

# **Management Approach: Innovation**

Innovation is essential to providing value to clients in an ever-changing world, and our innovation strategy combines proven ideas with curiosity, creativity, and digital-forward approaches to find new ways to meet client challenges, increase efficiency, and improve profitability.

To promote innovation, facilitate collaboration, and advance environmental and social thought leadership, Stantec invests millions of dollars annually to fund grants and research pursuing industry-leading ideas:

#### Micro-grants

Every Stantec employee can easily submit their ideas through an Idea Machine app installed on the desktop of all employee computers. We support the ideation process and help employees develop their ideas.

# **Greenlight Grants**

Our Greenlight Program takes innovative ideas a step further by funding early-stage prototypes and research proposed by employees. We try to focus these efforts on projects that address mega-trends like climate change and urbanization and favor the creation of interconnected, digital products to address the challenges faced by our communities. Grant recipients are assigned collaborative coaches for support in developing their ideas.

#### **Innovation Fund**

Once we have generated a prototype for an idea, the innovation fund offers more significant funding to scale an idea into a minimum viable product. The goal of this is to create a viable pathway for implementing innovative ideas in the market, while still providing significant support. Otherwise, many innovations remain "thought leadership" exercises, and don't get a chance to transform the industry.

## **Blue Ocean Strategy Process**

Utilizing a framework developed by professors W. Chan Kim and Renee Mauborgne, we strategically explore new ideas that create a leap in value for the company while unlocking new demand. Many ideas explored result from opportunities presented by megatrends such as climate change, urbanization, and water scarcity.

# **Innovative Business Opportunities**

For a limited number of opportunities that we believe can transform Stantec's business, we have an independent funding mechanism that makes time and money available for detailed idea development. These Innovative Business Opportunities (IBOs) are intended to become financially self-sustaining businesses or products.

Stantec has three IBOs: Generation AV<sup>TM</sup>,(accelerating the widespread implementation of autonomous vehicles and breaking down challenges and risks of AV project planning and implementation; CataVAULT<sup>TM</sup>, (a catastrophic operational risk readiness index that helps insurers evaluate their ability to adequately respond to catastrophic climate events); and Insight Analytics (digital and cloud-based solutions to enable transformational asset operation, management, and decision-making for municipalities and utility owners).

### **Innovation Summit**

Our Company accesses talent from around the world and understands that great achievements come from collaboration. We foster and support a high-performing culture and a stimulating work environment where we can learn from each other. Each year, we sponsor an Innovation Summit that brings employees from around the world to recognize and celebrate our most innovative projects and the people behind them, share best practices, and promote cross geography and business line collaboration.

### Research

Stantec employees frequently carry out research when directly serving clients or when strengthening capacity in anticipation of client needs. To support such efforts, we provide an R&D Resource eLibrary, pursue collaboration options with academic institutions, and partner with academic researchers to access federal funding for research.

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