



AECON

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

**MANAGEMENT INFORMATION
CIRCULAR**

JUNE 1, 2026

NOTICE OF 2026 ANNUAL MEETING OF SHAREHOLDERS



You are invited to the Annual Meeting of Shareholders (the "Meeting") of Aecon Group Inc. (the "Corporation" or "Aecon")

When

June 1, 2026

9:00 AM (Eastern Daylight Time)

Where

In Person: at the offices of the Corporation located at 20 Carlson Court, Suite 105 in Toronto, Ontario, Canada M9W 7K6.

Virtual: meeting via live webcast online at:

<https://meetings.lumiconnect.com/400-296-756-672>

On this website, Shareholders will be able to attend the Meeting in real time, and Registered Shareholders and duly appointed proxyholders will be able to submit questions and vote their shares while the Meeting is being held.

Record Date

Close of business on April 9, 2026

BUSINESS OF THE MEETING

At the Meeting, Shareholders will:

- (i) receive the Corporation's annual financial statements for the financial year ended December 31, 2025, including the external auditor's report;
- (ii) elect directors of the Corporation;
- (iii) consider and, if deemed advisable, approve the advisory resolution to accept the Corporation's approach to executive compensation;
- (iv) re-appoint PricewaterhouseCoopers LLP as the auditors of the Corporation for the current fiscal year and to authorize the Board of Directors of the Corporation to fix their remuneration; and
- (v) transact such other business as may properly come before the Meeting or any adjournment or postponement thereof.

BY ORDER OF THE BOARD OF DIRECTORS,

A handwritten signature in blue ink, appearing to read "Martina Doyle".

Martina Doyle
General Counsel, Public Company & Corporate Secretary

Toronto, Ontario
April 29, 2026

YOUR VOTE IS IMPORTANT

Registered Shareholders entitled to vote at the Meeting may use one of the voting methods shown below in order to vote in advance of the Meeting:



Online You can vote your shares online at <https://vote.odysseytrust.com>. You will need to enter your 12-digit control number printed on the front of your proxy form and follow the instructions on screen.

By Mail



Complete, sign, date and return your form of proxy or voting instruction form in the postage-paid envelope provided to Odyssey Trust Company Attention: Proxy Department, 1100 – 67 Yonge Street, Toronto ON, M5E 1J8.

Beneficial Shareholders entitled to vote at the Meeting may use one of the voting methods shown below to vote in advance of the Meeting:

	Canadian Beneficial Owner (Canadian Non-Objecting Beneficial Owner (CDN NOBO) or Canadian Objecting Beneficial Owner (CDN OBO))	U.S. Beneficial Owner (US Non-Objecting Beneficial Owner (US NOBO) or U.S. Objecting Beneficial Owner (US OBO))
By Phone	Call 1-800-474-7493 (English) or 1-800-474-7501 (French).	Call 1-800-454-8683.
	You will need to enter your 16-digit control number printed on the front of your voting instruction form. Follow the interactive voice recording instructions to submit your vote.	You will need to enter your 16-digit control number printed on the front of your voting instruction form. Follow the interactive voice recording instructions to submit your vote.
Online	Go to www.proxyvote.com .	Go to www.proxyvote.com .
	Enter your 16-digit control number printed on the front of your voting instruction form and follow the instructions on screen.	Enter your 16-digit control number printed on the front of your voting instruction form and follow the instructions on screen.
By Mail	Enter voting instructions and send your completed voting instruction form to:	Enter voting instructions and send your completed voting instruction form in the return envelope provided.
	Data Processing Centre PO BOX 3700 STN Industrial Park Markham ON L3R 9Z9	

Further details on the voting processes are provided in the enclosed proxy form or voting instruction form. **All voting instructions, to be valid, must be received by Odyssey Trust Company no later than 9:00 AM (Eastern Daylight Time) on May 28, 2026 (or at least 48 hours, excluding Saturdays, Sundays and holidays, before any adjournment or postponement of the Meeting) for the proxy to be voted. Beneficial Shareholders must provide their voting instructions to their Intermediary by the deadline specified on the voting instruction form so that the Intermediary has sufficient time to act on the voting instructions in advance of the proxy cut-off.**

Registered Shareholders and Beneficial Holders - If you have any questions or need assistance voting, you can contact Alliance Advisors at 866-206-7336 (toll-free within North America) or by email at Aecon@allianceadvisors.com

Aecon employees - If you have any questions or need assistance voting, you can contact Alliance Advisors at 866-206-7336 (toll-free) or by email at Aecon@allianceadvisors.com.



DEAR FELLOW SHAREHOLDERS,



I am pleased to invite you to attend Aecon's Annual Meeting of Shareholders on Monday, June 1, 2026, at 9:00 AM (EDT), at its corporate office located at 20 Carlson Court, Suite 105 in Toronto, Ontario. At the meeting, we will provide an update on the Corporation's performance and ask for your vote on several business-related items.

The year 2025 was marked by the completion of key strategic acquisitions, steady growth into U.S. and international markets, and record new contract awards for projects linked to power generation, critical resource development, mass transit infrastructure, water, and defence. With an unwavering focus on delivering long-term Shareholder value, Aecon advanced its core strategy to differentiate its service offering and execution capabilities to secure projects with appropriate risk-adjusted returns.

In the U.S., an Aecon partnership was selected to deliver the first four of 12 Xe-100 small modular reactors at Energy Northwest's Cascade Advanced Energy Facility in Washington State under a progressive design-build model upon finalizing

negotiations. Aecon also completed key international projects including the Kingstown Port Modernisation in Saint Vincent and the Grenadines, and the Anguilla International Airport Redevelopment, while also progressing on civil work in Barbados and the V.C. Bird International Airport project in Antigua and Barbuda.

I firmly believe that Aecon is stronger than ever before. Looking forward with Aecon in a position of strength, I believe the time is right to inform you, as fellow Shareholders, that I will retire from Aecon's Board at the Meeting and will not stand for re-election as Chair of Aecon's Board of Directors. Aecon's Board of Directors has selected our Lead Director, Scott Thon, to step into the role of independent Board Chair, assuming his re-election at the Meeting. In addition to Scott's new role, we are excited to introduce our new director nominee, Jeffrey Lyash, whose extensive experience in the nuclear and power sectors directly aligns with Aecon's growth strategy and will augment the Board's collective expertise as we continue to deliver Shareholder value.

My lifetime of dedicated service as Founder, former Chief Executive Officer and Chair on Aecon's Board has brought me immense pride and perpetual gratitude for your continued support. Shaping Aecon's evolution over my 60-plus year career has been my distinct honour, and I am confident that the diverse expertise and ability of Aecon's Board is well positioned to oversee our continued growth – continuing to deliver Shareholder value in the years ahead.

I would also like to express my sincere gratitude to Aecon's management and employees who are at the centre of our success and whose commitment to serving our clients positions us for long-term profitable growth.

Whether you elect to make your vote count on the internet, by telephone, online at the Meeting or by proxy, we look forward to your participation and thank you for your ongoing investment and support of Aecon.

Sincerely,

John M. Beck
Chair of the Board

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FORWARD-LOOKING INFORMATION

The information in this Circular includes certain forward-looking statements which may constitute forward-looking information under applicable securities laws. These forward-looking statements are based on currently available competitive, financial and economic data and operating plans but are subject to known and unknown risks, assumptions and uncertainties. Forward-looking statements may include, without limitation, statements regarding the operations, business, financial condition, expected financial results, performance, prospects, ongoing objectives, strategies and outlook for Aecon, including statements regarding: its strategic focus on clean energy and other projects linked to sustainability and the opportunities arising therefrom; its working with clients to help them meet their infrastructure needs; steps Aecon takes to develop the careers of its people and related outcomes; communities sharing in the benefits and opportunities associated with Aecon's work, including commitments to publish information with respect to reconciliation and targets regarding Indigenous suppliers; revenue growth over the next few years; growing recurring revenue programs; strengthening corporate governance and business conduct and the means to accomplish such strengthening; the composition and characteristics of the Board following the Meeting; the Board's annual review of its say-on-pay policy and desired outcomes; its business plan including its four key priorities of taking care of its people, improving project efficiency and maximizing profitability, balancing agility and process, and investing in tomorrow, the means by which Aecon expects to accomplish each of these four key priorities and the expected results therefrom; expectations regarding the impact of the four fixed price legacy projects; the use of collaborative models and expected results therefrom; infrastructure commitments and expectations regarding future revenue growth and the impact therefrom. Forward-looking statements may in some cases be identified by words such as "believes", "possible," "maintain," "continues," "completing," "mitigating," "anticipates," "upon," "commences," "plans," "expects", "outlook", "potential", "estimates", "intends", "seeks", "targets", "strategy", "indicative," "may", "will", "should", "would", "can" and "could", or negative or grammatical versions thereof.

In addition to events beyond Aecon's control, there are factors which could cause actual or future results, performance or achievements to differ materially from those expressed or inferred herein including, but not limited to: the risk of not being able to drive a higher margin mix of business by participating in more complex projects, achieving operational efficiencies and synergies, and improving margins; the risk of not being able to meet contractual schedules and other performance requirements on large, fixed priced contracts; the risk of not being able to meet its labour needs at reasonable costs; the risk of not being able to address any supply chain issues which may arise and pass on costs of supply increases to customers; the risk of not being able, through its joint ventures, to enter into implementation phases of certain projects following the successful completion of the relevant development phase; the risk of not being able to execute its strategy of building strong partnerships and alliances; the risk of not being able to execute its risk management strategy; the risk of not being able to grow "backlog" (as defined in Aecon's 2025 Management's Discussion and Analysis for the fiscal year ended December 31, 2025 (the "2025 MD&A")) across the organization by winning major projects; the risk of not being able to maintain a number of open, recurring and repeat contracts; the risk of not being able to accurately assess the risks and opportunities related to its industry's transition to a lower-carbon economy; the risk of not being able to oversee, and where appropriate, respond to known and unknown environmental and climate-change-related risks, including the ability to recognize and adequately respond to extreme weather concerns or public, governmental and other stakeholders' expectations on climate matters; the risk of not being able to meet its commitment to meeting its greenhouse gas emissions reduction, Board composition or Indigenous supplier targets; the risks associated with the strategy of differentiating its service offerings in key end markets; the risks associated with undertaking initiatives to train employees; the risks associated with the seasonal nature of its business; the risks associated with being able to participate in large projects; the risks associated with legal proceedings to which it is a party; the ability to successfully respond to shareholder activism; the risk that the strategic partnership with Oaktree Capital Management, L.P. ("**Oaktree**") will not realize the expected results and may negatively impact the existing business of Aecon Utilities Group Inc. ("**AUGI**" or "**Aecon Utilities**"); the risk that AUGI will not realize the anticipated balance sheet flexibility with the completion of the Oaktree investment; and the risk that AUGI will not realize opportunities to expand its geographic reach and range of services in the U.S.; the risk that Aecon will not realize the opportunities presented by a transition to a net-zero economy; risks associated with future pandemics; and Aecon's ability to respond to and implement measures to mitigate the impact of such future pandemics and various other risk factors described in Aecon's filings with the securities regulatory authorities, which are available under Aecon's profile on SEDAR+ (www.sedarplus.ca), including the risk factors described in Section 13 - "Risk Factors" in the 2025 MD&A and our Management's Discussion and Analysis for the fiscal quarter ended March 31, 2026 filed on SEDAR+

(www.sedarplus.ca), which are incorporated by reference herein, and in other filings made by Aecon with the securities regulatory authorities in Canada.




These forward-looking statements are based on a variety of factors and assumptions including, but not limited to, that: none of the risks identified above materialize, there are no unforeseen changes to economic and market conditions, and no significant events occur outside the ordinary course of business. These assumptions are based on information currently available to Aecon, including information obtained from third-party sources. While Aecon believes that such third-party sources are reliable sources of information, Aecon has not independently verified the information, Aecon has not ascertained the validity or accuracy of the underlying economic assumptions contained in such information from third-party sources and hereby disclaims any responsibility or liability whatsoever in respect of any information obtained from third-party sources.

Except as required by applicable securities laws, forward-looking statements speak only as of the date on which they are made and Aecon undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

SECTION ONE – PROXY SUMMARY

These highlights do not contain all of the information that you should consider. You should read this Management Information Circular (the “Circular”) in its entirety before voting. Unless otherwise stated, the information contained in this Circular is as of April 9, 2026 (the “Record Date”).

ANNUAL MEETING OF SHAREHOLDERS

	WHEN	JUNE 1, 2026	
	WHERE	IN PERSON: At the offices of the Corporation: 20 Carlson Court, Suite 105, Toronto, Ontario, Canada M9W 7K6.	VIRTUAL: Online via live webcast at: https://meetings.lumiconnect.com/400-296-756-672
	RECORD DATE	Close of business on April 9, 2026	

SHAREHOLDER VOTING MATTERS

	Board Voting Recommendation	2025 Vote Result (FOR)	Page Reference
Election of 10 Directors	FOR all nominees	See table below	10
Advisory Resolution on Executive Compensation	FOR	94.66%	29
Re-Appointment of PricewaterhouseCoopers LLP as Auditors	FOR	96.60%	30

OUR DIRECTOR NOMINEES

Name and Region	Director Since	Aecon Committee Memberships			2025 Board and Committee Attendance	2025 Vote Result (FOR)
		Audit	CGNC	OES Risk		
Jenah, Susan Wolburgh Toronto, ON, Canada	2016		Chair	✓	100%	95.78%
Kass, Leslie Pittsford, New York, USA	2024		✓		100%	96.32%
Lee, Stuart Edmonton, AB, Canada	2023	✓		✓	100%	97.38%
Lyash, Jeffrey ⁽¹⁾ Kamas, Utah, USA	2026	N/A	N/A	N/A	N/A	N/A
Phillips, Rod Toronto, ON, Canada	2024	✓			100%	97.33%
Rosenfeld, Eric New York, NY, USA	2017	✓	✓		100%	91.52%
Servranckx, Jean-Louis Toronto, ON, Canada	2018				100%	97.37%
Stein, Deborah S. Calgary, AB, Canada	2019	Chair	✓		100%	94.83%
Stewart, Scott Collingwood, ON, Canada	2024			✓	100%	99.40%
Thon, Scott (Lead Director) ⁽²⁾ Calgary, AB, Canada	2021		✓	Chair	91%	94.52%

(1) Mr. Lyash is standing for election as a director of the Corporation for the first time. Mr. Lyash was appointed to the Board of Directors on March 5, 2026, and has attended all Board and Committee meetings since his appointment.

(2) Subject to his election at the Meeting, Scott Thon will replace John M. Beck as Chair of the Board and will no longer hold the title of Lead Director.

GOVERNANCE HIGHLIGHTS

We are committed to strong corporate governance because an effective governance framework helps to create long-term value, enhances board and management accountability, and builds confidence in our company and our brand. Our governance framework includes, among other things, the following highlights:

Board Statistics ⁽¹⁾		Board and Governance Information	
Board Size	10	Hybrid Meeting	Yes
Independent Directors	9	Code of Ethics and Business Conduct	Yes
Average Age of Directors	65	Shareholder Engagement	Yes
Average Director Tenure (Years)	4.75	Shareholder Ability to Call Special Meetings	Yes
Directors Joined in Last 5 Years	60%	Director Share Ownership Requirement	Yes
Maximum Term Length (Years)	15	Board Diversity Policy	Yes
Women	30%	Anti-Hedging Policy	Yes
Ethnic/Racial Diversity	10%	Clawback Policy	Yes
Independent Chair	Yes	Majority Voting	Yes

⁽¹⁾ Assuming all director nominees are elected to the Board at the Meeting.

