

2012  
SUSTAINABILITY  
REPORT — GRI Content  
Index Supplement



One Team. Integrated Solutions.

**STN** • **TSX** • **NYSE**

# GRI INDEX

| INDICATOR #                        | GRI INDICATOR  | PAGE REFERENCE/DETAILS   |
|------------------------------------|--|--|
| <b>PROFILE</b>                     |  |  |
| <b>1. STRATEGY AND ANALYSIS</b>    |  |  |
| 1.1                                | Statement from the most senior decision maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy                   | SR pages 10-11   |
| 1.2                                | Description of key impacts, risks, and opportunities   | SR pages 10-11, 14-15, 16-18, 45 (4.11)  |
| <b>2. ORGANIZATIONAL PROFILE</b>   |  |  |
| 2.1                                | Name of the organization   | FR, page F-9   |
| 2.2                                | Primary brands, products, and/or services  | FR, pages M-2 to M-12  |
| 2.3                                | Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures   | FR, pages F-9, F-34 to F-36, F-54 to F-56  |
| 2.4                                | Location of organization's headquarters  | FR, page F-9   |
| 2.5                                | Number of countries where the organization operates and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report                     | FR, pages F-35, F-54 to F-55, F-56 to F-57   |
| 2.6                                | Nature of ownership and legal form   | AIF pages 4 and 5  |
| 2.7                                | Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)  | FR, page M-4 to M-7  |
| 2.8                                | Scale of the reporting organization  | Employee numbers: FR, pages M-8<br>Net revenue: FR, page F-5<br>Total capitalization: FR, page F-7 (share prices and shares outstanding)<br>Quantity of services provided: n/a<br>Total assets: FR, page F-4<br>Breakdown by country of revenue: FR, page F-57 |
| 2.9                                | Significant changes during the reporting period regarding size, structure, or ownership  | FR, pages F-23 to F-27 (acquisitions)  |
| 2.10                               | Awards received in the reporting period  | SR page 12   |
| <b>3. REPORT PARAMETERS</b>        |  |  |
| <i>Report Profile</i>              |  |  |
| 3.1                                | Reporting period (e.g., fiscal/calendar year) for information provided   | 2012 full calendar year  |
| 3.2                                | Date of most recent previous report (if any)   | 2011 full calendar year  |
| 3.3                                | Reporting cycle (annual, biennial, etc.)   | Annual   |
| 3.4                                | Contact point for questions regarding the report or its contents   | Back Cover   |
| <i>Report Scope and Boundaries</i> |  |  |
| 3.5                                | Process for defining report content  | SR pages 16 to 18  |
| 3.6                                | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)  | FR, page F-9 (Basis of Consolidation)  |
| 3.7                                | State any specific limitations on the scope or boundary of the report  | FR, page F-9 (Basis of Consolidation)  |
| 3.8                                | Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations | FR, page F-9 (Basis of Consolidation), page F-9 to F-18 (Summary of Significant Accounting Policies)   |

