







delivering projects) as well as our Leading Learning Network (a program which aims to amplify leadership competencies in 90-minute instructor-led sessions).

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 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*

Through management by objective and making the time and space for multidimensional, team-based, agile conversations, our employees receive the feedback necessary to reach their highest potential.

Intentional and collaborative performance assessment and feedback conversations are a dynamic, year-round process to help employees evaluate prior achievements and set clearly defined goals. Using 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, resulting in a pipeline of 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 and 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 Rewards<sup>3</sup> 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 benefits<sup>4</sup> 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 auto insurance, and salary packaging)

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

<sup>4</sup> 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 and are committed to closing any pay gaps.

### *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. Others are assigned as “confidants” so that employees 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 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 a0.5 (a)214.2 ( )Jaffhe.



### 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.

### *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.

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

### *Collaboration*

Stantec believes that 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.

This 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 cats T;



### **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, and 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, we strive to decrease unconscious bias when we set and evaluate compensation and are working to close our employee pay gap.

Employee engagement scores are closely evaluated to identify company successes and areas for improvement. 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.

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

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### **Material Topic / Value Chain Nodes Covered:**

Workforce Management / Operations, Upstream (Supply Chain)

See all [Stantec Management Approaches](#)