

WE ARE BETTER TOGETHER



2016 SUSTAINABILITY REPORT
ADDITIONAL INFORMATION

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GRI Content Index

Reports referred to in the table below follow:

- AIF – [Annual Information Form](#)
- AR – [Annual Report](#)
- MIC – [Management Information Circular](#)
- SR – [Sustainability Report](#)

Disclosures		Stantec Response
STRATEGY AND ANALYSIS		
G4-1	Message from CEO	SR, page 1.
G4-2	Key impacts, risks, and opportunities	SR, page 6. AR, pages 17, M4, M11, M68, and M69.
ORGANIZATIONAL PROFILE		
G4-3	Name of the organization	AR, page F10. AIF, page 5.
G4-4	Primary brands, products, and services	AR, pages M4 to M11. AIF, page 13.
G4-5	Organization's headquarters	SR, outside cover. AR, pages 32 and F10.
G4-6	Countries of operation	AR, pages M8 and M9. AIF, page 13.
G4-7	Nature of ownership and legal form	AR, pages F54 to F58. AIF, page 5.
G4-8	Markets served	AR, pages M4 to M11. AIF, page 12.
G4-9	Scale of the organization	AR, pages M4 to M11, F4, F5, and F60. AIF, pages 12 to 16.
G4-10	Employee numbers and demographics	SR, page 12. AR, page M13. Table below.

Employment Category	Female	% Female	Male	% Male	Age: Under 30	Age: 30 to 50	Age: Over 50	Total
Senior Managers	61	13.3	398	86.7	-	146	313	459
Middle and Other Managers	78	18.9	334	81.1	2	214	196	412
Professionals	2,725	31.1	6,047	68.9	1,550	5,046	2,176	8,772
Semiprofessionals and Technicians	1,067	26.0	3,043	74.0	779	2,055	1,276	4,110
Administrative and Senior Clerical	944	87.8	131	12.2	124	553	398	1,075
Clerical	256	87.1	38	12.9	27	150	117	294
Semiskilled Manual	2	28.6	5	71.4	1	3	3	7
Skilled Sales	10	50.0	10	50.0	3	12	5	20
Acquisition Employees	20	40.0	30	60.0	12	24	14	50
TOTAL	5,163	34.0	10,036	66.0	2,498	8,203	4,498	15,199

Notes:

- Totals include employees integrated into Stantec's systems. Since MWH employees were not integrated in 2016, they are not included in 2016 counts.
- The Acquisition Employees category includes employees from a Canadian company acquired late in the year who were integrated into Stantec systems but not yet classified in an employment category by December 31, 2016.

Disclosures		Stantec Response
G4-11	Percentage of employees covered by collective bargaining agreements	Stantec has 34 employees covered under a collective agreement (represents 0.2% of staff).
G4-12	Description of supply chain	SR, page 20.
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, and supply chain	SR, page 6. AR, pages M4 to M11, M24, and F23 to F25. AIF, pages 7 to 9.
G4-14	How the precautionary approach or principle is addressed	SR, pages 6 and 20. AR, pages M68 to M77.
G4-15	Externally developed economic, environmental, and social charters; principles that the organization subscribes to or endorses	SR, inside cover and page 6.
G4-16	Memberships in associations; national and international advocacy organizations	Noted below.

Select Recognition

- Listed on the [Jantzi Social Index](#) for the tenth consecutive year
- Listed by [Corporate Knights](#) as one of the 50 best corporate citizens in Canada
- Listed by [Engineering News Record](#) as the Top 225 International Design Firms (#16), Top 100 Green Design Firms (#9), and Top 5 by Sector (#3 for Educational and #4 for Retail)
- Listed by [Building Design & Construction](#) as the Top Green Building Architecture Firms (#2)
- Recognized by [HR.com](#) for leadership and development excellence as follows: Best First Time Manager Program (#11), Best Experienced/Senior Leaders Program (#10), and Best Global/International Leadership Program (#17)

Select Memberships (Stantec is a member of more than 3,500 organizations and associations)

- Institute for Sustainable Infrastructure (ISI)
- United States and Canada Green Building Councils
- Building Owners and Managers Association (BOMA)
- Built Green Canada
- International Standards Organization (ISO)
- Canadian Council of Aboriginal Business
- Aboriginal Environmental Leadership Circle

Select Community Partnerships

- Minority partner and legal operator of Aboriginal Partnerships KAVIK-STANTEC INC, K'älo Stantec Ltd., Nunami Stantec Limited, Aivek Stantec, Stassinu Stantec, Neegan Naynowan Stantec, and CRE-Stantec
- Indspire – National Gathering for Indigenous Education
- University of Alberta Indigenous Partnership Development Program
- ECO Canada BEAHR (Building Environmental Aboriginal Human Resources)
- Catalyst – advancing women in the workplace
- Canadian Centre for Diversity and Inclusion (CCDI)
- Commercial Real Estate Women (CREW) – advancing women in the workplace
- Partners for Workplace Inclusion Program (PWIP) – employing people with disabilities
- Saskatchewan Abilities Council (SAC) – employing people with special or different needs
- Edmonton Region Immigrant Employment Council (ERIEC)
- Women in Engineering (WIE) and Canadian Coalition for Women in Engineering, Science, Trades and Technology (CCWESTT)
- Equal Employment Advisory Council (EEAC)
- ACE (Architecture, Construction, and Engineering) Mentor Program
- National Organization of Minority Architects (NOMA) and Latinos in Architecture (LIA)

Disclosures		Stantec Response
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Entities included in the organization's consolidated financial statements or equivalent documents	AR, pages F10, F33, and F54 to F57. External assurance provided in AR, page F2.
G4-18	Process for defining the report content and the Aspect Boundaries	SR, page 7.
G4-19	Material Aspects identified	SR, page 7.
G4-20	Internal Aspect Boundary	SR, page 7.
G4-21	External Aspect Boundary	SR, page 7.
G4-22	Effect of any restatements	External assurance of consolidated financials provided in AR, page F2. In 2015, Stantec streamlined its activity data collection process for calculating GHG emissions and energy consumption. In 2016, we improved this process and made some modifications to estimation approaches. We applied the new estimation approach to our 2015 data to improve the accuracy of our emission and energy consumption numbers. Adjusted 2015 scope 1 numbers are reflected in our 2016 Sustainability Report (SR, page 19).
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	No significant changes from previous reporting periods. SR, pages 6 and 7.
STAKEHOLDER ENGAGEMENT		
G4-24	List of stakeholder groups engaged	SR, page 7.
G4-25	Basis for identifying and selecting stakeholders	SR, page 7.
G4-26	Organization's approach to stakeholder engagement	SR, page 7.
G4-27	Key topics and concerns raised through stakeholder engagement	SR, page 7.
REPORT PROFILE		
G4-28	Reporting period	SR, inside cover.
G4-29	Date of most recent report	SR, inside cover.
G4-30	Reporting cycle	SR, inside cover.
G4-31	Contact point for questions regarding the report or its contents	SR, inside cover.
G4-32	"In accordance" option	SR, inside cover.
G4-33	Policy and current practice for seeking external assurance for the report	SR, inside cover.
GOVERNANCE		
G4-34	Governance structure of the organization	SR, page 20. AR, pages 28, M79, and M80. MIC, pages 25 to 38.