| INDICATOR #                                       | GRI INDICATOR   | PAGE REFERENCE/DETAILS   |
|---|---|--|
| <b>3. REPORT PARAMETERS</b>                       |   |  |
| <i>Report Scope and Boundaries</i>                |   |  |
| 3.9   | Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report                           | FR, pages F-18 to F-20 (Summary of Significant Accounting Judgments, Estimates, and Assumptions). SR for env footprint, other - HR   |
| 3.10  | Explanation of the effect of any restatements of information provided in earlier reports and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods) | No significant restatement for 2012.   |
| 3.11  | Significant changes from previous reporting periods in the scope, boundary, or Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report                           | No significant restatement for 2012.   |
| <i>GRI Content Index</i>                          |   |  |
| 3.12  | Table identifying the location of the Standard Disclosures in the report  | SR pages 43 to 50  |
| <i>Assurance</i>                                  |   |  |
| 3.13  | Policy and current practice with regard to seeking external assurance for the report  | SR page 9  |
| <b>4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b> |   |  |
| 4.1   | Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight   | FR pages M-65 to M-66 (Corporate Governance); AIF, pages 9 to 12, 16 to 17; MIC pages 14 to 18 and 24 to 28, 31 to 34. Our corporate governance model complies with the corporate governance guidelines set out in National Policy 58-201, addressing practices in three main areas: stewardship, independence, and expertise.   |
| 4.2   | Indicate whether the chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement)                                     | AIF, pages 14 to 16, MIC, page 27.   |
| 4.3   | For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or nonexecutive members   | AIF, pages 14 to 16, MIC, page 19.   |
| 4.4   | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body  | MIC, pages 35, and pages 54 to 55. Both our external and internal Company websites publicize this policy and provide contact information, reassurance of anonymity, and an outline of the process for addressing concerns.   |
| 4.5   | Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements) and the organization's performance (including social and environmental performance)   | MIC, pages 21 to 23, addresses director compensation. Long-term incentives for directors are in the form of deferred share units. Deferred share units are valued using the weighted-by-volume average of the closing market price of Stantec common shares for the last 10 trading days of the month of the death or retirement of the director. Compensation for our chief executive officer can be found in the MIC, pages 36-38. Executive compensation to all other executives other than the CEO can be found in the MIC, pages 38 -43. Both the bonus and long-term incentives awarded to the executives are tied to Company performance. |
| 4.6   | Processes in place for the highest governance body to ensure conflicts of interest are avoided  | Our Code of Ethics, Integrity, and Majority Voting policies are disclosed in the Investors/Governance section of stantec.com. All other policies are published internally on our Company intranet. The board of directors believes that its effectiveness is furthered when directors exercise independent judgment in considering transactions and agreements. As such, if at any board of directors' meeting a director or executive officer will not be present for discussions relating to the matter and will not participate in any vote on the matter.  |
| 4.7   | Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity                  | We assess the skills and expertise of the board of directors of Stantec Inc. through the circulation of annual surveys, which are completed by each of the directors. For a chart detailing the collective skill and expertise of our board, and our process for identifying nominees to the board see MIC, page 27. See also MIC page 29 for disclosure regarding committee/board assessments.  |

| INDICATOR #                                       | GRI INDICATOR   | PAGE REFERENCE/DETAILS   |
|---|---|--|
| <b>4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b> |   |  |
| 4.8   | Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation   | SR page 42   |
| 4.9   | Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles | The Audit and Risk Committee meets quarterly and reports to the Board of Directors. For a detailed review of the mandate and work plan, see MIC, pages 56 to 57.   |
| 4.10  | Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance  | The board of directors conducts a self-assessment each year. The shareholders vote to elect the directors at each annual general meeting. If the shareholders are unhappy with performance, they can choose to withhold their votes for any or all of the directors.   |
| 4.11  | Explanation of whether and how the precautionary approach or principle is addressed by the organization   | FR pages M-57-M64. Through Stantec's HSE-registered ISO 14001 EMS, the Company strives to identify, assess, and manage the health, safety and environmental hazards and risks to which its employees are exposed. Risk assessments for office, fleet, storage, warehouse, and lab activity are conducted on a regular basis to determine which environmental aspects are of risk, and of most significance, to our operations. For hazardous spills, every lab has a spill response plan which is exercised annually. For field work, Stantec implements standard operating procedures for health and safety risk assessment and hazard recognition as a reporting system. |
| 4.12  | Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses  | SR pages 12, 17, 22-26, 29   |
| 4.13  | Memberships in associations (such as industry associations) and/or national/international advocacy organizations  | BOMA, ISI, ISO, LEED   |
| <i>Stakeholder Engagement</i>                     |   |  |
| 4.14  | List of stakeholder groups engaged by the organization  | SR page 16   |
| 4.15  | Basis for identification and selection of stakeholders with whom to engage  | SR pages 9, 16 to 17   |
| 4.16  | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group  | SR pages 16 to 20  |
| 4.17  | Key topics and concerns that have been raised through stakeholder engagement and how the organization has responded to those key topics and concerns, including through its reporting   | SR pages 17 to 18  |
| <b>ENVIRONMENTAL</b>                              |   |  |
| DMA   | Disclosure on Management Approach   | i) SR pages 14-15; ii) Sustainability Policy and HSE Policy; iii) SR page 42; iv) SR pages 27-29; v) and vi) SR pages 25-29  |
| EN1   | Quantified for paper use only   | SR page 28   |
| <i>Materials</i>                                  |   |  |
| EN2   | Percentage of materials used that are recycled input materials  | SR Environmental section pages   |
| <i>Energy</i>                                     |   |  |
| EN3   | Direct energy consumption by primary energy source  | SR pages 25-26 Direct energy consumption by renewable primary source considered not significant enough to be material  |
| EN4   | Indirect energy consumption by primary source   | SR pages 25 to 26  |
| EN7   | Initiatives to reduce indirect energy consumption and reductions achieved   | SR pages 27, 29  |
| <i>Emissions, Effluents and Waste</i>             |   |  |
| EN16  | Total direct and indirect GHG emissions by weight   | SR page 26   |
| EN18  | Initiatives to reduce greenhouse gas emissions and reductions achieved  | SR page 27   |

