We create communities. We are Stantec.

Stantec

STN
TSX·NYSE

Table of Contents

Employees' six-word stories tell Stantec's story.

We can say a lot with six words. In 2013, we challenged our people to share their Stantec stories using only six words. Since then, the Six-Word Story Project has inspired employees across the world. We share some of those stories in this report.

We are Stantec.

Creating communities is our purpose.

Designing with community in mind is our promise.

The Stantec community unites more than 15,000 employees working in over 250 locations. We collaborate across disciplines and industries to bring buildings, energy and resource, environmental, and infrastructure projects to life. Our work—professional consulting in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics—begins at the intersection of community, creativity, and client relationships.

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.

Stantec is people—connected, creative, talented.
Allison Wenzel, Operational Business Analyst, Calgary, Alberta

We live our values every day.
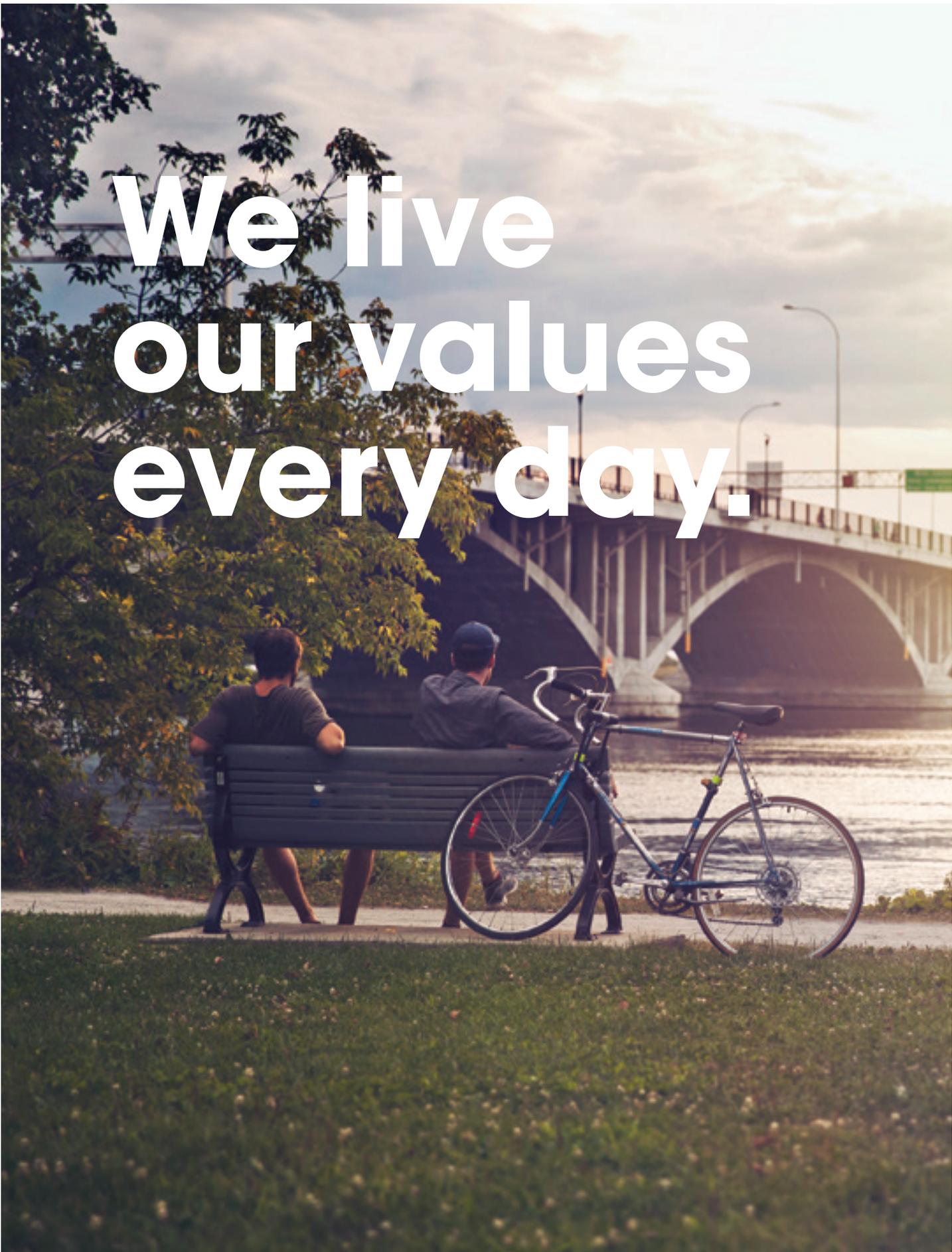
We Put People First

Our people are at the core of what we do, and we want them to succeed. By providing challenging work and by developing our leaders, we foster a culture of opportunity, mentorship, diversity, and innovation.

We Are Better Together

When we combine our unique strengths and passion, we reach our full potential as an organization and as trusted advisors to our clients.

We Do What Is Right

Working with integrity is a promise we make to our clients, colleagues, and shareholders. Our high standard of business practices guides our project management framework, code of ethics, and policies and practices.

We Are Driven to Achieve

Achievement at every level begins and ends with a firm commitment to being the best we can be. We are committed to being a top 10 design firm across the sectors, markets, and regions we serve, and we plan to achieve an average compound annual growth rate of 15%.

Doing what's right. Integrity drives everything.
Jeff Crawford, Marketing Manager, Irvine, California
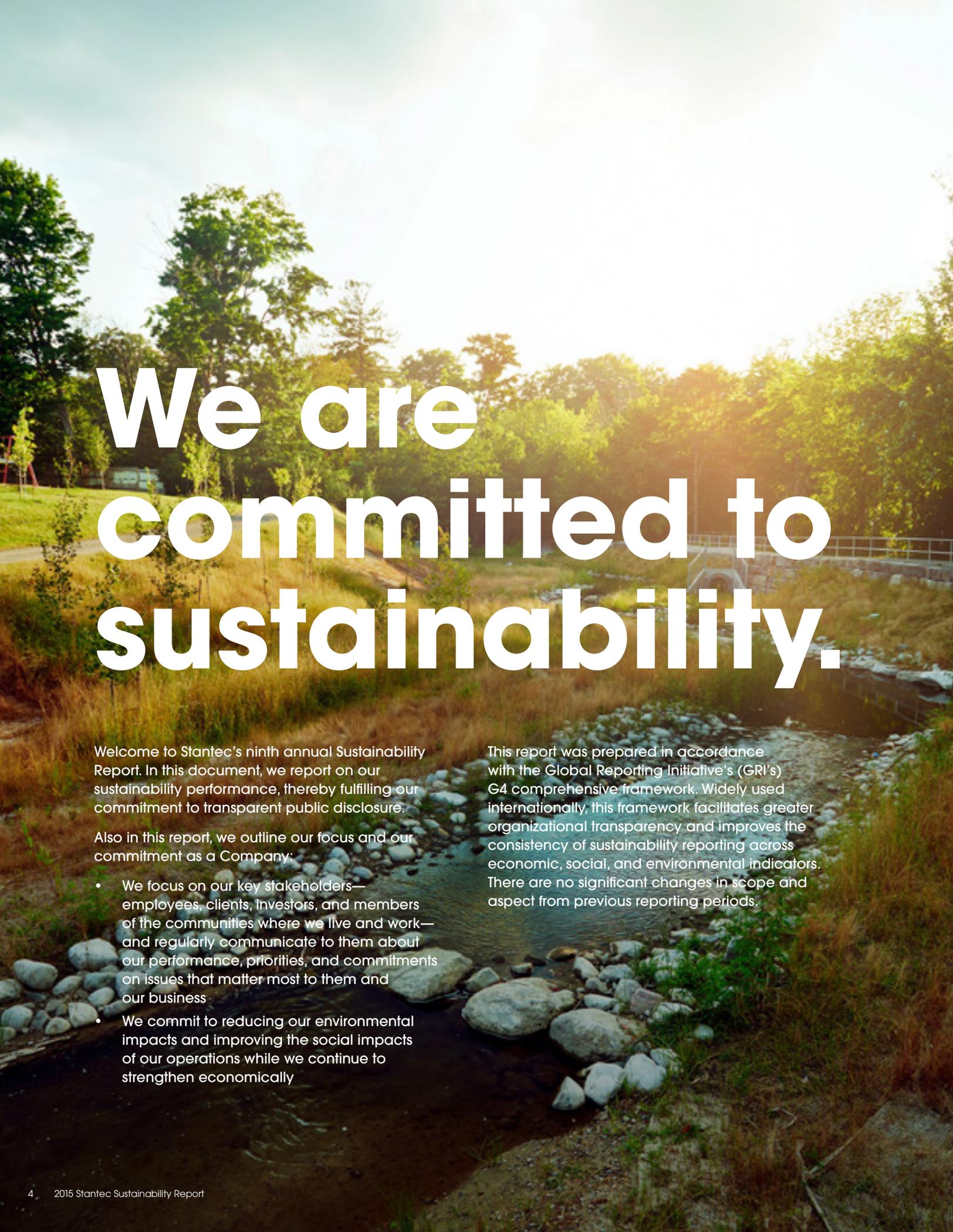
We are committed to sustainability.

Welcome to Stantec's ninth annual Sustainability Report. In this document, we report on our sustainability performance, thereby fulfilling our commitment to transparent public disclosure.

Also in this report, we outline our focus and our commitment as a Company:

- We focus on our key stakeholders—employees, clients, investors, and members of the communities where we live and work—and regularly communicate to them about our performance, priorities, and commitments on issues that matter most to them and our business

- We commit to reducing our environmental impacts and improving the social impacts of our operations while we continue to strengthen economically

This report was prepared in accordance with the Global Reporting Initiative's (GRI's) G4 comprehensive framework. Widely used internationally, this framework facilitates greater organizational transparency and improves the consistency of sustainability reporting across economic, social, and environmental indicators. There are no significant changes in scope and aspect from previous reporting periods.

Data Collection Methodology and Independent Verification

Data Collection Methodology

Data and other information for this report were collected from many functional areas across the Company, including but not limited to Human Resources, Financial Services, Community Engagement, Quality Management, the Project Delivery Office, Sustainable Development, IT, Corporate Real Estate, Health and Safety, and Research & Development.

We established internal controls and a formal review process to check that the information in this report is accurate and reliable. Senior-level management in each functional area reviewed and approved the final content. Members of our Executive Leadership Team reviewed the information in the report at various stages of production and conducted a final review for overall quality before its release.

Independent Verification

We extracted data from the Consolidated Financial Statements section of the 2015 Annual Report, and we make reference to those statements in this report. Our consolidated financial statements were audited by Ernst & Young LLP Chartered Professional Accountants.

For additional details about our operations and to verify our data, refer to the GRI Content Index found in Appendix E.

Scope

In this report, you'll find information about Stantec's social, environmental, and economic performance for our 2015 fiscal year (the calendar year) and our forward-looking plans for 2016 and beyond. Unless otherwise specified, this information relates to all Stantec operating companies worldwide.

The list of all subsidiaries and structured entities included in the financial statements (for GRI disclosure G4-17) appears in our 2015 Annual Report on pages F-48 and F-49.

Letter from Our President & CEO

Stantec's secret to success: great people!
Bob Gomes, President & CEO, Edmonton, Alberta

I am pleased to share Stantec's commitment to sustainability and the highlights and challenges of 2015. In this report, we address our environmental, social, and economic performance. We prepared it following the Global Reporting Initiative's G4 comprehensive framework, which enables transparent and consistent sustainability reporting across environmental, social, and economic indicators.

In 2015, we joined the United Nations Global Compact. We support and commit to this unique worldwide strategic platform, used by businesses to embrace universal principles relating to human rights, labor, anticorruption, and environment, and to advance their commitments to sustainability and corporate citizenship.

In the second quarter of 2015, we comprehensively reviewed our 2016 Strategic Plan. We included a few new initiatives, while keeping our core values and commitment to creativity, client relationships, and communities strong.

This report is organized by our core values as follows:

We put people first
Regrettably, an employee was fatally injured working on a construction administration project in October 2015. We will establish a scholarship at the South Dakota School of Mines & Technology in 2016 in memory of him. Once the investigation closed, our entire staff partook in a Safety Pause. Lessons learned were shared with employees, clients, and partners.

In 2015, we formed two Diversity & Inclusion councils in Canada and the United States; subcommittees will work on initiatives such as women in leadership and aboriginal awareness.

As our Company evolves, our investment in employee training continues. I proudly announce that through the HR.com Leadership Excellence Awards, Stantec's Leadership Development program was top-ranked in three categories: Best First Time Manager, Best Experienced/Senior Leaders, and Best Global/International Leadership Programs.

We do what is right
Yearly, all regular and contract employees must take Ethics and Code of Conduct training which addresses code of conduct, conflicts of interest, antibribery and anticorruption, harassment and discrimination, social responsibility, and more.

Our Integrated Management System provides a disciplined, accountable framework for managing risks, quality outcomes, and occupational health, safety, and environmental compliance across our Company.

We simplified and improved our environmental footprint process in 2015, and it now includes the impacts of airline travel. Our revised eco-footprint methodolody has established new benchmarks which we will assess performance against at the end of 2016.

We are better together
We continued to engage with the communities we serve by donating approximately 1% of our pre-tax profits to charitable and not-for-profit endeavors in the arts, education, environment, and health and wellness.

We also organize corporate volunteer opportunities and support our employees to give personally. Our best example is Stantec in the Community Day. On September 15, 2015, over 7,000 employees from 80 offices joined our third annual Stantec in the Community Day.

Stantec has created successful aboriginal partnerships since 2000. In 2015, Stantec was a minority partner in eight aboriginal partnerships across Canada's North. We are also the title sponsor for the inaugural Indigenous Partnership Development Program, which helps business and nonindigenous public sector leaders work with indigenous communities with greater effectiveness and understanding.

We are driven to achieve
A recognized leader in environmental design and consulting services, Stantec offers practical, sustainable solutions for infrastructure and building design, resilience planning, remediation, and climate change mitigation and adaptation.

In 2015, we achieved solid financial performance, a result of our strong, diversified business model and the collective efforts of our employees. We generated C$2,877.2 million in gross revenue, 13.7% more than in 2014. Net income, impacted by an increase in the amortization of intangible assets related to acquisitions and software additions, decreased to C$156.4 million in 2015 from C$164.5 million in 2014. Diluted earnings per share decreased to C$1.65 in 2015 from C$1.74 in 2014.

In 2015, we completed six acquisitions—Dessau; Sparling; VI Engineering; VA Consulting; Fay, Spofford & Thorndike; and the Infrastructure Americas Division of KBR. These acquisitions broaden our range and depth of services and our geographic presence. For example, we acquired the engineering operations of Dessau, a Montreal-based firm with other offices in Quebec and Ontario. This adds to our expertise in healthcare, water, power and energy, transportation, and community development. As well, Dessau introduces telecommunications and security services to our broader platform. KBR, with offices in Texas and Alabama, adds to our expertise in transportation, water and wastewater, and aviation,and enhances our infrastructure design capabilities in the Gulf region.

We believe that achievement begins and ends with a strong commitment to being the best we can be. The time, passion, creativity, and commitment of our employees brings our work to life and helps make our communities such fantastic places to live. I thank our employees for their efforts and for keeping our promise to design with community in mind.

Bob Gomes
President & CEO

2015 Highlights and Recognition

Highlights

Donated approximately 1% of pre-tax profits to charity

Held our third annual Stantec in the Community Day—approximately 7,300 employees from 80 offices across the Company volunteered their time

Achieved a 13.7% increase in gross revenue and a 3.9% increase in EBITDA over 2014

Ranked on the Canadian Carbon Disclosure Leadership Index for the sixth consecutive year

120+ Stantec professionals have their Envision Sustainability Professional (ENV SP) credential (approximately 20 added in 2015)

Successfully completed the first two Envision-certified projects in Canada

We have memberships in the following national and international organizations which support sustainability:

United States Green Building Council

Canadian Green Building Council

Building Owners and Managers Association

Institute for Sustainable Infrastructure

International Standards Organization

Habitat for Humanity

Architecture, Construction and Engineering

Catalyst

Third-Party Recognition

#14 in Best 50 Corporate Citizens in Canada

#2 in Top Green Building Architecture Firms by *Building Design + Construction (BD+C)*

9th consecutive year listed on the Jantzi Social Index

6th consecutive year on CDP's Canadian Carbon Disclosure Leadership Index

#17 in the Top 100 Green Buildings Design Firms by *Engineering News-Record (ENR)*

To learn more about our creative and caring people, visit stantec.com.

We designed a resilient sustainability strategy.

