

HOW WE BUILD THINGS MATTERS

Corporate Social Responsibility

AECON

12,000



EMPLOYEES

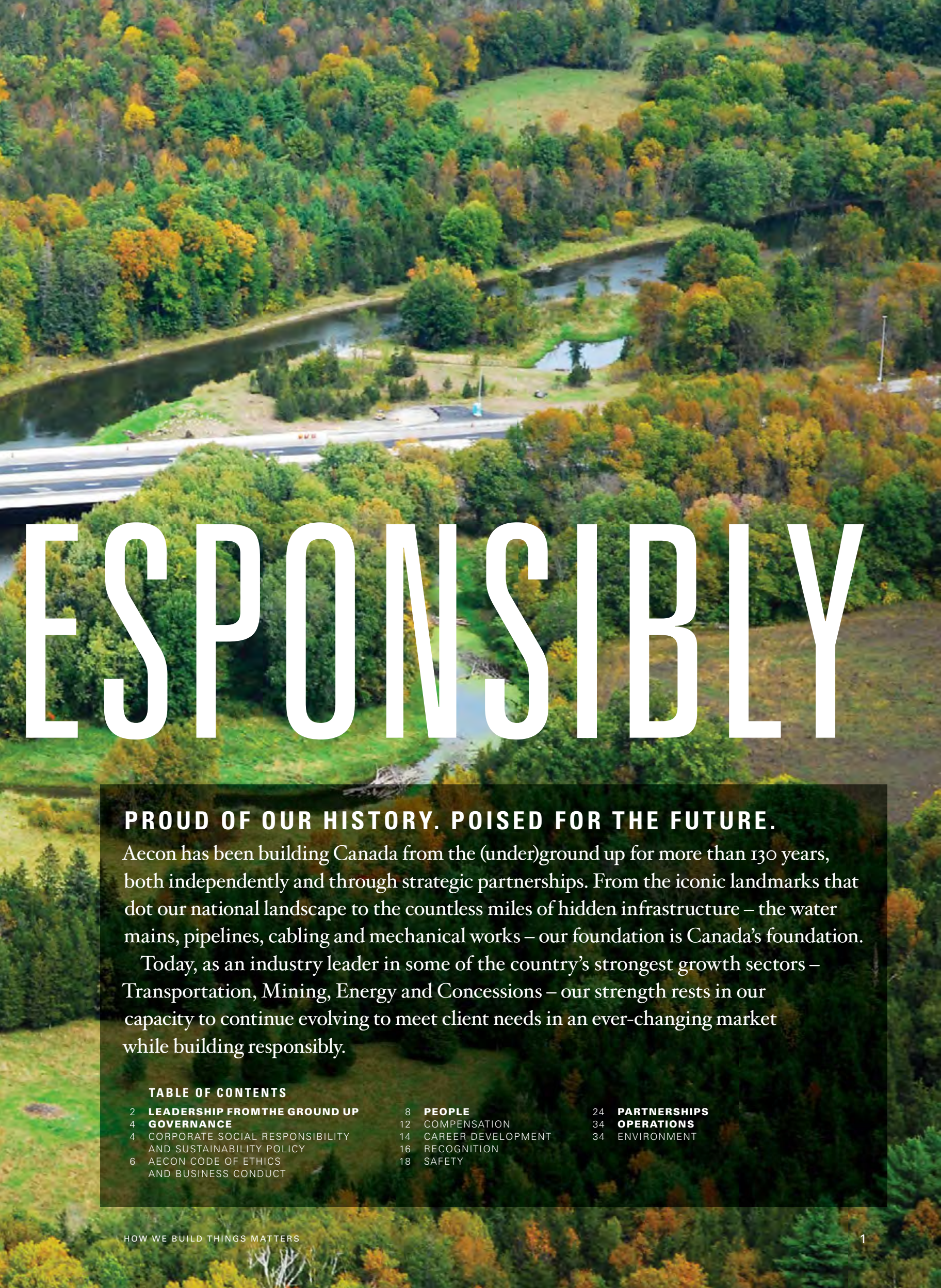
STRONG



BUILDING R



**Best
Employers**
in Canada
By Aon Hewitt



RESPONSIBLY

PROUD OF OUR HISTORY. POISED FOR THE FUTURE.

Aecon has been building Canada from the (under)ground up for more than 130 years, both independently and through strategic partnerships. From the iconic landmarks that dot our national landscape to the countless miles of hidden infrastructure – the water mains, pipelines, cabling and mechanical works – our foundation is Canada’s foundation.

Today, as an industry leader in some of the country’s strongest growth sectors – Transportation, Mining, Energy and Concessions – our strength rests in our capacity to continue evolving to meet client needs in an ever-changing market while building responsibly.

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LEADERSHIP FROM THE GROUND UP

At Aecon, the term “corporate social responsibility” (CSR) isn’t something we reflect upon or ponder as much as it’s something we simply *do* as a company every single day and have for years. The numerous elements that traditionally constitute CSR are, in fact, activities and initiatives already embedded in the Aecon culture and reflected in our daily operations and underlying business strategy.

AECON VALUE CHAIN



For us, CSR speaks to how we conduct ourselves as we proudly stand behind our corporate trademark, “Building Things That Matter.” It is a message that connects with our employees and clients alike. Everyone wants to work for a company that makes a difference in their lives and their communities.

It’s only fitting, then, that when it comes to corporate social responsibility, “How We Build Things Matters” should serve as our motto to aptly define CSR here at Aecon. And when we look at our value chain, we begin to gain a clearer picture of the *how*, as every aspect of our business structure contributes to the overall success of our company.

At Aecon, we remain steadfastly committed to the health and safety of our people but also to the highest degree of integrity through ethical behaviour. Ours is an extremely competitive industry and, from a **governance** perspective, we’re very proud to have fostered a model of

transparency over the last 130-plus years and an industry-wide reputation for lawful and ethical conduct on all levels.

Our people at Aecon make us a leader in construction and infrastructure development. We strive to hire the most talented, dedicated and qualified **people** in the business and invest in them by offering unique employment opportunities and career-long learning experiences.

And with every single project we undertake, it is the cumulative combination of people working together that forms the trusted **partnerships** upon which Aecon builds its success. Whether they be our valued clients, joint venture partners, subtrades, suppliers, Aboriginal communities or governments, we are proud of these sustainable partnerships built on the strength of shared visions and mutual core values.

Supporting our business initiatives are the **operations and processes** that embrace CSR culture. Aecon diligently works to consistently strengthen our business through a holistic approach to CSR where environmental protection and safety are supported by rigid training, compliance and enforcement.

As you read about corporate social responsibility here at Aecon, you will learn how we strive to deliver projects that support our economy and society in positive ways that are sensitive to the needs of the communities in which we operate and the environment that will be passed on to future generations.

CORPORATE SOCIAL RESPONSIBILITY

AND SUSTAINABILITY POLICY

Given the nature of the work we do and its proximity to both the environment and community, this is a key policy for Aecon. Aecon's Corporate Social Responsibility and Sustainability Policy speaks to *how* we will pursue the fulfillment of our business strategies.

The policy is designed to definitively equip all Aecon employees with a set of guiding principles for how we conduct ourselves on the job site and in our working partnerships.

A vertical photograph of a stream with a fallen log and reflections in the water. The water is clear, reflecting the surrounding greenery and the log. The log is light-colored and has some bark missing. The background is a dense forest with various shades of green.

HIGHLIGHTS

- Conduct business in a safe, socially responsible and ethical manner
- Integrate community investment considerations into decision-making and business practices
- Learn from, respect and support the communities and cultures in which we conduct business
- Integrate waste avoidance and reduction initiatives that focus on optimizing the efficiencies of space, time and materials
- Seek to endorse and deliver cleaner and more efficient energy solutions

AECON CODE OF ETHICS AND BUSINESS CONDUCT





In tandem with our Corporate Social Responsibility and Sustainability Policy, the Aecon Code of Ethics and Business Conduct outlines the corporate behaviours through which our business strategies are carried out.

1 RESPECT FOR ALL

"We all have a right to work in a respectful and professional environment. We respect our colleagues, clients and partners."

2 CONDUCTING BUSINESS WITH INTEGRITY

"In the competitive and challenging environment in which we operate, one thing must remain steadfast: Our commitment to maintaining the highest degree of integrity and ethical behaviour."

3 SAFEGUARDING COMPANY ASSETS

"We make every effort to protect all Aecon confidential information, property and assets from theft, fraud, harm, loss or misuse, especially those that are in our custody and are our responsibility."

4 PUBLIC COMPANY AND ACCOUNTING COMPLIANCE

"Aecon is a public company, and all our publicly disclosed documents must be accurate, complete, honest and filed in a timely manner and must comply with the restrictions related to the trading of Aecon shares."