Disclosures		Stantec Response
G4-35	Process for the highest governance body to delegate authority for economic, environmental, and social topics	SR, page 20.
G4-36	Executive-level positions with responsibility for economic, environmental, and social topics; whether post-holders report directly to the highest governance body	SR, page 20.
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics	SR, page 20.
G4-38	Composition of the highest governance body and its committees	AIF, pages 19 to 22. MIC, pages 16 to 20 and 26 to 38. Of our nine board members, three (33%) are women and six (67%) are men, all members are over 50, and no one is a member of a minority group. The board has implemented new director guidelines and tenure, which may impact Stantec's board composition in 2017. The Company does not currently have fixed targets for increasing the number of women or minorities on the board.
G4-39	Whether the chair of the highest governance body is also an executive officer	MIC, page 30.
G4-40	Nomination and selection processes for the highest governance body	MIC, pages 13, 16 to 20, and 26 to 34. A male board member left in 2016 and was replaced by a female.
G4-41	Processes for the highest governance body to ensure conflicts of interest are managed	MIC, pages 30 to 34. Identifying and managing conflicts of interest are covered in depth during each director's orientation and addressed in the continuing education provided to directors. Stantec also implements guidelines on director "overboarding."
G4-42	Highest governance body's and senior executives' roles in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals	SR, page 20. MIC, page 30.
G4-43	Measures to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics	Stantec's sustainability team provide information to the Executive Steering Committee to develop and enhance the board's collective knowledge of economic, environmental, and social topics.
G4-44	Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics, plus actions taken	Evaluating performance is a board responsibility. Our Sustainability team provides input and is responsible to an Executive Steering Committee, which answers to our chief executive officer.
G4-45	Highest governance body's role in identifying and managing economic, environmental, and social impacts, risks, and opportunities	MIC, page 31. Through various mediums, the board of directors receives regular input from stakeholder groups, including employees, clients, investors, and community members.

Disclosures		Stantec Response
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics	AR, pages M68 to M75. MIC, pages 31, 71, and 72.
G4-47	Frequency that the highest governance body reviews economic, environmental, and social impacts, risks, and opportunities	MIC, page 31.
G4-48	Highest committee or position that formally reviews and approves the Sustainability Report and ensures all Material Aspects are covered	SR, inside cover.
G4-49	Process for communicating critical concerns to the highest governance body	SR, page 20.
G4-50	Nature and number of critical concerns that were communicated to the highest governance body	No critical concerns were communicated.
G4-51	Remuneration policies for the highest governance body and senior executives; performance criteria regarding economic, environmental, and social objectives	MIC, pages 21 to 24 and 39 to 61. In 2016, Stantec eliminated meeting fees; directors now receive an annual cash retainer.
G4-52	Process for determining remuneration	MIC, pages 21 to 24 and 39 to 54. In 2016, Stantec engaged an independent compensation consultant to review remuneration and benchmark us against our peers.
G4-53	How stakeholders' views about remuneration are sought and taken into account	MIC, pages 13 to 15 and 41. Shareholders vote on changes to executive compensation plans.
G4-54 and 55	Ratio of the annual compensation and percentage increase for the organization's highest-paid individual in each country to the median annual compensation and percentage increase	Table below.

Country	Base Salary Compensation	% Increase 2015–2016	2016 Bonus	Total	Ratio of Base	Ratio of % Increase	Ratio of Total
Canada (Canadian Dollar – CAD)							
Highest	850,005	0	935,006	1,785,011	11.3	0.0	21.3
Median	74,997	1	8,900	83,897			
United States of America (United States Dollar – USD)							
Highest	520,000	-1	500,000	1,020,000	6.8	-0.4	12.4
Median	77,002	3	5,000	82,002			
Qatar (Qatari Riyal – QAR)							
Highest	679,806	3	12,500	692,306	1.8	-0.3	1.7
Median	381,014	-12	36,500	417,514			
United Arab Emirates (United Arab Emirates Dirham – AED)							
Highest	1,002,643	3	45,000	1,047,643	3.9	1.0	3.8
Median	259,210	3	20,000	279,210			
United Kingdom (British Pound – GBP)							
Highest	128,193	3	20,000	148,193	2.2	0.1	2.4
Median	56,999	30	4,050	61,049			
Barbados (Barbadian Dollar – BBD)							
Highest	235,053	11	16,000	251,053	4.4	0.8	4.3
Median	53,996	13	5,000	58,996			

Notes:

- Totals include employees integrated into Stantec's systems. Since MWH employees were not integrated in 2016, they are not included in 2016 counts.
- Table includes only benefit-eligible employees.
- Salaries are reported in local currency, are annualized to the full-time hours for the country the employee works in, and are effective as of December 30, 2016.
- Bonus figures are included only for employees who are eligible for bonuses and are for 2015 but paid in 2016.
- Total compensation covers all benefit-eligible employees.
- Total compensation is based on 2016 salary and 2015 bonus, which was paid in 2016.
- Compensation information for employees in the Kingdom of Saudi Arabia is not reported because of the low sample size (one employee as of December 30, 2016).

Disclosures		Stantec Response
ETHICS & INTEGRITY		
G4-56	Organization's values, principles, standards, and norms of behavior (such as codes of conduct and ethics)	SR, page 21. MIC, page 25.
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior; matters related to organizational integrity (such as helplines and advice lines)	SR, page 21. MIC, page 25.
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior	SR, page 21. MIC, page 25.

