

TEST <p>This is only a [test]. Do not use.</p><p>
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10K, 10Q, 6K, and 40F <p>In the US Domestic issuers file 10Ks and 10Qs, Stantec Inc. is not a US domestic issuer but is a foreign private issuer in the US therefore, instead of a 10K and 10Q we file on the NYSE a 6K for our quarterly results and a 40F for our annual results. For a complete view of our 6K and 40F filings, visit the U.S. Securities and Exchange Commission website at EDGAR Search Results (sec.gov).</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Source: U.S. Securities and Exchange Commission</i></p><p><i>[Financial Information]</i></p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

3D CADD and BIM <p>To aid in reducing access difficulties and pipework clashes during construction, advanced three-dimensional CAD modelling will be carried out for the proposed pumping station. Our team will use 3D CADD for the development of detail design drawings for all parts of the work. This 3D CADD would allow the actual site conditions to replicate to check mechanical, electrical, and structural conflicts during detailed design to ensure routing and alignment conflicts during construction are minimized. Typical within Stantec, the use of the advanced three dimensional designs and/or building/facility information modeling (BIM) is the default design method. Stantec utilizes advanced design software's from Autodesk and Bentley for the development of 3D BIM models along with integrated intelligent process and instrumentation models. All design projects set up and follow a BIM execution plan in accordance with our Contracts and expected Client deliverables. Stantec has a highly skilled technical team who are experts within their given discipline for all the BIM and visualization applications we use. We maintain continuing education programs through Bentley and Autodesk and other BIM software applications with on demand learning, virtual scheduled training, and onsite classroom training. In addition, Stantec is a strategic account with both Autodesk and Bentley, both leaders in the BIM design industry. </p><p>Stantec has developed and maintains content for our BIM platforms allowing designs to be produced in an accurate and efficient manner. This content is maintained in specification format for all disciplines including civil, structural, electrical, plant, building mechanical, and architectural. Our plant and mechanical softwares are integrated with our intelligent PID's to ensure complete coordination of process elements. Stantec standards and contentment have been developed for 2 primary BIM platforms as follows: </p>Autodesk Revit for Process Mechanical design integrated with either Plant 3D PID or OPPID databases for consistency checking between PID's and the physical models. The consistency checking is done with a in-house Plug-in for Revit which allows us to import tag and element information directly from the PID data base. This plug-in also monitors missing and changed PID elements.Bentley OpenPlant Modeler for Process Mechanical design with OpenPlant PID integration, works similar as noted above via Bentley's iModel hub to insert tagging and elements directly from the PID database and monitor for missing and changed

elements.

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The above platforms are integrated with ProjectWise to provide for security and collaboration with all disciplines.

3D CADD and BIM We propose using intelligent 3D model software for design development, Revit and Civil3D. Building Information Modelling (BIM) helps to improve project outcomes through consistency and coordination, and it ensures efficient design projection and early clash detection between building elements. It also enables us to produce 3D computer visualizations of the emerging design.

Across the disciplines, Stantec also makes full use of the large range of computer programs now available for design and analysis, some of which are extremely specialized. For this project we will build an intelligent 3D model of the building. This model is versatile and has many uses:

- Accurate visualization to assist the client and design team in understanding the building structure.
- Efficient generation of drawings – the model is ‘sliced’ horizontally to create general arrangement drawings and vertically to create sections.
- Clash detection of architectural, structural, and building services elements to overcome potential of site problems at the design stage.
- Developing the construction methodology and exploring options.
- At construction stage, for example, the model can be sent directly to the supply chain such as furniture suppliers, who can use it to inform the manufacture of furnished elements.

About Buildings Carbon Impact Team

Commitment to Sustainability

Stantec is home to one of the largest dedicated Sustainability & Building Performance practices with specialized teams located across North America. We draw on this network of experts to deploy the right resources for each assignment. These team members are specialists who focus only on sustainability, energy, and Greenhouse Gas (GHG) reducing projects.

We are global leaders in sustainability.

Stantec’s promise to design with community in mind drives our commitment to helping clients and communities reach a carbon neutral, resilient future. Stantec’s Carbon Impact team, a cross-disciplinary team of specialists, applies building science and design solutions to rapidly reduce the generation of carbon emissions in the built environment, increase resilience against climate risks, and have a positive impact on the socio-ecological health of our communities.

Our sustainability services include:

- High-performance and zero carbon building designs
- Sustainability certification systems, targets, and implementation strategies
- Energy modeling
- Energy auditing
- Life cycle costing and environmental life cycle assessments
- Climate change analyses
- Climate change adaption and resiliency
- Corporate ESG reporting

We apply science and design to mitigating the interrelated crises of carbon, climate, health, and justice.

Abu Dhabi Authority Experience

Stantec has been delivering infrastructure solutions in Abu Dhabi for over 40 years. We’ve worked directly for Abu Dhabi utility service providers on major infrastructure projects and delivered major developments such as Sheikh Shakhboub Medical City, from concept through to construction. We understand all the local design codes and standards and we’ve established long-standing working relationships with the key stakeholders for infrastructure design approvals.

Accounts Payable Contacts

Use the accounts payable contact list to find an accounts payable contact in your local area: https://stantec.sharepoint.com/sites/HelpCenter/SitePages/Accounts%20Payable/Accounts-Payable-Contacts.aspx</p><p>
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Accounts Receivable Contacts or Collections Assistants <p>Use the Collections Assistant Contacts by BC in your local area: https://the-lens.stantec.com/documents/preview/59520/Collection-Assistant-Contacts-by-BC-EN</p><hr><p>DO NOT DISTRIBUTE THE CONTENT BELOW</p><p>[Financial]</p><p>For questions or more information, contact the Marketing Information Management team.</p>

Alternate Project Manager <p>Stantec understands the importance of the continuity of the Project Manager. As such, we are proposing [NAME] as the Project Manager (Alternate) to fulfill the Project Manager's role in the event that the Project Manager is unavailable due to unforeseen circumstances. The following section outlines [NAME]'s experience and qualifications as a Project Manager.</p>

AODA Statement <p>Stantec has developed an Ontario Accessibility Standard in compliance with the Integrated Accessibility Standards (Ontario Regulation 191/11) and as required for the implementation of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). </p><p>The standard applies to Stantec employees and all persons who are expected to deal with members of the public in Ontario, and other third parties, on behalf of Stantec. This requirement applies whether the person is considered an employee, subcontractor/subconsultant, agent, or other, as well as all person who participate in developing Stantec's policies, practices, and procedures governing the provision of services to members of the public. The standard addresses accessibility to services and employment, and training.</p><p>Stantec is committed to ensuring that its policies, practices, and procedures provide equal opportunity to persons with disabilities as is given to others. We value continuous improvement and will regularly review our accessibility policies, practices, and procedures to identify and address any barriers to accessibility.</p>

Are we ISO registered? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes. ISO 9001:2015.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Are we SAS70 certified? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>No.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Asphalt Laboratory <p>Stantec's Asphalt laboratory is certified to both Type A, Marshall and Superpave Mix Design Testing and Type B, Marshall and Superpave Mix Compliance Testing by CCIL. The asphalt laboratory is equipped to carry out basic asphalt aggregate and mixtured design testing as well as

additional advanced complex testing. Aggregate testing would include tests such as Los Angeles abrasion, PN, coarse and fine specific gravity, fine aggregate angularity, sand equivalency, coarse and fine soundness, flakiness index, fractured particles, flat and elongated particles, coarse and fine micro-deval and aggregate freeze-thaw. Asphalt testing would include Superpave and Marshall compliance testing, Marshall mix designs, stripping tests and testing of cores for thickness and compaction. Our staff has significant experience with the Superpave testing methodology and the Dartmouth laboratory can easily supply this service if required. The laboratory is equipped to carry out testing of asphalt cold mix and to provide mix design for both full and partial depth recycling projects.

Attention to Relevant Challenges <p>Obstacles are a natural component of most projects. These obstacles can include unexpected weather conditions, unexpected conditions during storm events, or interactions with those potentially opposed to a project. Our approach to overcoming obstacles is to plan for problems and adapt the plan as necessary in the field. The outcomes of our work affect the rest of the project team, and we do our best to communicate challenges early, and work together to a mutually beneficial solution. [suggest following this statement with a table of Challenges / Mitigations]</p>

Autonomous Vehicles and Airports <p>Airports carry a lot of weight, both literally and figuratively. There's an expectation that they're safe, that they're not just a place people or goods pass through, but a destination themselves. Introducing autonomous vehicles (AVs) and connected AV (CAV) systems into the airport environment can be a tremendously successful endeavor with benefits to the airport client, workers, and passengers. From autonomous wheelchairs and baggage loaders to robotic cleaners and security drones, AVs can provide a wide range of services in and around an airport, all contributing to a safer and more efficient experience for everyone involved.</p><p>For more than 40 years, Stantec has delivered successful projects at more than 200 airports worldwide. From roadway to runway, full terminal design to retail tenant, our deep understanding of airport operations drives us to create airport destinations that are more efficient, more memorable, and safer than ever before. It's this passion that has us so interested in bringing AV technology to our airports. With promised benefits of safety, efficiency, and accessibility, the applications at airports are immense. Our AV consulting arm, Stantec GenerationAV™, is advancing automated mobility systems to create a safer, cleaner, more equitable world for future generations. Together with our airport planners and engineers, we can help airport clients determine the best use cases and create and implement a plan to deploy AVs safely and smartly, for the good of the airport community.</p><p>Potential Use Cases:
<p><i>Logistics & Mobility </i>
<p>Equipment MovingPeople Moving<p><i>Security</i>
<p>IndoorOutdoor Terminal AreaOutdoor Full Property<p><i>Inspection</i>
<p>Markings, Signs, and LightingPavement ConditionWildlife (Part 139: Movement Area Inspection)

Autonomous Vehicles and Mining <p>An Evolutionary Step Forward
<p>Mining operators long ago turned to automation to improve safety and efficiency. In the last decade, automation has moved beyond familiar uses like remote controls and tele-operation to full automation—automation of drilling, loading, and hauling—and even full equipment electrification and automation. These innovations open new possibilities for working in previously inaccessible locations.

Introducing battery electric automated vehicles (BEAVs) into these environments can be a tremendously rewarding endeavor with benefits to the owner, workers, and surrounding community. From moving people and equipment to performing such critical mining activities as drilling, loading, and hauling, BEAVs can provide a wide range of services in and around a mine, all contributing to safer and more efficient mining operations.

Accelerating Autonomy in

Mining

We take pride in providing innovative solutions that balance production goals with the requirements of good stewardship, environmental sustainability, and regulatory requirements. It is this passion that has us so invested in bringing autonomous vehicle (AV) technology to our mine operations. With promised benefits of safety and efficiency, the applications within these spaces are immense. Our AV consulting arm,

[Stantec GenerationAV™](https://www.stantec.com/en/markets/transportation/smart-mobility/stantec-generation-av), is advancing automated mobility systems to create a safer, cleaner, more equitable world for future generations. Together with our mining professionals, we can help our clients determine the best use cases and create plans deploy AVs in a way that adds value for everyone involved.

Potential Use Cases:

- Logistics & Mobility
- People Moving
- Equipment Moving
- Traffic Control, Wayfinding, and Signage
- Operations
- Drilling
- LHD Trammig and Truck Loading
- Haul truck Haulage
- Maintenance & Services
- Cleaning
- Inspection
- Security
- UG CMS Stope Cavity Surveys
- Remote Ore Storage Monitoring

Balance of Effort Stantec has carefully considered the requirements of this project and have presented staff with availability to work on this assignment. Our Work Breakdown Structure (WBS) in [\[Appendix X\]](#) shows a logical distribution of work among the team. The WBS includes a detailed listing of the tasks and activities with our proposed level of effort to complete the tasks for each of the project sites identified. Our Schedule in [\[Table X\]](#) below provides adequate time for contingencies and meets the milestones as outlined in the RFP.

Banking Information PLEASE PROVIDE THE INFORMATION IN THIS FILE: <https://stantec.sharepoint.com/:b:/r/sites/HelpCenter/Accounts%20Payable/Stantec%20Credit%20Application%20Letter%20-%20EN.pdf?csf=1&web=1&e=ks8ibA> target="_blank">Stantec Credit Application

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Biophilic Design We understand that our buildings have a long-lasting impact on the experiences of the people that use them, and in the incorporation of biophilic design can help reduce stress and promote physical and mental well-being. We have found this approach particularly beneficial in educational facilities, helping to mitigate stress and improve the learning environment for students and staff. Research studies have shown that being in nature, or even viewing scenes of nature, reduces fear and stress in humans and we can incorporate biophilia in building design to increase occupant

connectivity to the natural environment. Exposure to nature not only makes one feel better emotionally, research shows that it also reduces the production of stress hormones.

Biophilia is gaining acceptance in the design industry through initiatives such as The WELL building standard, which certifies built environments that support human health and well-being. As designers we have implemented biophilic design in a variety of ways, such as:

- Accessing nature - The quickest and best way to tap into biophilia is to create direct access to nature. When all our senses interact with nature simultaneously, it helps lower our blood pressure and stress while improving mental awareness. This can be achieved through access to outdoor spaces or the provision of a secure exterior balcony, roof patio or roof garden.
- Nature in the space - Providing physical and metaphysical elements of nature in an interior space is the next best and most economical way we can give students and staff a connection to the environment. We can easily implement most of these approaches in existing learning environments to promote wellness through the provision of plant walls, window seats and areas of refuge with views to nature; natural light; and views to water / sound.
- Natural analogues - Natural analogues are representations of nature—patterns, colors, textures, geometries—which can include natural building materials such as wood and stone. Users can touch and engage with these analogues, activating human senses, as they would in nature. Natural analogues include design solutions such as creating patterns with color or textures that mimic the unevenness of the ground or other natural visuals, this can be achieved through the careful selection of finishes, carpet tile, for example. Using natural building materials such as wood, stone, bark, etc. Providing places of refuge like built-in reading nooks and similar places that appeal to our innate desire to find cave-like shelter for safety and security. Creating spatial hierarchies in spaces or furniture to mimic the hierarchy in the natural environment just like we see in plants, from bushes to large trees.
- Nature of the space - Furniture and finishes can mimic properties of natural elements without the expense of a garden or outdoor learning space. This can be achieved by providing furniture with natural shapes, arranged in forms that mimic the irregularity that nature creates. The incorporation of colour, used creatively, that evokes emotions and mimics colours found in nature. For example, blue for calming and yellow for happiness. Look for opportunities to provide organized complexity in the project by incorporating flexible, adaptable spaces and furniture.

Buildings Net Zero Narrative **LONG**

VERSION

The approaches, markets and tools for sustainability are evolving. Net Zero is the goal.

An expanding tool kit of approaches, materials and systems is making it possible for designers to respond to a growing buildings market: Net Zero Energy and Net Zero Carbon. What was once a niche for government clients is now emerging as a must-have for many educational institutions, and private developers, and fast becoming a baseline upon which to layer innovative energy solutions such as micro-grids, virtual power plants, and on-site energy storage.

Global organizations are beginning to recognize the carbon emissions attributed to the built environment are a significant contributor to climate change and must be addressed immediately. The urgency is reflected in agenda-setting documents such as the United Nations' 2030 Agenda for Sustainable Development and the Paris Agreement. New targets by government, public sector institutions and private sector leaders outline goals for reducing the carbon footprint of the built environment. Achieving the magnitude of change required starts with understanding the science, consensus on definitions and metrics, optimizing fundamental design principles, leveraging innovative technologies, and long-term monitoring and adaptation.

Net Zero Carbon (NZC)

When designed properly,

a net zero carbon building prioritizes energy efficiency to first minimize loads, then leverages carbon-free renewable energy (e.g. solar PV) to offset the remaining fossil-fuel use and hit the net zero equation. The cleaner the utility grid serving the building, the fewer renewables are needed to reach zero carbon. Net Zero Carbon has global consequences but is subject to local conditions. If the building is served by a grid with a high carbon content, the relationship between energy efficiency, renewables, the grid, and the net zero carbon goal changes significantly. With NZC, the factors to consider go beyond the scope of the building - the design team must consider the context of the local and regional utility infrastructure, the impact of long-term climate action plans, and the rapidly increasing energy transition. NZC truly involves designing with the broader community in mind.

Net Zero Carbon has traditionally referred to operational carbon only, however this is only part of the equation. New certifications are turning their attention to the embodied carbon of construction materials and processes. Stantec has formed a multidisciplinary internal task force to address the embodied carbon of our design strategies and material selections.

Stantec's experience with achieving net zero carbon on new buildings and existing building retrofits means we understand the various design, infrastructure and operational considerations in achieving this critical goal.

Net Zero Energy (NZE)

Net zero energy buildings are designed, built and operated to generate as much energy as they consume, when measured on an annual basis. NZE buildings are typically connected to the electricity grid to draw energy when needed, and supply energy back to the grid when they have produced a surplus. Over the year, if the amount of energy generated on-site is equal to or greater than that drawn from the grid, the building has achieved NZE. On-site generation is typically, though not always, achieved by solar photovoltaics (PV) mounted on roofs or solar carports, and are ideal candidates for micro-grid systems.

As energy costs continue to rise, investment decisions are more and more influenced by long term operating cost versus upfront investment. Investment in systems and building features that will offset future energy cost risk which translates into energy security and long-term savings.

Designing and constructing a building to achieve net zero energy requires attention to this goal throughout the entire design process. First, the team prioritizes passive design strategies such as daylight and thermal mass. Then, we look at high-performance building systems—the envelope, HVAC and equipment—to minimize the building energy use as much as possible before looking into on- or off-site renewable energy options. While the initial strategies may require more investment, associated inflation costs, and can have a favorable payback in the long term.

Stantec's team has the longest and most wide-ranging net zero energy portfolio in the industry, spanning buildings sizes, types and geographic locations. For each project we understood the unique needs of the client and delivered a building with the long-term benefits in mind.

SHORT VERSION

Path to Net Zero

Global organizations are recognizing buildings are responsible for nearly 40% of the global emissions—a significant contributor to climate change and must be addressed immediately. This urgency is reflected in agenda-setting documents such as the United Nations' 2030 Agenda for Sustainable Development, the Paris Agreement and the Pan-Canadian Framework on Clean Growth and Climate Change. New targets outline goals for reducing the carbon footprint of the built environment and a focus on net-zero energy ready as early as 2030 and net-zero by 2050. Achieving the magnitude of change required starts with understanding the science, consensus on definitions and metrics, optimizing fundamental policies and design principles, leveraging innovative technologies, and long-term monitoring and adaptation.

Our Experience

Stantec's experience with achieving net zero carbon and net zero energy on new buildings and existing building

retrofits means we understand the planning, design, infrastructure, and operational considerations in achieving this goal to address embodied and operational emissions. The roadmap to achieving a low carbon future starts with buildings that prioritize energy efficiency to first minimize loads, then leverage carbon-free renewable energy (e.g. Solar PV) to offset the remaining fossil-fuel use and hit the net zero equation. In addition to emissions, we address holistic sustainability often helping beyond the walls of the building. Our design team considers existing local and regional utility infrastructure, the impact of long-term climate action plans, and the rapidly increasing energy transition to design with community in mind.

Buildings Signed Commitments to Sustainability Commitment to Buildings

To support Stantec's commitments specific to Architecture, in April 2022 we introduced Stantec Buildings BOU 2030 Now Sustainability Action Plan (SAP). The SAP serves as a roadmap for collaboration between all practitioners within Stantec Buildings and provides the goals and actions we must take today to transition to a low carbon, resilient, and sustainable society. With discovery and accountability in mind, the SAP asks that every member of every discipline within Stantec Buildings commit to design solutions that make meaningful progress towards carbon neutral buildings and landscapes and prioritize materials that have a positive impact on the environment, climate, human health, and society. Our approach and goals are detailed on Stantec's internal

SAP.

Commitments

Stantec Buildings is focused primarily on three commitments addressing operational carbon, embodied carbon, climate change mitigation and material health impacts of our projects.

1. AIA 2030 Commitment

We are committed to achieving savings in the energy use intensity (EUI) and operational carbon emissions of new construction buildings, major renovations, and tenant interiors.

2. AIA Materials Pledge

We are committed to specifying materials that address 5 areas: human health, social health & equity, ecosystem, health, climate health, and circular economy.

3. SE 2050

We are committed to transforming the practice of structural engineering (SE) in a way that is holistic, firm-wide, project based, and data-driven, to reduce the embodied carbon of our structural design and material choices.

To support our goals and commitments, Stantec Buildings practitioners have access to relevant tools, guidance documents, and subject matter experts. We continue to increase awareness of these resources, accountability in their use, and advocacy for the design approaches and conversations that drive change.

Stantec's promise to design with community in mind drives our commitment to helping clients and communities reach a carbon neutral, resilient future.

Buy local - Australia & New Zealand

Wherever we can, it is our policy to Buy Local. We have long had an informal policy in Australia and New Zealand of purchasing products and services in the vicinity of our office locale and this applies to our delivery of projects. We make use of the professional products and services of local businesses, including the sourcing of subcontractors when required and materials from within state whenever possible.

Our core team of nominated engineers will be personally engaged to work from our local office.

Any specialist engineering required can be provided by our interstate or global networks, through the use of technology. But we believe that local people have intimate knowledge of local issues and site characteristics, and that is our first port of call. And a local presence also allows us to establish

important relationships and a favourable rapport with the authorities, consultants and contractors in that place.

Providing professional consultancy services, we sub-contract only if it is a service that we do not provide. However, we do recognise and value the appointment of suitably qualified local talent and are keen to grasp opportunities to support and liaise with them for the project duration.

The employment of local talent in the communities within which they live promotes pride and a sense of place. There are also myriad economic benefits that trickle through the entire community. Hiring locally – whether that is sub-contracting construction service companies, purchasing materials or equipment or hiring individuals – is a win-win for everyone, particularly within the Regional areas of Australia and New Zealand.

For the client - hiring locally reduces the cost of travel to site. Local people often have knowledge and information about the site, its services, its geology, history and its political sensitivity that incoming personnel are unaware of.

For the region – it brings an economic boost to the employees, their families and the community in which they live. Individuals can also benefit through up-skilling or training and development of skillsets that can be passed on. This increases economy, community and health, reducing reliance on the state for benefits and financial assistance. An engaged, purposeful community attracts investment, creates additional opportunities for growth and ongoing employment.

There are also clear environmental benefits from the reduction of travel of people, materials and equipment by using resources close to site.

Can Stantec demonstrate that its labor practices consider the prevention of discrimination (based on sexual orientation, age, gender, marital status, level of education, political, ideological or religious convictions, origin or social status, physical capacity, or intellectual)?

Yes. Stantec's labor and hiring practices are guided by our Code of Business Conduct, as well as our Anti-Discrimination Policy, both of which explicitly prohibit discrimination when it comes to our employees and new hires. Moreover, we are committed to the United Nations Global Compact and have been an active participant in this commitment since 2015. Our commitment is publicly available on the [UN Global Compact website](https://www.unglobalcompact.org/what-is-gc/participants/54101).

Can you provide sufficient guarantees to implement appropriate technical and organizational measures in such a manner that processing will meet the requirements of the General Data Protection Regulation (GDPR) and ensure the protection of the rights of the data subject?

PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:

Yes, Stantec's GDPR program includes a named Data Protection Officer, data inventory, and Data Privacy Impact Assessment (DPIA) process for assessing impact of critical systems.

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For questions or more information, contact the [Marketing Information Management team](#).

Capacity

A strength of our team is the depth of our staff resources and capacity to staff multiple task orders with the right skill sets. For this project, we will draw on our team's 510 local water staff resources in the western region.

Our Systems

A key to delivering large contracts is resource loading. At Stantec, we have tools that allow our management team and project managers to predict peaks and valleys of workload and then, through strong communication and work sharing, we deliver on schedule. At the onset of each task order, Stantec prepares a project management plan that includes its staffing plan, scope of work, and schedule. This tool is shared with all team members and can be made available to the client PM if desired.

Availability of Key

Personnel

We understand that the key to successful small project execution is not resources, but excellence in project management and efficiency in design. Our plan for this project is to assemble a small-focused team with recent similar project experience that have worked together on several projects. These key personnel have excess capacity to manage and design this project with the depth of resources to deliver these projects. Stantec's key personnel are provided in the table below.

Varying Work Levels

Our approach to change management begins with a clear, concise, understanding of the scope of work and list of deliverables based upon a mutually agreed upon list of assumptions. From this baseline, we maintain a change log that documents new information, decisions made and needed, impacts to quality, scope, staffing, schedule, and budget (if any). This log is available to all stakeholders. We know that if transparent and proactive communication is conducted, management of change becomes routine and a highly effective part of the overall project delivery. We can setup and manage a joint SharePoint account with our clients to allow for transfer of documents, collaboration during workshops and review periods and to provide a document repository for access by the multiple stakeholders.

At Stantec, we are constantly assessing our staff's workload and have internal tools used to allocate the necessary resources to address peak workload. With more than 200 water professionals in the Northwest, we provide the largest pool of technical consulting resources in the area. None of the staff identified for this proposal is fully committed to other project work over the next three years. Our team is fully capable of providing all the services anticipated for this project.

Current Workload

We have the immediate and sustaining capacity to accomplish all required work through the duration of this contract. Our philosophy is to maintain a healthy backlog of work while carefully evaluating and pursuing new work. Workload for our key staff is provided in our key staff bios.

Managing Multiple Projects Concurrently

We recognize that your staff will rely upon us to manage a project's progression, meet the schedule, and produce high quality, consistent deliverables. Our priority will always be to satisfy the client's concerns and to meet your expectations.

We use standardized, scalable, and repeatable project management best practices for all work assignments. These practices are consistent with the Project Management Institute (PMI) methods and are one reason we are an ISO90001 registered firm. Maintaining this certification requires that we document reviews and have a track record of successful project audits by designated reviewers. These robust processes for project management and quality management provides our project managers, staff, and subconsultants the tools to successfully meet your objectives.

Best practices necessitate starting with the preparation of detailed plan of the work, or project work plan (PWP). This plan is tracked as the work progresses, documenting actual costs and schedule against the plan values giving us—and you—a trend of the earned value (EV).

Communication regarding performance of each work order is rendered against the work breakdown structure (WBS) assigned and its anticipated budget and schedule curves.

Each team member has a copy of the plan—it helps to all have the same roadmap.

The plan facilitates communication regarding:

- Tasks, budgets, schedules, and changes
- Interdisciplinary coordination, quality checks, and work product delivery
- High-quality timely work products
- Progress reporting and invoices
- Fostering teamwork with numerous partners

Capacity of Staff projects (Buildings specific)

Stantec's size, organizational structure and processes allow us the capacity and efficiencies to handle simultaneous projects. Based on Stantec's extensive experience working on Energy Retrofits [for national clients with property portfolios and issues not dissimilar to] [client name], Stantec has

an advanced, forward-loading project tracking system through our Oracle Enterprise Knowledge System that forecasts workloads months in advance. Senior management reviews the tracking system to assess resourcing trends. Hiring and targeted training is carried out to meet our anticipated long-term requirements. Project schedules and intermediate-term resourcing needs are reviewed weekly. Project team meetings are carried out throughout the week as projects arise. Large portfolios of projects are set up with a dedicated project team that is supported by our local, regional, and global offices. Progress and short-term resourcing needs for projects in each region are identified immediately which roll into the short-, intermediate- and long-term planning meetings. Stantec staffs approximately 25% above project workloads to provide contingency for large projects with tight timelines. This ensures that there are staff available to meet project demands.

Any unforeseen conditions or deficiencies are quickly dealt with by the Project Manager (PM) through a quick analysis of the issue and proactive communication with the local, regional, even national team as appropriate, with support from Leadership to consider how to best increase resources, temporarily transferring resources from other Stantec offices (at no additional cost to our clients) or working additional hours (at no additional cost to our clients). This collaborative approach, supported by our depth of resources across all regions, ensures that impacts to a specific project will not adversely affect others.

Certified Public Account (CPA) Contact <p>PricewaterCoopers LLP (PwC)</p><p>Phone number: 403-509-7500</p><hr><p>DO NOT DISTRIBUTE THE CONTENT BELOW</p><p>[Financial]</p><p>For questions or more information, contact the Marketing Information Management team.</p>

CHPS Green Building Rating System for Education <p>Our approach to school project design is to combine broad and authentic stakeholder engagement with research + benchmarking to achieve a high-performing facility. Our goal for every school is to provide a safe, healthy, effective, and inspiring learning environment and a long-term community asset that is a model of sustainability and resilience.</p><div><p>At Stantec, we know taking a sustainable approach isn't just smart practice, it's essential. Sustainable design is not about scoring points or certification levels, it is about making the right and necessary design decisions for the District, building occupants, and the community. Our integrated design process engages critical constituents to review the opportunities of the project and establish performance goals. Throughout the design process we use simulation tools like energy modeling, life-cycle cost assessment, and lighting analysis to track our progress and help you evaluate the impact that design decisions will have on occupant comfort, building performance, and life-cycle costs.</p><p>We have supported nearly one hundred K-12 school projects throughout North America with sustainability targets. Our team of experts has experience with CHPS design and verified projects, as well as rating systems with similar requirements to CHPS, including LEED, WELL, and Net Zero Energy Design (NZEB) standards. A few of our most notable K-12 projects include:
</p>Paul W. Crowley East Bay MET School, located in Newport, Rhode Island, exceeded NE-CHPS requirements by 21 pts, achieved Green Ribbon School status and is Net-Zero energy ready facility.Robert R. Shaw Center for STEAM in Katy, Texas is a CHPS design facility, providing a healthier and more efficient learning environment, improved student performance, and reduced environmental impact and operating expenses. The district-wide facility received a Citation of Excellence from Learning by Design, an annual juried awards program featuring the nation's most engaging and enriching learning environments.Kathlyn Joy Gilliam Collegiate Academy in Dallas Texas is certified CHPS and incorporates several sustainable features, including daylighting, low-VOC

paint, geothermal and recycled materials.

- Sandy Spring Friends School, located in Sandy Spring, Maryland, is the first WELL Gold certified high school in the U.S. and is designed as a Net-Zero energy ready facility.
- Elaine E. Thompson Elementary School in Sterling, Virginia achieved Designed to Earn the ENERGY STAR certification by meeting EPA criteria for reducing energy and CO2 emissions. is intended to perform in the top 25% of the nation's most energy efficient buildings.
- Meridian High School in Falls Church, Virginia is LEED Registered – Targeting Gold under LEED v4 BD+C: Schools and is a Net-Zero energy ready facility.
- Richard Lee Elementary School in Coppell, Texas is LEED Certified Gold and was the first Net Zero Energy Elementary School in the state of Texas.
- Cele Middle School in Pflugerville, Texas is designed to the CHPS rating system and is winner of the Livable Buildings Award (by Center for the Built Environment for the highest user satisfaction and the lowest energy usage).

Client Technology Improving business performance, reducing costs, and producing better outcomes. Stantec's Client Technology Services (CTS) team is a digital authority providing services at the cutting-edge of information technology in the A/E/C market. Our approach isn't just to implement the latest tech trend, but to understand the needs of your community and identify the right solutions to achieve your goals. Combining our expertise in cyber and traditional consulting with the latest technology and innovative data approaches allows us to quickly understand our clients' priorities and create solutions that overcome their challenges. Our focus is helping you make informed business investment decisions and understand the impact going digital can have on your operations. That's true if we're working on the physical infrastructure and information systems or the policies and processes that determine your approach to cyber security. This is an industry that moves at a rapid pace. That's why we use the methodologies of a start-up, developing and testing our ideas quickly in partnership with our clients and technology partners.

Climate Solutions - Why Stantec? Why Stantec? Range

We are much more than a traditional AE firm. Our design professionals partner with our climate and environmental scientists, digital solutions developers, project economists, funding specialists, and members of our industry-leading Innovation Office to deliver integrated climate change solutions that are informed by systems thinking.

Accountability Stantec established an emissions reduction program in 2010 and has consistently reduced operational emissions each year since. In 2021, our 1.5 °C science-based emissions reduction target was approved by SBTi. Our pledges to achieve carbon neutrality and operational net zero reflect our business commitment to a robust environmental, social, and governance (ESG) strategy into the future.

Many organizations have recognized our efforts—in 2021, Corporate Knights ranked us among the top 1% in the world on sustainability performance and 1st among our peers.

Impact For decades, Stantec has been helping clients reduce environmental impacts and adapt to our changing climate. In the past number of years, we have mobilized our efforts around four key strategic initiatives that support our clients' climate change mitigation and adaptation goals:

- Energy Transition
- Smart Cities
- Ecosystem Restoration
- Coastal Resilience

We are also an industry leader in the move towards net zero and net positive energy building design.

To help the world transition to renewable energy and carbon-free economies, we are committed to helping our clients—including those in GHG-intensive sectors—identify solutions and designs that address the climate crisis.

Climate Solutions Enterprise Statement CLIMATE

SOLUTIONS</p><i>Helping clients address a defining issue of our time

</i></p><p>Do you feel the urgency? We do. Each time storm surges batter our coastlines, wildfires engulf critical ecosystems, heat domes overwhelm our citizens, floods sweep away homes and businesses, and droughts disrupt food and water supplies. </p><p>Do you also see the need to act? So do we. To design sustainable and resilient infrastructure and transportation networks, restore ecosystems and biodiversity, protect food and water systems, and provide clean energy for all.

</p><p>We recognize that to fulfill our promise to design with community in mind, we need to consider climate change in our project work. </p><p>We have been providing services related to climate change planning, mitigation, and adaptation for decades. Through this experience, we have learned that our greatest influence on improving climate outcomes stems from the creative, innovative Climate Solutions we provide to our clients and communities. </p><p>Stantec's Climate Solutions empower our diverse range of design and consulting professionals with the expertise they need to help clients see projects through a climate lens—and then act on what they find. </p><p>Only by addressing climate change today can we create the resilient and sustainable communities of tomorrow.</p>

Closure <p>We would like to thank you in advance for your consideration of Stantec's services for this project and we look forward to serving you on this project. Please do not hesitate to contact us should you have any questions or require any further information regarding our services or this proposal.</p>

Commitment to Continuity <p>Our team will remain committed to the project from start to finish. A letter of consent signed by each team member is provided in [Appendix #]. In order to provide continuity of service through short-term absences (vacations, short term illnesses) or other unforeseen events, we have included in our team and work plan a Technical Support role [INSERT] to support our Leads in the execution of our work plan. Team member substitution or additions will only be done with approval from [CLIENT]. If any of the project leaders are unavailable for an extended time due to unforeseen conditions (e.g., COVID) we have a Continuity Plan that will be enacted: </p>If PM becomes unavailable, our Corporate Sponsor would step in as Project Manager. If CA becomes unavailable during construction, [Additional Resource] would also step in as Contract Administrator. <p>[Repeat for key roles.]</p>

Commitment to Diversity <p>At Stantec, we create opportunity by inviting, embracing, and celebrating differences. This goal remains at the heart of our efforts to champion inclusion and diversity throughout our organization. We're known as a company that will do what is right, put people first, work better together, and is driven to achieve. Living these values and committing to inclusion and diversity supports and enhances our employees, our communities where we live and work, and acts as a key differentiator in the market. </p><p>Supplier Diversity: Stantec is committed to doing business with companies of all sizes and backgrounds. Stantec performs services for numerous federal, provincial/state, and municipal clients who, like us, are committed to provide opportunities to all businesses, including those that fall within various categories of small and diverse businesses. </p><p>Our Results: For more than 50 years, we've proven our commitment to equal opportunity by pioneering several successful, proactive development programs for diverse business enterprises. Our overall spend on small and disadvantaged businesses accounts for 20% of our total subcontracting. </p><p>Employment Diversity: Stantec's goal as an employer is to recruit, motivate, and develop our employees with diverse ranges of talents and

perspectives to ensure that we have the breadth of viewpoints, experiences, and intellectual skills needed to succeed across our global environment. To achieve that goal, we are continuing to build an inclusive workplace that empowers and inspires but also attracts and nurtures the very best talent from all over the world. We offer our employees Unconscious Bias Training to identify and overcome implicit biases, so we can continue to build a more inclusive culture that provides the opportunities and environment necessary for everyone to thrive. We encourage employees to join or start their own Employee Resource Group (ERG) to increase our workforce's involvement and support of building a diverse workforce and inclusive workplace for all. Our Results: We presently have more than 40 ERGs across our firm, including Women@Stantec, Pride@Stantec, Latinx@Stantec, Persons with Disabilities, Indigenous Connexions, IWD@Stantec.

Commitment to Sustainability (proposal content - Buildings Sustainability) *See attached template for content.*

Communication and Team Coordination We will work as a collaborative partners with [client] throughout the project to achieve alignment and to tag risks as they are identified. Early in the project, we plan to establish roles and responsibilities and effective lines of communication. A project contact list between Stantec and the [client] will be developed. Each project will include a project kick-off and site walk-through (if applicable) with key project team members and stakeholders to discuss the project, review key roles and responsibilities and develop a communication plan.
A Rolling Actions and Issues Log (RAIL) document will be used to track action items, record decisions, track items for information and review project risks. This is a live document that tracks tasks, the task owner, classification, and status. Stantec's RAIL has the functionality to serve as a change management log, a decision log, and record of meetings in lieu of meeting minutes We have successfully used this template on previous projects.

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Community Engagement at Stantec As a company, we donate up to 1% of pre-tax profits to charitable and non-profit organizations, and these donations are to be distributed across the four pillars: Arts, Education, Environment, and Health & Wellness.
Stantec's commitment to people extends to the communities where we work and live. We look for strategic partnerships that leverage and empower entire communities while recognizing that each community has unique needs and opportunities.
Stantec's [Community Engagement Program](https://www.stantec.com/en/about/community-engagement) has a

href="https://www.stantec.com/en/about/community-engagement/funding-priorities">four funding priorities: arts, education, environment, and health and wellness. In 2021, Stantec provided \$4.41 million to organizations around the globe. Since we began tracking in 2007, our donations have exceeded \$31.1 million. Although we focus primarily on our four pillars, Stantec also supports diversity in the communities where we live and work. We celebrate and get involved in activities that nurture inclusion in the broader marketplace; participate in community partnerships; and promote programs that enable engagement with women, members of visible minorities, Indigenous Peoples, people of diverse ethnic origins, and people with disabilities. Stantec cares about the people that work for us; we want everyone to thrive not only at work but also be connected to their communities. Volunteer activities not only emotionally connect employees to Stantec but also inspires employees to have fun and make a difference in the world. To encourage volunteering, Stantec offers flexible workdays and Company-sponsored programs. Annually, we hold a Company-sponsored, signature volunteer event, Stantec in the Community Week. Stantec in the Community Week 2021 took place at the end of June where 2,900 employees from around the globe volunteered with and supported over 340 organizations. We also encourage employees to take part in initiatives that support their personal causes. Under our Dollars for Doers Program, we donate \$500 to any charity for every 25 hours (per person) of employee volunteer time. We recognize the value and advantages of diverse ideas within our communities. We are committed to providing a platform to support the next generation of leaders and champions in our industry, and we are focused on growing diversity within the science, technology, engineering, arts, and math (STEAM) fields. This is why we started the Equity & Diversity Scholarship. The Scholarship will contribute to the creation of a critical mass of talented students that will fully represent our industry—it will provide an environment in which all can thrive academically and professionally. Through this scholarship, Stantec will award \$200,000 annually. We believe everyone has a right to education, and we are committed to providing people in historically underrepresented and Black, Indigenous, people of color (BIPOC) groups with financial aid. Stantec is committed to investing in the communities where we live and work. By 2030, we aim to invest a further \$15 million into community organizations around the globe, taking our total to \$45 million since starting this initiative in 2007.