5 SPEAKING UP, RAISING CONCERNS AND REPORTING MISCONDUCT

"We strive to live by Aecon's core values and our Code of Conduct. Any complaint is treated with confidentiality and will be protected from any reprisal or retaliation."

A PLACE TO CALL HOME

Ask any Aecon employee and they will say the work we do from coast to coast can easily be summarized as challenging, dynamic, fast-paced and exciting. Building the country's large, complex projects, whether it's in support of resource development, power generation, transportation networks or the enhancement of our social, manufacturing and urban infrastructure, demands dynamic, high-calibre people. And we say with pride that we have that at Aecon. Our goal is to hire the most talented, dedicated, qualified people in the business, offer them unique opportunities to grow and develop a long-term career with the Aecon family, and do so in an environment that protects our people, our partners and our environment.

The Best People

We provide our employees with one of the leading human resources teams in the industry. Our team taps into the best schools across Canada and abroad in search of leading candidates to fill a wide range of career-developing roles, from on-site project team positions to legal, finance, IT and marketing support services. Led by the guiding principles of our Aecon core values and policies, we hire for attitude, skill, potential and diversity.

Diversity

We're firmly committed to ensuring a positive and professional working environment in which all people are treated with dignity and respect. We support a fair and consistent approach to filling employment openings that is reflective of and promotes equal opportunity and culture diversity across the entire company.

We hire, train, promote and compensate employees based on their ability to do the job, as well as their dependability and potential for advancement, without regard to disability, race, ancestry, place of origin,

colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, record of offences for which a pardon has been granted, marital status, family status or same-sex partnership status.

Women in Leadership

Gender diversity at Aecon is at the forefront of our foundational thinking. We remain committed to appointing women to leadership positions across our business and seek out opportunities to hire and promote at all operational levels. Women currently fill leadership roles on our Board of Directors and Aecon's Executive Committee, and women provide operational expertise in several senior management positions.

Aecon employs numerous women throughout the business in operational, engineering and construction roles. As a construction and infrastructure development company, we're extremely proud of the great strides made in recent years toward helping women attain and fully realize their career goals at Aecon by making diversity and inclusion strategic priorities.

Respect in the Workplace

We provide a safe and healthy workplace and will take all precautions to protect employees, subcontractors, visitors and the public from workplace violence and harassment. All individuals are expected to conduct themselves in accordance with a safe, non-threatening work environment, free of violence and harassment.



We're proud of Aecon's in-house Legal Group for consistently being recognized as one of the best in the industry. Our team was recently chosen by Canadian Lawyer InHouse Carswell Media, a Thomson Reuters business, as a winner of its *Innovatio Award* in the category of Diversity, Small Departments, in recognition of the team's "impressive diversity initiatives."




**WE HIRE FOR ATTITUDE,
SKILL AND POTENTIAL**

WAG

WOMEN OF AECON GROUP

WOMEN OF AECON GROUP



The Women of Aecon Group (WAG) inspires all women to reach their full career potential through the transfer of knowledge, key learnings and shared experiences. Women from all levels of the organization meet on a regular basis to connect, encourage and mentor, woman to woman. The group's leadership consists of an Executive Sponsor, Chair, Vice Chair, Advisor and Council Members. WAG provides two programmed offerings: Quarterly Connect sessions, which are open to all women wishing to network and learn from the shared stories of guest speakers, and nine monthly Focus sessions available through enrolment for women wishing to engage in an intensive and interactive curriculum for personal and professional development.



COMPETITIVE COMPENSATION

To attract the best employees and help them build a long-term career at Aecon, we offer industry-leading compensation packages consisting of salary, benefits, profit-sharing and a performance-based bonus program. Aecon expends considerable energy continually benchmarking our company's total compensation packages.

Health & Dental Benefits

Eligible employees enjoy 100 per cent employer-paid health and dental premiums.

Retirement Planning

Aecon offers a Defined Contribution Pension Plan (DCPP) to all full-time, salaried employees, with employer contribution matching.

Employee Share Purchase Plan

Through Aecon's Employee Share Purchase Plan (ESPP), employees can share in the company's success. The ESPP offers eligible employees an opportunity to become part owners of the company by purchasing company stock through regular, automatic payroll deductions. For every dollar contributed, Aecon will match 30 cents up to a maximum employee contribution of seven per cent of their base salary.

Wellness Benefits

Aecon's Health and Wellness program provides an annual reimbursement for various health and wellness initiatives, including gym membership, fitness equipment, program fees, league fees, weight loss program fees. The benefit also extends to home safety items such as smoke detectors and fire extinguishers.

Professional Development Reimbursement

As part of our commitment to assisting in the growth and development of our employees, Aecon will reimburse approved business-related degrees, diplomas and courses at the graduate, undergraduate and professional designation levels. We also reimburse eligible employees for annual professional membership dues, where applicable and required.



CAREER DEVELOPMENT

Learning Culture is one of Aecon's core values. Career management, in turn, is a vital component of this cultural expectation. And through a broad range of internal initiatives, Aecon actively commits to, and supports, the development of both our people and their vested interest in their Aecon careers.

Our career management program is maintained through a well-developed talent management process and training and development curriculum. This dedicated focus is a win-win for our company. Helping to develop the minds and skill sets of our people in the interest of further advancing their personal development plans also provides our company with an enhanced platform of knowledge and expertise to offer our clients and partners.

Here are just a few of our focused initiatives that help support career development at Aecon:

- Technical and soft skills training
- A mentorship program
- Performance appraisals
- Upward and lateral progression
- Succession planning
- Cross-divisional experiential learning

We also strongly believe in promoting from within. Most vacancies are first posted internally, offering current employees opportunities for advancement before the search goes to an external, non-employee audience. Aecon also engages a succession planning process to proactively support future growth of the organization.

Mentoring

The Aecon mentoring program is a key leadership development initiative matching junior employees with our more seasoned professionals. The advantages are multifold, with learning opportunities for both parties and a greater appreciation for the work we do.

Other advantages include:

- Enhanced inter-divisional collaboration
- Greater knowledge of the industry overall
- Better understanding of Aecon as a diverse and multi-faceted company
- Sharper business acumen
- Stronger leadership skills

Individual Development Plan (IDP)

The Individual Development Plan is a fully customizable personal road map used in developing skills and achieving goals. The employee utilizes this self-assessment tool to take a personal inventory and clearly define the actions needed for career evolution.

The result is a formal learning and development cycle that elevates the individual in his or her current and future roles, with benefits extending to team members and Aecon as a whole.

Performance Management Reviews

Performance management at Aecon allows each member of the Aecon team to plan and work toward workplace objectives. The biannual process also identifies personal growth needs and aspirations. It is a mutual collaboration between employee and manager to:

- Review past performance and results
- Establish clear expectations for ongoing performance and provide coaching and feedback
- Establish goals and objectives and create an action plan to achieve them
- Measure and evaluate the employee's contribution to business/corporate objectives
- Ensure improved employee performance over time

Employees and their managers also work together to:

- Assess future development needs
- Discuss future job opportunities and career objectives
- Create a plan to meet the employee's career aspirations



AECON UNIVERSITY

LEARNING YOU CAN BUILD ON

Built on the foundation of our Learning Culture core value, Aecon University is our one-stop source for internal training and development opportunities for all employees. Aecon University is a virtual learning centre and jumping-off point for employee learning and development needs and career aspirations. Through a mix of both traditional in-class programming and self-paced online learning modules, Aecon facilitates a broad range of focused programming to meet today's industry and employee needs.

RECOGNITION

One of our goals at Aecon is to create a best-in-class work environment that promotes our vision, mission and core values. Formal recognition of the contributions our people make in the work they do, and the communities they serve, is a vital part of achieving this goal. And, at Aecon, we like nothing more than to formally acknowledge these valued contributions.

Aecon Employee Recognition Awards

- Aecon Extraordinary Achievement Award
- J.D. Hole Humanitarian Award
- Aecon Individual Excellence in Safety Award
- Aecon Outstanding Team Award
- "ONE Aecon" Award

Above & Beyond Program

We value the contributions of our Aecon employees on a daily basis and believe it's important to acknowledge these efforts through our popular "Above & Beyond" recognition program. The program rewards employees who take the initiative to excel in their daily work deliverables by demonstrating their dedication to our core values: Safety First; Trust and Candour; Passion for Excellence; Learning Culture; and Results-Oriented. What makes our Above & Beyond program especially prized is the framework: employees nominating fellow employees, anywhere at any time. All recipients are then entered into a monthly prize draw and an annual grand prize draw.