Sustainability is no longer a differentiator but an expectation. One of our core values—we do what is right—sums up our approach to sustainability. By following policies and practices and holding true to our promise to design with community in mind, we foster a culture of health, safety, and sustainability for employees and other stakeholders.

We have a three-year strategic planning process: a comprehensive planning year followed by two execution years. During the comprehensive planning year, we develop our long-range strategy, performing a more in-depth review of the market environment and industry and challenging the direction of past strategic plans. In the interim execution years, we focus on executing that long-range strategy.

Historically, our strategy has consistently provided shareholder value. During the 2015 comprehensive strategic planning process, we determined that the key elements of our strategy will not fundamentally change over the next three years.

To increase our commitment to sustainability, in 2015, Stantec joined the United Nations Global Compact, which brings together businesses that are committed to aligning their strategies and operations around 10 universally accepted principles. These principles focus on human rights, labor, environment, and anticorruption. In this Global Compact, we join more than 10,000 businesses worldwide.

The focus areas for our sustainability strategy include

- Health and safety performance
- Diversity and inclusion
- Environmental management and internal sustainability performance
- Community engagement
- Professional services
- Economic performance

Targets and Progress

Targets that relate to our sustainability strategy are listed in the following table:

Targets for 2015 and Beyond

Target	Achieved	Not Achieved	On Track	Work In Progress Extended	Notes
Health & Safety					
Reduce total recordable incident rate (TRIR) below 0.60 and total injury rate (TIR) below 0.45.		🔴			At the end of 2015, TRIR was 0.67 and TIR was 0.59.
Diversity					
Develop a Diversity and Inclusion (D&I) Plan—with short- and long-term objectives—by the end of 2015.	🟢				In 2015, we used census data from our Employee Engagement Survey to formulate a Diversity and Inclusion (D&I) Plan. Two D&I councils were established in 2015.
Environment					
Continue to review, refine, and implement green purchasing guidelines in relevant categories.			🟧		• We choose corporate vendors that continually expand their range of green products. • We negotiate discounts on a list of core products that includes a number of green products. • In 2014, we switched to a new corporate office supplies vendor that simplifies online ordering of green products for our offices.
Begin to track greenhouse gas (GHG) emissions for business travel in 2014.			🟧		• Target was carried forward from 2013. • We mandated the use of a consolidated travel agency system in February 2014 so that we could track GHG emissions Company-wide. For 2015, we have included airline business travel in Scope 3 GHG emissions.
Increase the participation rate for the Cool Commute Challenge by 10% each year.	🟢				In 2015, 2,453 employees participated in the Cool Commute Challenge—a 21% increase from 2014.
Energy consumption: Reduce by 5% per capita (1.25% annual average) by the end of 2017.				🔺	Our revised methodology for calculating energy consumption has established a new benchmark which we will assess performance against at the end of 2016.
GHG emissions: Reduce by 5% per capita (1.25% annual average) by the end of 2017.				🔺	Our revised methodology for calculating GHG emissions has established a new benchmark which we will assess performance against at the end of 2016.
Waste: Implement local recycling programs that align with local collection standards by the end of 2017.	🟢				All offices audited in 2015 met or exceeded local municipal recycling standards.
Paper use: Reduce by 10% (2.5% annual average) by the end of 2017.				🔺	Our revised methodology for calculating paper usage has established a new benchmark which we will assess performance against at the end of 2016.
Paper – recycled content: Increase to at least 80% on a weighted average basis by the end of 2017 (end of 2014, 60%; end of 2015, 70%; end of 2016, 75%).		🔴			In 2015, recycled content increased to 39.2% on a weighted average basis.
Community Engagement					
Donate approximately 1% of pre-tax profits to charity every year.	🟢				Donated approximately 1% of pre-tax profits to charity through direct cash contributions and services in kind.
Professional Services					
Undertake 12 projects that apply the Envision framework. Of these projects, 4 receive certification by the end of 2015.				🔺	In 2015, 13+ projects across the Company were using the Envision framework, and 2 of these achieved Envision certification. We anticipate that several projects initiated in 2015 will achieve certification in 2016.
Economic					
Become a top 10 global design firm. Achieve a compound average growth rate of 15% through organic and acquisition growth.			🟧 🟧		We focused on the following: • Using the strength of our local position to bring our world-class expertise to the communities where we live and work • Driving a client-focused culture and highlighting our quality and creativity • Positioning ourselves among the top-tier service providers in the sectors and geographic locations we serve • Expanding our capabilities and geographic reach through strategic hires and acquisitions

We are dedicated to stakeholder engagement.

Our key stakeholders—employees, clients, investors, and the communities where we live and work—play a crucial role in our success and ability to achieve our goal of becoming a top 10 global design firm. We define "key stakeholders" as those who are either significantly impacted by our operations or able to significantly impact our operations.

To develop plans for addressing issues that are materially significant—those that most impact our business—we do the following:

- We informally and formally survey our employees

- We hold an annual leadership forum

- Our most senior leadership meets regularly with investors

- We formally survey our clients

- We produce an annual Risk Report that is updated quarterly and shared with our board of directors

Using a variety of tools and processes, we ask our key stakeholders to focus on their relationship with Stantec and identify what matters most to them. In the next table, we highlight the ways we involved our key stakeholders in 2015. We have identified the material sustainability issues and determined their priority based on the level of potential risk and their impact on the economic, environmental, and social health of our organization. We based this report on the priority issues and issues to track that are listed in this table.

Stakeholder Engagement

Engaging Our Stakeholders

Stakeholder	How We Engage	Priority Issues Raised	How We Address Priority Issues Raised
Employees	• Annual employee survey (75% responded) • Post-acquisition surveys (7 surveys conducted; just over 800 newly acquired employees responded) • Town hall meetings with employees (38 offices visited; just over 3,300 employees participated)	Health and safety	• Integrated Management System (IMS) – OHSAS 18001 Company-wide certification • Mandatory training for all supervisors and project managers • Stop work authority
		Economic performance	• Balanced leadership model and geographic diversification
		Ethics	• Core value: We do what is right • Annual mandatory training for all employees • Integrity Hotline
		Energy and GHG management	• IMS – ISO 14001 Company-wide certification
		Greener buildings	• IMS – ISO 14001 Company-wide certification • Sustainability criteria for new offices
		Diversity and inclusion	• Diversity and Inclusion councils (Canada and the United States) • Focused D&I strategy and metrics
Clients	• Regularly scheduled client meetings through the Account Management program (458 clients in the program) • Client surveys (267 conducted) • Supplier questionnaires • New executive vice president (EVP) role—chief business officer (CBO); the CBO oversees account management and client development	Project execution and quality	• Project Management Framework • IMS – ISO 9001 Company-wide certification
		Services – Integrated Sustainable Infrastructure and Envision	• 120+ trained Envision Sustainability Professionals (ENV SPs)
		Ethics	• Core value: We do what is right • Annual mandatory training for all employees • Integrity Hotline
		Health and safety	• IMS – OHSAS 18001 Company-wide certification
		Energy and GHG management	• IMS – ISO 14001 Company-wide certification • Sustainability criteria for new offices
		Compliance with health, safety, and environment regulations	• IMS – OHSAS 18001 Company-wide certification • IMS – ISO 14001 Company-wide certification
Investors	• Annual General Meeting • Quarterly investor updates • Meetings with investors (156) • Investor conferences (9) • Online survey to gather feedback about the previous year's Sustainability Report	Board- and executive-level engagement and oversight	• Quarterly compliance certificates for board of directors meetings
		Economic performance	• Balanced leadership model and geographic diversification
		Growth	• Acquisition strategy • Talent management strategy

		Operational effectiveness	• Business Continuity Management
			  • IT Disaster Recovery Plan
			  • Enterprise Risk Management Framework
			  • Pandemic Plan
			  • Crisis Communications Plan
			• IMS

		Ethics	• Core value: We do what is right • Annual mandatory training for all regular and contract employees • Integrity Hotline
		Water scarcity (emerging issue)	• Issue to track
Communities	• Stantec in the Community Day (more than 7,000 employees from 80 offices participated)	Varies, though some overall issues have been identified, including the following:	
		• Access to cost-effective and safe shelter	• Participation in local United Way campaigns • Contributions to Oxfam
		• Improved food security	• Contributions to Oxfam
		• Clean environment	• Our design work • Various environmental projects undertaken during Stantec in the Community Day
		• Access to education	• Stantec-sponsored scholarships • ACE Mentor Program
	• Aboriginal partnerships (8)	• Work experience • Education	• Aboriginal partnerships • Scholarships

We put people first.

Our people remain at the core of what we do. We want our employees to succeed, however they define it—from accomplishing stimulating, challenging work to becoming leaders in their fields and communities. We are committed to supporting, fostering, and investing in individual success through a culture of opportunity, mentorship, and innovation.
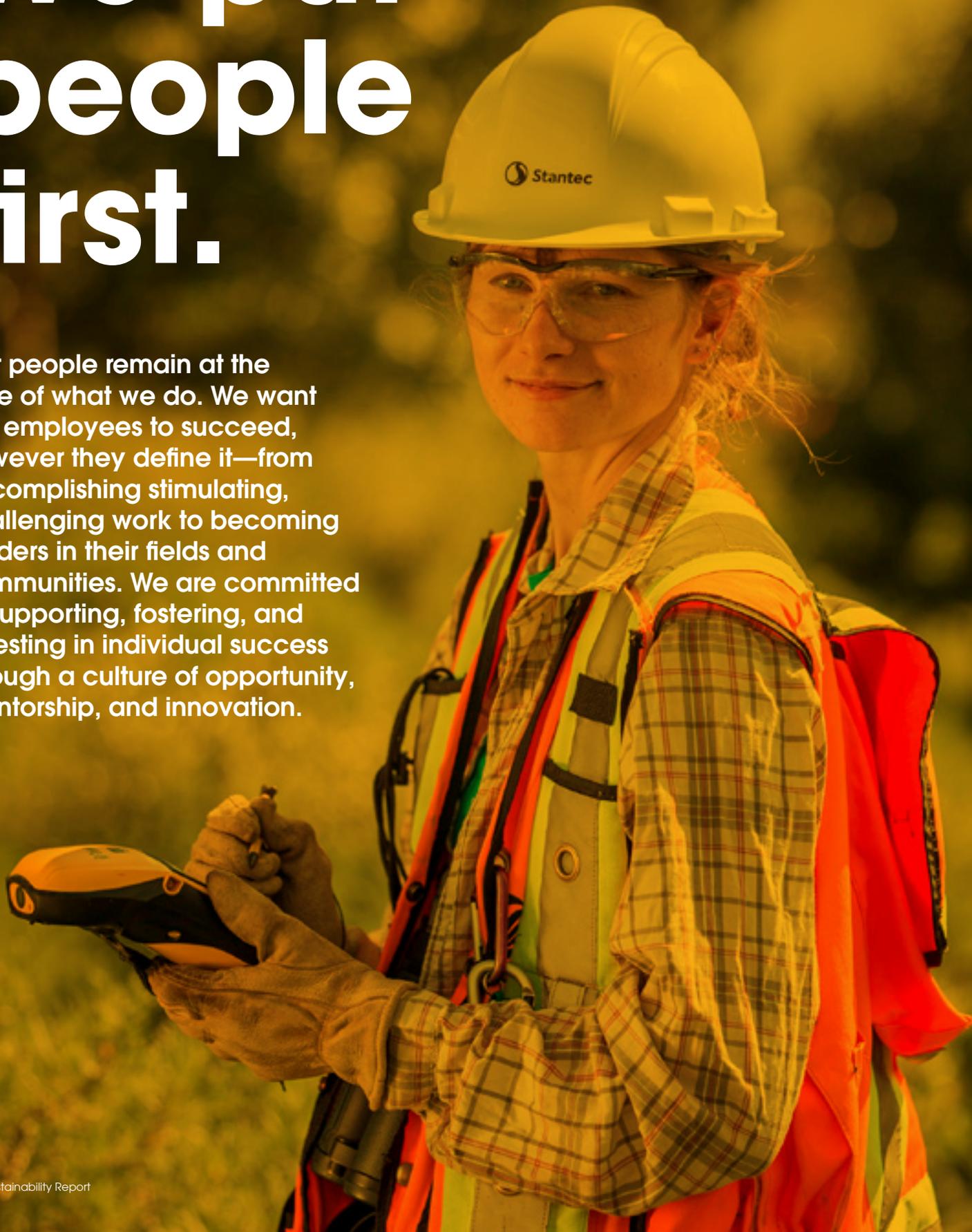
Health, Safety & Environment (HSE)

Stantec is certified to OHSAS 18001, an internationally recognized consensus standard for health and safety management. This helps our Company

- Provide for the occupational health and safety of our employees
- Monitor compliance with safety regulations
- Advance safety performance commitments that are consistent with Stantec's Health, Safety & Environment (HSE) Policy

The scope of our certified Occupational Health & Safety Management System (OHSMS) includes all operations at Stantec's owned and leased facilities and properties (including labs) and all field and professional services. The OHSMS is reviewed and its scope is expanded annually; our goal is to continually improve our safety performance.

Because Stantec is committed to attaining and maintaining an incident- and injury-free environment, we will continue to implement programs designed to protect our health, safety, and environment. At Stantec, we do what is right. Unsafe work—even if urgent—should never be performed by our employees and contractors. Work should be done safely and with environmental stewardship in mind.

All Stantec employees are responsible and authorized to stop work immediately if they become aware of an unsafe behavior or condition that could place anyone in danger. To help ensure the safety of employees and contractors, we implement an HSE Risk Management Strategy for every project that involves field work. Our regional HSE professionals are available to support employees in all Stantec offices.

Stantec empowers its leaders—from those in our Executive Leadership Team to regional and business leaders to project managers—to take responsibility for keeping our employees safe and to build a health and safety culture that is consistent with the first of our four core values: we put people first. To further reinforce our commitment to health, safety, and the environment, in 2015, we hired a new vice president of Health, Safety & Environment (HSE) who reports directly to our chief operating officer.

In late 2015, we added professionals from Environmental Services, Mining, and Oil & Gas to our corporate HSE team. This expanded team of health and safety professionals helps leadership achieve our safety metrics at all organizational levels.

Also in 2015, we formally implemented a subcontractor prequalification process to confirm that organizations and individuals who will be conducting work for Stantec meet or exceed the health, safety, quality, and environment expectations set by our clients, our industry, and our organization. Account managers and project managers discuss their HSE needs with clients when prequalifying them and when services are delivered.

The total recordable incident rate (TRIR) includes injuries and illnesses as defined by the Occupational Safety and Health Administration (OSHA). At the end of 2015, Stantec's TRIR was 0.67, an increase of just over 8% since the end of 2014; however, our injury severity rate has steadily improved over the past 12 months. We continue to monitor our TRIR and report it to our internal and external stakeholders. Please refer to Appendix C for a breakdown of our health and safety statistics by region and gender.

Based on Stantec's injury statistics for 2015, our 2016 Incident Prevention Program will focus on "struck by" hazard prevention; hand safety; slips, trips, and falls; as well as safe lifting and materials handling.

Stantec received a stop work order on June 11, 2015; improvements to a traffic protection plan were required for a site where work had already been completed. Most important, no injuries were incurred, and Stantec cooperated fully with the Ministry of Labour by providing an improved traffic protection plan. The stop work order was then lifted.

Regrettably, a Stantec employee was fatally struck by a vehicle while crossing a road on foot in October 2015. An OSHA investigation resulted in no orders or citations against Stantec.

After the close of the investigation,

- Leadership delivered a Stantec-wide Safety Pause using video messaging from our chief operating officer.
- We shared HSE lessons learned with employees throughout the organization, clients, and partners using various methods: we gave presentations and discussions and posted Lessons Learned bulletins in offices.
- Stantec reviewed and assessed current programs and training practices relating to work zone safety. As a result, steps were taken to prevent "struck by" hazards in all aspects of our business. The resulting education program focuses on traffic management, working around roadways, working around mobile equipment in a construction setting, rail safety, and personal protective equipment. The review and assessment have helped us identify opportunities for continuous improvement.

Diversity and Inclusion

We create opportunity by inviting, embracing, and celebrating differences.

At Stantec, we believe that diversity and inclusion (D&I) means creating opportunity by inviting, embracing, and celebrating differences. We focus on supporting, fostering, and investing in each employee's success through a culture of opportunity, equity, development, diversity, and innovation.

Our mission is to shape the diversity of our workforce, equitably and inclusively, across differences. Committed to our mission, we strive to foster a workplace where employees are valued based on their abilities, talent, and potential. This mission helps us meet the needs of our employees, clients, suppliers, shareholders, and communities; is supported throughout our organization; and is reflected in our value statements: we put people first, we are better together, we do what is right, and we are driven to achieve.