Disclosures		Stantec Response
DISCLOSURES ON MANAGEMENT APPROACH		
G4-DMA	Why the Aspect is material; how the organization manages the Material Aspect; evaluating management's approach	Information about our management approach for each Material Aspect is included throughout the Sustainability Report.
ECONOMIC		
G4-EC1	Direct economic value generated and distributed (EVG&D) on an accrual basis and EVG&D at country, regional, or market levels, where significant	SR, page 34. AR, pages F5, F7, F8, and F52.
G4-EC2	Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure	SR, pages 6 and 32. AR, pages M60 and M61.
G4-EC3	Coverage of the organization's defined benefit plan obligations	AR, pages F39 to F42.
G4-EC4	Financial assistance received from government	AR, page F51.
G4-EC5 to 8	Market presence and indirect economic impacts	Not applicable to Stantec's business.
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	SR, page 28. Stantec uses US federal government definitions of "small and disadvantaged businesses." When necessary, we use the Tennessee Valley Authority's definition of "local."
ENVIRONMENTAL		
G4-EN1	Weight or volume of materials used to produce and package the organization's primary products and services	Not applicable to Stantec's business. As a professional service organization, our only significant material is the paper used for producing reports.
G4-EN2	Percentage of recycled input materials used to manufacture the organization's primary products and services	SR, page 20. Stantec does not manufacture a product. Our primary material is paper used for producing reports.
G4-EN3	Energy consumption within the organization	SR, page 19. Stantec's CDP Climate Change response.
G4-EN4	Energy consumption outside the organization	Not applicable to Stantec's business.
G4-EN5	Energy intensity	SR, page 18. Stantec's CDP Climate Change response.
G4-EN6	Reductions in energy consumption	SR, page 19. Stantec's CDP Climate Change response.
G4-EN7	Reductions in energy requirements of products and services	Not applicable to Stantec's business.
G4-EN8 to 14	Water and biodiversity	Not applicable to Stantec's business.
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	SR, page 19. Stantec's CDP Climate Change response. Stantec's scope 1 includes natural gas used in our offices and fleet emissions.
G4-EN16	Energy indirect GHG emissions (Scope 2)	SR, page 19. Stantec's CDP Climate Change response. Stantec's scope 2 includes electricity used in our offices.

Disclosures		Stantec Response
G4-EN17	Other indirect GHG emissions (Scope 3)	Stantec's CDP Climate Change response . Stantec's scope 3 includes flights, line loss (electricity and gas), and paper.
G4-EN18	GHG emissions intensity	SR, page 19. Stantec's CDP Climate Change response .
G4-EN19	Reduction of GHG emissions	SR, page 19. Stantec's CDP Climate Change response .
G4-EN20	Emissions of ozone-depleting substances	Not applicable to Stantec's business.
G4-EN21	NOx, SOx, and other significant air emissions	Not applicable to Stantec's business.
G4-EN22	Water discharge by quality and destination	Not applicable to Stantec's business.
G4-EN23	Weight of waste by type and disposal method	Not applicable to Stantec's business.
G4-EN24	Number and volume of significant spills	Not applicable to Stantec's business.
G4-EN25	Weight of transported, imported, or treated waste deemed hazardous	Not applicable to Stantec's business.
G4-EN26	Biodiversity of water bodies	Not applicable to Stantec's business.
G4-EN27 and 28	Products and services	Not applicable to Stantec's business.
G4-EN29	Monetary value of significant fines; number of nonmonetary sanctions for noncompliance with environmental laws and regulations	No fines received in 2016. A notice of violation in Illinois in 2015 is still being negotiated.
G4-EN30	Transport	Not applicable to Stantec's business.
G4-EN31	Environmental protection expenditures and investments	Not applicable to Stantec's business.
G4-EN32 and 33	Supplier environmental assessment	Not applicable to Stantec's business.
G4-EN34	Environmental grievance mechanisms	Not applicable to Stantec's business.

SOCIAL

G4-LA1	Employee turnover by age group, gender, and region	Table below.
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	Female	Male	Age: Under 30	Age: 30 to 50	Age: Over 50	Canada	United States	Global	Total
New Hires Entering (#)	551	946	456	793	248	580	888	29	1,497
New Hires Entering (%)	10.7	9.4	18.3	9.7	5.5	7.8	11.7	18.6	9.8
New Hires Leaving (#)	54	94	39	73	36	54	80	14	148
New Hires Leaving (%)	9.8	9.9	8.6	9.2	14.5	9.3	9.0	48.3	9.9
Overall Turnover (#)	821	1,542	404	1,285	674	1,258	1,028	77	2,363
Overall Turnover (%)	15.9	15.4	16.2	15.7	15.0	16.8	13.6	49.4	15.6

Note: Totals do not include the following: rehires, hourly employees with limited benefits, hourly casual employees, contractors (considered temporary employees), and MWH employees (not integrated into Stantec's systems by December 31, 2016).

Disclosures	Stantec Response
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G4-LA2	Benefits standard for full-time employees by significant locations of operation	SR, page 12.
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G4-LA3	Parental leave by number and gender of employees	Table below.
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	Female	Male	Total
Number of employees who were on maternity or parental leave	235	89	324
Number of employees who returned to work the same year the leave ended	216	87	303

Notes:

- Totals include employees integrated into Stantec's systems. Since MWH employees were not integrated in 2016, they are not included in 2016 counts.
- Data available for employees in Canada and the United States only. No tracking is available to determine how many people are due to return to work in the same year that the leave ends or the number of employees still employed 12 months after taking leave.

Disclosures	Stantec Response
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G4-LA4	Minimum number of weeks' notice typically provided to employees and their elected representatives before implementing significant operational changes that could substantially affect them	No policies are in place that specify the number of weeks' notice before a significant operational change, but as a practice, Stantec provides ample notice. This disclosure applies to only 0.2% of staff that are affected by collective bargaining agreements.
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G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	In Canada, many provinces legislate office-based committees determined by staffing numbers to provide a platform for formal committees and scheduled meetings. Each Stantec office has designated an office safety and environment coordinator (OSEC) for that location. The OSEC provides a connection to our broader HSSE systems and has access to operational leadership and to regional HSSE managers as resources. Currently, we have 2 global committees, 39 Canadian committees, and 48 US committees.
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G4-LA6	Health and safety statistics by region and gender	Tables below.
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	Recordable Injuries (total 68)		Lost Time Days (total 138)	
Region	Female	Male	Female	Male
Stantec	18	50	61	77
Canada	14	26	57	24
Central & Atlantic	5	11	1	14
Mountain	5	6	-	2
Prairies & Territories	3	6	-	8
Quebec	1	3	56	-
United States	4	24	4	53
Central	-	6	-	36
Northeast	3	9	3	17
South	1	7	1	-
West	-	2	-	-
Global	-	-	-	-