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[Community Engagement]

For marketing materials, see "Community Engagement at Stantec" on the Stantec Info Sheets page.

For questions or more information to support your proposals/prequalifications, contact the Marketing Information Management team.

Community in mind <p>As a company, we have a passion for creating strong and vibrant communities. In our communities, we focus on four pillars—arts, education, environment, and health and wellness. Through donations, sponsorships, and volunteering, we connect with our communities and help strengthen them in meaningful ways. As an example, we will mark our 8th annual Stantec in the Community initiative. Over the course of a week, Stantec employees across the globe will unite to volunteer with organizations in their local communities. We choose organizations that have a particular

connection to us and our employees. Some of the organizations we're proud to have volunteered with over the years in Location include the Insert.

CommunityHQ <p>Knowing how your community feels is meaningful but understanding why they're feeling that way and doing something about it? That's powerful. Stantec's CommunityHQ is built to arm you with real-time, insightful information so you can respond to the needs of your community faster and more inclusively than ever before. High visibility infrastructure and environmental projects get the attention of the community; hence it comes as no surprise when members of the community want the opportunity to provide their opinions and comment on projects that impact their lives. Receiving, analyzing, and responding to comments, feedback, posts from multiple communication channels can sometimes be burdensome—Stantec's CommunityHQ makes this process easier and delivers valuable insights from the data you collect.
</p><div><p>Stantec's CommunityHQ Technology Platform is designed to help you engage with your community at various stages of your project and service delivery from planning to design to development till implementation. It augments with your community engagement activities by providing novel ways to educate your community about the developments in their areas through interactive web portals, social media campaigns and more. Further it is equipped to leverage the voice of your community to gain social feedback about your programs and policies, valuable design insights or even identify any hidden service issues in the area. </p><p>The platform can deploy public engagement websites with interactive visuals and multimedia that would be beneficial in educating and engaging the community with the programs. Next, you can use the platform to gather active community feedback using its built-in comment management and digital survey tools as well as for social listening on social media, news and other client communication systems. The feedback, comments and social-listening data is processed using our unique AI based Natural Language Processing and Clustering algorithms, which enables you to identify not only what the locals and visitors are talking about, but also where and when their sentiment is changing, how fast it is changing, and which of your programs, events or assets is the most likely cause for the sentiment shift.</p><p>We have developed CommunityHQ as a modular platform that can be customized to suite your various use cases ranging from community engagement, data driven governance, crisis management, design insights up to market and community research. Despite CommunityHQ's incredible analytical power, it's interactive and intuitive web-portals make it easy for anyone to use. The platform is quick to deploy and configured with the relevant cyber-security protocols. Most installations take only a few weeks. The tool is highly customizable and is built to operate on all major platforms.</p><p>Methodology & Experience</p><p>In addition to public engagement strategies discussed above, our team intends to use cutting edge technology developed by Stantec to educate the community through interactive web-portals and efficiently collect public input through social media, web-based news, 311 data feeds, and call center comments. Built using machine learning, our CommunityHQ platform processes this data in real-time and delivers it to a web-based dashboard securely accessible to registered users. The system is designed to automatically scan communication platforms for relevant data, extract it and further process it to understand community sentiment, general topics being discussed, identify operational issues and find relative location of the issues mentioned by the community. The team will have access to the information as will the public since a link will be live on the project website. We propose to use the dashboard throughout the project lifecycle to be able to receive routine updates on the community's sentiments about the project, process, our design charrette meetings, and recommendations once they are made public.
</p></div><div><p>The CommunityHQ technology is being recognized and deployed in North America, where it is currently in use by the

Government of Canada to monitor supply chain disruptions, the Tennessee Valley Authority to manage public and stakeholder engagement, the City of El Paso to utilize public feedback in the infrastructure re-design projects, the University of Arizona to gain wider social, economic, demographic and geographic needs of the community residing in the cities on the i-10 corridor, as well as numerous business sectors within Stantec.

Company Introduction <p>We care about the communities we serve—because they're our communities too. This allows us to assess what's needed and connect our expertise, appreciate nuances, and envision what's never been considered, and bring together diverse perspectives so we can collaborate toward a shared success. The Stantec community unites approximately [25,000] <i>[refer to Stantec's Corporate Descriptor page for current number</i> team members working in over [400]<i> [refer to Stantec's Corporate Descriptor page for current number</i> locations across the globe. We're planners, designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. While we work across the globe, Canada has always been our home and it's where our headquarters remains to this day. </p><p>From rural to urban, we lay the foundation for the creation of the communities of today and of the future. Planning is problem solving. To create careful and thoughtful options for communities, we consider site conditions, public input, client needs, and project requirements. Through a collaborative process, we listen to the ideas of the community members and the goals of the stakeholders to provide creative solutions for our most precious and limited commodity—land. It's about understanding the value of process, successful conflict-resolution, collaboration, and consensus building among all key stakeholders, while never losing sight of the goal to safeguard our natural resources.</p>

Company Introduction <p>The Stantec community unites approximately [26,000] <i>[edit number to align with Corporate Descriptor</i> employees working in over [400] <i>[edit number to align with Corporate Descriptor</i> locations across 6 continents. We collaborate across disciplines and industries to bring environmental, energy, water, buildings, and infrastructure projects to life. Our work, from initial project planning and permitting through to design, construction, commissioning, maintenance, decommissioning, and remediation—begins at the intersection of community, creativity, and client relationships. </p><p>Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place and of belonging. That's why at Stantec, we always design with community in mind. </p><p>We care about the communities we serve—because they're our communities too. This allows us to assess what's needed and connect our expertise with appreciation to nuances and envision what's never been considered, to bring together diverse perspectives so we can collaborate toward a shared success. We're designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in

communities across the globe. </p><p>We believe sustainable design can defy expectations and propel our communities into the future. We're helping clients realize the full potential of their projects in terms of life cycle cost, energy efficiency, carbon reduction, and human health and wellness. Informed by data and grounded in the market, we design to support human resilience, health, and wellness while delivering value through life cycle cost analysis and reduction of energy and carbon use.

</p><p>Stantec's Values. Our core values unite us as a firm. Our commitment to the health and safety of our people and to being ethical underpins everything we do. They drive our actions and are embedded in our delivery and account management philosophy. </p><p>We Put People First. People are at the heart of everything we do. That's why we listen to the needs of our clients and their people. It's why we define fulfilling careers for our people, allowing us to discover, develop and retain the best in their fields. For [Client], this means we put your team first, too. We focus on their needs and prioritize health, safety, security, and the environment in all our projects. </p><p>We Do What is Right. We approach every project as a partnership because our work creates a lasting impact. Integrity guides what we do, which means we make the right choice even when it's the tough choice. For [Client], this means we will be a trusted advisor, willing to be a strong voice advocating for responsibility and accountability. </p><p>We Are Better Together. When smart, passionate, creative people come together, real possibilities are unleashed. Diverse perspectives will create extraordinary results. We draw on the wide breadth of project experience to build the right team for each project; because when we work together, no problem is too large or complex. </p><p>We Are Driven to Achieve. We believe that transformation, in our work and in ourselves, is truly possible. We're defined by our entrepreneurial spirit and the pursuit of not only what's next, but what's best, bringing imagination and determination to every challenge. We deliver the excellence that propels us and our clients to success. For [Client], this means talented, committed, focused teams and repeatedly successful projects.</p>

Company Overview <p>Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place and of belonging. That's why at Stantec, we always design with community in mind. We care about the communities we serve—because they're our communities too. This allows us to assess what's needed and connect our expertise to appreciate nuances and envision what's never been considered, to bring together diverse perspectives so we can collaborate toward a shared success. </p><p>We're designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in communities across the globe. Stantec trades on the TSX and the NYSE under the symbol STN. Visit us at stantec.com or find us on social media.</p>

Computing Hardware and Software <div><div><div><div><h2>Computing Hardware</div></div></h2><i></i></div><p>Stantec has a deep technology innovation ecosystem that utilizes a broad range of technology partners. In addition to our corporate Microsoft Azure Tenants our

corporate Wide Area Network (WAN) connects over 400 Stantec offices across six continents. We take data security very seriously – we are protected by a best-in-class firewall and remote access system. We continue to and enhance our resources in alignment with our security policies and best practices to protect and defend our corporate network, systems, and information against malicious intrusion. A variety of information exchange methods are used at Stantec. Communications flow through exchange servers, the internet, and our intranet, along with internal/external collaboration tools for coordination and exchange of large files while protecting our client’s systems. We also use web-based management systems for project data. More than 2,000 servers power our corporate infrastructure. We run current versions of Windows utilizing standalone, clustered and storage area network configurations with an aggregate disk storage space of well over 20Pb (Petabyte) for our 22,000 employees. Backups are performed nightly on all servers to keep information protected. Our IT team manages web development, site management, usage tracking, reporting, and maintains our enterprise financial and CAD hosting

systems.

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We continue to invest heavily in state-of-the-art software tools and technology to enable our staff to provide clients with truly innovative, creative technical solutions, in the communities that they serve. These investments include agreements with top tier technology vendors such as Dell, HP, NetApp, Oracle, Symantec, Microsoft, Adobe, ESRI, Autodesk and Bentley. The objective of these technology investments is to maintain Stantec at the leading-edge of technology to meet the needs of our clients both today, and into the future. Major software applications include the following:

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Stantec has one of the largest Microsoft cloud investments in Canada, and we currently host several clients facing SaaS solutions in Azure, as well as several internal systems. We are designing and configuring various environments for the future, including PowerApps/Flow containers for our various Business Operating Units mobile field data collection applications, as well implementing Red Hat OpenShift, Kubernetes and Docker for rapid deployment and scaling of future SaaS applications. Stantec has company wide use of the following: Office 365 ProPlus; including Access, Excel, InfoPath, One Drive, Outlook, PowerPoint, Publisher, Word, Groups, Teams, SharePoint, PowerBI, PowerApps, PowerAutomate.

[https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#design-\(cad\)](https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#design-(cad))

Currently, Stantec has one of the largest and most comprehensive Bentley and Autodesk enterprise licensing agreements in the world. Our enterprise licensing

subscription and agreement provides global unrestricted and unlimited access for our designers to the entire suite of Bentley CAD, modeling, and design-based applications. We use a robust pool of Bentley V8i/CONNECT Edition versioned technologies and services in both an on-premise and hosted (cloud-based) environment, including MicroStation, InRoads/OpenRoads, GeoPak, AutoPlant/OpenPlant, OpenBuildings, Openflows, OpenGround, ProjectWise, Deliverables Management, AECOsym, Substation, AssetWise, Water/StormCAD, LEAP, STAAD, ProSteel, and more on a daily

basis.

A complete range of Autodesk technologies and services in various versions (2017 to 2021) is also part of our roster, including AutoCAD, Map 3D, AutoCAD Architecture/Revit Architecture, AutoCAD MEP/Revit MEP, Revit, AutoCAD Electrical, AutoCAD P&ID, Robot, Civil 3D, Plant 3D, InRoads, Ecotect, NavisWorks, Inventor, 3D Studio MAX, Maya, and many more that comprise our single-host pool of unlimited network licenses. Hosted services such as C4R, BIM360, etc. are also utilized across our organization

daily.

Geographic Information Systems

(GIS)

[<i></i>](https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#geographic-information-systems-(gis))

Stantec is an authorized ESRI Business Partner (Silver) with a 20-year history of serving provincial, state, and local government, and private industry clients worldwide with GIS solutions and information management services. The Stantec GIS team consists of more than 250 professionals around the world with decades of experience helping our clients solve complicated geospatial and temporal problems. We have a highly qualified and talented team of skilled professionals with acumen using GIS, programming languages, and database management systems software and data collection equipment. These are used to effectively analyze data and communicate the results using maps and pictures, web portals, summary tables, graphs, and charts in a clear and concise manner for our clients. We develop custom applications and workflows, or leverage common off the shelf platforms when applicable, to meet specific customer needs or increase the efficiency of repetitive tasks saving time and budget. We believe that these services increase collaboration, decrease manual effort, enhance information quality, and enable more informed and confident decision

making.

Other Software and Applications

[<i></i>](https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#other-software-and-applications)

Many third-party vertical design application software for scheduling, estimating, project management, piping, structural, architectural, electrical, instrumentation, mechanical, civil, roads, and site design also complement our platforms. Stantec can integrate with many systems to help leverage the investments already made. Our solutions and services have integrated into a wide range of databases, asset management systems, GIS servers, identity management systems, and work order management systems. These

include:

- Lucity
- CityWorks
- Accela
- SharePoint
- TEMPO
- Active Directory
- Oracle
- SQL

Server

- MapGuide
- OpenText
- Project Wise
- Apache
- Microsoft IIS
- OnBase
- EDEN
- ERP
- Linux
- iOS
- gINT
- GeoStudio
- GTStrudl
- Civil 3D
- EQulS

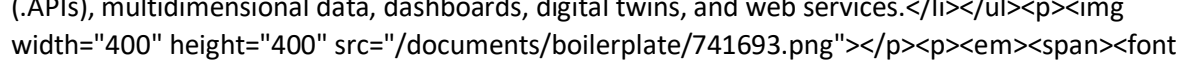
Concrete Laboratory <p>The concrete laboratory is one of the most advanced in Canada certified to Type Q, Basic Concrete Certification, Type R, Concrete Aggregate Certification and Type S, Advanced Concrete Certification in accordance with Standard CSA A283-19 by CCIL. The concrete laboratory has several testing machines with a range of capacities up to 5,000 kN to support compressive strength testing and the high capacity being required for high strength concretes. To maintain the quality of test results we utilize specimen end grinding units, to eliminate sulphur capping compound for all compressive strength tests. Sulphur capping compounds are typically not as strong as high strength concrete mixtures. This commitment to quality and acquisition of state-of-the-art equipment continues to emphasize our leadership role in concrete testing. </p><p>The laboratory equipment complement also includes the Rapid Chloride Permeability (RCP) test apparatus to meet ASTM C1202 and CSA A23.2-23C, rapid freeze thaw machines to meet ASTM C666, and the apparatus for air void analysis of hardened concrete to meet ASTM C457. Stantec also acquired the VeBe apparatus used to conduct tests on the consistency of roller-compacted concrete mixtures. These test methods support the confirmation of the durability of concrete, ensuring the concrete mixtures meet the requirements of CSA A23.1:19 for their designated exposure class, as well will provide an opportunity to support the Municipality should any questions arise related to concrete durability for concrete elements in place. </p><p>The concrete laboratory maintains a large moist curing room with temperature control and monitoring to ensure the curing regime is maintained at $23 \pm 2^{\circ}\text{C}$, in accordance with CSA specifications. A microprocessor controlled digital chart recorder monitors the moist curing room temperature on a full-time basis.</p>

Confidentiality <p>We recognize the sensitivity of working with confidential client information. The consultant working with [Client] under this contract will have access to information that may be sensitive and not widely distributed. We agree that any information or technology, such as prices, costs, data designs, drawings, blueprints etc. are considered "confidential information," which constitute a valuable asset to [Client] and must be held in strict confidence. All materials accumulated or developed by an employee in connection with work assignments at Stantec, including those materials described above, are considered to be Stantec confidential information. Information shall not be disclosed to anyone other than those required to have access to information as part of executing the work. All Stantec's employees and representatives will adhere to the terms and conditions to maintain confidentiality requirements stipulated by the Municipality for this project.</p>

Connect <p>People to the Power of Technology
</p><div><p>Connect is Stantec's powerful machine learning, cloud-based science and engineering service platform that turns data into your most valuable asset. The platform supports your digital transformation by securely connecting data, people, institutions, systems, and applications throughout the project lifecycle. Connect is vendor, device, and system-agnostic, enabling standardization while accommodating flexibility and scalability for future readiness. Connect contains four integrated modules:</p>Agility helps you increase the speed and efficiency of project planning, engineering, design, and management by

computing large volumes of science and engineering data and models, in parallel and at scale.

- Insight** helps you optimize decision making by using machine teaching and learning to provide accurate, data-driven results in near real time. This is scenario planning on steroids.
- Operate** helps you achieve total cost of ownership savings by securely connecting sensors and field devices to process data to empower our experts to detect, notify, diagnose, and, when needed, act on changing conditions.
- Engage** helps you visualize project data and results on your own terms through Application Programming Interfaces (.APIs), multidimensional data, dashboards, digital twins, and web services.



[Copy and embed as an image in external content.]

Technology changes fast, to keep Stantec’s Digital Engineer technically ‘current’ we apply traditional systems development processes to design, develop, delivery & improve our systems. The Operations process described below are the same processes we use to deliver Digital Services for our clients & projects.

With Connect, we’ve helped clients:

- Generate engineering models more than 7 times faster than traditional approaches.
- Achieve data-driven science and engineering answers in minutes, sometimes seconds.
- Rapidly deploy secure web, operational, machine-learning, and visualization services using a DevSecOps process.
- Securely connect to Internet of Things and operational technology devices in the field.

Learn more about Connect by following the links below:

[Stantec.io Connect Overview](https://www.youtube.com/watch?v=P44HYv4xDSQ)

[Stantec.io Connect Live Demo](https://www.youtube.com/watch?v=2CDmqddDEsY)

Construction Administration - Describe your firm’s philosophy during the construction administration phase.

Construction Documents

Educational clients require highly professional representation and on-site observation of the construction process; therefore, Stantec’s Project Manager and On-site Construction Observation Representatives perform the construction administration and observation. We do not “hand off” the project since it is critical that the personnel who were there with you during planning, programming, and design follow your projects into the field ensure that all that planning is conducted.

A pre-construction conference is held at the beginning of the construction phase. Representatives of Stantec, the Contractor, key subcontractors, the district, and the testing laboratory are generally present at this meeting. All points of construction are covered in detail, stressing the contractor’s responsibilities and how they are to be coordinated with the District and Architect during construction. Additional pre-construction conferences will also be held prior to key construction phases, such as roofing, exterior wall construction, major mechanical work, and interior cover-up.

(Name of PM), the Senior Project Manager and the project team continue their administrative control and documentation of the project throughout the construction process. Regularly scheduled job meetings (Bi-weekly or weekly, depending on the amount of work being constructed or the complexity of the project) with written meeting minutes will occur throughout the construction of the project. RFIs generated from the contractor will be responded to quickly and accurately.

Stantec’s project manager and key consultants (such as our mechanical, electrical, plumbing, and structural engineers) will make periodic visits to the construction site to observe construction and check for general conformance with the construction documents.

Observations will also be made to check actual construction progress against the construction schedule. If necessary, the project manager will require the contractor to produce a recovery

schedule that will be monitored to ensure that any construction time that was lost is recovered so that the project is completed on time. Observation reports will be produced during each site visit to document construction progress and communicate any questions or concerns to the contractor for corrective action. Throughout the construction phase monthly progress reports summarizing the current project status are provided to the district.

(Name of PM) will coordinate review of submittals such as product data, shop drawings, and finish samples for conformance with construction documents and design intent. The appropriate action to be taken for each submittal will be noted and coordinated with the contractor. The project manager will lead the review and certification of the Contractor's Application for Payment, coordinate the review process with our project consultants, and review final edits with the Owner.

Control data falsification or data falsification questions [These should be answered by the Project Manager.]

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[Quality]

For questions or more information, contact the Marketing Information Management team.

Control on managing the non-conformity shall be made. Problems that detected during the project implementation and its acceptance process shall be managed. [The PM Framework confirms and clarifies the expectations Stantec has of its project managers. It includes the critical tasks which affect both the management of risks and achievement of quality on typical projects, and is organized around the four key stages of project management: initiate, plan, control, and close-out.]

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[Quality]

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Controls & Cost (Buildings) It is our belief that project budget limitations must be acknowledged and accommodated from the outset of the project. We aim to maximize the scope and quality of the project within the established construction budget. We employ value engineering processes throughout the design process and phases to balance scope, quality and quantity with the established budget.

Therefore, our approach to value engineering is focused on identifying alternates early on within the program rather than planning on cutting out components of the design later in the process. The success of this method is in its proactive approach to planning, which avoids "sacrificial" cuts in design after the selection has already been made. We understand that the costs associated with building design and construction can be volatile, budgets can change, and other factors can affect the final price tag of the building at any point. We work with the client early on to identify multiple alternates in the program, that can be used in case of budget fluctuations.

As part of the programming process, we work with the District to establish goals and priorities to guide design decisions throughout the development of a project. When the project proceeds through schematic design, cost models and estimates are performed and tested with formal milestone estimates issued at completion of schematic design, design development, and 50% and 95% completion of construction documents. The detail of the estimates will be commensurate with the level of detailed development, and contingencies will be scaled appropriately at each level of development. As more information is documented, the estimates will contain more detail and the contingencies will be reduced. During design development, the estimates shift from overall systems cost models to material/labor takeoffs.

Owner costs will be monitored at each milestone, and adjustments to the construction budget are made to accommodate any changes and keep the project on target as a whole. At each milestone review, we will reach consensus with the district as to whether and how to make adjustments to the project before proceeding to the next level of development.

To further enhance cost controls during bidding, Stantec works directly with the district to identify deduct alternates to incorporate in the contract documents that can be drawn upon in the event of unfavorable bidding conditions.

Author: South Region Buildings Practitioners

Developed in collaboration with: South Region Buildings Marketers

Approved: During Plano ISD 2022 submission

For use by: South Region Marketing and BC2140

Corporate Health and Safety

Stantec is committed to conducting business in a way that is proactive about protecting the health and safety of our employees, subcontractors, clients, and the community. We are also committed to environmental protection, and the integration of environmental and sustainability principles into all of our business practices. We believe that excellent health, safety, and environmental performance are fundamental to our success.

Stantec operates on the premise that all incidents and injuries are preventable. Our goal is to perform our work with no harm to people and no damage to the environment. It is our policy through leadership, training, and application of our management systems to ensure that HSSE is fully integrated through all phases of our project planning and execution and nurtures a positive safety culture throughout the company. We have a comprehensive HSSE Management System that is implemented through training, use of personal protective equipment, and proactive management. Our corporate HSSE program is compliant with Occupational Health and Safety Act of Nova Scotia regulations and includes the following major elements:

- Demonstrated leadership commitment and accountability at all levels of our organization
- Occupational risk assessments and management
- Standard HSSE procedures and work practices and job hazard analyses/risk management process
- Continuous training of our employees and subcontractors
- Subcontractors' relations programs, including pre-qualification processes
- Information exchange, record-keeping, and document control
- Incident reporting, analysis, and prevention program (including modified duties program)
- Goals and objectives to promote continued improvement of our performance

Appendix B provides additional information on Stantec's HSSE program including:

- A copy of our Health, Safety, Security and Environment Policy and HSSE Program Manual
- An Organizational Chart for the HSSE program
- An Incident Rate Summary which highlights our safety performance from 2016-2021 (year to date) in Canada
- A copy of our Emergency Preparation and Response Plan

Corporate Social Responsibility ANZ

As a company, we have a passion for creating strong and vibrant communities. In our communities, we focus on four pillars—arts, education, environment, and health and wellness. Through donations, sponsorships, and volunteering, we can connect with our communities and help strengthen them in meaningful ways.

Along with our four pillars, we also put our focus on equity and diversity partnerships, scholarships, Dollars for Doers, and Stantec in the Community (SITC) Week. Through these initiatives, we aim to make a difference in the places where we live and work.

In ANZ, during SITC week, we have helped our local communities with some great volunteering programs and during 2021/22, 481 volunteers gave 962 hours of their time through activities such as planting trees and collecting litter in public spaces.

Overall, Stantec is

[committed](https://www.stantec.com/content/dam/stantec/files/PDFAssets/2022/stantec-community-engagement-commitment-2022.pdf) to investing in the communities where we live and work. By 2030, we aim to invest a further \$30 million into community organisations around the globe, taking our total to \$60 million since starting this initiative in 2007.

Cost Control We recognize that cost control is one of the principal drivers to reducing project risk. Our primary requirement of cost control is to establish a traceable budget, which is developed from a detailed estimate and work breakdown structure (WBS) that integrates the scope and cost information for the project. The work scope and estimate are translated into the budget using a code of accounts which represent the various types of work involved with the technical due diligence efforts. The implementation of a standardized code of accounts with specific project scope and deliverables translates into a cost system that provides for an efficient means of collecting, forecasting, and progressing project data necessary to control the cost for the background. This combination provides our clients with a cost-effective method for enhancing their overall project delivery capability. Our solutions manage risk, control costs, and optimize schedules, while recognizing the varying interests of local business and municipal communities. We have developed a proprietary project controls system called Integrated Project Solutions (IPS). IPS is an integrated software that combines all aspects of a project including estimating, budgeting, forecast, cash flow, earned value, scheduling, procurement, document management, resource management, RFI management and change management.

Cost Control Stantec's project managers have established systems and extensive experience in maintaining tight control on budgets. As work is initiated, we will capture actual costs with Stantec's cost control system (Oracle) for projects. Budgets are monitored closely, and updated manpower and fee status reports are distributed to the design team members on a regular basis. Budget control is important to project success, especially construction costs, which can make up about 90% of overall project costs. Our designs consider constructability and construction costs. Our Project Manager, with close support from our team, will implement the following cost control activities:

- Implementation of a detailed Project Implementation Plan reviewed by all members of our team to align on project scope and budget
- Weekly monitoring of project financials and monthly progress billing reviews, including updated cash flows and estimates to complete forecasts if required by the client
- Frequent communications with the project team to stay within scope and budget
- Detailed constructability reviews throughout the project and a critical look at the tie-in's, alignment, and installation methodology to effectively manage construction costs
- Effective change management – Early identification, quantification, and mitigation of changes before they occur to reduce budget impacts. All project changes that affect the scope, budget, schedule, performance, quality, or technical output will be recorded on a change order form. From there, our Project Manager will determine whether a change is minor or warrants a formal written change to the contract
- Decision Log - All potential changes will be added to this log and inputted into our project controls database along with potential cost and schedule impacts of those changes. Decisions on whether to proceed with those changes are then made with an informed understanding of their implications before the work is done.

Cost Estimating Method for Construction Contracts Controlling cost during construction requires rigid cost control methods coupled with accurate cost estimating at preliminary design, 70%, 95%, and pre-tender design milestones. We have chosen [NAME] to

lead our cost estimation based on his track record of accurate estimates, including a pre-tender estimate for the [Project Example]</p><p>During design, our cost estimates will be: </p>Completed at each milestone to proactively identify and manage scope creep,Prepared using thorough and complete quantity take-offs and general management cost items,Inclusive of provisional and unit rate items for foreseen risks and unknowns,Developed in reference to unit rates from similar work at [LOCATION] facilities, andCooperatively developed with our cost estimation lead, [Name], and our design staff who will collect accurate quotes from equipment vendors during design.<p>Cost control during construction will be done in accordance with our cost control plan. Our plan will include the following: </p>A requirement for the contractor to provide construction management software for centralized document controls and tracking of project submittals, RFIs, and change management,An emphasis on effective communication with the contractor and [CLIENT] for project progress, risk identification and mitigation, and issue resolution,Consistent monitoring of important submittals, construction schedule, RFIs, Change Orders, etc., which can signal a project bottleneck or provide early notification of a project delay,Contingency plan to remedy any potential delays, andRegular review of the cost control plan to determine if changes are needed based on risks and progress during construction.

Credit Facility <p>PLEASE PROVIDE THE INFORMATION IN THIS FILE: Stantec Credit Application</p><p>
</p><hr><p>DO NOT DISTRIBUTE THE CONTENT BELOW</p><p>[Financial Information]</p><p>For questions or more information, contact the Marketing Information Management team.</p><p>
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</p>

Crime Prevention Through Environmental Design (CPTED) <p>The demand for Crime Prevention Through Environmental Design (CPTED) strategies in pre-design stages of projects is becoming increasingly popular, as our clients are looking for innovative ways to increase the safety and accessibility of their spaces while reducing the potential for crime and disorder. Planning CPTED recommendations into the programming and early stages of design is also a cost-effective approach compared to making modifications subsequent to detailed designs or construction, which can be costly. Our proposed team has made significant investments in professional CPTED training, ensuring that we are continually revising and adjusting our approach to align with industry trends and best practices. The following CPTED reviews were recently completed by our team and demonstrate the range of CPTED experience and lessons learned that we would bring to [the client]'s recommended projects: </p>CPTED Review for the area around Central Memorial Park (Calgary, AB)CPTED Review for the Golden Ears Pump Station and Storage Tank (Maple Ridge, BC)CPTED Review for the Lions Gate Hospital Redevelopment, Acute Care Facility (North Vancouver, BC)CPTED Review for the BCIT Health Sciences Centre Parkade (Burnaby, BC)

Customer Insight Analytics <p>Our Customer Insight Analytics unites data gathered from traditional engagement tools (e.g. surveys, social media monitoring, and sentiment analysis), with the data you

collect on your key utility or program assets. By combining these data sets and applying advanced analytics, Customer Insight enables our clients to identify not only what their customers are feeling, but also where sentiments are changing, how fast they're changing, and which of your particular assets is the most likely cause of a sentiment shift.

Dam or Dyke Design Experience Stantec has demonstrated experience in designing dykes in Nova Scotia and New Brunswick through the Chignecto Isthmus Climate Adaptation Study. This study included the design of dykes following the Guidelines for Design, Construction, and Rehabilitation of Coastal and Estuarine Dykes in New Brunswick and Nova Scotia (Wood, 2018) at the feasibility stage. Stantec has also completed the detailed design of small dams and berms in accordance with CDA Guidelines (2007, rev.2013) for a refurbishment of Governor Lake Dam for Nova Scotia Power Inc., and well as refurbishment of the West Berm at the Forbes Lake Water Treatment Facility. In addition to the small dams and dykes listed above, Stantec has a diverse team of dam professionals who collaborate regularly to support the design of larger structures across the mining, hydro-power, and water management sectors including the Tailings Management Facility at the Touquoy Mine owned by Atlantic Gold in Moose River, NS to the Springbank Off-stream Storage Project near Calgary, AB.

Delivery Methods (Buildings) Stantec is very familiar with all types of project delivery methods. However, since the inception of Senate Bill 583, the construction management at risk and competitive sealed proposal methods have been the chosen delivery methods for most school districts and public entities.

Currently, approximately 65% of our work is done using the Construction Manager at Risk project delivery. Of course, the traditional competitive bid was used for years, and we have been involved with hundreds of projects constructed that way. It has been our experience that CM at Risk is the best method for ensuring a quality project at the best price. This process also allows the contractor to become involved in the cost-estimating process as well as performing constructability reviews.

Additionally, this process will typically allow the construction manager to get an early start on construction, thus ensuring that your schedule is met. The real bonus to your District, however, is the Guaranteed Maximum Price (GMP) provided by the contractor, which reduces your risk of budget overruns.

Highlighted below are the most frequently used current methods in the industry and the benefits and disadvantages of each process.

Competitive Sealed Proposal - Advantages

Because the contractor gets involved during the bidding process, there is a defined project scope to be bid on. This method allows for selection of a construction firm to be based upon not only the bid proposal but also the quality of the contractor's service and construction record.

Should the accepted contractor's bid be higher than the budget, there is an opportunity to work with the contractor to redefine the scope without having to take new contractor proposals. This method allows for a single point of responsibility for all phases of construction. The contractor is bonded and is responsible for all subcontractors in a manner very similar to the conventional competitive bid process. This method allows for a traditional relationship between the owner, the architect and the contractors with all checks and balances still present. The final cost of the project will not exceed the agreed upon construction price that is submitted by the contractor unless the scope of the project changes.

Competitive Sealed Proposal - Disadvantages

Since the contractor is not brought on board until after all documents are complete, the construction timeline is typically longer than that of the CM at Risk method.

Unlike the CM at Risk method, there is no opportunity for the contractor to provide cost and

quality analysis during the design phase. </p><p>Because all savings and costs affect the contractor's bottom line, there tends to be a more adversarial relationship between the contractor, owner and architect. </p><p>This method does not allow for potential opportunity to identify costs early in a project. </p><p>Because of the bid process, all savings go directly to the contractor rather than the owner.</p></div><div><p>CM at Risk - Advantages </p><p>This method allows for selection of a construction firm based upon the quality of its service and construction record rather than upon the submission of a low bid on the construction project. </p><p>The CM at Risk is selected early and becomes a member of the team in the planning phase. The construction manager can assist in preparing estimates and quality control. </p><p>The architect and the CM at Risk are selected separately, giving the owner complete control over the selection of the design-build team. </p><p>This method allows for fast-track construction. The CM at Risk is free to accept bids or proposals from subcontractors before drawings on the remaining portions of the building are complete, and construction can begin immediately on the site work. This can save the district several months without the disputes that often arise from two to three general contractors working at the same time. </p><p>This method allows for a single point of responsibility for all phases of construction. The CM at Risk is bonded and responsible for all subcontractors in a manner similar to the conventional competitive bid process. </p><p>This method allows for a traditional relationship between the owner, the architect and the contractors with all checks and balances still present. The method fosters a team approach between these entities and often results in fewer disputes. </p><p>The construction manager, architect and owner can invite subcontractors to submit pricing based upon their performance in the past. Subcontractors sign with the CM at Risk giving the district more input into the subcontractor selection process than traditional methods have allowed. </p><p>The CM at Risk process does not require the District to enter into separate contracts with all of the subcontractors and does not require the issuing of 30-50 checks to subcontractors each month. All of that is handled directly by the CM at Risk. </p><p>The guaranteed maximum price is submitted by the CM at Risk and the District is given assurance that the price will not exceed that amount unless the scope of the project changes. This price is often submitted as plans are complete and decreases budget risks to the owner. Any savings under the guaranteed maximum price normally are given back to the district. </p><p>CM at Risk - Disadvantages </p><p>It is difficult for many school districts to understand that the guaranteed maximum price is not substantially higher than the competitive price under the old method of project delivery. Some districts are just more comfortable with competitive bids. </p><p>If a guaranteed maximum price is prepared before documents are completed, there can be a lot of confusion between design intent and what was considered in the contractor's quote.</p></div><hr><div><p>Author: South Region Buildings Practitioners
</p><p>Developed in collaboration with: South Region Buildings Marketers </p><p>Approved: During Plano ISD 2022 submission </p><p>For use by: South Region Marketing and BC2140</p><p> </p><p> </p><p></p></div><div><p></p></div>

Describe how and with what frequency employees and contractors are made aware of their responsibilities with regards to information security and the handling of Information <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Awareness with respect to security is conducted at multiple levels. Stantec enterprise risk management program contains relevant risk items related to cybersecurity. Annual Fraud Risk Assessments are conducted and results reported to senior management. Annually all employees acknowledge they are aware of and will adhere to company policies, including those related to the acceptable use of technology. Targeted awareness training is

conducted for financial and IT teams, while general security awareness training is conducted for all staff.

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[IT]

For questions or more information, contact the Marketing Information Management team.

Describe how you secure applications through the system development lifecycle including how you develop and test changes to applications

PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:

Security is addressed in the requirements phase of Stantec's Software Development LifeCycle (SDLC) methodology. SDLC is aligned to Stantec Release Policy and all new releases move through change management. Separate development, test, and production systems are maintained.

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[IT]

For questions or more information, contact the Marketing Information Management team.

Describe how your company conducts quality audits or investigations as part of your quality assurance program. Please describe how that process works.

Stantec uses internal practice audits as a constructive way of assessing compliance with policies, procedures, and practices, and to seek opportunities to improve practices, tools and procedures.

The vice president, Practice Services is responsible for managing the practice audit program, including training internal auditors, scheduling their work; entering audit results in the Improvement System, and providing the management representative with a summary of practice audit results.

Our internal practice audit process assesses the compliance of operations with our IMS. Our internal practice auditors, consisting of a small team of qualified senior professionals, conduct internal practice audits in at least 1/3 of our locations annually, so that all locations are audited at least once over the 3-year term of our ISO9001, ISO14001 and ISO45001 registrations. In addition, the location identified as the head office on the certifications is audited every year. Acquired entities are added to the scope of ISO registrations with offices randomly selected for internal practice audit each year.

Additionally, Stantec uses field level assessments as a means of evaluating conformance to mitigating controls established in the Health & Safety Framework, for projects with a field work component.

Each quarter, a report summarizing internal practice audit and field level assessment results is provided to Executive Leadership and the Audit & Risk Committee of Stantec's board of directors.

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For questions or more information, contact the Marketing Information Management team.

Describe your information security monitoring and threat detection capability including the technology and processes in place to detect security events

PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:

Multiple layers of threat detection are in place including: Advanced threat detection email filtering, intrusion prevention systems, redundant firewalls, centralized antivirus alert monitoring and system behavior monitoring. Threats and incidents are logged and investigated by dedicated staff working in conjunction with Subject Matter Experts (SMEs) from operations teams as

necessary.

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[IT]

For questions or more information, contact the [Marketing Information Management](#) team.