2025 PERFORMANCE HIGHLIGHTS

<p>Record Financial Performance</p> <ul style="list-style-type: none"> Record revenue of \$5.4B 28% revenue growth in 2025: ~85% organic 87% growth in U.S. and International markets in 2025 	<p>Backlog Growth & Major Awards</p> <ul style="list-style-type: none"> Record year-end backlog of \$10.7B and backlog additions of \$9.5B in 2025 Awarded Aecon's largest contract in history: 50% share of the Scarborough Subway Extension Stations, Rail and Systems project, adding ~\$2.8B of backlog under a target-price collaborative model
<p>Best-in-Class Safety & Risk Management</p> <ul style="list-style-type: none"> Strongest safety performance in the last five years Disciplined risk posture across major programs and delivery models Strong risk adjusted balance (73% of backlog is cost plus/unit price) 	<p>Strategic Expansion & Leadership</p> <ul style="list-style-type: none"> Announced three strategic acquisitions across electrical, water, industrial, and energy end-markets Appointment of Thomas Clochard as Executive Vice President and Chief Operating Officer
<p>Leader in Nuclear Growth</p> <ul style="list-style-type: none"> Selected to deliver the G7's first grid-scale Small Modular Reactor (SMR) (Darlington New Nuclear Project (DNNP)) in Ontario Advancing definition phase work for refurbishment of four units at the Pickering Nuclear Generating Station in Ontario Selected to deliver Energy Northwest's Cascade Advanced Energy Facility in Washington State 	<p>Industry Recognition</p> <ul style="list-style-type: none"> Gold Status on ReNew Canada's Top 100 Infrastructure Projects list, with involvement in 17 ranked projects, including 4 of the Top 5 Participation in 2 of Canada's first 5 projects of national importance (DNNP and Contrecoeur) and the majority of the country's largest infrastructure programs

SECTION TWO – VOTING MATTERS

HYBRID MEETING

Shareholders may attend the Meeting in person or via live webcast. The Corporation believes that the use of technology will enhance each Shareholder’s ability to participate, making the Meeting accessible and more engaging for all involved. This approach is consistent with the goals of the regulators, stakeholders, and others involved in the corporate governance process. All Shareholders will be able to attend, participate, and vote at the Meeting either in person or by logging in online and following the instructions set forth in this Circular.

How will Shareholders be able to Attend and Participate at the Meeting via Live Webcast?

Registered Shareholders that have a 12-digit control number and duly appointed proxyholders who were assigned a username by Odyssey Trust Company (“Odyssey”) will be able to vote and submit questions during the Meeting as follows:

Registered Shareholders
Go to https://meetings.lumiconnect.com/400-296-756-672 at the start of the Meeting to login. Click on “I have a login” and enter your 12-digit control number along with the password “aecon2026”.
Duly Appointed Proxyholders
Go to https://meetings.lumiconnect.com/400-296-756-672 at the start of the Meeting to login. Click on “I have a login” and enter your username along with the password “aecon2026”.
Canadian Beneficial Shareholders
Go to https://meetings.lumiconnect.com/400-296-756-672 at the start of the Meeting to login. Click on “I am a Guest” and complete the online form to gain access to the Meeting.
U.S. Beneficial Shareholders
Obtain a valid legal proxy from your broker, bank or other agent and submit the proxy to: Email: Proxy@odysseytrust.com (subject title: Legal Proxy) You will receive a confirmation of your registration from Odyssey by e-mail and you can attend the Meeting by webcast by going to: https://meetings.lumiconnect.com/400-296-756-672 .

The webcast Meeting platform is fully supported across browsers and devices running the most updated version of applicable software plugins. **You should ensure you have a strong, preferably high-speed, internet connection wherever you intend to participate in the Meeting.**

The Meeting will begin promptly at 9:00 AM (Eastern Daylight Time) on June 1, 2026. Online check-in will open fifteen minutes prior to the Meeting at 8:45 AM (Eastern Daylight Time). You should allow ample time for online check-in procedures. If you encounter any difficulties accessing the Meeting during the check-in or Meeting time, please call the technical support number that will be posted on the Virtual Shareholder Meeting log in page. The webcast Meeting allows you to attend the Meeting live, and Registered Shareholders and duly appointed proxyholders are able to submit questions by typing them into the “ask a question” text box and submit their vote while the Meeting is being held if they have not done so in advance of the Meeting.

Shareholders with questions regarding the virtual Meeting portal or requiring assistance accessing the Meeting website may visit www.lumiglobal.com/contact for additional information.

SOLICITATION OF PROXIES

This Circular is furnished in connection with the solicitation of proxies by management of the Corporation to be used at the Meeting of holders of common shares of the Corporation (“**Common Shares**”, and the holders of such Common Shares, “**Shareholders**”) to be held at 9:00 AM (Eastern Daylight Time) on June 1, 2026 for the purposes set out in the accompanying Notice of Annual Meeting of Shareholders of the Corporation (the “**Notice of Meeting**”). While it is expected that the solicitation will be made primarily by mail, it may be supplemented via the internet, by telephone or other personal contact by management or regular employees of the Corporation and/or the Corporation’s transfer agent, Odyssey Trust Company. The Corporation has retained Alliance Advisors (“**Alliance**”) to provide a broad array of strategic advisory, governance, strategic communications, digital and investor campaign services on a global retainer basis in addition to certain fees accrued during the life of the engagement upon the discretion and direction of the Corporation. **The solicitation of proxies by this Circular is being made by or on behalf of management of the Corporation** and the total cost of the solicitation will be borne by the Corporation. As of the time of printing this Circular, the Corporation does not intend to pay any additional compensation for the solicitation of proxies by third parties but will pay the reasonable expenses of persons who are the registered but not beneficial owners of voting shares of the Corporation (such as brokers, dealers, other registrants under applicable securities laws, nominees and/or custodians) for forwarding copies of the Notice of Meeting, form of proxy, Circular and related material to beneficial owners. The Corporation will provide, without cost to such persons, upon request to the Corporate Secretary of the Corporation, additional copies of the foregoing documents required for this purpose.

If you have any questions or need assistance voting, you can contact Alliance Advisors at 866-206-7336 (toll-free within North America) or by email at Aecon@allianceadvisors.com.

Asking or submitting questions during the Meeting?

Questions will not be displayed to webcast participants, but all reasonable efforts will be made to address questions raised during the time allotted. A moderator may filter questions for common themes and may present a summarized version of the question to the Chair or appropriate officer of the Corporation.

Questions should be relevant to the business of the Meeting. Inappropriate questions will not be addressed. The questions and answers from the Q&A session will be included in the replay posted on Aecon’s website following the Meeting.

For more information, please refer to the Meeting Rules of Conduct and Procedures document found on the Corporation’s website at www.aecon.com.

VOTING SHARES AND PRINCIPAL HOLDERS THEREOF

Who is Entitled to Vote at the Meeting?

The Board has fixed a Record Date of April 9, 2026, to determine Shareholders entitled to receive the Notice of Meeting and vote at the Meeting. Only registered holders of Common Shares as of the Record Date are entitled to vote at the Meeting. The failure of any Shareholder to receive a copy of the Notice of Meeting does not deprive such Shareholder of the right to vote shares in his, her or its name at the Meeting.

How Many Common Shares Can I Vote?

The authorized share capital of the Corporation consists of an unlimited number of Common Shares, each of which carries the right to one vote in respect of each of the matters properly brought before the Meeting.

To the knowledge of the directors and executive officers of the Corporation, as at the Record Date, no person or company owned beneficially, or exercised control or direction over, directly or indirectly, securities carrying 10% or more of the voting rights attached to any class of outstanding voting securities of the Corporation.

**Outstanding
Common Shares:**

68,529,018 on
Record Date

How Many Votes are Required to Approve Matters Brought before the Meeting?

Approval of each resolution that will be placed before the Meeting requires a majority of the votes cast at the Meeting on the resolution.





REGISTERED SHAREHOLDERS

What is a Registered Shareholder?

A Registered Shareholder is a Shareholder that has a share certificate or direct registration system advice issued in such Shareholder's name.

How to Vote – Registered Shareholders

As a Registered Shareholder, you can vote your Common Shares in the following ways:

At the Meeting (In Person) 	Attend the Meeting and register with the transfer agent (Odyssey Trust Company) upon your arrival.
At the Meeting (Virtual) 	Log in at https://meetings.lumiconnect.com/400-296-756-672 and select "I have a login" and then enter your unique 12-digit control number and password "aecon2026" (case sensitive). Once voting has opened, the voting tab will appear on the home page. The resolutions and voting choices will be displayed in that tab. To vote, select one of the voting options. A confirmation message will also appear to show your vote has been received.
By Mail 	Enter voting instructions, sign the proxy form and send your completed proxy form to: Odyssey Trust Company Attention: Proxy Department 1100 – 67 Yonge Street Toronto, ON, M5E 1J8
Online 	Go to https://vote.odysseytrust.com . You will need to enter your 12-digit control number printed on the front of your proxy form and follow the instructions on screen.

BENEFICIAL SHAREHOLDERS

What is a Beneficial Shareholder?

Non-registered Shareholders or “beneficial Shareholders” (each, a “**Beneficial Holder**”) are holders whose Common Shares are held on their behalf either: (i) in the name of an intermediary (an “**Intermediary**”) (including, among others, banks, trust companies, securities dealers, brokers and trustees or administrators of self-administered RRSPs, RRIFs, RESPs, TFSA and similar plans) that the Beneficial Holder deals with, or (ii) in the name of a clearing agency (such as the CDS Clearing and Depository Services Inc.) of which the Intermediary is a participant.

What is the Voting Process for Beneficial Holders?

Only proxies deposited by Shareholders whose names appear on the records of the Corporation as the registered holders of Common Shares can be recognized and acted upon at the Meeting. In accordance with the requirements of the Canadian Securities Administrators (“**CSA**”), the Corporation will have distributed copies of the Notice of Meeting, this Circular and the enclosed voting instruction form to the clearing agencies and Intermediaries for onward distribution to Beneficial Holders. **If you are a Beneficial Holder, your Intermediary will be the entity legally entitled to vote your Common Shares at the Meeting in accordance with your voting instructions. Common Shares held by an Intermediary can only be voted upon the instructions of the Beneficial Holder. Without specific instructions, Intermediaries are prohibited from voting Common Shares.**

A voting instruction form will be supplied to a Beneficial Holder by its Intermediary for the purposes of instructing the Registered Shareholder how to vote on behalf of the Beneficial Holder. Most Intermediaries delegate responsibility for obtaining instructions from clients to Broadridge Investor Communications Corporation (“**Broadridge**”). Broadridge typically mails a scannable voting instruction form in lieu of the proxy form. Broadridge tabulates the results of all instructions received and provides appropriate instructions respecting the voting of Common Shares to be represented at the Meeting. The voting instruction form must be returned as directed by Broadridge well in advance of the Meeting to have such Common Shares voted.

Beneficial Holders should ensure that instructions respecting the voting of their Common Shares are communicated in a timely manner and in accordance with the instructions provided by their Intermediary or Broadridge, as applicable. Every Intermediary has its own mailing procedures and provides its own return instructions to clients, which should be carefully followed by Beneficial Holders to ensure that their Common Shares are voted at the Meeting.




Beneficial Holders who do not object to their name being made known to the Corporation may be contacted by Alliance Advisors to assist in conveniently voting their Common Shares directly by telephone. Aecon may also utilize the Broadridge QuickVote™ service to assist such Beneficial Holders with voting their Common Shares.

Pursuant to National Instrument 54-101 – *Communication with Beneficial Owners of Securities of a Reporting Issuer* (“**NI 54-101**”), the Corporation is distributing copies of proxy-related materials in connection with the Meeting indirectly to Beneficial Holders and the Corporation intends to pay for the cost of delivery to objecting Beneficial Holders. The Corporation is not relying on the notice-and-access delivery procedure set out in NI 54-101 to distribute copies of proxy-related materials in connection with the Meeting.

How to Vote – Beneficial Shareholders

Beneficial Holders should carefully follow the instructions and procedures of their Intermediary or Broadridge, as applicable, including those regarding when and where the proxy form or voting instruction form is to be delivered.

As a Shareholder that is a Beneficial Holder, you can vote your Common Shares in the following ways:

	Canadian Beneficial Owner (Canadian Non-Objecting Beneficial Owner (CDN NOBO) or Canadian Objecting Beneficial Owner (CDN OBO))	U.S. Beneficial Owner (US Non-Objecting Beneficial Owner (US NOBO) or U.S. Objecting Beneficial Owner (US OBO))
By Phone 	Call 1-800-474-7493 (English) or 1-800-474-7501 (French). You will need to enter your 16-digit control number printed on the front of your voting instruction form. Follow the interactive voice recording instructions to submit your vote.	Call 1-800-454-8683. You will need to enter your 16-digit control number printed on the front of your voting instruction form. Follow the interactive voice recording instructions to submit your vote.
Online 	Go to www.proxyvote.com . Enter your 16-digit control number printed on the front of your voting instruction form and follow the instructions on screen.	Go to www.proxyvote.com . Enter your 16-digit control number printed on the front of your voting instruction form and follow the instructions on screen.
By Mail 	Enter voting instructions and send your completed voting instruction form to: Data Processing Centre PO BOX 3700 STN Industrial Park Markham ON L3R 9Z9	Enter voting instructions and send your completed voting instruction form in the return envelope provided.

A Beneficial Holder who receives a voting instruction form from their Intermediary or Broadridge, as applicable, **cannot** use that form to vote Common Shares directly at the Meeting. To vote your Common Shares directly at the Meeting, your Intermediary must appoint you as a proxyholder. Beneficial Holders who wish to attend the Meeting and indirectly vote their Common Shares as a proxyholder should enter their own names in the blank space on the proxy form or voting instruction form provided to them by their Intermediary and return the same in accordance with the return instructions provided by their Intermediary well in advance of the Meeting. Do **not** fill in the voting directions as your vote will be taken at the Meeting. Beneficial Holders are only able to appoint themselves as proxyholder to attend the Meeting by mail or online – and may not appoint themselves as proxyholder by phone.

Registered Shareholders and Beneficial Holders - If you have any questions or need assistance voting, you can contact Alliance Advisors at 866-206-7336 (toll-free within North America) or by email at Aecon@allianceadvisors.com.

Aecon employees - If you have any questions or need assistance voting, you can contact Alliance Advisors at 866-206-7336 (toll-free) or by email at Aecon@allianceadvisors.com.

APPOINTMENT, TIME FOR DEPOSIT, AND REVOCABILITY OF PROXY

How to Appoint a Proxyholder

Each of the persons named in the enclosed proxy form and voting instruction form, as applicable, is an officer of the Corporation. Signing the enclosed proxy form gives authority to such persons to vote your Common Shares at the Meeting unless you give such authority to someone else. **Shareholders have the right to appoint a person or company to represent them at the Meeting other than the persons designated in the form of proxy or voting instruction form. Such person need not be a Shareholder.**

In addition to the step above, Shareholders who wish to appoint a proxyholder (including Shareholders who wish to appoint themselves as a proxyholder) must email Proxy@odysseytrust.com and provide the required proxyholder contact information so that Odyssey may provide the proxyholder with a four-letter code via email. Without the four-letter code, proxyholders will not be able to vote at the Meeting. Failure to register a proxyholder online will result in the proxyholder not being able to vote at the Meeting.

