Management Approach: Health, Safety, and Security

Nothing is more important than the health, safety, security, and well-being of the employees, business partners, visitors, clients, and communities we serve. Stantec's safety culture recognizes that safety is personal; it impacts our decisions and actions at work, at home, and in the community.

Commitments and Practices

We use our SaferTogether™ culture to support knowledge, communication, relationships, and a 24/7 mindset in all we do. Stantec's Health, Safety, and Security and Workplace Violence policies set the Company's expectation that everyone is responsible and accountable for their safety and the safety of others.

The elements of our SaferTogether approach include

- Knowledge: Understanding how to work safely and sharing that knowledge with others
- Communication: Empowering our people to communicate when they feel something isn't right (including stop work authority) and to accept feedback when a concern is raised
- Relationships: Building open, honest, and trusting relationships where people are involved in the decision-making process
- Mindset: Having a 24/7 mindset of safety and caring about personal safety and the safety of others at work, at home, and in the community

When we're SaferTogether™, we care about our people and those around us—in the office, in the field, at home, and in our communities.

In Our Operations

Stantec applies health, safety, and security principles when managing our operations, planning and executing projects, sharing best practices and lessons learned, and managing the continuous improvement cycle. Our proactive programs and systems focus on identifying hazards and controlling risks. If an incident occurs, we share lessons learned and use relevant findings to improve our practices, tools, training, and communication where needed.

In our efforts to prevent incidents and further develop our safety culture, our programs and systems incorporate proactive measures to identify and address at-risk conditions and behaviors before an incident occurs, including setting up prioritization and action plans. We conduct prevention activities such as ergonomic assessments, hazard identification, and planned job observations and track our progress with a leading indicator safety index. Each employee contributes to the leading indicators process as a component of performance management. To assess our success, we work to increase our leading indicator safety index (LISI) and decrease our total recordable injury rate (TRIR) as quantitative goals for improving health and safety performance metrics.

Stantec communicates to our supervisors and leadership the importance of having intentional conversations around health, safety, security, and environmental (HSSE) topics, to make personal connections and provide opportunities for growth.

Our culture and systems strive to connect physical health (fitness for duty), freedom from injury or illness, mental health, connection to environmental concerns, and protection from violence in the workplace in all its forms.[1]

Occupational Health and Safety Management System

Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001:2018-certified management system. Stantec's health and safety framework includes a series of safe work practices and specialized programs to guide our office and field work around the world.

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[1] During the COVID-19 pandemic, HSSE developed a series of specialized guidelines, best practices, and controls based on a risk assessment for the organization. These include working from home, pandemic field guidance, safe hotel practices, social distancing, face coverings, hygiene and wellness, cleaning and disinfecting, and how to share pandemic actions with clients, subcontractors, subconsultants, and suppliers. While Stantec's Pandemic Committee has been retired, the lessons learned are being applied to our post-pandemic operations and in preparation for potential similar events in the future.

We follow a systematic approach that applies a hierarchy of controls to prioritize preventive and protective measures to enhance occupational health and safety. Stantec complies with OSHA due to work in the United States and voluntarily follows OSHA standards throughout our global operation.

We regularly assess work-related hazards, including those that pose a risk of high-consequence injury, and work to identify and implement ways to eliminate or minimize those risks. Additionally, health, safety, and security criteria are included in procurement and contractual requirements.

Governance
Stantec safety commitments start at the top and connect directly to each employee:

- Our board-level Sustainability and Safety Committee oversees governance
- Our Executive HSSE Committee—comprising senior leaders across business lines and geographies—provides executive sponsorship of our health and safety policies, programs, goals, initiatives, and management systems
- Our network of HSSE directors, managers, advisors, and office-level representatives connects our programs and practices to the day-to-day lives of our employees

Hazard Recognition, Assessment, and Control
This process is designed to help employees identify hazards, assess risk, and then implement controls aimed at preventing incidents.

We utilize the Energy Wheel to help employees organize information about known hazards into actions and controls. The sources of energy pictured on the wheel can generate a systematic review of the working environment where identification and discussion of hazards can be used to establish controls and generate situational awareness in a changing workspace. Wording and symbols displayed on field documentation and forms assist employees in their planning and communication.

Stantec has identified the 12 critical risks that have the greatest potential to cause serious injuries, incidents, and fatalities, including

1. Driving
2. Working at heights
3. Traffic control
4. Wildlife, insects, and vegetation
5. Mobile and heavy equipment
6. Environments with water or ice
7. Ground disturbance
8. Ergonomic hazards and manual handling
9. Hazardous materials and environments
10. Hazardous energy
11. Hot work
12. Confined spaces

A series of easy-to-use flat sheets provide information about identifying these hazards and implementing control measures to keep employees and others safe. Our Energy Wheel Field Guide brings the Energy Wheel and Critical Risk Controls together in one field-friendly document.

Communications and Training
Achieving HSSE engagement and compliance takes more than telling employees about processes and how to use them. We must also inspire them to make safe choices and be SaferTogether every day. Some of the ways we continue to build our safety culture include increasing leadership visibility and engagement, encouraging and recognizing safe and proactive behavior, and making safety meaningful and personal.

Stantec regularly communicates and provides training on our HSSE expectations, critical risks, and workplace best practices so employees can keep themselves and others safe.

Supervising for SaferTogether is our flagship training program that builds trust, communication, and accountability in our safety culture. This training is for front-line supervisors and Project Managers focused on transformational leadership and includes a mixture of live sessions facilitated by business line leaders as well as online learning. The program reinforces that Stantec's safety culture is strengthened by establishing connections when we speak, act, focus, engage, and recognize.