Design-Build Experience for the Northeast <p>Stantec brings with it a 50 plus year history of successful highway, bridge and interchange design experience throughout the New York Metro area and nationwide. Many of those projects included final engineering for bridge replacements, bridge rehabilitation/retrofit, roadway and access improvements, work zone traffic control, drainage, lighting, utilities, signage and ITS systems.</p><p>Stantec has been responsible for all design work on numerous notable projects such as Route 9A in Manhattan, the Long Island Expressway/Cross Island Parkway Interchange in Queens and the Brooklyn Queens Expressway Project in Queens, the Van Wyck Expressway in Queens, the Nassau Expressway in Queens, and the Mineola Grade Crossing in Nassau County. Stantec recently completed the design of State Highway 288 Toll Lanes Project and the Loop 375 Border West Expressway, two large Design-Build projects for the Texas Department of Transportation. Stantec is also Lead Designer on the Long Island Rail Road Third Track Expansion Project, which includes modification/replacement of 8 bridges, 7 grade crossings eliminations, complicated construction staging and maintenance and protection of traffic, extensive community outreach and accelerated design and construction schedules.</p>

Design-Build Experience for the Northeast <p>Stantec provides professional design and consulting services to clients implementing a wide variety of transportation projects, from airports, railways, transit, and greenways, to bridges and roadways for large and complex transportation projects using Design-Build, CM at Risk, and Public Private Partnership (P3) delivery methods. We have served in roles which include lead designer, design team project manager, segment designer, Owner's Representative, and Lender's Technical Advisor. In these roles, we provide a full array of services, from transportation planning and engineering, to environmental and geotechnical services and public relations coordination.</p>

Design-Build Experience for the Northeast <p>As a result of the management of numerous transit projects across North America, Stantec has gained a comprehensive understanding of the many environmental, social, experiential, landscape, and community issues that can influence the viability of transportation solutions. Stantec has served as Lead Designer for projects such as the LIRR Design-Build Johnson Ave Yard Project in Jamaica, NY, the Design-Build South Ferry Station project in NYC, the new subway station at Atlantic Yards in Brooklyn, NY, South LRT Extension in Edmonton, Alberta and Vancouver SkyTrain System in British Columbia.</p>

Digital Technology and Innovation (DTI) <p>Digital Technology and Innovation (DTI)
<p>Solutions for the Physical and Digital Worlds</p><p>Stantec's Digital Technology & Innovation (DTI) teams deliver innovative technology solutions to support both clients and our internal teams. DTI leads Stantec's digital transformation strategy by identifying opportunities to implement established technologies while driving value.
Part of the team's mandate is to conduct cutting-edge digital research to expand the use of emerging solutions.</p><p>DTI also supports the development and implementation of digital solutions for client project design and delivery. DTI supports projects requiring technical expertise, partners with marketing and business development, and develops digital platforms for our experts to use on projects and to provide to clients. </p><p>DTI offers six areas

of expertise, each with a subject matter expert. There are always new ideas to explore. Innovative, next wave, and next generation technology keeps our clients a step ahead of the competition. Because the digital technology spectrum is so vast, we focus on the specialties that best support our clients and our business. It's all about finding the best solutions for the problem at hand.

Our six technology program groups include:

Geospatial Technology

There's a lot of ground to cover around the globe. Geospatial technology uses a series of modern tools to help us map and analyze Earth. We use the information to model, visualize, and simulate results to help make decisions about our resources and how to use them.

Data Analytics

The architecture, engineering, and construction industry produces a huge amount of data. We make it easy to use. Data analytics processes large amounts of data and represents it visually, so our clients can make informed, fact-based decisions based on relevant data.

Design & Delivery Technology

Want more time to innovate and less guesswork with design issues? Design/Delivery Technology can deliver. We use computational design—incorporating our building information modeling (BIM) and computer aided design (CAD) tools—to automate repetitive and challenging design problems.

Project Information Management Systems

Every project needs a good plan. PIMS uses technology to keep track of costs and work progress in real-time, so our project managers can identify any discrepancies and address them to stay on time, on budget, and on track.

Visualization

Bring your ideas to life. Design visualization uses virtual reality (VR), augmented reality (AR), and interactive mixed reality (MR) to enable clients to be fully immersed in design possibilities. Our visualization services connect teams and communities for better collaboration and virtual engagement.

Digital Technology Development

Sometimes, we run into challenges we can't solve using existing programs. The Digital Technology Development group develops custom solutions to solve a variety of problems. Our team of software developers and solution specialists, together with DTI business analysts and delivery managers, creates solutions that enable us to take on the most ambitious projects.

Diversity & Inclusion

At Stantec, we create opportunity by inviting, embracing, and celebrating differences. This goal remains at the heart of our efforts to champion diversity and inclusion throughout our organization. Over the years, as we continue to evolve, so does our understanding of how we need to shift our approach to take our work to the next level.

And what does this next level look like? Stantec leading with inclusion and achieving equity, and this work starts with our internal organization around the following groups:

- Stantec I&D Subcommittees - Women's Leadership Development (WLD) Committee, Indigenous Committee and Persons of Color Committee.
- Employee Resource Groups (e.g. Pride@Stantec, Women@Stantec, StanTalks, Developing Professionals Group, and other topical groups and forums)
- Unconscious Bias Training.

Diversity and Inclusion

Stantec has a history of successfully partnering with Indigenous communities across Canada through formal business partnerships and focused Indigenous employment efforts. We have committed to attaining certification in the Canadian Council of Aboriginal Business' (CCAB) Progressive Aboriginal Relations (PAR) Program. The PAR certification shows Indigenous communities that we are a good business partner, we support a workplace that is inclusive of Indigenous Peoples and

are committed to playing a role in the growing prosperity of Indigenous communities. Stantec believes that the local Indigenous communities and groups in close proximity should be directly involved in, and benefit from, activities taking place within their traditional lands. That is why we will strive to identify opportunities for maximum community economic benefit and capacity building in our project design and implementation. We plan to engage the Indigenous workforce by:

- Hiring Indigenous Peoples. We aim to employ as many local people as feasible on the project to assist with field tasks, local coordination and information gathering.
- Hiring Local Businesses. We will strive to provide opportunities to local businesses such as: heavy equipment rental, rental of vehicles, use of local accommodations and food from local vendors.
- Building Local Capacity. We will endeavor to provide local members with the opportunity to gain training related to the work being completed.

Where possible, we encourage the community to try to identify people with an aptitude, background, or interest in the work being completed to maximize the training and skill transfer benefits. Stantec's approach for engaging project resources on a short-term basis is through subcontracting arrangements with Indigenous communities and/or businesses since it promotes capacity building and growth within. When this is not possible, Stantec will engage staff as direct employees of our organization.

Diversity and Inclusion

Procurement Approach: Stantec is an active corporate member of the Canadian Council for Aboriginal Business (CCAB) and to support our commitment to Indigenous procurement is an inaugural member of the CCAB's Procurement Champions program. Procurement Champions are a high-profile group of corporations committed to increasing opportunities for Indigenous businesses to participate in their supply chains. For procuring sub-contracting services for technical work or labor supply, if a suitable local Indigenous business cannot be sourced, Stantec will focus on selecting qualified sub-contractors that have an adequate Local and Indigenous Implementation Plan or who are committed to creating one that encompasses the elements identified in this document.

Diversity and Inclusion

At Stantec we create opportunity by inviting, embracing and celebrating difference. Stantec's goal as an employer is to recruit, motivate, and develop our employees with diverse ranges of talents and perspectives to ensure that we have the breadth of viewpoints, experiences, and intellectual skills needed to succeed across our global environment. Embracing diversity of all kinds enables Stantec to provide a work environment and organizational culture that play a key role in attracting and retaining the right people with the right skills. We're known as a company that will do what is right, put people first, work better together, and is driven to achieve. Living these values and committing to diversity and inclusion supports and enhances our employees, and acts as a key differentiator in the market. Employment equity practices seek to ensure that no one is denied employment opportunities or reasons related to one's ability. Employment equity also seeks to correct disadvantages in employment experienced by four designated groups: women, people with disabilities, Indigenous peoples, and visible minorities. Stantec abides by the Employment Equity Act in Canada, which requires federal jurisdiction employers to engage in proactive employment practices to increase the representation of the aforementioned designated groups. Our policy is to provide equitable employment opportunity to all employees and applicants. Stantec policy and the law prohibit discrimination based on race or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, disability or genetic characteristics.

Do we have a number for our supplier diversity program? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:
</p><p>No, we do not have a number for our supplier diversity program.</p><hr><p>
</p><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Supplier Diversity]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information </i></p></p>

Do we have a supplier diversity program? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes, we do have a supplier diversity program.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i></p><p><i>[Supplier Diversity]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information </i></p></p>

Do we have special clearances? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>No.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information </i></p></p>

Do you have a data privacy/personal data protection governance structure in your company that has oversight of, and applies to, the services being offered? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[IT]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information </i></p></p>

Does our supplier diversity program have a second tier initiative? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>No, our supplier diversity program does not have a second tier initiative.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Supplier Diversity]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information </i></p></p>

Does Stantec have a Corporate Sustainability program with a focus on ESG metrics? <p>Yes. At Stantec, sustainability is built on the premise that positive economic results are possible when we effectively manage our ESG activities in our operations and for our stakeholders. </p><p>Stantec's sustainability program meets the requirements of various frameworks, including:
</p><div>Global Reporting Initiative Sustainability Reporting Standards (GRI)Engineering and Constructions Services of the Sustainability Accounting Standards Board (SASB)Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)United Nations Global CompactUnited Nations Women's Empowerment Principle<p>Our program considers the impacts and influences of our operations, our clients, our investors, and the communities in which we live and work. </p></div></p>

Does Stantec have a documented policy to prevent corruption, bribery, or fraud? <p>Yes. Stantec's anti-corruption policy explicitly prevents corruption, bribery, and fraud. This document can be found on stantec.com/en/about/corporate-governance.</p></p>

Does Stantec have a Reconciliation Action Plan (RAP) <p>Our Innovate Reconciliation Action Plan has been drafted and is currently being reviewed by an Aboriginal and Torres Strait islander external advisory cohort.</p><p>Stantec's RAP
</p><div><p>Stantec's Reconciliation Action Plan (RAP) Working Group has been organising a range of events, education and outreach opportunities focused on supporting First Nations engagement. We have been working hard to prepare our next RAP moving towards an Innovate RAP. With recent acquisitions, we have had different parts of the legacy businesses on different RAP journeys, so we are actively engaging across the business and hope to submit our RAP for review with Reconciliation Australia in the coming month (March 2023).</p><p>Some activities for 2022 included:</p>In person events for National Reconciliation Week, including presentations from the Boonwurrung Land and Sea Council in Melbourne, Barangaroo Cultural Tour in SydneyReconciliation Film Club screenings across our national officesPurchased books written by First Nations authors as part of a NAIDOC libraryAttended Cultural Walking Tours and presentations throughout the yearContinued our partnership with Supply Nation, Kinaway, Engineering Aid Australia and Career Trackers<p>
</p></div><p>
</p>

Does Stantec have a written code of ethics and business conduct policy? How are the requirements and expectations of this policy communicated to employees? <p>Yes. Stantec's Code of Business Conduct (COBC) can be found at stantec.com and is reviewed by leadership regularly to ensure it meets the highest standards of ethics. All Stantec employees are required to complete an annual Code of Business Conduct training to maintain a uniform level of understanding and adherence to the Code. Regular internal communications are distributed both on the training, as well as updates to the COBC.
</p>

Does Stantec have net-zero targets in place and established mechanisms to achieve them? <p>Yes. </p>Stantec is committed to achieve net zero through a four-phase approach that includes 1) reducing emissions according to a validated science-based target, 2) becoming carbon neutral through the purchase of high-value carbon credits for residual emissions, 3) transitioning toward net zero through a shift from credits to Stantec-driven projects that provide additionality, and 4) further reducing emissions to near zero and balancing residual emissions through credits focus on permanent removal and carbon storage.</p>

Does Stantec have outreach partnerships and scholarships? (ANZ specific) <p><u>Stantec STEAM Scholarship</u>
</p><div><p>We recognise the importance in providing meaningful opportunities for First Nations students to realise their potential and career opportunities within Engineering. Stantec has a global Equity & Diversity Scholarship committed to providing a platform and support for the next generation of science, technology, engineering, arts and maths leaders. Through this scholarship, Stantec will award \$200,000 annually to students from historically underrepresented groups (including Indigenous students) in pursuing higher education.</p><p><u>Engineering Aid Australia Partnership</u>
</p><p>We are an industry partner with <a href="https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.engineeringaid.org%2Fabout-us%2F&data=05%7C01%7Cnyree.callaghan%40stantec.com%7C1e76aff394de4d3d07a208db15739a3a%7C413c6f2c219a469297d3f2b4d80281e7%7C0%7C0%7C638127358504957491%7CUnknown%7CTWFpbGZsb3d8eyJWljiMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IklhaWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=Yb5iqJyo9a2uKQ%2BxmpdemaHwnAWDK3NYmeC12FnaWUQ%3D&reserv

ed=0">Engineering Aid Australia, a not-for-profit organisation that supports Indigenous high school students with an aptitude for maths and science to complete high school, study at university, and become professional engineers. They provide Indigenous high school students from across Australia with the opportunity to learn about engineering, meet engineering role models and gain insights into engineering businesses, projects, and career opportunities. We have participated in and will continue to participate, in a range of activities as part of Engineering Aid Australia's Indigenous Australian Engineering Schools (IAES) in Perth and Sydney, including mentoring, networking and upcoming 'think like a designer' workshops. We are providing work experience in Perth for a Year 11 student we met at IEAS in 2022. </p><p><u>Clontarf</u>
</p><p>We have recently become an industry partner of The Clontarf Foundation. The Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. By doing so we equip them to participate more meaningfully in society. Clontarf helps young men to attend school, finish Year 12 and enter employment. </p><p><u>Career Trackers</u>
</p><p>We have a continuing partnership with Career Trackers, who supports pre-professional Indigenous university students and links them with employers to participate in multi-year internships, around Australia. </p></div>

Does Stantec hold any ISO certifications? <p>Yes. Stantec's centralized Integrated Management System consists of global ISO certifications for Quality Management (ISO 9001), Occupational Health and Safety Management (ISO 45001), and Environmental Management (ISO 14001). Additional certifications are held for IT Service Management (ISO 20000) and IT Security Management (ISO 27001). Learn more at www.stantec.com/en/about/integrated-management-system. </p>

Does Stantec participate in the United Nations (UN) Global Compact (UNGC) and support the UN Sustainable Development Goals (SDGs)? <p>Stantec has been a participant of the UNGC since 2015 and our Company strategy directly aligns with the SDGs. These two UN programs provide a framework for what it means to truly design with community mind. While Stantec operational programs and project work has a positive touch on all of the 17 SDGs, we put our focus on core SDGs that relate to our greatest area of influence. These core SDGs are 6 (Clean Water and Sanitation), 7 (Affordable and Clean Energy), 9 (Industry, Innovation, and Infrastructure), 11 (Sustainable Cities and Communities), 13 (Climate Action), 14 (Life Below Water), and 15 (Life on Land). </p><p>To learn more, please see our Sustainability Report. To learn more, please see our <a

[Sustainability Report](https://www.stantec.com/en/about/sustainability)

Does Stantec promote wellness, active living, or work-life balance programs to all employees? <p>Yes. Focusing on well-being brings out our best, personally and professionally. A holistic approach to employee well-being that addresses both mental and physical health is imperative as we compete to recruit and retain a highly skilled workforce. We provide resources to help employees assess their mental health and minimize stress. To make it easy to keep mental health top-of-mind and find tools and resources, we have a Mental Health Guidebook, a dedicated mental health blog, an annual mental health awareness campaign, and we openly promote and support Mental Health Awareness Month, World Mental Health Day, and Time to Talk Day. Country-specific mental health programs give employees culturally appropriate tips, services, and resources. In many locations we have official mental health first aiders—individuals formally trained by an accredited institution to recognize the signs of a person who might be struggling with mental health issues—and individuals are assigned as “confidants” so that individuals know who they can turn to if they need help addressing bullying or harassment.
</p><div><p>Stantec also wants employees to attend to their physical health—more exercise, improved nutrition, and better sleep. Through our wellness programs in the United States and Canada, employees can complete health and wellness activities, earning them discounts on medical premiums or funds to spend on extended healthcare. In the United Kingdom and Continental Europe, we have campaigns that include activities like health assessments, fitness challenges, inspired role model communications, and workshops. In Latin America, we have “Pausas Activas” (active breaks) that include activities such as yoga and mindfulness. In the Middle East, our focus includes health risk assessments and awareness seminars.</p></div>

Does Stantec publish a Sustainability or Corporate Responsibility Report? <p>Yes. All reports can be found on Stantec.com/sustainability.
</p>

Does Stantec track and report its energy consumption? <p>Yes. We annually track our energy consumption and annually report to CDP. Our CDP submittals are available on stantec.com/sustainability.</p>

Does Stantec track and report its recyclables? <p>We have active recycling programs in place, but we do not track and report. As a professional services firm working primarily in multi-tenant, leased office space, Stantec produces minimal materials that can be recycled. The recycling waste we do produce is comingled with that of other tenants in our buildings. Contracts with recycling providers are managed by our landlords, making them very difficult to influence. We have therefore determined this is a non-material topic and is not currently tracked. Through our services, we help clients setup and execute recycling programs and design associated facilities.
</p>

Does Stantec track and report its renewable energy consumption? <p>Yes. In 2021, Stantec made the use of renewable energy a priority and is actively tracking usage. We have numerous locations that self-generate, we work with utility companies to purchase green tariffs, and we purchase certified wind and solar energy attribute certificates. We annually report renewable energy consumption to CDP. Our CDP submittals are available on stantec.com/sustainability.
</p>

Does Stantec track, report and reduce its water use? <p>No. Stantec is a professional services firm working primarily in multi-tenant, leased office space. Our water usage is primarily bathrooms and kitchens, so we have very little influence and control. Accordingly, we have determined our operational water use is non-material. Even so, we work hard to conserve water and minimize our office water use where possible. Through the services we provide, we do positively influence the water withdrawal, recycling, and reuse practices of our clients.</p>

Does Stantec track, report, and reduce its waste? <p>We do not track and report, but we do actively reduce our waste. As a professional services firm working primarily in multi-tenant, leased office space where landlords control custodial services, Stantec has very little control over waste management. Our waste generation is primarily paper and kitchen wastes. Accordingly, we have determined our operational waste generation is non-material. </p><p>We have active recycling and composting programs in place to minimize waste generation. We maintain a few internal laboratories that responsibly dispose of waste materials and follow comprehensive spill prevention processes. Through the services we provide, we help minimize the waste produced by our clients and communities.
</p>

Does Stantec's Corporate Sustainability Program report under the CDP, GRI, SASB, TCFD, or UNGC standards and frameworks? <p>Yes. Stantec reports under CDP (formerly known as the Carbon Disclosure Project) , the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) standards, Recommendations the Task Force on Climate-Related Financial Disclosures (TCFD), and the United Nations Global Compact standards. Our CDP disclosures are available via stantec.com/sustainability, under the "CDP Disclosures" section of this page. Our GRI, SASB, TCFD and UNGC disclosures can be found in the appendixes of our Sustainability Report.</p>

Does the supplier have a business continuity plan? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Does the supplier have a governance structure for managing business continuity in place? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Does the supplier operate regular testing of Business Continuity plan? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Does the supplier operate training and awareness programs to support business continuity plans? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Does your company conduct Quality Inspections? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes, our internal practice audit process assesses the compliance of operations with our IMS. Our internal practice auditors consisting of a small team of qualified senior professionals conduct audits in at least 1/3 of our offices annually so that all offices are audited at least once over the 3-year term of our ISO9001, ISO14001 and ISO 45001 registrations. In addition, the Edmonton office is audited every year because it is the organization's headquarters and because many of the processes being audited are centralized and managed in that office. Acquired entities are also added to the scope of ISO registration with offices randomly selected for internal practice audit each year.

</p><p>Additionally, Stantec uses field level assessments as a means of evaluating conformance to mitigating controls established in the Health & Safety Framework, for projects with a field work component.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT

BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management <team.</i></p><p></p>

Does your company have a full time quality representative? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT

BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management <team.</i></p>

Does your company have any outstanding judgments or claims against it? <p>PLEASE PROVIDE THEM WITH:</p><p>Professional Liability Claims History Statement</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT

BELOW</i>
</p><p><i>[Risk Management]</i>
</p><p><i>For questions or more information, contact the <a>Marketing

Information Management <team.</i></p>

Does your company provide written feedback to customers, documenting causes of problems, corrective actions, and the results of the quality assurance program? If no, please explain.

<p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>No. The results of the overall internal practice audit program are not shared outside of Stantec. It is an important process that helps us improve as a company, however, we consider this information to be privileged and confidential. We do, however, provide results to customers when the audit program is a contractual requirement on specific projects.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT

BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management <team.</i></p>

Does your company review the quality management systems of its subcontractors? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>No.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing

Information Management <team.</i></p>

Education - Additional Qualifications and Uniqueness <p>The Stantec

Advantage
</p><div><p>The value of working with Stantec is our dedication to the communities which we serve. Not only are we global education design leaders but we are local

individuals invested in the (Client Name) community. We thrive on strategic relationships and take our partnership seriously. Our team possesses an entrepreneurial spirit which means that (Client Name) will always get forward thinking innovative designs that are right for (Client Name). We are experts at delivering our clients' projects on-time and in-budget. We are active community members and lifelong learners. </p><p>Research + Benchmarking (R+B):</p><p>A key part of the learning process is our Research and Benchmarking (R+B) program which supports individual groups, each focusing on a particular building type or function. Whether it's planning work environments for teachers or designing flexible high-performance schools, we gather best practices and brightest ideas across multiple markets and apply them to education. The efforts of our R+B groups include:</p><p>Researching best practices and new trends across the nation</p><p>Benchmarking at schools and colleges through data collection, interviews, and in-depth campus tours</p><p>Actively participating in relevant professional organizations</p><p>Presenting our research through speaking engagements and round table discussions with our peers, clients and organizations</p><p>Applying what we have learned to the planning and design process of new facilities and renovations for our clients</p><p>Safety & Security in our Schools</p><p>As partners to educators, Stantec understands the critical nature of safety and security in our schools. <p>It is a complex topic that requires a holistic approach which includes administrators, local law enforcement, architects and more, to be effective. <p>Our team brings a depth of experience and best practices that can help your community determine a solution that works best for you. <p>The expertise in Stantec is deep due to the diversity of our company. <p>Our Stantec School Safety Task Force is made up of educational architects from across the firm, as well as physical security experts, and CPTED experts. <p>The purpose of this group is to share best practices across sectors and to learn from our team members who deal with security in other project types, such as government buildings and aviation. <p>Our team has also partnered with the College of Education at Sam Houston State University to research this topic and work to find a solution that addresses physical security but does not lose sight of our main goal in a school campus which is educating kids. <p>In addition to the internal task force, our team is part of the Houston AIA (American Institute of Architects) School Safety Committee, and the state level TxA (Texas Society of Architects) School Safety Work Group, both of which are working with the Texas School Safety Center to help define best practices for K-12 schools across the state of Texas.</p><p>Diversity & Inclusion
At Stantec, we create opportunity by inviting, embracing, and celebrating differences. This goal remains at the heart of our efforts to champion inclusion and diversity throughout our organization. To achieve that goal, we must continue to build an inclusive workplace that empowers and inspires— but also attracts and nurtures the absolute best talent from all over the world.</p><p>We champion inclusion for two reasons. First, because it is the right thing to do; everyone deserves the freedom to bring their whole selves to work without fear of judgment or discrimination. And second, because an inclusive workplace culture attracts and invites the full spectrum of talent into the organization. As an iconic firm, we recognize the importance of the distinct experiences and perspectives our people bring to the workplace each day and every day. Inclusion means valuing the distinct talent flourishing within, and that is a key component to building a more innovative and prosperous Stantec.</p><p>We want our community to be inspirational—a place that attracts the best and brightest, where everyone feels free to be true to themselves. Harnessing the power of all the characteristics that make us who we are is vital to our success. We design with community in mind, and

to genuinely fulfill that promise, we need to be representative of the many communities we serve.

Energy Efficiency - Narrative, accredited codes and standards Our team of building performance professionals, with decades of collective auditing, design and commissioning experience, are embedded within our wide buildings engineering practices across Stantec. This structure allows for natural synergies to develop between different disciplines and yields a broader perspective which brings value to our projects. We are supported by a team of creative, tech-savvy building simulation experts who excel at energy modelling. We use industry standard energy analysis software -- IES Virtual Environment, Energy Plus (Design Builder and Open Studio), eQuest. These tools are used to develop whole-building simulations – which effectively become digital sandboxes upon which energy conservation measures are tested and assessed prior to recommendation. We have also developed numerous custom, proprietary tools for predicting energy savings for certain very specific design options which we have found to be more accurate based on field testing. For geo-exchange systems sizing and design, we use GLD. For mechanical equipment sizing, we use Carrier’s HAP tool and Trane’s Trace tool. For renewable energy system modelling, we use Retscreen Expert, Helioscope and PVsyst. To further support our clients in decision making and to zero in on the possible best investment, we are also well versed in financial analyses.

List of accredited codes and standards: Our team has knowledge of and experience with ASHRAE 90.1 Energy Standard for Buildings Low-Rise Residential; National Energy Code for Buildings (NECB); ASHRAE Procedures for Commercial Energy Analysis; ASHRAE 211-2018 Standard for Commercial Building Energy Audits, ASHRAE 62.1 Ventilation for Acceptable Indoor Air Quality; ASHRAE 55 Thermal Environmental Conditions For Human Occupancy; ASHRAE Guideline 0 The Commissioning Process; ASHRAE Guideline 1.1 HVAC&R Technical Requirements for the Commissioning Process; ASHRAE Guideline 14 Measurement of Energy Demand, and Water Savings; ISO 50001 Energy Management; Passive House; LEED; Zero Carbon Building Standard; Efficiency Valuation Organization (EVO) International Performance Measurement and Verification Protocol (IPMVP); Greening Government Strategy: Government of Canada Directive; PSPC Real Property Sustainability Handbook; Federal Sustainable Development Strategy (FSDS).

Energy Management Optimizer - Water As there are high electrical costs associated with pumping operations in water systems, and because energy prices vary both seasonally and throughout the day, Stantec has developed an energy management optimizer that can be deployed to help establish a baseline and run optimization scenarios using near or real time data. We can then schedule pumping based on an optimized scenario taking into account safety constraints.

Environmental Effects (including erosion and sedimentation) Experience Stantec’s regional environmental services team consists of more than 100 people who live in Atlantic Canada, including more than 45 in Nova Scotia making Stantec the largest regional environmental and engineering consulting company. With key field resources based in the Dartmouth, NS office, Stantec is well-positioned to mobilize the necessary resources as needed. Stantec’s local personnel have completed numerous biophysical studies assessing environmental effects to coastal and estuarine landscapes in Nova Scotia and Atlantic Canada. As a result of Stantec’s involvement in these projects, the Stantec team has an in-depth knowledge of regional ecosystems and local flora and fauna. Environmental effects monitoring programs have been completed for clients across various industries within Atlantic Canada including Atlantic Gold’s Touquoy Mine. Recently, Stantec completed environmental effects monitoring for several coastal projects related to bridge construction, culvert installations, wharf construction and

dredging or sediment removal on behalf of Public Services and Procurement Canada and Prince Edward Island Department of Transportation and Infrastructure. The team understands the logistics of conducting sampling on and around coastal and tidal environments. This combination of familiarity with the project objectives, expertise in local environments, and extensive experience in Nova Scotia distinguishes the Stantec project team in this field.

Equal Employment Opportunity Statement At Stantec, we are committed to workplace inclusion and diversity and closely follow employment equality standards in local jurisdictions. We do not tolerate discrimination and will comply with the Client's non-discrimination clauses. Our policy is to provide equal opportunity to all employees and applicants and prohibit any discrimination because of race, color, religion, sex, national origin, age, marital status, genetic information, disability, pregnancy, protected veteran status, sexual orientation, or gender identity. Employees will be treated based on their job-related qualifications, ability, and performance. As well, our policy is that sexual harassment or any other kind of harassment, including harassment based on sexual orientation, will not be tolerated. Stantec will provide all reasonable accommodations for employees and applicants with disabilities. The foundation of these policies is our commitment to treat everyone fairly and equally and to have an unbiased work environment. In the United States, Stantec is an Affirmative Action employer.

Experience with Net-Zero Carbon design and analysis Experience with Net-Zero Carbon design and analysis

Stantec is a leader in sustainable design and design for occupant wellness. We were the first to design a certified zero carbon building in Canada (evolv1, Zero Carbon Building Standard: Design certified in 2018), the first to design a certified Passive House higher education building in Canada (University of Northern British Columbia Wood Innovation Research Laboratory, Passive House certified in 2018), and have over 50 LEED Platinum certifications (among hundreds of other LEED certifications.) We are also working as the planning, design, and compliance consultant for what will be Ontario's and Canada's first WELL certified healthcare facility (South Niagara Hospital). We are leaders in building energy modeling, with proprietary tools developed for parametric simulations, enabling building system optimization for any performance metric based on thousands of design permutations.

Design of a net zero carbon building prioritizes energy efficiency, to first minimize loads, and then requires electrification of all systems, eliminating sources of carbon emissions on the site. Fossil fuel combustion is generally only permitted for emergency usage, such as powering emergency generators, and is otherwise not used for space or water heating. Net zero carbon buildings typically operate air-source or ground-source heat pump systems in lieu of fossil-fuel-fired equipment and rely on high-performance building envelopes, passive heating via solar gains and air-side, and water-side energy recovery. To guide design decisions around energy efficiency and compliance with energy code benchmarks, our design teams involve building energy simulation specialists to support this design process.

Net zero carbon has traditionally referred to operational carbon only. However, this is only a portion of the building's lifecycle carbon emissions. As we work to reduce the operational carbon emissions of buildings, the embodied carbon footprint – which can be significant – cannot be ignored. Embodied carbon refers to the building's upfront carbon (emissions during the production of building materials and building construction), use-stage carbon (emissions associated with the replacement of key building systems), and end-of-life carbon (emissions associated with building demolition).

Zero carbon building certifications on the market today set limitations on the maximum permitted embodied carbon. While concrete and steel manufacturers are taking steps to reduce the

embodied carbon of their products, a lot of attention in recent years has been given to engineered wood, or mass timber, construction. Through photosynthesis, trees sequester carbon dioxide as they grow. Wood is, in fact, 50% carbon by mass. By using wood in construction, carbon absorbed by these trees (known as biogenic carbon) remains ‘locked up’ for the life of the building and even longer if mass timber elements are salvaged and re-used in new construction. Replacing concrete and steel structural elements with mass timber elements can greatly reduce the net embodied carbon of a building. By coupling this with innovations like the mineralization of carbon in concrete and structural steel made via the cleaner electric arc furnace (EAF) process, buildings can be designed and specified to have low (and even negative) embodied carbon, thus greatly reducing their impact on the climate.

Stantec’s experience with achieving net zero carbon on new buildings and existing building retrofits means we understand the various design, infrastructure, and operational considerations in achieving this critical goal. Our experience in net zero carbon design includes:

- Evolv1, Waterloo, Ontario | Zero Carbon Design and Performance Certified
- Varennnes Net-Zero Library, Varennnes, Quebec | Net Zero Energy
- Parcours Gouin Reception Pavilion, Montreal, Quebec | Net Zero Energy
- National Renewable Energy Laboratory, Golden, Colorado | Net Zero Energy
- California Military Department Headquarters, Rancho Cordova, California | Targeting Zero Net Energy
- Denver Water Administration Building, Denver, Colorado | Net Zero Energy
- Richard J. Lee Elementary, Coppell, Texas | Net Zero Energy
- UC Davis Student Housing: West Village and Orchard Park, Davis, California, Targeting Net Zero Energy
- Sandy Spring Friends School, Sandy Spring, Maryland | Net Zero Energy Ready
- Meridian High School, Falls Church, Virginia | Net Zero Energy
- University of Northern British Columbia Wood Innovation Research Laboratory, Prince George, British Columbia

Explain your firm’s approach to the design process.

Programming and Design Process

The Stantec team will use an integrated design approach that involves the planning and design teams collaborating throughout the entire process of the project. This collaborative process ensures a seamless transition from planning to design. Our design process also ensures that ideas and directions that are worked out in the planning process are not lost in translation between the project team and the client.

Design Your Plan

We have developed a framework for our planning process in which your participation and feedback is critical in sculpting what this process will look like for **(Client Name)**. Who will be involved? How long will it take? What will we accomplish? These are all some of the questions that you will answer to help define and shape the planning process. Stantec calls this process “Planning the Plan.”

Project Design Kick-Off

The design kick-off meeting establishes a clear understanding of the goals, organization, responsibilities, and direction of the project moving forward from the planning portion of the design process. A work plan for the project will be developed and implemented as part of our overall project management process. All team members, including **(Client Name)** and the Construction Manager, are included in conception of the plan to assure buy-in. This provides the team with a common direction and establishes expectations, milestones, and assures the entire project team understands the project goals.

On-site Design Charrette

This multi-day charrette allows all team members (Owner, Design Team, & Contractor) to participate in an integrated design approach to develop conceptual design ideas built on the initial ‘concept’ phase of the planning process where the team developed the initial design direction and evaluated various concepts and ideas. The result of this activity is a clear

building design which all team members can continue to develop into a full schematic design package.

Schematic Design

With a conceptual option chosen, we will have working meetings to hone the planning and design concepts and engineering approaches, reaching an agreed upon schematic design which describes the size, scope, arrangement, and appearance of the project. We will validate the programmatic cost model with the schematically defined project scope to ensure the project is within budget and present the full package to (Client Name) for approval. Graphic representations, physical models, and virtual reality imagery and walkthroughs are used to describe the project fully to all stakeholders as well as guide the team throughout the entire design process.

Design Development

Once the schematic design is approved the Stantec project team will continue the design process to integrate mechanical and electrical system requirements into the architectural design, confirm equipment and furnishing layouts, and develop architectural features, materials, details, and finishes. Throughout this phase, we will continue to involve (Client Name) personnel in the design process through regular progress meetings.

Construction Documents

Construction documents are produced based on decisions made during the design development phase. In this phase, we produce drawings and specifications required for bidding, permitting, and construction. We provide progress documents and have interim review meetings with (Client Name) staff at regular intervals during construction document production and implement detailed review comments and feedback from (Client Name).

All the project documentation developed by our in-house architectural and engineering team will be 100% completed in REVIT, a Building Information Modeling (BIM) tool. Over the past several years, Stantec has established us as industry leaders of the use of BIM technologies. BIM creates a “virtual structure” constructed digitally and three dimensionally.

Bid

We will fully support (Client Name) in the bidding and negotiation phase by participating in a pre-bid meeting, answering bidder questions, evaluating substitution requests, evaluating bids, attending post-bid conferences, and making recommendations for award of contract(s).

Construction Administration

During the construction phase, we provide services in accordance with the Owner-Architect Agreement, including participation in regular construction meetings and site visits to observe construction. Construction administration services are led by our project architect, who is intimately knowledgeable of the project and documentation. They will attend progress meetings and respond to contractor inquiries. Project engineers also attend progress meetings at appropriate stages of construction.

Additionally, we conduct bi-weekly meetings and respond to issues of a pressing nature that may arise in the field between the scheduled site visits. We understand the importance of carefully coordinating our efforts to ensure a timely response as well as maintaining clear communication. We will review submittals and answer questions from the construction manager or general contractor and review and approve pay applications. At the conclusion of construction, we will create a punch list in coordination with the contractor.

FAMS is a secure, easy-to-use digital financial planning tool powered by thousands of studies for hundreds of municipalities. Stantec's Financial Analysis & Management System (FAMS) helps you forecast and model the “what ifs”, understand the impacts of changing conditions, evaluate options quickly, and take decisive actions, all in a convenient cloud-based planning tool. Access to FAMS includes

updates so you are modeling with the latest innovations and features available. Financial planning isn't one size fits all. We created FAMS and FAMS Pro so you're covered—no matter your organization's size or complexity. With hundreds of years of financial consulting experience embedded, FAMS and FAMS Pro address all financial planning needs and skill levels. Looking for a quick start to financial planning? FAMS is ideal for small and mid-sized municipalities and those looking to be up and running in just a few short hours using higher-level data. FAMS features a self-guided set-up and requires little to no customization. Looking for a custom-fit financial planning solution? For large entities or those looking to take a closer look, FAMS Pro offers a high degree of customization to deal with complex and unique situations. It supports additional key performance indicators, supplemental calculations and analysis, expanded level of detail, and more robust functionality.

FAMS (Financial Analysis & Management System) Stantec leverages expertise and innovative tools such as FAMS (Financial Analysis & Management System) to ensure sustainability, affordability, and funding. FAMS is Stantec's proprietary interactive, cloud-based modeling tool that provides a full financial forecast for utilities and can be used to quickly compare "what if scenarios" to help inform stakeholders about the financial implications of different rate decisions, and to help with monitoring plans in response to changing conditions to ensure they stay on track. FAMS is the next generation of financial planning that allows for simultaneous access, version control, unlimited scenario comparisons, and seamless data integration that results in efficiencies and allows you to focus on what matters.

Financial Stantec Inc. is a publicly traded entity listed on the New York Stock Exchange (Symbol: STN) and the Toronto Stock Exchange (Symbol: STN). We are required to be financially stable to maintain these listings and we are required to adhere to the Internal Control – Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission "(2013 framework)" (the COSO criteria). We are subject to ongoing independent audits that prove our financial stability and credit worthiness. For a complete view of our audited financial statements, visit the Investors section of our web site at www.stantec.com/about-us/investors.html. Please note that Stantec Inc.'s operating subsidiaries and affiliates (e.g., Stantec Consulting Ltd., Stantec Consulting Services Inc., etc.) are not publicly traded, but are owned and/or controlled by Stantec Inc. Stantec Inc.'s financial statements are consolidated to include its subsidiaries and structured entities that are controlled, but do not necessarily include all affiliates.

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[Financial]

For questions or more information, contact the Marketing Information Management team.

Firm Information (Texas Education) Years in Business: 77+ Since 1945 Stantec has been delivering service to our Texas Educational Partners. We are a fully integrated architecture, planning, and engineering firm dedicated to education. We have eight local Texas offices (4 of which are focused on educational architecture) and a history rich in public education support. Not only have we worked with more than 350 districts in the State of Texas, but we have successfully helped secure over \$17B bond dollars for our educational partners. While many architectural firms occasionally

design schools, few can draw on the rich experiences and invaluable lessons learned by designing schools and working with educators each and every day. Stantec takes pride in designing the best schools the nation has to offer its children as we truly believe that education is the foundation to society.

Our Purpose

We are architects, engineers, landscape architects, and interior designers who are also students, parents, and teachers. As members of the Houston community, we're personally invested in its future and strive to create learning environments that inspire and move it forward.

We work to deliver inspiring and functional designs that stimulate intellect and motivate students, while positively contributing to the greater community.

National Experience, Local Expertise

The value of working with a leader in educational facility design is that you are assured of innovative design and exceptional results. We are experts at delivering our clients' projects on-time and in-budget. Further, as specialists in education we focus our resources on developing innovative design solutions that draw upon the most successful strategies in K-12 education. These innovations support your efforts to more successfully advocate for students, deliver effective education, and operate your schools in a cost effective and efficient manner.

Flood Manager

For more than 40 years, Stantec has supported hydraulics and hydrology modeling and floodplain management throughout the United States. For the past decade, we've leveraged that knowledge as one of FEMA's national providers, delivering quality flood hazard data to increase the public's risk awareness and inspire mitigation actions to increase community resilience. We understand that traditional flood modeling is a time-consuming and labor-intensive process due to the manual efforts required to gather data, manipulate the information, run physics-based models, and tweak parameters to obtain optimal results. This, coupled with the challenge of modeling flash floods in basins with limited data or gauges, has hindered engineers from producing timely data that can be used for near-term forecasting and disaster preparedness.