Registered Shareholders

A Registered Shareholder desiring to appoint some other person (who need not be a Shareholder) to attend and act for them at the Meeting may do so either by inserting such person's name in the blank space provided in the proxy form or by completing another proper proxy form. A proxy form appointing a non-management proxyholder can be submitted to Odyssey either in person, or by mail or courier, to 1100 – 67 Yonge Street, Toronto, ON, M5E 1J8, or via the internet at <https://vote.odysseytrust.com>.

Beneficial Holder

A Beneficial Holder desiring to appoint some other person (who need not be a Shareholder) to attend and act for them at the Meeting (including a Beneficial Holder who wishes to attend and vote at the Meeting themselves) may do so either by inserting such person's name in the blank space provided in the proxy form or voting instruction form or by completing another proper proxy form or voting instruction form and returning it by mail in accordance with the instructions on the proxy form or voting instruction form.

Returning the Proxy Form or Voting Instruction Form

Voting instructions must be deposited with Odyssey by no later than 9:00 AM (Eastern Daylight Time) on May 28, 2026 (or at least 48 hours, excluding Saturdays, Sundays and holidays, before any adjournment or postponement of the Meeting). Beneficial Holders must provide their voting instructions to their Intermediary or Broadridge, as applicable, by the deadline specified on the voting instruction form or proxy form, so that the Intermediary or Broadridge may act on the voting instructions prior to the proxy cut-off. The time limit for deposit of proxies may be waived or extended by the Chair of the Meeting at his or her discretion, without notice.

A proxy form should be executed by the Registered Shareholder or his or her attorney in writing or, if the Registered Shareholder is a corporation, under its corporate seal or by an officer or attorney thereof duly authorized, including designation of signing authority.

Changing your Vote or Revoking your Proxy

A Registered Shareholder may revoke their proxy at any time, by voting again on the internet or by mail before 9:00 AM (EDT) on May 28, 2026 as set forth below or by completing an instrument in writing (which includes another form of proxy with a later date) executed by the Registered Shareholder, or by their solicitor (duly authorized in writing), and filed electronically with the Chair of the Meeting (at jbeck@aecon.com) or the Secretary of the Corporation (at mdoyle@aecon.com) on the day of the Meeting or any adjournment or postponement thereof, or in any other manner permitted by law.

Registered Shareholders can also change their voting instructions by sending amended instructions to Odyssey by 9:00 AM (Eastern Daylight Time) on May 28, 2026, or in any other manner permitted by law. If a Registered Shareholder has voted on the internet or by telephone and wishes to change their vote, the Registered Shareholder may vote again through such means before 9:00 AM (Eastern Daylight Time) on May 28, 2026 (or at least 48 hours, excluding Saturdays, Sundays and holidays, before any adjournment or postponement of the Meeting). If joining the Meeting via webcast, Registered Shareholders can change their votes until the end of the voting period by simply selecting another choice.

A Beneficial Holder wishing to revoke or change their voting instruction should contact their Intermediary or Broadridge.

EXERCISE OF DISCRETION BY HOLDERS OF PROXIES

How your Proxyholder Will Vote

The proxy form and voting instruction form provided to Shareholders with the Notice of Meeting and this Circular provide Shareholders with an opportunity to specify that the Common Shares represented by the proxy form or voting instruction form be voted “FOR”, “AGAINST” or “WITHHOLD” in accordance with the instructions given on such form in respect of the matters to be considered at the Meeting. On any ballot that may be called for, the Common Shares represented by proxies in favour of management nominees will be voted “FOR”, “AGAINST” or “WITHHOLD” from voting in respect of the election of directors, the advisory resolution on the Corporation’s approach to executive compensation (Say-on-Pay), and the re-appointment and remuneration of auditors, in each case in accordance with the voting instructions you provide on your proxy form.

In respect of proxies in which Shareholders have not specified the manner of voting, the Common Shares represented by proxies in favour of management nominees will be voted:

- **FOR the election of each of the director nominees listed in this Circular;**
- **FOR the advisory resolution on the Corporation’s approach to executive compensation; and**
- **FOR the re-appointment of PricewaterhouseCoopers LLP as the Corporation’s auditors for the current fiscal year and authorizing the Board to fix their remuneration.**

The enclosed proxy form and voting instruction form confer discretionary authority upon the proxy nominees with respect to amendments or variations of matters identified in the Notice of Meeting or any new matters that are properly brought before the Meeting, or any adjournment or postponement thereof. As of the date hereof, management of the Corporation knows of no such amendments, variations or other matters to come before the Meeting other than the matters referred to in the Notice of Meeting. However, if any other matters, which are not now known to management of the Corporation, should properly come before the Meeting, the Common Shares represented by proxies in favour of management nominees will be voted on such matter in accordance with the best judgment of the proxy nominee.

Registered Shareholders and Beneficial Holders – If you have any questions or need assistance voting, you can contact Alliance Advisors at 866-206-7336 (toll-free within North America) or by email at Aecon@allianceadvisors.com.

Aecon employees - If you have any questions or need assistance voting, you can contact Alliance Advisors at 866-206-7336 (toll-free) or by email at Aecon@allianceadvisors.com.

ELECTRONIC DELIVERY AND VOTING

Beneficial Holders are asked to consider signing up for electronic delivery of the Meeting materials. This has several benefits. Not only will you be helping Aecon with its commitment to a more sustainable future by eliminating the use of printed paper and the carbon footprint of the associated mail delivery process, you will also be signing up for convenience. Having registered for electronic delivery, going forward you will receive your Meeting materials by email and will be able to vote on your device by simply following a link in the email sent by your financial Intermediary, provided your Intermediary supports this service. Signing up is quick and easy, go to www.proxyvote.com and sign in with your control number, vote for the resolutions at the Meeting and following your vote confirmation you will be able to select the electronic delivery box and provide an email address.

Registered Shareholders can also sign up for electronic delivery by following the instructions described on the proxy form provided to them.

SECTION THREE – MATTERS TO BE ACTED UPON AT THE MEETING

RECEIPT OF FINANCIAL STATEMENTS

The audited financial statements of the Corporation for the financial year ended December 31, 2025, and the report of the auditors thereon will be presented to the Shareholders at the Meeting.

MATTER 1: ELECTION OF DIRECTORS

The restated articles of incorporation of the Corporation provide for a minimum of eight and a maximum of fifteen directors. This year the Board has put forward 10 nominees for election as directors at the Meeting.

It is proposed that each person whose name appears below be elected as a director to serve until the close of the next annual meeting of Shareholders or until their office is earlier vacated in accordance with the by-laws of the Corporation. Management of the Corporation does not contemplate that any of the nominees will be unable to serve as a director, but should that occur prior to the Meeting, the persons named in the enclosed proxy form or voting instruction form reserve the right to vote for another nominee at their discretion.

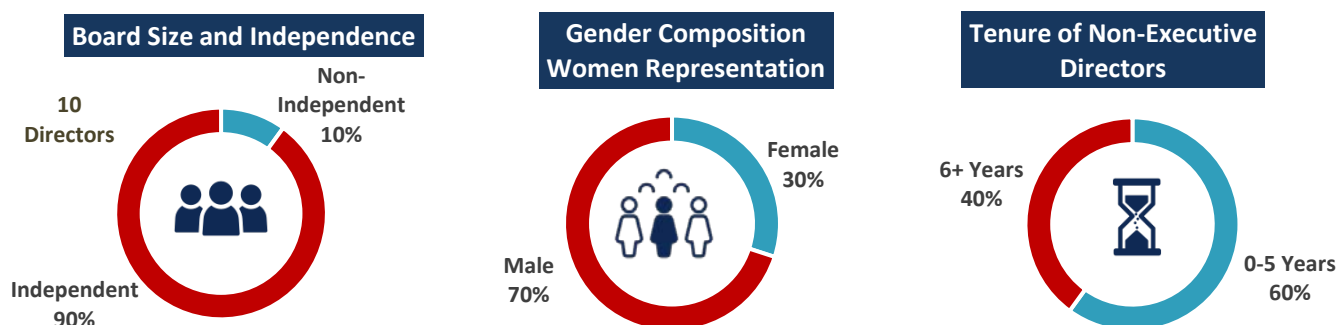
Majority Voting Requirement and Advance Notice By-law (By-law No. 2)

As a corporation organized under the *Canada Business Corporations Act*, by statute, each of the director nominees must be elected by a majority of votes cast for them. This rule only applies to an uncontested election of directors, being an election where the number of director nominees does not exceed the number of directors to be elected.

By-law No. 2 of the Corporation requires a nominating Shareholder to provide notice to the Board of proposed director nominations not less than 30 days prior to the date of the applicable annual meeting, or not less than 40 days in the event that the Corporation uses notice-and-access for delivery of proxy-related materials. This advance notice period is intended to give the Corporation and Shareholders sufficient time to consider any proposed nominees. A copy of this by-law can be found on the Corporation’s website at www.aecon.com/investing/investor-briefcase.

Board Nominees

The following summary sets forth relevant information for each person nominated for election as a director. Certain information set out below with respect to a nominee for election as a director is not within the knowledge of the Corporation and was provided by the respective nominee individually. Information as to the number of Deferred Share Units (“DSUs”) and Common Shares beneficially owned, or over which control or direction is exercised, directly or indirectly, not being within the direct knowledge of the Corporation, has been furnished by the respective director nominees individually or obtained from the System for Electronic Disclosure by Insiders (“SEDI”) and may include Common Shares owned or controlled by spouses and/or children of such directors and/or companies controlled by the director nominees or their spouses and/or children. Statistics in the graphics below assume all director nominees are elected in 2026.



SUSAN WOLBURGH JENAH, ICD.D



Corporate Director

Age: 70
Toronto, Ontario
Canada

Independent
Director since: 2016

Primary Areas of Expertise:
Human Resources Management and/or Executive Compensation, C-Suite and Executive Leadership Experience, and Service on Public Company Boards

2025 Election Result: 95.78%

Overall Board and Committee Attendance 2025: 100%

Susan Wolburgh Jenah joined the Board in 2016. Ms. Wolburgh Jenah also serves as a director of the Board of Hydro One Limited. She is the former President and Chief Executive Officer of the Canadian Investment Regulatory Organization (CIRO) (formerly the Investment Industry Regulatory Organization of Canada), the national self-regulatory body which oversees investment dealers and trading activity on debt and equity markets in Canada. Her prior directorships include the Board of Laurentian Bank of Canada, the Global Risk Institute, NEO Exchange and NEO Innovations, the Institute of Corporate Directors, and as Public Governor of the U.S. Financial Industry Regulatory Authority. Prior to this, Ms. Wolburgh Jenah had an accomplished career with the Ontario Securities Commission spanning over two decades and serving in numerous executive roles including Vice-Chair, Head of International Affairs and General Counsel. She recently served as Vice-Chair of the Humber River Hospital Board and as Chair of the Independent Review Committee for Vanguard Investments Canada. She is a member of the C.D. Howe National Advisory Council and a former mentor/sponsor for Catalyst Women on Board. Ms. Wolburgh Jenah holds a J.D. from Osgoode Hall Law School and was recognized with the Osgoode Hall Alumni Award for Achievement in 2011. She is ICD.D certified.

Aecon Committee Memberships:

- Corporate Governance, Nomination, and Compensation Committee (Chair)
- Operational, Environmental and Safety Risk Committee

Current Public Board and Committee Memberships:

- Hydro One Limited
Governance and Regulatory Committee (Chair)
Indigenous Peoples, Safety and Operations Committee

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)

Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽¹⁾
4,617	110,452	\$5,252,900	47.8x	✓

⁽¹⁾ The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

LESLIE KASS, C. Dir.



CEO of North Coast Holdings and Lewis Services

Age: 55
Pittsford, New York
USA

Independent
Director since: 2024

Primary Areas of Expertise:
C-Suite and Executive Leadership Experience,
Construction/Infrastructure Development Experience,
Information Technology and Cybersecurity

2025 Election Result: 96.32%

Overall Board and Committee Attendance 2025: 100%

Leslie Kass joined the Board in 2024. Ms. Kass is currently serving as the CEO of North Coast Holdings and Lewis Services (“Lewis”) where she is responsible for ensuring the success of the company’s customers, employees, and ESOP (Employee Stock Ownership Plan), while developing and executing Lewis’ vision and strategy for continued growth. A respected leader for over 30 years in the utility and energy sectors, Ms. Kass is proud to serve as Lewis’ first female CEO in the company’s 85-year history. Prior to joining Lewis, Ms. Kass was the first female CEO at Babcock & Wilcox and served as Executive Vice President at TC Energy’s Corporate Technical Center in Calgary, Alberta. Ms. Kass has also held leadership positions at Westinghouse Electric Company, Nuclear Energy Institute, Entergy, and Duke Energy. She was part of the development team for Urenco USA’s centrifuge uranium enrichment facility in New Mexico. Ms. Kass earned an undergraduate degree in Materials Science and Engineering from Massachusetts Institute of Technology, and an MBA from Duke University’s Fuqua School of Business. She has served on the board of Bruce Power nuclear facility (the largest nuclear generation site in the world), Babcock & Wilcox Enterprises (NYSE:BW) and is currently a board member of North Coast Holdings and Lewis Services.

Aecon Committee Memberships: ➤ Corporate Governance, Nomination, and Compensation Committee

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)				
Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽¹⁾
7,130	19,469	\$1,214,244	11.0x	✓

⁽¹⁾ The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

STUART LEE, FCPA, FCA, ICD.D



Corporate Director

Age: 62
Edmonton, Alberta
Canada

Independent
Director since: 2023

Primary Areas of Expertise:
Audit Financial Expert,
Construction/Infrastructure
Development Experience,
Managing and Leading Growth

2025 Election Result: 97.38%

Overall Board and Committee
Attendance 2025: 100%

Stuart Lee joined the Board in 2023. Mr. Lee holds a Commerce degree from the University of Alberta, is a chartered professional accountant and possesses more than two decades of experience as a financial and commercial executive, the majority of which has been in the energy, power and utility sectors. Mr. Lee is the retired President and Chief Executive Officer of EPCOR Utilities Inc., one of Canada's top providers of energy and water services and products, providing solutions to customers in Alberta, Ontario, British Columbia and Saskatchewan, and is one of the largest providers of private water utilities in the U.S. Southwest, with operations in Arizona, New Mexico and Texas. Mr. Lee served EPCOR Utilities Inc. as President and Chief Executive Officer from September 1, 2015, until he retired May 31, 2023. He was instrumental in the growth and operational excellence of the company, adding new geographies and business lines to its portfolio in Canada and the U.S. Before joining EPCOR, Mr. Lee was an executive with Capital Power Corporation for six years, serving as both Senior Vice President of Finance and CFO, as well as Senior Vice President of Corporate Development and Commercial Services. Mr. Lee is on the board of Wolf Investments Canada LP, recently completed a term on the Board of STARS Air Ambulance and previously sat on the Board of Directors of Edmonton's Citadel Theatre and the Audit Committee of the University of Alberta. Mr. Lee is ICD.D certified and is a Fellow of Chartered Professional Accountants (FCPA, FCA).

Aecon Committee Memberships:

- Audit Committee
- Operational, Environmental and Safety Risk Committee

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)

Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽¹⁾
18,700	20,731	\$1,800,025	16.4x	✓

⁽¹⁾ The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

JEFFREY LYASH, ICD.D, NACD.D



Corporate Director

Age: 64
Kamas, Utah
USA

Independent
Director since: 2026

Primary Areas of Expertise:
C-Suite and Executive Leadership
Experience,
Construction/Infrastructure
Development Experience, Financial
Literacy

2025 Election Result: N/A

Overall Board and Committee
Attendance 2025: N/A.

