



Management Approach: Project Management

Exceptional project execution begins with identifying the right project managers and providing them with appropriate processes. Our people utilize a variety of tools and systems that enable efficient delivery throughout a diverse portfolio of projects.

Stantec's approach to project management (PM) includes a scalable framework representing Stantec's expectations of project managers and promotes a pragmatic and disciplined method to project delivery. It includes the critical tasks for managing risks and achieving quality delivery on typical projects and aligns project manager competencies, learning, processes, and governance.

Project Management Framework

Stantec's PM Framework was developed to confirm and clarify, in a concise format, the expectations Stantec has of their project managers. It includes a mandatory list of PM activities that must be completed on each active project with documented evidence recorded to confirm compliance with our ISO 9001-certified Quality Management System, our ISO 45001-certified Occupational Health and Safety Management System, and our ISO 14001-certified Environmental Management System. The underlying philosophy of this program recognizes that project managers play a crucial role in providing quality services to our clients.

Stantec takes sustainability criteria into account at a project level, considering topics such as water use, waste generation, air emissions, energy use, human rights, ethics, stakeholders, and Indigenous relations. Evaluation of sustainability criteria typically takes place at the outset of a project, whether during positioning, proposal, planning, or early design phases. Projects are coded with information that allows Stantec to track how they align with the UN Sustainable Development Goals (as reported in the SDG section of the Sustainability Report) as well as climate change mitigation and adaptation services (as reported in the SASB appendix of the Sustainability Report).

Project Managers

Stantec recognizes the importance of the project manager role and has identified a corresponding career path. Consulting professionals who obtain a technical certification or a college diploma or university degree typically in engineering, architecture, science, planning, or a similar discipline are included in the PM Career Stream.

Our project manager prequalification process provides the guidance and oversight to confirm each active project is managed by a project manager with appropriate competencies capable of managing the project to meet Stantec's expectations.

Learning

The objectives of our learning strategy are to support professionals with project management aptitudes and interests succeed in entering the PM Career Stream and to support experienced project managers in becoming better project leaders through developing the knowledge, skills and competencies required to successfully manage increasingly larger, more complex, and higher-risk projects.

Audit and Compliance

On an annual basis, a representative sampling of active projects in Stantec are audited internally as part of our ISO 9001-certified Internal Practice Audit process. The scope, length of project audit and the extent of its reporting increases with project contract size or complexity. A select number of projects are also audited annually by an external third party.

Technology

To support project teams in their design and delivery of projects, Stantec invests heavily in technology, both in integrated systems that efficiently deliver powerful analytics and consistency in project planning, monitoring and control, and in the digital tools essential for today's technical consulting professional. Digital product and service experts conduct research and development to keep our teams on the leading edge of technology changes. Examples include CAD models that are evolving beyond three dimensions, geospatial technologies that provide unprecedented access to geographic data, and virtual reality, augmented reality, and interactive mixed reality, where visualization teams bring ideas to life. These digital visualizations paired with data analytics to assimilate large data sets help our clients feel comfortable that they are well-informed as they make critical decisions.

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