| INDICATOR #                            | GRI INDICATOR  | PAGE REFERENCE/DETAILS   |
|--|--|--|
| <b>ENVIRONMENTAL</b>                   |  |  |
| <i>Emissions, Effluents and Waste</i>  |  |  |
| EN19                                   | Emissions of ozone-depleting substances by weight  | Since we are a professional services firm, we do not have any significant emissions of ozone-depleting substances. Any emissions from refrigerants or other sources are considered negligible or beyond our operational control.   |
| EN22                                   | Total weight of waste by type and disposal method  | SR pages 21 to 23  |
| EN23                                   | Total number and volume of significant spills  | Zero significant spills  |
| <i>Products and Services</i>           |  |  |
| EN26                                   | Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation   | SR pages 21 to 23  |
| EN27                                   | Percentage of products sold and packaging materials reclaimed by category  | Not applicable to Stantec  |
| EN28                                   | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.   | There have been no significant fines or penalties against Stantec relating to environmental laws and regulations.  |
| <b>HUMAN RIGHTS</b>                    |  |  |
| DMA                                    | Disclosure on Management Approach  | i) Employment (Career and Professional Development, Compensation and Pay, Employment Practices, Leaves of Absence and Time Off, Rights and Responsibilities), Harrassment and Discrimination policy, HSE policy, Workplace Violence policy; ii) Pages 30-39, 42; iii) Employment Service policies, Harrassment and Discrimination policy, HSE policy; iv) The COO is the most senior person with organizational responsibility. The responsibility is shared with other SVPs and the General Counsel; v) SR pages 34, 37; vi) SR pages 34-36 vii) SR page 14, 30 to 36 |
| <i>Non-Discrimination</i>              |  |  |
| HR4                                    | Total number of incidents of discrimination and corrective actions taken   | Fewer than five complaints were made (none proven). All were investigated. No remedial actions were necessary.   |
| HR6                                    | Operations and significant suppliers identified as having significant risk for incidents of child labor and measures taken to contribute to the elimination of child labor                         | We conduct more than 97% of our business in the United States and Canada, countries that do not have significant risk for human rights abuses or incidents of child labor. In our international offices, or otherwise when we are working internationally, we abide by all laws and regulations concerning the hiring of personnel.  |
| <i>Forced and Compulsory Labor</i>     |  |  |
| HR7                                    | Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor and measures to contribute to the elimination of forced or compulsory labor | Refer to HR6 on previous page.   |
| <i>Security Practices</i>              |  |  |
| HR8                                    | Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations   | Not applicable to Stantec.   |
| <i>Indigenous Rights</i>               |  |  |
| HR9                                    | Total number of incidents of violations involving rights of indigenous people and actions taken  | Zero incidents   |
| <b>LABOR PRACTICES AND DECENT WORK</b> |  |  |
| DMA                                    | Disclosure on Management Approach  | i) Employment policies (Career and Professional Development, Compensation and Pay, Employment Practices and Programs, Leaves of Absence and Time Off, Rights and Responsibilities), Harassment and Discrimination policy, HSE policy (and manual), Workplace Violence policy. ii) SR pages 30-39, 42; iii) SR page 46 Human Rights DMA   |
| <i>Employment</i>                      |  |  |
| LA1                                    | Total workforce by employment type, employment contract, and region, broken down by gender   | SR page 31   |