Jeffrey Lyash joined the Board in 2026. Mr. Lyash currently serves as a director on the board of Dominion Energy Inc. and as a Trustee of Drexel University; and previously served on the boards of Granite Construction Inc., Ontario Power Generation, Progress Energy Florida and a wide range of economic development and non-profit Boards. He is a 40-year veteran of the power industry with over 20 years as a senior executive, including serving as the chairman of the Electric Power Research Institute, Nuclear Energy Institute, World Association of Nuclear Operators Atlanta Center and the Institute of Nuclear Power Operations. Mr. Lyash was the former President & CEO of the Tennessee Valley Authority from 2019 until his retirement in 2025 and was formerly the President of Chicago Bridge & Iron Power. Prior to this, Mr. Lyash served as the President & CEO of Progress Energy Florida and as Executive Vice President of Energy Supply of Duke Energy, the successor companies to Carolina Power & Light (CP&L). Before joining CP&L, he worked for the U.S. Nuclear Regulatory Commission (NRC) in senior technical and management positions, where he earned a Senior Reactor Operator License, and received the U.S. NRC's Meritorious Service Award. Mr. Lyash earned a bachelor's degree in mechanical engineering from Drexel University where he has been honored with the Distinguished Alumnus Award and was inducted into The Drexel University 100. Mr. Lyash is a graduate of the Duke University Fuqua School of Business Advanced Management Program and is ICD.D and NACD.D certified.

Aecon Committee Memberships: ➤ N/A – To be determined following election by Shareholders.

Current Public Board and Committee Memberships:⁽¹⁾ ➤ Dominion Energy Inc.
Audit Committee
Safety, Technology, Nuclear and Operations Committee

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)

Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽²⁾
0	0	\$0	N/A	In Progress

⁽¹⁾ As of the date of this Circular, Mr. Lyash has been nominated for election to the board of directors of Curtiss-Wright Corporation (NYSE:CW) and to sit on the Audit Committee and Finance Committee following his proposed election. Curtiss-Wright Corporation is scheduled to hold their annual general meeting of shareholders on May 7th, 2026.

⁽²⁾ Pursuant to the Director Share Ownership Policy adopted by the Board, Mr. Lyash has until 2031 to satisfy the threshold requirement of holding five times his annual Board retainer in Common Shares and/or DSUs. The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

ROD PHILLIPS, ICD.D



Vice-Chair, Canaccord Genuity Corporation

Age: 61
Toronto, Ontario, Canada

Independent Director since: 2024

Primary Areas of Expertise:
Financial Literacy, Government Affairs, Capital Structuring and Capital Markets

2025 Election Result: 97.33%

Overall Board and Committee Attendance 2025: 100%

Rod Phillips joined the Board in 2024. Mr. Phillips is a business and public policy leader and lifelong community volunteer. He is the Vice Chair of Canaccord Genuity Corporation, a member of the Board of Directors of Canaccord Genuity Group Inc. (CF:TO), and the Chair of the Toronto Global Board of Directors. In 2018, he was elected as the Member of Provincial Parliament representing the suburban community of Ajax. During his time in government, Mr. Phillips served as the Minister of Finance, the Minister of Long-Term Care and the Minister of Environment, Conservation and Parks. Prior to his public service, Mr. Phillips was the President and CEO of the Ontario Lottery and Gaming Corporation (OLG) and the health and productivity company Morneau-Shepell (now Lifeworks). He served as the Chair of the Board of Postmedia Network Inc., Canadian Chair and Global Advisory Board member of Afiniti and served on the corporate boards of Data Communications Management, Top Aces, and the Interprovincial Lottery Corporation. Mr. Phillips began his career as a management consultant with KPMG and Goodmans LLP. He also served as the Chief of Staff to the first Mayor of the amalgamated city of Toronto and Ontario's Minister of Labour. An active community volunteer, Mr. Phillips served as the Chair of Civic Action and the TELUS Community Fund. He was the founding Chair of the Centre for Addiction and Mental Health's Transforming Lives Gala and a member of the Boards of the Toronto International Film Festival, the Canadian Psychiatric Research Foundation, the Global Business and Economic Roundtable on Addiction and Mental Health, the Council of the College of Physicians and Surgeons of Ontario, Bridgepoint Health, and the Toronto Community Foundation. He is a past President of the Canadian Club of Toronto. Mr. Phillips was selected as one of Canada's Top 40 Under 40 and as one of the "Best of the Best" on the 10th Anniversary of that award. In 2009, with investment partner the Clairvest Group, he was awarded the Canadian Venture Capital Association Deal of the Year in the Private Equity category. In 2010, he was appointed Honorary Lieutenant Colonel, 32nd Combat Engineers Regiment headquartered at Downsview Base, Toronto. A graduate of the MBA program at Wilfrid Laurier University, Mr. Phillips also holds an Honours BA in Political Science and English from Western University. He is ICD.D certified.

Aecon Committee Memberships: > Audit Committee

Current Public Board and Committee Memberships: > Canaccord Genuity Group Inc.

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)

Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽¹⁾
600	13,268	\$633,074	5.8x	✓

⁽¹⁾ The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

ERIC ROSENFELD, C. Dir.



President and Chief Executive Officer of Crescendo Partners, L.P.

Age: 68
New York, New York
USA

Independent
Director since: 2017

Primary Areas of Expertise:
Strategic Development, Capital Structuring and Capital Markets, Experience on Public Company Boards

2025 Election Result: 91.52%

Overall Board and Committee Attendance 2025: 100%

Eric Rosenfeld joined the Board in 2017. Mr. Rosenfeld has been the President and Chief Executive Officer of Crescendo Partners, L.P., a New York based investment firm, since its formation in November 1998. Prior to forming Crescendo Partners, he held the position of Managing Director at CIBC Oppenheimer and its predecessor company Oppenheimer & Co., Inc. for 14 years. Mr. Rosenfeld currently serves as a director for several companies. Mr. Rosenfeld is on the board at Pangaea Logistics Solutions Ltd., a maritime logistics and shipping company, and Algoma Steel Group, Inc., a fully integrated producer of hot and cold rolled steel products. Mr. Rosenfeld has also served as Chairman and CEO for Arpeggio Acquisition Corporation, Rhapsody Acquisition Corporation, Trio Merger Corp., Quartet Merger Corp. and Harmony Merger Corp., all blank check corporations that later merged with Hill International, Primoris Services Corporation, SAExploration Holdings, Pangaea Logistics Solutions Ltd. and NextDecade Corporation, respectively. Mr. Rosenfeld has also served as the Chief SPAC Officer of Legato Merger Corp., and Legato Merger Corp. II, blank check corporations that later merged with Algoma Steel Group, Inc. and Southland Holdings, respectively. Mr. Rosenfeld is currently the Chief SPAC Officer of Legato Merger Corp. III and Legato Merger Corp. IV, blank check companies. Mr. Rosenfeld is also currently the CEO of Allegro Merger Corp., a non-listed shell company. He was on the board of Primo Water Corp., a water delivery company, CPI Aero (Chairman Emeritus), a company engaged in the contract production of structural aircraft parts, Canaccord Genuity, an investment banking and financial services firm, NextDecade Corporation, a development stage company building natural gas liquefaction plants, Absolute Software Corp., a leader in firmware-embedded endpoint security and management for computers and ultraportable devices, AD OPT Technologies, an airline crew planning service, Sierra Systems Group Inc., an information technology, management consulting and systems integration firm, Emergis Inc., an electronic commerce company, Hill International, a construction management firm, Matrikon Inc. a company that provides industrial intelligence solutions, DALSA Corp., a digital imaging and semiconductor firm, HIP Interactive, a video game company, GEAC Computer, a software company, Computer Horizons Corp. (Chairman), an IT services company, Pivotal Corp, a cloud software firm, Call-Net Enterprises, a telecommunication firm, Primoris Services Corporation, a specialty construction company, and SAExploration Holdings, a seismic exploration company. Mr. Rosenfeld has served on numerous panels at Queen's University Business Law School Symposia, McGill Law School, the World Presidents' Organization and the Value Investing Congress. He is a senior faculty member at the Director's College and is an adjunct professor at Columbia Business School. He is a guest lecturer at Tulane Law School. He has also been a regular guest host on CNBC. Mr. Rosenfeld received an A.B. in Economics from Brown University and a Master of Business Administration from the Harvard Business School.

Aecon Committee Memberships:

- Corporate Governance, Nomination, and Compensation Committee
- Audit Committee

Current Public Board and Committee Memberships:

- Pangaea Logistics Solutions Ltd.
Corporate Governance and Nominating Committee (Chair)
Compensation Committee
- Algoma Steel Inc.
Human Resources and Compensation Committee (Chair)
Nominating and Corporate Governance Committee

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)

Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽¹⁾
184,200	109,889	\$13,425,163	122.1x	✓

⁽¹⁾ The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

JEAN-LOUIS SERVLANCKX



President & CEO, Aecon Group Inc.

Age: 65
Toronto, Ontario
Canada

**Non-Independent
Director since:** 2018

Primary Areas of Expertise:
Managing and Leading Growth,
Construction/Infrastructure
Development Experience,
International Business

2025 Election Result: 97.37%

Overall Board Attendance 2025:
100%

Jean-Louis Servranckx is the President and Chief Executive Officer of Aecon (the “**President & CEO**”) and he joined the Board in 2018. Mr. Servranckx has over 35 years of experience in the construction industry, across the infrastructure and industrial sectors, and is a seasoned leader with expertise in large-scale and complex international projects. Beginning his career at Spie Batignolles, his roles included Regional Manager for East Africa at Sogea-Satom, a subsidiary of Vinci Construction before becoming International Development and Special Projects Manager. Mr. Servranckx continued his career at Vinci Construction, where he held progressively senior roles, including Operational Manager for the Mediterranean and Middle East regions, then Deputy Chief Executive Officer of the Major Projects Division. In 2011, he became President and Chief Executive Officer of Eiffage Civil Works Division, now known as Eiffage Infrastructures Branch, a business with operations throughout Europe, Africa and in Canada. Mr. Servranckx graduated from École des Mines de Paris, holds a Master of Business Administration from INSEAD and is fluent in English, French and Spanish.

NUMBER OF SHARES, DSUs, RSUs and PSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)

Common Shares (#)	DSUs (#)	RSUs (#)	PSUs (#)	Total at Risk Value of Common Shares, DSUs, RSUs and PSUs	Multiple of Annual Base Salary	Satisfies Senior Executive Share Ownership Requirement of 5x Annual Base Salary (✓)
5,500	287,238	163,527	139,777	\$27,209,317	22.7x ⁽¹⁾	✓

⁽¹⁾ Mr. Servranckx does not receive an annual retainer or any other fees in respect of his participation in Board meetings. See “Statement of Executive Compensation” in Section Four of this Circular for a discussion of the compensation paid to Mr. Servranckx. Pursuant to the Senior Executive Share Ownership Policy adopted by the Board, Mr. Servranckx is required to maintain minimum ownership levels of Common Shares, RSUs and DSUs equivalent to at least five times his annual base salary. The multiple of annual base salary is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

DEBORAH S. STEIN, FCPA, FCA, ICD.D, NACD.D, GCB.D



Corporate Director

Age: 65
Calgary, Alberta
Canada

Independent
Director since: 2019

Primary Areas of Expertise:
Audit Financial Expert, Human
Resources Management and/or
Executive Compensation,
Financial Literacy

2025 Election Result: 94.83%

Overall Board and Committee
Attendance 2025: 100%

Deborah S. Stein joined the Board in 2019. Ms. Stein has held a number of senior finance leadership roles, including Senior Vice President, Finance and Chief Financial Officer of AltaGas Ltd. from 2008 to 2015, and Chief Financial Officer and Corporate Secretary of AltaGas Utilities Group Inc. from 2005 to 2006. Ms. Stein also held senior leadership roles at Wendy's Restaurants of Canada, Paramount Canada's Wonderland and TransCanada Corporation. Ms. Stein currently sits on the boards of RB Global, Inc. and Trican Well Services Ltd. Ms. Stein also serves on various private boards and was appointed to the Board of the Ontario Teachers' Pension Plan in 2023. She has previously served as Chairperson of Financial Executives International (FEI) Canada and was Trustee of the Calgary Zoo. Ms. Stein received the ESG Global Competent Boards Designation and is a Fellow of Chartered Professional Accountants (FCPA, FCA). Ms. Stein holds a Bachelor of Arts degree in Economics (Hons.) from York University and is ICD.D, NACD.D and GCB.D certified.

- Aecon Committee Memberships:**
- Audit Committee (Chair)
 - Corporate Governance, Nominating, and Compensation Committee
- Current Public Board and Committee Memberships:**
- Trican Well Services Ltd.
Audit Committee
Corporate Governance Committee (Chair)
 - RB Global, Inc.
Audit Committee

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)

Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽¹⁾
7,960	59,953	3,100,229	28.2x	✓

⁽¹⁾ The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

SCOTT STEWART, C. Dir.



Corporate Director

Age: 77
Collingwood, Ontario, Canada

Independent
Director since: 2024

Primary Areas of Expertise:
Managing and Leading Growth, Risk Management and Risk Mitigation, Information Technology and Cybersecurity

2025 Election Result: 99.40%

Overall Board and Committee Attendance 2025: 100%

Scott Stewart joined the Board in 2024. Mr. Stewart is a graduate of the University of Waterloo in Civil Engineering and is a registered P.Eng. in various jurisdictions across Canada. Mr. Stewart spent most of his career with IBI Group (“IBI”), a Canadian architectural and engineering firm. He led much of the growth of the firm across North America and internationally, with emphasis on the diversification into technology and the deployment of large-scale systems. Mr. Stewart took over as the CEO of IBI in 2013 and fulfilled that role until the acquisition of IBI by a large European firm in the fall of 2022. He was also a member of the IBI Board of Directors from 2004 to 2022. Mr. Stewart is currently the Chair and founding partner in BluWatr, a technology-based engineering and architectural firm. Mr. Stewart is and has been on the boards of various associations including the Transportation Association of Canada (TAC) and the Intelligent Transportation Society (ITS) of Canada.

Aecon Committee Memberships: > Operational, Environmental and Safety Risk Committee

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)				
Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽¹⁾
20,029	16,368	\$1,661,523	15.1x	✓

⁽¹⁾ The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

SCOTT THON, ICD.D



Executive, Berkshire Hathaway Energy Board of Directors

Age: 63
Calgary, Alberta
Canada

Independent

Director since: 2021

Primary Areas of Expertise:

International Business, C-Suite and Executive Leadership Experience, Risk Management and Risk Mitigation

2025 Election Result: 94.52%

Overall Board and Committee Attendance 2025: 91%

Scott Thon joined the Board in 2021. Mr. Thon is an executive officer and a director of, Berkshire Hathaway Energy. Before serving as President at Berkshire Hathaway Energy from 2022-2026, Mr. Thon served as President at Berkshire Hathaway Energy Canada from 2014-2022, and as Chief Executive Officer of its the largest Canada subsidiary, AltaLink, from 2002-2022. For over 40 years, Mr. Thon has held a variety of senior positions in the energy industry, from operations and engineering to market design and financial management. He has led the investment and construction of significant energy infrastructure developments in Alberta, Canada and globally. He currently sits on the boards of AEGIS Insurance Services, Inc., Alberta Blue Cross Benefits Foundation, and Edison Electric Institute (EEI). Mr. Thon was presented with Queen Elizabeth II's Platinum Jubilee Medal (Alberta) in 2022 by the Government of Alberta. Mr. Thon has been recognized by the Business in Calgary magazine with their Leaders award and the Calgary Chamber of Commerce for his business and community leadership. In 2024, Bow Valley College awarded Mr. Thon an Honorary Diploma and previously their Distinguished Citizen Award for his commitment to the college. In 2025, the University of Saskatchewan Alumni Association presented Mr. Thon their highest honor, a Lifetime Achievement Alumni Award. Mr. Thon is a registered professional engineer with a Bachelor of Science in electrical engineering from the University of Saskatchewan and a graduate of the Executive Program from the University of Western Ontario's Richard Ivey School of Business. Mr. Thon is ICD.D certified.