In 2015, we undertook a comprehensive census and survey that went out to all employees with our annual employee survey. The demographic information obtained led to the development of a current-state assessment analysis, which, in turn, led to the development of our D&I Plan.

As part of our plan, we established two Diversity and Inclusion councils in 2015—in Canada and the United States. Both councils met in September and October 2015 to receive training. The councils have set up subcommittees to work on an array of D&I initiatives for the Company, including women in leadership and aboriginal awareness.

As a US government contractor, Stantec has program and reporting obligations under Executive Order 11246, Section 503, of the Rehabilitation Act and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA). In 2015, Stantec developed 58 affirmative action plans to provide protection to women, minorities, individuals with disabilities, and certain classifications of veterans.

Global Workforce by Region, Gender, and Employee Type for 2015
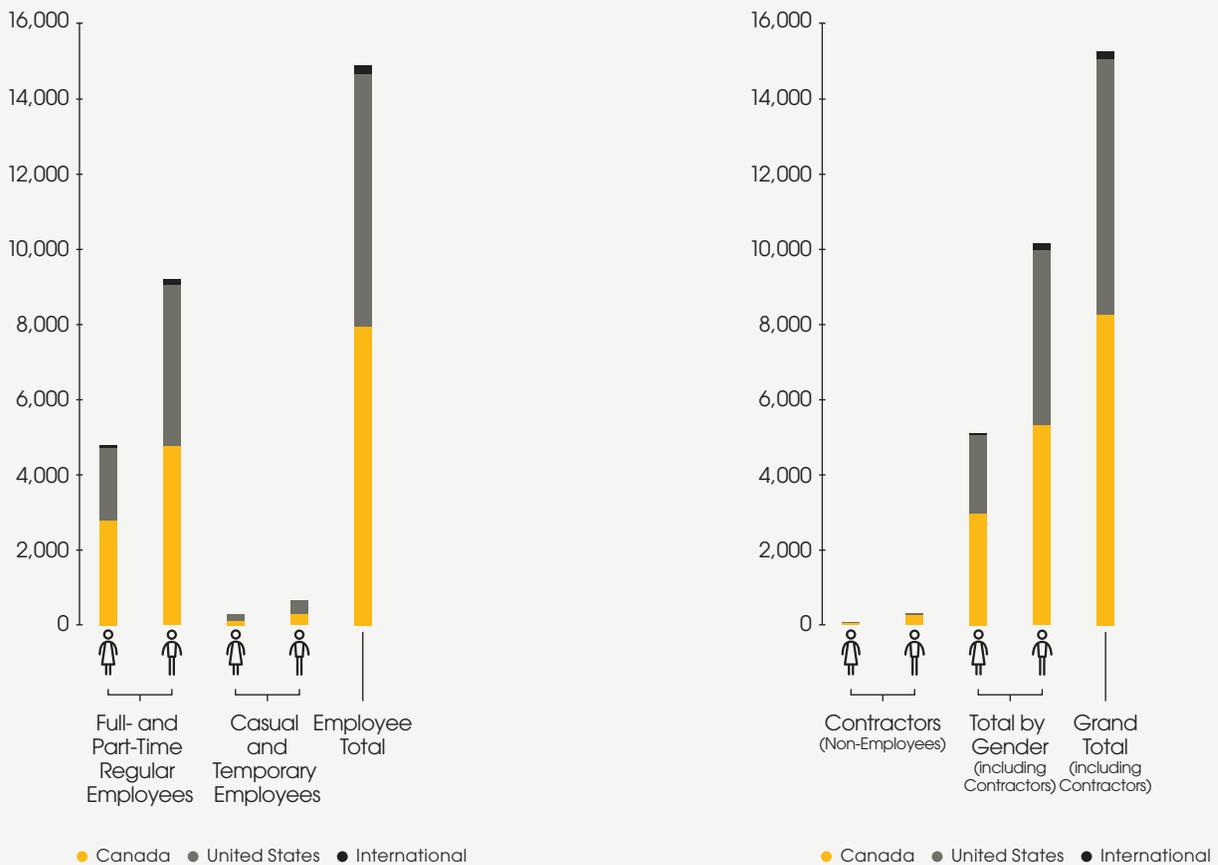
Our next steps will involve

- Creating more awareness across the Company about the importance of diversity and inclusion
- Providing training and education to highlight the effects of unconscious bias, giving employees the tools and techniques to help them contribute to a more inclusive environment
- Enhancing resources and support systems to improve diversity and inclusion outcomes

Our Workforce

At Stantec, we put people first by continually looking for ways to improve the working lives of our employees.

At the end of 2015, 14,870 regular employees worked for Stantec (13,964 full and part time; 906 casual and temporary). Including contract employees, the total is 15,246. All employees on leave at year end are included in our total employee count in this report but were not included in our 2015 Annual Report.

The diversity and demographics of our workforce can shift significantly over time due to new acquisitions. Part of our workforce planning strategy involves tracking various demographics to measure our progress and to put initiatives in place.

In Canada, Stantec participates in the Employment Equity Program administered by the federal government. In the United States, Stantec complies with the guidelines of the Equal Employment Opportunity Commission and the Affirmative Action Plan and all applicable federal, state, and local laws that govern the hiring and treatment of employees.

Globally, we track the age and gender of our workforce.

In Canada, we closely track the percentage of our workforce by four employee categories: gender, visible minorities, aboriginal peoples, and persons with disabilities. Details are presented on page 19. Stantec understands and appreciates the work ahead of us to continue to improve these statistics.

In the United States, we closely track the percentage of our workforce by four employee categories: gender, veteran status, people with disabilities, and ethnic origin. Details are presented on page 19.

Global Workforce by Age Group and Gender for 2014 and 2015

2014

Age:
● Under 30 ● 30 to 50 ● Over 50

♂ **66%**   ♀ **34%**

2015

Age:
● Under 30 ● 30 to 50 ● Over 50

♂ **67%**   ♀ **33%**
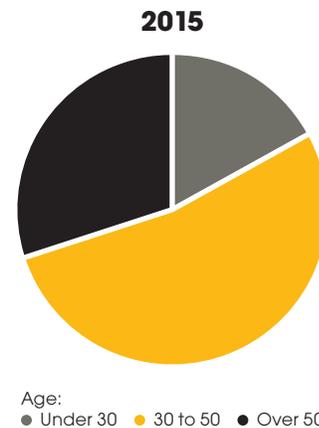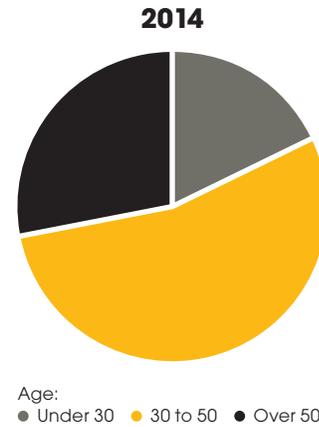
At Stantec, we build stronger communities by focusing on clients, creativity, and community.

Canadian Workforce by Gender and by Visible Minorities, Aboriginal Peoples, and Persons with Disabilities for 2014 and 2015

● 2014 ● 2015

36.2%
63.8%

33.5%
66.5%

20%

15%

10%

5%

0

Visible Minorities | Aboriginal Peoples | Persons with Disabilties
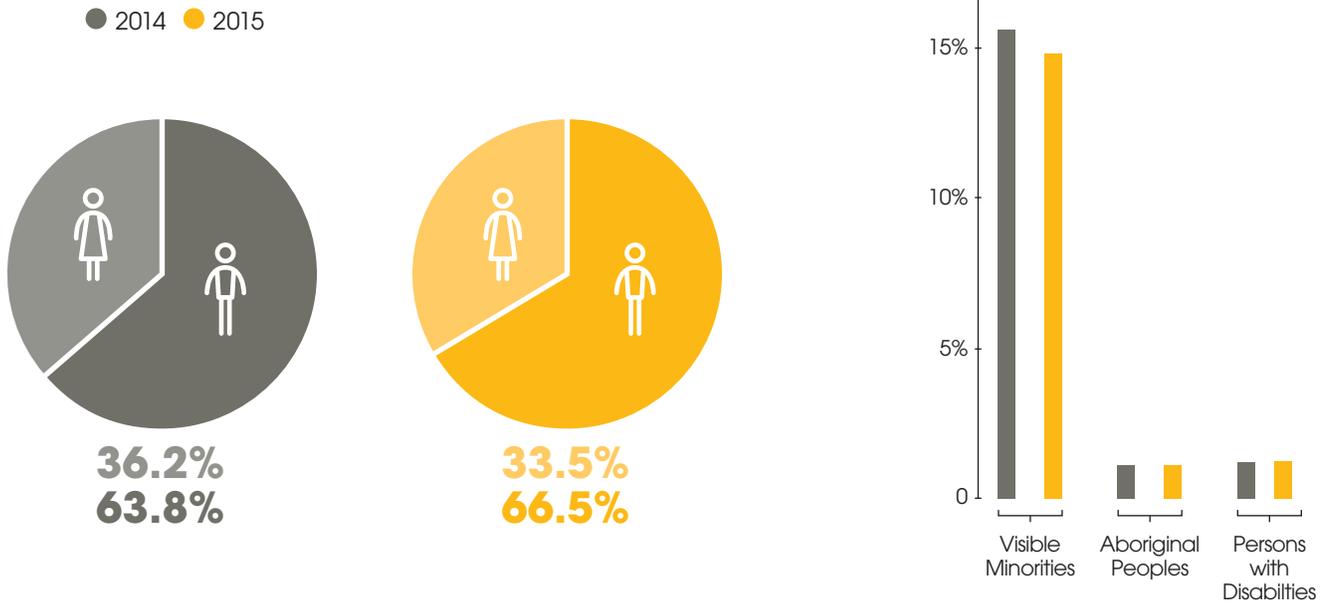
US Workforce by Gender and by Veteran Status, People with Disabilities, and Ethnic Origins for 2014 and 2015

● 2014 ● 2015

30.8%
69.2%

30.9%
69.1%

20%

15%

10%

5%

0

Veteran Status | People with Disabilties | American Indian or Alaskan Native | Asian | Black or African American | Two or more races | Hawaiian Native / Other Pacific Islander | Hispanic or Latino
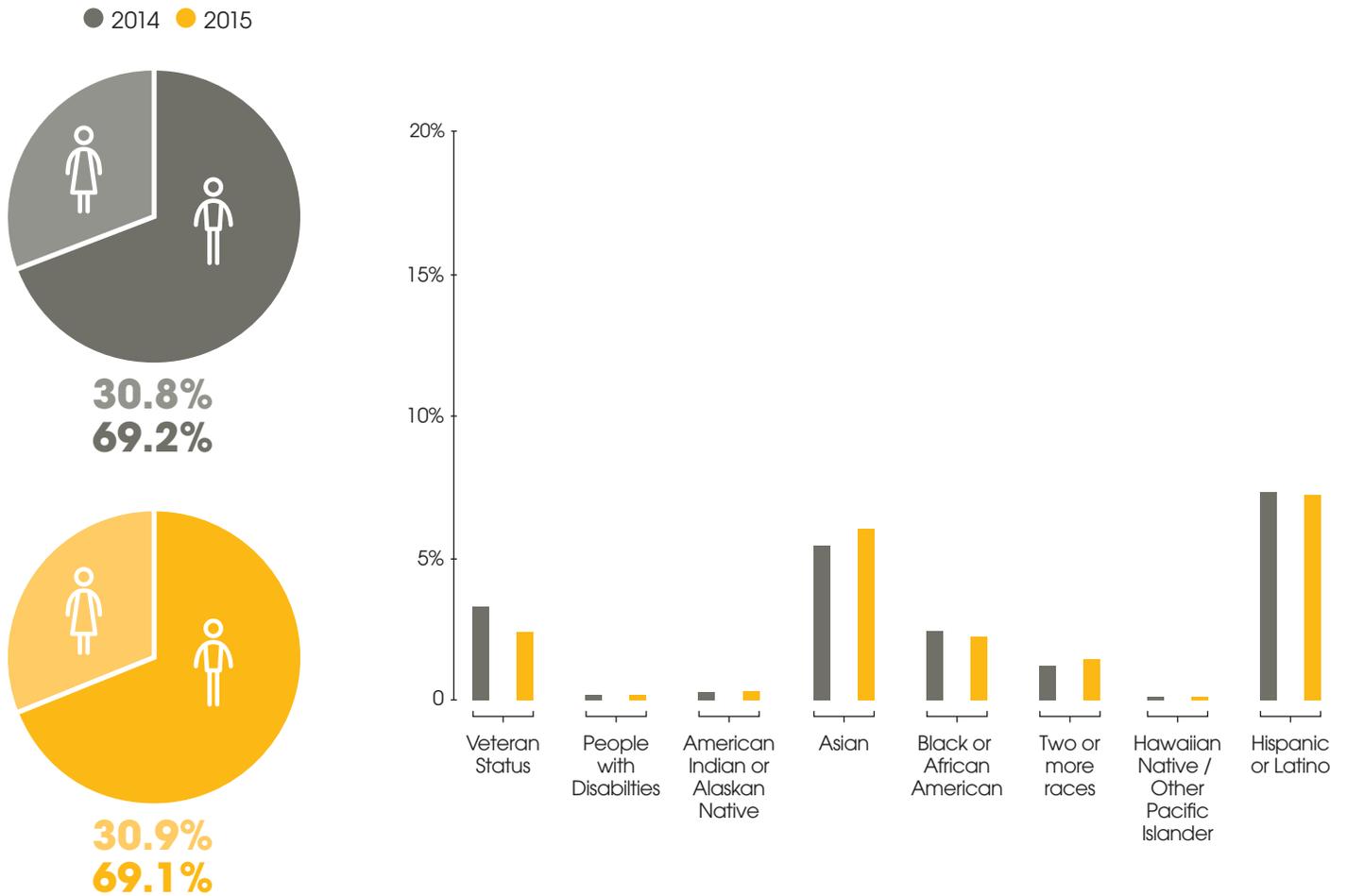
Learning and Development

With the strong and ongoing support of our organization, employees can maintain and develop their skills, learn and adapt to change, and develop their careers at every level. To increase our employees' personal and organizational effectiveness, we provide various formal and informal learning opportunities: internal training courses; eLearning; opportunities to attend conferences, seminars, and events; professional memberships; tuition assistance; coaching and mentoring programs; and on-the-job training.

Stantec's career streams help employees define their career path, whether it is in business management, project management, or technical skills development (to become a subject-matter expert). All streams are equally important and are designed for career management based on each employee's unique skills and preferences.

Additionally, all Stantec leaders participate in our succession planning program. Each leader develops a succession plan that includes identifying potential candidates and developing plans to prepare the candidates for advanced roles and duties. The chief executive officer and board of directors work together on executive-level succession planning.

Career Development

Our annual career development planning process helps our people set clearly defined goals and objectives. Employees, with assistance from their supervisors, can measure their contributions and achievements through assessments and reviews. One-on-one sessions help fine-tune individual contributions, identify career development and training opportunities, and establish strategic performance objectives.

As a formal part of the Career Development Performance Review (CDPR) process each fall, employees define a specific career development path with the assistance of their supervisors. A total of 98.9% of our eligible workforce completed CDPRs in 2015.

CDPR Completion Rates and Average Number of Training Hours by Gender and Employment Category (EEOG) for 2014 and 2015

	CDPR Completion Rate			Average Training Hours per Employee		
	2014	**2015**	**% Difference**	**2014**	**2015**	**% Difference**
Female	99.6%	98.8%	-0.8%	27.5	27.2	-1.1%
Male	99.6%	99.0%	-0.6%	30.0	30.9	3.1%
Senior managers	100.0%	96.6%	-3.4%	15.0	23.4	55.9%
Middle and other managers	99.7%	98.6%	-1.1%	24.8	25.3	1.9%
Professionals	99.5%	99.2%	-0.4%	31.6	32.3	2.3%
Semiprofessionals and technicians	99.7%	98.9%	-0.8%	30.8	28.3	-8.2%
Administrative and senior clerical personnel	99.4%	98.5%	-1.0%	12.3	14.8	20.7%
Clerical personnel	99.3%	98.3%	-1.0%	39.2	28.1	-28.4%
Skilled sales and service personnel	100.0%	100.0%	0.0%	10.4	10.4	0.1%
Semiskilled manual workers	100.0%	100.0%	0.0%	8.0	46.3	479.2%
Other manual workers	100.0%	N/A	N/A	60.4	0.0	-100.0%
Acquisition employees	N/A	100.0%	N/A	19.4	25.4	30.8%
Total	**99.6%**	**98.9%**	**-0.7%**	**29.2**	**29.7**	**1.7%**

Notes:
• Because Stantec is Canadian based, we use Canada's Employment Equity Occupational Groups (EEOG) employee categories in this report.
• Employees are automatically assigned to EEOG categories based on job classification.
• Employees in the United States and the other countries in which we operate have been mapped to these EEOG categories.
• Acquisition employees joined the organization through acquisition and had not been placed in an EEOG category at the time of reporting.