Employee Long-Term Service Awards

While we informally acknowledge the efforts of our people on a daily basis, we also take great pride in formally recognizing the commitment of our people toward our company's overall success. Long-Term Service Awards begin in an employee's fifth year and are

subsequently presented every five years of that employee's service. Along with their colleagues, Long-Term Service Award recipients are acknowledged and celebrated at a business-wide festive event. Each recipient is presented with an Aecon commemorative plaque and gift of their choice from our service awards online catalogue, commensurate with their years of service.

John M. Beck Scholarship Program

We offer a robust scholarship program for post-secondary-school-aged children and grandchildren of full-time permanent employees. This program provides financial assistance toward attending a university, community college or technical school program in Canada or the United States. A number of criteria must be met by all applicants, including financial need, as part of the application process. This program offers renewable scholarships of up to four years in duration for full-time study at an accredited post-secondary institution of the student's choice.

The John M. Beck Scholarship Program is administered by Scholarship Management Services, a division of Scholarship America, North America's largest designer and manager of scholarship and tuition reimbursement programs for corporations, foundations, associations and individuals.





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SAFETY MATTERS...MOST

At Aecon, *Safety First* isn't just a part of our day-to-day business...it's our number one core value. From CEO to front-line employee, the responsibility for ensuring every Aecon worker gets home safely to his or her family every day is a responsibility equally shared among all our employees.

More than simply a program, safety is in our operational DNA. It forms the foundation of how we do business. The Aecon safety culture is driven from the top down and is rooted in guiding principles that our people carry out through workplace actions and behaviours each and every day. Training, mentoring, reward and recognition are all hallmarks of our commitment to safety and to nurturing an environment focused on protecting our people, the public and the environment.

Aecon Environmental Health and Safety (EHS)

Developed internally and based on established behavioural safety techniques, the Aecon Environmental Health and Safety (EHS) program meets international standards and utilizes industry-leading practices. Audits are conducted across all Aecon operations to ensure consistency in the effective implementation of the program and to identify any emerging opportunities for further improvement.

Highlights:

EHS Management System:

The Aecon RedBook is our EHS manual. It precisely details every component of the Aecon EHS Management System and operational standards. A mandatory hard copy of the RedBook exists in all workplaces, including with our mobile crews. It's electronically available to all employees and subcontractors and is updated on an annual basis to reflect industry best practices and legislative changes.

Aecon Safety Week: For more than 10 years, Aecon has been honouring our commitment to safety and exemplary safety record with an annual celebration. Over the course of a dedicated week in October, more than 15,000 employees, subcontractors, clients and invited guests gather at Aecon project sites and offices across the country. Among the featured events are the annual CEO Safety Day Toolbox Talk, the unveiling of the annual Safety Day poster and a review of the year's safety highlights.

Standardized Supervisory Training:

The Aecon Common Core Supervisor Training Program is a mandatory part of every supervisor's agenda at Aecon. The focus is on ensuring all our supervisors are capable of providing the appropriate stewardship for health and safety in our workplaces. Additional training is provided on a continual basis, with programming geared to specific work activities.

Safety Councils: Six Safety Councils operate across the company with the express purpose of ensuring continual enrichment of our organization's safety culture. Council members include presidents, vice presidents and senior managers from Aecon's various business units.

Joint Health and Safety Conference:

With representation from both workers and management, members of Aecon's Joint Health and Safety Committees gather each June for an annual health and safety conference. The conference provides a valuable forum for key learnings, networking and sharing of best practices from across the company.

Key Performance Indicators (KPIs):

Judiciously monitored by Aecon leadership and safety teams, key performance indicators – both leading and lagging – provide the best available information for proactively improving workplace safety. KPIs are frequently reviewed to ensure our Aecon EHS program is being effectively implemented.

Contractor Management: Contractors performing work on behalf of Aecon are also expected to adopt and exhibit positive safety culture and practices at all times while performing work on an Aecon project. To aid in this process, all contractors are required to register via the Aecon prequalification program, where their health and safety programs, records and performance can be reviewed when they're being considered for any future work.



OUR SAFETY GUIDING PRINCIPLES

- Safety is an inherent part of our corporate culture; it's not just a program
- Managing safety is the responsibility of everyone in the organization
- All injuries are preventable
- Accidents don't just happen; they are caused

HEALTH AND SAFETY PERFORMANCE

When it comes to health and safety performance at Aecon, leading and trailing indicators are our measuring tools. These indicators allow us to monitor our safety results and measure our effectiveness at avoiding incidents. Through this, we're able to hone our core safety program to ensure consistent improvement in overall safety performance.

Ultimately, Aecon wants every employee to go home safe each and every day. In 2014, we self-performed 19.2 million hours of work with just one lost-time injury and an overall lost-time injury (LTI) Frequency rate of just 0.01 LTIs per 200,000 hours worked. Prior to that, Aecon had logged **a record 24 million consecutive hours with zero lost-time injuries**. We take great pride in our safety results but, to us, even one lost-time injury is one too many.

Leading Indicators

Over the last several years, the Aecon safety program has made a significant shift toward focusing on leading indicators versus trailing indicators. By addressing

and analyzing proactive behaviours, we can better anticipate opportunities to prevent accidents and injury. This focused attention on proactive behaviours and activities has net a significant return for safety at Aecon.

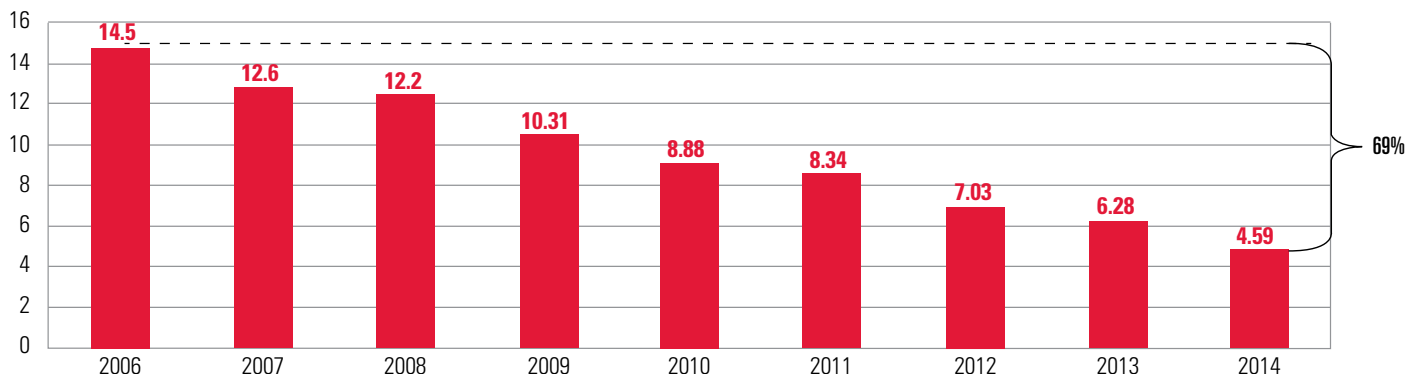
Leading indicator initiatives at Aecon:

- "Safety Moment" at the top of every meeting at an Aecon site or office
- Workplace orientations
- Scheduled safety-specific meetings
- Weekly ToolBox safety talks with all operations employees
- Supervisor EHS inspections
- Hazard assessments (Job Hazard Analysis, Job Assessment Risk Review,

Failure Modes and Effects Analysis)

- Behavioural observations
- Dedicated training activities (fall arrest, traffic control, confined space)
- Safety Committee meetings
- Safety Opportunity Reports
- Workplace-specific initiatives based on the analysis of trends (for example, workplace changes, training, standard operating procedures)
- Safety conferences
- Aecon Safety Week

Signifying a construction industry first, Aecon has adopted the Failure Modes and Effects Analysis (FMEA) system used at leading-edge organizations like NASA. FMEA is designed to identify potential safety issues and correct them before they can do harm.



2014 Non-LTI Frequency Rate of 4.59% (per 200,000 hours worked)



69%
reduction in non-lost-time injuries

Recent Health and Safety Program Initiatives

Aecon has rolled out several recent initiatives to improve overall health and safety culture:

Safety Opportunity Program:

Designed to empower all Aecon employees, subcontractors and visitors when it comes to safety engagement, the Safety Opportunity Program provides a process for reporting on, or making suggestions toward, safety opportunities in the Aecon workplace. Reporting can be carried out electronically, on paper or verbally. When a Safety Opportunity is reported, notifications are sent to the appropriate Aecon managers and EHS staff, prompting a coordinated and appropriate follow-up. A great success to date, the program's proactive measures have helped to further reduce safety risks in our workplace.

New Worker Program: New workers are a valuable resource for our company and our industry. In tandem with their workplace performance, new workers must be trained and mentored in all safety-related matters. Instilling the appropriate safety behaviours and attitude fosters an ideal safety culture that keeps our workplaces – and our new workers – safe. Aecon's New Worker Program features specific training, mentorship periods and a unique identifier in the Aecon green hardhat.