Aecon Committee Memberships:

- Corporate Governance, Nominating, and Compensation Committee
- Operational, Environmental and Safety Risk Committee (Chair)

NUMBER OF SHARES AND DSUs OWNED, CONTROLLED OR DIRECTED (as at Record Date)

Common Shares (#)	DSUs (#)	Total at Risk Value of Common Shares and DSUs	Multiple of Annual Retainer	Satisfies Director Share Ownership Requirement of 5x Annual Retainer (✓) ⁽¹⁾
10,790	68,910	\$3,625,067	33.0x	✓

⁽¹⁾ The multiple of annual retainer is valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

Board Skills Matrix

The Corporation believes that a board of directors with a diverse set of skills is better able to oversee the wide range of issues that arise in a company of Aecon's size and complexity. Nominees to the Board are selected for their integrity and character, sound and independent judgment, breadth of experience, insight, knowledge and business acumen. The following matrix illustrates the overall experience of the current members of the Board in a variety of categories that are important to Aecon's business.

Skills and Experience	Susan Wolburgh Jenah	Leslie Kass	Stuart Lee	Jeffrey Lyash	Rod Phillips	Eric Rosenfeld	Jean-Louis Servranckx	Deborah S. Stein	Scott Stewart	Scott Thon
Managing or Leading Growth	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Financial Literacy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
C-Suite or Executive Leadership Experience	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Construction and/or Infrastructure Development Experience		✓	✓	✓		✓	✓		✓	✓
Strategic Development	✓	✓	✓	✓	✓		✓	✓	✓	✓
Government Affairs (Canada or U.S.)	✓	✓	✓	✓	✓		✓		✓	✓
International Business		✓	✓	✓	✓	✓	✓	✓	✓	✓
Service on Public Company Boards	✓	✓	✓	✓	✓	✓		✓	✓	✓
Human Resources Management and/or Executive Compensation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Capital Structuring and Capital Markets	✓		✓		✓	✓		✓		✓
Corporate Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Stakeholder Relations	✓	✓	✓	✓	✓	✓	✓		✓	✓
Information Technology and Cybersecurity		✓		✓	✓			✓	✓	✓
Risk Management and Risk Mitigation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sustainability	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Audit Financial Expert			✓					✓		
Board Tenure										
0-5 years		✓	✓	✓	✓				✓	✓
6-10 years	✓					✓	✓	✓		
10+ years										
Retirement Date										
	2031	2039	2038	2041	2039	2032	N/A	2034	2039	2036

The following table describes in greater detail the aforementioned skills which the Board would ideally possess, and which are considered when Aecon recruits new directors and proposes changes to the composition of the Board.

Skills and Experience	Description
Managing or Leading Growth	Experience driving strategic direction and leading growth of an organization.
Financial Literacy	Experience with, or understanding of, financial accounting and reporting, including the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by Aecon's financial statements.
Audit Financial Expert	Experience as one or more of the following: (i) a chartered accountant; (ii) a certified public accountant; (iii) a former or current Chief Financial Officer of a public company or corporate controller of similar experience; (iv) a current or former partner of an audit company; or (v) having similar demonstrably meaningful audit experience.
C-Suite or Executive Leadership Experience	Executive experience, including leading a public or private organization similar in complexity to the Corporation, with a track record of success and value creation.
Construction and/or Infrastructure Development Experience	Senior executive experience in large-scale construction or infrastructure projects and a strong knowledge of the construction sector strategy, markets, competitors and operational issues.
Government Affairs	Regulatory, political, legal and public policy experience, including government relations at the municipal, provincial or federal levels.
International Business	Experience in managing global operations or background and executive experience outside of North America.

Service on Public Company Boards	Prior or current experience as a director of one or more companies (other than Aecon) whose securities are listed and freely traded on a stock exchange.
Human Resources Management and/or Executive Compensation	Experience with talent management, including social impact initiatives, executive succession planning, compensation programs and management of compensation-related risks.
Corporate Governance	Specialized knowledge of corporate governance principles and practices as they relate to a publicly listed company.
Strategic Development	Executive or management experience developing, evaluating and implementing a strategic plan.
Capital Structuring (including M&A) and Capital Markets	Senior executive, consulting or legal experience in capital markets transactions, including financings, public offerings and mergers and acquisitions structuring.
Information Technology and Cybersecurity	Experience with the oversight of enterprise-wide IT systems, emerging technologies, including artificial intelligence, digital infrastructure and digital transformation of business systems, privacy and cybersecurity strategy and policies.
Risk Management and Risk Mitigation	Understanding and oversight of the various risks facing the Corporation and ensuring that appropriate policies and procedures are in place to effectively manage risk.
Sustainability	Demonstration of a high degree of sustainability literacy respecting the most material environmental and social trends, risks and opportunities for the Corporation, including impacts of extreme weather and experience overseeing an organization’s disclosure of those risks and opportunities.
Stakeholder Relations	Experience with stakeholder engagement, management and communications.

Director Independence

National Instrument 58-101 – *Disclosure of Corporate Governance Practices* (“**NI 58-101**”) and National Policy – 58-201 - *Corporate Governance Guidelines* (“**NP 58-201**”) provide a series of CSA guidelines for effective corporate governance (collectively, the “**CSA Guidelines**”), including the criteria used in determining the independence of directors. The Board shall at all times be constituted of a majority of individuals who are independent within the meaning of the CSA Guidelines. Based on the information received from each director, the Board has concluded that all nominated directors, except Jean-Louis Servranckx, are independent within the meaning of the CSA Guidelines.

90% of
nominated
directors are
independent.

As shown in the following table, nine of ten nominees for election to the Board are independent:

Name of Director	Independent	Non-Independent	Reason for Non-Independent Status
Susan Wolburgh Jenah	✓		
Leslie Kass	✓		
Stuart Lee	✓		
Jeffrey Lyash	✓		
Rod Phillips	✓		
Eric Rosenfeld	✓		
Jean-Louis Servranckx		✓	Mr. Servranckx is the President & CEO of the Corporation.
Deborah S. Stein	✓		
Scott Stewart	✓		
Scott Thon	✓		

As at the financial year ended December 31, 2025, all of the members of the Audit Committee, Corporate Governance, Nominating and Compensation (“**CGNC**”) Committee, and Operational, Environmental and Safety Risk (“**OES Risk**”) Committee were considered “independent” under the CSA Guidelines. All of the members of the Audit Committee were also considered “independent” under National Instrument 52-110 – Audit Committees (“**NI 52-110**”). Please see Section Eight, “Corporate Governance Matters – Composition of the Board – Board Committees” of this Circular for additional details.

Director Attendance

The following table summarizes the attendance at Board and committee meetings held during 2025. The Board expects the directors to attend all meetings of the Board and the committees upon which they serve, to come to

such meetings fully prepared and to remain in attendance for the duration of the meetings, however, our practice is that the directors attend all Board and committee meetings, regardless of the committees they serve. Consideration is given to the attendance record of directors in assessing the nominees for election as directors to ensure that directors are able to continue to devote sufficient time to the business and affairs of the Corporation. According to the Corporation's by-laws, the quorum for the transaction of business at any meeting of the Board is at least 50% of the directors. In 2025, a quorum was met at every Board meeting held.

Director	Board	Audit Committee	CGNC Committee	OES Risk Committee	Joint Session	Total	2025 Overall Attendance Record
John M. Beck ⁽¹⁾	7/7	N/A	N/A	N/A	1/1	8/8	100%
Susan Wolburgh Jenah	7/7	N/A	8/8	6/6	1/1	22/22	100%
Leslie Kass	7/7	N/A	8/8	N/A	1/1	16/16	100%
Stuart Lee	7/7	4/4	N/A	6/6	1/1	18/18	100%
Rod Phillips	7/7	4/4	N/A	N/A	1/1	12/12	100%
Eric Rosenfeld	7/7	4/4	8/8	N/A	1/1	20/20	100%
Jean-Louis Servranckx	7/7	N/A	N/A	N/A	1/1	8/8	100%
Deborah S. Stein	7/7	4/4	8/8	N/A	1/1	20/20	100%
Scott Stewart	7/7	N/A	N/A	6/6	1/1	14/14	100%
Scott Thon	7/7	N/A	7/8	6/6	0/1	20/22	91%

⁽¹⁾ Mr. Beck will not stand for re-election and will retire from the Board of Directors effective upon the election of directors at the Meeting.

Other Information

Other than as disclosed below, none of the director nominees, is, as at the date of this Circular, or has been within the 10 years before the date of this Circular, (a) a director or executive officer of any company (including the Corporation) that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets or (b) bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold its assets.

Rod Phillips was a director of each of Postmedia Network Canada Corp. and Postmedia Network Inc. (collectively, "Postmedia") until September 2019. On October 5, 2016, Postmedia completed a recapitalization transaction pursuant to a court-approved plan of arrangement under the Canada Business Corporations Act. The recapitalization involved the restructuring of Postmedia's existing debt obligations.

Mr. Phillips was also a director of Discovery Air Inc. ("Discovery Air") until December 2017. On March 21, 2018, Discovery Air filed for, and was subsequently granted, protection under the Companies' Creditors Arrangement Act ("CCAA"). On April 4, 2018, the court granted an order approving a sale solicitation process for the sale of Discovery Air's shares of its wholly owned subsidiaries, along with its minority interests and residual assets. On April 27, 2018, Discovery Air's convertible unsecured subordinated debentures were delisted from the TSX.

Director Summary Compensation Table

Director compensation is set by the Board on the recommendation of the CGNC Committee. The CGNC Committee seeks to maintain director compensation at a level that is competitive with director compensation at comparable companies.

The following table sets forth the details regarding compensation paid to the Corporation's non-management directors with respect to the financial year ended December 31, 2025:

Name ⁽¹⁾	Director, Lead Director and Chair Annual Retainer (\$)	Committee Chair Retainer (\$)	Committee Member Retainer (\$)	Total Fees Earned (\$)	Share-Based Awards (\$) ⁽²⁾	Pension Value (\$) ⁽³⁾	All Other Compensation (\$)	Total (\$)
John M. Beck ⁽⁴⁾	255,000	Nil	Nil	255,000	180,000	Nil	Nil	435,000
Susan Wolburgh Jenah	110,000	22,500	8,000	140,500	160,000	Nil	Nil	300,500
Leslie Kass	110,000	Nil	8,000	118,000	160,000	Nil	Nil	278,000
Stuart Lee	110,000	Nil	16,000	126,000	160,000	Nil	Nil	286,000
Rod Phillips	110,000	Nil	8,000	118,000	160,000	Nil	Nil	278,000
Eric Rosenfeld	110,000	Nil	16,000	126,000	160,000	Nil	Nil	286,000
Deborah S. Stein	110,000	22,500	8,000	140,500	160,000	Nil	Nil	300,500
Scott Stewart	110,000	Nil	8,000	118,000	160,000	Nil	Nil	278,000
Scott Thon	160,000	22,500	8,000	190,500	160,000	Nil	Nil	350,500

⁽¹⁾ Jean-Louis Servranckx is a Named Executive Officer ("NEO") and as such, his compensation is disclosed in the "Summary Compensation Table" below. He does not receive any additional compensation for his services as a director.

⁽²⁾ The share-based awards are comprised of DSUs granted pursuant to the 2021 Director DSU Plan (as defined hereinafter). Director DSUs for 2025 were granted on March 16, 2026, with a grant date fair value of \$160,000 for each director who is not the Chair of the Board, and a grant date fair value of \$180,000 for the Chair of the Board.

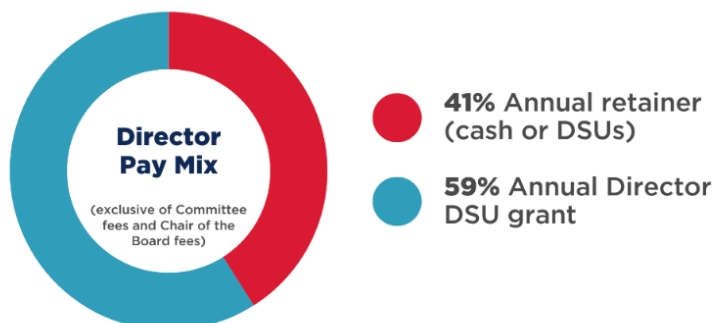
⁽³⁾ The Corporation established a pension plan in 2001 for John M. Beck to reflect then current executive compensation trends, as a reward for (at the time) over 40 years of service with the Corporation and its predecessors, and as an incentive for future long-term involvement with the Corporation. Entitlements under the plan are based on length of service from the date the plan was established and Mr. Beck's final average salary at the time he retired. An agreement was made between the Corporation and Mr. Beck to make pension contributions for an additional 36 months of service credited under Mr. Beck's defined benefit pension plan as a result of his retirement on December 31, 2019. The valuation method and significant assumptions used to determine the closing present value of Mr. Beck's pension plan are disclosed in the Corporation's Consolidated Financial Statements for the year ended December 31, 2025 filed on SEDAR+ (www.sedarplus.ca) on March 5, 2026.

⁽⁴⁾ Mr. Beck will not stand for re-election and will retire from the Board of Directors effective upon the election of directors at the Meeting.

Opening Present Value of Defined Benefit Obligation	Compensatory Change	Non-Compensatory Change	Closing Present Value of Defined Benefit Obligation
(\$)	(\$)	(\$)	(\$)
5,660,546	Nil	222,994	5,437,552

Director Compensation Framework

The fixed-fee non-management director compensation structure was recommended by the CGNC Committee and adopted by the Board in 2019 in conjunction with an assessment by Meridian, the CGNC Committee's independent compensation consultant, of best practices and current market trends.



Director Fee Compensation

The following table sets forth the details of each of the Corporation's non-management director's fee remuneration for the financial year ended December 31, 2025:

Fee Schedule for 2025 (\$)	
Cash Retainers	
Annual Board Member Retainer	110,000
Additional Cash Retainers	
Chair of the Board Premium ⁽¹⁾	145,000
Lead Director Premium ⁽²⁾	50,000
Chair of Audit Committee Annual Retainer	22,500
Chair of CGNC Committee Annual Retainer	22,500
Chair of OES Risk Committee Annual Retainer	22,500
Committee Member Annual Retainer (Audit, CGNC, OES Risk)	8,000
Chair of Special Committee Retainer ⁽³⁾	30,000
Special Committee Member Retainer ⁽³⁾	25,000
Share-Based Retainers	
Board Member DSU Award	160,000
Chair of the Board DSU Premium ⁽⁴⁾	20,000

⁽¹⁾ The Chair of the Board receives the Board member retainer plus the Chair of the Board premium retainer (\$110,000 + \$145,000 = \$255,000).