- Speak: Make safety part of our daily conversations
- Act: Model safe behaviors to demonstrate our commitment to safety
- Focus: Build systems of work that embed health, safety, security, and the environment into our daily activities
- Engage: Get others involved by asking questions, starting conversations, and building relationships
- Recognize: Provide immediate and authentic feedback to others when they do something good (at work, at home, and in our communities)

Situational Awareness
No matter the time or place, situational awareness—the discipline of always being present and aware of our surroundings, thinking a step ahead—is our best defense against injuries and incidents. Even the most routine task has its own hazards and risks, and conditions can change quickly; that's why it's so important to assess and re-assess our environment regularly to prepare for something new or unexpected. Our teams understand that we work in dynamic work environments and perform last-minute risk assessments regularly to align our planning and decision-making for the safest outcomes.

Tracking
Enterprise-wide, Stantec uses Pro-Sapien—a paperless, one-stop solution for streamlined tracking and more proactive response to health and safety issues—to help us with reporting, escalating, and managing incidents, near misses, and leading indicator activities.

Stop Work Authority
Stantec is committed to providing and maintaining a safe and healthy workplace. We believe that incidents and injuries are preventable and that a job is done well only if it is done safely. Stantec employees have the authority to stop work if they feel unsafe. Their Stop Work Authority ensures employees, supervisors, and clients can pause work, re-assess hazards, and proceed with work once the hazards have been addressed. Stantec's Stop Work Authority document is endorsed by our CEO and available on our internal website.

In Case of Crisis
For multiple years, Stantec has maintained a smartphone application that supplies on-demand, Stantec-specific health, safety, security, and emergency response information to employees and contractors. Employees can quickly find relevant information, search for contact information, complete simple forms, and access security support.

Secure Workplaces and Travel
To provide secure workplaces, we coordinate with real estate, IT, and systems security compliance teams to take preventive measures, such as locating offices in safe areas and providing appropriate office security in compliance with Stantec's IT Information Security Guidance and Office Security Standards. We additionally provide and maintain office security and workplace violence security communications, training, and guidance, as well as conduct office security audits and implement any necessary improvements. For existing and anticipated projects, we conduct country assessments and provide site-specific risk mitigation measures for Stantec project teams.[2]

To reduce risks to Stantec employees when they travel and work on projects, we

- Track global security trends and provide leadership, individual member, and project team level advice about project-related threats
- Prepare risk mitigation plans and standards based on threat level
- Develop and implement country evacuation plans and support structures
- Visit client project sites to obtain ground truth[3] and assure Stantec employees are properly secured
- Monitor and provide advice about security during live events such as conflict or medical emergencies
- Utilize the International SOS application to deliver real-time travel safety and security alerts to mobile devices

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[2] In the unusual event that Stantec-contracted security is needed at a project level, local contractors are trained on human rights.
[3] Ground truth: information provided by direct observation.

- Support employees who experience problems while traveling
- Offer culture guides to inform traveler experience and support successful local communications

<u>Connecting to the Community</u>

Stantec's involvement in advocating for health and safety extends to the community. For more than 10 years, as a part of Health and Safety week in early May, Stantec staff across Canada advocate for a safe work environment by fundraising and participating in [Steps for Life](#)—a 5km family walk that honors those who have lost their lives in workplace tragedies, with the goal of preventing others from being injured or killed on the job.

Supporting Clients

Stantec makes extensive efforts to design projects that are safe for the end user. During project design, Stantec practitioners consider the health and safety of our designed products once they are constructed and operational. This is a standard evaluation factor in our project risk management practices.

During field work, we protect the health and safety of our employees, subcontractors, and subconsultants when they are on site working on our projects and of communities when they are given physical access to our sites. Before starting any field work, we prepare a Risk Management Strategy to address potential health and safety impacts. We document and monitor these impacts throughout the life span of the project.

Stantec offers stand-alone [health and safety services](#) to clients. We have certified industrial hygienists, safety professionals, and toxicologists that help our clients apply best practices and manage their human health and environmental risks. We also help clients incorporate health and safety systems into their sustainability programs, such as by integrating the Culture of Health for Business framework (COH4B) into sustainability reporting and strategy development, carrying out material health assessments and adding relevant criteria to project specifications, and certifying buildings to sustainability standards addressing human health, such as the [WELL Building Standard](#).

With Our Supply Chain

Through our [Partner Code of Business Conduct](#), Stantec shares our expectations that suppliers and partners comply with health and safety laws and regulations and provide workers a safe and healthy workplace.

For fieldwork, Stantec assesses subcontractors for their health and safety programs through our Subcontractor Management System, which includes safety statistics, insurance, compensation coverage, program verification, and more. Subcontractors are expected to manage and communicate any incidents and share any lessons learned through investigation and reporting.

Accountability

Stantec assesses our progress by tracking industry-recognized statistics. We measure both TRIR—a lagging indicator that tracks the number of recordable incidents that a company experiences during a year, normalized to 100 full-time employees—and LISI—a Stantec-defined index composed of leading indicators that measures proactive and preventive activities.

As a part of our ISO-certified health and safety management system, compliance with processes is audited via a rigorous internal and external audit process. We conduct regular inspections, verifying our processes and programs internally as well as undertaking review with clients and external certifying bodies

Targets are set as key performance indicator in Stantec's executive sustainability pay link. Our TRIR is also compared to the industry average as reported by the [US Bureau of Labor Statistics](#) (NAICS Code 541330, Engineering Services).

Material Topic / Value Chain Nodes Covered:

Health and Safety / Operations, Downstream (Clients), Upstream (Supply Chain)

See all [Stantec Management Approaches](#)