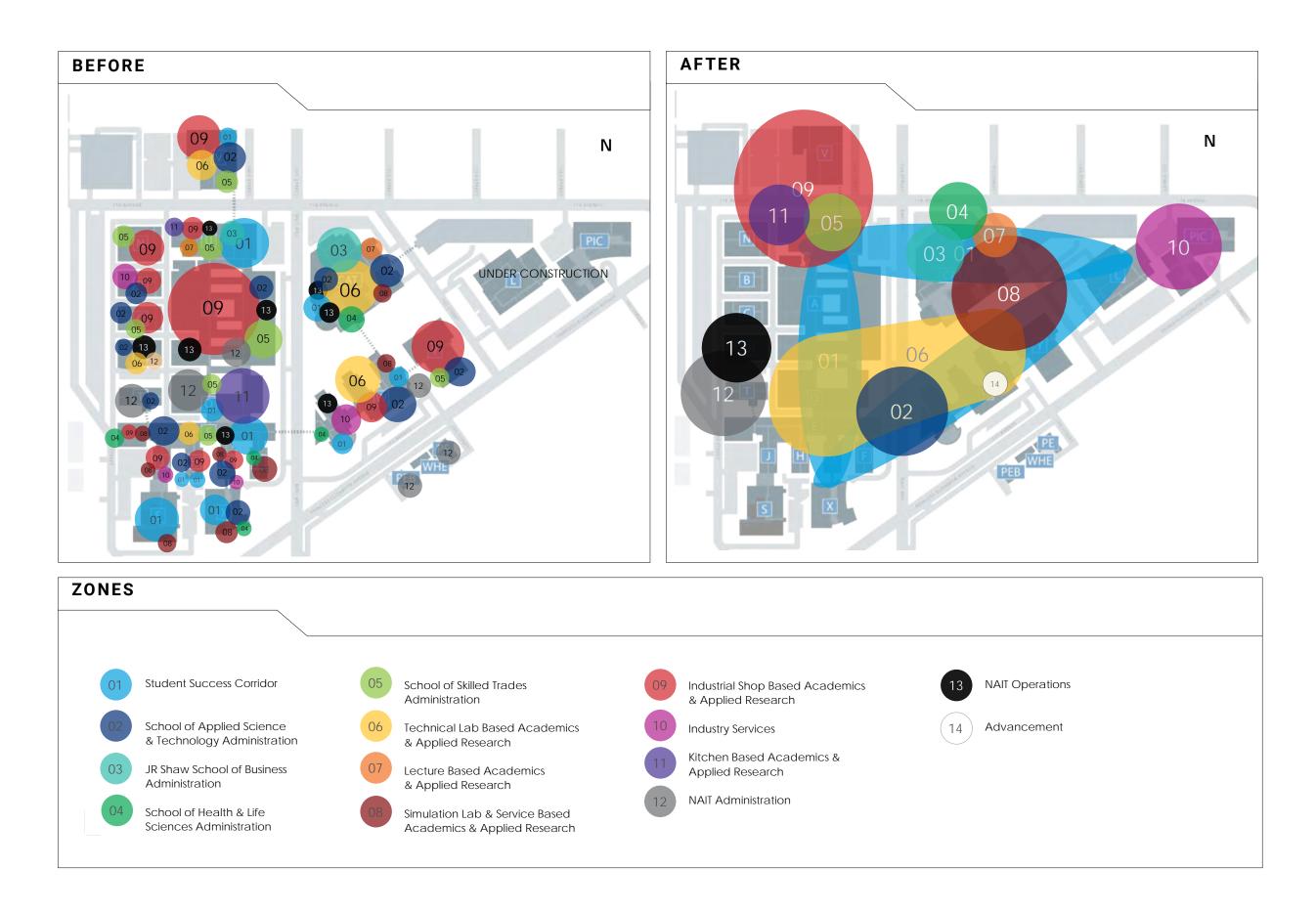
- Develop a vision and road-map for 5, 10, 15 years of campus revitalization.
- Increase Student and Staff Connectivity on campus

- Accommodate growth
- Co-locate like functions on campus

NAIT needed a vision for their future campus redevelopment due to a growth trajectory beyond the means of their aging campus. Stantec worked with the steering committee, in visioning sessions to understand how industry, students and programs influence growth and change across the campus. The team rationalized the new campus layout by gathering like-minded academic uses together into specific zones. The zones influenced the 'road map' for future capital planning initiatives and space allocations.