| INDICATOR #                            | GRI INDICATOR  | PAGE REFERENCE/DETAILS  |
|--|--|---|
| <b>LABOR PRACTICES AND DECENT WORK</b> |  |   |
| <i>Employment</i>                      |  |   |
| LA2                                    | Total number and rate of new employee hires and employee turnover by age group, gender, and region   | SR page 32  |
| LA3                                    | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation                                      | SR page 33  |
| <i>Labor Management/Relations</i>      |  |   |
| LA4                                    | Percentage of employees covered by collective bargaining agreements  | Zero percent (no collective bargaining agreements)  |
| <i>Occupational Health and Safety</i>  |  |   |
| LA7                                    | Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender                                       | 2.1 Recordable Injuries: CE - 14, CW - 25, USE - 19, USW - 5, Total Company - 63.<br>2.2 These calculations do not include minor injuries.<br>2.3 Lost Days (calendar days, beginning the day after the incident): CE - 181, CW - 192, USE - 118, USW - 0<br>2.4 Injury Rate: CE - 0.66, CW - 0.71, USE - 0.72, USW - 0.42, Occupational Disease Rate: 0<br>Lost Day Rate: CE - 8.51, CW - 5.47, USE - 4.45, USW - 0.00<br>Absentee Rate: Unknown - HR Issue<br>2.5 Fatalities: 0<br>2.6 System - Record-keeping system is consistent with OSHA record-keeping guidelines |
| LA9                                    | Health and safety topics covered in formal agreements with trade unions  | Not applicable  |
| <i>Training and Education</i>          |  |   |
| LA10                                   | Average hours of training per year per employee by gender, and by employee category  | SR pages 37 to 38   |
| LA12                                   | Percentage of employees receiving regular performance and career development reviews, by gender  | SR page 38  |
| <i>Diversity and Equal Opportunity</i> |  |   |
| LA13                                   | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity | SR pages 34 to 36   |
| <b>SOCIETY</b>                         |  |   |
| DMA                                    | Disclosure on Management Approach  | i), ii), v) SR pages 3, 36, 39 to 41, 48 (SO3). Other goals include no corruption, no anti-competitive behavior, and full compliance with all associated laws and regulations. ii) 12 business conduct policies, community investment policy, and all policies related to regulatory compliance. iii) VP, Risk Management/General Counsel, COO, and CEO.  |
| <i>Corruption</i>                      |  |   |
| SO2                                    | Percentage and total number of business units analyzed for risks related to corruption   | We submit all our business units for analysis of risks related to corruption through a survey of all units completed each quarter.  |

| INDICATOR #                       | GRI INDICATOR  | PAGE REFERENCE/DETAILS  |
|-----------------------------------|--|---|
| <b>SOCIETY</b>                    |  |   |
| <i>Corruption</i>                 |  |   |
| S03                               | Percentage of employees trained in organization's anticorruption policies and procedures   | We require all employees to complete a mandatory online business ethics training program. In addition, we require all new employees to complete an online training module that includes orientation to our Company policies and procedures. Employees must sign a form confirming their understanding that they are expected to review all Company policies and to act in accordance with these policies. Some of our policies address anticorruption, such as our Conflict of Interest policy and Insider Trading policy. Agreement to comply with Stantec's policies and practices is confirmed within the context of the signed Employment Agreement at the commencement of employment with Stantec and annually through our formal performance review process.<br>2.1 Total Number of Non-Management Employees: 9,748; Total Number of Management Employees: 2,536<br>2.2 We did not track percentage completion in 2012 as we will be rolling out a new anti-corruption and ethics training in 2013. |
| S04                               | Actions taken in response to incidents of corruption   | Any allegations of corruption are reported to management, and, if necessary, to legal authorities. Instances of corruption would result in a review of policies and procedures, and, where determined necessary, changes to prevent future incidents. In the reporting period, Stantec did not experience any incidents of corruption implicating employees, directors, or other non-arm's length parties.  |
| <i>Public Policy</i>              |  |   |
| S05                               | Public policy positions and participation in public policy development and lobbying  | In order to avoid the appearance of any attempt to obtain or retain business or to secure an improper advantage with public officials, political candidates, or political parties, we have instituted a Political Contributions policy. Stantec will not contribute funds to or allow the use of its facilities for political fundraising purposes on behalf of candidates for political office, political parties, ballot initiatives, referenda or measures, or elected incumbent office holders at any level—federal, state/provincial, or local. Any exception must be approved in writing by the regional operating unit leader, chief operating officer, or chief executive officer.  |
| S06                               | Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country  | Amount is not large enough to be material   |
| <i>Anti-Competitive Behavior</i>  |  |   |
| S07                               | Total number of legal actions for anticompetitive behavior, antitrust, and monopoly practices and their outcomes   | Zero legal actions  |
| S08                               | Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance with laws and regulations  | Zero dollars, Zero nonmonetary sanctions  |
| <b>PRODUCT RESPONSIBILITY</b>     |  |   |
| DMA                               | Disclosure on Management Approach  | Refer to Public Disclosure Documents (AIF and MD&A)<br>i) SR pages ii) 4 Branding and Communications policies and 12 Business Conduct policies iii) COO, VP People & Practice, VP Marketing Resources and Communications iv) SR pages 27, 29, 38 v) SR pages 27, 29, 38   |
| <i>Customer Health and Safety</i> |  |   |
| PR1                               | Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. | Safety impacts are assessed to varying degrees in all life cycle stages.  |
| PR2                               | Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes            | Incidents of non-compliance with regulations resulting in a fine or penalty: one . Incidents of non-compliance with regulations resulting in a warning: three. Incidents of non-compliance with voluntary codes: zero   |