	Hours	Recordable Injuries ¹	Lost Days	TRIR ²	Lost Day Rate ³
Region					
Stantec	26,010,601	68	138	0.52	1.06
Canada	12,697,165	40	81	0.63	1.28
Central & Atlantic	4,029,165	16	15	0.79	0.74
Mountain	3,451,785	11	2	0.64	0.12
Prairies & Territories	3,289,961	9	8	0.55	0.49
Quebec	1,926,255	4	56	0.42	5.81
United States	12,969,961	28	57	0.43	0.88
Central	2,741,010	6	36	0.44	2.63
Northeast	4,104,914	12	20	0.58	0.97
South	2,543,259	8	1	0.63	0.08
West	3,580,778	2	-	0.11	0.00
Global	343,475	-	-	0.00	0.00
Business Operating Unit					
Buildings	5,646,060	1	4	0.04	0.14
Energy & Resources	2,677,289	2	-	0.15	0.00
Mining	334,990	-	-	0.00	0.00
Oil & Gas	1,184,952	1	-	0.17	0.00
Power	1,157,347	1	-	0.17	0.00
Environmental Services	4,203,650	26	16	1.24	0.76
Infrastructure	9,643,266	38	118	0.79	2.45
Community Development	3,066,792	20	52	1.30	3.39
Transportation	4,189,577	12	63	0.57	3.01
Water	2,386,897	6	3	0.50	0.25
Functional Services Teams	2,996,831	1	-	0.07	0.00
Administration and Shared Services	496,729	-	-	0.00	0.00

¹ Recordable Injuries are those that require more than first-aid treatment.

² Total Recordable Incident Rate (TRIR) = (recordable injuries x 200,000) ÷ hours worked

³ Lost Day Rate = (lost days x 200,000) ÷ hours worked

The number of hours that 100 employees would work in a calendar year is 200,000.

Notes:

- Totals include employees who have been integrated into Stantec's systems. Since MWH employees were not integrated in 2016, they are not included in 2016 counts.
- Incident reports are submitted to a central database by people directly involved in the incident. Investigations are recorded within the region and business operating unit, and any action items are proposed and addressed. Safety professionals then assess incident details to categorize them based on the OSHA reporting standard.
- Stantec records incidents for employees only. Stantec assesses the HSSE systems of our contractors using a subcontractor management system, which includes safety statistics, compensation coverage, program verification, and more. Once subcontractors are assessed, they are expected to manage and communicate any incidents and share any lessons learned through investigation and reporting.

Disclosures	Stantec Response
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G4-LA7	Workers who have a high incidence or high risk of specific diseases	None. Stantec's occupational disease rate is zero.
G4-LA8	Whether formal agreements with trade unions cover health and safety	Not applicable to Stantec's business.
G4-LA9	Average training hours per year	Table below.

Employment Category	Number of Hours in 2015	Number of Hours in 2016	% Difference
Senior Managers	23.4	22.0	-1.4
Middle and Other Managers	25.3	27.0	1.7
Professionals	32.3	33.9	1.6
Semiprofessionals and Technicians	28.3	31.4	3.1
Administrative and Senior Clerical	14.8	14.9	0.1
Clerical	28.1	15.8	-12.3
Skilled Sales	10.4	15.4	5.0
Semiskilled Manual	46.3	16.5	-29.8
Acquisition Employees	25.4	4.6	-20.8
Female	27.2	30.3	3.1
Male	30.9	32.3	1.4
TOTAL	29.7	31.7	2.0

Note: Totals include employees who have been integrated into Stantec's systems. Since MWH employees were not integrated in 2016, they are not included in 2016 counts.

Disclosures	Stantec Response
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G4-LA10	Programs for skills management and lifelong learning that support continued employability and help manage career endings	SR, pages 13 and 14.
G4-LA11	Percentage of employees receiving regular performance and career development reviews	SR, page 13. Table below.

Employment Category	Canada	% Canada	United States	% United States	Global	% Global	Total	% Total
Senior Managers	172	94.5	243	93.5	-	-	415	93.9
Middle and Other Managers	189	97.9	184	96.8	8	100	381	97.4
Professionals	3,146	97.4	4,194	98.8	89	96.7	7,429	98.2
Semiprofessionals and Technicians	2,025	98.1	1,150	99.2	29	100	3,204	98.5
Administrative and Senior Clerical	426	97.5	465	98.3	16	100	907	97.9
Clerical	161	98.8	114	100	-	-	275	99.3
Skilled Sales	17	94.4	-	-	-	-	17	94.4
Semiskilled Manual	5	100	-	-	1	100	6	100
Female	2,143	98.1	1,994	98.1	33	97.1	4,170	98.1
Male	3,998	97.4	4,356	98.8	110	98.2	8,464	98.1
TOTAL	6,141	97.6	6,350	98.6	143	97.9	12,634	98.1

Notes:

- Due to our reporting cycle, completion data for our career development review process (CDPR) is as of January 26, 2017. Employee data is as of December 31, 2016.
- Totals are for our eligible workforce. The following groups were not required to complete CDPRs:
 - Hourly employees with limited benefits or hourly casual employees
 - Employees hired after August 31, 2016
 - Employees not working due to the status of leave of absence, furlough, long-term disability/return to work, or temporary layoff
 - MWH employees (since MWH employees were not integrated into Stantec's systems in 2016)
 - Other justified exceptions

Disclosures	Stantec Response
G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other diversity categories	SR, page 20. Description in G4-38 above. Table in G4-10 above. Tables below.

Canada (designated minority groups as outlined in the Employment Equity Act)

Employment Category	% Visible Minority	% Disabilities	% Aboriginal	% Women
Senior Managers	3.7	-	0.5	18.0
Middle and Other Managers	3.4	0.5	-	19.9
Professionals	17.8	0.8	0.6	32.8
Semiprofessionals and Technicians	15.7	1.6	1.6	28.7
Administrative and Senior Clerical	8.4	2.9	2.1	95.0
Clerical	17.5	1.7	2.3	86.4
Semiskilled Manual	16.7	-	-	33.3
Skilled Sales	5.0	-	-	50.0
Acquisition Employees	8.2	-	-	40.8
TOTAL	15.6	1.2	1.0	36.4

United States (designated minority groups as outlined by the Equal Employment Opportunity Commission)

Employment Category	% Veteran Status	% ADA	% American Indian or Alaskan Native	% Asian	% Black/African American	% Hispanic or Latino	% Native Hawaiian /Other Pacific	% Two or More
Senior Managers	2.6	2.6	-	2.2	0.4	2.6	-	-
Middle and Other Managers	3.5	1.5	-	3.0	0.5	4.5	0.5	2.0
Professionals	1.8	1.9	0.2	8.5	2.0	8.1	-	1.4
Semiprofessionals and Technicians	4.4	3.5	0.4	3.9	3.8	10.3	-	1.3
Administrative and Senior Clerical	0.7	3.1	0.2	5.0	6.4	12.2	0.6	2.0
Clerical	0.9	2.6	-	5.1	6.0	7.7	-	-
Semiskilled Manual	-	-	-	-	-	-	-	-
Skilled Sales	-	-	-	-	-	-	-	-
TOTAL	2.3	2.3	0.3	6.9	2.7	8.6	0.1	1.4

Notes:

- Totals include employees who have been integrated into Stantec's systems. Since MWH employees were not integrated in 2016, they are not included in 2016 counts.
- The Acquisition Employees category includes employees from a Canadian company acquired late in the year who were integrated into Stantec systems but not yet classified in an employment category by December 31, 2016.
- ADA = Americans with Disabilities Act
- Employees listed voluntarily submit this data and self-identify their categories.