#### **Client Benefits**

- Created efficiencies between
  academic and administrative zones
- Expanded and established student success focused spaces and overlapping them within the academic and administrative zones.
- Developed \$35 million worth of projected space relocation bundles in prioritized sequence



#### INDIGENOUS SERVICES, CANADA

### Workplace of the Future

### GOALS

- Celebrate Indigenous Culture
- Increase synergies and collaboration
- Support multiple work styles
- Create a work environment that is futureproofed

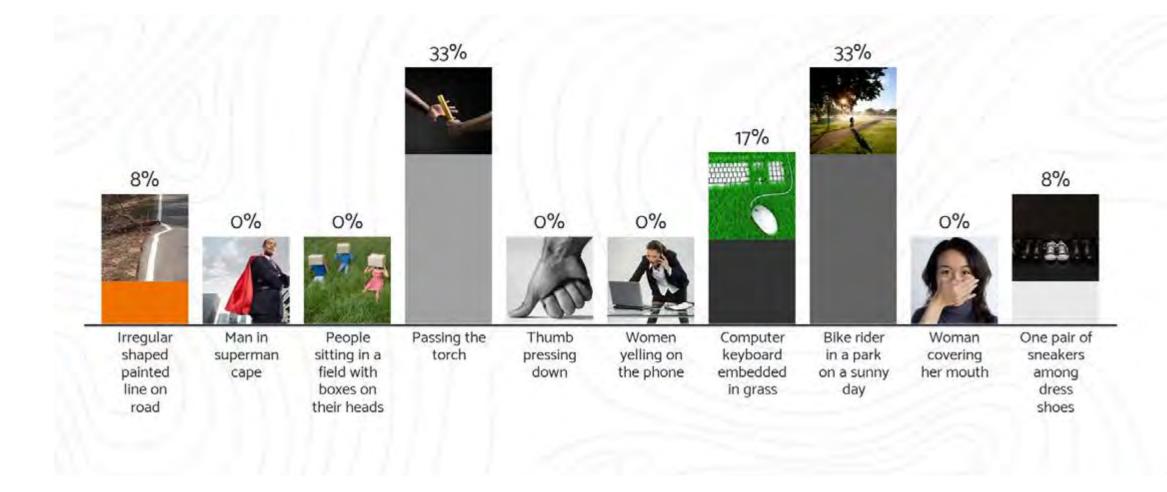
Stantec was engaged to facilitate a functional programming and schematic planning process for the government organization centered around defining what the "Workplace of the Future" should look for two silo'd business units as they come together to work under one roof.

The process included a virtual engagement workshop where Stantec met with executive leadership to define a vision for the two business units. We used a virtual platform to engage the group and ask questions that stimulated important discussions. This feedback then influenced the guiding principals for the project.

#### **Client Benefits**

- Increased understanding of shared organizational goals
- Understanding that leadership needs to share their knowledge with younger staff (passing the torch)
- Creation of green spaces is desirable

#### **Example Exercise: What do you WANT your workplace to look like?**



In this exercise images or "culture cards" were used as a means to determine exactly what the participants WANTED and DID NOT want their workspace to look and feel like. Each image was chosen to invoke a feeling but what that feeling was and what it represented always differs from person to person. Participants were asked to choose up to 6 of the images to describe what they WANTED their workplace to feel like and later what they DID NOT want their workplace to feel like.