| INDICATOR #   | GRI INDICATOR  | PAGE REFERENCE/DETAILS   |
|---|--|--|
| <b>PRODUCT RESPONSIBILITY</b>   |  |  |
| <i>Product and Service Labeling</i>   |  |  |
| PR4   | Total number of incidents of noncompliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes   | Zero incidents   |
| PR5   | Practices related to customer satisfaction, including results of surveys measuring customer satisfaction   | SR Stakeholders and What Matters Most section pages  |
| <i>Marketing Communications</i>   |  |  |
| PR6   | Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship  | Not applicable to Stantec.   |
| PR7   | Total number of incidents of noncompliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes   | Zero incidents   |
| <i>Customer Privacy</i>   |  |  |
| PR8   | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data  | Zero complaints  |
| <i>Compliance</i>   |  |  |
| PR9   | Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services  | Zero incidents of noncompliance, 0 monetary sanctions  |
| <b>ECONOMIC</b>   |  |  |
| DMA   | Disclosure on Management Approach  | i) FR, pages M-16 and M-46 to M-49 ii) FR, pages M-2 to M-12<br>iii) FR, pages M-2 to M-45 and M-57 to M-64  |
| <i>Economic Performance</i>   |  |  |
| EC1   | Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments<br>a) Revenues: Net sales plus revenues from financial investments and sales of assets<br>b) Operating costs: Payments to suppliers, non-strategic investments, royalties, and facilities payments<br>c) Employee wages and benefits: Total monetary outflows for employees (current payments, not future commitments)<br>d) Payments to providers of capital: All financial payments made to the providers of the organization's capital<br>e) Payments to government. Gross taxes<br>f) Community investments: Voluntary contribution and investment of funds in the broader community (includes donations) | a) FR, pages F-5 to F-8<br>b) FR, page F-8<br>c) FR, page F-8 (cash paid to employees - including pensions) and F-52 and F-53 (employee benefits)<br>d) FR, page F-8 (interest paid) and F-46 (dividends)<br>e) FR page F-8 (income taxes paid) - not available by country<br>f) SR pages 12, 39 to 41 |
| EC2   | Financial implications and other risks and opportunities for the organization's activities due to climate change   | 2.1 SR pages 10 to 11, 25 to 26<br>2.2 CDP sections<br>2.3 FR, page M-48   |
| EC3   | Coverage of the organization's defined benefit plan obligations  | FR, pages F-16 (employee benefit plans) and F-52 to F-53 (employee costs: pension). We do not have a defined benefit plan but a defined contribution plan.   |
| EC4   | Significant financial assistance received from government  | FR, page F-58. We receive tax credits for research and development initiatives.  |
| <i>Market Presence</i>  |  |  |
| EC6   | Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation   | Amount is not significant enough to be material.   |
| Grey = partial reporting (does not count towards 20)<br>Blue = Not applicable (does not count towards 20) |  |  |

AIF: Annual Information Form  
CDP: Carbon Disclosure Project

FR: Financial Review  
MIC: Management Information Circular

MD&A: Management Discussion & Analysis  
SR: Sustainability Report