Disclosures

Stantec Response

G4-LA13 Ratio of the basic salary and remuneration of women to men for each employee category and by significant locations of operation

Tables below.

Canada (CAD)

Employment Category	Gender – Counts		Average Base Salary		Base F:M	Average Base Salary + Bonus		Base + Bonus F:M
	Female	Male	Female	Male		Female	Male	
Senior Managers	33	153	\$166,515	\$205,358	1.2	\$194,636	\$264,889	1.4
Middle and Other Managers	41	162	\$130,427	\$137,982	1.1	\$142,115	\$152,394	1.1
Professionals	1,136	2,511	\$80,613	\$101,488	1.3	\$82,085	\$104,742	1.3
Semiprofessionals and Technicians	656	1,700	\$62,425	\$72,926	1.2	\$62,646	\$73,578	1.2
Administrative and Senior Clerical	462	25	\$52,470	\$52,647	1.0	\$52,506	\$52,647	1.0
Clerical	148	23	\$50,792	\$47,518	0.9	\$50,792	\$47,518	0.9
Semiskilled Manual	2	4	\$45,971	\$47,453	1.0	\$45,971	\$47,453	1.0
Skilled Sales	10	10	\$98,249	\$78,501	0.8	\$98,669	\$78,501	0.8
TOTAL	2,488	4,588	\$70,821	\$95,023	1.3	\$72,125	\$99,540	1.4

United States (USD)

Employment Category	Gender – Counts		Average Base Salary		Base F:M	Average Base Salary + Bonus		Base + Bonus F:M
	Female	Male	Female	Male		Female	Male	
Senior Managers	27	241	\$163,844	\$195,172	1.2	\$180,649	\$221,254	1.2
Middle and Other Managers	37	161	\$131,037	\$149,249	1.1	\$140,007	\$160,408	1.2
Professionals	1,437	3,413	\$77,433	\$99,067	1.3	\$78,746	\$101,327	1.3
Semiprofessionals and Technicians	335	1,191	\$56,167	\$65,117	1.2	\$56,314	\$65,289	1.2
Administrative and Senior Clerical	434	95	\$52,031	\$58,482	1.1	\$52,153	\$58,566	1.1
Clerical	102	14	\$53,675	\$50,421	0.9	\$53,675	\$50,421	0.9
Semiskilled Manual	-	-	\$ -	\$ -	-	\$ -	\$ -	-
Skilled Sales	-	-	\$ -	\$ -	-	\$ -	\$ -	-
TOTAL	2,372	5,115	\$70,580	\$96,383	1.4	\$71,750	\$99,512	1.4

Notes:

- Totals include employees who have been integrated into Stantec's systems. Since MWH employees were not integrated in 2016, they are not included in 2016 counts.
- Employees not assigned to an employment category at the time of reporting were excluded.

Disclosures		Stantec Response
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Not applicable to Stantec's business.
G4-LA15	Numbers of suppliers subject to impact assessments for labor practices	Not applicable to Stantec's business.
G4-LA16	Grievances for labor practices	Not applicable to Stantec's business.
HUMAN RIGHTS		
G4-HR1	Number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not applicable to Stantec's business.
G4-HR2	Hours of employee training on human rights policies or procedures	SR, page 14.
G4-HR3	Number of incidents of discrimination; corrective actions taken	None.
G4-HR4	Operations and suppliers that may violate employee rights to exercise freedom of association and collective bargaining	Not applicable to Stantec's business.
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor	Not applicable to Stantec's business.
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor	Not applicable to Stantec's business.
G4-HR7	Percentage of security personnel who have received formal training in human rights policies	Not applicable to Stantec's business.
G4-HR8	Number of identified incidents of violations involving the rights of indigenous peoples	None. Stantec focuses on building partnerships and relationships for positive connections with indigenous people (SR, page 27).
G4-HR9	Number and percentage of operations subjected to human rights reviews or human rights impact assessments by country	None.
G4-HR10	Percentage of new suppliers screened using human rights criteria	Not applicable to Stantec's business.
G4-HR11	Actual and potential negative human rights impacts in the supply chain	Not applicable to Stantec's business.
G4-HR12	Number of human rights grievances and associated mechanisms	Not applicable to Stantec's business, although any employee can report issues through our Integrity Hotline.

Disclosures		Stantec Response
SOCIETY		
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Not applicable to Stantec's business. Stantec has extensive interaction with local communities as part of our community engagement (SR, page 26). We often support our clients' connections to the communities impacted by their projects, but we do not have a formal tracking mechanism in place.
G4-SO2	Operations with significant actual and potential negative impacts on local communities	Not applicable to Stantec's business.
G4-SO3	Risks related to corruption identified through the risk assessment	SR, page 21.
G4-SO4	Communication and training on anti-corruption policies and procedures	SR, pages 13 and 21. MIC, pages 25 to 34.
G4-SO5	Number and nature of confirmed incidents of corruption	None. Stantec did not have any legal actions or fines for noncompliance with laws and regulations or for anticompetitive behavior.
G4-SO6	Monetary value of financial and in-kind political contributions made directly and indirectly by the organization	None.
G4-SO7	Number of legal actions pending or completed during the reporting period regarding anticompetitive behavior and violations of anti-trust and monopoly legislation	None.
G4-SO8	Value of significant fines and nonmonetary sanctions for noncompliance with laws and regulations	No significant fines or sanctions were accrued during the reporting period.
G4-SO9	Percentage of new suppliers screened using criteria for impacts on society	Not applicable to Stantec's business.
G4-SO10	Actual and potential negative impacts on society in the supply chain	Not applicable to Stantec's business.
G4-SO11	Number of grievances for impacts on society and associated mechanisms	Not applicable to Stantec's business, although any employee can report issues through our Integrity Hotline.
PRODUCT RESPONSIBILITY		
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Before starting any field work, we must prepare a Risk Management Strategy to address potential health and safety impacts. We document and monitor these impacts throughout the life span of the project. Compliance is audited via rigorous internal and external audit processes. Stantec added a new HSSE field audit process in 2016.
G4-PR2	Number of incidents of noncompliance with regulations; voluntary codes concerning health and safety impacts of products and services	Stantec does not produce a product, and our services do not generate noncompliance incidents; however, we performed two tasks for clients in Canada that had occupational health and safety citations in 2016.