Upgrading Employee Skills and Learning Strategy

Individual growth and career development are essential ingredients for our success as a professional services firm. As we develop our learning strategy, we consider the entire employee experience at Stantec, from onboarding to retirement.

New Employee Onboarding

New employees receive an enrollment package that provides information about the onboarding process, the Company, benefits, and taxation. Offered to all employees, our new-employee orientation training focuses on

- Our core values
- Integrity and ethics
- Our Career Development and Performance Review process
- Health, safety, and environmental compliance
- General information about our Company

On-the-Job Development

Our employees learn on the job every day working with the industry's best professional leaders and technical specialists on work that varies from small community-focused initiatives to large ongoing and multifaceted projects.

Global Opportunities

At Stantec, our people may have the opportunity to cross geographical lines to take on new challenges with teams across Canada and the United States, Caribbean, United Kingdom, and Middle East.

Coaching And Mentoring

Coaching and mentoring opportunities provide Stantec employees with the guidance and support to help reach their full potential. This two-way relationship helps both partners gain significant personal and professional benefits.

Training Programs

Stantec employees have access to a variety of training programs, including

- Compliance training on topics such as ethics and health and safety
- Performance management learning on topics such as project management, supervision, and leadership
- Technical and professional learning on topics specific to discipline, sector, and business operating unit needs

In 2015, we launched a Learning Dashboard, which improves the tracking of course-completion dates. We have developed more than a dozen new training courses, and our online core training courses have been centralized in our Learning Management System.

Following are some learning programs that we delivered in 2015:

1. **Leadership Development Program:** Stantec supports leaders at all career stages with the following training and development programs:

   - **Emerging Leaders Program:** Employees who have been identified as top performers with high potential, leadership qualities, and limited experience are nominated for the Emerging Leaders program. The 2014/15 program had 240 participants; the 2015/16 program has 174 participants across 6 regions of the Company.

   - **Supervisory and Leadership Programs:** This training, based on organizational values, builds leadership capabilities around key principles and competencies. In 2015, 375 employees took 16 supervisory courses, and 166 employees took 8 leadership courses.

   - **Vice President Program:** This training program focuses on ethics, integrity, and business discipline practices.

   We entered Stantec's Leadership Development Program in the Leadership Excellence Awards competition. This gave us an opportunity to assess how our leadership program ranks among world-class firms. The expert panel evaluated each organization's leadership program based on the mission, program purpose, design and content, and effects on the participants and organization, as well as on how the program grows and sustains leadership initiatives.

We are proud to announce that Stantec's Leadership Development Program was top-ranked in three categories:

- Best First Time Manager Program – #11 in the Top 15
- Best Experienced/Senior Leaders Program – #10 in the Top 25
- Best Global/International Leadership Program – #17 in the Top 25

2. **Project Management Training Program:** This program, composed of three distinct boot-camp sessions, is designed to reinforce our 10-point Project Management Framework. We deliver this training program in person and online. In 2015, 496 employees participated in at least one of the 46 in-person sessions delivered in 22 offices across the Company; in total, 1,257 in-person courses were completed. An additional 775 employees completed 2,328 online courses.

3. **Mandatory Training Program:** All employees must take our Policies and Practices course at least once during their career at Stantec and our Ethics and Code of Conduct course every calendar year. In addition, all supervisors and project managers are required to participate at least once in each of three health and safety training programs.

In 2015, an average of 29.7 training hours were logged per employee to internal and external training (including attending seminars and conferences), up 1.7% from 2014 when the average training hours logged per employee was 29.2. More information is shown in the table on page 20.

Looking Forward

In 2016, our focus will be on the following initiatives:

- Developing a comprehensive learning strategy with defined principles
- Defining learning paths and options that align with HR's talent segmentation initiatives
- Strengthening our acquisition integration training strategy for acquisition employees
- Defining requirements for our advanced Learning Management System
- Translating all learning products into French

Our community of project management specialists is passionate about achieving predictable and sustainable project outcomes for our clients.

Employee Turnover and Retention

Our employee turnover rates for 2014 and 2015 are presented below.

Number and Rate of New Employee Hires and Employee Turnover by Region for 2014 and 2015

	Canada		United States		International		Company-Wide (Total)	
	2014	2015	2014	2015	2014	2015	2014	2015
Number of new employee hires	838	646	1,736	842	114	63	2,688	1551
Rate of new employee hires	12.2%	8.6%	36.0%	13.5%	29.9%	31.2%	20.7%	11.1%
Employee turnover count	1,122	1,356	808	963	94	107	2,024	2,426
Rate of employee turnover (voluntary)	-	8.6%	-	10.4%	-	42.6%	-	18.0%
Total turnover rate	**16.3%**	**18.0%**	**13.9%**	**15.5%**	**29.7%**	**53.0%**	**15.6%**	**17.4%**

Note: Total turnover rate represent both voluntary and involuntary employee departures.

Differences in turnover year over year and between regions may be attributed to

- Escalating economic challenges in Canada and the United States that significantly impacted our Oil & Gas and Environmental Services business lines.

- Divesting our India operations, which resulted in a significantly increased turnover rate for our International operations. Removing our India operations from the calculation reduces the International employee turnover count by 86—from 193 to 107.

Number and Rate of New Employee Hires and Turnover, as well as Total Turnover (Total, Age, and Gender) for 2014 and 2015

	Age: Under 30		Age: 30 to 50		Age: Over 50		Female		Male		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
New employee hires	799	515	1,090	775	799	261	964	566	1,724	985	2,688	1,551
New employee turnover	75	37	133	83	27	31	91	49	144	102	235	151
New employee turnover rate	9.4%	7.3%	12.2%	10.7%	3.4%	11.9%	9.4%	8.7%	8.4%	10.4%	8.7%	9.7%
Total employee turnover	**19.0%**	**19.8%**	**15.9%**	**17.1%**	**12.9%**	**16.5%**	**14.7%**	**17.0%**	**16.0%**	**17.6%**	**15.6%**	**17.4%**

Notes:
- New employee hires refers to employees, including acquisition employees, who joined the organization for the first time. New employee hires does not include rehires, casual and temporary workers, or contractors.
- All numbers presented in the table above are as at December 31, 2015.

Local expertise to solve world problems.
Mark Wilson, Principal – Power, Fredericton, New Brunswick

The following table presents parental leave data for 2014 and 2015.

Parental Leave Data for 2014 and 2015

Parental Leave	Female		Male		Total	
	2014	2015	2014	2015	2014	2015
Number of employees who took parental leave	180	232	57	132	237	364
Number of employees due to return to work (in same year) after leave ends	161	202	56	70	217	272
Number of employees who returned to work (in same year) after leave ended	56	192	50	130	106	322
Number of employees still employed 12 months after parental leave*	209	129	61	48	270	177

* Includes only those employees who remained employed for a minimum of 12 months after their return from leave.

Compensation and Benefits

Our employees' health and financial well-being is the focus behind our competitive, flexible benefits plans and compensation programs. Employees can use these to make decisions about their health and wellness, retirement, and Company ownership.

We offer a comprehensive health and wellness package to our employees and their eligible dependents. To put people first, our overall program provides access to information, tools, and support that help employees improve their physical and mental health and well-being.

In Canada and the United States, our country-specific benefits plans are standard for all full-time and permanent part-time employees working at least 20 hours per week. In other countries, program eligibility is consistent with the local market.

Details of some of our programs follow:

- **Medical, vision, and dental care:** We offer comprehensive medical, vision, and dental care coverage for employees and their eligible dependents. By participating in Stantec's voluntary wellness program, employees can access free information, tools, and support programs to help themselves and their families improve their health and well-being.

- **Employee and Family Assistance Program (EFAP):** Stantec offers EFAP, a voluntary, confidential counseling and referral service available at no cost to employees and dependent members of their households. This program is designed to help with personal and work-related problems, pressures, and stresses.

- **Group Retirement Program:** We offer several types of group retirement plans that have a wide variety of investment options, including retirement savings plans in Canada, the United States, Barbados, and the United Kingdom that provide employer-matching contributions. We also have share purchase plans in Canada and the United States, and a Tax-Free Savings Account plan in Canada.

We continually monitor our benefits plans, making regular enhancements so we remain competitive within our industry and within each country we operate in.

In 2015, several cost-sharing and other plan enhancements were made in Canada and the United States. In Canada, effective January 1, 2015, Stantec enhanced Basic Life Insurance by paying 100% of the cost for coverage (equivalent to one times an employee's base annual salary). We also introduced an identity (ID) theft coverage option.

In the United States, Stantec continued to offer a Consumer-Driven Health Plan (CDHP) and Health Maintenance Organization (HMO) Plan (the latter offered in California only) and added a new tool, Healthcare Bluebook, to educate those enrolled in our Health Reimbursement Account (HRA) Plan or Health Savings Account (HSA) Plan options.

Dental savings were passed along to our employees through premium reductions, and we introduced full Wellness Plan participation to spouses through a pilot program; this program allows spouses to earn additional credits that are applied to their medical plan the following year.

We do what is right.

A company's reputation centers on its integrity. The way we treat our people, clients, and neighbors reflects who we are, what we believe in, and how we do our work. Our commitment to doing things right is evident in everything we do, from our health and safety culture to the professional excellence in our project work to taking responsibility for projects within our communities.

Ethics, Integrity, and Anticorruption Training

One of our core values—we do what is right—means we embrace the highest standards of personal and professional integrity. Our ideals are those shared by all good companies: sound governance, transparent accounting, and long-term shareholder value.

All operations are assessed for risks related to corruption each quarter. In 2015, no corruption-related risks were identified. We closely monitor the economic and political conditions of the markets we serve and typically operate in geographic locations where the risk of corruption is low.

Stantec's Business Compliance Training Program requires that all employees, including contract employees, take Ethics and Code of Conduct training every year. This training helps us do what is right: comply with federal regulations and requirements while we demonstrate to stakeholders our commitment to ethics, integrity, and safety. Numerous topics are addressed, including code of conduct basics, conflicts of interest, global antibribery and anticorruption, government contracting, harassment and discrimination, political activities, and social responsibility.

Stantec's Integrity Policy

Stantec strives to conduct business in an ethical and professional manner, complying with all applicable laws and regulations and our internal policies. Stantec's board of directors encourages employee comments and concerns relating to both financial and nonfinancial matters, including violations of applicable laws, regulations, and internal policies.

Employees who become aware of issues relating to accounting, internal controls, auditing, or other financial or nonfinancial matters can report them to the Company's Integrity Hotline, which is managed by an independent third party. To encourage discussion about observations and concerns, complaints can be made anonymously.

For more information about Stantec's Integrity Policy, visit Corporate Governance at www.stantec.com.

Corporate Governance

The integrity of a company's board of directors sets the tone for its operations, and we have a strong group of qualified and knowledgeable directors. All board members fulfill their roles by guiding the management of the Company's business and affairs while adhering to sound corporate governance practices. Our corporate governance model—in compliance with the corporate governance guidelines set out in National Policy 58-201—addresses Stantec's practices in three major areas: stewardship, independence, and expertise.

Stewardship
As stewards of our Company, board members participate with executive leadership in our strategic planning process. As well, they periodically review management's performance while management works to meet key strategic and operational objectives. The board reviews succession plans, particularly for the president and chief executive officer, as well as executive compensation.

Independence
We maintain a board structure in which a majority of directors are independent. Each board meeting includes a session without management present.

As well, the board's two committees—the Corporate Governance and Compensation Committee and the Audit and Risk Committee—are composed entirely of independent directors. The Corporate Governance and Compensation Committee carries out performance assessments of the board and its committees each year and may authorize individual directors to consult independent advisors at the Company's expense.

Expertise
At board meetings, we host management presentations on various topics relating to Company business. Meetings are held at Stantec offices across North America so that directors can meet local leadership.

We regularly update our Directors' Reference Manual, have measures in place to confirm the financial literacy and expertise of our Audit and Risk Committee, and provide orientation and education for new directors.

Board Composition
Of our nine board members, two (22%) are women, seven (78%) are men, all members are over 50, and no one is a member of a minority group.

Details about governance and board- and executive-level remuneration and incentives are available in our 2015 Management Information Circular.

In 2015, the board adopted a Board Diversity Policy to help ensure that effective stewardship is achieved. The board has delegated to the Corporate Governance and Compensation Committee the responsibility of overseeing and ensuring the implementation of this policy.

To support the Company's board diversity objectives when identifying and selecting candidates for election or re-election to the board, the committee considers the following:

- Board members provide the required range of perspectives, experience, and expertise
- Only candidates who are highly qualified, based on their experience, functional expertise, and personal skills and qualities
- Diversity criteria, including gender, age, ethnicity, disability, and geographical background of the candidates
- The level of representation of women on the board
- Engaging qualified independent external advisors when appropriate to conduct a search for candidates who meet the board's and the Company's expertise, skills, and diversity criteria (in addition to our own searches for candidates)

Board members are committed to actively pursuing gender diversity on the board; however, when the Board Diversity Policy was adopted, they did not believe that establishing quotas or using a formulaic approach would necessarily result in identifying or selecting the best candidates. Accordingly, the Company does not currently have set fixed targets or approaches for increasing the number of women on the board.

At Stantec, we recognize that a significant part of doing what is right is having the right leadership in place.

Integrated Management System

Stantec's Integrated Management System (IMS) incorporates continual improvement approaches for quality, environmental, occupational health and safety, and IT service management. Our IMS is certified by BSI Management Systems (BSI) to the following internationally recognized consensus standards:

- Quality Management System Standard (ISO 9001: 2008)
- Environmental Management System Standard (ISO 14001: 2004)
- Occupational Health & Safety Management System Standard (OHSAS 18001: 2007)
- IT Service Management System Standard (ISO/IEC 20000-1: 2011)

The IMS provides a disciplined and accountable framework for managing risks, quality outcomes, and occupational health, safety, and environmental compliance across the Company. It covers all critical business processes.

The IMS benefits the organization by

- Aligning critical business processes with strategic objectives
- Providing a disciplined, holistic approach to managing risks
- Promoting quality outcomes in the services we deliver
- Reducing costs by sharing management processes such as internal practice audits and management reviews
- Promoting transparent accountability with formal performance assessments and reporting
- Clarifying expectations for employees and management
- Confirming regulatory requirements
- Facilitating formal client feedback to promote continual improvement

Components of Stantec's Integrated Management System (IMS)

Business Planning
- Strategic Plan
- Core values
- Enterprise risk assessment
- Carbon footprint reduction targets
- Business continuity management
- Policies
- Employee orientation
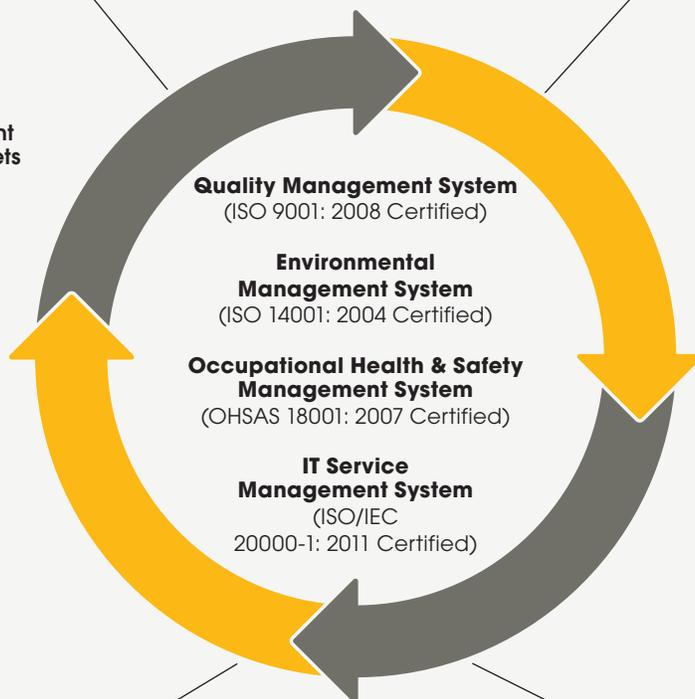
Service Delivery
- Project Management (PM) Framework

  Project delivery processes:
  0. Proposal development (preliminary project plan, scope, budget)
  1. Contracting practices (client agreements, subconsultants, subcontractors)
  2. Project execution plan (scope, project risk assessment, budget, schedule, resources)
  3. Record control
  4. Health, safety, and environmental risk assessment
  5. Project controls and PM dashboard
  6. Scope management
  7. Quality assurance checking
  8. Mandatory independent review
  9. Project closeout
- Regulatory compliance
- Career development and performance review
- Sustainability
- IT management process

Quality Management System
(ISO 9001: 2008 Certified)

Environmental Management System
(ISO 14001: 2004 Certified)

Occupational Health & Safety Management System
(OHSAS 18001: 2007 Certified)

IT Service Management System
(ISO/IEC 20000-1: 2011 Certified)

Review and Improvement
- Management review
- Improvement plans

Performance Assessment
- Client feedback surveys
- Internal practice audit
- External audit

Our internal practice audits assess compliance with IMS requirements. Internal practice auditors conduct field audits in at least one-third of our offices annually and conduct audits for all offices at least once over the three-year term for each of our ISO 9001, ISO 14001, OHSAS 18001, and ISO/IEC 20000-1 registrations. In addition, our headquarters in Edmonton, Alberta, is audited every year because many processes that need to be audited are centralized and managed in that office.