### **DENVER WATER**

### Workplace of the Future

### GOALS

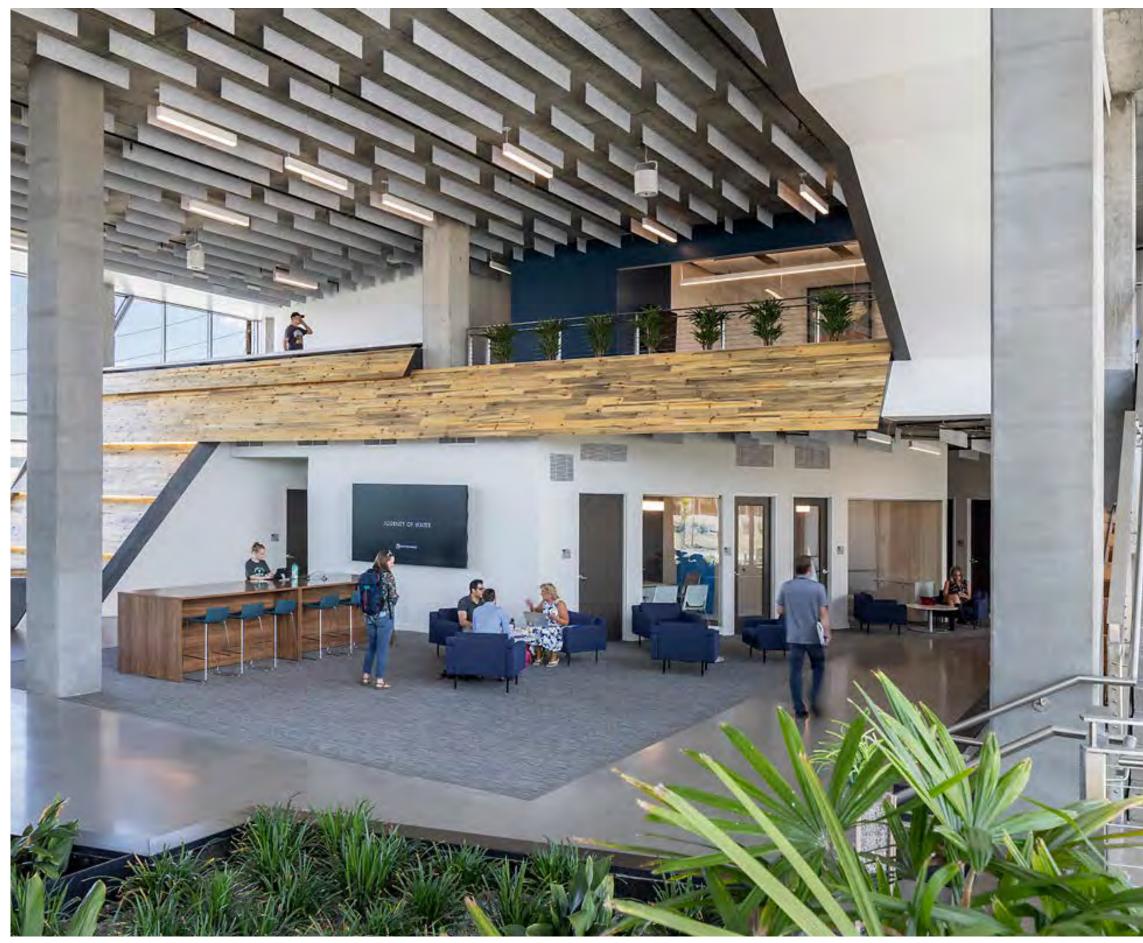
- Become the "Employer of the Future"
- Increase space use efficiency
- Engage all employees in change process Create a work
- environment to attract new young talent

Upon completion of a campus master plan, Stantec was engaged to facilitate a pre-design change engagement process for the organization centered around defining what the "Workplace of the Future" should look and feel like in their new Administration building.

The process included surveying all employees about needs, preferences and vision; working with a task force to define a variety of new space types; designing and installing prototypes of new space types for evaluation; post-occupancy surveys to identify what employees liked / disliked and, used / didn't use. This feedback then influenced the design of the workspace in the new building.

#### **Client Benefits**

- Increased ratio of collaboration spaces
- Introduction of focus rooms on every floor
- Creation of multi-purpose lounge / workspace





#### **PPG HEADQUARTERS**

### Master **Planning &** Workplace **Strategy**

#### GOALS

 Re-envision future of workplace and new ways of working

Establish

strategy

workplace

• Engage employees and customers

Stantec was engaged to facilitate a re-envisioning of the workplace for PPG, modernizing and adapting the facilities to accommodate new ways of working. The engagement process identified opportunities and challenges in adopting hybrid work, which resulted in a shared vision among leadership for how workplace would evolve to maximize its value as a resource to attract talent, enhance team effectiveness and adapt to new ways of working. The new environment provides an engaging experience for both customers and employees, reflecting PPG's rich history, culture of innovation and global reach.

The workplace strategy recognized the need to establish planning principles and metrics that respond to newly identified roles and functions for the office, dependent on specific ways in which PPG teams work. The macro result is a guiding set of Design Principles for all renovations, a redefined "kit of parts" for the workplace that eliminated obsolete space types, a reallocation of space dedicated to individual work and collaborative efforts, and enhanced space that adds value to employee experience and engagement.