Disclosures		Stantec Response
G4-PR3 to PR5	Product and service labelling	Not applicable to Stantec's business.
G4-PR6 and PR7	Marketing communications	Not applicable to Stantec's business.
G4-PR8	Number of substantiated complaints received concerning breaches of customer privacy; number of identified leaks, thefts, or losses of customer data	None. Stantec does have extensive policies and procedures to protect customer privacy (SR, page 22).
G4-PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	None.

Sustainability Commitments

In 2013, Stantec set internal sustainability goals to address the priorities of our key stakeholders and track our sustainability performance. The following table summarizes our progress against these goals. As part of the MWH integration in 2017, we will set new goals and baselines that are pertinent to our growing firm, connect them to our Strategic Plan, and identify ways to measure our performance throughout the year.

Key:

- ✓ Successfully achieved sustainability goal
- ◇ Significant progress, but has not yet fully achieved sustainability goal

Target	Status	
HEALTH AND SAFETY		
Reduce total recordable incident rate (TRIR) below 0.60.	We focused on building a health and safety-based culture and have made steady progress improving our TRIR. In 2016, we reported a TRIR of 0.52.	✓
DIVERSITY AND INCLUSION		
Develop a Diversity and Inclusion (D&I) Plan with short- and long-term objectives.	We have a robust D&I Plan in place, and we track our performance against internal and external indicators. In 2016, we saw a 7.2% improvement in our inclusivity score (number of employees who feel included at work).	✓
ENVIRONMENTAL STEWARDSHIP		
Continue to review, refine, and implement green purchasing guidelines in relevant categories.	To monitor green purchasing behavior, we must first centralize our office supply vendors. The global procurement team is currently implementing this strategy.	◇
Track greenhouse gas (GHG) emissions for business travel.	We began tracking and reporting scope 3 emissions in 2013. We are instituting the changes needed to reduce emissions for business travel.	✓
Increase the participation rate for the Cool Commute Challenge by 10% each year.	This initiative was eliminated in 2015 and was no longer a sustainability goal in 2016. Numerous offices continue to support local bike challenges.	NA
GHG emissions: Reduce by 5% per capita (1.25% annual average).	Since our 2013 baseline year, Stantec has reduced scope 1 and 2 per-capita GHG emissions by more than 10%. In 2017, we will incorporate the MWH acquisition into our GHG emissions calculations and set new baselines and reduction targets.	✓
Energy consumption: Reduce by 5% per capita (1.25% annual average).	Since our 2013 baseline year, our total and per-capita energy consumption has risen by more than 2%. We are evaluating ways to better collect activity data to improve the accuracy of our numbers, improve our management approaches, and find alternatives to help us meet our energy consumption reduction goals. In 2017, we will incorporate the MWH acquisition into our energy consumption calculations and set new baselines and reduction targets.	◇
Waste: Implement local recycling programs that align with local collection standards.	Our offices implement recycling programs that align with local collection standards. Their compliance is audited every three years by our Practice Services group.	✓

Target	Status	
Paper use: Reduce paper use by 10% (2.5% annual average).	The data we were able to collect for our paper use has consistently shown a drop in overall paper use every year. However, we recognize that this is likely more a result of the changes we made in how we collect activity data rather than a true reflection of a change in our use. In our growing company, we recognize that our long-term tracking of paper use is dependent on first implementing our procurement strategy of centralizing our list of office supply vendors. Once we finish that, we will be able to better record our use and have more confidence in our progress year over year.	◇
Paper use (recycled content): Increase to at least 80% weighted average recycled content.	All paper purchased from Rileys in Canada contains 100% post-consumer recycled content. Our standard paper from Staples in Canada and the United States contains 30%. As more offices follow the procurement strategy of using centralized office supply vendors, purchasing paper with recycled content will become easier.	◇
COMMUNITY ENGAGEMENT		
Donate up to 1% of pretax profits to charity every year.	Stantec has met this donation commitment every year since 2007. In 2016, we gave \$3 million—our largest amount yet.	✓
PROFESSIONAL SERVICES		
Undertake 12 projects that apply the Envision framework.	Stantec has worked on 17 projects that applied the Envision framework. Eleven of them were active in 2016.	✓
ECONOMIC		
Become a top 10 global design firm.	Stantec is making progress toward this goal. We are currently #16 on <i>Engineering News Record's</i> list of Top 225 International Design Firms.	◇
Achieve a compound average gross revenue growth rate of 15% through organic and acquisition growth.	In 2016, Stantec showed a five-year compound annual gross revenue growth rate of 20.6%.	✓

MWH Acquisition

Stantec acquired MWH in May 2016, bringing 6,800 employees from 26 countries to our family with the purpose of building a better world. MWH—a private, employee-owned firm that began in 1820—focused on water storage, distribution, regulation, treatment, preservation, and restoration, as well as water-based energy generation.

Like Stantec, MWH employees worked to be involved citizens and to minimize their impact on the environment. Our companies were similar: externally, both offered a variety of sustainability services, ranging from resiliency and stakeholder engagement to sustainable development, renewable energy, and environmental preservation; internally, each company had numerous geographic-specific and centrally managed programs.

MWH continued to operate under the MWH brand and systems in 2016 because of its size and the complex acquisition; therefore, MWH data is not included in this Sustainability Report. Even so, in this section, we provide a high-level overview of MWH's commitment to sustainability and demonstrate how MWH, as part of Stantec, will contribute toward a sustainable future.

Some highlights of MWH's contributions, programs, and successes follow:

- **Environmental and social responsibility** – MWH had an internal Climate Change Commitment, minimized office resource use, rewarded behavior through a sustainability award, provided charitable contributions, and encouraged employees to volunteer in their communities. Numerous portions of the business maintained ISO-certified environmental and quality management systems and tracked their carbon footprint. MWH focused on science, technology, engineering, and math (STEM) education and was the title sponsor of Girls & Science Day in Denver, Colorado.
- **Thought leadership** – MWH worked with public and private organizations to ensure the safety, reliability, and sustainability of water through the Value of Water Coalition. MWH played an active, ongoing role in Envision development through the Zofnass Institute at Harvard University and had 36 employees with the Envision ENV SP certification.
- **Knowledge sharing** – Sharing knowledge, collaborating, and using technology and repeatable processes and templates, staff worked together despite geographical location and cultural background and language differences. For 21 years, MWH held an annual internal conference to celebrate successes in knowledge sharing and innovation.
- **Diversity** – As a global firm, MWH blended various cultures across numerous locations, connecting employees through the company's values.
- **Client offerings** – MWH staff incorporated environmental leadership, economic benefits, and stakeholder partnerships into services provided to clients. Sometimes, sustainability was the project's main goal; other times, sustainability was incorporated into the overall technical delivery.
- **Select project successes**
 - The Panama Canal design resulted in 60% water savings over previous design
 - Master planning in Ethiopia supported the Rockefeller Foundation's 100 Resilient Cities program
 - Water delivery infrastructure in Colorado minimized the effects of drought
 - Partnerships with local Maori people in New Zealand resulted in a cost-effective, no-sludge, low-energy wastewater treatment solution
 - The eight20 team challenged the United Kingdom water industry to improve carbon and sustainability commitments

Sustainable Client Solutions

The Sustainability Report provides a high-level overview of some sustainability services that Stantec provides to clients. Following is additional information about these services.