Acquired entities are also added to the scope of registration once the integration process is substantially complete. In 2015, we added the following recently acquired companies to the scope of our ISO and OHSAS certifications: Ashley Pryce Interior Design; Roth Hill, LLC; JDA MacKenzie Architects; and Cambria Gordon.

BSI is our external registrar for all of our ISO and OHSAS certifications. Each year, BSI conducts third-party compliance audits. BSI's report, summarizing any observed noncompliances and opportunities for improvement, goes to the Company's Executive Leadership Team. BSI spent 37.5 audit days in 12 office locations in 2015 and completed their annual recertification audit in June 2015.

Forward-looking Plans

Our primary IMS objectives for 2016 are

- Transitioning the former Dessau offices from Dessau's former management systems and certifications to Stantec's IMS

- Expanding the Company's internal practice audit program and combined assurance framework

- Exploring the creation of client advisory groups in consultation with our chief business officer and account managers

- Evaluating all audit results, survey results, incident notifications, and improvement plans; then developing a project plan for consolidating them into a Company-wide Governance Risk Control application

Environment

Stantec strives for least-impact approaches to its operations. We focus mainly on reducing energy consumption, GHG emissions, waste generation, paper consumption, and spills (in our labs).

In an effort to streamline our environmental footprint data collection, we have retired the environmental footprint survey that each office completed annually. In its place, data was collected using information from a variety of Stantec's accounts payable, real estate, travel, and fleet management systems.

Because we redefined our organizational boundaries in 2015, data reported for office energy usage is not comparable to previous reporting years. For reporting, the new baseline year for our footprint data, including paper, will be 2015.

We are also considering revising our targets for those operations where we have more influence and an increased ability to reduce our emissions. These are as follows:

- Airline Travel – reducing our Scope 3 emissions by reducing travel when possible and influencing travel behaviors so employees select lower emissions routes when possible
- Fleet – improving the fuel efficiency of our vehicles and choosing the right vehicle for the job
- Paper – reducing our Scope 3 emissions by using corporate vendors whenever possible and increasing the percentage of recycled content in paper

Airline Travel

Our corporate travel provider gave us a summary of all business air travel conducted by our employees during 2015. We have used the information to quantify our Scope 3 emissions. We will continue to work with our travel provider to educate employees about least-impact air travel options.

Fleet

Our Fleet Management group is very conscious of the environmental impacts of our fleet and is working constantly to improve efficiency and reduce emissions. In 2015, more than 60 older vehicles were taken out of service. We purchased 16 new vehicles that offer lower emissions and better fuel economy than the older vehicles.

Paper

In 2015, we redefined our paper reporting methodology to only include paper used internally within our control. In 2015, Stantec offices used the equivalent of 80,652,064 sheets of 8.5" x 11" paper (about 161,304 reams), or 5,612 sheets of 8.5" x 11" paper (about 11 reams) per employee. (Note: A ream is 500 sheets of paper.)

Paper Use	2015	2014
8.5" x 11" sheets – Company-wide	80,652,064	100,345,099
Reams – Company-wide	161,304	200,690
8.5" x 11" sheets – Per employee	5,612	7,214
Reams – Per employee	11	14

Note: All figures are rounded to the nearest whole number.

In 2015, the total weighted average of post-consumer recycled-content paper used was 39.2%, a 14.7% increase from 2014, when it was 24.5%. Our use varies by regional operating unit. In 2015, the weighted average of post-consumer recycled-content paper used was 58% in Canada, 24% in the United States, and 0% internationally.

We will continue our efforts to reduce paper consumption and increase the percentage of recycled-content paper used by

- Converting paper filing to electronic file storage when possible
- Promoting double-sided printing and electronic markup of documents and drawings
- Encouraging the use of corporate vendors for all paper purchases

Office and Lab Operations

Our offices are mainly leased and without separate metering. Therefore, we have no control over the operation of major building performance systems, such as HVAC and building envelope, or over the energy use of other tenants. For these reasons, we will use a new method to quantify our office environmental footprint in 2016 and will define new environmental targets for the organization.

There is no generally accepted intensity factor for Scope 1 emissions approved under the Climate Registry's General Reporting Protocol v2.1; therefore, we have only reported Scope 1 data for the 30% of Stantec offices where we pay directly for utilities.

Energy

In 2015, our energy use from nonrenewable sources was 407,778 gigajoules (GJ). Per capita, this equates to 28.38 GJ per employee. Our energy use per square foot from nonrenewable sources was 0.08 GJ. Normalizing our data to employee counts and square footage provides us with metrics that will be comparable between years as our organization grows and evolves.

Scope	2015 (Baseline)
Scope 1 (direct fuel burn)*	13,970
Scope 1 (fleet operations)	50,309
Scope 2 (electricity consumed in all facilities)**	343,499
Total Gigajoules (GJ)	**407,778**

Note: All figures are rounded to the nearest whole number.

* Scope 1 direct fuel burn in offices is reported only for the 30% of offices where activity data could be obtained through Accounts Payable.

** Scope 2 electricity consumed in all facilities – this figure includes 30% of offices where activity data could be obtained through Accounts Payable plus estimated data by square footage for all other offices.

Greenhouse Gases

The following gases were included in our inventory: carbon dioxide (CO_2), nitrous oxide (N_2O), methane (CH_4), and hydrofluorocarbons (HFCs). All are expressed in metric tonnes of carbon dioxide equivalents ($mtCO_2e$).

In 2015, GHG emissions were 57,250 $mtCO_2e$ and per-capita GHG emissions were 4.17 $mtCO_2e$. Emissions per square foot were 0.01 $mtCO_2e$, based on the total square footage of Stantec-owned offices in 2015.

Type of GHG Emissions	$mtCO_2e$
Scope 1 (direct fuel burn)*	1,252
Scope 1 (fleet operations)	6,701
Scope 2 (electricity consumed in all facilities)**	39,629
Total – Scopes 1 and 2	**47,582**
Scope 3 – Business travel	8,756
Scope 3 – Paper	912
Total – Scope 3	**9,668**
Total – All Scopes	**57,250**

Note: All figures are rounded to the nearest whole number.

* Scope 1 direct fuel burn in offices is reported only for the 30% of offices where activity data could be obtained through Accounts Payable.

** Scope 2 electricity consumed in all facilities – this figure includes 30% of offices where activity data could be obtained through Accounts Payable plus estimated data by square footage for all other offices.

Our wetland professionals have completed thousands of wetland delineations to help clients with project planning and regulatory approvals.

We are passionate about doing what is right with less to protect our natural resources and to leverage sustainable solutions.

We are better together.

Strong, long-lasting relationships directly impact the success of our employees, clients, projects, and communities. We will reach our full potential as an organization and as trusted advisors for our clients only when we combine our unique strengths and passion.

Community Engagement

We Give with Community on Our Minds

We aim to make a difference in the places where we live and work. By donating, sponsoring, and volunteering, we connect with our communities and strengthen them in meaningful ways. With offices worldwide, our support is spread across the globe. But making a difference is not just about *where* we give; it is also about *how* we give.

We target donating 1% of our annual pre-tax profits—through direct cash contributions and services in kind—to charitable and not-for-profit endeavors in the arts and in education, environment, and health and wellness. Over the years, we have supported diverse initiatives in these focus areas, and we continue to help strengthen our communities through them.

- **Arts:** Every thriving community has a vibrant arts scene. We contribute to it by supporting visual and performing arts organizations, museums, art education programs, symphonies, and public media.
- **Education:** We support youth in their pursuit of higher education through scholarships and educational programs. We also partner with schools and businesses to help students pursue education and training in design disciplines.
- **Environment:** Our support for the environment is focused on programs that promote sustainable development, environmental responsibility, energy efficiency, air quality, and climate change.
- **Health and Wellness:** We focus on supporting credible and recognized health charities, including national, provincial, and state charitable health organizations, regional hospitals, and health centers.

Oxfam and the ACE Mentor Program

Oxfam and the ACE Mentor Program are two organizations that exemplify our commitment to our communities.

Oxfam

We help communities bounce back from disasters. When emergencies hit, the best chance to save lives is during the days immediately after. So each year, Stantec donates C$50,000 to Oxfam's disaster and emergency relief efforts. At Stantec, we believe that the capacity to respond immediately is critical to building resilient communities.

ACE Mentor Program

We have the future of our communities in mind. The architects, contractors, and engineers in school now will be the stewards of that future—and our responsibility today is to prepare them for tomorrow.

Stantec supports the ACE Mentor Program—an education initiative that uses a direct, hands-on approach to introduce high school students to the world of building and design. Through this program, students partner with Stantec mentors to develop a real project in a discipline of the students' choice.

Employee Giving

In addition to our corporate commitment to give 1% of our annual pre-tax profits, we also organize corporate volunteer opportunities and encourage our employees to give personally.

Stantec in the Community Day

On September 15, 2015, over 7,000 Stantec employees from 80 offices participated in our third annual Stantec in the Community Day. On this day, we support our employees to volunteer in their communities, whether that means repairing a waterway, planting foliage, harvesting vegetables, or solving flooding and water infrastructure challenges.

We launched Stantec in the Community Day in 2013 to give back to the communities that support our clients, Company, employees, and families. As professionals and as volunteers, we commit to our communities year-round in various ways. Uniting our people on Stantec in the Community Day is powerful: it emphasizes the vital difference we make in our communities. Some highlights from the day follow:

- **Mt. Laurel, New Jersey:** As part of the Camden SMART Initiative, a green stormwater infrastructure project, our team planted a rain garden—1,236 trees and shrubs of 18 varieties—at Union Field.
- **Sarasota, Florida:** A bucket brigade 40 people long created new habitat for over 300 species, including oysters, at Robinson Preserve.

- **Red Deer, Alberta:** In the weeks before Stantec in the Community Day, this office raised awareness, contributed food, and donated money for the Red Deer and District Food Bank. On Stantec in the Community Day, we delivered approximately 3,630 kilograms (8,000 pounds) of food and $7,900 in cash in one jam-packed truck.

Stantec employees enthusiastically shared their Stantec in the Community Day experiences on Twitter using the hashtag #StantecInTheCommunity, and they proudly wore their red volunteer T-shirts.

Stantec in the Community Day is a celebration of our diverse communities that shows us all why we are better together.

Dollars for Doers

We encourage our employees to personally give back to their communities through our Dollars for Doers program. We reward our employees who volunteer personal time to local charities by boosting the value of their charitable contribution with a cash donation from Stantec.

Feed the Need

In December 2015, 84 offices participated in the Feed the Need initiative. Feed the Need collected and donated 14,190 food items and donated C$35,400 to local food banks and other charitable organizations.

Stantec Scholarships

In 2011, we created a scholarship program in honor of our former president and chair of the board of directors, Ron Triffo. This scholarship recognizes the achievements of children and other dependents of Stantec employees.

As we grow, we create communities in more and more locations. Our commitment to the people and places we serve should reflect that growth. Starting in 2016, we are evolving our scholarship program to celebrate and reward more young people. Rather than giving one scholarship of $5,000, we will give four scholarships of $2,500 each through the new Stantec Scholarship.

These Stantec Scholarships will be awarded to undergraduate and graduate students up to age 25 attending programs at colleges and universities, as well as vocational and technical schools. Two of the scholarships will be awarded to students enrolled in science, technology, engineering, or math disciplines; the other two will be awarded to students enrolled in business-related or general higher education programs.

Students on Ice Expedition Scholarship

The Students on Ice Foundation educates the world's youth about the importance of the polar regions, supports them in their continued personal and professional growth, and inspires and catalyzes initiatives that contribute to global sustainability.

Iqaluit's Robert Comeau is the recipient of Stantec's 2015 Students on Ice Expedition Scholarship. On July 27, 2015, Robert joined 100 youth from around the world on an Arctic expedition—beginning in Ottawa and ending in Resolute Bay—with elders, educators, artists, dignitaries, and innovators.

"Students on Ice will help me see beyond my own community and further understand the connection between myself, the land, and my culture," says scholarship recipient Robert Comeau. "Participating in the Students on Ice Expedition is something that I have wanted to do for a number of years, and I am so excited to depart on this journey next week."

Stantec's promise is action not words.
Eva Lutz, Administrative Assistant, Reno, Nevada

Partnerships

When we commit to the principles of sustainable development, we attract and retain the best partners, clients, and talent. We support the development and strengthening of the skills, abilities, and processes required to thrive in a fast-changing world through employment, training, direct investment, and a commitment to community initiatives.

Sustainable development in northern Canada requires a commitment to and understanding of aboriginal cultures, as well as an understanding of the economic, environmental, and social conditions in the North. Stantec has been creating successful aboriginal partnerships since 2000. Now, Stantec is the minority partner in eight aboriginal partnerships across Canada's North. For more information, visit Aboriginal Partnerships on www.stantec.com.

In 2015, we designated C$35,000 to community engagement activities relating to our aboriginal partnerships. This investment was allocated to local community programs that focused on education, culture, and health.

Aboriginal Partnership: CRE-Stantec

CRE-Stantec, established in 2013, is a partnership between Christina River Enterprises (CRE), the economic development office of Fort McMurray #468 First Nation (FM#468FN), and Stantec Consulting Ltd. CRE is solely owned by FM#468FN and has been delivering quality services and workmanship to the resource development industries since 1987.

CRE-Stantec brings together the local presence and experience of CRE and the technical capabilities and experience of Stantec to deliver a full suite of environmental and other consulting services to clients throughout the municipality of Wood Buffalo, Alberta, while providing employment, training, and investment in the local community.

CASE STUDY

Indigenous Partnership Development Program

Stantec is the title sponsor for the inaugural Indigenous Partnership Development Program. We have an agreement with the University of Alberta to be the title sponsor from 2015 to 2020.

This program helps nonindigenous public sector and business leaders work alongside indigenous communities more effectively and with greater understanding.

This program aims to strengthen coalitions within Alberta and beyond. During each learning experience, indigenous and nonindigenous leaders can discuss key issues, establish a shared knowledge of history, and engage in conversations about how to move forward into the future.

Meeting these objectives makes this program transformational: it creates positive change within the province of Alberta.

Partnerships for Success

Stantec works with various partners to promote opportunities for engaging with and recruiting women, members of visible minorities, aboriginal peoples, and persons with disabilities in Canada, and engaging with and recruiting women, veterans, people with disabilities, and people with diverse ethnic origins in the United States.

In North America, we are a member of Catalyst, an organization that is developing and improving the ways to recruit, retain, and advance women in the workplace.

We are members of and a sponsor of Commercial Real Estate Women (CREW), a national organization with more than 9,500 members across more than 70 chapters throughout Canada and the United States. CREW's mission is to influence the success of the commercial real estate industry by advancing the achievements of women.