Glove Tether Program: Handling materials and tools and completing day-to-day activities on an Aecon work site generate a multitude of situations where the use of hand protection is required. Aecon launched its Glove Tether Program with the objective of ensuring that when an employee needs those much-needed gloves, they're hanging right at his or her hip.

Industry Acknowledgements

Aecon takes great pride in its commitment to safety and safe work practices. We're also proud of the industry acknowledgment we receive each year in recognition of that commitment from clients and industry associations for health and safety performance across Canada. In 2013, Aecon was presented the **National Safety Award by the Canadian Construction Association** for our commitment to driving best practices beyond legislative compliance and using our resources to eliminate health and safety risks.

In 2014, Aecon was pleased to be recognized by the Ontario General Contractors Association and the Vancouver Regional Construction Association for leadership in safety performance.

VOLUNTEER INITIATIVES

We encourage all of our employees at Aecon to volunteer actively in their communities. We embrace and encourage their world-changing enthusiasm as they generously lend their talent, time and compassion to causes close to their hearts. Through this support, we gain a better understanding of the communities we touch as we look for the best ways to make a positive impact in the lives of many.

Employee's Choice

All of us at Aecon are committed to improving the communities in which we live and work. Our employee-driven Employee's Choice program provides an easy platform and direct line of communication for our employees to seek support for their favourite charities. The program aligns Aecon's charitable activities directly with those of our employees, giving them a hand in deciding how and where our community dollars are spent.

Giving Back:

The From Ainsley Organization

From Ainsley, an organization founded by Aecon employee Tyler Cooper and his wife, Cathy, collects hundreds of toys and raises funds for Toronto's Hospital for Sick Children in honour of their infant daughter, Ainsley, who passed away from a rare genetic disorder in 2013. Fuelled by passion and love, the initiative takes a selfless approach in helping children overcome unfortunate circumstances.

Alzheimer Society of Nova Scotia's Duck Derby

The annual Alzheimer Duck Derby in Nova Scotia is a race involving 10,000 rubber ducks that are sent on a brief voyage along the Halifax Harbour waterfront each September. For the last number of years, Aecon has been a key player in this annual event, helping to raise more than \$120,000 and constructing a simple chute used to safely slide the rubber ducks into the harbour.

Habitat for Humanity – Women Build GTA

Every year, Habitat for Humanity holds an annual fundraiser that promotes the involvement of women in the construction of homes by hosting projects where the majority of the planning and execution is undertaken by female volunteers. Hundreds of Aecon women over the years have donated their time, talent and energy. Last year, \$22,000 was raised in just under 20 weeks for the Women Build GTA.

Wickenheiser Female World Hockey Festival

In November 2014, Aecon participated as a Gold Sponsor, donating \$25,000 to the Wickenheiser Female World Hockey Festival event (also known as Wick Fest in Calgary). Employee volunteers spent more than 30 hours supporting the tournament, which included timekeeping, scorekeeping, game sheet coordination and the sale of 50/50 tickets.

Annual Trees for Watershed Health

Conservation Halton's Trees for Watershed Health program is designed to unite the community by planting trees to increase forest cover in the watershed. A dedicated group of Aecon employees have each year enthusiastically joined the more than 4,000 volunteers who have to date planted 41,000 trees, come rain or shine, at Kelso Quarry Park in Milton, Ontario.

Shoes for Schools

Our Aecon Mining office in Brantford, Ontario, knows the meaning of "giving back." Employees donated 42 pairs of new shoes, dozens of socks, warm hats and mittens to children in need attending Princess Elizabeth Elementary School. Thanks to their generosity, the school's principal stated many of his students no longer had to spend the day in wet boots during the cold, winter season. Now outfitted with dry shoes, the children could fully participate in daily activities like physical education classes.

Holiday Giving Initiatives

The Aecon Food and Toy Drive

This has become a cherished company-wide holiday season initiative. Each year in early December, employees across Canada donate hundreds of pounds of new toys and dry goods in support of their favourite local charities.

Strathcona Holiday Bureau

This is a charitable campaign where employees from across each business unit in Edmonton and Calgary donate non-perishable food items and toys. Since 1979, the Strathcona Christmas Bureau has been bringing holiday joy to those less fortunate each holiday season.

Santa's Anonymous Live and Silent Auction Program

Each year, Aecon employee volunteers in Fort McMurray, Alberta, host the annual Santa's Anonymous Live and Silent Auction program. For the past three decades, the program has provided disadvantaged families, seniors and singles with food hampers and presents in time for holiday celebrations.

Aecon's Annual Golf Tournaments

Every year, Aecon employees from coast to coast rally together in support of various charity golf tournaments. Last year, more than \$100,000 was raised across Canada between numerous tournaments such as the decade-and-a-half old Industrial Central Charity Golf event held in the Kitchener-Waterloo area of Ontario, the annual Buildings GTA Charity Golf Tournament, and the Canonbie Golf Tournament held annually in Edmonton, Alberta.



10,000

rubber ducks launched for the
Alzheimer Duck Derby

\$120,000

raised in donations

PARTNERSHIPS

Aecon has a long history of successful partnerships. After all, partnering is how we conduct all of our business. No matter what the contractual framework, every project we undertake involves the development of a trusted partnership with our clients, subtrades, suppliers, local communities, government and project and joint venture partners.

Many of our large, complex projects have been completed under public-private partnerships and alternative finance agreements, a framework we helped to pioneer more than two decades ago. These strategic partnerships have increasingly enabled our country's growth opportunities and further strengthened Aecon's reputation for being a partner of choice in today's construction and infrastructure development activities.

Aecon Project Partnership Models

- Joint ventures
- Long-term preferred supplier contracts
- Negotiated, specific-term contracts
- Long-term strategic alliances*

**Some of Aecon's strategic alliances, such as with utilities clients like Union Gas, Enbridge, and Enwave, have been successfully in place for more than a decade, with multiple renewals of those contracts. It's a testament to the power of collaboration and partnership!*

A project carried out within a formal partnership model often results in successful outcomes for all parties, particularly in a climate of shifting business needs, market uncertainty, technology changes and rising competitive pressures. Partnerships share risks and rewards and look for win-win results. When Aecon has a direct impact on the strategic priorities of our clients, we fully acknowledge the mutual trust and commitment to project

schedule and costs. What's more, the level of expertise and value proposition of an industry leader like Aecon defines the partnership and lays the foundation for project success.

When it comes to Aecon's partnerships with employees, suppliers and joint ventures, we build these relationships on a culture of shared beliefs, vision and core values. This collective approach extends to common ground in corporate social responsibility. Partnerships built on these guiding principles are sustainable over the long term and beneficial to all members of the circle.

OUR PARTNERSHIPS
REACH ACROSS
MANY LEVELS



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ABORIGINAL COMMUNITY ENGAGEMENT

We're dedicated to pursuing a sustainable and lasting effect on individuals, communities and future generations through mutually beneficial projects and partnerships. We build these relationships on a foundation of trust, respect and understanding and, in this way, work cooperatively and collaboratively with Aboriginal communities across Canada.

Aecon's Aboriginal 360° Strategy supports the engagement and participation of all Aboriginal communities. Over the years, we've developed an extensive network of such partnerships across Canada and continue to foster these relationships with Aboriginal employees, businesses and communities through an inclusive approach:

- Facilitating partnerships between Aecon and Aboriginal organizations and businesses, including joint ventures and strategic alliances
- Establishing employment, education and training, and apprenticeship opportunities for individual Aboriginal community members
- Actively developing an awareness of Aboriginal culture across Aecon
- Understanding the potential impact of Aecon's business operations on Aboriginal communities

ENGAGING COMMUNITIES

Aecon strives to increase capability and capacity within Aboriginal communities by working with students, educators, local businesses, suppliers and contractors. We work closely with qualified labour groups and educational institutes to offer diverse education and training, and we are committed to fair and equitable employment opportunities associated with Aecon activities and projects.



ABORIGINAL INITIATIVES ACROSS CANADA

When it comes to partnering with communities, there is probably no better example than that of Aecon's work and commitment to Aboriginal communities across Canada. We support the inclusion, engagement and participation of an Aboriginal workforce across Canada, and we have developed an extensive network of nationwide partnerships based on sustainable and mutually beneficial programs. We endeavour to be a responsible partner and build our relationships on respect, understanding and trust.



AECON REMOTE TRAINING CENTRE (ARTC)

BRINGING INNOVATION AND COLLABORATION TO REMOTE COMMUNITIES

For many students looking to take their first educational step toward a bright future, a myriad of options is typically available to them within a few hours' drive of their local neighbourhoods. In many remote communities, however, where cellphone reception and Internet connectivity are basic and often unreliable, students must often leave the strong social bonds of family and community to travel great distances to seek further education. Now, through a unique and innovative Aecon-led partnership, one remote Aboriginal community has successfully opened the doors of educational opportunity... by closing the distance on education.