⁽²⁾ The Lead Director receives the Board member retainer plus the Lead Director premium retainer (\$110,000 + \$50,000 = \$160,000).

⁽³⁾ There were no Special Committees formed in 2025 and consequently no Chair of Special Committee Retainer or Special Committee Member Retainer were paid in such year.

⁽⁴⁾ The Chair of the Board receives the Board member DSU award plus the Chair of the Board DSU premium (\$160,000 + \$20,000 = \$180,000).

From time to time, management of the Corporation requests that independent members of the Board participate in special meetings in their capacities as directors to both take advantage of their diverse skills and experiences and to provide input on behalf of the Board for which the directors receive a special meeting fee. No special meetings were held in 2025.

Director Incentive Plan Awards

Outstanding Share-Based Awards and Option-Based Awards

The following table sets forth the details regarding DSU awards for each non-management director outstanding as at December 31, 2025. The Corporation does not grant option-based awards.

Director	Share-Based Awards ⁽¹⁾			
	Number of DSUs Held Under the 2014 Director DSU Plan and 2021 Director DSU Plan that have not Vested	Market or Payout Value of DSUs Held Under the 2014 Director DSU Plan and 2021 Director DSU Plan that have not Vested ⁽²⁾	Number of DSUs Held Under the 2014 Director DSU Plan and 2021 Director DSU Plan that have Vested but have not been Paid Out or Distributed	Market or Payout Value of Vested DSUs not Paid Out or Distributed
		(\$)		(\$)
John M. Beck ⁽³⁾	44,380	1,385,955	Nil	Nil
Susan Wolburgh Jenah	76,185	2,383,067	28,357	887,007
Leslie Kass	9,212	288,152	4,437	138,790
Stuart Lee	16,598	519,186	Nil	Nil
Rod Phillips	9,212	288,152	Nil	Nil
Eric Rosenfeld	67,134	2,099,952	35,999	1,126,049
Deborah S. Stein	52,455	1,640,793	2,959	92,558
Scott Stewart	9,212	288,152	2,219	69,411
Scott Thon	35,618	1,114,132	26,960	843,309

⁽¹⁾ Jean-Louis Servranckx is a NEO, and as such any option-based or share-based awards granted to him as a director are included in the column entitled "Share-Based Awards" under the heading "Summary Compensation Table", below.

⁽²⁾ Based on the closing price of the Common Shares on the TSX on December 31, 2025, being \$31.28 per share.

⁽³⁾ Mr. Beck will not stand for re-election and will retire from the Board of Directors effective upon the election of directors at the Meeting.

Director DSU Awards

The Board grants DSUs to non-management directors under a director deferred share unit plan in order to promote greater alignment of long-term interests between directors and the Shareholders.

2021 Director DSU Plan

In February 2021, the Board modified its director compensation program by replacing the 2014 Director DSU Plan (as defined below) with a director DSU plan providing for settlement of DSUs in only cash (the “**2021 Director DSU Plan**”) for future grants.

The number of DSUs awarded to an eligible director is equal to the value awarded by the Corporation on an annual basis divided by the volume weighted average trading price of a Common Share on the TSX over the five consecutive trading days prior to the grant date. DSUs awarded to an eligible director can only be settled following the date the director ceases to serve on the Board, thereby providing the equivalent to an equity stake in the Corporation throughout the director’s term as a Board member. In addition to the discretionary award of DSUs, directors have an option to elect to receive 50% or 100% of their Board annual retainer fee that is otherwise payable in cash in the form of DSUs (the “**Elected DSUs**”). Elected DSUs are credited to directors semi-annually. The number of Elected DSUs received by a director for each semi-annual period in the year to which the election relates is equal to the portion of the annual retainer fee that would be payable to the electing director in respect of the semi-annual period that a director elects to receive in DSUs divided by the volume weighted average trading price of a Common Share on the TSX over the five consecutive trading days prior to the date received for that semi-annual period. DSUs granted to eligible directors on a discretionary basis are subject to vesting conditions, whereas elected DSUs are fully vested upon being credited to the director’s account.

About DSUs
A DSU is a right to receive an amount of cash from the Corporation equal to the value of one Common Share upon a director’s retirement.
DSU grants for directors are approved by the Board based on the recommendation of the CGNC Committee.
The dollar amount awarded in DSUs is based on competitive and market conditions, including awards granted to directors of other corporations of comparable size and complexity to the Corporation.
Elected DSUs further align director performance with long-term Shareholder value.

The purpose of the 2021 Director DSU Plan is to assist the Corporation in attracting and retaining directors and to further align the interests between eligible directors and the Shareholders. DSUs do not entitle the director to any voting or other Shareholder rights. The Board may grant awards of DSUs from time to time to each director designated by the CGNC Committee as eligible to participate in the 2021 Director DSU Plan. In any particular year the Board may, in its sole discretion, determine not to make an award to a particular eligible director or to all eligible directors as a group. See “Matters to be Acted Upon at the Meeting – Election of Directors” for details on the amount of DSUs held by each of the directors under the 2021 Director DSU Plan and the 2014 Director DSU Plan.

An eligible director may redeem his or her DSUs under the 2021 Director DSU Plan following the date the director ceases to serve on the Board. An eligible director who redeems DSUs shall be entitled to receive a cash payment equal to the number of DSUs credited to the director’s account multiplied by the volume weighted average trading price of a Common Share on the TSX during the immediately preceding five consecutive trading days prior to the redemption date.

The rights of a participant under the 2021 Director DSU Plan are not transferrable or assignable other than by will or pursuant to the laws of descent and distribution.

2014 Director DSU Plan

The Board will not issue further DSUs under the director deferred share unit plan dated May 2014 (the “**2014 Director DSU Plan**”). The last award of DSUs under the 2014 Director DSU Plan was made on March 12, 2020. DSUs granted under the 2014 Director DSU Plan will continue to be governed by the terms of the 2014 Director DSU Plan.

The number of DSUs awarded to an eligible director under the 2014 Director DSU Plan was equal to the value awarded by the Corporation on an annual basis divided by the closing price of a Common Share on the TSX averaged over the five trading days prior to the date of the award. DSUs awarded under the 2014 Director DSU Plan vest on the first business day following the date the director ceases to serve on the Board. DSUs awarded under the 2014 Director DSU Plan do not entitle the director to any voting or other Shareholder rights. In addition to the discretionary share-based retainer in DSUs, under the 2014 Director DSU Plan, directors had an option to receive up to 40% of their Board annual retainer fee that was otherwise payable in cash in the form of DSUs, and the number of DSUs received by such electing director was equal to the value of the retainer fee that a director elected to receive in DSUs divided by the closing price of a Common Share on the TSX averaged over the five consecutive trading days prior to the date received. The Corporation maintains the option to settle Director DSUs by issuing shares from treasury or in cash or a combination of both.

The total number of Common Shares issuable pursuant to grants of DSUs previously made under the 2014 Director DSU Plan as of the Record Date is 90,996 (0.13% of the Common Shares outstanding). Under the 2014 Director DSU Plan, an aggregate of 382,484 were granted to 10 current or former directors, each of whom were deemed at the time of the grant to be an insider of the Corporation.

The Corporation may, in its absolute discretion, elect one or any combination of the following payment methods for the DSUs credited to a participant’s account following the participant’s termination date: (a) pay cash, equal to the number of DSUs credited to the participant’s account multiplied by the fair market value of the shares, to the participant or the participant’s legal representative, as the case may be; (b) issue new Common Shares to the participant or the participant’s legal representative, as the case may be; (c) purchase Common Shares on the TSX through an independent intermediary for the account of the participant or the participant’s legal representative, as the case may be; or (d) provide notice in writing to the participant or the participant’s legal representative, as the case may be, as to the deferral of payment and as to the date such payment is actually to be made.

The Board may, without Shareholder approval, make amendments to the 2014 Director DSU Plan including, but not limited to, those (i) necessary to ensure that the 2014 Director DSU Plan complies with applicable law and regulatory requirements; (ii) respecting administration and eligibility for participation; (iii) concerning the addition of, and any subsequent amendment to, any financial assistance provision; (iv) that are of a “housekeeping” nature; or (v) that do not require Shareholder approval under applicable laws or regulatory requirements.

Notwithstanding the foregoing, certain changes to the 2014 Director DSU Plan will require Shareholder approval in accordance with the requirements of the TSX including, but not limited to: (i) any change in the definition of “Share Price” which would result in an increase in the value of DSUs; (ii) any change in the term of any DSUs; (iii) an amendment to the amending provisions of the 2014 Director DSU Plan so as to increase the Board’s ability to amend the 2014 Director DSU Plan without Shareholder approval; or (iv) an amendment that would permit DSUs to be transferrable or assignable other than for normal estate settlement purposes.

Except as required by law, the rights of a participant under the 2014 Director DSU Plan are not capable of being anticipated, assigned, transferred, alienated, sold, encumbered, pledged, mortgaged or charged and are not capable of being subject to attachment or legal process for the payment of any debts or obligations of the participant.

Value Vested or Earned During the Financial Year Ended December 31, 2025

The non-management directors did not earn any amounts pursuant to option-based plans, share-based plans or non-equity incentive plans in 2025, nor did any value vest to any non-management directors pursuant to such plans during the financial year ended December 31, 2025, except for the directors that elected to receive all or half of their 2025 annual retainer in the form of DSUs, as set out below. Chair, Lead Director and committee fees are not eligible to be paid out as DSUs and were all paid in cash.

Director	Share-Based Awards
	Value Vested During the Year (\$)
John M. Beck ⁽¹⁾⁽²⁾	Nil
Susan Wolburgh Jenah ⁽⁴⁾	55,000
Leslie Kass ⁽³⁾	110,000
Stuart Lee ⁽²⁾	Nil
Rod Phillips ⁽²⁾	Nil
Eric Rosenfeld ⁽³⁾	110,000
Deborah S. Stein ⁽²⁾	Nil
Scott Stewart ⁽⁴⁾	55,000
Scott Thon ⁽³⁾	110,000

⁽¹⁾ Mr. Beck will not stand for re-election and will retire from the Board of Directors upon the election of directors at the Meeting.

⁽²⁾ Ms. Stein and Messrs. Beck, Lee and Phillips elected to receive 100% of their annual retainer in cash.

⁽³⁾ Ms. Kass and Messrs. Rosenfeld and Thon elected to receive 100% of their annual retainer in DSUs.

⁽⁴⁾ Mr. Stewart and Ms. Wolburgh Jenah elected to receive 50% of their annual retainer in cash and 50% of their annual retainer in DSUs.

Director Share Ownership Policy

It is important for the Corporation's directors to have a significant stake in the Corporation to align their interests with those of the Shareholders. The Corporation's Director Share Ownership Policy requires that each non-management director hold no less than five times the director's annual retainer (excluding any additional chair, Lead Director, and committee premiums) in Common Shares and/or DSUs, such shares or DSUs to be owned within five years from the date upon which the director joined the Board. In determining whether each director satisfies the threshold requirements of the Director Share Ownership Policy, the TSX closing price of the Common Shares as of the Record Date has been used. As of the Record Date and as outlined below, each director satisfies (or has time remaining to satisfy) the threshold requirements of the Director Share Ownership Policy.

Director	Annual Cash Retainer ⁽¹⁾	Multiple of Annual Retainer ⁽¹⁾	Required Value	Value of DSUs ⁽²⁾ (Current Multiple)	Value of Shares ⁽²⁾ (Current Multiple)	Total Value ⁽²⁾ (Current Multiple)	Time to Achieve
Susan Wolburgh Jenah	\$110,000	5x	\$550,000	\$5,042,134 (45.8x)	210,766 (1.9x)	5,252,900 (47.8x)	✓ Achieved
Leslie Kass	\$110,000	5x	\$550,000	\$888,760 (8.1x)	325,485 (3x)	1,214,244 (11.0x)	✓ Achieved
Stuart Lee	\$110,000	5x	\$550,000	\$946,371 (8.6x)	853,655 (7.8x)	1,800,025 (16.4x)	✓ Achieved
Jeffrey Lyash	\$110,000	5x	\$550,000	N/A	N/A	N/A	June 2031
Rod Phillips	\$110,000	5x	\$550,000	\$605,685 (5.5x)	27,390 (0.2x)	633,074 (5.8x)	✓ Achieved
Eric Rosenfeld	\$110,000	5x	\$550,000	\$5,016,433 (45.6x)	8,408,730 (76.4x)	13,425,163 (122.1x)	✓ Achieved
Deborah S. Stein	\$110,000	5x	\$550,000	\$2,736,855 (24.9x)	363,374 (3.3x)	3,100,229 (28.2x)	✓ Achieved
Scott Stewart	\$110,000	5x	\$550,000	\$747,200 (6.8x)	914,324 (8.3x)	1,661,523 (15.1x)	✓ Achieved
Scott Thon	\$110,000	5x	\$550,000	\$3,145,742 (28.6x)	479,325 (4.4x)	3,625,067 (33.0x)	✓ Achieved

⁽¹⁾ As per the Director Share Ownership Policy, the annual cash retainer reflected in this table, and the required multiple, excludes any additional premiums awarded to Board members for service as Board Chair, Lead Director or as Committee Members/Chair.

⁽²⁾ Valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

As a management director, Mr. Servranckx is not subject to the requirements of the Director Share Ownership Policy but is required to adhere to the Senior Executive Share Ownership Policy. See "Managing Compensation Related Risk – Senior Executive Share Ownership Policy" in Section Four of this Circular for further information.

MATTER 2: ADVISORY VOTE ON EXECUTIVE COMPENSATION (“SAY-ON-PAY” VOTE)

The Corporation’s compensation policies and procedures are based on the principle of pay for performance. The Board believes they align the interests of the Corporation’s executive team with the long-term interests of the Shareholders. The Board also believes that Shareholders should have the opportunity to fully understand the objectives, philosophy and principles used in its approach to executive compensation decisions and to have an advisory vote on the Board’s approach to executive compensation. This non-binding advisory Shareholder vote, commonly known as “Say-on-Pay”, gives each Shareholder an opportunity to either endorse or not endorse the Corporation’s approach to its executive pay program and policies through the following resolution:

“Resolved, on an advisory basis and not to diminish the role and responsibilities of the Board, that the Shareholders accept the approach to executive compensation disclosed in the management information circular delivered in advance of the 2026 annual meeting of Shareholders of the Corporation.”

The purpose of the Say-on-Pay vote is to provide appropriate director accountability to the Shareholders for the Board’s compensation decisions by giving Shareholders a formal opportunity to provide their views on the disclosed objectives of the executive compensation plans, and on the plans themselves, for the past, current and future fiscal years.

While Shareholders will provide their collective advisory vote, the directors remain fully responsible for their compensation decisions and are not relieved of these responsibilities by a positive advisory vote by Shareholders.

As this is an advisory vote, the results will not be binding upon the Board. However, the Board will take the results of the vote into account, as appropriate, when considering future compensation policies, procedures and decisions and in determining whether there is a need to significantly increase their engagement with Shareholders on compensation and related matters.

Before casting your vote, we recommend you review and consider the information provided in the “Compensation Discussion and Analysis” section beginning on page 35.

The results of the Say-on-Pay advisory vote will be disclosed as part of the report on voting results for the Meeting. The Corporation’s Shareholders expressed satisfaction with its executive compensation approach by using their Say-on-Pay to vote 94.66% “FOR” and 5.34% “AGAINST” at the 2025 annual meeting of Shareholders.