In Canada, we are

- Employing people with disabilities through the Partners for Workplace Inclusion Program (PWIP) developed by the Canadian Council on Rehabilitation and Work (CCRW) and funded by the Government of Canada's Opportunities Fund for Persons with Disabilities

- Employing people with special or different needs and abilities for administrative assistant support roles through the Saskatchewan Abilities Council (SAC)

- Actively participating in many initiatives run by the Edmonton Region Immigrant Employment Council (ERIEC), including Speed Career Networking, Smart Connections, and Career Mentorship programs

- Participating in events and career fairs put on by Women in Scholarship, Engineering, Science & Technology (WISEST), a unit of the University of Alberta that encourages women and diverse voices in the fields of engineering, science, and technology

- Partaking in the Canadian Coalition for Women in Engineering, Science, Trades and Technology (CCWESTT) conference

- Members of various Women in Engineering (WIE) committees

In the United States, we are

- A member of the Equal Employment Advisory Council (EEAC), a nonprofit association providing guidance to member companies regarding their Equal Employment Opportunity and Affirmative Action plans

- Corporate sponsors of the ACE (architecture, construction, and engineering) Mentor Program; Stantec employees provide mentoring to high school students across the United States

- Currently recruiting through organizations such as the Society of Hispanic Professional Engineers (SHPE), the National Society of Black Engineers (NSBE), the Society of Women Engineers (SWE), and Women's Transportation Seminar (WTS)

- Actively involved with the National Organization of Minority Architects (NOMA) and Latinos in Architecture (LiA), a subset of the American Institute of Architects (AIA), as well as a sponsor of the AIA's Equity by Design Project (The Missing 32%), a national effort looking at the diminishing representation of women in the industry

Stantec's Partnership with ECO Canada

For the past several years, we have partnered with the ECO Canada BEAHR (Building Environmental Aboriginal Human Resources) Program to develop culturally relevant, skills-based environmental training programs for aboriginal participants. We have delivered BEAHR programs in Rankin Inlet, Nunavut (2012), and Fort McMurray, Alberta (2014).

Delivered in the participants' communities, BEAHR programs provide participants with practical environmental field experience that is integrated with aboriginal culture and local knowledge. Participants learn how to use this integrated knowledge to identify, recognize, and record natural changes. They can then translate these changes into information that can be used to protect the environment.

Drawing on years of experience working with communities, our ECO-certified trainers deliver programs that help these communities grow their technical capacity. They teach relevant skills so that after graduating, aboriginal participants can build careers that focus on the environment.

These trainers recognize that the communities have their own rich resource of relevant knowledge, called "traditional ecological knowledge." As a result, community Elders share traditional wisdom with students as part of the BEAHR program.

Supplier Diversity

Stantec performs services for numerous US federal, state, and municipal clients. We are committed to providing opportunities to all businesses, including those that fall within various categories of small and diverse businesses.

In the United States, our proportional contract value with small businesses and small disadvantaged businesses was 13.4% (US$55.5 million) in 2013 and 13.8% (US$49.2 million) in 2014. Our proportional spend continues to increase; in 2015, it was 15.4% (US$70.9 million).

We are driven to achieve.

Achievement at every level begins and ends with a firm commitment to being the best we can be. We are committed to being a top 10 global design firm. To achieve this objective, we recognize our key challenge is to maintain the stability and strength of our local relationships while balancing the management of growth projections.
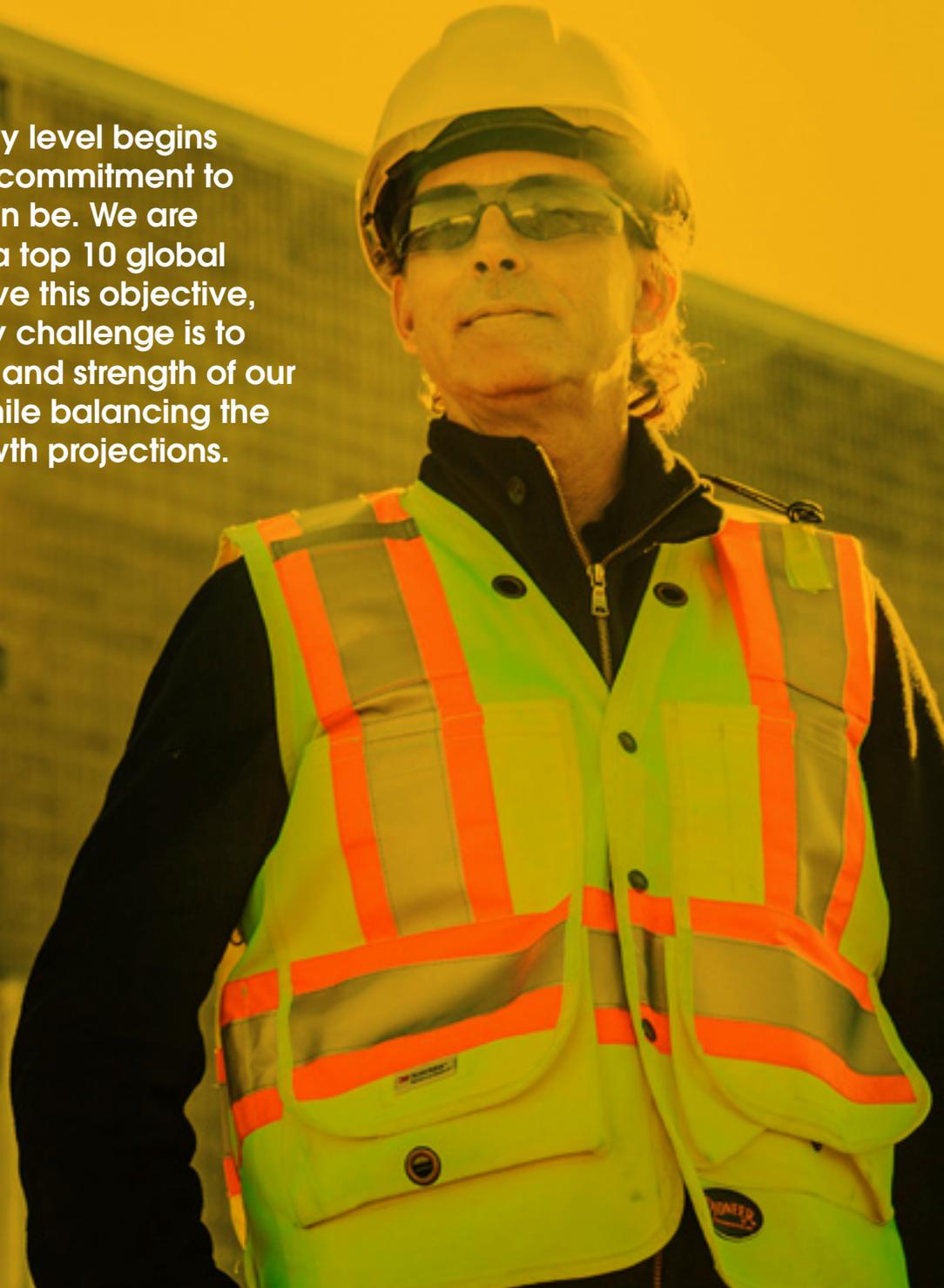
Environmental and Sustainability Services

Stantec is a recognized leader in environmental design and consulting. We provide a wide range of environmental and sustainability services: preparation of complex permit applications; site monitoring during construction; design of decommissioning plans; environmental assessments and technical support for projects requiring municipal, provincial, state, or federal environmental approvals and licenses; greenhouse gas (GHG) validation and verification; ecosystem and land reclamation; environmental risk assessments; strategic sustainability consulting; environmental accounting; and climate change risk assessment and planning.

We also continue to be leaders in the sustainable design of buildings and communities through progressive energy and building information modeling, net-zero energy, Envision, BOMA BEST, Green Globes, and Leadership in Energy and Environmental Design (LEED) projects.

Sustainable Solutions by the Numbers

- Approximately 710 Stantec LEED-accredited employees at the end of 2015
- Approximately 380 LEED-registered projects and 375 LEED-certified projects to date
- 10 net-zero projects to date
- In 2015, Stantec led 10 new BOMA BEST projects
- Stantec selected to redevelop BOMA Canada's BOMA BEST programming in 2015; the new version—BOMA BEST Version 3—is expected to be launched in late 2016
- 120+ Envision Sustainability Professionals (ENV SPs) across North America
- 5 Institute for Sustainable Infrastructure- (ISI-) approved Envision trainers and 4 Envision verifiers at the end of 2015
- 13+ projects incorporating the Envision Sustainable Infrastructure Framework since 2012, with 2 of these projects achieving Envision certification in 2015

CASE STUDY

ASAP III – New Alberta Schools: A LEED Project in Central and Southern Alberta

To support the education of 7,700 future Alberta students across 12 new schools, we drew on our collective expertise in school builds and modernizations. We provided architecture and engineering solutions, creating bright, fun, and comfortable mini-communities for Alberta's students. Taking a proactive, locally focused approach, we set up teams in offices near the building sites, which helped us deliver timely and responsive designs.

We included energy-efficient design which minimizes environmental impacts. We incorporated high-efficiency heating plants that reduce energy consumption. And because they reduce the circulation of airborne germs and bacteria, indoor air quality is improved, thereby decreasing absenteeism due to illness.

For each school, the key sustainability and innovative features included

- Reducing water usage by 30% to 35%
- Reducing energy consumption, which cut costs by 37% to 61%
- Diverting 65% to 94% of waste from landfills during the construction process
- Reducing the number of parking stalls to encourage alternate sources of transportation, such as carpooling and public transit; this diminishes negative impacts on the environment

The ASAP III project is pursuing LEED Silver Certification under LEED Canada NC 2009.

We're building spaces that will heal.
Abhishek Gupta, Manager – Architecture & Interior, Dubai, United Arab Emirates

Designing with Community in Mind

A significant part of Stantec's business is designing infrastructure. Integrated Sustainable Infrastructure integrates life-cycle environmental, social, and economic factors into the decision-making process for infrastructure development.

The Envision Sustainable Infrastructure Framework and Rating System is a proven approach to planning and evaluating infrastructure projects and rating them against the needs and values of the community. The system

- Evaluates the environmental, social, and economic benefits of all types and sizes of infrastructure projects, including roads, bridges, wastewater treatment plants, and recreational facilities
- Gives infrastructure owners, design teams, community groups, environmental organizations, planners, regulators, constructors, and policy makers a consistent, objective, and holistic infrastructure planning and design tool

Continuing to invest in and use Envision remains a strategic priority for Stantec.

CASE STUDY

West Five Community
(London, Ontario)

This community needed to be different. To shift the paradigm away from single-family homes and strip malls, it needed to be a place with walkability, bikeability, and transit, thereby reducing traffic impacts and promoting a healthy and sustainable lifestyle.

The West Five community in London, Ontario, was designed with community in mind. Our plan focused on a park-once-and-walk approach for drivers. This did not mean signature pedestrian spaces only; it also meant strong connections between neighborhood features. Our robust, multimodal strategy—using housing and job density to encourage non-vehicular traffic—was the key to creating this highly livable community.

We carefully integrated open space and opportunities for retail, restaurants, community facilities, and the neighborhood coffee shop, those extra places where neighbors build bonds through shared experiences. Using Envision guidelines, we worked to incorporate energy-saving initiatives and craft solutions that fit geography, uses, climate, and regional culture to create a one-of-a-kind place that many now call "home."

CASE STUDY

Port Metro Vancouver Low Level Road
(Vancouver, British Columbia)

When a challenging project is complete, celebration is always in order. Such is the case with Port Metro Vancouver's remarkable $100-million Low Level Road project, featuring Stantec as the design lead. This was the first transportation project to receive the Envision-verified Sustainable Infrastructure Rating System's Platinum Award from the Institute for Sustainable Infrastructure (ISI) in September 2015.

The project involved realigning and elevating approximately 2.6 kilometres (1.6 miles) of the Low Level Road in North Vancouver, British Columbia. The project was designed to enhance rail and port operations as international trade continues to grow by providing space for two new rail tracks. The project also eliminated three existing road and rail crossings and provided direct access to major port terminals.

Our design addressed safety, congestion, recreation, and noise challenges associated with port operations along the road, including improving lanes for cyclists and reconfiguring three intersections. Highlights of this landmark project include continuing the Spirit Trail pedestrian walkway, adding structures over two creeks and an overpass, incorporating First Nations' artwork, and re-establishing native species.

View the project video here:
http://www.stantec.com/our-work/projects/canada-projects/l/low-level-road.html

Climate Change Adaptation and Greenhouse Gas Management

Stantec's team of environmental scientists and engineering professionals offers practical solutions to climate change. With an increasing commitment to reducing global greenhouse gas emissions, our clients are recognizing how these solutions may affect their business and what strategic actions they should be taking.

Stantec continues to stay current on all climate change policies and programs, and works with clients to assess and manage the impact of these regulatory changes. With this information, we work with our clients to make informed decisions regarding their future direction when dealing with climate change and to plan and implement strategies, including those within an ISO framework, that relate to any number of discrete or interrelated impacts, such as the following:

- Sea-level rise and shoreline erosion
- Floods, droughts, and wildfires
- Air and water quality degradation
- Greenhouse gas (GHG) generation
- Ecosystem and natural resource deterioration
- Energy supply, demand, and delivery systems

Our GHG Management services help organizations benchmark, manage, and verify their GHG emissions. Stantec professionals guide clients through each step of a multifaceted process that addresses some or all of the following:

- GHG emission inventory development
- GHG reduction strategy and process development
- GHG risk and opportunity assessment
- Environmental impact assessment
- GHG strategic management plans
- Sustainability audits and planning
- Climate change mitigation planning
- Vulnerability assessments and adaptation strategies

Resilience Services

Extreme weather events like hurricanes Katrina, Irene, and Sandy, and last year's South Carolina flooding—plus droughts, economic downturns, infrastructure decay, aging populations, hackers, earthquakes, terrorism, and more—draw our attention to a growing movement in architecture and engineering: resilience.

So what do we talk about when we talk about resilience? We believe that resilience is the capacity of communities to endure, adapt, and thrive, regardless of chronic stresses and life-altering shocks.

In 2015, Stantec launched a new business initiative—to advance resilience across the globe—by uniting our work in creating urban, infrastructure, environment, and quality-of-life improvements.

Stantec works with global public- and private-sector clients to assess climate change risks, develop adaptive strategies, promote climate-resilient decision making, and build capacity to manage climate risks. Using geographic information systems (GIS) modeling, the Envision Sustainable Infrastructure Framework, and a life-cycle cost analysis, we provide our clients with the information they need to make informed, valuable, long-term, and adaptive planning decisions for their communities.

Our key resilience and planning services follow:

- **Resilience and Disaster Planning:** We constantly research and work together to innovate, develop, and integrate proactive plans for the future, while discovering solutions that help make our communities more resilient. Our work involves the following:
  - Risk and vulnerability assessments
  - Risk mitigation planning
  - Adaptation plan integration and implementation
  - Ecosystem analysis and modeling
  - Program and grant writing assistance
  - Stakeholder engagement

- **Urban Planning:** We are helping dozens of communities across the globe chart a path to improved livability, equity, and resilience. We can help with the following:
  - Walkable downtowns
  - Greenways and urban trails
  - Seawalls and causeways for flood protection
  - Transit-oriented development
  - Low-impact development (LID)
  - Affordable housing

Our resilience experts help our communities plan and make strategic investments to become more climate resilient. As part of the Housing and Urban Development's (HUD's), National Disaster Resilience Competition, Stantec helped our clients secure more than **$225 million** in grant money that will help make their communities stronger, more resilient, and better prepared for future natural disasters. We are supporting the Federal Emergency Management Agency (FEMA) in mapping the climate risk for over 4,500 miles of coastline. For the New York State Governor's Office of Storm Recovery, we are leading a US$125 million three-year effort to manage the Rebuild by Design: Living with the Bay Project, which provides a comprehensive suite of resiliency interventions for communities hit hard by Hurricane Sandy.

Pier 4 Apartment Building
(Boston, Massachusetts)

Increasing resiliency in the places we live and work is one way Stantec designs with community in mind. Resilient neighborhoods promote walking, support energy efficiency, increase green space, and create meeting areas where neighbors connect and build relationships.

A number of resilience goals were met when we designed Pier 4 in Boston's Seaport District, a vibrant, walkable 24-hour community. Well-appointed common spaces and pet-friendly areas promote a neighborhood experience that balances everyday comfort with hardy safeguards.

Our designers—keenly aware of the site's proximity to Boston Harbor—designed with resilience in mind. Our design elevated the first floor above the 100-year flood level, called for an 18-inch concrete wall to surround the building, and safeguarded critical mechanical and electrical systems by locating them on the second floor.

All in all, the building is designed to resist a three- to six-foot surge of water above the 100-year flood level.

Stamford Master Plan
(Stamford, Connecticut)

A city's master plan covers a range of issues—from land use and economic development to housing and transportation. But today, there's an added challenge: climate change. And for a coastal city like Stamford, Connecticut, incorporating sustainability and resiliency into the master plan is essential.