RESILIENCE

When we position ourselves to withstand and recover rapidly from future disruptions, that's resilience. When we build back more strongly after life-altering disasters, that's resilience. By planning for resilience, we make our communities better, now and in the future.

Our work—professional consulting in disaster response and recovery, resilient assessment, mitigation, and design—unites infrastructure, the environment, and improvements in quality of life. And it advances community resilience across the globe. We support our commitment to community and to mitigating the impacts of climate change by integrating resilience into everything we do and into all our service offerings.

We incorporate diverse stakeholder input early and often into a project, address multiple hazards and stressors (current and future), and maximize benefits achieved as measured by social, environmental, and economic metrics. Our resilience framework leverages partners, funding, and resources to help our communities better respond to, manage, prepare for, and mitigate the impacts of shocks (organizational, natural, or human-sponsored). Our experts in emerging approaches use planning and assessment tools such as Envision, the Vulnerability Assessment Scoring Tool (VAST), and the Hazards U.S. Multi-Hazard (HAZUS-MH).



The Rockefeller Foundation and U.S. Department of Housing and Urban Development (HUD) – US\$1 billion Natural Disaster Resilience Competition (NDRC) in the United States

Stantec is recognized as a thought leader because of the resilient infrastructure planning and design we did for New York City after Hurricane Sandy. The Rockefeller Foundation and HUD invited our team to be subject-matter experts and facilitators at seven national academies. Leadership from 28 US federal agencies attended this seventh academy in Washington, D.C.

Later, Stantec helped eight jurisdictions secure US\$250 million of NDRC funding to pay for unmet recovery needs from recent presidential federal disaster declarations.

SUSTAINABLE INFRASTRUCTURE

Infrastructure design is a significant part of our business; we believe that all types and sizes of infrastructure projects should incorporate life-cycle environmental, social, and economic factors. Stantec actively participates in moving the industry toward this goal through our charter membership in the Institute of Sustainable Infrastructure and our leadership in developing and applying the Envision framework.

Envision is used throughout the design and construction cycle to evaluate the economic, social, and environmental costs and benefits of infrastructure projects. Stantec is an early adopter of Envision, which makes projects more cost effective and resource efficient for our stakeholders.

We accomplished the following by the end of 2016:

- 171 employees certified under the Envision ENV SP credential; 51 new accreditations in 2016
- 3 Envision trainers and 3 verifiers
- 25 day-long Envision training sessions across North America
- 17 Stantec projects applied the Envision framework; 11 of these were active in 2016
- 3 projects achieved Envision certification



Surrey Biofuel Facility in British Columbia, Canada

The City of Surrey's Biofuel Processing Facility, designed by Stantec, will help the City achieve its waste diversion target of 80%. Stantec also provided all Envision certification services.

This project is recognized for turning unwanted organic wastes into high-value fertilizer and biogas. This biofuel facility—the largest in Canada—can process up to 112,000 tonnes (123,459 tons) of organic waste per year. Residential and commercial kitchen and yard waste will be processed at the plant, producing over 120,000 gigajoules of renewable natural gas each year and 45,000 tonnes (49,604 tons) of Class A compost product for use in local agriculture and landscaping.

Energy generated by the facility will power the City's waste collection trucks and growing fleet of vehicles. This facility also incorporates various world-class technologies, such as biofilters that clean the air and limit the odor released by the facility.

SUSTAINABILITY AND BUILDING PERFORMANCE

Our experts provide consulting and design services for built, natural, and organizational environments. Whether clients are exploring the value of sustainable buildings or moving forward with a green project, we guide them through the process.

The industry recognized our expertise when Building Owners and Managers Association (BOMA) Canada retained Stantec to develop entirely new content for BOMA BEST version 3.0, launched to the public in 2016. Stantec also uses the Leadership in Energy and Environmental Design (LEED), Green Globes, and the Building Research Establishment Environmental Assessment Method (BREEAM).

Our designs balance alternate energy systems, building performance analyses, daylighting strategies, energy audits, efficient lighting systems, energy performance and modeling, green roofs, grey and black water systems, indoor environmental assessments, life-cycle costing, natural ventilation design, photovoltaics, solar, and wind energy.

By the end of 2016, we had:

- More than 700 LEED Accredited Professionals on staff
- 402 LEED-certified projects
- Completed or were undergoing 24 net-zero energy projects
- 3 projects that target Passive House certification



Sustainable Waterloo Region, Centre for Sustainability Excellence, in Ontario, Canada

To inspire others to build regenerative buildings, the Sustainable Waterloo Region decided to build an economically viable, sustainable facility. Stantec is designing this new multi-tenant commercial office building that targets LEED Platinum and aims for net-positive energy as well as net-zero water usage, air quality, and waste.

During our integrated design process, we balanced the advantages of and trade-offs between systems design, user comfort, and costs. Using energy-modeling software (proprietary to Stantec), we quickly analyzed thousands of scenarios and their effect on construction and long-term operating costs. Stantec is working closely with a research team to understand the impact that occupant behavior will have on the building's efficiency. The building has a large proportion of shared areas designed to draw people out of their traditional office spaces and encourage them to collaborate. Containing classroom and lecture spaces, this building will be used for public education and events.

SUSTAINABLE ENERGY

We have been delivering utility-scale renewable energy generation projects since the 1990s and have contributed to some of North America's most prestigious projects. As the power market evolves, energy sustainability remains a primary driver for change and renewable energy generation a primary objective. Fully capitalizing on renewable energy's potential through grid modernization and energy storage is the next phase in energy sustainability.

At the forefront of market developments, Stantec offers a full suite of services to deliver grid modernization and energy storage projects. Our energy storage experience spans system integration, energy storage, and transmission, and we are involved in planning, analysis, investigation, detailed engineering, design, and construction support.