Introducing Flood Manager

For the floodplain modelling community, who need science and engineering to quickly process computationally intensive models, Flood Manager is a cloud compute product that provides parallel processing of models and quality reporting. Flood Manager enables users to easily offload traditional computationally intensive engineering programs to the cloud. Unlike traditional modelling, Flood Manager's Azure-based, highly scalable architecture allows simultaneous processing of multiple models at increased speed, opening up modeling workflows not possible previously. Via a simple drag-and-drop interface, users can combine traditional engineering programs with a rich and growing library of pre and post processing operations. This includes workflows for Surface & Ground water engineering with as well as access to a Quality Reporting output for each model simulation.

Flood Manager offers:

- The ability to move the workload off the user's desktop, freeing them up to continue working on other models or other projects.
- The ability to run a single model on a cloud machine with more compute than a user's desktop reducing the turnaround time for that single model. The output of a model run is often used as the basis for adjustments to the model, followed by another run. Any reductions to the model run time result in this cycle being more efficient.
- The ability to run multiple models or plans concurrently in the cloud, allowing a user to work on more than one model or model variation at a time. This presents the largest opportunity for a reduction in processing time as the turnaround time is reduced by a factor equal to the number of runs executed concurrently. If a model has 100 variations, the run time can be reduced by a factor of 100.
- Quality Reporting notebook that is intended to identify global issues in a model

simulation that may require follow-up responses from the modeler before the model can be used. Global issues currently implemented include Plan Information, Percentage Error (Volume Accounting), Plan Parameters, Boundary Conditions, Computational Summary, Depth Plots, Domain Extents and High Velocities at cell faces.

- HEC-RAS v5.0.7, v6.0 and v6.1
- Ce-Qual

This product does not replace the local interactive modeling package use and model development currently done on the desktop. The user will continue to use the modeling package locally both to create a model and (depending on the nature of the model data) view the results of running the model. The typical and simple workflow is as follows:

- Work locally with the modeling package to interactively develop and configure a model.
- Upload the model into this system.
- Run the model in the cloud.
- Review Quality Reporting and save for model documentation.
- Download the model run result data and view the results locally.

Flood Predictor

For more than 40 years, Stantec has supported H&H modeling and floodplain management throughout the United States. For the past decade, we leveraged that knowledge as one of FEMA's national providers, delivering quality flood hazard data to increase the public's risk awareness and inspire mitigation actions to increase community resilience. We understand that traditional flood modeling is a time-consuming and labor-intensive process due to the manual efforts required to gather data, manipulate the information, run physics-based models, and tweak parameters to obtain optimal results. This, coupled with the challenge of modeling flash floods in basins with limited data or gauges, has hindered engineers from producing timely data that can be used for near-term forecasting and disaster preparedness.

Flood Predictor can be used to provide high-quality probabilistic flood predictions to support disaster preparedness and hazard mitigation planning. Flood Predictor is based upon machine learning derivatives, informed by more than 30,000 hours of engineered flood modeling. This powerful solution can give states and local officials and entities, the ability to analyze flood risks without the need for complex hydrology and hydraulic (H&H) modeling. With these advanced insights, we can better understand which areas are at the highest risk for impacts ahead of extreme events.

Flood Predictor is a machine learning flood-risk technology that delivers rapid, high-quality flood predictions across a defined area for any given storm event. This innovation provides flood predictions in shorter time spans as compared to the days or months traditionally needed. The core intellect is a data-driven engineering model that is combined with statistical simulations and machine learning to create two primary outputs: a probability of flooding and predicted geographic extent at a resolution equal to the best available digital elevation model (DEM). The internal data driven model is trained on physically based two dimensional (2D) hydraulic models, run on publicly available or user provided data, and then compared against existing FEMA (or user supplied) models as well as imagery to verify accuracy. Flood Predictor is achieving 85-95 percent H&H model correlation when compared against FEMA data or other physics-based results, creating a foundation upon which to apply professional engineering services.

To further expand on how Flood Predictor can enhance state resilience, it is important to understand that flood modeling is a complex science based on numerous variables that impact rainwater as it accumulates and flows across various surfaces. Traditionally, engineers modeled flood events using complex physics-based equations, run on desktop computers, that take hours, even weeks to complete. However, Flood Predictor leverages the availability of cloud-based computing technology to expedite the processing time. Furthermore, it breaks the traditional method of time-consuming data collection (e.g., field survey, stream reconnaissance, etc.) and utilizes readily available information, analyzing all the statistical variables of that data, and applying machine learning that is supported by parallel

processing, to learn how all facets of each variable impact potential flood scenarios, resulting in rapid flood predictions that replicate real-world events. This is the future of rapid, predictive engineering.

The value of Flood Predictor is how quickly it can generate predictive data with a high degree of correlation to engineering models that aid in planning and disaster preparedness. Flood Predictor can even predict flash flooding events in areas with limited historical information, providing data that can save lives. This was accomplished by developing the analytical theory for merging the science and engineering of flood modeling into a single data layer that captures the similarity of the flooding process across different terrains in varying climates. This engineering data allows a machine learning algorithm to rapidly identify the flood risk and can then be consumed and displayed within a GIS environment to display how various storms will impact their community or property. The output information will allow for more proactive public awareness as high-risk areas can be identified sooner, thereby informing citizens to better prepare.

Although Flood Predictor provides consumable outputs, the engineering theory and modeling parameters are extremely complex. The inputs include engineering features, derived watershed characteristics, and dimensionless features coupled with machine learning and user-defined hydrology to predict the event probability. The main inputs are rainfall runoff data, which is used for flow accumulation for pluvial (i.e., flooding from extreme rain events that are independent of an overflowing water body) flood predictions, digital terrain, and land use data. Other modeling inputs are derived from terrain data, including Manning's velocity (e.g., based on the velocity component of the Manning's equation), slope, elevation from stream, distance to stream, topographic wetness index, and flow accumulation. The features are synthesized into dimensionless flood indices that represent components of the shallow water equations (i.e., hydraulic indices) and water table dynamics (i.e., hydrologic index). Flood Predictor uses the indices, along with existing study information relating to hydrologic conditions (i.e., runoff or flow) and resulting data to train the prediction engine. This is accomplished by creating a logistic regression algorithm that relates the flood indices to the ground truth (i.e., existing flood hazard data). Once trained, the predictor engine can be applied to new locations or new hydrologic conditions based on the dimensionless indices. The result gives Flood Predictor the ability to rapidly produce data-driven flood probabilities and predictions across an entire HUC-12 watershed area. Stantec is currently working on developing a technical paper with the goal of being published in a peer-reviewed professional journal this year.

Flood Predictor carries tremendous social, economic, and environmental considerations for future development as well as mitigation actions. These output results can assist in highlighting new, previously unidentified areas of flood risk as well as providing the data in a cost-effective manner that will allow more municipalities to plan for future impacts that are being driven by climate impacts. By creating highly correlated data in an efficient, cost-conscious manner, ECD is democratizing flood hazard identification. Flood mapping results could rapidly be leveraged at a low cost to identify flood risk in rural or underserved areas that are often cost prohibitive.

The output data from Flood Predictor provides communities and entities with valuable data for sustainable development and land use planning to prevent both physical and economic damages from future flood events. Additionally, the output data is valuable for emergency management and hazard mitigation planners to accurately plan evacuation routes, protect critical infrastructure, safeguard assets, and reduce economic impacts ahead of major storm events. The goal for Flood Predictor has always been to leverage publicly available data to better predict the possibility of flooding in a specific location, thereby saving lives and minimizing or even eliminating impacts to property. The cumulative result is a better understanding of the potential hazards as well as the

ability to assess and visualize new risks at a fraction of the time and cost of traditional engineering methods. </p></div>

For those critical processes in the project implementation process (including Project Implementation Process, Quality process, Resource Management, Security Management, Risk management, etc) supplier shall identify, develop the key process control and implement it. <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>The PM Framework confirms and clarifies the expectations Stantec has of its project managers. It includes the critical tasks which affect both the management of risks and achievement of quality on typical projects, and is organized around the four key stages of project management: initiate, plan, control, and close-out. </p><p>The Project Risk Review practice is a forum that enables the project team and the Project Risk Committee (PRC) to evaluate project opportunities and candidly discuss the following: </p>Identify and evaluate risks, including the probability and potential impact of identified risks Convey lessons learned on projects with similar risksEstablish risk mitigating measuresProvide technical review and guidanceReview the risk/reward of the projectConsider the impact to Stantec’s total risk portfolio<p>When we address significant environmental aspects, we develop strategies to reduce their impact. These strategies can include procedures, training for employees, purchasing strategies and so on. </p><p>Minimizing risk is a key component of our project-process and safety vision. While requirements vary between projects, safety is always the top priority. Project managers must complete a Risk Management Strategy or Health and Safety Plan (HASP) for any project involving field work. This process helps project managers identify and anticipate potential hazards during the course of the project and outline the controls required to mitigate the identified risks. Project managers are responsible for communicating the health and safety plan to all project team members, conducting field work, and updating the plan if project conditions or scope changes. Additionally, all employees are empowered to stop work immediately if there is an unsafe action, behavior, omission, or non-action of any party potentially leading to injury or damage.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p><p></p><p></p></p>

Geospatial Technology <p>Geospatial Technology</p><p>Demand for the use of geospatial technologies—Geographic Information Systems (GIS), Internet of Things (IoT) and edge computing, reality capture, remote sensing, and survey and mapping —is increasing. Teams across Stantec are applying the latest geospatial technologies to capture, compute and create deliverables for clients.
</p><p>Geographic Information Systems
</p><div><h3></h3><i></i></div><p>Stantec’s GIS community consists of more than 270 specialists across the globe with decades of experience helping our clients solve complex problems through the collection, storage, retrieval, distribution, display, and analysis of context-specific data. Our team uses GIS (ESRI ArcGIS), programming languages, and Database Management Systems (DBMS) software and equipment to effectively analyze data and communicate results via maps and pictures, web portals, and

summary tables, graphs, and charts.

IOT and Edge Computing

<https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#iot-and-edge-computing>

IoT and edge computing are reshaping the way we live, work, and play. Processing data as close to the source as possible means the data doesn't need to be transmitted to central servers. This results in real-time responsiveness, improves reliability, reduces costs, and may enhance data security. With the proliferation of connected devices and the increasing availability of cost effective IoT sensors, edge application services have great potential in the smart city realm. With Stantec's proven delivery methodology, combined with our world class industry partnerships, we can help you identify and deliver IoT and edge computing solutions that optimize your existing assets and capabilities.

Reality Capture

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By leveraging realistic 3D representations of our sites, we can understand options and challenges faster, make informed decisions more efficiently, and engage with and provide solutions to our clients in a clearer, future-forward manner. Stantec's Geospatial professionals are leveraging the latest technology for reality capture

including:

LiDAR

LiDAR (or laser scanning) takes distance measurements to rapidly capture imagery and representative 3D point-cloud surface models of whatever objects, buildings, or landscapes are within range of a specific feature. We then process these images to stitch together multiple views of the feature to generate a digital

Photogrammetry

Photogrammetry is the science of making measurements from photographs. This process used to be limited to high-end metric camera systems on manned aircraft but is now mainstream enough that you can use your smartphone camera to generate 3D information. The foundation of traditional photogrammetry remains, but advancements in cloud computing and computer vision have expanded opportunities for how and when we can leverage this for our work.

Unmanned Aerial Systems (UAS)

[https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#unmanned-aerial-systems-\(uas\)](https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#unmanned-aerial-systems-(uas))

Our team uses UAS tools—also known as drones—featuring cameras and controllers to gather data in remote or hard to reach places, including rural areas, construction sites, and existing facilities. The resulting aerial photography assists us with project tasks such as generating schematic images and models, documenting construction progress, and generating site statistics (including heat-related data using infrared cameras and thermal sensors).

Remote

Sensing

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With Earth observation imaging solutions, we offer clients around the world a new way to scan, detect, and identify changes in the environment. Our remote sensing analysts collaborate with our subject matter experts to use remote sensing technologies—including unmanned aerial systems (UAS), photogrammetry, LiDAR, underwater acoustics, and satellite imagery, along with ground control surveys—to generate accurate and reliable data that may have otherwise gone undetected in a scientifically repeatable and cost saving manner.

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On, above, and below the earth's surface— we provide surveying and mapping to define land boundaries, earth's physical features, and the built environment. Armed with tools like GPS, GIS, 3D laser scanners, and aerial photogrammetry, we deliver innovative solutions for remote and challenging environments or complex urban settings. Geomatics is the science of collection, analysis, display, and management of spatial information. The art is interpreting this information for legal matters of land definition or to support mapping, design, or construction activities. Addressing unique logistical and technical aspects of each project, our experts offer services that include boundary and cadastral surveys, topographic mapping, construction staking, residential builder layout, ALTA/ACSM surveys, 3D laser scanning, geodetic and control surveys, route surveys, as-built surveys, aerial photogrammetric mapping, water rights surveys, hydrographic/bathymetric mapping, and subsurface utility engineering.

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Stantec has been providing Geospatial strategic consulting services to our clients for nearly 20 years. These services include needs assessment and implementation planning, application development, systems integration, asset management planning, implementation and integration, and training. Our consulting services leverage a proven process of assessment, stakeholder interviews, evaluation of current systems, document user requirements, roadmap development, review, and final delivery, working hand in hand with our clients throughout the process.

Geotechnical and Materials Lab Overview

Our commitment to quality is exhibited by our acquisition of specialized test equipment. To meet the demands and expectations of our clients, and to keep the firm on the leading edge of technology, Stantec has invested significantly into its equipment base. Equipment is either sourced from manufacturers or manufactured in-house to our specifications and

design with contributions by local subcontractors. Examples of our custom assembled test equipment include rapid freeze thaw machines, abrasion apparatus, digital length micrometer, and high capacity creep frames.

Geotechnical and Materials Service Overview Our Geotechnical and Materials Group has been providing expertise in testing and consulting services throughout Atlantic Canada since 1972. Our large group and range of experience allows us to provide efficient and comprehensive response and solutions to the requirements of our clients. Our engineering experience and materials testing and inspection services have been applied to many projects including roadways, bridges, embankments, rock cuts, projects with deep and shallow foundation systems, crib/caisson jetty and wharf systems, waterfront developments, industrial and municipal waste landfills, coal ash by-product storage, abandoned mine land studies, construction consultation, commercial and industrial buildings, high-rise office towers, and large above and below ground tank systems. To us, succeeding means providing creative solutions to the people we work with, on schedule and within budget. We stay at the forefront of the industry to make sure community improvements are built on solid ground.

Geotechnical and Seismic Engineering Specialties Experience Stantec's Geotechnical Practice has 50 years of experience across Canada. The need for geotechnical engineering services is everywhere, so we work in a variety of sectors – across all project phases, from concept, through detailed design, construction, operation and decommissioning across the globe. Working coast-to-coast, from urban cores to remote outposts, we work on complex site conditions to transform communities across the world. Our primary service lines cover all facets of geotechnical and materials testing services required from concept through construction, which include the following primary service areas: Geotechnical Engineering Analysis and Design, Rock Mechanics and Geoscience, Geohazards and Geomorphology, Subsurface Investigation, Seismic Hazard Assessment, Instrumentation and Geotechnical Forensic Engineering as well as Materials Engineering for Quality Assurance and Quality Control services during construction.

While our technical expertise and depth of resources is well known in Nova Scotia, what sets us apart from our competitors is our local knowledge. Our team understands jurisdictional design standards and regional construction practices. We have decades of on-the-ground experience and databases of local soil and rock conditions. Equipped with this knowledge, we identify the most prominent geotechnical/geological design constraints to consider in design and construction. With a better understanding of site conditions and our ability to monitor, predict, and mitigate geotechnical site challenges, we're supporting communities built on stable ground.

Notable examples of ongoing local projects our geotechnical engineering staff are directly involved in include the design and construction QAQC of the Tailings Management Facility for Atlantic Gold's Touquoy Mine; foundation design for the building currently under construction on Cunard Street in downtown Halifax (developer is Southwest Properties), and our long-term relationship through standing offer agreements with the Nova Scotia Department of Public Works. The work under these contracts ranges from new schools to bridges.

The evaluation of the stability of dams and dykes under pseudo-static (i.e., seismic) loads is performed for all stability analyses completed as part of design and dam safety reviews in accordance with CDA guidelines. Seismic events pose specific hazards to dams and dykes which may experience adverse effects due to liquefaction of foundation soils and seismic slope instability. Stantec has offered geotechnical engineering services to complete liquefaction and seismic stability assessments for work at the Blunn Dam in Colorado and Chickamauga Dam in Tennessee.

Global Collaboration on Projects As an organization, we have experience running various large projects, programs, and portfolios; all of which require different structures and techniques. This is where our global pooling of resources with more than 400 offices around the world, effectively collaborating can provide innovative and efficient solutions.

Effective communication and flow of information is fundamental to the success of any project. This is especially true on collaborative projects of this magnitude with project sites and teams located across the globe. To facilitate project execution, Stantec will leverage our collaborative platforms and communication technologies in all aspects of this project. These include:

- Office 365 (Word, Excel and Powerpoint) and Sharepoint to share site data, site photos, analysis files and reports both internally and with [CLIENT]. These software packages also allow team members to work within the same file at the same time allowing for a greater degree of real-time collaboration and production efficiency.
- Microsoft Teams for virtual meetings both internally and with

We can also reference consistent PM tools

Having various offices in different time zones has also proven to be an advantage in many instances when workflows are planned and scheduled with the time differential included as part of the sequencing. Through efficient program scheduling and a well-defined communication protocol, these time differences allow one office to start a work sequence, then hand it off at the end of the day to the next office at the start of its day and continue this process. In some instances, it has permitted Stantec to work on an issue continuously around the clock.

GlobeWATCH™

GlobeWATCH™: Remote Sensing Technology

See the Bigger Picture

Stantec's Remote Sensing experts have developed GlobeWATCH™, a suite of advanced earth observation technologies designed to improve data quality, increase coverage, and expedite frequency while reducing project costs and decreasing health and safety risks. GlobeWATCH™ delivers reliable innovative solutions by applying our vast experience and knowledge working with visible, near-infrared, shortwave infrared, thermal infrared, active and passive RADAR imagery as well as LiDAR and bathymetric datasets. Our analysts use remotely sensed data from UAVs, planes, helicopters, ships/boats, satellites, and the International Space Station (ISS). Our remote sensing team collaborates with environmental specialists to offer our clients new ways to detect, monitor, scan, and identify changes in the environment around the world.



GlobeWATCH™: World Leading Remote Sensing Technology

[Copy and embed as an image in external content.]

<https://www.stantec.com/en/ideas/market/environment/globewatch-world-leading-remote-sensing-technology> > **GlobeWATCH™**

<https://www.stantec.com/en/ideas/market/environment/globewatch-world-leading-remote-sensing-technology> >: World Leading Remote Sensing Technology

<https://www.stantec.com> > **www.stantec.com**

GlobeWATCH™ is a suite of remote sensing services that improve data quality, increase coverage, and expedite frequency while reducing project costs and decreasing health and safety risks.

Has Stantec established a mechanism for quantifying and reducing emissions to the atmosphere?
<p>Yes</p><p>Stantec is committed to achieve net zero through a four-phase approach that includes 1) reducing emissions according to a validated science-based target, 2) becoming carbon neutral through the purchase of high-value carbon credits for residual emissions, 3) transitioning toward net zero through a shift from credits to Stantec-driven projects that provide additionality, and 4) further reducing emissions to near zero and balancing residual emissions through credits focus on permanent removal and carbon storage.</p>

Has Stantec had any penalties or fines imposed for non-compliance of environmental laws in the last five years? <p>No.</p>

Has Stantec received sanctions or fines for non-compliance related to aspects of corruption, money laundering, terrorist financing, unfair competition and / or data protection in the last five years?
<p>No.</p>

Has your Company been subject to an external audit in the past 12 months? If so, by who?
<p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Yes. External audits by the ISO certifying body occur in Q2 of each year by BSI Management Systems.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Has your Company performed an internal quality audit in the past 12 months? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Internal practice audits are ongoing throughout the year.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Has your firm had any past or present bankruptcy or reorganization proceedings? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>No.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Risk Management]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

Health, Safety, Security, and Environment (HSSE) <p>One of the most important factors for our team to consider during the detailed design is how the facility is to be constructed and commissioned. The team will focus on optimising the” buildability” of the design and will take into account limitations in access for bringing in plant and equipment, the health and safety aspects of working in confined spaces, working at heights and manual handling. Our team will also consider how the plant will be commissioned and brought on line. The construction and commissioning engineers will be involved in the detailed design of the facility to ensure as many risks to the plant operation are identified and mitigated as possible. During detailed design a Hazard and Operability (HAZOP) study will be carried out. Our team will conduct a HAZOP review workshop at the 50% design stage involving operations, experts, designers, other stakeholders to assess the health hazard of the operation or malfunction of the equipment and potential for negative impact on the environment.</p>

History of Stantec in the Middle East <p>Founded in 1954, Stantec is a fully integrated multi-disciplinary planning, architecture, interior design, and engineering firm with a rich history of designing for communities around the world. Stantec is well regarded and well established in the Middle East with over five decades of project delivery experience and a strong presence in the region. The regional head office was established in Dubai in 1969, followed by our Abu Dhabi office in 1997, and Qatar in 2011. We have been operating in Bahrain since the 1970's as a joint venture with Ismail Khonji Associates. While our office in Saudi Arabia was registered in 2019, we have been delivering projects in the country as an international consultant since the 1980's. Similarly, we have a project office in Kuwait and have been delivering as an international consultant since the early 1990's. Through strategic regional acquisitions in various sectors, buildings; Burt Hill, water; MWH, and community development; RNL, Stantec Middle East further expanded and diversified its project portfolio and talent pool. Presently, Stantec has approximately 450 employees in the Middle East and over 26,000 employees globally (always check latest numbers) . Our project portfolio in the Middle East is diverse and our competitive advantage is reflected in the recognition of our projects through various awards and accolades. (should always substantiate this).</p><p>
</p><p>
</p>

How does Stantec seek to avoid, minimize, mitigate, and/or mediate negative impacts on the environment and proactively manage risk (i.e., controls, performance reporting, EMS, hazard reporting, etc.)? <p>Stantec embraces responsibility to reduce our own environmental footprint, operating under ISO:14001:2015, a certified environmental management system. We work hard to minimize the impact of our operations, conserve resources on corporate programs and client projects, and incorporate environmentally friendly practices to engage and motivate employees.
</p><div><p>We deliver environmental awareness in our daily execution through a set of Standard Operating Procedures (SOPs) that provide guidelines and acceptable practices for our employees in conducting field work and the way we conduct our office work. Annual communication of expectations with regards to reviewing SOPs are part of our career development process. The SOPs are reviewed by Stantec employees on a pre-set frequency as part of our compliance program and taken to the field for execution to help guide our teams and provide the resources and references to complete safe and environmentally aware field work.</p><p>Our SOPs are also reviewed and updated as part of our commitment to continual improvement of our practices. Furthermore, Stantec has a rigorous internal auditing program where we evaluate projects in the office at the desktop level, as well as field audits to evaluate how work is being conducted, that it complies with our SOPs and safe work practices, and that safeguarding the environment is prioritized along with quality and safety when undertaking work for our clients.</p></div>

How long has your Company had a Quality Assurance Program in place? (Define in years or months)
<p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>Stantec has always followed the requirements for quality assurance as outlined in the various professional associations. Stantec became formally certified under ISO 9001 in 2008, as a corporation. Many of our acquisitions have been certified under ISO 9001 for longer than that.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p>

How often is Stantec's environmental compliance evaluated? <p>Stantec is committed to minimizing the environmental impacts of our business operations and complying with legal and other requirements.

Annually, Stantec's environmental compliance is evaluated by our Corporate Environmental Manager as part of our ISO:14001-certified Environmental Management System (a part of Stantec's global Integrated Management System). Our management systems deliver a disciplined and accountable framework that defines Company procedures, monitors risks and hazards, reduces inefficiencies, maximizes Company resources, enables sustainability program implementation, and provides the framework for our pandemic preparedness and business continuity planning. The management system is certified against ISO-standards and verified through internal and third-party audits. The integrated management system is monitored, evaluated, and enhanced regularly by executive leadership, with regular reporting and communication on the status and effectiveness across the organization. We report on our environmental performance against our environmental goals in our annual Sustainability Report. For more information, visit www.stantec.com/en/about/integrated-management-system.

How often is your business continuity plan tested? What issues do you believe you have (if any)?

PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:

Our ISO 9001 quality management certification is focused on two areas of business risk:

- Service delivery risk – PM Framework – contract risk, health and safety risk, project execution risk, project quality assurance risk
- Business continuity management risks – IT Disaster Recovery, Emergency Response Planning, Pandemic Preparedness Planning, Crisis Communication Planning

Each of the plans associated with business continuity management risks are updated and tested on a regular basis (at least annually), either through a mock drill exercise or an actual event.

We do not believe we have any issues with our business continuity management processes.

DO NOT DISTRIBUTE THE CONTENT BELOW:

[Quality]

For questions or more information, contact the [Marketing Information Management team](#).

HSSE Organisation Chart - ANZ ANZ HSSE Team Org Chart

HSSE Systems & Leadership - ANZ

Stantec's Health, Safety, Security, and Environment (HSSE) policy is the cornerstone of our Health and Safety Management System. In turn, the Health and Safety Management System is part of Stantec's Integrated Management System, which is ISO certified and inspected by an independent firm. Stantec is an ISO-certified company that is compliant with the Occupational Health and Safety Management (OHSAS 18001). Stantec holds the following certifications including ISO 14001 (Environmental Management), ISO 45001 (Occupational Health & Safety Management), ISO 9001 (Quality Management) & ISO 27001 (Information Security Management).

Stantec's senior leadership is committed to continuous improvement in the areas of health, safety, security, and environment (HSSE) in all aspects of our business. Senior management play a pivotal role in the implementation, training and management of the HSSE systems through our SaferTogetherTM program. Leading by example KPIs around HSSE targets are first and foremost the most onerous to ensure that our senior management teams are practicing what is expected of the organisation. Further, key messaging and information is driven by this group to demonstrate the importance of the systems in place.

Every employee has an opportunity to provide continuous improvement through our HSSE systems and processes starting with communications and consultation with our Joint Health and Safety Committee meetings and general consultation with each office's Health and Safety Representative (HSR) and Office

Safety & Environment Coordinators. Additionally every employee has the opportunity to become a HSR through the election process as positions become available, to have a more active role in the health, safety and environment of the organisation.

The HSSE Program's objective is designed to eliminate injuries, property loss, and environmental damage by aligning work processes, systems, and behaviours so our employees have the necessary guidance and knowledge to complete every task safely, every time. To meet this objective, the HSSE team develops practices and tools that support safe work methods by meeting or exceeding government regulations and establishing best practices and continuous improvement through our OHSAS 18001 accredited Occupational Health and Safety Management System (OHSMS).

The foundation of our safety program is a Hazard Recognition and Control (HRAC) process that enables employees at all levels to establish a healthy and safe work environment. Projects begin with the development of a Risk Management Strategy or Health and Safety Plan (HASP) that identifies potential risks associated with the project site. Based on the risks identified, additional controls are implemented, and then verified daily with a Field Level Risk Assessment process.

HRAC empowers employees to proactively identify hazards, assess risks, eliminate or control risks, and stop work if required in order to prevent injury and illness, environmental and property damage. Our Company HSSE Program is grounded in our Corporate Health, Safety, Security, and Environment Policy, the HSSE Program Manual, Safe Work Practices, and supporting programs.

The program is communicated to employees through a comprehensive communication strategy that includes regular features in our company magazine, ongoing use of the Company's intranet, e-bulletins from senior leadership, office signage, presentations, and workshops. In addition to tracking lagging indicators (workers' compensation costs and Total Recordable Injury Rate), we also track leading indicators such as site visits, file reviews, safety meetings, and worksite inspections to further gauge the effectiveness of the program.

There are a number of mechanism of communication of safety throughout the organisation including HSSE noticeboards, Joint Health & Safety Committee meeting minutes/agenda, Leader Briefings (delivered by line management to employees), office based breakfast briefings, formal company communications or even safety stand downs.

Inclusion, Diversity & Equity ANZ

Truly transformational work is born from diversity

Harnessing the power of all the characteristics that make us who we are is vital to our collective success. *We design with community in mind* and to genuinely fulfill that promise, we need to be representative of the many communities we serve.

It's our diversity of thought and expression that sets us apart on the global stage—our combined creativity, innovation, and expertise will always help to maximise our potential to do our best work for our clients and have a lasting impact on our world. We know we must do more to identify and address the very real consequences of systemic racism, and other forms of discrimination, that exist in society today. Building on initiatives we've had underway for many years, our actions will continue to remain focused on outreach in mentoring, education, sharing knowledge and resources.

Indigenous Business Procurement

In partnership with <https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fsupplynation.org.au%2F&data=05%7C01%7Cnyree.callaghan%40stantec.com%7C1e76aff394de4d3d07a208db15739a3a%7C413c6f2c219a469297d3f2b4d80281e7%7C0%7C0%7C638127358504957491%7CUnknown%7CTWFPbGZs b3d8eyJWljoIMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IkhWwiLCJXVCi6Mn0%3D%7C3000%7C%7C&sdata=IDeFU00t%2Bi%2FdTRf0V9ozG2AC1XScxq9eglMEUagjNH4%3D&reserved=0>>Supply

Nation

[Kinaway](https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fkinaway.com.au%2F&data=05%7C01%7Cnyree.callaghan%40stantec.com%7C1e76aff394de4d3d07a208db15739a3a%7C413c6f2c219a469297d3f2b4d80281e7%7C0%7C0%7C638127358504957491%7CUnknown%7CTWFpbGZsb3d8eyJWljojMC4wLjAwMDAilCJQljoiv2luMzliLCJBtil6lk1haWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C∓sdata=cS8%2BdFiN239K%2BPr7KQIFvN4v5g%2F63XqGH1iAg95qgIY%3D&reserved=0), Stantec is working on increasing our Aboriginal and Torres Strait Islander supplier diversity.

Through reviewing our existing spend, identifying and developing opportunities to increase procurement of goods and services from Aboriginal and Torres Strait islander business, and exploring project partnerships, we hope to continue to develop our relationships. Our partnership with Kinaway, has included consulting services and review of our current practices, providing opportunities to collaborate with our RAP working group, providing training and exploring mentoring opportunities.

Indigenous Engagement

The foundation of our work with Indigenous communities is lasting relationships built on mutual respect.

At Stantec, we work on the home of the First Nations, Metis, and Inuit people and we acknowledge these ancestral lands that make up Turtle Island. We respect the diverse histories, languages, and cultures of all the First Peoples of Canada. Our shared relationship with the land combined with our technical expertise and experience helps us envision a sustainable future that we can build together.

Stantec is committed to the spirit and intent of reconciliation with Indigenous Peoples in Canada. We recognize the rights and title of Indigenous Peoples and respect their traditional knowledge and connection to the land. The Truth and Reconciliation Commission's (TRC) Calls to Action guide us on this journey. We share a commitment to create a sustainable future as we walk this path together. We will achieve reconciliation through listening, being open to change, continual learning, and being accountable to reconciliation actions.

We are thankful to have decades of experience building successful relationships with Indigenous communities and working on projects in Canada. Through this experience Stantec brings a cross-cultural awareness that helps us integrate traditional knowledge with Western science and regulatory expertise.

Throughout the life of your project, we'll work with you to confirm that your project goals and the needs of the communities are being met. We can bring local culture into the formal execution of projects by providing Indigenous community members with opportunities for employment, hand-on skills development, and capacity building when the opportunity arises.

Indigenous Services

We understand that every Indigenous community is unique which is why we take a customized approach to working with Indigenous groups in Canada.

We have a long history of working alongside, and in partnership with, Indigenous people, to achieve positive outcomes. Through Indigenous consultation, regulatory services, traditional ecological knowledge (TEK) and traditional land use (TLU) studies, engagement, and training and development, we help our clients to identify potential issues in their projects and work with local Indigenous communities to mitigate potential adverse effects.

We are a minority partner in 11 formal Indigenous business partnerships across Canada that are focused on a lasting connection to deliver technical services along with the local expertise of our partners. We have maintained a presence in these areas and have worked

collaboratively with our partners to identify business opportunities, deliver high-quality work, provide training and employment for local people, and contribute to community initiatives.

Our formal partnerships in Canada include:

- KAVIK-STANTEC Inc.
- Nunami Stantec Limited
- Kâlo-Stantec Limited
- FMFN Group – Stantec Limited
- Stone & Arrow LP
- Stassinu Stantec LP
- Aivek Stantec LP
- Little Otter Professional Services Inc.
- KI 209 Engineering LP
- Kahsenah LP
- Oshki-Aki LP

Where we do not have established business partnerships, we work directly with local Indigenous communities and businesses to create opportunities for them to participate in our work. Below are examples of some of our relationships and other agreements we have with Indigenous communities or businesses across Canada:

- Metcor Inc. (North Slave Metis Alliance)
- Selkirk Development Corporation (Selkirk First Nation)
- Lhai Ventures Ltd. (Lheidli T'enneh, Saik'uz, Stellat'en, Nadleh Whut'en)
- Seyem Qwantlen Group Ltd. (Kwantlen First Nation)
- Wai Wah Environmental Ltd. (Kitselas First Nation)
- Metlakatla First Nation & Lax Kw'alaams First Nation
- CLAW Environmental
- Scout Engineering
- Two Row Architect &

Training, Employment, and Contracting

We are committed to provide training, employment and business opportunities to enable communities to participate in opportunities in their traditional territories. Ranging from employment specific technical and health and safety training to longer accredited programs, we have the experience and tools to deliver on specific training needs.

Stantec is committed to capacity building through ongoing training and the development of transferable skills for the sectors we serve. This concept shall apply to partners and subcontractors as well. We intend to employ Indigenous persons in skilled, administrative, professional, scientific, and management positions whenever persons demonstrate the competence and qualifications for such positions. Increasing the capacity of First Nation, Métis, and Inuit communities and persons should be part of a lasting legacy of working on the traditional lands of Indigenous Peoples across Canada.

Community Engagement Program

Creating successful Indigenous relationships requires an understanding of the intricacies of the community, common goals, and mutual respect. Our Indigenous Community Engagement program is one example of how we invest in communities and foster long-term relationships. We understand the importance of contributing to the community and making connections where we work. We intend for all our engagement to be reciprocal, where we can learn indigenous and traditional teachings while sharing our collective expertise. Through Community Engagement, we are able to support initiatives that fall under the following four pillars--Education, Health and Wellness, Environment and the Arts.

Education Activities

At Stantec, we have a passion for supporting strong and vibrant communities. In our communities, we focus our engagement on our aforementioned four pillars—arts, education, environment, and health and wellness. Stantec works with various postsecondary institutions and organizations to provide financial aid to Indigenous students across Canada. We have contributed to over 65 scholarships and bursaries across the country including, for example: Indspire, Sahtu Divisional Education Council,

Red River College, Grant MacEwan University, Kwantlen Polytechnic University, Lakehead University and Nicola Valley Institute of Technology. In British Columbia, we have a bursary with Indspire designated for an Indigenous student from a remote area. Through UBCO, we have an annual scholarship for an Indigenous Student in an Engineering program.

Education is a vital component of our partnership with Indigenous peoples, which includes providing scholarships, skills-development training, internships and capacity support for small businesses. We are committed to supporting the next generation of Indigenous scientists, engineering, architects and entrepreneurs in our industry and we are focused on growing diversity within the science, technology, engineering and math (STEM) fields. Stantec's Indigenous Engagement team's efforts are focused on providing STEM opportunities and STEM career awareness/exposure. Our team is also working with EVERFI to bring STEM programming to Indigenous students in the North Coast area of BC and Yukon. We support the Indigenous Youth Engagement Program through the Faculty of Archaeology and Anthropology at the University of Calgary, which provides exposure to archaeology and field-based experiential learning for school age youth.

On our projects, we seek opportunities to engage a local Indigenous workforce and provide on-the-job training, mentoring and internship opportunities to promote skill building and increasing levels of responsibility on our teams. We have delivered formal in-class training coupled with informal field-based learning in diverse geographies, including remote areas of Canada's North.

<https://www.stantec.com/en/about/indigenous-relations> Indigenous Relations and Partnerships

Indigenous Engagement & Supply Nation Certificate - ANZ

We are always looking for ways to build stronger connections with communities, and that includes the way we work with Indigenous Peoples. At Stantec, we acknowledge and respect the Traditional Owners of the land we work on at sites across Australia. Over time, we have participated in a number of projects with Aboriginal and Torres Strait Islander stakeholders where we have liaised to consider and preserve culturally significant sites, protection of heritage, food trees and suspected graves. We have also partnered with clients and developers with the intention to attract and engage Aboriginal and Torres Strait Islander employees.