A first of its kind, the **Neskantaga Training Centre (NTC)** in the Matawa First Nation community of Neskantaga, Ontario, sits on a raised piece of land overlooking an inspiring view of Attawapiskat Lake. No more than a five-minute walk from most points in the 400-resident community, the NTC is a multi-purpose facility built to educate and bring remote communities even closer together. It houses a sizable classroom area, a fully functional kitchen, washroom, office space and enough technology to bring education programs from around Canada straight to the minds of Aboriginal students.

"Because it's something completely different than anything they've seen before, the community has been amazed at how high-tech the training centre really is," says Bill Clarke, Aecon's Vice President of Aboriginal Affairs and inventor of the remote training centre concept. "When I came up with the idea, I knew it had to be something effective and impactful. The youth growing up in Neskantaga haven't been exposed to this type of technology, so you can understand how overwhelming it might be to go from using a land-line telephone to having a real-time conversation with someone on a flat-screen television."

Acting as the catalyst, Clarke began searching his contacts list for potential partners. The first step was to reach out to Cisco Systems to supply all of the training centre's networking equipment. Next, Clarke drummed up excitement at Bell Canada, which provided the broadband connectivity required to connect the training centre to the digital world. Together, with Aecon as constructor, the partnership developed a cost-effective budget that was presented to the provincial government for funding. This approach increases the training centre's viability, making it ready for expansion into other Aboriginal communities. Kiiikenomaga Kikenjigewen Employment and Training (KKETS) – an organization aimed at helping Matawa First Nation members develop their skills through education and training – completed the necessary applications to secure the funding through the Ontario Ministry of Training, Colleges and Universities (MTCU). Once the funding was granted, the partnership set the project in motion.

As pieces began falling into place, Clarke realized that a building of modular construction, packaged flat like an IKEA product, would be much easier to transport in a small plane than would a full-sized, pre-constructed trailer. Aecon reached out to ATCO Structures and Logistics for the creation of a workable design for a modularized facility. After the project design was confirmed, the site was selected and approved by Chief Peter Moonias and his council. Working together, the partnership began building the necessary components (i.e., insulated wall panels averaging four feet wide, 10 feet high and 10 inches thick) and packaging them for shipment to Neskantaga via cargo plane.

"The logistics involved with building this project were extremely challenging given how remote Neskantaga is," notes Justin French, Aecon Programs Director, who is credited for quarterbacking the coordination among the partners. "From designing a building that could be transported by cargo plane to labour logistics, this project kept everyone involved on their toes. We're really happy with the end product though. It was such a rewarding experience to see the training centre in operation a month after we turned it over. I feel very privileged to have been a part of such an important Aecon initiative."

Outfitted with state-of-the-art technology, including a 70-inch Smart Board, a 70-inch LED HDTV and high-speed satellite broadband connectivity, as well as individual laptops, students are connected to a world where higher learning is at their fingertips. The NTC directly connects to e-learning tools and programs from various endpoints to offer an extensive curriculum, including access to secondary and post-secondary institutions, safety training courses, trades and technical certifications.

"Our educational offerings support Aecon's 360° Sustainability Strategy by offering comprehensive training and education, which, in turn, creates meaningful employment opportunities within or close to their community," notes Clarke. "The strategy will help build self-confidence through achievement and skill development to give youth the ability to successfully make the transition to an institute of higher learning with a much greater success rate. Overall, this training centre is a tool providing an opportunity for a better future, community development and long-term sustainability in remote communities."



Grand opening of the Neskantaga Remote Training Centre in Neskantaga, Ontario



70 INCH SMART BOARD 70 INCH LED TV



ACCESS TO EDUCATORS WORLDWIDE

HIGH-SPEED



SATELLITE BROADBAND CONNECTIVITY



INDIVIDUAL LAPTOPS

CONNECTED TO E-LEARNING TOOLS AND PROGRAMS FROM A RANGE OF EDUCATIONAL SOURCES

AECON AND SIX NATIONS FORM JOINT VENTURE



Forming strategic partnerships is a core component of Aecon's business strategy. In Ontario, Aecon was pleased to recently enter into a joint venture (JV) agreement with the Six Nations Elected Council vis a vis the Six Nations of the Grand River Development Corporation. The partnership means the two entities can now work side by side to complete a broad range of utilities-related work in the Haldimand Tract of southwestern Ontario, an area that is of historical importance to Six Nations. Scope of work will include

clearing rights-of-way, completing restoration contracts and addressing meter hazard avoidance and out-of-date meter programs.

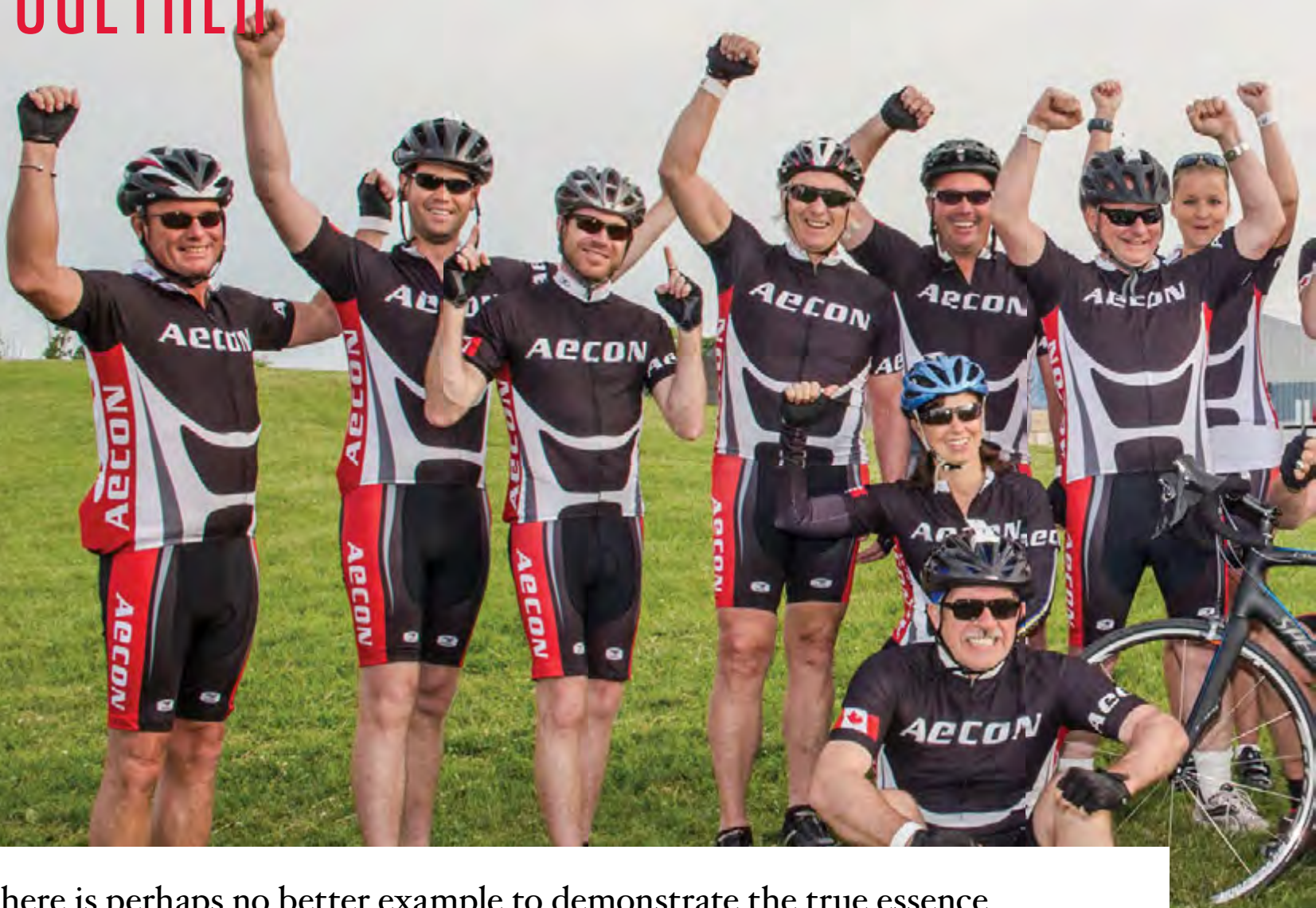
"A partnership of this nature with a prominent company such as Aecon exemplifies the capability of the Six Nations people to collaborate and participate in the economic opportunities that exist within the Haldimand Tract and beyond," said Ava Hill, Chief of Six Nations Elected Council.

