

RECONCILIATION ACTION PLAN

UPDATE





Jennifer Campeau

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As an acknowledgement of Call to Action #92 of the Truth and Reconciliation Commission of Canada, Aecon adopted a Reconciliation Action Plan in 2022.

Aecon is committed to advancing meaningful action within our organization and in our communities, guided by our Plan's **five pillars**:

LEADERSHIP, RESPECT, RECOGNITION, COMMITMENT, AND EMPOWERMENT.

Over the past three years, we have deepened relationships with Indigenous communities, expanded cultural awareness across our organization, and taken tangible steps to embed truth and reconciliation into our business practices.

We are pleased to share this update to highlight some of our key achievements so far, including:

- Development of a formal Indigenous Mentorship Program.
- Formalization of several new Indigenous-led joint ventures across multiple construction sectors in Canada and the United States.
- Integration of Reconciliation Action Plan commitments into corporate policies and processes.
- Delivery of an updated Reconciliation learning module in partnership with the First Nations University of Canada.
- Procuring over \$725 million from Indigenous businesses since Reconciliation Action Plan implementation.
- An executive leadership visit to the Woodland Cultural Centre, formerly the Mohawk Institute Residential School and the longest-running Residential School in Canada, to learn about the history of the Residential School System in Canada and the experiences of survivors.
- Recognition from the Canadian Council for Indigenous Business as a Supply Change Indigenous Procurement Champion in 2023 and achieving Silver Certification in their Partnership Accreditation in Indigenous Relations program.

We are proud of what we've accomplished, but recognize there is still much to do.

As you read through this update, I encourage you to consider how each of us can contribute to truth and reconciliation, and I invite you to join us in reaffirming a commitment to sustained action with lasting benefits for generations to come.

A handwritten signature in dark ink, reading 'J. Campeau'.

Jennifer Campeau

Vice President, Indigenous Relations, Aecon



PILLAR 1

LEADERSHIP

Lead and inspire the Aecon community to participate in the development, implementation and execution of tangible actions of the Reconciliation Action Plan.

ACHIEVEMENT HIGHLIGHTS:

- Indigenous Employee Resource Group (IERG)-led update to the Aecon Redbook Environmental Health and Safety Management System: Women Working Away from Home Alone.
- Optimization of Aecon's Preferred Indigenous Supplier Program.
- Adoption of an Indigenous Procurement Policy to standardize company-wide supply chain processes in alignment with the Plan's objectives.
- Distribution of an annual Indigenous Partner Survey to obtain formal feedback and collect insights for continuous improvement and business planning.
- Recognized by the Canadian Council for Indigenous Business as a Supply Change Indigenous Procurement Champion and progressed to Silver Certification in their Partnership Accreditation in Indigenous Relations (PAIR) management and reporting program in 2023.



PILLAR 2

RESPECT

Respect the unique needs, culture and rights of Indigenous peoples to foster a safe, inclusive and equitable environment to achieve career goals.

ACHIEVEMENT HIGHLIGHTS:

- Permanent art installations and rotating displays aim to inspire inclusivity and honour Indigenous cultures within our offices. Aecon's Sherwood Park, Alberta office proudly displays a Star Blanket gifted by George Gordon First Nation in 2024 and participated in star blanket training.
- First cohort completing Aecon's 12-month Indigenous Mentorship Program in Fall 2025.
- Development of an Indigenous Career Readiness Program by Aecon Nuclear.
- Engagement with numerous colleges, universities, and institutes working to provide education, training, and employment opportunities for Indigenous students, particularly in engineering fields.
- Expansion of Aecon's Health and Wellness Benefit Program to include Indigenous Spiritual Wellness and Ceremony, promoting the overall well-being of Indigenous employees, and those who honour Indigenous spiritual practices.



PILLAR 3

RECOGNITION

Recognize the truth of our shared history and the Indigenous lands that we operate on through building awareness, developing allyship and actively listening to the unique interests and priorities of Indigenous peoples.

ACHIEVEMENT HIGHLIGHTS:

- Aecon-wide keynote speech for National Day for Truth and Reconciliation (NDTR) from the Woodland Cultural Centre on the legacy of Residential Schools in Canada, presented by the IERG.
- In partnership with First Nations University of Canada, delivery of *4 Seasons of Reconciliation Indigenous Awareness Program* promoting a renewed relationship between Indigenous peoples and Canada through transformative learning about truth and reconciliation.
- Four-part video series shared to all Canadian employees exploring Jennifer Campeau's experience within the Residential School System, highlighting the importance of NDTR to honour Residential School Survivors.
- Learning Circle - A Teaching from Manitoba Métis Federation hosted by the IERG for National Indigenous Peoples Day.
- IERG-led event for Indigenous History Month: Learning Circle - A Teaching from Musqueam Elder, Martin Sparrow.



PILLAR 4

COMMITMENT

Commit resources to build sustainable and mutually beneficial relationships with Indigenous peoples to foster positive change and create stronger communities.

ACHIEVEMENT HIGHLIGHTS:

- Collaborating with the North Shore Mi'kmaq Tribal Council on the Eastern Clean Energy Initiative transition.
- Brandon Alpine Memorial Bursary in partnership with the College of the Rockies, B.C., CMAW 2300, and the Alpine family supporting Indigenous students pursuing education in trades.
- Partnership with Indspire allocating scholarships for Business, Engineering, and Trades to Indigenous students.
- Ongoing operational engagement with Rights-holders on community initiatives through art and cultural celebrations, conferences, community improvement projects, and sporting events.
- Aecon-Mohawk Networks was proud to be in attendance and provide sponsorship at the Akwesasne Art Market, the largest Indigenous arts and culture event in the North Country region of New York.



PILLAR 5

EMPOWERMENT

Empower Indigenous peoples in supporting economic advancement, wealth creation and a sustainable future.

ACHIEVEMENT HIGHLIGHTS

- Successful delivery of the Oneida Energy Storage Project through a collaborative effort between Northland Power, Six Nations of the Grand River Development Corporation, NRStor, Aecon Concessions, and the Mississaugas of the Credit River Business Corporation as owners.
- Aecon Utilities and Mohawk Networks LLC, an enterprise of the Saint Regis Mohawk Tribe, formed Aecon-Mohawk Networks JV for utilities-related work in the United States in 2025.
- Wicehtowak Aecon Industrial LP established between George Gordon Developments and Aecon Industrial in 2024 to deliver the Wet Mill Area for BHP's Jansen Potash project in Saskatchewan.
- In 2023 the Aecon CIPS Seven Generations (AC7G) joint venture formed in partnership with Cambium Indigenous Professional Services, an Indigenous-owned and operated business partnership from Curve Lake First Nation, and Aecon Nuclear.
- Aecon Makhos Power Seven Generations (AMP7G) was formed in 2023 to provide an Indigenous-led solution for high voltage power transmission, distribution and substation work, and related maintenance on utilities and nuclear projects in Ontario.
- Over \$725 million procured from Indigenous businesses since the Plan's implementation.



Aecon

To learn more visit:
aecon.com/indigenous-relations