The Board will review this policy annually to help ensure that it is effective in achieving its objectives.

THE BOARD RECOMMENDS A VOTE FOR THE CORPORATION’S APPROACH TO EXECUTIVE COMPENSATION, AS DESCRIBED UNDER “STATEMENT OF EXECUTIVE COMPENSATION” IN THIS CIRCULAR.

MATTER 3: RE-APPOINTMENT AND REMUNERATION OF AUDITORS

The Shareholders will be asked at the Meeting to pass a resolution confirming the re-appointment of PricewaterhouseCoopers LLP, Chartered Accountants, of 18 York Street, Suite 2600, Toronto, Ontario, Canada M5J 0B2 as auditors of the Corporation for the financial year ended December 31, 2026 and authorizing the Board to fix the auditors' remuneration. PricewaterhouseCoopers LLP were the Corporation's auditors for the financial year ended December 31, 2025.

More detailed information respecting the Audit Committee and audit-related fees paid to the external auditors for the financial year ended December 31, 2025 can be found in the Corporation's Annual Information Form dated March 5, 2026 (Audit Committee – External Auditor Service Fees) which is available for review under the Corporation's SEDAR+ profile at www.sedarplus.ca.

THE BOARD RECOMMENDS A VOTE FOR THE RE-APPOINTMENT OF PRICEWATERHOUSECOOPERS LLP AS AUDITORS OF THE CORPORATION FOR THE FINANCIAL YEAR ENDING DECEMBER 31, 2026 AND AUTHORIZING THE BOARD TO FIX THE AUDITORS' REMUNERATION.

SECTION FOUR – STATEMENT OF EXECUTIVE COMPENSATION

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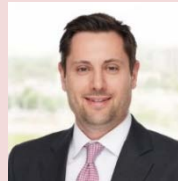
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This disclosure is intended to communicate the compensation paid to Named Executive Officers (NEOs) for the financial year ended December 31, 2025, to provide insight into executive compensation as a key aspect of the overall stewardship and governance of the Corporation, and to inform Shareholders as to how decisions about executive compensation matters are made.

In 2025, Aecon’s NEO’s were:



Jean-Louis Servranckx
President and CEO



Jerome Julier
EVP and CFO



Thomas Clochard
EVP and COO



Eric MacDonald
EVP, Utilities



Tim Murphy
EVP and Chief Strategic Affairs

LETTER TO SHAREHOLDERS

Dear fellow Shareholders,

In 2025, Aecon made significant progress in advancing its corporate strategy, further strengthening our balance sheet to enable value creation for Shareholders. On behalf of the CGNC Committee and the Board, I welcome the opportunity to discuss how Aecon's strong 2025 performance underpins executive compensation.

2025 was a record-setting year. Aecon achieved its highest annual revenue to date of \$5,435 million, secured record new contract awards that drove backlog to a new year-end high of \$10,714 million and our headcount grew by 15%, setting a record high, to support expanding operations. Aecon's growth in 2025 reflects disciplined execution of our Strategic Plan, successful expansion into new markets, and management's relentless pursuit to complete and settle the legacy projects.

The hard work in 2025 carried into 2026, with our share price reaching a historical high of \$52.90 on April 29, 2026. Aecon also returned an aggregate of \$56.7 million to shareholders in 2025 through dividends and share repurchases; and in March 2026 announced a further increase to its annual dividend, to \$0.77 per share, underscoring confidence in Aecon's financial strength and outlook.

ADVANCING THE LEGACY PROJECTS

Many of you have stood by us in recent years when our results were negatively impacted by four fixed price legacy projects. We are grateful for that continued support, as construction on three of these projects has now concluded. The Coastal GasLink Pipeline project was finalized in late 2024 and a settlement was reached. The Eglinton Crosstown and Finch West Light Rail Transit ("LRT") projects reached substantial completion in 2025 and now service the public, delivering critical transit infrastructure to growing communities across Toronto. We continue to make progress on the final legacy project, following which Aecon should be well-positioned for long-term profitable growth and improved margin predictability. Together with our joint venture partners, we continue to dedicate all necessary resources to pursue fair and reasonable dispute resolution with the respective clients in each case where claims are outstanding.

Successfully navigating these complex projects to completion, including satisfactory settlements with the respective clients has and will continue to require exceptional leadership, persistence and focus from our team, led by our President and CEO. These achievements are reflected in the executive compensation awards for 2025, as discussed in more detail below.

OUR COMPENSATION PHILOSOPHY

Our executive compensation program is designed to attract, retain and incentivize strong leaders that embody Aecon's culture and values and ties compensation to Aecon's performance in alignment with Shareholder interests. Transparency is key to effective communication of executive compensation decisions to Shareholders, and we are committed to presenting this disclosure in a clear and concise manner throughout the Circular.

Executive compensation consists of base salary and annual incentive ("STIP") that encourages strong performance on profitability and other individual objectives, together with long-term incentives ("LTIP") including deferred share units ("DSU"), restricted share units ("RSU") and performance share units ("PSU"), all aligning executive compensation and motivations with the long-term interests of investors. In 2025, CEO compensation consisted of 15% salary, 26% STIP and 59% LTIP (85% at-risk), and other NEO compensation consisted of an average of 26% salary, 27% STIP and 47% LTIP (74% at-risk).

Shareholders evidenced strong support for our approach to pay-for-performance in 2025, voting 94.66% in favour of our "Say-on-Pay" resolution at Aecon's last annual general meeting of Shareholders. While this is encouraging, the Board continues to monitor best practices and evolving expectations regarding executive compensation to ensure compensation outcomes remain aligned with performance.

You can find the key elements of our compensation program in the Compensation Discussion and Analysis section:

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2025 CEO COMPENSATION HIGHLIGHTS

In 2025, the Board and the CGNC Committee approved significant changes to Aecon’s pay-for-performance framework, including the adoption of a PSU Plan and a cap on STIP awards.

In light of Aecon’s very strong 2025 performance against the Strategic Plan, its ambitious international expansion initiatives, and Mr. Servranckx’s achievements related to the legacy projects, Mr. Servranckx was awarded: a base salary of \$1,200,000, a STIP payment of \$1,900,000 and an LTIP award of \$4,400,000. Mr. Servranckx’s total direct compensation remains competitive with the median of Aecon’s North American compensation peer group. Importantly, 59% of Mr. Servranckx’s total compensation is performance-based and directly tied to share price performance through long-term incentives. The table below compares the value of each \$100 of compensation awarded to the CEO to the value earned by our Shareholders over the same period. These values are indexed at \$100 to provide a more meaningful comparison.

Year	CEO Total Direct Compensation		Value of \$100		
	Compensation Awarded	Realized and Realizable Value as at December 31, 2025	Period	CEO	Shareholders
2024	\$5,725,008	\$6,394,993	Jan 1, 2024 to Dec 31, 2024	\$111	\$206
2025	\$7,403,365	\$7,929,462	Jan 1, 2025 to Dec 31, 2025	\$107	\$115

BOARD REFRESHMENT

Board succession planning is a priority for the CGNC Committee and a measure of strong stewardship and leadership continuity. At the Meeting, our Chairman John M. Beck will not be standing for re-election after over 60 years of dedicated service to Aecon. As Aecon’s Founder, John has been at the forefront of building the organization into an international construction and infrastructure development company with global expertise. In recognition of his dedicated service and contributions to Aecon’s success over his 60-year career, the Board will confer upon John the title of “Chairman Emeritus.” It was an honour and a privilege to serve alongside him, and we sincerely thank him for his many contributions to Aecon’s success over the years.

On behalf of the CGNC Committee and the Board, we are pleased to announce that Lead Director, Scott Thon, will assume the role of independent Chair following the Meeting. We would also like to welcome our newest director, Jeffrey Lyash, who was appointed to the Board on March 5, 2026. As the recently retired President and Chief Executive Officer of Tennessee Valley Authority, Jeffrey brings more than four decades of experience in utility operations, power operations and public policy and regulatory matters related to nuclear energy.

Our leadership team, together with our tireless workforce, remains focused on building value for you, our Shareholders. Thank you for your belief in our vision and for your continued investment and support.

Sincerely,



Susan Wolburgh Jenah

WHY VOTE "FOR" SAY-ON-PAY



ALIGNMENT WITH COMPANY PERFORMANCE AND STRATEGIC OBJECTIVES

- Executive compensation outcomes are tied to financial, operational and strategic performance.
- In 2025, 85% of CEO compensation, and 74% of other NEO compensation, was “at-risk” and performance based.
- Long-term incentives including DSUs, RSUs, and PSUs align executive pay with long-term value creation for Shareholders.
- Aecon’s Senior Executive Share Ownership Policy requires the CEO, Executive Vice Presidents (“EVPs”) and Senior Vice Presidents (“SVPs”) to hold 5x, 3x, and 2x, respectively, of their annual salary in Common Shares, RSUs, PSUs or DSUs.



WEIGHTED TOWARDS LONG-TERM VALUE CREATION

- Management LTIP and PSU Plans tie long-term executive compensation to the long-term performance of the Corporation and Shareholder experience through the use of both relative and absolute performance metrics, including Relative Total Shareholder Return (“Relative TSR”), Earnings Before Interest, Taxes, Depreciation and Amortization (“EBITDA”) and Total Recordable Injury Frequency (“TRIF”), as further detailed below.
- In 2025, 59% of CEO compensation, and 47% of other NEO compensation, came from long-term incentive plans.



COMPETITIVE ALIGNMENT WITH MARKET COMPENSATION

- Compensation levels are set in line with a defined peer group and are required to attract, motivate and retain the Corporation’s key executives who can drive long-term success, in competitive global markets.
- Aecon’s NEO total compensation is consistently around the median of its peer group of companies.



GOVERNANCE OVERSIGHT BY INDEPENDENT BOARD AND COMPENSATION COMMITTEE

- Executive compensation decisions are made following a robust governance process, led by independent directors relying on guidance from independent third-party advisors, Meridian and Alliance Advisors.

COMPENSATION DISCUSSION AND ANALYSIS

Corporate Governance, Nominating and Compensation Committee

Composition and Experience of the CGNC Committee

As of the date of this Circular, the CGNC Committee is comprised of five members of the Board, namely: (i) Susan Wolburgh Jenah (Chair); (ii) Leslie Kass; (iii) Eric Rosenfeld; (iv) Deborah Stein and (v) Scott Thon, none of whom are eligible to participate in the Corporation's executive compensation programs. No member of the CGNC Committee is an officer, employee or former officer or employee of the Corporation or any of its affiliates and each is considered "independent" of the Corporation within the meaning of the CSA Guidelines. Each of the members of the CGNC Committee serves, and has previously served, on multiple corporate boards. As such, each member of the CGNC Committee has significant experience and expertise in executive compensation (see each director's biography in Section Three of this Circular – "Matters to be Acted Upon at the Meeting" for more information).

The CGNC Committee is responsible for oversight of the Corporation's compensation plans, including conducting regular reviews of the Corporation's compensation philosophy and developing and fostering a compensation policy that rewards the creation of Shareholder value and reflects an appropriate balance between short and long-term performance. With respect to compensation matters, the CGNC Committee makes recommendations to the Board on all aspects of executive compensation relating to the Corporation, particularly those regarding executive officers, including salary amount and compensation structure for executives and employees, bonus awards, and incentive plans and policies.

Objectives of Executive Compensation Program and Strategy

The nature of the industry in which Aecon participates is centred on delivering successful projects to clients with positive financial results to the Corporation. The importance placed on performance and delivering positive financial results is woven through Aecon's executive compensation philosophy, which ensures that total compensation for its NEOs is competitive and directly linked to the actual performance results of both the individual officer and the Corporation. The objective of the Corporation's compensation policy is to attract, retain and motivate highly competent individuals who can ensure the current and long-term success of the Corporation in a highly competitive environment. The Corporation's NEO compensation program is designed to reward NEOs for delivering positive financial results, which has the consequential effect of increasing shareholder value, achieving superior corporate performance, improving operations and executing on corporate strategy. The same performance-driven results approach is taken by the Corporation with respect to the compensation of management personnel other than the NEOs.

The CGNC Committee and the Board, working together with management of the Corporation, have assembled an executive team that has developed the strategic priorities of the Corporation and has made progress towards achieving these objectives. The CGNC Committee plays a key role in supporting the Board in its oversight of succession planning (see "Succession Planning" in Section Eight of this Circular) and formally considered succession planning at the executive management level in April 2026. At the corporate level, the CGNC Committee believes that Jean-Louis Servranckx, President & CEO, is ably backed by a strong team of executives.

Peer Groups and Benchmarking

Compensation Peer Group

The CGNC Committee benchmarks both executive and director compensation against a comparator group (the "**Compensation Peer Group**") developed with the assistance of Meridian, which is comprised of publicly traded companies that (i) are of comparable size, scope, market presence and/or complexity to the Corporation, (ii) overlap or are similar to the Corporation's operations, (iii) comprise the Corporation's primary competition for talent and for customers, (iv) high performance companies, market share leaders, innovators, and businesses with desirable cultures and recognized management talent, and whose (v) pay data is publicly available. Industries reflected in the Compensation Peer Group include primarily construction and engineering and trading companies and distributors, but also include adjacent industries such as industrial machinery, engineering research and consulting services, auto

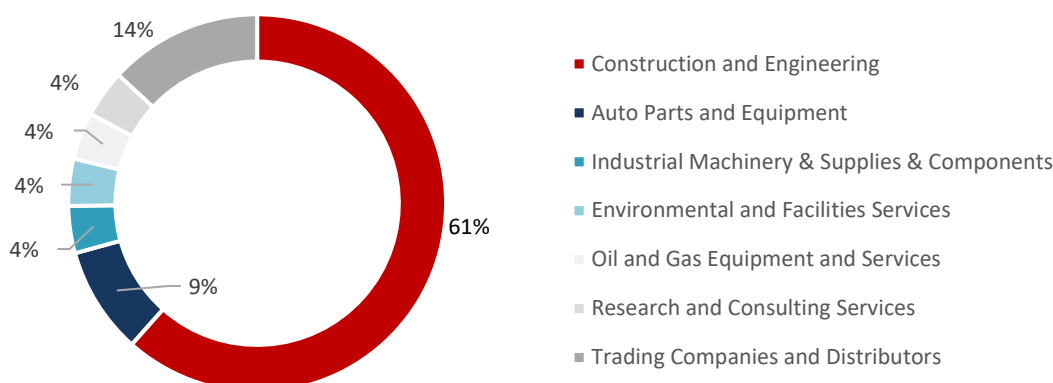
parts and equipment, oil and gas equipment and services, and environmental and facilities services. The Corporation is aligned close to the median of the Compensation Peer Group in revenue terms, which is mostly comprised of companies ranging from approximately one third to three times the size of the Corporation. The Corporation also assesses positioning relative to the Compensation Peer Group in terms of assets and market capitalization as secondary lenses. Some U.S. competitors are included in the Compensation Peer Group in order to capture a sufficient number of companies of comparable size, complexity and pool of talent due to the limited number of comparable publicly traded construction and infrastructure companies in Canada. The current Compensation Peer Group was recommended by Meridian and approved by the CGNC Committee in April 2026, taking into account all of the criteria noted above.