Six Nations of the Grand River consists of the Mohawk, Seneca, Oneida, Cayuga, Onondaga and Tuscarora nations, representing the largest population of all First Nations in Canada.





CONQUERING CANCER TOGETHER



There is perhaps no better example to demonstrate the true essence of our client and supplier partnerships than the Enbridge Ride to Conquer Cancer.

The largest cycling fundraiser in Canada, both in numbers participating and funds raised, the Enbridge Ride to Conquer Cancer (RTCC) hosts annual charity rides in British Columbia, Alberta, Ontario and Quebec. Since its inception in 2008, the event has raised more than \$262 million

for cancer research, treatment, prevention and care at the Alberta Cancer Foundation, BC Cancer Foundation, Princess Margaret Hospital Foundation (Toronto) and the Jewish General Hospital Segal Cancer Centre (Montreal). The money raised represents a momentous contribution

to the fight against a disease that has an impact on one in four Canadians.

In the early years of Aecon's involvement, it was our executive team that carried the torch on behalf of our company, jumping on their bikes, riding the two-day, Toronto-to-Niagara route and raising

Enbridge has raised over

\$262 MILLION

since 2008

Aecon participation has grown

50% EACH YEAR

200 km 

over two days



PHOTOS COURTESY OF ROB SOMBOLIN

thousands of dollars for the cause. Since then, Aecon's level of participation has grown exponentially each year. We now have, on average, some 30 employees riding each year under the official Team Aecon banner in Ontario and Alberta, all wearing branded uniforms designed by our in-house graphics team and generously donated by our Corporate Finance Team. What's more, many employees who do not actually ride in the event contribute thousands of dollars in sponsorship of our Team Aecon cyclists, while many

others serve as event volunteers and cheerleaders, lining the route, shouting their support with family and friends.

Our commitment to fostering great supplier partnerships is also evident with this event, as many of our key suppliers make personal and corporate donations in support of Team Aecon cyclists, while others have personally joined alongside us as participants in the ride each year!

Today, Team Aecon consists of men and women with all levels of cycling ability, from club cyclists to novices, and includes family members, friends

and at least one cancer survivor. Crossing the finish line after two gruelling days and some 200 kilometres is a very emotional experience. We are thrilled to participate in this event with our colleagues and partners alike and honoured to be able to share the passion Enbridge has brought to their quest to conquer cancer in our lifetime.

ENVIRONMENTAL PROTECTION

RESPECTING THE ENVIRONMENT IS
OUR COLLECTIVE RESPONSIBILITY

Aecon takes a holistic approach to corporate social responsibility, infusing environmental safety and protection with rigid training, compliance and enforcement. Our commitment to the environment is reflected in our pursuit of the latest innovative technologies designed to safely minimize our impact while providing operational efficiencies. To us, this means striving to deliver infrastructure that supports our economy and society in ways that are sensitive to the needs of the communities in which we work and to the environment that

will be passed on to future generations. In this way, we aspire to have a positive impact in the communities where our business is conducted.

We understand that sustainability is just as important to our clients and their stakeholders as it is to our shareholders and employees. It is part of how we create value as a company and continue to be accountable for the work we do and the manner in which we do it.

Aecon's vision is not just to build things that matter, but to build responsibly. We recognize the interdependent

connection between environmental and economic sustainability and never lose sight of our reputation as an environmentally conscious organization.

Whether we are constructing LEED-certified facilities for partners like Union Gas or constructing roads and bridges through environmentally sensitive greenfield areas, our guiding principles and work practices reflect this commitment.

We understand that sustainability is just as important to our clients and their stakeholders as it is to our shareholders and employees. It is part of how we create value as a company and continue to be accountable for the work we do and the manner in which we do it.



ENVIRONMENTAL ASSESSMENTS AND CLIENT REQUIREMENTS

Aecon strictly adheres to environmental assessments provided by our clients' engineering firms. As due diligence, we conduct our own environmental assessments, in addition to the study provided, in order to further protect human and environmental health.

Sample Management Plans:

- Air Quality and Dust (AQDMP)
- Noise and Vibration (NVMP)
- Aquatic (AMP)
- Terrestrial (TMP)
- Groundwater (GMP)
- Stormwater (SWMP)
- Erosion and Sediment Control (ESCMP)
- Soil and Groundwater (SGMP)
- Archaeology Risk (ARMP)
- Cultural and Built Heritage (CHMP)
- General Waste and Hazardous Materials (WHMP)

ON-SITE TRAINING & PRACTICES

THE AECON PILLARS OF ENVIRONMENTAL SUSTAINABILITY:



Aecon takes great pride in our track record of effectively conducting operations in a manner that is conducive to the protection of our natural environment. And just as every Aecon project is unique, so, too, are the environmental considerations we incorporate into our overall project plans.

Aecon maintains strict environmental policies relative to:

- Groundwater management
- Streamflow protection
- Protection of aquatic life and habitats
- Minimizing terrestrial impacts
- Scheduling around nesting and migration

To support successful delivery on these environmental commitments, Aecon ensures our on-site workers receive focused training for a comprehensive understanding of environmental protection procedures and responsibilities.

Such training covers:

- An overview of the Environmental Assessment (EA) Plan
- Legal compliance requirements
- Regulations
- Contractual agreements
- Adherence to Aecon environmental policies and procedures
- Tactics to minimize environmental impacts

- Reporting procedures for any environmental incidents or witnessed non-conformity
- Handling of hazardous material
- Disposal/recycling of all job site materials

From our perspective, it's imperative that we meet not only the requirements of local laws, regulations and contractual agreements, but also our own Aecon green standard of environmental sustainability.



WALKING THE SUSTAINABILITY TALK

When it comes to corporate social responsibility, Aecon demonstrates environmental sustainability by walking the talk, especially when it comes to energy conservation in our corporate headquarters. This example is set so that others may follow.

Aecon is partnered with our Property Management Real Estate Services teams at our Toronto and Calgary corporate headquarters. These partnerships ensure that best-in-class environmental sustainability practices are undertaken as we conduct our corporate activities on a day-to-day basis.

Take our Aecon East Headquarters, for example. We are partnered with Bentall Kennedy Canada LP to jointly participate in a significant number of energy-saving and green initiatives at 20 Carlson Court in Toronto. Among them:

- // LED lighting
- // Occupancy sensors
- // Lighting control timers
- // A timer-based HVAC system
- // A smart irrigation system that reduces operational water consumption by up to 36 per cent over a traditional system
- // Overall energy savings monitored on a continuous basis, with real-time results displayed on LED monitors in the building lobby
- // Chemical-free green cleaning products

Other environmental initiatives offered through this partnership include SMART COMMUTE, which assists commuters in exploring sustainable transportation options, such as carpooling, public transit, cycling and teleworking. Preferred parking spots are assigned to carpoolers, similar to the existing preferred “eco-parking” spaces reserved for hybrid and electric vehicles.

Bolstering our Carlson Court energy conservation partnership with Bentall Kennedy is an eco-friendly waste management program including organics collection, as well as a comprehensive recycling program.

Thanks to these recycling efforts, 57.1 per cent of our building waste has been diverted from landfill. If we include waste that was sent out of province as part of a partnership to convert that waste into energy, that number rises to 76.4 per cent. It’s a strong statement for what can happen when we work together toward a unified goal.

THANKS TO OUR RECYCLING EFFORTS

76.4 
PER CENT

OF OUR BUILDING WASTE HAS BEEN DIVERTED FROM LANDFILL.



FOREVERGREEN
Responsible Property Management

**Bentall
Kennedy**
Our foundation is
SERVICE

RECYCLING

Thanks for doing your part to protect the environment.