For the City of Stamford's master plan, we devoted an entire chapter to planning for a resilient future, focusing on open and waterfront spaces, context-sensitive transportation development, environmental protection,

and energy. The chapter provides guidance on sustainable development patterns and policy changes, which will help the city capitalize on advancements in energy conservation, density integration, and the connection of open spaces.

The master plan addresses resiliency issues as far ahead as 2025. By encouraging more open space, shoreline protection, enhanced stormwater management, and multimode transit capacity, Stamford can look to the future with confidence.

Creativity and Innovation

At Stantec, we recognize that creativity and innovation are essential for us to continue being competitive in the marketplace. In 2015, we established a Creativity & Innovation (C&I) Program. Research and Development is now a subset of this new program. The intention of the C&I Program is twofold:

- To celebrate our creative and innovative work both internally and externally
- To encourage creative and innovative thinking as a key part of the value we bring to our projects, clients, and communities

Further details about the C&I Program will be included in our 2016 Sustainability Report.

Research and Development

Stantec carries out research and development (R&D) in anticipation of future client needs. R&D management is the responsibility of leadership in each Stantec business line. Support for R&D is provided by the Stantec R&D Fund, which allocates C$1 million each year in project grants to applicants (employees and project teams).

Stantec values the leverage provided by engaging in collaborative research and invites applicants to the R&D Fund to secure matching funding from external partners. In 2015, Stantec R&D Fund allocations were matched by commitments of external partner funding of more than C$2 million. Stantec claims research tax credits in Canada and the United States and uses the tax savings to finance further research.

In 2015, approximately 59% of the R&D Fund was allocated to fund projects related to sustainability, including

- Developing a prototype of "smart city" technologies that monitors and analyzes the public use and environmental conditions of a new park
- Examining three unique end-of-pipe approaches to reduce the temperature of warm urban runoff, which can have a significant negative impact when discharged into urban creeks and rivers
- Analyzing how wind-power facilities affect peregrine falcon breeding and flight activities
- Developing procedures to successfully reintroduce rare terrestrial orchid species to habitats in the Great Lakes region

In-house researchers can stay at the forefront of their fields by going to Stantec's eLibrary; online access is provided to subscriptions for 5,500 technical journals, including those specializing in sustainability. The environmental impacts of hardcopy libraries are avoided when using Stantec's eLibrary, which saw 20,000 paperless downloads (approximately 10 pages per download) in 2015.

In some sectors, clients and Stantec employees partner to publish research papers, journal articles, and reports about scientific advances achieved or attempted while working on client projects.

Stantec's Creativity & Innovation Program will support, encourage, and celebrate the efforts of our people to develop and apply ideas that benefit all of our stakeholders.

Design distinction, client interaction, team excellence!
Rajat Shanker, Senior Associate, Dubai, United Arab Emirates

We've been profitable every year since 1954.

Economic

Our gross revenue increased 13.7% to $2,877.2 million in 2015 from $2,529.9 million in 2014. Gross revenue was positively impacted by acquisitions completed in 2014 and 2015 and by foreign exchange due to the weakening Canadian dollar. This was partly offset by organic revenue retraction in our Energy & Resources business operating unit.

In 2015, EBITDA increased 3.9% over 2014. EBITDA was impacted by a decrease in gross margin as a percentage of net revenue and an increase in administrative and marketing expenses. The increase in administrative and marketing expenses was due in part to decreased utilization from the decline in the oil and gas and mining sectors and includes an increase in severance costs and acquisition and integration costs, as well as an increase in share-based compensation expense. EBITDA was also impacted by a non-operating loss related to the sale of our India subsidiary.

Net income was $156.4 million in 2015 compared to $164.5 million in 2014, and diluted earnings per share (EPS) was $1.65 in 2015 compared to $1.74 in 2014. Net income was impacted by an increase in the amortization of intangible assets related to acquisitions and software additions. These increases were partly offset by a slight reduction in our annual effective income tax rate, which decreased to 26.1% from the 26.3% rate in 2014.

Acquisitions continue to be a key part of our strategy, deepening the Company's expertise and strengthening our presence in priority markets. In 2015, we completed six acquisitions, including the January acquisition of certain engineering assets of the Dessau Group. This opened the door to more opportunities in Quebec, enabling us to offer services in all regions of Canada and serve national clients wherever they operate.

For more information about our financial performance, see our 2015 Annual Report.
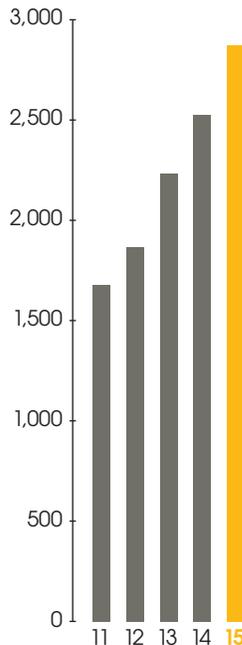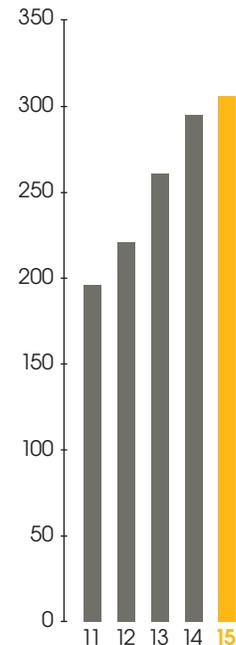
All charts represent millions of Canadian dollars, except for diluted EPS. Diluted EPS for 2011 to 2013 have been adjusted for the November 14, 2014, two-for-one share split. Figures for 2012 are restated for IFRS 10 and 11.

GROSS REVENUE

EBITDA

DILUTED EPS

- EPS - Diluted before goodwill impairment
- EPS - Diluted

NET INCOME

- Net income before goodwill impairment
- Net income

Appendices

Appendix A: Stantec's Supply Chain

Upstream Activities

- Leased buildings and fleet
- Purchased goods and services

Stantec Operations

- Stantec employees and subcontractors
- Stantec-owned buildings
- Business travel

Downstream Activities

- Client project execution
- Construction partners; other partners

Appendix B: Additional HR Data

2015 Global Workforce by Gender and Age Groups and by Employee Category (EEOG) and Type

	Senior Managers	Middle and Other Managers	Professionals	Semiprofessionals and Technicians	Supervisors	Supervisors: Crafts and Trades
Total	**485**	**606**	**8317**	**4355**	**0**	**0**
Female count	50	130	2521	1109	0	0
Female %	10.3%	21.5%	30.3%	25.5%	N/A	N/A
Male count	435	476	5796	3246	0	0
Male %	89.7%	78.5%	69.7%	74.5%	N/A	N/A
Age: Under 30	0	8	1452	898	0	0
Age: 30 to 50	161	347	4656	2119	0	0
Age: Over 50	324	251	2209	1338	0	0

Notes:
- Because Stantec is Canadian based, we use Canada's Employment Equity Occupational Groups (EEOG) employee categories throughout this report.
- Employees are automatically assigned to EEOG categories based on job classification.
- Employees in the United States have been mapped to these EEOG categories.
- No employees were classified as acquisition employees as at December 31, 2015.
- Total employee count does not include contractors.

2015 Percentage of Canadian Workforce by Visible Minorities, Aboriginal Peoples, and Persons with Disabilities and by Employee Category (EEOG)

	Senior Managers	Middle and Other Managers	Professionals	Semiprofessionals and Technicians	Supervisors	Supervisors: Crafts and Trades
Visible Minorities	2.7%	3.5%	8.2%	9.6%	0%	0%
Persons with Disabilities	0.2%	0.5%	0.4%	1.0%	0%	0%
Aboriginal People	0.4%	0.0%	0.3%	0.9%	0%	0%
Women	10.3%	21.5%	30.3%	25.5%	0%	0%

Notes:
- Designated groups presented in the first column in the table above are as outlined in the Employment Equity Act.
- No Canadian employees were classified as acquisition employees as at December 31, 2015.

2015 Percentage of US Workforce by Veteran Status, People with Disabilities, and Ethnic Origins and by Employee Category (EEOG)

	Senior Managers	Middle and Other Managers	Professionals	Semiprofessionals and Technicians	Supervisors	Supervisors: Crafts and Trades
Veteran Status	2.3%	2.3%	2.2%	3.5%	0%	0%
People with Disabilities	0.0%	0.0%	0.4%	0.7%	0%	0%
American Indian or Alaskan Native	0.0%	0.0%	0.3%	0.4%	0%	0%
Asian	2.3%	2.3%	7.4%	3.9%	0%	0%
Black or African American	0.0%	0.0%	1.6%	2.9%	0%	0%
Hispanic or Latino	4.2%	4.2%	6.6%	8.7%	0%	0%
Native Hawaiian/Other Pacific Islander	0.0%	0.0%	0.0%	0.0%	0%	0%
Two or More Races	0.0%	0.0%	1.4%	1.4%	0%	0%

Notes:
- Equal Employment Opportunity job categories are the employee groupings required by the Joint Reporting Committee (Equal Employment Opportunity Council and Department Of Labor) for EEO-1 reports.
- Disability definitions are based on the Americans with Disabilities Act Amendment Act legislation.
- Veteran categories are determined by amendments to the Vietnam Era Veterans Readjustment Assistance Act.
- No US employees were classified as acquisition employees as at December 31, 2015.

Administrative and Senior Clerical Personnel	Clerical Personnel	Semiskilled Manual Workers	Skilled Sales and Service Personnel	Other Manual Workers	Acquisition Employees	Total
1086	**368**	**20**	**9**	**0**	**0**	**15,246**
951	330	9	4	0	0	**5,104**
87.6%	89.7%	45.0%	44.4%	N/A	N/A	**33.5%**
135	38	11	5	0	0	**10,142**
12.4%	10.3%	55.0%	55.6%	N/A	N/A	**66.5%**
152	29	3	1	0	0	**2,543**
548	195	9	6	0	0	**8,041**
386	144	8	2	0	0	**4,662**

Administrative and Senior Clerical Personnel	Clerical Personnel	Semiskilled Manual Workers	Skilled Sales and Service Personnel	Other Manual Workers	Acquisition Employees	Total
5.4%	6.8%	10.0%	11.1%	0%	0%	**8.0%**
1.5%	0.8%	0.0%	0.0%	0%	0%	**0.7%**
1.4%	1.1%	0.0%	0.0%	0%	0%	**0.6%**
87.6%	89.7%	45.0%	44.4%	0%	0%	**33.5%**

Administrative and Senior Clerical Personnel	Clerical Personnel	Semiskilled Manual Workers	Skilled Sales and Service Personnel	Other Manual Workers	Acquisition Employees	Total
0.9%	0.6%	0.0%	0.0%	0%	0%	**2.4%**
0.7%	0.0%	33.3%	0.0%	0%	0%	**0.5%**
0.2%	0.0%	0.0%	0.0%	0%	0%	**0.3%**
3.9%	4.3%	22.2%	0.0%	0%	0%	**5.9%**
5.7%	6.1%	0.0%	0.0%	0%	0%	**2.2%**
10.7%	6.7%	0.0%	0.0%	0%	0%	**7.1%**
0.4%	0.0%	0.0%	0.0%	0%	0%	**0.1%**
1.5%	0.6%	22.2%	0.0%	0%	0%	**1.3%**

2015 Ratio of Total Annual Compensation for Organizations Highest-Paid Employee to Median Annual Compensation

	Base Salary Compensation	% Increase 2014 to 2015	2015 Bonus	Total Compensation	Ratio of Base Compensation	Ratio of % Increase	Ratio of Total Compensation
Canada (Canadian Dollar – CAD)							
Highest	850,005	0%	1,147,500	1,997,505	11.5	0.0	23.4
Median	74,003	-1%	11,500	85,503			
United States (US Dollar – USD)							
Highest	525,013	0%	695,000	1,220,013	7.0	0.0	15.1
Median	74,984	2%	6,000	80,984			
India[1] (Indian Rupees – INR)							
Highest	9,000,000	0%	N/A	9,000,000	22.6	0.0	12.9
Median	397,758	4%	300,000	697,758			
Qatar (Qatari Riyal – QAR)							
Highest	660,000	N/A	0	660,000	1.5	N/A	1.5
Median	432,000	N/A	0	432,000			
United Arab Emirates (United Arab Emirates Dirham – AED)							
Highest[2]	973,440	-5%	47,000	1,020,440	3.9	1.7	3.8
Median	251,996	-3%	20,000	271,996			
United Kingdom (British Pound – £)							
Highest	125,000	4%	20,000	145,000	2.8	0.6	3.0
Median	44,000	7%	4,750	48,750			
Barbados (Barbadian Dollar – BBD)							
Highest	212,667	0%	17,000	229,667	4.5	0.0	4.5
Median[3]	47,619	0%	3,750	51,369			

Notes:
- All salaries are annualized to full-time hours for the country the employee works in.
- The table includes only employees eligible for benefits.
- Salaries are reported in local currency.
- Bonus figures are included only for employees who are eligible for bonuses.
- Total compensation covers all employees eligible for benefits.
- Base salaries are effective December 31, 2015.
- Bonuses are for the 2014 calendar year, but they are paid in 2015.
- Total compensation is based on 2015 salaries and 2014 bonuses (which are paid in 2015).
- Employee salaries for our Kingdom of Saudi Arabia office were not reported because the sample size—one employee as of December 31, 2015—was very low.

Footnotes:
1. India's operations were divested on December 4, 2015; results shown above are from January 1, 2015, to December 4, 2015.
2. In 2015 in the United Arab Emirates, the highest-earning employee left Stantec; this employee's successor was compensated at a different level.
3. In 2015, an error in median compensation was discovered in our 2014 Sustainability Report. Correct data have been input into the table.

2015 Ratio of Basic Salary, including Bonus Pay, by Employee Category, Gender, and Significant Operations in Canada (in Canadian Dollars)

EEOG Category	Gender: Employee Counts		Average Base Salary		Base Salary % Ratio Male: Female	Average Base Salary plus Bonus Pay		Base Salary + Bonus Ratio Male: Female
	Female	Male	Female	Male		Female	Male	
Senior Managers	29	187	$176,304	$198,874	1.13	$207,390	$262,139	1.26
Middle and Other Managers	72	238	$117,417	$132,993	1.13	$127,705	$146,843	1.15
Professionals	1,164	2,542	$77,319	$99,210	1.28	$78,897	$102,381	1.30
Semiprofessionals and Technicians	710	1,883	$62,526	$73,275	1.17	$62,754	$73,952	1.18
Supervisors	0	0	-	-	N/A	-	-	N/A
Supervisors: Crafts and Trades	0	0	-	-	N/A	-	-	N/A
Administrative and Senior Clerical Personnel	535	37	$50,907	$53,445	1.05	$50,937	$53,445	1.05
Clerical Personnel	177	21	$51,886	$53,866	1.04	$51,892	$53,866	1.04
Skilled Crafts and Trades Workers	0	0	-	-	N/A	-	-	N/A
Semiskilled Manual Workers	2	6	$45,971	$46,449	1.01	$45,971	$46,449	1.01
Skilled Sales and Service Personnel	4	5	$79,394	$85,800	1.08	$79,394	$85,800	1.08
Other Manual Workers	0	0	-	-	N/A	-	-	N/A

Notes:
• Because Stantec is Canadian based, we use Canada's Employment Equity Occupational Groups (EEOG) employee categories throughout this report.
• Only employees on active assignment as of December 31, 2015, have been included.

2015 Ratio of Basic Salary, including Bonus Pay, by Employee Category, Gender, and Significant Operations in the United States (in US dollars)

EEOG Category	Gender: Employee Counts		Average Base Salary		Base Salary % Ratio Male: Female	Average Base Salary plus Bonus Pay		Base Salary + Bonus Ratio Male: Female
	Female	Male	Female	Male		Female	Male	
Senior Managers	20	240	$168,352	$190,592	1.13	$191,277	$222,234	1.16
Middle and Other Managers	56	210	$119,786	$139,415	1.16	$129,108	$150,846	1.17
Professionals	1,150	2,912	$75,623	$95,774	1.27	$77,324	$98,510	1.27
Semiprofessionals and Technicians	311	1,111	$56,475	$64,032	1.13	$56,694	$64,309	1.13
Supervisors	0	0	-	-	N/A	-	-	N/A
Supervisors: Crafts and Trades	0	0	-	-	N/A	-	-	N/A
Administrative and Senior Clerical Personnel	360	85	$49,085	$55,520	1.13	$49,215	$55,614	1.13
Clerical Personnel	147	15	$53,069	$55,322	1.04	$53,106	$55,322	1.04
Skilled Crafts and Trades Workers	0	0	-	-	N/A	-	-	N/A
Semiskilled Manual Workers	0	0	-	-	N/A	-	-	N/A
Skilled Sales and Service Personnel	0	0	-	-	N/A	-	-	N/A
Other Manual Workers	0	0	-	-	N/A	-	-	N/A

Notes:
• Because Stantec is Canadian based, we use Canada's Employment Equity Occupational Groups (EEOG) employee categories throughout this report.
• Only employees on active assignment as of December 31, 2015, have been included.