#### **Client Benefits**

- Increased ratio of collaboration spaces
- Introduction of focus rooms on every floor
- Creation of multi-purpose lounge / workspace

#### DATA

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DEPARTMENT

#### WHAT WE HEARD -PPG is innevative of Briefs Articut Table 1994 y and · PPG is Global PRG has a rich histo **RECOMMENDATION:** EMPLOYEES WANT Improved IT to support meetings More spaces, smaller s A more informal, flexible workplace environment A workplace that inspires NUMERAL AND CARLEN OF OPEN / NUMERAL AND CARLE NEW THEIR

SYNTHESIS

OUTCOMES PLANNING PRINCIPLES 0 HOW WE'RE Lat Equity RESPONDING **PPG DESIGN** PRINCIPLES 





#### **ISACA HEADQUARTERS**

### Workplace Master Plan

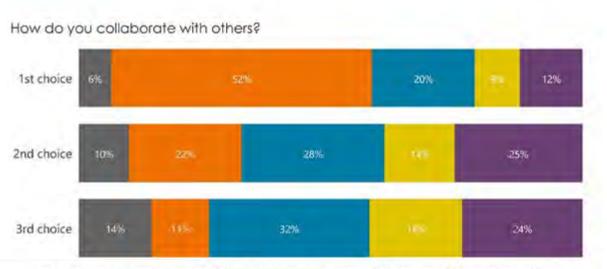
#### GOALS

- Enhanced technology integration
- Support equitable experience for employees

 Successful hybrid work enviornment ISACA is a global association that provides IT professionals with knowledge, credentials, training and community in audit, governance, risk, privacy and cybersecurity. Through an in-depth engagement, from individual contributors to executive leadership, ISACA identified that enhanced technology integration is crucial to the continued success of their organization and their future workplace. It was also determined that both in person collaboration and focus time were top priorities. This information supported a continuation of hybrid and remote work, and re-enforced the need to invest in tools and equipment to enhance virtual collaboration. We created a strategy of designing for "active" and "quiet" zones within the office.

The "Collision Center" consolidates conference rooms, supported with informal lounge and café space for ad-hoc conversation and connection before and after meetings. The new "Digital Studio" is a crucial element of the technology strategy, as it supports programs and engagement with ISACA's partners around the world.



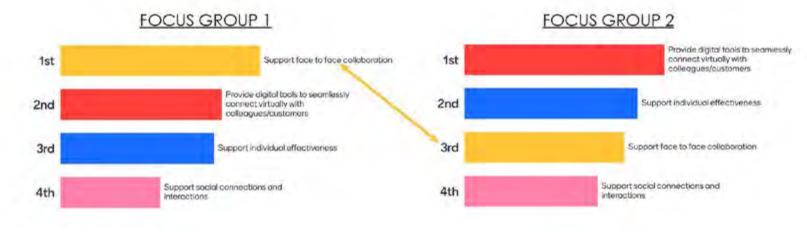


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## **Additional Services & Capabilities**

Our services won't stop when the Strategy is complete. We have the below capabilities that can take the strategy into design.

Planning & Programming There is a natural evolution to building a workplace project framework, beginning with a macro level analysis of the problem and possible solutions, to the eventual definition of the micro level scope of requirements.

**Architecture & Interior Design** Design matters. Your workplace is a powerful vehicle for attracting talent, and inspiring and engaging your employees; building loyalty, retention and productivity.

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#### **Buildings Engineering**

Mechanical, electrical, structural, acoustics, IT, AV, security systems... all have a tremendous impact on creating safe, comfortable, healthy, productive and efficient environments.

#### Sustainability Design

Sustainability goes well beyond the bricks and mortar or air handling systems. It considers stewardship of the physical, social and financial health of an organization within the broader context of its environment, community and industry.

#### Landscape Architecture

Through analysis, planning, and design, we create inspired landscapes that reflect context and user needs, and enrich the daily experience.

#### **Specialty Services**

Our Lighting design, IT, AV and Security services create visually dynamic environments that reveal architecture's beauty, provide the latest technology, and create safer communities.

#### Furniture Assessment

We make it our business to know what's innovative, and more importantly, what's relevant to you.

#### Visioning & Branding

We take the vision, values and inspiration behind an organization, and give that vision physical expression. By creating distinctive environments, we energize your workplace, motivate your staff, and enhance your culture

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## Our Team Workplace Leadership

Our Workplace Specialists have the depth of experience required to build the right workplace strategy and design solutions for their clients' organizations. They collaborate to share best practices and empirical benchmarking data to inform decision-making and position our clients for success.

Want more information on how our team can help? Contact us by clicking on each team member!

## Ideas for your future workplace



Angie Lee, Vice President, <u>angie.lee@stantec.com</u> Lisa Beck, Workplace Marketing Manager, <u>lisa.beck@stantec.com</u>

WWW.STANTEC.COM/WORKPLACE