Drop Here



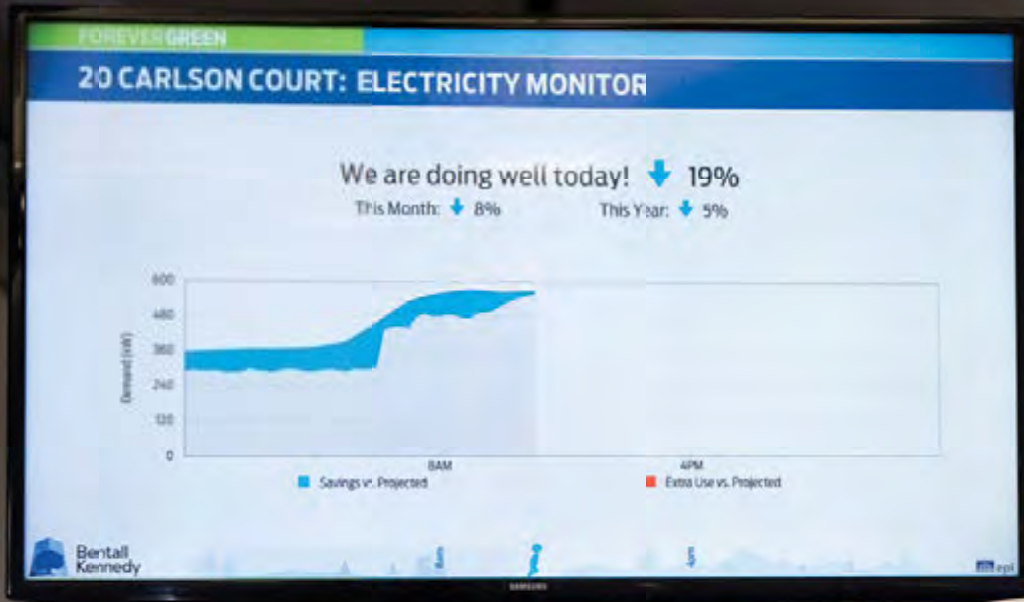
Drop Here



Drop Here



Toner
Cartridges



HIGHLIGHTS

30,000



hand-planted aquatic plants

50%



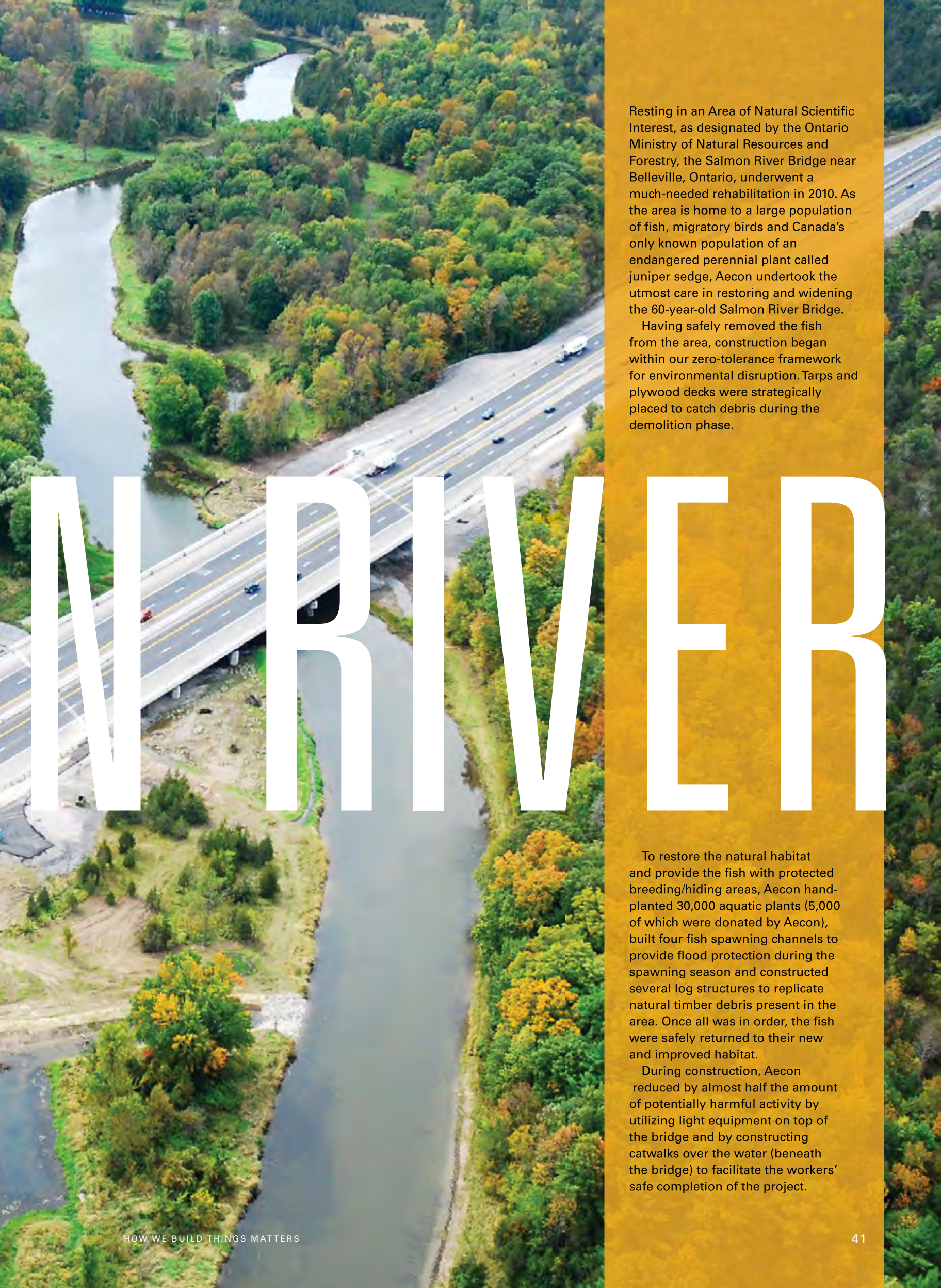
reduction of potentially harmful activity

4



fish spawning channels built

SALMO



SALMON RIVER

Resting in an Area of Natural Scientific Interest, as designated by the Ontario Ministry of Natural Resources and Forestry, the Salmon River Bridge near Belleville, Ontario, underwent a much-needed rehabilitation in 2010. As the area is home to a large population of fish, migratory birds and Canada's only known population of an endangered perennial plant called juniper sedge, Aecon undertook the utmost care in restoring and widening the 60-year-old Salmon River Bridge.

Having safely removed the fish from the area, construction began within our zero-tolerance framework for environmental disruption. Tarps and plywood decks were strategically placed to catch debris during the demolition phase.

To restore the natural habitat and provide the fish with protected breeding/hiding areas, Aecon hand-planted 30,000 aquatic plants (5,000 of which were donated by Aecon), built four fish spawning channels to provide flood protection during the spawning season and constructed several log structures to replicate natural timber debris present in the area. Once all was in order, the fish were safely returned to their new and improved habitat.

During construction, Aecon reduced by almost half the amount of potentially harmful activity by utilizing light equipment on top of the bridge and by constructing catwalks over the water (beneath the bridge) to facilitate the workers' safe completion of the project.

HIGHLIGHTS

622 

rare butternut trees planted



Built special dam to protect an endangered turtle's habitat during pre-construction.

TERRY FOX DRIVE EXTENSION





ON — BLANDING'S TURTLE

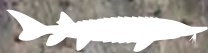
Terry Fox Drive in Ottawa, Ontario, is home to an extraordinary variety of rare and protected plants, trees and animals. Tasked with the job of extending the road six kilometres through undeveloped marshes and forests, Aecon crews were vigilant in preserving the very essence of the area's ecosystem.

With roughly 13,000 butternut trees left in southern Ontario, approximately 100 of these small trees stood directly in the path of the extension. Trees not in the way were carefully fenced off, and any tree below a certain size was slated for transplanting. And while a handful of larger trees had to be removed, they were later replaced by 622 new butternut trees. While in the midst of operations, an area of naturally occurring American ginseng was also discovered and immediately fenced in until botanists from the University of Guelph harvested the perennial herb for relocation to a protected area.

As Aecon discovered, the area was also home to various frog species, the eastern milk snake, an abundance of birds (including the threatened golden-winged warbler) and the endangered Blanding's turtle, which, by law, cannot be touched or moved. Since it can take up to 25 years for these turtles to reproduce, even the loss of a few adults can have a significant impact on the local population. To protect the turtles, a dam was built during the project's pre-construction phase and located beside the turtle pond to keep silt from washing into the waterways. A fence on top of the dam kept the turtles from entering.

Once road work was completed, a permanent fence was installed on both sides of the pavement alongside five intersecting box culvert animal crossings designed to prevent animals from making their way onto the road. The culverts were lined with twigs and soil to accommodate the turtle's strong dislike of travelling across concrete.

HIGHLIGHTS



Utilized an innovative sturgeon-exclusion screen to protect endangered white sturgeon



Carefully relocated wildlife to more suitable and less-populated forested areas

WANETA HYDROEL



ELECTRIC EXPANSION

A shining example of Aecon's commitment to sustainable development, the Waneta Hydroelectric Expansion project was designed to make more efficient use of water flow at this existing British Columbia dam. With that mandate, however, came tremendous opportunities to also protect the environment and wildlife of the Pend-d'Oreille River valley.

Aecon ensured all on-site workers, including subcontractors, were trained in environmental and regulatory awareness from the get-go, creating an astute, environmentally conscious workforce that shared the same vision. Crews waited patiently for nesting birds to develop the ability to fly before trees were cleared from the job site. A female black bear, her two cubs and a subadult were discovered and carefully relocated away from the job site to a more suitable and less-populated forested area. Construction came to

a halt for the birth of a mule deer fawn until both mother and offspring were strong enough to wander off from the area. Snake crossing signs, drift fencing and barriers with large scuppers were all installed to help protect reptile movement in the area.