A number of our projects were developed to specifically benefit Indigenous Australians, and these include:

- Provision of a reliable electrical supply in remote communities
- Building a centre to celebrate Aboriginal cultural heritage
- Establishing an Aboriginal Child and Family centre
- Construction of a centre for Indigenous Australian Education and Research for a university

Whilst we are proud of our achievements to date, there is always room for improvement. Our Reflect RAP, which is officially endorsed by Reconciliation Australia, reflects upon what we currently do well within Stantec to promote reconciliation and sets out goals for the coming years, with actions in the following areas:

- Building internal and external relationships with like-minded organisations and our sphere of influence
- Participating in and celebrating National Reconciliation Week, NAIDOC week and indigenous culture
- Investigating Aboriginal and Torres Strait Islander cultural learning and development, including employment and supplier diversity opportunities
- Investigating and providing support to Aboriginal and Torres Strait Islander community through recruitment, retention and career development opportunities
- Raising internal understanding of Aboriginal and Torres Strait Islander cultural protocols
- Investigating and providing support to the Aboriginal and Torres Strait Islander community

Indigenous Relationships - Narrative <p>Stantec is guided by our corporate Indigenous Relations Practice and being a supportive member of the Canadian Council for Aboriginal Business (CCAB), an organization focused on driving business opportunities and advancing corporate social responsibility for the Indigenous community. We are in the process of completing our PAR certification. Additionally, we are Procurement Champions with the CCAB.</p><p>Stantec has partnered with Indigenous communities and business owners for decades to deliver our work across Canada, including through 11 formal Indigenous-owned partnerships where we are a minority owner. To support projects in areas where we do not have partnerships, we have successfully teamed or built an inclusion program to provide meaningful opportunities for Indigenous people and businesses on our projects. This experience has developed our capacity to interact effectively with all levels of Indigenous-owned businesses and train and employ community members.
</p>

Indoor Air Quality <p>Another area of focus and opportunity within this project is improvements in Indoor Air Quality (IAQ) which can directly affect occupants health and well-being. Organizations such as the EPA, in the United States, estimate that the indoor concentration of some air pollutants is two-to-five times higher than the typical concentrations we find outdoors. This can be caused by degradation of the building envelope which can lead to moisture and mould growth. Improper or low ventilation rates can also lead to higher levels of carbon dioxide and low outdoor air supply. Construction materials can off-gas over time and leak volatile chemicals into the breathing zone. All these allergens, dust, microorganisms, volatile organic compounds (VOCs), and more are suspended in the air in what is collectively called the IAQ. </p><p>Given that students and staff can be exposed to this captured air for more than 6 hours per day and for substantial periods throughout the year, there has been numerous studies across the globe on the impacts of a building's IAQ. These studies indicate that there is a direct correlation between poor IAQ and illness, absence, attention and reduced performance in students and staff. Conversely, improvements in IAQ led to increased attainment and retention. </p><p>IAQ can be addressed in our buildings through treating particulates and pollutants in the airstream. This can be achieved through innovative design and engineering strategies which address: dilution, deactivation, distribution, and filtration. </p><p>Dilution which is also known as ventilation, is the primary method listed utilized in ASHRAE Standard 62.1 – Ventilation for Acceptable IAQ. As you recirculate and condition the room's air, you exhaust a fraction of it to be replaced with fresh outdoor air. Over time, this fraction of outdoor air supplied dilutes the room's stagnant air filled with exhaled and off-gassed pollutants and replaces it with fresh air. As we design, our engineers can quantify and seek to improve how quickly a room is replaced entirely with outdoor air as air-changes-per-hour (ACH). </p><p>Deactivation is the treatment of an airstream through the use of active devices and chemical reactions. An example of this system would be Ultraviolet Germicidal Irradiation (UVGI), which utilizes a specific wavelength of UV light to disrupt the DNA of microorganisms in the airstream and on surfaces. Designed correctly, this disables the ability of microorganisms to reproduce, rendering them harmless, and such deactivation methods are typically used as a solution to a specific concern, rather than a whole-air solution. </p><p>The Distribution of the airstream can have a notable impact on the occupant's exposure to airborne pollutants. Utilizing the fundamentals of fluid dynamics, HVAC systems can be designed to create specific airflow patterns that minimize pollutant exposure and isolate contaminant sources. Displacement ventilation is such a system, where low velocity air is supplied through diffusers located near the floor and extracted through grilles located above the occupied zone, typically the ceiling. </p><p>Filtration is a universal strategy for improving IAQ and is rightly codified in every international building code and standard. Rather than deactivating the airborne pollutants,

filtration focuses on removing the particles from the airstream entirely. Improvements in IAQ leads us to have discussions with our clients about the demonstrable health benefits as well as how increased ventilation rates could lead to higher costs and energy usage. This is a conversation, looking at the project holistically from design through to operation, to ascertain how this can be managed and mitigated and inform our sustainable approach to buildings. This opportunity for [CLIENT] is closely aligned with social sustainability, biophilic design and the creation of a new home for the [CLIENT] which elevates the human experience to improve the overall health of the learning community and the [CLIENT] as a whole.

Information Security Stantec has received the universally recognized (ISO) 27001 certification from the International Organization for Standardization (ISO). The ISO 27001 certification is the gold standard in measuring how a company is managing its information security program and follows an extensive external audit by the British Standards Institute. The certification provides clients, partners, and other important stakeholders assurance that Stantec is operating at the highest levels of security—in strict accordance with the ISO 27001 standards of best practice.
This is an important distinction for Stantec. The ISO 27001 certification recognizes Stantec’s Information Security Management System (ISMS), provides evidence of our commitment to our values, and it differentiates Stantec from other companies in our sector as the threat of cybersecurity incidents rises globally.

Innovating for Our Communities **Innovating for Our Communities**

[Long]
Stantec's 25,000 people around the world have big ideas on how to keep you and your company on the leading edge of innovation and technology. Post-pandemic, the need for technological advancement has only increased – with the speed of change leaving companies struggling to keep up.
Innovation has a rich history at Stantec.Our innovation strategy combines proven ideas with curiosity, creativity, and digital-forward approaches to find effective ways to meet client and community challenges. Stantec’s Creativity & Innovation program allows us to keep our fingers on the pulse of the market so we can respond quickly to client needs with new products and services. All Stantec employees are encouraged to share their ideas.
To foster innovation internally, Stantec employees are encouraged to share their ideas. Promising ideas are supported with technical expertise, coaching, and progressive levels of funding: Micro-grants, Greenlight grants, and Innovation Fund grants. Ideas that solve client problems efficiently and effectively are then made available to clients.
We're proud of the solutions that have been nurtured by our innovation programs, like our:

Environmental DNA: comprehensive way to survey areas for biodiversity. Environmental deoxyribonucleic acid (eDNA) is DNA that is naturally shed by organisms into their environment, such as streams, rivers, oceans, soils, even in fecal matter. By sampling the habitat in which species live, we can detect their presence without having to capture, handle, or even see the organisms we are looking for. This is a low-

impact and non-invasive tool to better understand a habitat's biological composition.

<https://can01.safelinks.protection.outlook.com/?url=https://www.stantec.com/en/services/financial-analysis-management-system&data=04%7c01%7ccody.ryckman%40stantec.com%7c3616b949a2ee4ce5e97408d8e8bf11a9%7c413c6f2c219a469297d3f2b4d80281e7%7c0%7c0%7c637515254619246017%7cUnknown%7cTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IjEhaWwiLCJXVCi6Mn0%3D%7c1000&data=eCLW%2BiyZ7JEVtSBw/swKybOpP5HZWvhITfFNAorlw%3D&reserved=0>>Financial Analysis and Management System: a dynamic financial forecasting system. This program offers an real-time understanding of the impacts of changing conditions and the ability to quickly evaluate options in order to take decisive actions in a climate of uncertainty. FAMS is an intelligent, easy-to-use financial modeling tool as dynamic as the times we currently face. </p><p>https://can01.safelinks.protection.outlook.com/?url=https://www.stantec.com/en/markets/transportation/smart-mobility/stantec-generation-av&data=04%7c01%7ccody.ryckman%40stantec.com%7c3616b949a2ee4ce5e97408d8e8bf11a9%7c413c6f2c219a469297d3f2b4d80281e7%7c0%7c0%7c637515254619246017%7cUnknown%7cTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IjEhaWwiLCJXVCi6Mn0%3D%7c1000&data=YOC69GfPpuRBH/yMsLgyJNiEgpmH/Rq%2BUWZaStRzJWc%3D&reserved=0>GenerationAV</sup></sup>: a methodology our clients utilize to implement automated mobility. We've compiled lessons learned and tangible project experience into a robust methodology for the safe and efficient deployment of AVs.</p><p>At Stantec, our professionals put creativity to work to make our communities better for everyone.</p><h3>Innovating for Our Communities [Short]</h3><p>Stantec's 25,000 people around the world have big ideas on how to keep you and your company on the leading edge of innovation and technology. Post-pandemic, the need for technological advancement has only increased. The speed of change has companies struggling to keep up. </p><p>Innovation has a rich history at Stantec.Our innovation strategy combines proven ideas with curiosity, creativity, and digital-forward approaches to find new ways to meet client and community challenges. The Stantec Creativity & Innovation program allows us to keep our fingers on the pulse of the market so we can respond quickly to client needs by developing new services and products.</p>

Innovation Strategy - ANZ <p>As part of a connected global business, having Stantec as a delivery partner means our clients benefit from our technology-forward and collaborative approach. As our business continues to grow through our strategic investments, we also encourage our staff to challenge the status quo and, as a consequence, Stantec supports and funds innovation through our global Stantec Innovation Office.</p><p>Innovation is more than employing experimental technology however – setting the right culture is also key. To establish the right culture, the following is considered:</p>A framework that stimulates innovation and links the elements that drive innovationA Leadership Team to drive the cultural mindset and encourage curiosityLeadership, people (competency development and training), and alignment between rewards and innovative behaviours<p>We consider the implementation of innovation can be categorised as either a push or a pull process. A push process is where an innovative idea is conceived, tested, evaluated and rolled out. A pull process is where a particular need arises that requires an innovative solution. The team members either formulate an innovative solution or pull in an innovative solution from elsewhere.</p><p>Our Innovation Framework supports both types of process. </p><p>In

order to **push** innovation, we:

- Develop an idea bank based on the latest developments across industries and sectors
- Screen, test, evaluate and, identify opportunities to implement selected innovative ideas
- Roll out suitable ideas to appropriate areas

In order to **pull** in innovation, we:

- Ensure rigorous challenges at each stage to examine areas for improvement
- Facilitate (but not get in the way of) project teams

And, by empowering our teams and listening to our partners and suppliers too - we believe innovation and better processes are discovered. There is no more important role at Stantec than the role of delivering work for our clients, and by our innovative approach and working together with our clients, Stantec delivers excellent results for everyone.

Insight Analytics

Along with environmental and sustainability goals, the health and safety of our local communities is of paramount importance to us. Communities that host mining programs expect to share in the benefits, while having confidence that proper social and environmental protections are in place. Our aim is to help the local communities and our clients create a vibrant, inclusive relationship that all the stakeholders will respect and enjoy. Good community relations can help companies to build public trust, which can facilitate effective program management and mitigate risks associated with cost and reputation, while optimizing the return on land investment. Through this companies can obtain their ‘social license to operate.’

At Stantec we try to make every effort possible to involve the local communities in our mining programs through consultation, conversation, and engagement activities. We offer a novel approach to stakeholder engagement via use of Artificial Intelligence (AI) and public conversations.

Stantec’s Customer Insight application unites the data gathered from traditional engagement tools, like surveys, as well as social media, online news and more with the data collected on your key facilities or programs. By combining these data sets and applying artificial intelligence, Customer Insight enables you to identify not only what the community is feeling, but also where sentiments are changing, how fast they’re changing, and what is most likely the cause of a sentiment shift.

Knowing how your community feels is meaningful – but understanding why they’re feeling that way and doing something about it? That’s powerful. We built Customer Insight to arm the teams with real-time, insightful information so they can respond to the community’s needs more efficiently than ever before. The 24/7 constant stream of public data has recognizable traces of social responses to situations and contexts related to the program. The ability to leverage this data to perform sentiment analysis and understand the emotions and concerns of the community related to the program can become a powerful planning tool and assist in overall management of the program. Traditionally stakeholder engagement methods have been focused on specific issues at specific times, but with Stantec’s approach using sentiment analysis, you can direct your efforts and capital funds towards initiatives that the communities value and want to contribute to as partners.

Stantec Customer Insight supports:

- Sustainability Goals:** Enables mining companies to gauge public opinions to better monitor and evaluate their performance related to the United Nations’ 17 Sustainable Development Goals
- Shareholder Engagement:** Enables more effective shareholder engagement through monitoring of information related to mutual understanding, trust and cooperation with their shareholders.
- Communities & Indigenous Peoples:** Enables mining companies to manage and improve upon stakeholders’ needs across the communities and indigenous regions where they operate
- Early Events and Needs**

Identification: Analyzing the Voice of Community, enables us to have early warning of events that might be affecting mining operations or needs of the local community

Agile Emergency Response: Customer Insight tracks how issues and emergencies are affecting your communities, then maps that data to your program so you can see the impacts of your response in real time.

Brand Enhancement: Sentiment analysis enables you to track how your organization's brand is perceived by the community and identify areas where you can enhance your brand.

Insight Analytics: A Stantec Innovative Business Opportunity

Analytics that advance your business

Stantec Insight Analytics is a digital consulting and Software as a Service (SaaS) business that uniquely combines an analytics toolkit with Stantec's subject matter expertise to enable transformational asset operation, management, and decision-making in real time.

When you need to make technically sound economic decisions, understanding where you can achieve safe and affordable engineering, maintenance, and operational efficiencies is critical. The insights we provide can be displayed in your native environment – be it GIS, your industrial control system (SCADA, DCS, etc.), or a web dashboard—our solutions are flexible to meet your operational and business needs.

Our Insight Analytics team has been helping utilities and municipalities solve tough problems for more than 60 years. We apply our ever-increasing knowledge of engineering, operating, and maintaining infrastructure assets to our digital products and associated consulting services so you get expert, accurate, industry-leading insights you can trust.

Introduction / Expertise (US Northeast)

Stantec has successfully completed designs on requirement/on-call agreements with [client], as well as, many other City and State agencies, including: NYCEDC, NYCDDC, NYOPR&HP, Empire State Development Corporation, NYSDOT, PANY&NJ, NYCT, Metro-North Railroad and Long Island Rail Road. For each contract, we have committed the staff included in our proposal to those projects, and where necessary, have supplemented our staff with qualified professionals from other Stantec offices in the New York metropolitan area. With over [insert count] staff proximate to [client]'s offices, over [staff count] staff in the Northeast, and over 26,000 persons within our company globally, we are confident that we can meet [client]'s staffing needs as well as exceed expectations on all aspects of the project.

Introduction / Why Stantec (Globally experienced; locally present)

Stantec is a global leader. In providing engineering consulting services to the global mining sector, we draw on over 1,000 engineers, scientists, managers, and administrators in our mining business line. Our experience and depth of expertise allows us to provide creative solutions for addressing technical, regulatory, environmental, and community challenges throughout the project life. Our work for [CLIENT] is based in Atlantic Canada but extends to over 23 geographies where we draw on the best resources in the business to support this important local project.

In September 2021 Stantec earned multiple rankings on Engineering News-Record's (ENR) list of Top Design Firms. Based on design-specific revenue, the report lists the largest US-based firms both publicly and privately held and features individual architecture sector rankings. In addition to the #10 overall position among the Top 500 Design Firms, Stantec also ranked #4 in Mining.

Introduction / Why Stantec (Globally experienced; locally present) <p>We Live Here: Stantec has been based in Atlantic Canada since 1954 and has been providing services to the mining industry across the Atlantic provinces for over 50 years. We are the largest Engineering Consulting Firm based in this region. Our Atlantic offices are staffed with professionals representing a broad range of technical services. We know the region, the climate, the geotechnical conditions, and we are invested in the success of local projects that benefit the region.</p>

Introduction / Why Stantec (Globally experienced; locally present) <p>Project Team Availability: In recognition of the critical importance of team availability and concerns from Client management over the past years on this issue for the Project, we have completed a critical review of the Project's Key Team member's current workload and availability for the Project. Based on the understood project schedule with the detailed design starting in date and construction in date, our Team will be well positioned to take on the proposed roles. In the event conflicts or concerns are identified throughout the course of the work, Stantec is well positioned to draw on over </p><p>1,000 engineers, scientists, managers, and administrators in our mining business line to support the project.</p>

Introduction / Why Stantec (Globally experienced; locally present) <p>Efficiency from Experience: We have done this work before. We understand what is required, and we can build on the work product that was developed for the Project. This presents opportunities for efficiencies in communications, schedule, and delivery. Our Project Team has a technical on-the-ground knowledge of the area, the site, and the engineering requirements.</p>

Introduction / Why Stantec (Globally experienced; locally present) <p>We bring innovation: We take pride in developing innovative solutions that incorporate value-engineering evaluations and performing cost analyses to minimize overall costs and risks. An example of Stantec innovation is NetZero Mining – a holistic service offering to help mining companies meet ESG goals by reducing energy demand and utilizing clean sources of energy, including programs focused on renewable energy solutions for mine sites and energy audits and optimization programs to help mines reduce energy consumption.</p>

Is our supplier diversity program certified? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:
</p><p>No, our supplier diversity program is not certified.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Supplier Diversity]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information </i></p>

Is Stantec a verified active participant to the United Nations (UN) Global Compact? <p>Yes. Stantec has been an active participant in the UNGC since 2015. Our commitment is publicly available on the UN Global Compact website.</p>

Is your supplier diversity program registered? <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p><p>No, our supplier diversity program is not registered anywhere.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Supplier Diversity]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information </i></p>

ISO 14001 Certificate (Environmental Management) <p>PLEASE PROVIDE THE CERTIFICATE FOUND IN THE INTEGRATED MANAGEMENT SYSTEM SHAREPOINT SITE: Integrated Management System - IMS Certificates Page on The Lens (sharepoint.com)</p><hr><p>DO NOT DISTRIBUTE THE CONTENT BELOW</p><p>[Sustainability]</p><p>For questions or more information, contact theMarketing Information Management team.

</p>

ISO 20000-1 Certificate (IT Service Management) <p>PLEASE PROVIDE THE CERTIFICATE FOUND IN THE INTEGRATED MANAGEMENT SYSTEM SHAREPOINT SITE: Integrated Management System - IMS Certificates Page on The Lens (sharepoint.com)</p><hr><p>DO NOT DISTRIBUTE THE CONTENT BELOW</p><p>[IT]</p><p>For questions or more information, contact theMarketing Information Management team.</p>

ISO 27001 Certificate (Information Security Management) <p>PLEASE PROVIDE THE CERTIFICATE FOUND IN THE INTEGRATED MANAGEMENT SYSTEM SHAREPOINT SITE: Integrated Management System - IMS Certificates Page on The Lens (sharepoint.com)</p><hr><p>DO NOT DISTRIBUTE THE CONTENT BELOW</p><p>[IT]</p><p>For questions or more information, contact theMarketing Information Management team.</p>

ISO 45001 Certificate (Occupational Health & Safety Management) <p>PLEASE PROVIDE THE CERTIFICATE FOUND IN THE INTEGRATED MANAGEMENT SYSTEM SHAREPOINT SITE: Integrated Management System - IMS Certificates Page on The Lens (sharepoint.com)</p><hr><p>DO NOT DISTRIBUTE THE CONTENT BELOW</p><p>[Health, Safety, Security, and Environment]</p><p>For questions or more information, contact theMarketing Information Management team.</p>

ISO 9001:2015 Certificate (Quality Management) <p>PLEASE PROVIDE THE CERTIFICATE FOUND IN THE INTEGRATED MANAGEMENT SYSTEM SHAREPOINT SITE: Integrated Management System - IMS Certificates Page on The Lens (sharepoint.com)</p><hr><p>DO NOT DISTRIBUTE THE CONTENT BELOW</p><p>[Quality]</p><p>For questions or more information, contact theMarketing Information Management team.</p>

Key Personnel <p>We have assembled an experienced team of professionals to provide the required technical subject matter expertise required to deliver the work products associated with this RFP, combined with strong Project Management experience. The collective team provides reassurance that not only quality engineering and technical services are delivered, but the fiscal, schedule and value engineering aspects of the overall project delivery are diligently managed to provide [CLIENT] with overall value in delivery of the scope of services. </p>

Key Personnel <p>What kind of team does it take to provide you with the right combination of local knowledge, enthusiasm, qualifications, and experience for this project? A team that works together, works collaboratively with you and your community and is driven to achieve. A team that puts people first. We are ready to be your project partner and meet your needs in a creative and personalized way. We create projects that help our communities thrive. To do that, we have assembled a team that has the knowledge and experience to undertake this project and work closely with you. </p><p>We have included brief introductions and role descriptions of our team on the following pages so you can get to know more about them and their expertise. Detailed resumes for each key team member have been included in [Appendix #]. In addition to the key project team members listed, we have a technical support team which will assist us throughout the project as needed. </p>

Key Personnel <p>Our [CLIENT] team has been carefully curated to deliver transformative solutions that will guide you forward for years to come. We have gathered a team that has deep experience with similar processes and projects, the broad expertise, and the ability to provide innovative, cost effective, and sustainable design solutions captured through an equitable and inclusive engagement process. We are ready and excited to employ our expertise for a collaborative journey with you to [DELIVER XYZ PROJECT] that will [ACHIEVE XYZ GOAL].</p>

LDC Experience <p>While Stantec focuses on many markets globally, our teams here in Ontario have a key focus on providing many Local Distribution Companies (LDC's) with quality and competitive engineering services. The key personnel highlighted in this proposal specialize in overhead and underground distribution projects ranging from voltages of 2.4kV to 44kV, and transmission voltages from 69kV to 230kV. </p><p>Stantec has had the opportunity to work with many LDC's within the Ontario market including [Client], Hydro One, Alectra Utilities, Hydro Ottawa, Toronto Hydro, Energy+, Kitchener-Wilmot Hydro, Guelph Hydro, Festival Hydro, Halton Hills Hydro, Wellington North Power, Oakville Hydro, Niagara Peninsula Energy, PowerStream, ENWIN, and many others. These projects ranged from large multi-year portfolios of relocations, and overhead/underground rebuilds (Toronto Hydro) to very small projects involving only one pole (Energy+). </p><p>Additionally, Stantec's local Ontario team has significant experience providing engineering and construction support for privately owned distribution through customers needing utility connections including 30+ large ground-mount solar farms which were at voltages ranging from 27.6kV to 44kV, including a main substation, primary metering, and overhead tap line. These privately-owned distribution projects have provided us with valuable experience in developing our own internal standards and details as well as working with various codes and the ESA which would otherwise be handled by our utility clients by way of construction standards. </p><p>We are already very familiar with [Client], USF, and various other utility construction

standards and can offer individually engineered solutions when standards aren't available. We have worked with the standards engineering departments of several LDC's to develop new standards and have had them incorporated into their standards book for future use. </p><p>Having worked extensively with utility contractors and LDC's we appreciate the requirement to provide reliable and constructible designs while maintaining a cost-effective approach, providing flexibility and quick turn-around on time sensitive projects and within scope and budget.</p>

Leading Indicator Safety Index (LISI) - ANZ <p>At Stantec, our culture of being SaferTogether is about having the courage to communicate when you see something unsafe, as well as being receptive should others point out any unsafe behaviours of your own. It's a 24/7 mindset where you care about your safety and the safety of others, not just at work, but at home and in the community too.</p>

</p><p>Leading indicators are measures that focus on future health and safety performance with the intent of continuous improvement. They are a signal and monitor of what is being done on an ongoing basis to prevent worker illness and injury. The goal for using leading indicators is to improve our safety culture and identify opportunities to improve safety performance.
</p><p>The Leading Indicator Safety Index, or LISI, is a calibrated metric used to help us track the rate of participation and submission of leading indicators. The calculation of LISI is: (# of leading indicator activities x 1000) / exposure hours. Our goal is a score of 1.0. This number would indicate that one leading indicator activity is taking place for every 1000 hours of work at Stantec. To reach this goal, each employee needs to complete two leading indicator activities, such as field inspections, hazard identification reporting, planned job observations, or safety opportunities, each calendar year. </p><p>Every quarter, we review all LISI submissions from the preceding three months and select an overall country winner along with honourable mentions. Each winner receives a prize, a trophy, and a certificate of acknowledgment, as well as being featured on our intranet, The Lens. for their great contribution to getting everyone home safe. At the end of the year, all quarterly winners are automatically nominated for the Annual ANZ LISI Award. In addition, our Office Safety and Environment Coordinators and Health and Safety Representatives are empowered to give out LISI coffee cards to anyone contributing to a proactive safety culture at Stantec. </p><p>Safe Driver Initiative </p><p>We've identified that driving related incidents are one of the highest reported at Stantec and represent a significant risk to both our company and our people. In order to reduce this risk and increase the safety of our staff who do a lot of driving as part of their role, we launched our Safe Driving initiative in 2021, consisting of the company-wide release of Safe Driving Guidance Notes, and the roll-out of defensive driving training to field staff who were identified as driving regularly. </p><p>Safety Pledges / Personal Safety Commitment Motivator </p><p>Traditionally, workplaces have created basic safety rules that would apply to anyone entering a workplace or worksite, including employees, supervisors, management, and visitors. These rules would outline restrictions and prohibited behaviour. </p><p>Our safety rules have been revised into Safety Pledges, which are intended to showcase the commitment we all have as individuals to our own health and safety, the health and safety of our colleagues, and those we connect with in our personal and professional communities. In our effort to be SaferTogether™, we ask employees to commit to Stantec's Safety Pledges: </p><p>● I will make sure hazards are recognised, assessed, and controlled before starting any task. </p><p>● I will ask for help when I need it. </p><p>● I will take all necessary precautions when operating vehicles and working around mobile equipment. </p><p>● I will report all incidents regardless of severity. </p><p>● I will keep my work area tidy and free of hazards. </p><p>● I will recognize and respect my limitations and only perform work I know I can do safely. </p><p>● I will be mentally and physically fit for duty. </p><p>● I will exercise my stop work authority

immediately if I see an unsafe act or condition that could endanger myself or others or if I am not confident in the work plan.

- I will protect company equipment, materials, and property in my care and take steps to prevent theft, vandalism, and damage.
- I will always use the personal protective equipment (PPE) identified in my work plan and make sure I'm properly trained to select, use, and care for it.
- I will only use tools, vehicles, and equipment that are in working order and have all guards and safety devices in place.
- I will set a positive example for others and encourage safe behaviour.

Our staff are encouraged to complete a Person Safety Commitment Motivator annually to reinforce that It's about making safety a 24/7 mindset where you care about your safety and the safety of others not only at work, but at home and in the community too. Entering a commitment for each of health, safety, security and environment, from a personal or work related perspective is a great reminder of how you'll 'get home' safe, shows others your commitment to personal safety, and acts as a great HSSE conversation starter.

<http://marketingexcellence.corp.ads/documents/documentlibrary/3809.PDF>

Current LISI statistics

planning
Reliability and sustainability
Risk management
Life cycle management & total cost of ownership
Capital planning, prioritization, and execution improvement
O&M consulting</p><p>Enterprise Systems and Transformation:</p><p>Data audits & architecture
Business process mapping, development & improvement
Digital maturity assessments and planning (including IoT)
Software recommendations, implementation & integration
Data/work management, analytics, & custom visualization/dashboarding
AMI analytics & implementation</p><p>Operational Systems & Technology:</p><p>Strategic automation & op. system master planning
Program delivery, including procurement support & strategy
Systems integration oversight (Delivery Center)
Application development (Digital Solutions)
Detailed design, testing, and commissioning (Delivery Center)</p><p></p><p></p><p></p>

MBE/ WBE/ DBE/ SDVOB Participation <p>Stantec is committed to maximizing participation of MBE/WBE/DBE/SDVOB firms in our projects. We encourage involvement from proposal development through project award, scope development, technical design support and building capacity for their continued growth. Our program practices are structured to attract, develop, and facilitate success for our partners. We have an internal diversity and inclusion program that consists of a small/diverse subcontractor utilization policy, internal evaluation, reporting and benchmarking, online vendor profile registration, development and implementation of strategic teaming partnerships, and ongoing training for Staff and Management.</p><p>Stantec believes that small businesses are an economic engine of growth and can help us support our clients' needs. Stantec's policy is to include subcontracting opportunities, when practical, for our small and diverse business partners for meaningful roles on independent tasks that help build their technical capacity and enhance their prospects for growth. Stantec selects subconsultants based on qualifications, capability, safety performance and capacity, and proximity to the project location. We work with vendors of all sizes but encourage small business participation to meet our client's goals.</p>

MEPS - TAMM Process <p>To be updated - refer to diagram for now</p>

Middle East Health and Safety <p>Draft </p>

Mining Services <p><i>Comprehensive list - select specific services or all.</i></p><p>MINING STUDIES
• Conceptual/scoping studies
• Prefeasibility studies
• Feasibility studies
• Property assessment
• Soil and bedrock investigation (land and marine)
• Open pit and underground mine design
• Reserve estimation
• 43-101 Management
• Qualified Persons for 43-101 Studies
• Due diligence/third party review
• Cost and schedule estimating</p><p>SHAFTS & HOISTING SYSTEMS
• Shaft and headframe design
• Shaft sinking/constructability
• Headframes
• Mine hoisting systems
• Underground mine access development</p><p>MATERIAL HANDLING SYSTEMS
• Material transport systems and equipment
• Underground and surface crushing and sizing
• Transfer chutes and bins
• Computer software expertise</p><p>MINE VENTILATION SYSTEMS
• Design of new systems
• Evaluation of systems and operational support
• Computer modelling and simulations
• Computational fluid dynamic analysis</p><p>MINE POWER
• Power supply permitting
• Power studies
• Power generation
• Emergency/auxiliary power systems
• Utility

interconnection studies and services
 • Transmission and distribution
 • Transmission lines
 • Substations
 • Site power distribution systems
 • In-pit power systems
 Communication systems and SCADA

GEOTECHNICAL INVESTIGATIONS

- Soil and bedrock investigation (land and marine)
- Laboratory soil and bedrock testing and construction supervision
- Construction materials investigation and testing services
- Rock and soil engineering
- Foundation and retaining system design

NATURAL ENVIRONMENT

- Baseline studies for terrestrial and aquatic environments
- Fisheries Act (DFO) approvals for changes to fish habitat
- Biological monitoring or impact assessments related to wetlands, wildlife, fisheries, and the aquatic environment
- Water and sediment quality assessment
- Chemical speciation and water quality modeling
- Environmental Effects Monitoring (EEM)
- Species-at-Risk (SAR) assessments and approvals
- Benthic invertebrate sampling and in-house taxonomy and data interpretation
- Habitat creation, enhancement and compensation plan design
- Fluvial geomorphological assessment and natural channel design
- Noise and air quality monitoring, meteorology

SUSTAINABILITY, CLIMATE CHANGE & GHG

- ESG and sustainability support and advisory services
- GHG inventories and verification
- Net-zero planning
- Strategic carbon assessment
- Climate change vulnerability and adaptation planning
- Task force on Climate-related Financial Disclosures (TCFD) support

HUMAN ENVIRONMENT

- Socioeconomic impact assessments
- Consultation and public outreach
- Open houses, public meetings and negotiations with communities
- Aboriginal/indigenous engagement strategies and outreach
- Human health risk assessments

PROJECT DELIVERY & EPCM SERVICES

- Engineering and design management
- Scoping, preliminary and detailed engineering
- Risk and constructability
- Operability/maintainability
- Field engineering
- Drawing management
- Project management services
- Project controls
- Document control
- Supply chain management/procurement
- Procurement and contracts
- Expediting
- Logistics
- Vendor document management and surveillance
- Construction management
- HSE management and monitoring
- Quality assurance and control
- Field inspections
- Contract administration
- Cost control and reporting
- Temporary facilities and services
- Warehousing and receiving
- Environmental monitoring

OPERATIONS CONSULTING

- Safety audits and MSHA training
- Mine development
- Equipment selection
- Mining cycle analysis
- Production sequencing
- Ground support assessment
- Operations assessment
- Infrastructure review

ENVIRONMENTAL APPROVALS & PERMITTING

- Regulatory support and strategy
- Baseline studies
- Environmental assessments (EIA, ESIA, EA, EIS, EIR)
- Environmental permitting
- Risk and mitigation planning
- Compliance, auditing and monitoring
- Closure planning
- Socioeconomic impact assessments
- Community and public outreach/involvement
- Indigenous relations

MINE CLOSURE PLANNING &

RECLAMATION

- Asset transformation planning
- Closure and decommissioning planning
- Cost estimating
- Resource recovery
- Reclamation design, implementation, and management
- Closure compliance approvals
- Cover design and landform engineering
- Ecosystem and stream restoration
- Compliance and construction monitoring
- Remediation
- Demolition and decommissioning
- Construction quality assurance and reporting
- Post-closure planning and redevelopment
- Site monitoring and reporting

TRANSPORTATION ENGINEERING & LOGISTICS

- Rail planning and design
- Access and haul roads
- Airstrips and terminals
- Parking lots/structures
- Bridges
- Transportation planning and traffic engineering
- Marine facilities and ports
- Pavement design and data collection
- Construction inspection

SITE DEVELOPMENT & SITE SERVICES

- Land use planning
- Underground and surface infrastructure
- Site and construction layout design
- Municipal infrastructure design
- Grading, drainage design and analyses for bridges and roads
- Landscaping

TELECOMMUNICATIONS

- Telemetry - SCADA and control networks
- Digital/analog A/V systems, CCTV, and camp television entertainment systems
- UPS design, and power distribution
- Microwave and cellular/radio site acquisition
- Antenna and tower specifications
- Frequency coordination, interference analysis and licensing support

WATER MANAGEMENT

- Water resource evaluation, development, storage and supply
- Water and wastewater active/passive treatment
- Water quality modelling assessments
- Treatability testing and process optimization
- Dewatering, impact prediction and management
- Water balance modelling
- Compliance monitoring
- Watershed/aquifer catchment-based management and restoration
- Managed aquifer recharge
- Hydraulic/hydrologic modeling and structures
- Stormwater management
- Water diversion and flood control
- Pumping, storage and pipeline transmission systems
- Dams/levees/impoundments design and safety inspections

TAILINGS AND MINE WASTE MANAGEMENT

- Mine waste management and containment systems
- Alternative disposal technologies
- Waste minimization and source reduction
- Reclamation and closure plans
- Site evaluations
- Feasibility and treatability studies
- Reclamation and landfill engineering
- Cover and liner systems
- Construction supervision (QA/ QC)
- Dam safety inspections and dam safety reviews
- Preparation of operation, maintenance, and surveillance manuals
- Closure planning

MINE WATER TREATMENT

- Treatability testing and process optimization
- Process water treatment engineering
- Conventional lime neutralization
- High-density sludge (HDS)
- Iron co-precipitation of metals and metalloids
- Sulphide precipitation of heavy metals
- Advanced treatment design
- Membrane Separation
- Advanced Oxidative Processes
- Biological Nutrient Removal
- Selenium Removal
- Ion Exchange
- Passive mine water treatment
- Cyanide, thiocyanate, and ammonia treatment
- Natural and engineered wetland treatment
- Residuals management

FACILITY DESIGN & ENGINEERING

- Site selection, evaluation and servicing
- Functional programming,

architecture and engineering • Process buildings and services • Fuel storage and receiving • Maintenance facilities • Accommodation complexes • Administration offices • Remote modular camps • Mine dry and muster facilities • Process engineering, modelling and optimization • Safety and regulatory compliance • Sustainable design/LEED certification

SURVEYING & GEOMATICS

Topographic mapping • Geodetic and control surveys • Construction stakeout • 3D laser scanning • LIDAR and drone service

REMOTE SENSING

InSAR ground deformation • Vegetation rehabilitation • Change detection analysis • Water quality properties • Air quality monitoring

MINE SURFACE INFRASTRUCTURE

Vehicle fueling • Explosives storage • Compressed air plants • Heating and refrigeration • Hoist house design • Mine backfill systems

MINERAL PROCESSING

Material handling • Crushing and grinding • Floatation/leaching • Concentrate dewatering and storage • Heap leaching/ADR • Standardization/modularization • Tailings disposal (conventional and thickened)

Modern Day Slavery Statement - ANZ

Stantec Australia is committed to improving our practices to combat slavery and human trafficking and this statement comprises the slavery and human trafficking statement of Stantec Australia Pty Limited. It reflects our ongoing actions on this subject and supports our account for the financial year ending 31 December 2021 in accordance with the and would also be applicable to any other Australian entity in our group that might fall within the scope of the act from time to time.

Does the Tenderer have a risk analysis process in place to identify and address the risks of modern slavery within its supply chain?

Stantec has a requirement in our subconsultant agreement that our engaged subcontractors do not have modern slavery in their procurement chain. Furthermore, we take reasonable and practicable steps on an as needs basis to identify any breaches of our human trafficking and modern slavery and our partner business code of conduct policies and act accordingly to constantly improve for the communities in which we work. We commit to promptly investigating any reports and address any violations of these policies. Retaliation for any reports made in good faith is prohibited. We focus on the issues and relationships on which we have greater degrees of control and influence to create the greatest impact.

Stantec stakeholders are encouraged to report any suspected violations of the policy as set out below.

Individuals who become aware of any concerns regarding a violation of human rights within Stantec should report such issues to the Company's Integrity Hotline. If such an issue is brought to the attention of a Stantec employee, that person should refer the issue to the Integrity Hotline or to our Ethics & Compliance team.

Stantec's Integrity Hotline is managed by an independent third party who can receive complaints in a variety of languages. The hotline is structured to receive information verbally, by a web interface, or in writing, and all reports are treated as confidential. Requests for anonymity will be honoured to the extent possible while still ensuring a full and proper investigation.

Does the Tenderer provide employees, temporary labour and contractors with modern slavery training, (either online or face to face)?

All new Stantec employees complete a Code of Business Conduct training course which includes our policies around Stantec's requirement to follow modern slavery laws and what action can be taken by an employee should they feel a need to raise concerns. All staff annually repeat the training (compulsory) as a refresher in both Code of Business Conduct and Cyber Security. This ensures that our team remain alert and vigilant across business ethics, cultural

diversity, legal obligations

The Code of Business Conduct is intended to serve as a source of guiding principles to ensure all operations and employees approach their work in a consistent and appropriate manner, regardless of location, entity, or job function

Does the Tenderer have a mechanism for employees (including subcontractors and temporary workers), or the broader community, to confidentially and anonymously report potential instances of modern slavery or human rights issues?

Stantec conducts its business in such a manner so as to support and implement a zero-tolerance policy regarding trafficking in persons and modern slavery. Any Stantec employee or subcontractor acting on behalf of Stantec, shall be reported to Stantec via an Integrity Hotline. Stantec provides global access to the Integrity Hotline (24/7) and accepts written or verbal complaints. All reports to the Integrity Hotline are treated as confidential and a full and proper investigation is conducted to close out the matter.

mTools for Oil & Gas Field reporting. Transformed. mTools™ for Oil & Gas Construction Projects Risk is minimized on construction projects when you have fast and easy access to relevant project information. As a decision maker, you need the results of the work in a form that you can easily digest and act upon. That's why Stantec has developed and trade-marked mTools™, an application for iPad, Smart Phone, and Microsoft Surface devices that makes field reporting possible while construction teams and field engineers are still in the field. We provide our inspectors with handheld devices so they can access key project information such as alignment sheets and environmental protection plans, as well as capture and upload their field findings. All types of project and field information can be captured, including notes, photographs, sketches, GPS locations, and even 3rd party data. mTools™ provides real-time, same-day reporting so you can make construction scheduling decisions with the best available information. Automated program reporting for you, regulators, and stakeholder groups provides significant cost and time savings and produces higher quality results because we avoid manual transcription of field results into reports and issues tracking databases. Our proprietary technology also allows work to be performed offline (when data transfer cannot be accomplished) and uploaded to a project collaboration site once the team has connectivity. What's more, mTools™ can be tailored to meet the scope and complexity of unique projects while maintaining repeatable and efficient processes.