Sustainable energy delivery helps keep the lights on and communities running. We design for increasingly severe weather events and remedy existing grid limitations. Our work modernizes the electrical grid for storm resilience and capacity, ensuring our power supply can withstand intense weather conditions. We help utilities implement elevated flood plain levels, greater durability, extended end-of-life, and increased capacity into grid infrastructures for enhanced resilience. Our work with microgrids provides industry and communities with a greater ability to control energy supply while fostering local generation sources.



Battery Energy Storage Design and Support Services in Ontario, Canada

Stantec is providing complete engineering services for a project portfolio that explores how battery energy storage systems (BESS) can help the Toronto electricity grid. The Toronto BESS will provide power-smoothing, load-use shifting, and voltage support services in congested and problematic areas. The portfolio comprises six sites—13 megawatts (53 megawatt hours)—that use lithium ion-based batteries, power conversion systems, and a battery management system.

Our team is engineering the complete building design and performing civil grading and drainage, electrical equipment layout, and complete electrical system studies. We coordinate the needs between multiple stakeholders, including the local utility, conservation authorities, regulatory agencies, owners, and engineering, procurement, and construction contractors.

CLIMATE CHANGE

Amidst a notable shift in thinking about sustainability, we must be more energy efficient and sustainable. Organizations and all levels of government are asked to monitor their ecological footprints and gauge their progress. Stantec believes that economic growth—if planned and managed well—can be both environmentally and socially sustainable.

Stantec provides a robust set of climate change services, including environmental accounting, strategic management consulting, and climate change risk assessment, mitigation, and adaptation. Supporting public and private sector clients at every stage, from initial concept and financial feasibility to project completion, we mitigate and adapt to the impacts of climate change while maximizing economic, social, and environmental opportunities for sustainability.

Stantec has close relationships with government agencies to develop clean energy, track climate change, and manage greenhouse gas (GHG) policies and legislation. Our Climate Change and GHG Emissions team is accredited under the American National Standards Institute (ANSI) for GHG validation and verification.

We offer the following services:

- Policy and sustainability market reviews
- GHG risk and opportunity assessments, management plans, emission inventories and toolkits, and audits (verification and validation)
- Life-cycle assessments
- Climate change effect assessments
- Tailored adaptation strategies



City of Edmonton Community Greenhouse Gas Inventory and Forecast in Alberta, Canada

Stantec helped the City of Edmonton prepare its multiyear community GHG inventory and forecast using the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (the GHG Protocol).

The City wanted to tally and predict its GHG emissions to better understand energy consumption habits and the GHG emissions from stationary energy and transportation, industrial processes, agriculture, forestry, other land uses, and transboundary transportation. This inventory, also a key requirement of the United Nations Compact of Mayors, will help the City assess current emission levels and plan future GHG reductions.

ENVIRONMENTAL PRESERVATION AND HABITAT RESTORATION

Committed to developing regionally specific, innovative solutions to complex ecosystem challenges, we rely on our keen understanding of natural processes to create self-sustaining solutions. Stantec houses 2,500 environmental staff representing over 28 technical specialties. We cover the full spectrum of environmental sciences: from atmospheric and other physical sciences to biological and sociocultural sciences, archaeology, and paleontology.

Many Stantec projects restore terrestrial, wetland, freshwater, estuarine, and marine habitats. Habitat restoration can effectively protect shorelines in coastal sites and watercourses, maintain and create natural drainage systems, improve flood control, restore water quality, stabilize slopes, and support reforestation. Collaborating and cooperating with clients, government agencies, Aboriginal people, and local communities are key to our successful initiatives.

When planning major developments, our teams of aquatic and wildlife biologists, plant ecologists, engineers, hydrologists, geomorphologists, and other specialists try to avoid or protect environmentally and culturally sensitive areas. We minimize GHGs, negative effects on water quality, and loss of wildlife and fish habitat. Our specialized methods—including advanced digital tools such as eDNA (environmental DNA), which is used to identify and map the distribution of rare and endangered species without direct handling—protect and improve existing habitat for endangered species.



Deer Grove East Wetland Restoration, Openlands, U.S. Army Corps of Engineers and the Chicago Department of Aviation in Illinois, United States

To offset nearby wetland impacts from the Chicago O'Hare airport expansion, Stantec provided ecological restoration for 185 acres (75 hectares) in the Deer Grove East forest preserve. Located in the northwest suburbs of Chicago and surrounded by a heavily urbanized area, the preserve is home to a number of rare plant species and wildlife habitats.

Stantec and the nonprofit Openlands worked closely with the public to answer questions, address concerns, and reduce impacts. The work included hydrology and ecological assessments (vegetation surveys and bird monitoring), erosion control and soil stabilization, stream stabilization, water-quality improvements, woodland management, prescribed burning, seed-bed preparation, native plantings, invasive species control, and general stewardship. Stantec removed invasive trees and shrubs that crowded ancient woodland habitats and prevented sunlight from reaching ground-level plants, then reintroduced 270 native species of colorful and varied grasses and wildflowers over 170 acres (69 hectares). We are also providing ongoing stewardship of seeded and remnant plant communities.

PUBLIC PARTICIPATION

Communities and other stakeholders are becoming more informed, organized, and vocal to ensure their interests are not marginalized. Partnering with our communities and other stakeholders early in project development has a lasting effect and moves technical projects forward in a positive way.

No one formula exists for gaining and maintaining positive engagement. Early engagement can save time and money: we identify issues in a timely manner and make design changes before commitments are made. When we engage, our main job is to listen—to the voices and to the silence. When we listen, we generate productive feedback for our clients and help our clients and community connect and identify what is important. In this way, Stantec helps clients generate stronger projects and develop relationships in the community that can help with the next project.

We have a large tool box of experiences that helps us design appropriate methods for each stakeholder or community group. Stantec works collaboratively with clients to review their stakeholder lists, evaluate social risks, and map areas of influence.



Peerless Trout First Nation Schools in Alberta, Canada

When awarded the opportunity to build two new schools with Peerless Trout First Nation, we knew that these schools and our process had to reflect and honor their cultural values and history. Funding for these schools came from the land claim settlement made with the federal government and through a partnership with the Province of Alberta.

Stantec worked with the school committee to incorporate language, tradition, history, and popular activities into the design. Our team was taught how to incorporate a tipi, a canoe, and the Seven Sacred Teachings into the architecture of the schools in a culturally appropriate manner. To understand how the classrooms worked and what activities—beyond academic ones—the community might want to hold in the school, we hosted engagement sessions with students, parents, community leaders, and the public.

Knowing that First Nations youth are underrepresented in science, technology, engineering, and math (STEM) careers, we put together an Architecture 101 presentation to introduce the work we would be doing in their community. We included hands-on activities and interactive tools, like virtual reality goggles, to show the community how their ideas shaped the design.

Contact us for more information

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