Appendix C: Health and Safety Statistics by Region and Gender

	Hours	Recordable Injuries	Lost Time Days	Injury Rate (IR)	Lost Day Rate (LDR)
Stantec	**24,927,941**	**84**	**97**	**0.67**	**0.78**
Canada	**13,386,168**	**47**	**91**	**0.70**	**1.36**
Canada East	5,840,614	27	89	0.92	3.05
Canada Mountain	4,489,624	8	2	0.36	0.09
Canada Prairies	3,055,930	12	0	0.79	0.00
United States	**10,791,504**	**37**	**6**	**0.69**	**0.11**
US Midwest & Mid-Atlantic	2,988,951	12	0	0.80	0.00
US Northeast	1,968,832	2	6	0.20	0.61
US South	2,653,499	14	0	1.06	0.00
US West	3,180,222	9	0	0.57	0.00
International	**750,269**	**0**	**0**	**0.00**	**0.00**

Notes:
- Recordable Injuries are those that require more than first-aid treatment.
- IR (injury rate) = (recordable injuries × 200,000)/hours worked
- LDR (lost day rate) = (lost days × 200,000)/hours worked
- 200,000 represents the number of hours that 100 employees would work in a calendar year.
- Hours have been rounded to whole numbers.

	Recordable Injuries	Lost Time Days
Female	**28**	**17**
Canada East	15	17
Canada Mountain	1	0
Canada Prairies	3	0
US Midwest and Mid-Atlantic	5	0
US South	3	0
US West	1	0
Male	**56**	**80**
Canada East	12	72
Canada Mountain	7	2
Canada Prairies	9	0
US Midwest and Mid-Atlantic	7	0
US Northeast	2	6
US South	11	0
US West	8	0
Grand Total	**84**	**97**

Appendix D: United Nations Global Compact: Commitment on Progress (COP)

Issue Area	Global Compact Principles
Human Rights	**Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.** *Stantec COP:* Stantec's mandatory Ethics and Business Conduct training covers topics on ethics, integrity, harassment and discrimination, anticorruption, government contracting, political activities, and social responsibility.
	Principle 2: make sure they are not complicit in human rights abuses. *Stantec COP:* Stantec monitors best practice commitments with regard to all ethical performance in the context of ongoing project management and terms and conditions reviews.
Labour	**Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.** *Stantec COP:* Stantec does not engage in any practices that would impinge on freedom of association or the right to collective bargaining.
	Principle 4: the elimination of all forms of forced and compulsory labour. *Stantec COP:* Stantec does not do business in areas where forms of forced and compulsory labour are a significant risk.
	Principle 5: the effective abolition of child labour. *Stantec COP:* Stantec does not do business in areas where child labour is a significant risk.
	Principle 6: the elimination of discrimination in respect of employment and occupation. *Stantec COP:* Stantec has a comprehensive Harassment and Discrimination Policy that prohibits harassment or discrimination of employees on the basis of characteristics such as race, sex, gender, color, creed, religious beliefs, citizenship status, national origin, age, marital status, sexual orientation, gender identity, or disability.
Environment	**Principle 7: Businesses should support a precautionary approach to environmental challenges.** *Stantec COP:* Stantec's Sustainability Policy clearly enunciates accordance with the precautionary approach.
	Principle 8: undertake initiatives to promote greater environmental responsibility. *Stantec COP:* Stantec's ISO 14001-certified Environmental Management System helps the Company reduce the environmental impacts of our operations, monitor compliance with environmental regulations, and advance environmental performance commitments consistent with the Company's Sustainability Policy.
	Principle 9: encourage the development and diffusion of environmentally friendly technologies. *Stantec COP:* Stantec encourages the development and diffusion of environmentally friendly technologies through initiatives such as Stantec's Research & Development Fund and Creativity & Innovation Fund, and the application of Envision's Sustainable Infrastructure Framework.
Anticorruption	**Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.** *Stantec COP:* Stantec's mandatory Ethics and Code of Conduct training covers topics on ethics, integrity, harassment and discrimination, anticorruption, government contracting, political activities, and social responsibility.

Appendix E: GRI Content Index

Performance Indicator	Description	Citation SR*	Citation AR*	Citation AIF*	Citation MIC*	External Assurance
STRATEGY AND ANALYSIS						
G4-1	Statement from the most senior decision maker of the organization about the relevance of sustainability to the organization and its strategy.	7				No
G4-2	Provide a description of key impacts, risks, and opportunities.	10, 12				No
ORGANIZATIONAL PROFILE						
G4-3	Name of the organization.		F10			No
G4-4	Primary brands, products, and services.		M4-M9			No
G4-5	Location of the organization's headquarters.	62				No
G4-6	Number of countries where the organization operates, and names of countries where the organization has significant operations.		159			No
G4-7	Nature of ownership and legal form.			4		No
G4-8	Markets served.		M4-M8			No
G4-9	Report the scale of the organization.		19, M4-M8, F4 and F5, F52			No
G4-10	Number of and demographic information about employees.	17, 19				No
G4 -11	Report the percentage of total employees covered by collective bargaining agreements.	59				No
G4-12	Describe the organization's supply chain.	47				No
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.		F9, F21-F24, M6-M8			No
G4-14	Explanation of how the precautionary approach or principle is addressed by the organization.		M64-M71			No
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	8				No
G4-16	Memberships in associations (such as industry associations) and/or national or international advocacy organizations.	8				No
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES						
G4-17	Entities included in the organization's consolidated financial statements or equivalent documents.		F9, F30, F49, F51			Yes (AR: F2)
G4-18	Process for defining the report content and the Aspect Boundaries. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	5				No
G4-19	Material Aspects identified in the process for defining report content.	12 and 13				No
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	12 and 13				No
G4-21	For each material Aspect, report the Aspect Boundary outside the organization.	13				No
G4-22	Effect of any restatements of information provided in previous reports, plus reasons.	30 and 31	F10			Yes (AR: F2)
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	5				No

* SR - Sustainability Report
AR - Annual Report
AIF - Annual Information Form
MIC - Management Information Circular

Note: All reports referred to are for 2015.

Performance Indicator	Description	Citation				External Assurance
		SR*	AR*	AIF*	MIC*	
STAKEHOLDER ENGAGEMENT						
G4-24	List of stakeholder groups engaged by the organization.	12 and 13				No
G4-25	Basis for identification and selection of stakeholders with whom to engage.	12 and 13				No
G4-26	Organization's approach to stakeholder engagement.	12 and 13				No
G4-27	Key topics and concerns that have been raised through stakeholder engagement.	12 and 13				No
REPORT PROFILE						
G4-28	Reporting period.	5				No
G4-29	Date of most recent previous report (if any).	5				No
G4-30	Reporting cycle.	4 and 5				No
G4-31	Contact point for questions regarding the report or its contents.	62				No
G4-32	"In accordance" option the organization has chosen. GRI Content Index for the chosen option. Reference to the External Assurance Report.	5				No
G4-33	Policy and current practice with regard to seeking external assurance for the report.	5				No
GOVERNANCE						
G4-34	Governance structure of the organization.				23-28	No
G4-35	Report the process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.				23-28	No
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics, and whether post holders report directly to the highest governance body.	27				No
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics.	27			23-28	No
G4-38	Report the composition of the highest governance body and its committees.	27			23-28	No
G4-39	Report whether the chair of the highest governance body is also an executive officer.	27			27	No
G4-40	Report the nomination and selection processes for the highest governance body.				13, 25-30	No
G4-41	Report processes for the highest governance body to ensure conflicts of interest are managed.				23-28	No
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value, or mission statements, strategies, policies, and goals related to economic, environmental, and social impacts.				23-28	No
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.				26, 29	No
G4-44	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics.				23-29	No

Performance Indicator	Description	Citation				External Assurance
		SR*	AR*	AIF*	MIC*	
G4-45	a. Report the highest governance body's role in the identification and management of economic, environmental, and social impacts, risks, and opportunities. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social impacts, risks, and opportunities.		M64-M71		59-62	No
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics.				27, 41	No
G4-47	Report the frequency of the highest governance body's review of economic, environmental, and social impacts, risks, and opportunities.				31-34, 59-62	No
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	5				No
G4-49	Report the process for communicating critical concerns to the highest governance body.	27				No
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	No critical concerns were communicated				
G4-51	Renumeration.				19-22, 38-45	No
G4-52	Report the process for determining remuneration.				19-22	No
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration.				37	No
G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country to the median annual total compensation for all employees in the same country.	50				No
G4-55	Ratio of % increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (per country).	50				No
ETHICS AND INTEGRITY						
G4-56	Organization's values, principles, standards, and norms of behavior, such as codes of conduct and codes of ethics.				23	No
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.				23	No
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior.				23	No
Disclosures on Management Approach						
G4-DMA	a. Report why the Aspect is material. Report the impacts that make this Aspect material. b. Report how the organization manages the material Aspect or its impacts. c. Report the evaluation of the management approach.		M2-M6, M54-M61, M64-M71			No

Performance Indicator	Description	Citation					External Assurance
		SR*	AR*	AIF*	MIC*		
ECONOMIC							
Economic Performance							
G4-EC1	a. Report the direct economic value generated and distributed (EVG&D) on an accruals basis. b. To better assess local economic impacts, report EVG&D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance.		F5, F7 and F8				No
G4-EC2	Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure.		M60				No
G4-EC3	Report coverage of the organization's defined benefit plan obligations.		Not applicable				
G4-EC4	Report on financial assistance received from government.		F52				No
Market Presence							
G4-EC5	Report on ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.		Omitted				
G4-EC6	Report proportion of senior management hired from the local community at significant locations of operation.		Omitted				
Indirect Economic Impacts							
G4-EC7	Report on the development and impact of infrastructure investments and services supported.		Omitted				
G4-EC8	a. Report examples of the significant identified positive and negative indirect economic impacts the organization has. b. Report the significance of the impacts in the context of external benchmarks and stakeholder priorities.		Omitted				
Procurement Practices							
G4-EC9	Report proportion of spending on local suppliers at significant locations of operation.	37					No
ENVIRONMENTAL							
Materials							
G4-EN1	Report the total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period.	30					No
G4-EN2	Report the percentage of recycled input materials used to manufacture the organization's primary products and services.	30					No
Energy							
G4-EN3	Energy consumption within the organization.	31					No
G4-EN4	Energy consumption outside of the organization.		Not applicable				
G4-EN5	Energy intensity.	31					No
G4-EN6	Reduction of energy consumption.		2015 baseline year				
G4-EN7	Reductions in energy requirements of products and services.		Not applicable				
Water (G4-EN8 to G4-EN14)			Not applicable				
Emissions							
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1).	31					No
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	31					No

| Performance Indicator | Description | Citation | | | | External Assurance |
		SR*	AR*	AIF*	MIC*	
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3).	31				No
G4-EN18	Greenhouse gas (GHG) emissions intensity.	31				No
G4-EN19	Reduction of greenhouse gas (GHG) emissions.	2015 baseline year				
G4-EN20	Report emissions of ozone-depleting substances (ODS).	31				No
G4-EN21	Report NOx, SOx, and other significant air emissions.	31				No
G4-EN22	Report total water discharge by quality and destination.	Omitted				
G4-EN23	Report total weight of waste by type and disposal method.	Omitted				
G4-EN24	Report total number and volume of significant spills.	None				
G4-EN25	Report weight of transported, imported, or treated waste deemed hazardous.	Omitted				
G4-EN26	Report the identity and biodiversity of water bodies.	Not applicable				
Products and Services (G4-EN27 and G4-EN28)		Not applicable				
Compliance						
G4-EN29	Report the monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	None				
Transport (G4-EN30)		Not applicable				
Overall (G4-EN31)		Not applicable				
Supplier Environmental Assessment (G4-EN32 and G4-EN33)		Not applicable				
Environmental Grievance Mechanisms (G4-EN34)		Not applicable				
SOCIAL						
Employment						
G4-LA1	Employee turnover by age group, gender, and region.	24				No
G4-LA2	Benefits which are standard for full-time employees by "significant locations of operation."	25				No
G4-LA3	Report on parental leave by the number and gender of employees.	25				No
Labor/Management Relations						
G4-LA4	a. Report the minimum number of weeks' notice typically provided to employees and their elected representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	Not applicable				
Occupational Health and Safety						
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.	15				No
G4-LA6	Report H&S statistics by region and gender.	53				No
G4-LA7	Report whether there are workers who are involved in occupational activities who have a high incidence or high risk of specific diseases.	None				
G4-LA8	a. Report whether formal agreements (either local or global) with trade unions cover health and safety. b. If yes, report the extent, as a percentage, to which various health and safety topics are covered by these agreements.	Not applicable				

Performance Indicator	Description	SR*	AR*	AIF*	MIC*	External Assurance
Training and Education						
G4-LA9	Average hours of training per year.	20				No
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	20-22				No
G4-LA11	Percentage of employees receiving regular performance and career development reviews.	20				No
Diversity and Equal Opportunity						
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	48-49				No
Equal Remuneration for Women and Men						
G4-LA13	a. Report the ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. Report the definition used for "significant locations of operation."	51 and 52				No
Supplier Assessment for Labor Practices						
G4-LA14	Report the percentage of new suppliers that were screened using labor practices criteria.	Not applicable				
G4-LA15	Report the number of suppliers subject to impact assessments for labor practices.	Not applicable				
Labor Practice for Grievance Mechanisms						
G4-LA16	Report the total number of grievances about labor practices filed through formal grievance mechanisms during the reporting period.	None reported				
HUMAN RIGHTS						
Investment						
G4-HR1	Report the total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	Not applicable				
G4-HR2	Report the total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.	20, 22				No
Non-Discrimination						
G4-HR3	a. Report the total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening. b. Report the definition of "significant investment agreements" used by the organization.	None				
Freedom of Association and Collective Bargaining (G4-HR4)		Not applicable				
Child Labor (G4-HR5)		Not applicable				
Forced or Compulsory Labor (G4-HR6)		Not applicable				
Security Practices (G4-HR7)		Not applicable				
Indigenous Rights (G4-HR8 and G4-HR9)		Not applicable				
Supplier Human Rights Asssessment (G4-HR10 and G4-HR11)		Not applicable				
Human Rights Grievance Mechanisms (G4-HR12)		Not applicable				
Anticorruption						
G4-SO3	a. Report the total number and percentage of operations assessed for risks related to corruption. b. Report the significant risks related to corruption identified through the risk assessment.	27				No

Performance Indicator	Description	Citation				External Assurance
		SR*	AR*	AIF*	MIC*	
G4-SO4	Report any communication and training on anticorruption policies and procedures.	27			23	No
G4-SO5	a. Report the total number and nature of confirmed incidents of corruption. b. Report the total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Report the total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Report public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	27				No

Public Policy

| G4-SO6 | a. Report the total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary.
b. Report how the monetary value of in-kind contributions was estimated, if applicable. | None | | | | |

Anticompetitive Behavior

| G4-SO7 | Report the total number of legal actions pending or completed during the reporting period regarding anticompetitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant. | None | | | | |

Compliance

| G4-SO8 | a. Report significant fines and non-monetary sanctions.
b. If the organization has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.
c. Report the context against which significant fines and non-monetary sanctions were incurred. | No signficant fines or sanctions were accrued during the reporting period | | | | |

| Supplier Assessment for Impacts on Society (G4-SO9 and G4-SO10) | Not applicable | | | | | |
| Grievance Mechanisms for Impacts on Society (G4-SO11) | Not applicable | | | | | |

PRODUCT RESPONSIBILITY

Customer Health and Safety

| G4-PR1 | Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement. | 15 | | | | No |
| G4-PR2 | Report the total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services within the reporting period. | None | | | | |

| Product and Service Labelling (G4-PR3 to G4-PR5) | Not applicable | | | | | |
| Marketing Communications (G4-PR6 and G4-PR7) | Not applicable | | | | | |

Customer Privacy

| G4-PR8 | a. Report the total number of substantiated complaints received concerning breaches of customer privacy.
b. Report the total number of identified leaks, thefts, or losses of customer data.
c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient. | None | | | | |

Compliance

| G4-PR9 | a. Report the total monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.
b. If the organization has not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient. | None | | | | |

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