MWBE <p>As we partner with our subconsultants identified for this contract, we will develop a specific subconsultant and MWBE plan. The goals to promote, create, expand, and build are germane to our Inclusion and Diversity (I&D) Program. Our I&D Program has been part of Stantec’s internal initiatives since 2014. Embracing diversity of all kinds enables Stantec to provide a work environment and organizational culture that play a key role in attracting and retaining the right people with the right skills, which allows us to offer an inclusive and diverse team to partner and serve our clients. Our team has demonstrated our commitment to I&D by cultivating long-term partnerships with our MWBE firms as well as establishing new ones. </p><p>1. Starting strong. </p><p>In order to better understand how our MWBE partners benefit from our teaming arrangement, we developed a survey to get their input on integration comments. We discovered many of our team members want more involvement on the tasks they work on, but most importantly, they are excited to make a difference on projects in their communities. We are excited to incorporate these recommendations into our practices. </p><p>2. Developing “new to you” partners. </p><p>At Stantec we are constantly looking for new small business and disadvantaged business enterprise (DBE) partners of all types, including MWBE.

Using our national reach, we work across our offices to support all our MWBE partners as they try to grow into new markets. Introducing these partners to our clients is one of many efforts we make to expand the pool of qualified businesses with whom you can work long after our current contract expires.

3. Growing partners with established experience.

Our focus for these MWBE partners will be challenging them to take major leadership roles within various elements of the project. We'll confirm their success by providing the appropriate engineering and management support to their leadership efforts. Ultimately, this effort will help position them to take on greater roles on project teams and lead even larger projects.

4. Identifying specific goals for each subconsultant and MWBE.

We like to make sure everyone's goals are achievable. We will work with individual subconsultants and MWBE firms to identify the goals they hope to achieve in working on the project, and we will then help them achieve each of these goals. Because every firm is in a different place in their growth and development, it's our job to meet each firm where they are and then identify specific ways we can help get them get to where they want to be.

5. Using MWBE and small and local business suppliers.

As members of the local community, we support local business. From renting office space to purchasing office supplies, we will look for every opportunity to "buy small" and "buy local." We will work to identify and establish a database of additional minority and small business partners that can be used over the life of the project.

6. Finishing strong.

We recognize strong communication builds strong teams. Upon project award, we will invite each of our subconsultants and MWBE partner firms to the project kick-off meeting. We will then meet individually with each firm to establish project goals and expectations. We'll work with them from the start of the project, through completion. The subconsultants and MWBEs will be included in regular meetings on areas that they are leading or providing support services. We will have regular meetings with each firm to share feedback with each other to continue to strengthen our teams. We have already started this process by having our MWBE subconsultants complete a survey to better understand their goals of this contract.

Stantec is truly a partner with our MWBE consultants. We place value on the expertise and skills our MWBE firms hold, as well as the importance of integrating the team so the project runs seamlessly. Stantec is continuing the relationship with several MWBE partnerships by continuing the legacy of working on successful projects, as well as adding new MWBE partnerships to further grow and expand. We make a commitment to each and every one of our teaming members that we are inclusive, open, and transparent in our communication and approach. Furthermore, we understand the impact of responsiveness, as it directly affects schedule, momentum, and collaboration. We often provide space in our office for our subconsultants to work. This more fully integrates them into the team. To this extent, we offer full support to our MWBE partners, and ensure their allocated goals are met if not exceeded.

MWBE Communication and Outreach Efforts

While preference will be given to the MWBE firms identified in our proposal, our project and task managers have access to our company-wide subconsultant directory. This database stores information on all of the subconsultants Stantec has worked with in the past or is currently working with. This database allows firms to be filtered by a variety of DBE classifications to assist our teams in identifying qualified MWBE and DBE firms to assist on our projects.

Providing mentorship is a process Stantec has developed over many years. Stantec will actively investigate new partnerships within our community to assist in developing additional MWBE firms. We commit to host an open house yearly to invite new firms interested in teaming. And, while we do not have a formal mentorship with the subconsultants identified in this contract, Stantec does have a

formal mentorship program as part of its I&D Program, which has been approved by the U.S. Small Business Administration (SBA). Similar to the City's Mentor-Protégé Pilot Program, the goal of our relationship is to support small firms and provide them the backing needed to qualify for federal government contracts. By creating a joint venture contract, we share in the responsibility with our team members and provide valuable mentorship.

Net Zero Buildings Healthcare Design Narrative

With a growing focus on the decarbonization of buildings, Stantec's Carbon Impact Team has been pivotal in designing net zero energy, net zero carbon, and net zero carbon-ready solutions for our key clients in the healthcare sector. Our team assists clients throughout North America with an understanding and ability to design to minimize operational carbon and the embodied carbon of the construction. Through our Net Zero Embodied Carbon inventory and parametric design tools, we can rapidly evaluate hundreds to thousands of design and construction options to track and minimize embodied carbon for the building, while still managing capital construction cost constraints.

CANADA SPECIFIC:

Stantec has been a trusted partner in delivering net zero healthcare designs throughout Canada. Our experience includes:

- In Western Canada, Stantec has worked closely with the Vancouver Island Health Authority over the past five years to bring low carbon solutions to their new and existing facilities. Our team was able to reduce the CO2 equivalent emissions from over 750,000sqft of acute care facilities by 73%, which also resulted in over \$1.7M in incentive funding from the local utilities and an 11-year simple payback on the capital investment, by leveraging exhaust air heat pump heat recovery technology. Working with Interior Health Authority, we designed a 100,000sqft low carbon acute care facility with only 26kgCo2e/m2 emissions.
- In Central Canada, we designed a 120,000sqft net zero-ready acute care facility for Saskhealth. Given the current carbon footprint of the Saskatchewan electrical grid, this design solution required a hybrid natural gas and electric heating plant to allow for future fuel switching.
- In Eastern Canada, Stantec works with multiple health authorities in master planning, functional programming, and Planning, Design and Compliance (PDC) roles to develop new net zero carbon acute care facilities. These buildings leverage electrification, coupled with ground source and air source heat exchange, and innovative humidification strategies, to achieve the carbon emissions targets. The design of these electrified buildings are capital and operationally cost-efficient and include mitigation of arc flash hazards, right-sizing the emergency power plants, and intensive high voltage transmission and distribution design care.

Alternative for last bullet, Ontario specific:

In Ontario, Stantec works with multiple health authorities in Stage 1.2 Master Plan, Stage 1.3 Functional Program, and Planning, Design and Compliance (PDC) roles to develop new net zero carbon acute care facilities. These buildings leverage electrification, coupled with ground source and air source heat exchange, and innovative humidification strategies, to achieve the carbon emissions targets. The design of these electrified buildings are capital and operationally cost-efficient and include mitigation of arc flash hazards, right-sizing the emergency power plants, and intensive high voltage transmission and distribution design care.

North American Funding Program

We recognize that securing funding is a critical component of executing projects that advance the quality of life in communities. For 30+ years, Stantec has partnered

with our clients to successfully apply for grants and loans and have helped our clients secure over \$4 billion in funding.

Funding services is a natural and complementary extension of the other technical and professional services we offer as a firm. From concept to construction, Stantec provides an integrated team of resources at your fingertips—not only grant writers, but over 120 funding experts, experienced financial consultants, urban planners, engineers, landscape architects, transportation designers, and GIS analysts. We’ve compiled a team of Funding Advisors that has decades of experience developing financial plans and securing grants and loans and has successfully leveraged our technical offerings into our funding services to create robust applications that WOW funding agencies. With Stantec, you get a one stop shop!

Stantec can support you every step of the way throughout the funding process – from the establishment of funding objectives to grant administration. Following is a breakdown of our approach when providing this support:

Develop a Funding Strategy

- Identify priority projects
- Research potential funding sources
- Evaluate probability of success and return on effort
- Confirm eligibility
- Prioritize which grants and loans are worth pursuing
- Finalize funding strategy and schedule

Application Preparation

- Designate lead funding specialist and team
- Facilitate funding application kick off
- Develop and manage all elements of application (i.e. narrative, attachments, letter of support)
- Assemble application package and assist with delivery

----- SECURE FUNDING -----

Project Management & Oversight

- Provide project management and oversight as needed
- Support funding agreement negotiations
- Refine scope and budget if needed
- Assist with reporting requirements

Funding for the Mining Sector

Canada

The federal government is focused on meeting its UN Sustainability targets, as well as targets they’ve committed to in their [Federal Sustainable Development Strategy](https://www.fsds-sfdd.ca/). Each department has its own sustainable development strategy which outlines their specific commitments to support thirteen areas identified under the larger federal strategy. What does this mean to mining clients? Projects that help the federal government achieve their targets and more likely to be funded, and that’s why you see new funds emerging with clear SGS goals.

The [Canadian Minerals and Metals Plan \(CMMP\)](https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/CMMP/CMMP_The_Plan-EN.pdf), through Natural Resources Canada, is a milestone in Canada’s mining history, outlining a new vision for mining that will help Canada seize the generational opportunities of this clean-growth century. Areas for action include waste reduction, mine reclamation, alternate/renewable energy, climate change adaptation, and support of a circular economy

[The National Collaboration Strategy for the Mining Industry](https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/emmc/pdf/EMMC_Collaboration-Strategy-Mining_E_accessible.pdf) outlines a path forward to enhance collaboration in the mining sector and drive innovation. The strategy highlights supporting a culture of communication and collaboration, sharing of resources and leveraging existing strengths, tools and organizations, and building a culture of innovation. The strategy around

innovation is to help minimize risk for first movers to accelerate the adoption of green mining technologies. Funding opportunities are consistent with these calls to action.

Economic recovery is another major push, to address the COVID-19 pandemic. The leading strategy here is [Budget 2021: A Recovery Plan for Jobs, Growth and Resilience](https://www.budget.gc.ca/2021/home-accueil-en.html). In Budget 2021 and elsewhere, innovation is a key trend that we have been tracking. We have seen a significant trend towards solving key problems using Canadian innovation.

Here are some specifics about key federal funding opportunities in the mining sector:

- The [Strategic Renewables and Electrification Pathways Program](https://www.nrcan.gc.ca/climate-change/green-infrastructure-programs/smart-renewables-and-electrification-pathways-program/23566) provides up to almost \$1 billion dollars over four years to support grid modernization and smart renewable energy projects. Eligible projects include those in established renewables, emerging technologies, and grid modernization.
- The [Strategic Innovation Fund](https://ic.gc.ca/eic/site/125.nsf/eng/home) helps to ensure that Canada becomes a top destination for businesses to grow and for jobs to be created in Canada. The program includes an \$8 billion initiative in support of projects that will enable Canada to reduce domestic greenhouse gas emissions, including companies in the mining sector.
- The [Clean Growth Program](https://www.nrcan.gc.ca/climate-change/canadas-green-future/clean-growth-programs/20254) is focused on reducing greenhouse gas emissions, minimizing landscape disturbances and improving waste management, producing and using advanced materials and bioproducts, producing and using energy efficiently, and reducing water use and impacts on aquatic systems.
- In addition to the Clean Growth Program, there are other opportunities to support research and development (R&D) in the mining sector, through the [Office of Energy and Development](https://www.nrcan.gc.ca/science-and-data/funding-partnerships/funding-opportunities/office-energy-research-development-oerd/office-energy-research-and-development-programs/23287).

There are also numerous provincial funding opportunities that may be of interest to clients in the mining sector. Given current provincial and federal priorities to support innovation and sustainability in the mining sector, there is no better time to match mining clients with these funds to support their projects.

As well, synergies are developing around innovation through the Centre for Excellence in Mining Innovation (CEMI) which aims help the mining sector achieve step-change improvement in performance by accelerating the adoption of commercially viable innovations in mines and by increasing the innovation capacity of the mining service companies that deliver techniques and technologies to the industry. CEMI recently announced their submission to the Federal Strategic Innovation Fund, Stream 5 for the [Mining Innovation Commercialization Accelerator \(MICA\)](https://www.cemi.ca/mica-national-innovation-ecosystem/) Network was successful – with the intent of the national network to support innovators with solutions for the mining sector, designed to bridge the gaps that delay commercial success.

Coming soon... United States, Australia, South America

North American Funding Program [Short]

At Stantec, we have 120+ funding specialists who have helped secure more than \$4 billion in grant and loans. Our team has experience identifying, securing, and managing regional, provincial, territorial, and Federal funding programs and has an excellent track record supporting clients across North America.

Ontario Power Team <p>Stantec has more than 1100 power staff working throughout North America. Over 70 staff work out of Stantec offices in Ontario alone. Although the core power team in Ontario work out of Barrie, Markham, Mississauga, Waterloo, and Ottawa, we frequently engage electrical engineers and subject matter experts from other Stantec offices to assist with some site reconnaissance to reduce travel expenses and to improve efficiency. For this opportunity, we will include electrical engineers in our Windsor office to provide designs and assist with field verification. These staff are familiar with the local infrastructure, clients and have existing, strong relationships with Client personnel. </p><p>Our Ontario power team began out of a manufacturing and industrial engineering team over 10 years ago as we were approached by owners to connect their new or expanded facilities to the LDC's 8kV, 13.8kV and 27.6kV distribution systems. One transformational project involved the connection of a new Research + Technology (R+T) Park in Waterloo which spanned the boundary of two LDC's (Kitchener-Wilmot Hydro and Waterloo North Hydro) that required extensive pole-line design as well as multiple stakeholder coordination. Coincidentally, this same R+T Park is now the home to the new Stantec Waterloo office. Out of that project support team hatched the Ontario LDC team. </p><p>The team continued to evolve in 2010 when we were engaged by two of the primary EPC contractors on the Toronto Hydro Power-up program where we performed design, project management and coordination of over seventy (70) O/H and U/G distribution projects. As we evolved, we began getting more involved with other LDC's such as Cambridge Hydro, Erie Thames Powerlines and Veridian Connections where the team gained more distribution and connection experience across the province. We now service LDC, developer, and EPC contractor clients in the areas of T&D and power generation including renewable energy and smart grid services (microgrids and energy storage). </p>

Overview of Hazard Assessment and Control Processes & Reporting <p>The foundation of our HSSE program is a Hazard Recognition and Control (HRAC) process that enables employees at all levels to establish a healthy and safe work environment. We have extensive experience in following client-specific health and safety procedures and training and developing project-specific HSSE plans. </p><p>All our projects begin with the development of a site-specific RMS1 (Risk Management Strategy) plan that identifies potential risks associated with the project site. The RMS1 identifies all identifiable risks at the project on-set, but is a living document that is updated and refined through proactive risk management procedures that are implemented over the course of the project, that include but are not limited to the following: </p>Prior to making any site visit at the project, a RMS2 form (Last Minute Risk Assessment) is completed to document project risks prior to completing the work during that site visit. The RMS1 form is reviewed as part of field work and, and any other risks will be identified on the RMS2 form and appropriate mitigative measures identified.Periodic and planned additional complementary inspections and audits are performed through Field/Office/Lab Inspections (RMS4 & RMS5), Planned Job Observations to observe/discuss/improve safety behaviors and process (RMS10).Continual review and implementation of improvements to the safety planning are adopted through our Management of Change process (RMS11).<p>Through these formal HRAC strategies, are employees are empowered to proactively identify hazards, assess risks, eliminate, or control risks, and stop work if required in order to prevent injury and illness, environmental and property damage, and other types of costly business interruptions.</p>

Payment Methods <p>1. Direct Deposit Email - eft@stantec.com </p><p>2. Check </p><p>3. Stantec does not take credit cards</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT

BELOW

For questions or more information, contact the [Marketing Information Management team.](#)

Payment Terms **PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:** Upon Receipt

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For questions or more information, contact the [Marketing Information Management team.](#)

Performance Metrics

At Stantec, we believe in setting SMART target metrics (i.e., specific, measurable, attainable, realistic, and time bound). Stantec’s program management tools, which include a suite of customizable applications, can be applied to our clients’ projects and portfolios for information management and transparent and reliable monitoring of targeted performance criteria. In general, Stantec will collaborate with you to establish key performance indicators (KPIs) during program start-up that will be used to monitor the overall performance of the program or portfolio. These KPIs will align with the program’s goals and objectives and often require both the client and Stantec to provide input. Typical KPIs that Stantec has used with its clients include:

- Safety
- Cost Performance Index (CPI)
- Schedule Performance Index (SPI)
- Responsiveness/Communication
- Quality of Deliverables
- Innovation/Technical and Regulatory Excellence (measured by establishing a specific project/regulatory objective)
- Value Added/Cost Savings

Stantec also creates KPIs for schedule tracking and field implementation for our larger environmental remediation projects. Typical KPIs include safety, schedule performance index (SPI), excavation quantities (planned versus actual), production rates, and percent completes.

Personnel Contingency

(Short Statement)

At Stantec, we firmly believe in maintaining the assigned resources throughout the life of a project. However, in the event a personnel replacement is required due to unforeseen circumstances, we will provide an equally, if not more, qualified and skilled resource for approval by [client name] and mobilize the replacement resource only after acceptance.

(Long Statement)

At Stantec, we firmly believe in maintaining the assigned resources throughout the life of a project. However, in the event a personnel replacement is required due to unforeseen circumstances, we will provide an equally, if not more, qualified and skilled resource.

Stantec does not foresee the need to transition the Project Manager, [name], identified in this proposal from the project in the future, as [name] is a Senior Associate within the Stantec organization. If, in the unlikely event, [name] can no longer continue on the project, Stantec will inform [client name] in writing as soon as we are aware of this change.

In this event, [name] will step in as Project Manager. We will propose [name] meet with [client name] so [client name] can further familiarize themselves with his relevant experience and expertise. If possible, a transition phase will be developed internally to integrate [name] into the project, and the Key Personnel will be committed to ensuring there is a seamless transition into the project.

Philosophy and Methodology (Buildings) <p>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. Our vision is to collaborate with clients like Plano ISD to tap architecture's potential and create environments that provide users with every advantage possible. At Stantec we always design with community in mind.
</p><div><p>Firms Added Value to [School System Name] Projects: Stantec is recognized throughout Texas as the leader in educational facilities design. This reputation has been earned through our long history by providing ongoing value to the clients we have served. This added value is delivered through the following:</p><p>Depth of Team and Services Available: Stantec has long been a leader throughout our 75 plus year history in Texas of providing design services for educational facilities. Today our Stantec team is larger and deeper than ever before and the services that we provide our clients are far more diverse than our base architectural design services. Stantec services include being the first firm in Texas to offer full time Bond Campaign Strategic and Communications services. Other services include educational planning services for the development of education specifications, standards, and master planning; facility assessments; full engineering services including civil, structural, mechanical, and electrical engineering; full interior design services that include furniture and equipment selection, procurement, and installation services; graphic design and branding services; and many more. As a result, Stantec delivers value through each of these services allowing us to provide our clients with a fully integrated team from a single source. </p><p>Thought Leadership and Innovation: Our experts at Stantec have dedicated their careers to bringing true thought leadership and practical innovation to our clients and their projects. We approach each project with the intent of delivering design solutions that address our client's needs and exceed their expectations. The design solutions that our teams present are not only practical, but our designs also consistently utilize innovative thought to improve functional and operating performance that are at the forefront of our profession, delivering facilities that provide value to their communities today and for decades to come.

core, we believe that nothing is more important to the ongoing strength of our communities than a strong public education system, and we will always be your partner in meeting that objective.

Author: South Region Buildings Practitioners
Developed in collaboration with: South Region Buildings Marketers
Approved: During Plano ISD 2022 submission
For use by: South Region Marketing and BC2140

Project documentation management shall be established. This is to ensure that the drafting, approval, distribution, use, retention, and transfer comply with the defined procedure and ensure the project completion documents deliverable to customers. [Project Documents - The [Project Management Framework](https://the-lens.stantec.com/sites/project-delivery/SitePageModern/53470/pm-framework) provides guidance on records management. Project managers are responsible for providing employees with access to current versions of project documents, as well as to relevant codes, standards, and regulations. Project team members are responsible for using the most current versions of project documents, codes, standards, and regulations. If a superseded hard copy document must be kept, it should be labeled or named as superseded or obsolete. In a number of business lines, [Practice Frameworks](https://the-lens.stantec.com/sites/project-delivery/SitePageModern/53477/practice-frameworks) have been developed and are available on The Lens. CAD Standards - Practices for approving and issuing drawings and specifications are described in the [Corporate CAD Standards](https://stantec.sharepoint.com/sites/PTSG/CorporateCADStandards/). Electronic records are filed generally in accordance with the local office guideline, practice area guideline or MEDAD (Managing Electronic Documents and Directories) guideline published on The Lens. Electronic files are protected through regular back-ups, through virus scanning software and by a firewall. Hard copy project records are protected and archived off-site at the end of the project. The [Records Management and Retention Policy](https://the-lens.stantec.com/sites/policies-practices/SitePageModern/51662/records-management-and-retention-policy) explains staff responsibilities for managing hard copy and electronic records, and related resources provide guidance to correctly identify records and protect them from loss.]

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[Quality]

For questions or more information, contact the Marketing Information Management team.

Provide information related to Respondents or any of its proposed team members' failure to complete any contract awarded and an explanation. If Respondent and its proposed team members have never failed to complete a contract awarded, please include a statement affirming this. Stantec performs work on thousands of discrete projects annually. All but a very few of these projects are completed successfully. Occasionally, issues arise on a project that prevents Stantec from completing an assignment. Such issues include failure of the client to secure or maintain financing; failure of the client to pay consultant invoices; and disagreements over scope of work. Stantec takes great pride in and places a high value on its long-term ongoing relationships with its clients. This is evident by the fact that the majority of our clients are repeat customers. Where issues arise on a project, Stantec makes every commercially reasonable effort to resolve matters in dispute amicably in the mutual interests of the client and Stantec. This serves both Stantec and our clients

well.

Author: Information Management (Meredith Mauricette)

Used in: San Antonio Airport Terminal A Ground Loading Facility RFQ (Feb. 2023)

Quality Assurance

Stantec is proud of our Quality Assurance Program, which, under the direction of a firm-wide Quality Assurance Coordinator, sets the approach and the procedures that will be used in order to ensure that all of our projects are properly monitored and reviewed. This program is established at the initiation of a project, and it has been successfully used on all of Stantec's assignments, from conceptual planning work through to contract documents and construction inspection services. This program provides a procedure that ensures quality control of all of our project's services, including programming, planning, civil/structural engineering, architecture, landscape architecture and construction inspection.

Quality assurance is the process by which the periodic reviews of a project and its related documents are undertaken at specific milestones. The purpose of Stantec's quality assurance process is to ensure that:

- The appropriate day-to-day quality control procedures and production methods are being adhered to.
- All of the reviews take place in a timely manner.
- The project's documents are consistent with Stantec's and/or the client's standards, as well as with the client's established project goals and objectives.
- The project's documents reinforce Stantec's performance expectations for "sensitivity" and quality work products.
- The management procedures that have been established by Stantec as a firm are being followed.

While the quality assurance process involves periodic reviews, quality control is a day-to-day/ongoing process, from a project's inception through to its completion. Quality control comprises services provided and work completed, with the management and the documentation that are necessary in order to demonstrate that the services and the work meet the project's contractual and regulatory requirements. It also ensures that the appropriate design features, planning features and controls are provided. Quality control, including cost control, scheduling, task definitions, communication, staffing, record keeping, production, reviews, approvals and adherence to checklists, is the direct responsibility of the Project Manager.

In order to be successful, the quality assurance process involves every level of project management, in addition to the firm-wide Quality Assurance Coordinator and the quality assurance representatives within each department. The management organization chart that is located at the end of this section illustrates a typical Stantec project, showing the interrelationships of the client, the Principal-In-Charge, the Project Manager, the Assistant Project Manager, the Department Head and the Technical Advisor/Document Reviewer.

Quality Assurance & Control

Our business is only as good as our clients and our reputation. Stantec strives to deliver the best quality product no matter what form it may be in. As part of our project management and quality management frameworks we implement and follow the necessary checks to ensure anything that leaves our offices is up to a level of quality that we can stand behind. Each deliverable must undergo a quality check by the specialized discipline engineers, regardless of whether it's a draft document or final construction plans. Additionally, each project is assigned an independent reviewer who has the necessary knowledge and experience to identify potential concerns with accuracy of the proposed work. Finally, we participate in internal "lessons learned" discussions which allow us to reflect on in-progress and already executed projects and identify both positive and efficient aspects that should be repeated and negative or inefficient aspects that should not be repeated. From these discussions, we can identify and implement a better process going forward to future projects.

Stantec's quality management practices interpret the work practices in Stantec through the

filter of the ISO9001:2015 standard. These practices help introduce newcomers to the organization's practices for planning, managing people, client satisfaction, practice management, managing subconsultants and for continual improvement.

Quality Assurance

Stantec has a Quality Assurance and Control Plan to make sure that the quality of output and deliverables meet or exceeds the program requirements. This may include updates with the regularity deemed as necessary by the program or project requirements. As an example, update meetings may monitor progress against the critical milestones on the schedule. The updates and reviews are also a means for the Team to work together to ensure the timing, quality, and content of the deliverables are in accordance with the overall program and project objectives.

Stantec has a formal quality management system in use across the organization which is registered to the ISO9001:2015 Quality Management standard.

The quality management system promotes quality practices across the organization with the goal of:

- Eliminating or reducing the risk and consequences of engineering services.
- Tested, reliable processes to create predictable results.
- Improving functionality and efficiency for our clients through engineering excellence.
- Promoting the quality, durability, and reliability of the engineering outcome.
- Verifying regulatory compliance.
- Project planning including a strong focus on the management of risks and achievement of quality on all major projects.
- Focusing on meeting the client's needs with a formal process for gathering client requirements.
- Applying a structured quality assurance processes which include formal quality reviews and internal peer reviews on project deliverables prior to issuance.
- Conducting internal practice audits to monitor compliance with our quality management system.

The Project Manager will ensure that our ISO 9001:2015 QA/QC requirements are followed. Stantec employs a strict peer-review quality assurance (QA) program that begins at project commencement and continues throughout the project.

To aid our engineering professionals in meeting appropriate standards of quality, quality control guidelines have been prepared for office practices and procedures. Our project team members recognize that our primary purpose is to serve the needs of our clients while preserving the safety and welfare of the public.

The following general policies have been established with respect to Stantec's quality control:

- Each member of our team is committed to provide a quality service to our clients. This commitment includes adequate communication with other members of our team to ensure that the accepted standards of the profession are met.
- Each member of our team is accountable for assigned responsibilities.
- Assessments will be prepared in a neat and organized manner, recognizing the importance of accuracy and format.
- Reports will be clear and concise and follow the accepted standards of the profession.
- Established checking procedures, including Peer Reviews, will be followed to ensure the accepted standards of the profession are met.
- Correspondence will be prepared following established procedure to provide adequate documentation and communication of all aspects of our services.
- Established office practice shall be followed in maintaining proper project files.

The quality of our work is demonstrated by our long list of repeat clients and the number of delivery orders we have been assigned as part of our work on retainer contracts. When we establish a professional relationship with a client, we view it as a long-term commitment for the firm to exceed client expectations. On each contract we have been awarded, we have received multiple task orders and many of our contracts have been renewed for additional years beyond the base contract year.

The informal synergies of an integrated team are not easily quantified but are very real. It generally is the informal that fosters creativity and innovation. The informal interactions between creative and talented team members, subject matter experts, stakeholders, subconsultants, and other interested parties creates that critical mass of ideas

that unpredictably interact, morph, yield interesting new ideas and direction. Stantec, as an engineering firm, encourages and promotes those informal synergies and our clients, as active stakeholders, join us enthusiastically. The resulting unique solutions of the built environment continue to inspire us all.

Other critical aspects of the ISO9001:2015 registered Stantec Quality Management System include:

- Client Feedback Interview Process. Client feedback is used to improve our performance on a specific project as well as to continually improve our organizational practices and processes. Specifically, we propose to hold formal client feedback interviews on a semi-annual basis to evaluate how well [Client]'s needs have been met and to receive feedback on our performance.
- Practice Audit Process. We conduct internal practice audits to assess compliance with our company policies and procedures and with the various elements of the Stantec Quality Management System (SQMS). The other significant objective of this process is to evaluate the effectiveness of the SQMS and to look for opportunities to improve our processes and leverage best practices.
- Improvement Process. Promoting a culture of continual improvement is a fundamental aspect of successful organizations with effective quality management systems. To this end, we have a formal improvement process to encourage suggestions for improvement and to document follow-up actions.

Stantec has developed a series of client and project-specific procedures that we believe are congruent and complimentary to [Client]'s practices that will permit Stantec to execute our work within the larger [Client] systems. We have established guidelines, protocols, workflow charts, and detailed procedures for such items as: approvals and signoffs, communications, project controls, reporting formats and frequencies, cost control, change control, schedule control, invoice processing, document control, emergencies, health / safety / environment, meeting types and frequencies, inspections, etc.

Quality Management Plan

To support delivery of a high-quality project aligned with [Client]'s expectations, we will create, enforce, and document a Quality Management Plan (QMP) tailored to [Client]'s specific needs and requirements and that reflects our familiarity with your quality standards. A QA/QC Team Leader will be identified at the beginning of the project and will lead the development and implemented of the QMP. The QA/QC Leader will work closely with the Project Manager to confirm that the plan addresses [Client]'s needs, and with our Client Sponsor to see that all Stantec Quality guidelines are met. The QMP will address:

- Quality Planning. Identification of appropriate quality standards relevant to the project, formal acceptance, and how to satisfy them.
- Quality Assurance. Established and documented processes, audits, and independent external certification.
- Quality Control. Methodology for robust checks and reviews of project inputs, outputs, and deliverables.
- +B16Quality Improvement. Audits and monitoring of performance indicators informed by client metrics.

Quality Assurance and Quality Control

Stantec's is ISO 9001:2015 certified, an internationally recognized standard for quality management and has been adopted by Stantec to:

- Reduce the risk and consequences of design errors
- Promote the quality and reliability of our services
- Improve the cost and schedule control of projects
- Support regulatory compliance

Our Project Manager, [Name], will ensure the project team adheres to these practices. Stantec will perform several peer reviews, senior reviews, and permit reviews to provide quality control not only at the final deliverable stage but throughout the duration of the project. Stantec has administration and document control processes to

review the technical design, specifications, presentation, formatting, grammar, spelling, and consistency of all project deliverables. Although we know we are fully responsible and accountable for the final end deliverable; the client plays an important role in the quality of the final product. The drawings and technical specifications will be discussed in detail at the review meetings and circulated to [the client] for consolidated comments and markups at each milestone. Ongoing input from [the client] will be requested throughout the design process to promote a collaborative approach and to achieve the best possible end deliverable.

Highlights of our quality control plan include:

- Each team member will commit to provide quality service to our clients. This commitment includes communication to check that the accepted standards of the profession are met.
- Design calculations will be neatly prepared and organized.
- Plans and reports will be concise and follow established standards.
- Systematic checking procedures will be implemented and documented.
- Timely and accurate correspondence will document all meetings and decisions.
- Established industry standards shall be followed in establishing and archiving project files.

Stantec's Project Management Framework mandates the following quality assurance processes to be completed for all projects or contract assignments:

- The Project Manager and professionals-of-record (or professionals with responsible charge) are to conduct and document in writing a final quality assurance review of final documents prior to issuance. Where applicable, multi-disciplinary coordination reviews between disciplines and sub-contractors should be conducted. Completed and signed-off checklists, document sets, etc. are to be saved in project files.
- Conduct and document an independent review on final documents prior to issuance.

The Stantec Quality Management System requires that deliverables will be reviewed by the Project Manager, Project Technical Lead, and Independent Technical Reviewers prior to authentication and permitting of deliverables. We will document these reviews in our internal "Quality Assurance and Quality Review" checklist.

Quality Assurance and Quality Control (Buildings) 7-Point Plan

Our Quality Assurance/Quality Control Process (QA/QC) provides guidelines, requirements and check lists for each phase of a project including planning, design, contract documentation (production of drawings for permit and construction), bidding and negotiations, and contract administration in a single document.

The QA/QC Process document allows all of our architects and managers to track the progress of a project and predict consistent and effective results. The QA/QC document is supported by numerous firm-wide procedures, practices and forms. The process addresses potential issues at the earliest possible stages of design, when changes or corrections in strategy have the potential to be most cost effective.

The QA/QC checklists for each phase are organized around the critical path elements of each phase of the project, with each successive phase building upon the previous phase. The Project Manager and the Project Architect are the two team members who are ultimately accountable in confirming each team member, including consultants, demonstrate completion of the QA/QC activities in the checklist and our team members sign off on the tasks at their regularly scheduled coordination meetings as the project progresses.

Starting at the concept / schematic design phase, our design team will internally present the entire project to the QA/QC team. At this time, technical considerations, including MEP systems integration and sustainability, will be discussed along with broader design concepts.

This process is repeated at the design development phase and includes a more detailed review of constructability reviews and multi-discipline integration of systems. Our most extensive quality control effort occurs toward the end of construction documentation (approximately 80%), when most of

the project decisions have been set but with enough time remaining to make revisions if they're warranted. The QA/QC team will do a thorough review of the documents in each discipline for completeness, accuracy, coordination, and code and regulatory compliance. In addition to these independent QA/QC reviews, Stantec has a rigorous process for interdisciplinary coordination that occurs throughout the project. Using a combination of BIM and enhanced design communication software tools, such as Navis Works and Design Review, the project team leaders perform regular coordination checks to verify design integration and conflict resolution throughout the design process. Finally, as with any QA/QC program, the only way to ensure success is for the system to be auditable. As a part of our ISO 9001 certification, Stantec audits all projects monthly with reviews by the Practice Leader and Project Manager, quarterly by the Practice Leaders and Regional Leaders and yearly by an outside agency. These audits include reviews of budgets, schedules and documentation quality during both the design and construction phases of the project. By mandating compliance with our QA/QC program and holding all teams accountable for this compliance, our protocols invoke a sense of pride for performing a job well and fosters relationships that can extend well past the end of the project. We have used this QA/QC process for several years and our consultants are in agreement and fully participate in the multidisciplinary coordination review. Stantec's QA/QC is a 90-page document that addresses each milestone phase of the project from the beginning stages of design through the completion of contract documents.

We have implemented a 7-point plan for ensuring the accuracy and quality of our documents.

The design does not start with working drawings, but starts at the earliest stages of design:

- 1. Design Pin-Ups** - In addition to regular meetings with the Owner during the design phase, the design staff conducts regular internal meetings to review all projects currently in schematic design through design development. During these pin-up meetings, the designer presents the concept for the project and how the proposed design fits the program. This meeting is attended by a cross section of the Plano office and other leaders within Stantec collaborating together at the best time, to benefit the client.
- 2. QA/QC Checklist** - We have developed an extensive quality control checklist that is utilized for each project. The Project Manager and the Project Architect are responsible for management and development of the checklist. It is reviewed at the end of each phase and regularly throughout the planning, design and documentation phases.
- 3. Senior Eyes** - Each project is reviewed by one of our most senior people in our office. This person views the documents with the same limited knowledge of the project that a bidding contractor would have to help find any discrepancies in the documents. These detailed reviews take at least 1-week for a new high school, and a minimum of 2-days for an elementary school. The red-lined set that is generated by the detailed check is then reviewed with the project architect and the project team.
- 4. Red-Lined Check Sets** - The Project Architect brings the current redline documents to the weekly coordination meetings for review and discussion. The red-lines are highlighted in yellow when the edits have been picked up. At the end of each project, a "lesson learned" meeting is conducted with the project team as part of our continuing education process and allows for each member of the team to learn from our most senior staff.
- 5. Coordination Meetings** - In addition to on-going weekly team meetings special coordination meetings are scheduled by the Project Architect at project kick-off, 50% and 95% completion. These meetings are attended by consultants, designer, specification writer, Principal-in-Charge, Project Manager, Owner and the Construction Manager (for CM at Risk projects).
- 6. Reference Details** - Our senior technical advisor is responsible for developing and updating the drawing details that the teams reference for all projects. As the senior

technical advisor also produces the specifications for the project, his involvement confirms that the details are accurate, current with industry standard, adhere to the District's construction standards, and are coordinated with the drawings.

7. Specification Writing - Specifications are not typically "outsourced" and we do not rely on "canned specifications" without significant editing based on field experience and the specific needs of the Owner for each project. An important part of our process is the production of an abbreviated set of specifications at approximately 50% of project completion. Owners find that they have the time to read these abbreviated specifications and can quickly identify proposed products and procedures.

Author: South Region Buildings Practitioners
Developed in collaboration with: South Region Buildings Marketers
Approved: During Plano ISD 2022 submission
For use by: South Region Marketing and BC2140

Quality Assurance Plan

Delivering a quality project requires a corporate culture that focuses on the key elements that make up a quality deliverable. Utilizing a Quality Management System (QMS) (registered to the ISO 9001:2015 Quality Management Standard) that is focused on providing value to our clients drives the entire quality process. Maintaining our high standard of quality allows us to deliver on time and on budget by implementing our project plan and eliminating re-work. Key elements of our quality approach include:

- Project planning with a focus on management of risks and achievement of quality on all project components.
- Meeting client needs with a formal process for gathering client information/requirements.
- Structured quality assurance processes, which include continual quality control and not just milestone quality occurrences.
- Disciplined approach to conducting internal practice audits to monitor compliance with the QMS and identify best practices to share with others.

Our Quality Review Plan for all project deliverables is presented in Figure # showing our responsible author, quality reviewer, and independent reviewer for all deliverables. Each deliverable will follow a similar approach that incorporates all four of the key elements of quality management listed above. Planning and risk identification comprises the initial step followed by solicitation of client input and concerns. Continual quality control occurs throughout the deliverable development as the identified reviewers are involved in the initial planning and again on a periodic basis instead of just providing input at milestone completion. Each deliverable will be verified using our PM Framework two stage Quality Review and Independent Review process outlined in Figure #. Our PM Framework is provided in Appendix #. This robust, continual process will ensure a quality deliverable for client.

Our Quality Assurance and Quality Control (QA/QC) team is made up of experts in their respective fields who have direct experience with discipline work. NAME will lead the QA/QC efforts and will be responsible for updating the Quality Review Plan shown in Appendix #. He will be assisted by a roster of senior leaders within Stantec who's authority within Stantec is summarized in Table #. Stantec Lead Discipline Engineers are experts in their field across Stantec's BUSINESS LINE who guide the engineering disciplines in the advancement of skills, innovation and quality. In addition, our Lead Discipline Engineers have ready access to resources across their region to draw in specific skill sets or balance resources as needed.