While working near the Pend-d'Oreille River, Aecon went above and beyond to both protect the river and maintain the quality of the water being utilized on the job site. Our product of choice for controlling dust on the roads was an environmentally friendly, industry-approved product. All water used on site was cleaned by the water treatment plants installed at the beginning of the project. In order to control the levels of sediment deposits in the river, silt curtain fences were installed. Staying true to our pledge to "go green," all garbage from the job site was appropriately sorted, and scrap metal was sold, with proceeds donated to environment and wildlife preservation organizations.

HIGHLIGHTS



Over 10 project awards



Replanted 1.8 million m² of vegetation



Over 3,700 seedlings were planted



3,500 new acacias planted

21

dust monitoring stations

QUITO INTERNATIONAL

AWARDS

UN Global Sustainability Award, 2009

New Millennium Award – International Tourism, Hotel and Catering Trophy, 2011

Social Responsibility Award, United Nations Institute for Training and Research, 2011

Airport Marketing Price, Routes Official Airline Guide (OAG), 2009 and 2010

Best Practices in Environmental Sustainability in the Americas Award, United Nations Institute for Training and Research, 2009

Latin American Transport Deal of the Year, Project Finance Magazine, 2006

Latin American Airport Finance Deal of the Year, Air Finance Journal, 2005

Finalist and Special Mention – Infrastructure 360° Award For Outstanding Sustainable Practices – Inter-American Development Bank (IDB)



Over the course of a decade, the Quito International Airport successfully transitioned from a 75-year-old unsafe and inadequate airport into an award-winning modern international air terminal giving Ecuador a new window to the world.

Due to the complexity of the project, plans were devised to provide ongoing monitoring, protection and development for environmental and social issues such as dust control and aircraft nitrogen oxide emission. As a result, 21 dust monitoring stations were built and roughly 1.8 million square metres of vegetation were replanted.

Our team worked closely with the Municipality of Quito to establish a protected forest initiative in three key areas around the airport. A substantial compensation program mitigated the effect of removing trees and vegetation found in the Ecuadorian Andean dry forests. To compensate for the 2,360

IONAL AIRPORT

trees that were removed, roughly 3,700 seedlings were planted.

During the project, biannual monitoring of the natural ecosystem found on site took place to ensure the habitat remained minimally affected while work was performed, eventually reaching completion in 2012.

This project has also gone a long way in raising the standard of living for Ecuadorians with key initiatives. For example, a total of 547 scholarships have been granted to community members since 2007 through the Quiport scholarship program. More recently, a new initiative called Community Enterprise was implemented to help low-income families who want to develop a low-investment business.

Because of our efforts, the United Nations (UN) gave the project several awards, including the Global Sustainability Award, 2009, Best Practices in Environmental Sustainability in the Americas, 2009, and Social Responsibility Award, 2011.

FLEET MANAGEMENT

At more than 4,000 units and an estimated replacement value of \$750 million, Aecon manages one of Canada's largest heavy and specialty equipment fleets. Supporting the fleet are seven major maintenance and repair facilities across the country and an experienced team that ensures each piece of equipment is individually assessed and performing to its highest possible standard before purchasing or mobilizing. Through regular maintenance and some key best practices, Aecon's fleet team remains dedicated to fulfilling our company's commitment to continually improving environmental performance:



Anti-Idling Devices



GPS Tracking



Maintenance Facility Measures



Tire Disposal



Buying Canadian



Partnerships With Key Fleet Suppliers



AT MORE THAN 4,000 UNITS
AND AN ESTIMATED
REPLACEMENT VALUE OF

\$750
MILLION

AECON MANAGES ONE
OF CANADA'S LARGEST
HEAVY AND SPECIALTY
EQUIPMENT FLEETS.

BUILDINGS THINGS THAT MATTER

Our project portfolio reflects a purposeful accountability for the pursuit and delivery of projects that take aim at reducing carbon emissions and developing sustainable, renewable, clean resources for today and future generations. We've converted coal-burning thermal generating stations into biomass-fuelled power plants, taken an untold number of cars off the road by improving public transit through light rail transit (LRT), subway and elevated public rail lines, and built brand new greenhouse-gas-free hydroelectric energy facilities to keep the lights on at home.

CARBON REDUCTION PROJECTS	CLEAN ENERGY PROJECTS	CLEAN WATER PROJECTS
Union Pearson Express	Atikokan Biomass	Evan-Thomas WWTP
TTC Sheppard Subway	Solar Parks/Rooftop Solar	Regina WWTP
Eglinton Crosstown	Portlands Energy Project	Okotoks WWTP
Waterloo LRT	Waneta Hydroelectric Dam	Bonnybrook WWTP
Edmonton LRT	Upper & Lower Mattagami	Annicas Island WWTP



HIGHLIGHTS

1.2  MILLION

car trips eliminated by the Union Pearson Express per year

Reduction of over

14,000

tonnes of carbon emissions annually with the Waterloo LRT

CARBON FOOTPRINT





PRINT REDUCTION

Expanding our public transportation systems isn't just about introducing better technology; it's our collective opportunity to become more environmentally responsible. Rapid growth of our urban centres puts increasing pressure on already-congested roads and highways and clogs our air with harmful carbon emissions. As our nation's cities roll out a series of public infrastructure transit programs over the coming years, we see not only business opportunities within our core construction capabilities but also the opportunity to build stronger relationships within the communities we serve and to affect positive environmental change for future generations.

UNION PEARSON EXPRESS

TTC SHEPPARD SUBWAY

EGLINTON CROSSTOWN

WATERLOO LRT

EDMONTON LRT

HIGHLIGHTS

A 10 MW solar park eliminates

65  TONNES

of carbon dioxide per year,
the equivalent of planting
15 acres of forest annually

90% 

carbon reduction through the
use of biomass at the Atikokan
Generating Station

CLEAN ENERGY



RENEWABLE ENERGY PROJECTS

Our far-reaching experience delivering renewable energy projects across Canada has led us to work on a variety of projects big and small, utilizing hydroelectric, solar, biomass, coal conversions, waste-to-energy, biogas and pumped storage energy. In fact, we have been building reliable and efficient green energy projects for more than 100 years, so it's only natural that we would embrace new renewable energy technologies, bringing our expertise and breadth of services to this ever-evolving field.

ATIKOKAN BIOMASS

SOLAR PARKS/
ROOFTOP SOLAR

PORTLANDS
ENERGY PROJECT

WANETA HYDROELECTRIC DAM

UPPER & LOWER
MATTAGAMI

HIGHLIGHTS

Over

200 

water/wastewater treatment projects
under our belt since 1964

CLEAN WATER



R INITIATIVES

Since 1964, we've successfully delivered more than 200 water and wastewater projects, earning us a solid reputation for providing exceptional quality in municipal infrastructure. Our methodologies are supported by state-of-the-art technologies, tools and systems that allow us to perform work in environmentally sensitive areas where the utmost of care is needed. We pride ourselves on minimizing our footprint within the habitats we work in and, most notably, with regard to near-water and in-water construction.

EVAN-THOMAS WATER
AND WASTEWATER
TREATMENT PLANT

REGINA WASTEWATER
TREATMENT PLANT

200 OTHER WATER/
WASTEWATER TREATMENT
PROJECTS



THANK YOU MESSAGE FROM THE PRESIDENT AND CEO

As someone who is tremendously proud to be part of an organization that has been building Canada from the (under) ground up for more than 130 years, I am perhaps most proud of the people who stand behind this company, as well as their behaviour.

Corporate social responsibility is nothing new to Aecon. It is ingrained in our company DNA and has truly evolved organically as our company has grown. At all levels of the organization, we have people who set the tone and drive

responsible, accountable and, often, altruistic behaviour, all actions befitting a top-tier construction company.

We hire the best people in the industry – people who exude positive energy and shared values. It's key to how we operate because our people bring those attributes to work each day and, ultimately, drive our corporate identity. This is reflective of how we, as a company, conduct ourselves, both in the field and in the office, on a daily basis.

I want to personally thank our employees for truly living our culture of corporate social responsibility. Together, we will continue to build things that matter and do so in an ethical and socially responsible, sustainable manner.



Terrance L. McKibbon
President and Chief Executive Officer
Aecon Group Inc.



**Best
Employers**

in Canada

By Aon Hewitt

AECON IS PLEASED TO BE CONSISTENTLY RECOGNIZED
BY OUR EMPLOYEES AND AON HEWITT AS ONE OF THE
BEST EMPLOYERS IN CANADA.

View Aecon's social responsibility report online at
socialresponsibility.aecon.com



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