Quality Control <p>Our business is only as good as our clients and our reputation. Stantec strives to deliver the best quality product no matter what form it may be in. As part of our project management and quality management frameworks we implement and follow the necessary checks to ensure anything that leaves our offices is up to a level of quality that we can stand behind. Each deliverable must undergo a quality check by the specialized discipline engineers, regardless of whether it's a draft document or final construction plans. Additionally, each project is assigned an independent reviewer who has the necessary knowledge and experience to identify potential concerns with accuracy of the proposed work. Finally, we participate in internal "lessons learned" discussions which allow us to reflect on in-progress and already executed projects and identify both positive and efficient aspects that should be repeated and negative or inefficient aspects that should not be repeated. From these discussions, we identify and implement a better process going forward to future projects. </p><p>Stantec's quality management practices interpret the work practices in Stantec through the filter of the ISO9001:2015 standard. These practices help introduce newcomers to the organization's practices for planning, managing people, client satisfaction, practice management, managing subconsultants and for continual improvement.</p>

Quality Control <p>Quality Control. Stantec is dedicated to consistently delivering high-quality products on time and within budget. We follow the ISO 9001 criteria for a quality management system. We build time for deliverable quality checks into each work plan, and schedule technical and independent reviews well in advance of due dates. As an ISO 9001:2015 certified firm, Stantec implements a rigorous technical quality control process for deliverables prior to submittal. We are required to document reviews to maintain our certification and have a track record of successful project audits by designated audit reviewers. Work performed by our subconsultants are subject to Stantec's quality program. </p><p>Technical reviews of task order deliverables are completed by professionals of record and independent reviews are completed by knowledgeable experienced professionals who are not directly involved in the tasks. The PM will identify staff for these two individual reviews and incorporate them in the project plan and schedule for each task order. QA/QC requirements for construction activities will be performed by certified individuals. Following Stantec's quality management process requires each team member to take responsibility for their own work. Self-performing quality control of our own work for errors and omissions allows the quality process to be maintained throughout design development. </p><p>Quality reviews are about fulfilling our professional obligations and doing our due diligence. Quality reviews not only help us reduce mistakes, but when done properly they invariably add value to the project, minimize financial and legal implications, avoid unnecessary work, rework, and mitigate budget and schedule overruns, construction change orders, and client dissatisfaction. </p><p>We believe in a quality control process that benefits the project, not just as a necessary requirement. We've built in a third-party review process that brings fresh eyes to the design, starting at the conception and through the final. Our promise to our clients is a final design that incorporates all the project goals, including safety, operations, and constructability. </p><p>Each project/task order is assigned a PM, deputy PM, and QC/QA manager. These three are involved in each project from concept, through kick-off, to close-out, providing ease of transition if necessary. We pride ourselves on the QC process each project is subjected to. Quality reviews will be performed by appropriate subject matter experts prior to any submittal to the client. To further enhance our QA/QC process, we've structured our team for independent reviews to be completed by a teaming partner versus internal to the firm performing the work. </p><p>The quality control plan (QCP) will identify key QC processes and reviewers who will be responsible for the key elements and deliverables of this contract. Our QCP will formally and clearly

define and address:

- Management responsibility
- Documented quality management system
- Oversight and review requirements
- Document and design control
- Evaluation and control of subconsultants
- Corrective actions
- Quality records
- Quality audits

The Quality Manager will maintain the role of auditing for compliance and provide an independent, client contact who can objectively weigh expectations to a quality product for everything we provide. Stantec is ISO 9001 certified, which requires we follow and document our rigorous QC process. All work products prepared by our team will be audited as part of our quality management plan.

Queries / EoT

Queries Intro

We have carefully studied the tender documents, including the format for submission and the detailed scope. Please find [listed/attached] clarifications that we would appreciate answered in order that we may submit a proposal that is compliant with your requirements and that represents the best value to deliver on the project intent.

EoT

The logistics of preparing a responsive and well-considered proposal for this important project require a longer tender period. We would appreciate it if [client] could consider an extension of time of [x weeks] until [date]

Questions asking for subsidiaries and affiliates

PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:

Stantec was founded in Edmonton, Alberta where it is still headquartered today. Stantec has over 400 locations across Canada, the U.S., and internationally. Stantec's principal office for its U.S. operations is located in Broomfield, CO. Each subsidiary or affiliate of Stantec may have staff located in a number of these locations and may utilize one or more regional offices in managing day to day operations. Please reference the attached organization charts showing Stantec subsidiaries and affiliates. For a full list of Stantec office locations, see www.stantec.com.

Stantec
400-10220 103 Avenue NW
Edmonton, AB T5J 0K4
Tel: (780) 917-7000

Stantec
370 Interlocken Boulevard, Suite 300
Broomfield, CO 80021-8009
Tel: (303) 410-4000

DO NOT DISTRIBUTE THE CONTENT BELOW

The response references organization charts showing subsidiaries and affiliates. Be sure to attach copies of the charts found on the <http://marketingexcellence.corp.ads/template.aspx?id=360> Office Locations & Operating Entities page of SMKC. There is one for Canada, one for US, and one for International.

[Risk Management]

For questions or more information, contact the [Marketing Information & Management team](#).

Quick Pay Discounts

PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL: We don't have a general pricing incentive. We do negotiate contracts with customers and have customized billing rates for services.

DO NOT DISTRIBUTE THE CONTENT BELOW

[Financial Information]

For questions or more information, contact the [Marketing Information & Management team](#).

Regret / Decline to Bid / Regret Commercial Discount

Options to review and select from:

1. Stantec would like to thank [Client] for the opportunity to review the bid documentation. After a careful evaluation, we regret to inform you that at the current time we are not in a position to submit a proposal. Please accept our best wishes for the successful management and delivery of this project.

2. After careful review, we

decided not to participate in this specific tender as the project/contract was outside of the acceptable risk profile for Stantec. We are always interested to receive inquiries and will carefully review any future invitations on their specific merits.

3. We would like to thank you for the opportunity given to review the bid documentation. After a careful evaluation made of the subject RFP, we regret to inform you that we are not in a position to submit a proposal for the following reason/s

[State your own reasons for declining or modify the reasons listed below, as per your need]

1. Although the bid is within the scope of our business, our specialist engineers in the relevant fields of work are currently engaged with ongoing commitments. In the interest of delivering the utmost quality and value, we must regretfully decline to participate in this tender.

2. Our estimate of the budget required to deliver the quality results you expect is substantially higher than your stated budget.

3. Although this project is within the scope of our business activity, the specific requirements for [this could be the T's and C's or other constraints] are outside of the acceptable risk profile for Stantec. Given to understanding that, as per the RFP that not meeting such mandatory criteria will render the bid non-compliant.

4. Due to the time allowed to prepare the proposal, the nature and scope of the design work required, and resource availability to look at this.

However, we look forward to working with you on future projects in the area of [insert]. Accordingly, we hope that you will include us in future RFPs of similar engagements.

Thank you for your understanding.

Commercial Discount

Regret

Thank you for your fax reference [Enter Fax Ref # or email] dated [date], requesting a [discounted/best and final offer]

In preparing our original commercial proposal Stantec carefully examined the scope of work and the tender clarifications issued and has provided [Client] with our best offer to ensure that we complete the scope of work to your requirements. We would like to highlight that there are many anticipated complexities associated with the nature of this project, and there are also many stakeholders, internal and external to [Client], involved.

[or state your own reasons] For these reasons we are unable to submit a counteroffer or discount.

Relevant Project Experience

Stantec has a powerful mix of planning policy development and municipal advisory services, stakeholder engagement, and infrastructure planning experience. We pride ourselves on being a fully integrated team. Our planning team stays current with policy changes and can provide up to date guidance through tough policy issues. Our team also regularly works closely with engineering and technical specialists to bring projects through their lifecycle, which truly gives us a unique perspective on policy matters. Our team consists of planning experts locally and nationwide, bringing a vast range of experience and knowledge of best practices, as well as practical experience in interpretation of the new policies introduced by Provincial or Federal governments and updates to the applicable Plans, Acts and Building Codes. Recently, our team has undertaken relevant projects within location and location which are similar in nature to the work required to undertake for this assignment and showcases the breadth of our policy and stakeholder and community engagement expertise.

Remittance Address - Canada

PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:

c/o Lockbox 310260
P.O. Box 578 Station M
Calgary, AB T2P 2J2

DO NOT DISTRIBUTE THE CONTENT BELOW

[Financial

Information]

For questions or more information, contact the Marketing Information Management team.

Remittance Address - United States (US) PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:

13980 Collections Center Drive
Chicago, IL 60693-0139

DO NOT DISTRIBUTE THE CONTENT BELOW

[Financial Information]

For questions or more information, contact the Marketing Information Management team.

Reporting & Communications

Effective communication and flow of information is fundamental to the success of any project. This is especially true on a collaborative project of this magnitude with project sites and teams located across the globe. To facilitate project execution, Stantec will leverage our collaborative platforms and communication technologies in all aspects of this project. This will be especially important given the current and expected disruptions caused by COVID-19 which will require us to be flexible and work remotely to the greatest extent possible.

Project Management Tools

Our teams have a range of tools at their disposal which they can call upon as suited to the project. These tools include:

- SharePoint sites – secure, cloud-based document management and editing, shareable both with internal teams and with clients as appropriate.
- MS Project - schedule management and oversight, tracked and updated throughout a project.
- MS Excel - useful for managing single site projects or shorter-term projects, accessible to many users.
- PM Dashboard - developed to help our team focus on the financial project drivers. The PM Dashboard has the following features:
 - The home page highlights key performance indicators (KPIs) and predictive information on WIP and AR. This encourages PMs to invoice and focus on collections before a provision is recorded, which would reduce a project's profitability.
 - Tabs dedicated to project summary, project time, AR, WIP, Billing, and EVA.
 - An "All Reports" tab with access to all Stantec Enterprise reports available to PMs and BC leaders.
 - By using the PM Dashboard, you can simplify the project management processes and pro-actively mitigate project issues or risks.

Field Teams

Every field team attending site will be equipped with a company provided iPhone with internet capabilities. Should the needs arise this allows for:

- Real time consultation either by phone or video call
- Immediate sharing of photos for discussion
- Email communication
- Industry leading security protocols
- Photographic and video documentation of the site visit

This ability means not only will you have an expert on site, but that expert has the ability to reach out to the wider team as needed.

Each team will also be equipped with handheld instruments for spot measurements such as temperatures and humidity.

Analysis and Reporting

At Stantec we believe in community and routinely work within a wider community which extends beyond the walls of our local office. During the analysis and reporting phase of the assignment Stantec will leverage technology for collaboration between team members and [client name].

We will use:

- Office 365 (Word, Excel and Powerpoint) and Sharepoint to share site data, site photos, analysis files and reports both internally and with Tesla. These software packages also allow team members to work within the same file at the same time allowing for a greater degree of real time collaboration and production efficiency.
- Microsoft Teams for virtual meetings both internally and with

color="#ff0000">[client name].Email will allow for written communication which can be a very efficient and secure means of communication.</div>

Request for Personal Information CVs <div></div><div></div><div></div><p>

</p>

Resilience - 10 point plan <p>Stantec is a global leader in resiliency design and engineering. Building on a traditional hazard mitigation planning framework and integrating new elements related to climate adaptation, sustainability, and response and recovery, Stantec has developed an approach, which when deployed at the onset of initial planning and development, results in resilient solutions allowing communities, institutions, businesses and systems to endure, adapt and thrive regardless of chronic stresses and acute shocks that occur.</p><div><p>10-POINT

PLAN</p><p>Reference 10079.pdf (corp.ads)</p><p>
</p><p></p></div>

Response to COVID <p>As we are all aware, we are working in unprecedented times as a result of the COVID-19 pandemic. The situation is fluid, though getting better. Our proposal is based on our understanding of performing these services in current conditions (i.e., Ontario lifted face mask requirements in most of the work setting and removed restrictions in April 2022). As the nature and extent of the impacts due to this outbreak cannot be fully identified or quantified at this time, we feel it would be prudent to submit this proposal based on current conditions, without accounting for possible worsening impacts that might occur as the outbreak develops further, and to discuss with you once we are able to evaluate the impacts and to work collaboratively with you on a path forward. We would be pleased to have a further discussion with you to share our respective plans and efforts to help mitigate the impact of this evolving situation on your proposed project if situation changed.</p>

Risk Management <p>The project team will implement a risk register and/or traceability matrix that documents potential risks and items that are currently unresolved and require ongoing awareness. This is developed at the onset of the project, and reviewed/updated at an agreed-upon frequency. We will also facilitate risk review workshops, which have proven extremely successful in mitigating risk on previous projects. We can also utilize RAIL (Rolling Actions and Issues Log) as a risk management tool throughout the project.</p>

Safe Work Plan <p>Stantec operates on the premise that all incidents and injuries are preventable, with the philosophy that includes completing work with no harm to people and no damage to the environment. Stantec's Health, Safety, Security, and Environmental (HSSE) policy is fully integrated throughout the company in all phases of project planning and execution, and nurtures a positive safety culture through leadership, training, and the application of management systems. To this end, Stantec is committed to promoting and continually improving a project-specific safe work plan (SWP) that complies with applicable government legislation and protects Stantec's employees, subcontractors, clients, visitors, property, and the public from loss. </p><p>For this project we anticipate a largely remote working environment for our staff. There are going to be key site visits planned as part of project kick-off, close-out, engineering investigations, to conduct field investigations and possibly more. Some staff will be visiting the region and these sites for the first time, while others will live locally and have experience with [Client]'s sites and safe work practices. Regardless, all Stantec employees assigned to or visiting the site will review and understand the project

risk assessment in an interactive session which includes the project manager and senior leadership. We will then sign off as a team, indicating that we have reviewed and understand the safety criteria associated with the site hazards. Stantec will comply with [Client]'s safety and environmental requirements and where necessary, components of the Stantec safety systems will be added if they will complement the [Client]'s safety systems. For site work, mandatory training for Stantec staff, including [Client]'s site-specific training, is tracked by Stantec's Occupational Safety and Environmental Compliance (OSEC) coordinator to ensure mandatory training is kept up to date.</p>

Schedule <p>As part of project initiation, [Name] will develop a critical path schedule which will be updated on a regular, agreed-upon basis and shared with [client] to forecast and monitor progress.

</p><p>Stantec's Project Manager, [Name], will regularly tracking progress on deliverables, coordinate with the project team, and analyze project financial information, as per our Project Management Framework, to ensure the schedule is maintained. Stantec's reach allows us to engage additional personnel from across the region to expedite the work if necessary, when schedule delays are forecasted or in emergency situations. </p><p>As part of the project initiation, the Project Manager will develop a critical path schedule which will be updated on a regular, agreed-upon basis and shared with the [client] to forecast and monitor project progress</p><p> </p><p>

Schedule (Buildings) <p>Stantec believes that the success of a project depends on the collaboration between the client, architect and general contractor. Our focus is to collaborate with Plano ISD and work with all the team members to meet YOUR educational, functional, and design goals; and see that the schedule and the budget are adhered to.
</p><div><p>Developing a critical path approach is built around understanding the 'end result' or 'finish line' for the appropriate phase of the project timeline and to work backward from that point to identify the "milestones" that need to be met, in the appropriate sequence, to achieve the end result. We have broken this strategy down into the following "big picture" phases of a project delivery timeline. </p><p>Programming</p><p>Stantec has educational planning experts as well as workplace experts on our team that can assist in the development of the program (or) verification of Plano ISD's project. Our extensive project experience in this project type allows us to bring Plano ISD the "best practices" from around the nation to create the facility that will meet your needs in the near- and long-term future. Our team will work with your staff to conduct programming sessions, tour comparable facilities, benchmark neighboring facilities and find ideas that your team may consider. While that is only a first step (or two), Stantec is prepared to move forward quickly. </p><p>Design / Documentation </p><p>The critical path for this phase of the project delivery timeline falls into three categories: </p><p>Design: </p><p>The approval of the Schematic Design (SD) and Design Development (DD) steps in the project typically requires approval by the Owner. The objective of the SD phase is to take the program and translate design ideas into a graphical solution (plans, elevations, sketches, etc.) and into narratives for building systems that show how the design solves the criteria set for the project (size, budget, scope). The outcome of the DD phase is to fully describe how each space and its casework and equipment will work, and to describe architectural character, building finish materials, and other building system criteria (civil, structural, MEP, etc.) to

verify compliance with code requirements and standards. A budget review occurs at the end of each of these phases.

Documentation: The critical path for this phase revolves around the percentage of completion level for the contract documents (drawings and specifications) that the general contractor will ultimately provide pricing from. The typical percentage completion time frames are 50%, 75%, 95% and/or 100%. At our initial meeting we will establish these dates on the project timeline, including the appropriate amount of review time required by the client.

Management - Schedule/Cost: The management of the project is critical and requires the project team to balance the project scope, budget, and schedule throughout the entire design and documentation phases. By rapidly identifying the stakeholders and including their input throughout the entire process, we streamline the experience, reducing the likelihood of delays based on miscommunication and subsequent redesign.

Construction

The critical path for this phase of the work transitions to the General Contractor establishing project delivery milestones. Stantec will work collaboratively with the GC and pro-actively monitor the construction milestone activities that include: RFIs, Submittals, Pricing review, Construction observation, Punch list, Substantial completion and Warranty components of the overall construction of the project included in the capital improvement plan. We believe that clear, open, timely and appropriately documented communication between all parties is essential on all projects and will work closely with contractors to ensure the construction schedule is maintained.

Author: South Region Buildings Practitioners

Developed in collaboration with: South Region Buildings Marketers

Approved: During Plano ISD 2022 submission

For use by: South Region Marketing and BC2140

Schedule Control Stantec understands the nature of the asset acquisition process and the pertinent technical due diligence services as well as the required facility audit and its time sensitiveness. At the outset of the project, Stantec will work with [CLIENT] to prepare and commit to a firm schedule for each of the project milestones. Stantec will develop a project schedule in support of the critical completion dates of the project that identifies areas of risk and where there may be opportunity for improvement. Stantec will then review and refine these schedules on a regular basis as the project progresses. As part of the Project Progress Report, Stantec will provide updates on project schedule performance. Stantec will also report on schedule variance by evaluating the milestone progress against plan; looking at schedule activity variances, critical path determination and amount of float available.

Scope Control For any project to be successful there must first be a well-defined scope, schedule, and budget. Before accepting and initiating any assigned tasks or projects from [CLIENT], Stantec will review all relevant support documentation with the project manager and engineers to be assigned to the work. Stantec and [CLIENT] staff will then have a kick-off meeting with the appropriate team members (teleconference or meeting, whichever is more appropriate) to collectively review the project scope of work, area of work, anticipated challenges and any background information that may be relevant for the project.

Simple Cover Letter Stantec is pleased to submit our proposal for [RFP TITLE] Stantec is a global leader in [RFP SERVICE REQUIRED] with a strong, local presence and

expertise in [KEY AREA #1], [KEY AREA #2] and [KEY AREA #3]. We have carefully selected a diverse multidisciplinary team of specialists who have the skills and experience to support this project. We are excited to have the opportunity to support the [CLIENT NAME] achieve their objectives of [RFP OBJECTIVE]</p><p>Should you have any questions about the content of this proposal please do not hesitate to contact the undersigned.</p>

Soils and Aggregate Laboratory <p>Stantec's Aggregate laboratory is certified to both Type C, Basic Certification for Aggregate Quality Control Testing Laboratories and Type D, Additional Certification for Advanced Aggregate Quality Testing Laboratories by CCIL. The soils and aggregate laboratory carries out both basic and advanced testing, such as sieve analysis, Los Angeles abrasion, specific gravity, Atterberg limits, sample classification, moisture content, soundness, unit weights, hydrometers, moisture-density relationship, resistivity and permeability. This laboratory is generally busy on a year-round basis completing laboratory testing to support geotechnical investigations, physical properties testing of aggregates for use in both concrete and asphalt, as well as roadway gravels. Advanced tests, such as consolidations, California Bearing ratios, triaxial tests and direct shear tests are also carried out regularly. Most of these tests are managed and controlled through a central computer which controls the limits of testing, records all data and makes data interpretation and presentation much simpler.</p>

Staffing / Organization Caveat <p>
</p><div>The named team proposed for construction supervision services represents the caliber of personnel Stantec is able to assign to such projects. Should Stantec be successfully awarded this project, the availability of these staff will be based on the timing of contract award /construction start dates. </div><div> </div><div>The named team proposed for design services represents the caliber of personnel Stantec is able to assign to such projects. Should Stantec be successfully awarded this project, the availability of these staff will be based on the timing of contract award/start dates.</div>

Stantec Altitude: Energy Management <p>Utility owners and operators are looking for better ways to achieve their many—and often competing—goals. May it be assessing the health of their assets to optimizing the use of resources, more and more utility operators are turning to the power of data to help them make informed decisions. Hence to help our clients meet their operational and services challenge today, we developed Stantec Altitude.
</p><p></p><p></p><p></p><p>At its core, Stantec Altitude applies advanced technology and analytics, backed by our industry-leading domain knowledge, to unlock the power of your data that helps solve your critical operational problems in days, not months. Using the power of AI/ML and Digital Twins, Altitude helps diagnose operational issues before they become long standing problems and further suggests strategies to realizehidden operational efficiencies.</p><p></p><p></p><p>Stantec Altitude is designed to provide data-driven decision support and automation, focused towards improving asset performance, all while meeting the regional compliance requirements, and mitigating risks. With Stantec’s long standing association with you and understanding of your assets, we are confident to propose strategies for securely acquiring data from your Operations Systems and Sensors and further process it using the Stantec Altitude platform to deliver real-time operational insights and forecasts directly to your authorized personnel. As part of this project, we propose to use the Stantec Altitude platform for:</p><p>1. Water Demand Prediction</p><p></p><p></p>We intend to deploy our predictive analytics through the Stantec Altitude platform that will help you

forecast the water demand the region at a time in future

- Stantec Altitude will be deployed with predictive analytics that do take in account the historical water demand pattern couple with seasonal changes in usage patterns and events such as concerts or sports happening in that region, to provide you reliable insights
- This will allow us to predict the potential water demand at a given time in a given region ponds and deliver these insights to you in timely manner
- Stantec Altitude will be setup to provide you real-time data on an intuitive and secured dashboard as well as will be geared to send alerts in case of an emergency

2. Optimizing Pumpstation operations

- We intend to deploy Stantec Altitude to help understand the health and optimize the operations of your pump station by studying operational parameters, water demand, energy usage and more
- Stantec Altitude will be deployed to show you real-time information about the operations of your pump station
- Stantec Altitude will be further configured with analytics consisting operational and design data that mimic the operations of your pump station.
- Using this set of analytics to process multiple data points such as current and forecasted water demand, current supply rate, reservoir levels, energy rates, pump schedules and other operational parameters, we would be able identify opportunities to improve efficiencies of your pump station operations
- This would help you in devising optimization strategies such as dynamically changing operational set points, updating pumping schedule based upon energy usage and charging patterns.

These different data points would further be compiled into an asset health report card that will provide you real-time insights into the health of your pump station assets

Stantec Altitude: Reuse

We understand your needs around identifying better ways to achieve your many—and often competing—goals from design, construction, operations and maintenance. It may be a quick and efficient way of selecting the right process train for your operations or assessing the health of your assets to optimizing your operations and use of resources. To help you meet your planning, operations, and services challenges, using the power of your asset’s data, we developed Stantec Altitude.

At its core, Stantec Altitude applies digital twin technology and advanced analytic models, backed by our industry-leading domain knowledge, to unlock the power of data that helps solve your critical design and operational problems in days verses months. Stantec Altitude is designed to provide data-driven decision support and automation, focused towards improving asset performance, all while meeting the regional compliance requirements, and mitigating risks.

With Stantec’s long standing association with [insert client/company name] and understanding of your needs, we are confident to propose effective and efficient strategies developed and then monitored using the Stantec Altitude platform. As part of this project, we propose to use the Stantec Altitude platform during the design, commissioning, and operations phase of your treatment plant.

1. Re-use treatment process train optioneering (Design)

Stantec Altitude provides an easy drag and drop configuration canvas with a library of assets that can be configured and connected to develop various options for the process train. Each option can be evaluated by the team for multiple performance indicators and choose the most appropriate process train. The process train can be exported with its preliminary design ready.

2. Operations scenario analysis (Operations)

Stantec Altitude would setup a digital mimic of your process units and further allow your operators to analyze various scenarios and diagnose operational issues before they become long standing problems.

3. Optimizing treatment operations (Operations)

Stantec Altitude will be setup to capture data from the sensors and

inspections to further analyze it and recommend the most optimum setpoint for the equipment that will meet regulations but also keep the operations running optimally. The analytics would use digital twin of the process train and couple with process modelling and data analytics models. These models can run on the edge devices, cloud or even within the ICS as per your requirement and can send the setpoint recommendations to an operator on their working HMI screens.

Stantec Altitude is part of Stantec Insight Analytics, an emerging digital business from Stantec, that brings state of the art data and technology solutions directly to our clients, that are safer, affordable, and effective.

Stantec becomes a United Nations Decade on Ecosystem Restoration Partner!

Nicole: do you think I need all this fluff in the front?

The United Nation's (UN) Decade on Ecosystem Restoration (2021 -2030) is a global compact signed by 70-plus countries that aims to prevent, halt, and reverse the degradation of ecosystems around the world. In support of this global call-to-action, the UN developed a partnership framework inclusive of eight different participation categories, that play a critical role in achieving the UN's 17 Sustainable Development Goals (SDGs).

After seeing a partnership developed by our Ecosystem Restoration team in celebration of the Decade's official kickoff, the UN contacted Stantec about becoming a formal partner. Stantec was recently approved by the UN as an "Actor" partner in this framework. This is a BIG NEWS as we are honored to be the first A/E/C consultant accepted into this framework to-date!

Below is key messaging for external and internal communication surrounding this partnership, including the UN Decade partnership logo and other supporting materials.

EXTERNAL PROMOTIONS

Wire release/social media language:

Social media language included below + social media tile attached.

LinkedIn: It is an honor to be named a partner with the United Nations Decade on Ecosystem Restoration, making us the first design and engineering firm to do so. Join the #GenerationRestoration to reverse the degradation of ecosystems around the world. + Link to wire release coming soon!

Twitter: We're proud the UN Decade on Ecosystem Restoration has named us a partner in the global effort to address ecosystem degradation. #GenerationRestoration #EcosystemRestoration + Link to wire release coming soon!

Facebook: We're proud to be named a partner with the United Nations Decade on Ecosystem Restoration, the first design and engineering firm to do so. Learn more here: #GenerationRestoration #EcosystemRestoration + Link to wire release coming soon!

Website: Scroll approximately halfway down the Ecosystem Restoration page

on .com

to view key messaging and the UN Decade partnership logo.

Logo use: Stantec has permission to use the official UN Decade partnership logo. It is suggested to use this logo with the accompanying text below. Stantec has signed a UN visual identify waiver, so it's imperative we follow their branding guidelines when using the UN logo and the UN logo with the Stantec logo. Please see attached for more information.

Messaging for proposals, presentations, and other client-facing marketing materials: In conjunction with the UN logo, you can use part, or all, of the key messaging found on Stantec's Ecosystem Restoration webpage for proposals, presentations, and other marketing/BD materials. However, please do not significantly alter the meaning of this messaging in any way.

For more information: [UN Communication Toolkit](https://www.decadeonrestoration.org/communication-materials)

INTERNAL PROMOTIONS

There was a story posted on The Lens with more information about this partnership. Feel free to use all, or part, of this messaging when communicating the good news to our internal teams.

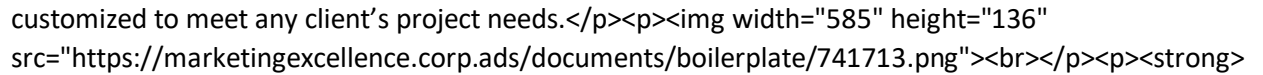
However, please do not significantly alter the meaning of this messaging in any way.

Link to The Lens story coming soon!

For questions or more information, contact: Ashley Kocourek, Ecosystem Restoration Marketing Lead (ashley.kocourek@stantec.com)

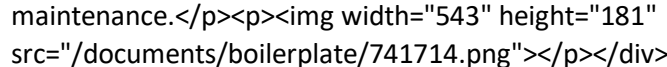
Stantec Data Development Operations (SDO)

Stantec Data Development Operations (SDO) uses the SDO process to deliver Digital Solutions projects – SDO allows us to tightly control quality on deliverables so we can provide the best possible deliverable with the highest possible business value all while managing risk. SDO is a process that can be leveraged to coordinate stakeholders and resources across Stantec and beyond. Each step in the process is built on the previous and is used to track the research, development, and testing of the system components. Built combining several software development methodologies the SDO process can be scaled and customized to meet any client's project needs.



Stantec Data Development Operations (SDO)

SDO equips our digital project teams with the tools and processes needed to execute data analytics, Machine Learning & Artificial Intelligence projects. Projects are delivered using traditional delivery methodologies and include additional deployment processes for data orchestration, monitoring and maintenance.



Stantec GenerationAV™: A Stantec Innovative Business Opportunity

Stantec GenerationAV™ was formed in 2020 by global consulting firm Stantec to accelerate the adoption of autonomous vehicles (AVs). With a goal of creating a safer, cleaner, more equitable world, we guide clients through the safe adoption and operation of AVs. We are building an automated future through focused solutions built to educate, engage, and advance mobility.

The Journey to Autonomy

There are many paths on the road to automation. GenerationAV aims to safely accelerate that journey. Our experience with automated mobility has given us a deep perspective on what lies ahead for

the industry, and what that future means for clients and communities everywhere. Over the last couple years, we've worked to bring AV technology solutions to communities across the world, from California to Dubai to Australia and everywhere in between.

We recognize the many gaps that exist in the market today and are focused on developing products, processes, and partnerships that can help our partners and clients implement this world-changing technology. Guided by our proven methodology and bolstered by our best-in-class industry partners, we help clients deploy AVs safely, for the good of their communities.

Stantec Insight Analytics (SiA)™ From optimizing operational and capital expenditures to safety improvements, these applications automate maintenance activities, optimize asset capacity, and help you plan capital maintenance interventions. These tools have been used to optimize processes and improve water quality projects, positively impacting customer experience down the line. SiA applications have been built to support custom solutions for each of our client's specific business objectives, and their flexibility in approach and data modeling creates predictive analytics that can be visualized through numerous outputs, including web-based dashboards and email/text notifications. Delivered on the Microsoft Azure platform, SiA is plug and play—compatible with most utilities' existing IT infrastructure.

Stantec Insight Analytics Altitude: Stormwater **Digital Transformation – Stantec Insight Analytics (SiA) Altitude**

Utility owners and operators are looking for better ways to achieve their many—and often competing—goals. May it be assessing the health of their assets to optimizing the use of resources, more and more utility operators are turning to the power of data to help them make informed decisions. To help our clients meet their operational and services challenges, we have developed Stantec Altitude.

At its core, Stantec Altitude applies advanced technology and analytics, backed by our industry-leading domain knowledge, to unlock the power of your data that helps solve your critical operational problems in days, not months. Using the power of AI/ML and Digital Twins, Stantec Altitude helps diagnose operational issues before they become long standing problems and further suggests strategies to realize hidden operational efficiencies.

Stantec Altitude is designed to provide data-driven decision support and automation, focused towards improving asset performance, all while meeting the regional compliance requirements, and mitigating risks. With Stantec's long standing association with [insert client/company name] and understanding of your assets, we are confident of securely acquiring data from your Operations Systems and Sensors to further process it using the Altitude platform to deliver real-time operational insights and forecasts directly to your authorized personnel.

As part of this project, we propose to use Stantec Altitude platform for:

- Storm Pond water level predictions
 - We intend to deploy our predictive analytics through the Stantec Altitude platform that will help you understand the predicted level of water in your stormwater pond as a result of a forecasted storm event
 - Stantec Altitude will be deployed with predictive analytics that take in to account the physical and operational characteristics of your storm pond to provide you reliable insights
 - Stantec Altitude will use its default data connector for acquiring rainfall data from the weather service and then process it using the Altitude analytics engine.
 - This will allow us to predict the potential water levels in your stormwater ponds and deliver these insights to you in timely manner
 - Stantec Altitude will be setup to provide you with real-time data on an intuitive and secured dashboard as well as will be geared to send alerts in case of an emergency
- Optimizing Stormwater Lift station operations
 - We intend to deploy

Stantec Altitude to help understand the health and optimize the operations of your storm water lift station by studying operational parameters, storm forecasts, energy usage and more

- Stantec Altitude will be deployed to show you real-time information about the operations of your lift station
- Stantec Altitude will be further configured with analytics consisting operational and design data that mimic the operations of your lift station
- Using this set of analytics to process multiple data points such as rainfall, storm water flow, and other operational parameters, we would be able identifies hidden in-efficiencies in your lift station operations
- This would help us in devising optimization strategies such as dynamically changing set points, updating pumping schedule based upon energy usage and charging patterns
- These different data points would further be compiled into an asset health report card that will provide you with real-time insights into the health of your lift station assets

Stantec Altitude is part of Stantec Insight Analytics, an emerging digital business from Stantec, that brings state of the art data and technology solutions directly to our clients, that are safer, affordable, and effective.

Stantec is a Leader in Safety

Stantec operates on the premise that all incidents and injuries are preventable. It is our policy through leadership, training, and application of our management systems, to ensure that Health, Safety, Security, and Environment (HSSE) is fully integrated through all phases of our project planning and execution and nurtures a positive safety culture throughout the company.

To achieve our goal of zero harm we take a proactive approach, regularly conducting audits and inspections, providing training, communicating change, and maintaining stringent hazard recognition and control. When incidents occur, we share the lessons learned to avoid re-occurrence and to improve our practices. Through training, communication, and our HSSE policy, we have created a health and safety culture at Stantec where everyone takes responsibility for their own safety and for the safety of others.

The way that we treat our people, our clients, and our neighbors reflects who we are, what we believe in, and how we do our work. At Stantec, we believe in doing what is right. We are committed to providing and maintaining a healthy and safe workplace and to ensuring that our staff return home injury-free, every day.

Stantec Services Summary - Middle East

Stantec is an international professional services company in the design and consulting industry. We operate across five business operating units, namely; buildings, water, environmental services, energy and resources, and infrastructure. A total solutions provider, offering services at every stage of a project, from feasibility through master planning, all stages of design, tendering support and construction supervision. We can serve as a design engineers, owner's engineer, project manager and program manager.

We're designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in communities across the globe.

We are guided by our values and ethos in putting people first, doing what is right, the belief that we are better together, and we are driven to achieve. The 3 pillars of our enterprise, Community, Creativity, and Client Relationships have enabled us to build valuable communities through creative solutions and lasting Client Relationships. Our clients span all market sectors; buildings, water, infrastructure, and energy, and our project

portfolio includes various regionally high-profile and significant projects. Stantec delivers competitive international standards of consultancy at the local level providing clients with the assurance that all work is performed in accordance with internationally recognized standards and management systems. Further, our extensive experience in the Middle East region; government and private, enables us to provide culturally deep-rooted solutions that respect, reflect and embody local principles.

Stantec.io **Stantec.io**

People to the Power of Technology

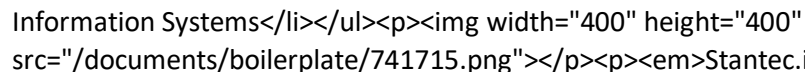
Stantec.io creates a critical intersection for clients between the real-time problems they face, our capable experts that have solutions, and the increasing speed of technology. Our strategy to fully integrate the knowledge of our subject matter experts with our digital practice teams to exponentially improve how we work is on display in the [Stantec.io](https://www.stantec.com/en/services/digital) website. It shows how we solve client and community challenges. Stantec.io documents our ability to deliver on the full promise of digital technology. Our subject matter experts—designers, engineers, scientists, planners, project managers, and more—are working with digital practice teams to develop creative, technology-forward approaches that accelerate positive outcomes.

Primary services associated with Stantec.io:

- [Computing Platforms & Advanced Analytics](https://www.stantec.com/en/services/computing-platforms-advanced-analytics)
- [Geospatial Platforms & Analytics](https://www.stantec.com/en/services/geospatial)
- [Immersive Collaboration](https://www.stantec.com/en/services/immersive-collaboration)
- [Information Management Systems](https://www.stantec.com/en/services/information-management-systems)
- [Intelligent Assets](https://www.stantec.com/en/services/intelligent-assets)
- [Operational Technologies](https://www.stantec.com/en/services/operational-technologies)
- [Project Planning, Design & Delivery](https://www.stantec.com/en/services/project-planning-design-delivery)

In addition to our primary service solutions, the following technologies are associated with Stantec.io:

- Remote Sensing
- Cloud Computing
- Virtual Reality
- Augmented Reality
- 3D Printing
- Big Data
- Parametric Design
- Artificial Intelligence
- Machine Learning
- Digital Twin
- Internet of Things
- Edge Computing
- Computational Design
- Blockchain
- Geographic Information Systems



Stantec.io

[Copy and embed as an image in external content.]

Digital Services - Stantec

www.stantec.com

Stantec subject matter experts are working with digital practice teams to develop creative, technology-forward approaches that accelerate and improve our ability to solve the most difficult challenges facing our clients and communities.

Stantec's Asset Management and Monitoring Tool (SCADA)

Stantec has a web-based, asset management tool that provides ease of operation and facilities management by making its data

available over a secured web interface. Management and operations alike can remotely access near real-time information on their facilities and assets, as well as historical data. It combines:

- A searchable archive database that can be updated by direct input
- Interactive WebMaps with information overlays
- Traditional SCADA monitoring of facilities
- SCADA alarm reporting
- Regulatory reporting done automatically

Our Asset Management and Monitoring tool is not hardware specific, so information can be gathered through OPC servers and any third-party system with database information can be integrated. Sites can be added to the tool as the demands of the users change because the platform is entirely scalable. The web portal is a stable and secure environment that runs without interference or need for regular updating. The system allows for mobile monitoring of multiple sites from the convenience of a smartphone or tablet platform.

Sub-contractor Management - Asia Pacific

Vendors, subcontractors, subconsultants, and partners are expected to apply business practices consistent with Stantec's standards. Our Partner Code of Business Conduct—which covers employment practices, health and safety, environment, human rights, discrimination, anti-bribery, intellectual property, privacy, and more—reduces the potential for problems in our supply chain. We expect high-risk partners to sign our Partner Code of Business Conduct to ensure they have similar values, we conduct due-diligence checks.

It is Stantec Policy, and a requirement of the Asia-Pacific Quality System that when engaging a Subcontractor that the following requirements are met:

- A signed written contract is entered into prior to work being commenced. Where possible, we should use the applicable Stantec standard agreement. Where a Subcontractor will not sign Stantec's standard agreement, Stantec Legal must review the proposed agreement;
- The Subcontractor must hold adequate insurance to cover any liability which the subconsultant or subcontractor may have to Stantec.

See "Insurance" section below for further guidance.

The Subcontractor must have an adequate Health and Safety record and management procedures in place.

Supplier Diversity Program

Stantec has implemented a comprehensive supplier diversity program. Our program consists of a small/diverse subcontractor utilization policy, internal evaluation, reporting and benchmarking, online vendor profile registration, development and implementation of strategic teaming partnerships, and ongoing training for staff and management. Stantec believes small businesses are an economic engine of growth and can help us support our clients' needs. To allow small/diverse companies to access Stantec, we have implemented a self-reporting supplier profile where qualified organizations can register online. This allows companies that we may not be familiar with the opportunity to be selected for future projects.

For each subcontract awarded, Stantec will first reach out to each member of the specific category to determine interest in the project. If more than one firm for a specific discipline is available to assist on the project, a brainstorming meeting will be scheduled with each subconsultant. During this meeting, innovative and unique concepts that could benefit the project and the client will be discussed. Stantec will then select a team member based on this information. If the subconsultants we have identified on our team are not available due to previous commitments, we will consult our Supplier Database to determine if additional MWBEs are available to assist our team.

Compliance Monitoring And

Reporting

Our supplier diversity group has formal systems to identify, track, report, and recognize small and DBEs. In an effort to aggressively look for opportunities to engage diverse business partners on each and every project we are awarded, we take the following actions:

- Maintaining our reporting systems providing contract-specific subcontractor utilization as well as company-wide utilization for both direct and indirect transactions by socioeconomic classification
- Monthly reporting of the progress
- Routine analysis of contract/client specific MWBE compliance and reporting requirements
- Audit of MWBE solicitation process to document compliance and fairness in selection
- Documentation of selection and debriefing for each task order
- Documentation of task assignments to prevent overwhelming our MWBE subconsultants

Sustainability

We advocate for sustainable development, as designers, performance is at the heart of what we do. We're dedicated to helping clients realize the full potential of their projects in terms of life cycle cost, energy efficiency, carbon reduction, and human health and wellness.

Informed by data and grounded in the market, we design environments to support human resilience, health, and wellness while delivering value through life cycle cost analysis and reducing consumption of energy and carbon. We consult and design at every scale of built, natural, and organizational environment. Whether clients are exploring the value of sustainable buildings or moving forward with a green project, our team can guide them through the process.

In addition to our designs and projects, at Stantec sustainability is built on the premise that positive economic results are possible when we effectively manage our environmental, social, and governance affairs. We are committed to sustainability leadership in our operations and project work. In our markets, for our clients, and throughout our Company we advance initiatives that support a more sustainable world. Our Sustainability Policy and certified management systems guide us when implementing best practices. We manage, monitor, and improve our environmental performance with a formal ISO 14001:2015-certified Environmental Management System. This system provides a mechanism for tracking and improving environmental performance that is currently focused on GHG emissions, waste, hazardous spills, paper use, and material efficiency for paper use. Stantec is a founding member of The Climate Registry and reports annually to the Carbon Disclosure Project. Reporting on our sustainability performance and goals ensures that Stantec remains transparent and accountable. Stantec's most recent corporate Sustainability Report can be downloaded from: stantec.com/sustainability, and describes our in-house environmental initiatives and disciplines, as well as appropriate regulatory compliance.

Sustainability + ESG - Mining Specific

<https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#sustainability-corporate>

Sustainability at Stantec is built on the premise that positive economic results are possible when we effectively manage our environmental, social, and governance affairs. We are committed to sustainability in our operations and project work. In our markets, for our clients, and throughout our Company, we advance initiatives that support a more sustainable world.

Sustainability is built into our purpose, our promise, and our values. Our annual GRI-compliant Sustainability Report summarizes our progress against sustainability

commitments, as well as our support of the United Nations Global Compact and Sustainable Development Goals.

In 2021, Stantec was named the fifth most sustainable company in the world and first in North America by Corporate Knights, a media, research, and financial information company based in Toronto, Canada. The annual ranking acknowledges companies that implement responsible business practices based on environmental, social, and governance indicators. Global 100 companies represent the top 1% in the world on sustainability performance. Impressively, Stantec is the only engineering and design firm in the world included in Corporate Knights' 2021 Top 100 list.

Recognized as a world sustainability leader, Stantec is taking the next big step in our continued commitment to create a more sustainable future. On February 11, 2021, CEO Gord Johnston announced Stantec is setting a science-based target and pledging to be carbon neutral for 2022 as a first step in achieving operational net-zero. Carbon neutrality is recognized as an interim step towards the net zero goal. This pledge aligns with the Paris Agreement's ambitious goal to limit global temperature rise to 1.5°C above pre-industrial levels and demonstrates the passion we have to address our impacts as we design with community in

mind.

Sustainable Mining by Design™

<https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#sustainable-mining-by-design%E2%84%A2-long>

Sustainability drives the way we approach our projects. We are committed to integrating sustainability principles, frameworks, and systems into the approach of our mining projects. How do we do that? Our teams identify and capture ways to make their projects more sustainable through engineering, planning, project management, and environmental services. We see the big picture in the context of the world's carrying capacity, shifting demographic trends, and evolving economic realities. Through this lens, we anticipate and address the long-term impacts of our design decisions and strengthen our client's social license to operate.

Globally, we have dedicated sustainability consultants who are experts in well-established industry frameworks like Envision, Towards Sustainable Mining (TSM), LEED, and WELL. More broadly, our mining professionals are in-tune with the myriad of global governing bodies and standards mine operators are following, such as the United Nations Sustainable Development Goals, the Global Reporting Initiative, the International Council on Mining & Metals' Mining Principals, and the Global Tailings Standards. To help our clients align with these authorities, we foster a culture where our team members weave sustainable thinking into the way they approach design work. We call this Sustainable Mining by DesignTM, and it's a critical component of our Stantec design DNA.

Sustainable Mining by DesignTM speaks to our philosophy of making a positive impact on a mining operation's triple bottom line by consciously keeping sustainability factors in mind throughout the engineering and design process. This means incorporating innovative solutions to improve ESG performance through our designs and all of our work. Just like employing Prevention through Design to improve safety, we cultivate Sustainable Mining by DesignTM by fostering a strong culture of sustainability at Stantec. Key sustainability concepts we keep in mind include the following: equity and fairness; operating within the limits of the world's ecosystems; leveraging circular economy strategies; having a long-term, multi-generational view; and understanding the interconnections between the economy, society, and

environment. To successfully home in on sustainable design solutions, our staff consider the value of all forms of capital, including financial, manufactured, human, and natural capital.

By applying a sustainable lens early in the project, our teams can help mines use energy more efficiently, reduce greenhouse gas emissions, use water wisely on site, ensure health and safety, engage stakeholders, protect the environment and biodiversity, manage waste and tailings responsibly, and plan for mine closure. As a critical part of the broader ESG spectrum, we're here to advance clients toward their carbon neutral and Net Zero goals within the global Energy Transition. We help mine owners and operators identify their ESG risks and create actionable plans to turn these into opportunities. Ultimately, the goal of Sustainable Mining by Design™ is to meet the needs of today without compromising the needs of the future for our clients, our communities, and our natural and built environments.

Our Sustainable Mining by Design™ services are comprised of:

- Net Zero Mining (Energy Transition)
- Water Stewardship
- Health and Safety
- Stakeholder Engagement
- Environmental and Biodiversity Compliance
- Tailings and Waste Management
- Responsible Consumption and Production

You can read Stantec's commitment to Carbon Neutrality by 2022 and Net Zero on our website.

What is Sustainable Mining by Design™?

[Short]

<https://www.stantec.com/en/news/2021/stantec-commits-to-carbon-neutrality-2022-net-zero-2030>

The goal of Stantec's Sustainable Mining by Design™ initiative is to meet the needs of today without compromising the needs of the future for our clients, our communities, and our natural environments.

The initiative is our commitment to improving our clients' environmental, social, and governance (ESG) performance through the processes and systems we design.

<https://stantec.sharepoint.com/sites/Mining-comm/SitePages/Mining-Innovation-Boilerplate-text.aspx?source=https%3A%2F%2Fstantec.sharepoint.com%2Fsites%2FMining-comm%2FSitePages%2FForms%2FByAuthor.aspx%3FsortField%3DModified%26isAscending%3Dfalse%26viewid%3D4550dec1%252Df984%252D4278%252D983b%252Deffb7e71e13#what-is-sustainable-mining-by-design%E2%84%A2-short>

<https://stantec.sharepoint.com/teams/MiningESGToolbox/SitePages/TrainingHome.aspx>

<https://www.stantec.com/en/ideas/topic/energy-resources/shifting-toward-a-culture-of-sustainable-mining-by-design>

Talent Management

Employees are core to Stantec. Employee attraction and retention are critical to the long-term success of our organization. Leaders provide direction and support for employees' work, as well as their unique interests and needs. Our people are at the core of what we do. Therefore, our success depends on our ability to attract, retain, and develop highly qualified people. We focus on

developing an engaged workforce through a culture of inclusion, opportunity, and innovation. We want diversity of background, thought, and expression. Everyone is encouraged to bring their own thoughts and ideas to the table. At Stantec, different is good. </p><p>We help employees learn and grow. As we develop business objectives, we look at training and development that supports both employee growth and the business plan. We want employees to understand their responsibilities both day to day and through an annual formal feedback process. We encourage dialogue through our annual engagement survey process and participation through firm-wide and local action plans.</p>

Test <p>Test</p>

test <p>test</p>

Test 2 <p>This is a test. Do not use.</p>

Test123 <p>Testing please ignore</p>

The supplier's KPI shall be defined. The KPI shall fulfill the customer requirements and have a clear procedure to monitor the KPI status. <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL:</p>The Project Management Framework identifies the critical tasks that the Project Team must follow to manage risks and quality on a typical project. The ten points of the PM Framework are organized based on the four stages of project management: Initiate, Plan, Control, and Close-Out. These tasks represent the project requirements of our ISO 9001 Quality Management System.

Stantec uses internal practice audits as a constructive way of assessing compliance with policies, procedures, and practices, and to seek opportunities to improve practices, tools and procedures.<p>Our internal practice audit process assesses the compliance of operations with our IMS. Our internal practice auditors consisting of a small team of qualified senior professionals conduct field audits in at least 1/3 of our offices annually so that all offices are audited at least once over the 3-year term of our ISO9001, ISO14001 and ISO45001 registrations. In addition, the Edmonton office is audited every year because it is the organization's headquarters and because many of the processes being audited are centralized and managed in that office. Acquired entities are also added to the scope of ISO registration with offices randomly selected for internal practice audit each year. </p><p>Additionally, Stantec uses field level assessments as a means of evaluating conformance to mitigating controls established in the Health & Safety Framework, for projects with a field work component.</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Quality]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management team.</i></p><p></p><p></p><p></p>

There shall be a change management control. A review shall be conducted for any related changes. Change management procedures shall mention for any critical changes triggered by supplier side, it needs an official approval from customer prior the implementation. As for those changes requested by customer side, suppliers shall receive a formal notification then implement it. <p><i>[Project managers are responsible for documenting changes to client requirements, and for communicating these changes to project team members and to service providers (e.g. subconsultants and contractors) outside the Company.</i></p><p><i>Project managers use Authorization for Additional Services or Professional Service Agreement Change Orders available in the Project Management Framework to document, seek client approval, and communicate contract scope changes.</i></p><hr><p><i>DO NOT DISTRIBUTE THE

CONTENT BELOW

For questions or more information, contact the [Marketing Information Management](#) team.

Trade References **PLEASE PROVIDE THE INFORMATION FOUND IN THIS FILE**: [Stantec Credit Application](https://stantec.sharepoint.com/sites/HelpCenter/Accounts%20Payable/Forms/AllItems.aspx?id=%2Fsites%2FHelpCenter%2FAccounts%20Payable%2FStantec%20Credit%20Application%20Letter%20%2D%20EN%2Epdf&parent=%2Fsites%2FHelpCenter%2FAccounts%20Payable)

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For questions or more information, contact the [Marketing Information Management](#) team.

Transition Plan

Stantec has learned through past management of large multidisciplinary teams that fostering a culture of open communication is the key to maintaining consistency and transferring knowledge. The tone is set at the program management level by promoting the expectation that the team, client, and outcomes are served best when proactive communication is occurring at all levels. For this program, we will continually reinforce this philosophy in team members that join over the course of the contract. This approach provides governance outcomes that result in consistency and efficiency while also allowing innovative ideas to be communicated, tested, and incorporated into the overall delivery process. In addition, we develop and implement formal knowledge transfer sessions, facilitated by our experts, for our clients.

To facilitate communication and exchange of information, we will utilize a web platform for team members to access that contains deliverable templates, example deliverables, client standards, program Health and Safety Plan, contact list, and a chat function to allow team members to quickly communicate relevant information that would be useful to the larger team. This collaboration site will be incorporated within our program management platform so that team members only need to access one site for collaboration and program management information. All Stantec staff have computers that are equipped with Microsoft Office for generating high quality documents, tables, and presentations. Select employees also have AutoCAD and ArcGIS software for developing maps and figures.

Stantec has developed a formal management of change process for transitioning portfolios or projects, along with an Excel spreadsheet that has a comprehensive checklist for transitioning both large and small sites. The spreadsheet is used to transition sites between suppliers, project managers, and client representatives.

Other tools or processes we have found to be helpful in managing the transition of portfolios and projects are monthly conference calls, SharePoint or FTP sites for sharing information, and periodic budget review meetings. During monthly calls, we review progress of projects, making sure to inform the client of issues that we need assistance with, and these calls offer a forum for the client PM to inform us of changes or upcoming needs. The budget review meetings are an opportunity to discuss current project budget status and site strategy with the client PM and portfolio manager.

Stantec's Project Management Framework provides the basis for how we avoid or minimize errors on deliverables. Each deliverable is subject to at least two levels of review, a quality review and an independent review. Both reviewers are involved in the project at the planning stage. The quality reviewer is responsible for making sure that the data and text are accurate and correct. The independent reviewer may not be directly involved in the day-to-day activities of the project but has sufficient knowledge of the work scope to review deliverables and evaluate if data quality objectives have been met and if the scope of work was completed in accordance with applicable

agreements. For complex multidisciplinary scopes of work, additional reviewers may be needed for specific scope elements. The project manager is responsible for assigning appropriate reviewers.

Transmission & Distribution We understand that transmission and distribution systems coupled with ongoing changes of the power system such as load growth, addition of new load, addition of new reclosers, regulators, distribution generation or replacement of the existing aging equipment requires periodic evaluation of the utility transmission and distribution systems to verify its continued capability to reliably maintain service continuity during peak loading conditions. In addition, we provide the required engineering services needed to conduct transmission and distribution planning studies.

This involves carefully predicting the growth of peak load and its effect on the power system during single contingency outages, as well as the economic evaluation of conductor ampacities and losses, and the capabilities of switching equipment to interrupt load and fault currents. We are aware that the analysis, design, and construction of complex electrical transmission and distribution systems requires thorough engineering to verify safety, reliability, and continuity of service for the most critical components of a utility or industrial system. Our services range from studies of existing systems and recommendations for modifications, to improve full engineering and design of upgraded transmission, substations, and distribution facilities. We can study and optimize existing systems and provide recommendations for the operations and maintenance of older equipment. Our work is effective, timely, and compliant with regulatory standards. How your T&D project is developed and built is just as important as how it is engineered. Our ability to manage your project and construction ensures the quality of design is maintained through the project's construction and into asset status. We design our service delivery to be flexible and responsive, and our T&D project and construction management services reflect that. We consider your project uniquely and plan our services around your business needs. Our extensive experience working with contractors on EPC projects ensure our perfect understanding of safety, construction and budget constraints and outages as well as specific site considerations. We work in every segment of the T&D market, including transmission lines, substations, distribution, protection and controls, and smart grid, and our ability to service every stage of any T&D project means we can be a single source for all your project needs. From addressing the concerns of those involved in your project to ensuring you get the most from your project's resources, we provide services that deliver power and advance communities.

Stantec's Competitive Advantage

- Local knowledge, resources, and proven capability
- Extensive transmission and distribution experience
- Established relationships with major utilities and developers across North America
- Strong power bench in Ontario
- Large company, with local offices (flexibility of services and delivery)
- Health and safety are our priority
- Focused on delivery of technical excellence

Summary of Distribution Services

Our engineering design and engineering review services includes overhead and underground facility design, construction standards development, protection coordination studies, material specifications, and smart grid design for automated fault isolation and feeder tie closures. Combining engineering and design excellence, construction standard experience, and a local understanding of your business and community needs, we can offer you some of the industry's leading distribution services. Stantec has provided engineering, design, drafting, asset management, project management, and other technical services to the electrical distribution and telecommunications industries since 1991. Careful attention to the planning, engineering, and design of a distribution system can yield significant economic dividends. Stantec's services include design of overhead and underground systems, overhead/underground conversions, and selection and

application of distribution system components. We can make economical conductor selections, choose optimum voltage ratings, and provide technical evaluations and recommendations on other system design issues. </p><p>The design and optimization of distribution systems requires careful engineering to provide safety, reliability, and continuity of service for the many private and public services reliant on a sustained supply of electricity. Our areas of expertise also include design of distribution lines, system studies, large and small utility generators interconnect studies, project development assistance, and performance evaluation and reporting.</p>

US Safety Program Overview for Proposals <p>Overview
</p><div><p>At Stantec, we believe in doing what is right and being SaferTogether™, which includes addressing the physical, psychological, and social wellbeing of our employees, and sending people home injury-free, every day. We strive toward an interdependent safety culture, one in which safety is a team effort where we work together to identify hazards, discuss controls, and communicate our plan for how to work safely with everyone involved. Safety 100% aligns with our company values: we put people first, we do what is right, we are better together, and we are driven to achieve.</p><p>Our HSSE Program is a cornerstone of Stantec’s ISO 45001-certified Occupational Health and Safety Management System (OHSMS), which is part of Stantec’s global Integrated Management System. The HSSE Program hinges on a Hazard Recognition and Control (HRAC) process that gives every employee the authority to establish a healthy and safe work environment. We have more than 60 Safe Work Practices to help our teams identify hazards and implement controls. </p><p>These practices add up to an experience modification rate well under the industry average for the last five years running. We also keep track of other lagging indicators (injury and incident rates, motor vehicle statistics, etc.) and leading indicators (site visits/safety observations/office/field inspections, project reviews, and safety meetings) to measure our success.</p><p>Regulatory Compliance</p><p>Stantec meets ISO 9001:2015 Quality Management, ISO 45001:2018 Occupational Health & Safety Management, and ISO 14001:2015 Environmental Management standards. We subscribe to a regulatory update service for worldwide HSSE regulations. </p><p>Occupational Health & Safety — The ISO 45001 OHSMS outlines the requirements for compliance with Occupational Health & Safety legislation. We maintain a critical task inventory matrix for all work-related activities, which provides employees with measures to mitigate risk and achieve regulatory compliance.</p><p>Environmental Regulation — The ISO 14001 Environmental Management System outlines the requirements for compliance with environmental legislation. We engage and motivate employees to be good stewards of the environment and keep an environmental aspects and impacts matrix for all work-related activities to achieve regulatory compliance.</p><p>Mandatory Compliance Training — At Stantec, every employee completes annual business compliance training, and all levels of leadership undergo health and safety leadership training. Staff also complete state-, provincially, or federally mandated training as required, and we use our Learning Management System to maintain these training records.</p><p>Project Safety Procedures and Safe Work Plans</p><p>Using practices, tools, resources, and training, we help our employees manage risks in dynamic work environments. Stantec’s HSSE resources are available to all staff on our company intranet, including safe work practices and forms, regulations and requirements, a collection of safety moments to inspire staff in starting off meetings, and a repository of lessons learned on real projects. </p><p>We integrate HSSE into the entire project lifecycle—from the proposal phase through to planning, training, risk assessment, engineering and design, procurement, mobilization, execution, and debrief. Project managers develop a risk management strategy or health and safety plan to identify potential risks—a mandatory practice for

any field work. They also conduct a daily field-level risk assessment review. Project managers are responsible for communicating the health and safety plan to team members and updating the plan if project conditions or the scope change. Additionally, our Stop Work Authority gives all employees the right to stop work immediately if there is an unsafe action, behavior, omission, or non-action of any party potentially leading to injury or damage.

Safety and Subconsultants

Risk Management and HSSE developed a system to assist in prequalifying organizations or individuals that may provide work for Stantec. Prequalification verifies that they meet Stantec's minimum HSSE and insurance requirements and provides an option to initiate a subcontractor agreement. All Stantec subcontractors performing onsite project services must be prequalified through this program.

Minimizing Risk

Being SaferTogether™ and thinking proactively helps us minimize risks. We train our personnel in design risk reduction strategies and maintain a repository of "Prevention through Design" ideas for reference. This gives us additional opportunities to eliminate safety risk in manufacturing, delivery, construction, and ongoing use and maintenance of the projects we deliver. In 2021, we continued to demonstrate safety excellence with 83,000+ leading indicators, zero employee fatalities, and a total recordable incident rate of 0.32. Minimizing risk is a key component of our project process and safety vision.

Before we even pursue a project, our Project Risk Review process enables the project team and project risk committee to evaluate the opportunity. This forum candidly discusses risks and potential impacts, our capabilities to perform the work, mitigation measures for the risks, and a go/no-go recommendation.

Stantec HSSE Team

Stantec's senior leadership is committed to continuous HSSE improvement in all aspects of our business. Led by our Senior Vice President of HSSE, the HSSE team includes directors, regional managers in North America, and international country managers. Support services include over 200 office coordinators, dedicated workers compensation claims coordinators, as well as systems and administrative support staff around the globe. By supporting our leaders, clients, and employees, our HSSE team is helping them see that safety is a value of what we believe in and not just a function of what we do.

Incident Management

We investigate and report all incidents or near misses through our HSSE Incident Investigation and Management Protocol. Reporting health and safety incidents allows us to inform all relevant personnel and communicate the course of action taken (e.g., we followed regulatory requirements or implemented a control). By determining the causes of near misses and incidents and documenting corrective actions, we reduce the possibility of recurrence and continuously improve our OHSMS.

Internal Resources

One of the most significant components of Stantec's HSSE culture is the SaferTogether™ internal employee training initiative, which began in 2016. The goal is to shift our safety culture to one where everyone works together to be safe; at work, at home, and in the communities we serve. Stantec shares HSSE information with employees through a comprehensive communication strategy that includes regular features in our company magazine, company intranet articles, e-bulletins from senior leadership, office signage, presentations, and workshops.

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[HSSE]

Author: Brooke Stevenson

Developed in collaboration with Randy Jones, HSSE Manager US – South. Approved for use in proposals. Other safety-related library entries exist, but this document was developed specifically for South Region Marketing.

For questions or more information, contact Brooke or a HSSE staff member: <https://the-lens.stantec.com/sites/hsse/SitePageModern/51868/health-safety-contacts>

VAT Numbers <p>PLEASE USE THE FOLLOWING TEXT IN YOUR SUBMITTAL: </p><p>Stantec Consulting Ltd - N/A
Stantec Architecture Ltd - N/A
Stantec Consulting Services Inc. - N/A
Stantec Architecture Inc. - N/A
</p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Financial Information]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management </i></p></p>

Virtual Reality <p>It's often challenging for user groups to comment on a design that they can't visualize. The people with the most insight on how a building operates are unable to comment as they lack the technical training required to read detailed drawings. Our latest improvement to the design process utilizes virtual reality technology to bridge this gap in communication. As part of our commitment to bringing you the best project experience, we will include virtual reality design reviews at key milestones throughout each of our projects. </p><p>Virtual reality design reviews are a 1:1 virtual walkthrough of your new project before a single shovel has hit the ground. By physically moving through your new space at the design stage, all user groups will be able to inspect every inch of the design solution and identify specific changes that will greatly reduce change orders during construction. Stantec has the ability to bring 3D models into virtual reality software, which will allow your leadership, engineering, and operational teams to take a 'virtual reality' walking tour of the completed facility and to provide feedback which can be incorporated into the final design. This capability is particularly helpful in identifying design elements that need to be changed to provide ease of maintenance and operations, especially if in-person meetings are not permitted due to ongoing social distancing restrictions. There is no Wi-Fi that is required to operate the VR model, and we already have all the equipment needed to showcase the design in virtual reality. </p><p>For a confidential client, we utilized virtual reality to assess the proposed location of a work camp and saved the client \$2,000,000 by proposing a new location with fewer requirements for excavation. This is just one of many examples where virtual reality has saved time and money for our clients.</p></p>

W9s and W8s <p>NOTE: W9s are for the US and W8s are for Canada. If you require this for your proposal submission, please contact <i><a>Marketing Information Management</i><i><a></i> </i></p><p><i>DO NOT DISTRIBUTE THE CONTENT BELOW</i>
</p><p><i>[Financial Information]</i>
</p><p><i>For questions or more information, contact the <a>Marketing Information Management </i></p></p>

Waste and Resource Management - Narrative <p>For more than three decades, Stantec's experience in waste and resource management has developed across North America and globally and includes all types of projects, from waste management planning to the operational monitoring of activities through the development of infrastructure and programs.
</p><div><p>Stantec's customers include commercial and industrial generators, technology providers, all levels of government, including indigenous communities, waste industry companies, legislators and recovery program managers, and users of recovered materials.
</p><p>Our multi-disciplinary firm provides comprehensive solutions for waste management services including:
</p>Preliminary studiesLong-term strategic planningWaste auditsService optimization studiesStakeholder consultationInformation Awareness and educationEconomic and financial assessments Feasibility studies for infrastructure and programsPreliminary development with detailed designContract preparation and administrationSupport for obtaining</div></p></div>

permits

- Construction inspection, start-up
- Operational assistance
- Long-term tracking

Moreover, Stantec provides comprehensive solutions for its clients in “resource efficiency”, waste characterization, waste reduction and circular economy. In the eyes of Stantec and its partner clients, there is no such thing as waste streams, only wasted resources. Our Waste Reduction team helps our clients uncover the origin, sources, and costs (both economic and environmental) of waste generating activities, and takes steps to reduce waste generation, while providing diversion opportunities for waste that cannot be avoided. We have conducted numerous waste audits and zero waste plans for airports, institutions, industries, offices and commercial buildings and municipalities.

We have an international waste and resource management team, based in the United States, Canada, Europe, and Oceania.

Wellbeing Program & Mental Health - ANZ

Stantec has an established wellbeing program that operates across both Australia and New Zealand. The program takes a holistic approach to employee wellbeing, with focus areas including mental health, physical health, financial wellbeing, and work-life balance, reinforcing our value of 'we put people first'. Initiatives within this wellbeing program include:

Mental Health Champions: Our Mental Health Champions support and increase the number of options our people have to discuss stress and anxiety related situations for themselves or others. They work with line managers and our HR team to collectively achieve the best outcome for individuals facing challenges. Each Champion completes an accredited two-day training course to help them undertake this role. Each month Stantec employees receive a Mental Health update which acts as not only a reminder of the service but to raise awareness that 'it's okay to not be okay'. Each month's update has a theme for the duration of that month. As an example, a recent theme was How to Ask for Help. Employees were provided with a flyer providing information on how to seek help as well as a wide range of online and phone support services.

Employee Assistance Program (EAP): All Stantec staff and their immediate families have access to our Employee Assistance Program (EAP) provider, LifeWorks. Our EAP is designed to encourage employees to take the initiative for their own health and wellness. All employees (excluding casual employees) and their immediate family members are entitled to six counselling sessions annually. All counsellors are professional qualified psychologists and social workers, with peak industry body accreditation and experience.

Ilumen platform and tools: Ilumen is an online mental health platform that is designed to help our staff manage and monitor their wellbeing being over time. The app can be download to your phone through the App Store or Google Play.

What are Stantec's sources of direct Scope 1 greenhouse gas emissions (GHGs)?

Our Scope 1 emissions consist of energy usage for all buildings we occupy (whether leased or owned) and corporate vehicle fleet. We calculate associated greenhouse gas emissions and energy use following the GHG Protocol.

What are Stantec's sources of indirect Scope 2 greenhouse gas emissions (GHGs)?

Our Scope 2 emissions consist of electricity use for all buildings we occupy (whether leased or owned). We calculate associated greenhouse gas emissions and energy use following the GHG Protocol.

What are Stantec's sources of indirect Scope 3 greenhouse gas emissions (GHGs)?

Our Scope 3 emissions consist of indirect emissions for procured goods and services, business travel, line loss, and employee commuting. We calculate emissions following the GHG Protocol.

What are Stantec's sustainable purchasing guidelines? <p>Stantec actively looks to select vendors, subcontractors, and partners who practice sustainable behaviors. We influence our supply chain with our Partner Code of Business Conduct, which details our values, standards, and expectations. Stantec suppliers are managed by a corporate Procurement and Real Estate team and include providers of building leases, vehicle fleets, IT equipment, and office supplies. Subcontractors and specialty partners are managed by geographically dispersed subcontractor management teams.</p>

What educational programs does Stantec have to develop employees? <p>Stantec's approach to organizational development includes a defined career path (under a Global Career Framework), a robust learning platform (helping employees grow through education, exposure, and experience), multidimensional performance feedback (evaluating successes and areas of improvement while setting clearly defined goals for future career progress), and succession planning (offering mentoring for career progression).
</p>

What impacts do Stantec operations have on the environment? <p>Stantec's pledge to protect the environment is reflected in our Sustainability Policy and Environment Policy. As a professional services firm, our operational environmental footprint relates primarily to office energy consumption, business travel, and office supply use. We manage, monitor, and improve our environmental performance with a formal ISO:14001-certified environmental management system.</p>

What impacts do Stantec's operations have on the environment? <p>Stantec's pledge to protect the environment is reflected in our Sustainability Policy and Environment Policy. As a professional services firm, our operational environmental footprint relates primarily to office energy consumption, business travel, and office supply use. We manage, monitor, and improve our environmental performance with a formal ISO:14001-certified environmental management system.
</p>

What is Flood Predictor? <p>For communities and individuals who need to identify flood hazards, Flood Predictor is a machine learning flood hazard product that can help optimize the way they make decisions about flooding. Unlike traditional modelling, Flood Predictor provides powerful data-driven, science-based results in much shorter time spans for when and where a flood is likely to happen.</p><p>In short, Flood Predictor is a first-of-its-kind methodology that helps communities predict when and where the next flood event will occur.</p>

What mechanisms does Stantec have to measure the success/effectiveness of performance in business conduct, community, environmental, human rights, and supply chain risk? <p>Stantec sets targets to guide our Environmental, Social, and Governance (ESG) programs and assess our performance. ESG-related key performance indicators are connected to executive compensation and are disclosed annually in Stantec's Management Information Circular (MIC), which includes a detailed list of all targets. In addition, we publish an annual Sustainability Report which discloses our progress on the targets referenced in the MIC. Our Sustainability Report also details performance assessments and scores from external rating systems such as CDP, SASB, and GRI, which are based on our public disclosures.
</p>

What third-party verification does Stantec have regarding sustainability? <p>Our greenhouse gas emissions inventory is independently verified by Apex Companies and our Sustainability Report is reviewed by ISOS Group, Inc.</p>

Where can I find the federal tax ID numbers (TIN) aka federal employer identification numbers (FEIN)?

<p><i>Go to: SMKC >

Company > Prequalification Info > Finance > Federal Tax ID Numbers (TIN) aka Federal

Employer Identification Numbers (FEIN)</i></p><hr><p><i>DO NOT DISTRIBUTE THE CONTENT

BELOW</i>
</p><p><i>[Taxation]</i>
</p><p><i>For questions or more information, contact

the <a>Marketing

Information Management team.</i>
</p><p><i>
</i></p>

Where can I find the GST/HST/PST numbers for each Canadian entity? <p><i>Go to: https://marketinge

xcellence.corp.ads/documents/documentlibrary/2004.PDF</i></p><hr><p><i>DO NOT DISTRIBUTE

THE CONTENT BELOW</i>
</p><p><i>[Taxation]</i>
</p><p><i>For questions or more

information, contact the <a>Marketing

Information Management team.</i></p>

Whole Building Life Cycle Assessment (WLCA) <p>Short

Description</p><p>Whole Life Cycle Assessment (WLCA) is a method to quantify embodied

and operational carbon emissions of an asset over its life cycle. Working within a whole lifecycle

framework allows accurate judgments about how to balance savings in operational and embodied

carbon. Without a whole life perspective, achieving a net zero building is not possible. We help our

clients impose limitations on embodied emissions by understanding the key factors, the major

contributions, and the necessary actions to lessen their carbon footprint.
</p><div><p>The Whole

Building Life Cycle Assessment (WBLCA) covers every phase of the building's life. Operational emissions

and embodied emissions are the two main parts of the built environment's greenhouse gas (GHG)

emissions that we strive to measure and investigate. The ratio of operational emissions to embodied

emissions has been altered over time as buildings have become more energy efficient. In the built

environment, embodied emissions currently account for a larger portion of emissions than operational

emissions.
</p><p>The life cycle of the building is separated into various life cycle

stages:
</p>Product Stage (includes raw material sourcing, transport to facility, and

manufacturing)Construction Stage (includes transport to site and installation at the site)

Use Stage (includes the use, maintenance, repair, replacement, refurbishment, operational

energy use and operational water use, or scenarios for these life cycle stages) End of Life Stage

(includes demolition of a building, transport to end of life, waste processing, and final disposal or

scenarios for these life cycle stages)Benefits and loads beyond the system boundary

(supplementary information beyond the building life cycle or scenario for this life cycle

stage)</div><hr><div><p>LANGUAGE FOR ADDITIONS &

RETROFITS
</p></div><div><p>Existing building additions and renovations can

have a significant impact on a building's energy use and embodied carbon emissions. When a building is

first constructed a large amount of embodied carbon emissions is released into the atmosphere.

Avoiding or limiting the amount of new construction is the first step toward reducing these emissions.

To further limit the life cycle environmental impacts, and in particular, the embodied carbon emissions

from additions and renovations, careful consideration of the addition design and material choices and

their environmental impacts and service life needs to take place.</p><p>With just a few hours of

modeling and the use of the whole life cycle carbon calculator, we can assess, change, and optimize all

these factors before the design is finalized and materials are procured. Not only can we produce the required report, but we can also create a sleek, dynamic, mobile-friendly, and interactive document that demonstrates how the carbon footprint can be reduced and how decisions on the above parameters influence sustainability.

LONG WLCA

DESCRIPTION</p><p>(SEE ATTACHMENT)
</p></div>

Why Stantec (Buildings, Texas, Education) <p>The value of working with Stantec as a leader in educational facility design is that you are assured of innovative design and exceptional results. We are experts at delivering our clients' projects on-time and in-budget. We also value the importance of providing facilities that facilitate productivity while being spatially and energy efficient and easy to maintain. </p><p>Unique Qualifications</p><p>Since 1945, we have worked with over 1/3 of the Texas school districts (350+ School Districts). We know that education buildings provide unique challenges and opportunities. We believe we are qualified to address these challenges and opportunities due to our:</p>Local experience and project leadership paired with national and international thought leadershipExpertise in Sustainable Design: Over 1/3 of our Education Design Staff are LEED Accredited ProfessionalsOver 150 LEED certified projects, ranging from Certified to Platinum levels20 LEED Platinum certified projectIn-depth educational design experience and, in addition, some of our key interior designers have a strong background in workplace design which is applicable to this project.<p>Stantec is a proven leader in educational design "FIRSTS":</p>1st time TASA/TASB named three projects (all Stantec projects) to the Caudill Class in the same year (2015) - Lee ES, Coppell ISD; Lytle ES, Lytle ISD; and Shaw Center for STEAM, Katy ISD.
1st public elementary school in Texas designed to achieve Net Zero - Stantec designed Coppell ISD's Lee Elementary School to not only incorporate the environmentally friendly elements required of a Net Zero building, but also made those elements accessible teaching tools. 1st comprehensive sustainable focused Texas school in 2000 - Roy Lee Walker ES, McKinney ISD. 1st Project Based Learning Elementary School - Gloria Marshall ES, Springs ISD. 1st Net Zero Prototype in Texas - Dearing Elementary School, Pflugerville ISD. <p></p><hr><p><p>Author: South Region Buildings Practitioners
</p><p>Developed in collaboration with: South Region Buildings Marketers</p><p>Approved: During Plano ISD 2022 submission</p><p>For use by: South Region Marketing and BC2140</p><p></p><p></p><p></p></p>

Workforce Development <p>Stantec has created a comprehensive talent management program that helps staff grow and achieve success through a blended learning environment made up of both formal and informal methods. These methods include internal training courses; eLearning; attendance at conferences, seminars, and events; professional memberships; coaching and mentoring programs; and on-the-job learning. </p><p>Local Hiring – Our Discipline Team is committed to creating opportunities for the graduates from the local Universities and Community Colleges to gain experience in their chosen field. We regularly participate in the co-op programs at both University and University and have created strong relationships with the administrative bodies at both of these schools. Our goal is to provide the engineers and technologists of the future by providing opportunities to develop practical skills which can be used to further the education they have gained in the classroom. We see this as a mutually beneficially arrangement for everyone involved. </p><p>Employee Experience —</p><p>We consider the entire employee experience from onboarding to retirement. Our career development

process starts with an extensive onboarding program that includes information about benefits and company systems, as well as training on values, ethics, health, safety, security, and the environment.

Career Development We believe in putting people first. For us, this means an ongoing commitment to staff career and personal development.

Mentoring and Apprenticeship Our coaching and mentoring opportunities provide staff with guidance and support to reach their full potential. It's a two-way relationship with both partners gaining significant benefits, both personally and professionally.

Tuition Assistance Continuing education is a challenge for working professionals, but it's an important part of furthering talents and knowledge. We support staff efforts and dedication with a tuition-assistance program.

Innovation Inspires Learning If you have creative ideas and want to develop staff projects further, Stantec has a Creativity and Innovation (C&I) program. Stantec allocates more than \$5 million annually to creativity, innovation, and research activities. Our programs allow us to prepare for future client needs and promote thought leadership—a key part of the value we bring to our projects, clients, and communities.

Workload Capacity When selecting our proposed project team, we considered several criteria. Project expertise and availability are two important factors that weighed in on our selections. Our team members are committed to meeting your project goals. We monitor team workloads weekly to make sure we're able to fulfill our promises to you and have design meetings 1-2 times a month and construction meetings every other week to ensure everyone is on the same page and aligned with the Owner's goals. We are confident in our ability to meet your project deadlines. At the beginning of the process, we will discuss resources and overall schedule so our project team and [CLIENT] can commit to a framework that ensures the right team members and resources are available for the duration of design and construction. Our key team members will be present and actively participate in required monthly project meetings through design, and bi-weekly project meetings through construction, unless more frequent meetings are necessary. We do not foresee any current projects impacting our proposal work plan and other commitments to [CLIENT].

We have identified back-up resources for each discipline lead. These staff members will work closely with the design lead for each discipline on the project and will be engaged at project milestones to complete independent peer review of deliverables. Because they will be involved throughout the project, they will be capable of assuming the discipline leadership role should the unlikely need arise due to unforeseen circumstances.