The Corporation does not target compensation to a particular level but looks at compensation levels of the Compensation Peer Group as a reference in setting compensation. The primary function of the Compensation Peer Group is to provide the CGNC Committee with benchmarking data regarding executive compensation levels and the mix of fixed versus variable compensation. The CGNC Committee also considers the overall design of the Corporation’s executive compensation programs in relation to the compensation practices of the Corporation’s major privately-owned competitors. The Compensation Peer Group is also used for director compensation. See “Competitor Incentive Plans” in this Section Four for details regarding the Corporation’s Management LTIP design in light of relevant industry trends.

The following table sets out the Corporation’s Compensation Peer Group companies:

Company	2025 Revenue (\$M)	Company	2025 Revenue (\$M)
AtkinsRéalis Group Inc.	\$11,002	Martinrea International Inc.	\$4,822
ATS Corporation	\$2,533	MasTec, Inc. ⁽¹⁾	\$19,598
Bird Construction Inc.	\$3,397	Matr Corp.	\$1,269
Dycom Industries Inc. ⁽¹⁾	\$6,445	MYR Group Inc. ⁽¹⁾	\$5,014
EMCOR Group Inc. ⁽¹⁾	\$23,281	Primoris Services Corporation ⁽¹⁾	\$10,382
Finning International Inc.	\$10,591	Stantec Inc.	\$6,495
Fluor Corporation ⁽¹⁾	\$21,248	Tetra Tech, Inc. ⁽¹⁾	\$7,460
Granite Construction Incorporated ⁽¹⁾	\$5,010	Toromont Industries Ltd.	\$5,203
Innovate Corp. ⁽¹⁾	\$1,708	Tutor Perini Corp. ⁽¹⁾	\$7,597
KBR, Inc. ⁽¹⁾	\$10,672	Wajax Corporation	\$2,145
Linamar Corporation	\$10,232	WSP Global Inc.	\$18,285

Industry Breakdown



(1) U.S.-based entity and as such revenue is reported in \$USD. Revenue is converted to \$CAD using the \$USD/\$CAD exchange rate of \$1.3706 as of December 31, 2025 for the purposes of this table.

Performance Peer Group

The Corporation's performance under the new PSU Plan is assessed in part against a defined performance peer group (the "Performance Peer Group"), as proposed by Meridian and approved by the CGNC Committee. The Performance Peer Group is comprised of more than 20 publicly traded companies that (i) operate in the same industry as the Corporation, (ii) are similarly affected by comparable macro-economic factors and risks, and (iii) are indicative of the companies with which Aecon may compete for capital. The Performance Peer Group includes direct competitors in the construction and engineering industry, as well as representative companies from industries aligned with the Corporation's business and customer base, including energy equipment and services, and trading companies and distributors. The Performance Peer Group is used to evaluate the Corporation's Relative TSR performance.

The following table sets out the Corporation's Performance Peer Group companies for the PSUs granted in March 2026:

Company	Company
AtkinsRéalis Inc.	MYR Group Inc.
Badger Infrastructure Solutions Ltd.	North American Construction Group Ltd.
Bird Construction Inc.	Primoris Services Corporation
Comfort Systems USA, Inc.	Quanta Services Inc.
Construction Partners, Inc.	Russel Metals Inc.
Dycom Industries, Inc.	Stantec Inc.
EMCOR Group, Inc.	Sterling Infrastructure, Inc.
Finning International Inc.	Toromont Industries Ltd.
Fluor Corporation	Tutor Perini Corporation
Granite Construction Incorporated	Wajax Corporation
Great Lakes Dredge & Dock Corporation	WSP Global Inc.
MasTec, Inc.	

More detail on the PSU Plan is provided under the heading "Performance Share Unit Plan – PSUs" below.

Independent Advice

The CGNC Committee has retained Meridian as its independent compensation consultant since 2011 to provide independent advice to the CGNC Committee about director compensation, the Corporation's non-management director pay program, the composition of the Compensation Peer Group, and the Corporation's executive compensation programs. Meridian does not provide any services to management of the Corporation.

Willis Towers Watson, retained since 2011, provides ad hoc independent advice in connection with matters related to pension benefits and employee share ownership.

Additionally, Mercer, retained since 2019, provides consulting services with respect to job structure and equity and compensation surveys, and these services do not relate to compensation of executive officers.

All consulting and advisory services provided by, and fees paid to, compensation consultants at the request of management of the Corporation related to executive compensation were pre-approved by the CGNC Committee

The table below reports the fees paid by the Corporation to independent compensation consultants in the 2025 and 2024 financial years. Other than the services described above with respect to compensation matters, no additional services were provided to the Corporation by independent compensation consultants.

Consultant	Type of Fees	2025	2024
Meridian	Executive compensation-related fees	\$210,107	\$229,625
	All other fees	Nil	Nil
Willis Towers Watson	Executive compensation-related fees	Nil	Nil
	All other fees	\$137,817	\$110,049
Mercer	Executive compensation-related fees	Nil	Nil
	All other fees	\$140,073	\$34,759

MANAGING COMPENSATION RELATED RISK

Compensation Policies and Practices

The CGNC Committee is actively involved in the risk oversight of the Corporation's compensation policies and practices and considers the implications of the risks associated with the Corporation's compensation policies and practices. Managing enterprise risk is embedded in all of the Corporation's key decisions and the Board directly approves all major projects undertaken by the Corporation.

The Corporation uses the following practices to discourage or mitigate excessive risk-taking:

- the Board approves the Corporation's strategic business plan, financial and other targets and forecasts, which are considered in the context of assessing performance and awarding incentives, before the start of each year;
- the OES Risk Committee oversees the overall framework for managing project risks arising from the Corporation's operations and business it undertakes with clients and oversees the Corporation's enterprise risk management ("ERM") policies, programs, and practices;
- incentive awards for divisional employees are based on division-wide and company-wide actual financial results, personal performance and safety records and the STIP pools are capped at a fixed percentage of the operating profit metric;
- incentive awards for corporate employees are based on company-wide actual financial results and personal performance and the STIP pools are capped at a fixed percentage of the Corporation's earnings before taxes;
- STIP awards for NEOs are capped at a fixed percentage of salary;
- there is an appropriate mix of pay, including fixed and performance-based compensation with short and long-term performance conditions;
- the Corporation expressly prohibits NEOs from hedging Common Shares and hedging share-based compensation awards;
- the Corporation has a clawback policy which allows it to require repayment of incentive compensation under certain circumstances (see "Clawback Policy" below);
- cash is not paid under the Corporation's annual incentive plans until achievement of the relevant financial results has been confirmed by the audited financial statements;
- the Corporation's performance-based long-term incentive programs include RSUs which vest over three years, PSUs which vest following a performance period of 2 years and 9 months (and in amounts depending on performance metrics during that period), and DSUs which vest at retirement. The RSUs are granted annually with overlapping vesting periods. These programs ensure that executives remain exposed to the risks of their decisions and that vesting periods align with risk realization periods;
- the Corporation's Senior Executive Share Ownership Policy requires certain executive officers of the Corporation to hold two to five times their base salary in Common Shares, RSUs, PSUs or DSUs as described in more detail under the heading "Managing Compensation Related Risk - Senior Executive Share Ownership Policy" in this Section Four;
- the Board is responsible for assessing and monitoring the Corporation's enterprise risks. Accordingly, the CGNC Committee has direct information respecting the Corporation's enterprise risk when making compensation decisions;
- the Audit Committee, the CGNC Committee, and the OES Risk Committee meet annually to confirm that the Corporation's compensation plans align with the identified risks; and
- the CGNC Committee maintains overall discretion to adjust annual incentive payments to take into account both unexpected and extraordinary events.

Additionally, Meridian performs a biennial independent review of the Corporation's compensation programs, plans and policies to assess whether these may create or encourage risks that are reasonably likely to have a material

adverse effect on the Corporation. The compensation risk assessment was last performed in March 2025, with Meridian reporting to the CGNC Committee that in its view the Corporation’s pay programs and policies balance, neutralize, and mitigate risk and are not likely to have an adverse effect on the Corporation, its business and value. Meridian concluded that the Corporation effectively mitigates compensation-related risks for several reasons. First, the Corporation has a clearly stated pay philosophy and compensation approach, a strong governance and oversight culture, and adheres to disciplined and consistent processes in its short- and long-term incentive pay determination. Second, incentive structures, mix, and vesting periods are well balanced, and no executives or employees receive commission-based compensation that may inappropriately incent revenue generation. Third, the STIP pool calculation and allocations are weighted toward overall enterprise profitability rather than being heavily weighted towards small business unit profit which might create an incentive for inappropriate risk taking, and the direct connection between the Management LTIP and PSU Plan unit value and medium- and long-term share price incentivizes long-term value creation rather than a focus on short-term gains. Pursuant to the CGNC Committee’s review of the compensation risk assessment, it has concluded that there are no identified risks arising from its compensation programs that are reasonably likely to have a material adverse effect on the Corporation. Finally, the Corporation’s risk mitigation practices and policies such as share ownership, clawback, anti-hedging, and the advisory Say-on-Pay resolution are consistent with best practices.

Compensation and Risk Governance Policies at Aecon

The CGNC Committee has incorporated the following governance features into the Corporation’s compensation program:

WHAT WE DO	WHAT WE DON’T DO
<ul style="list-style-type: none"> ✓ Independent Consultants. Use external independent consultants to assess our executive compensation programs. ✓ Limiting Individual Bonuses. Limit individual bonuses to a pool that is funded by the Corporation’s profitability. This design ensures affordability and alignment between executives and Shareholders. ✓ Balancing. Balance short and long-term compensation policies to minimize the likelihood that executives will take undue risks to enhance their remuneration. ✓ Enforcing Clawback and Forfeiture. Enforce an incentive compensation clawback policy and forfeiture provisions. ✓ Implementing a Pay Mix. Offer a pay mix that emphasizes performance and pay at risk. ✓ Independence. Ensure that the CGNC Committee is comprised of independent members to avoid compensation-related conflicts of interest. ✓ Say-on-Pay. Offer Shareholders an opportunity to provide input to the Board regarding our executive compensation practices and levels via our annual “Say-on-Pay” advisory vote. 	<ul style="list-style-type: none"> ⊗ No Reduction of Performance Target Levels. Maintain or reduce performance target levels for incentive plans. ⊗ No Incentives out of line with Performance. Pay out incentives that are not commensurate with performance results. ⊗ No Excessive or Material Perquisites. Offer excessive perquisites to our executives. ⊗ No Hedging. Allow hedging of the economic exposure of shares by all insiders, including directors and executives. ⊗ No Guarantees. Guarantee variable incentive payouts.

Clawback Policy

As part of Aecon’s compensation framework for executives, which is intended to align compensation with the creation of long-term Shareholder value without encouraging excessive risk-taking, Aecon implemented and maintains a clawback policy (the “**Clawback Policy**”). Under the terms of the Clawback Policy, all bonuses and long-

term incentive compensation awards (including unvested or deferred compensation) (“**Performance-Based Compensation**”) granted to executive officers of the Corporation for the trailing 24 months are subject to clawback when (i) there is an error in the Corporation’s reporting of its consolidated financial results, which leads to a restatement (other than a restatement caused by a change in applicable accounting rules or interpretations and other than a revision) of the consolidated financial results, (ii) an officer of the Corporation who was an executive officer in the year in respect of which the consolidated financial statements are subject to a restatement receives Performance-Based Compensation calculated on the achievement of those consolidated financial results, and (iii) the Performance-Based Compensation received would have been lower had such Performance-Based Compensation been based on such restated consolidated financial results. The Clawback Policy further provides that a clawback may be triggered if an executive officer of the Corporation has been found by the Board to have committed a material breach of the Corporation’s Code of Ethics and Business Conduct (the “**Code**”) (including any breaches of the Corporation’s anti-corruption and anti-bribery policies or procedures) with respect to the Performance-Based Compensation attributable to the year in which the breach was found to have been committed.

In the event a clawback is triggered, the amount of clawback, if any, will be determined by the Board, taking into consideration the recommendations of the CGNC Committee. In making the recommendation, the CGNC Committee will take into consideration which executive officers of the Corporation, on an individual or group basis, will be subject to a clawback and to what extent such clawback will apply, taking into account the specific circumstances at hand.

If the Board determines to seek a recovery pursuant to the Clawback Policy, it will make a written demand for repayment from the executive officer of the Corporation and, if the executive officer does not within a reasonable period of time tender repayment in response to such demand, and the Board determines that he or she is unlikely to do so, the Board may seek a court order against the executive officer for such repayment.

Hedging Prohibition

The Corporation maintains a policy prohibiting executive officers of the Corporation and directors from, among other things, entering into speculative transactions and transactions designed to hedge or offset a decrease in market value of Common Shares or share-based incentive awards. Accordingly, executive officers of the Corporation and directors may not sell short, buy put options or sell call options on the Common Shares or purchase financial instruments (including prepaid variable contracts, equity swaps, collars or units of exchange funds) which hedge or offset a decrease in market value of the Common Shares.

Senior Executive Share Ownership Policy

The Corporation has a Senior Executive Share Ownership Policy pursuant to which the Corporation's senior executives are required to hold Common Shares, RSUs, PSUs and DSUs with an aggregate value as follows:

President & CEO	5x annual base salary
Executive Vice Presidents	3x annual base salary
Senior Vice Presidents	2x annual base salary

This share ownership requirement must be met within five years of appointment. Below is the share ownership status for our NEOs as of the Record Date:

Named Executive Officer	Annual Base Salary	Multiple of Salary	Required Value	Value of DSUs, RSUs and PSUs ^{(1),(2)} (Current Multiple)	Value of Shares ^{(1),(3)} (Current Multiple)	Total Value (Current Multiple)	Time to Achieve
Jean-Louis Servranckx, President & CEO	\$1,200,000	5x	\$6,000,000	\$26,958,244 (22.5x)	\$251,075 (0.2x)	\$27,209,319 (22.7x)	✓ Achieved
Thomas Clochard, Executive Vice President and Chief Operating Officer	\$750,000	3x	\$2,250,000	\$5,112,572 (6.8x)	\$405,600 (0.5x)	\$5,518,172 (7.4x)	✓ Achieved
Jerome Julier, Executive Vice President and Chief Financial Officer	\$627,700	3x	\$1,883,100	\$3,796,530 (6.1x)	\$1,259,164 (2.0x)	\$5,055,694 (8.1x)	✓ Achieved
Eric MacDonald, Executive Vice President, Aecon Utilities	\$532,731	3x	\$1,598,193	\$5,189,264 (9.7x)	\$933,406 (1.8x)	\$6,122,670 (11.5x)	✓ Achieved
Tim Murphy, Executive Vice President and Chief Strategic Affairs Officer	\$465,863	3x	\$1,397,589	\$1,873,341 (4.0x)	\$352,920 (0.8x)	\$2,226,261 (4.8x)	✓ Achieved

⁽¹⁾ Valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

⁽²⁾ Includes value of RSUs, PSUs and DSUs only.

⁽³⁾ Includes value of Common Shares only.

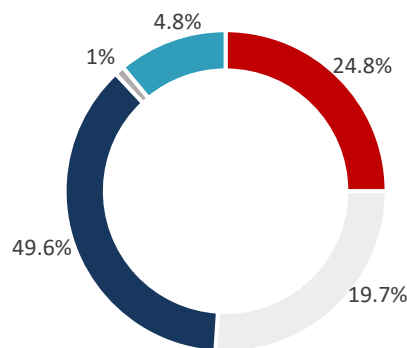
ELEMENTS OF COMPENSATION

Summary of Total Compensation

Total compensation for NEOs consists of four principal components: (i) base salary; (ii) incentive bonus awards pursuant to the STIP, linked directly to both the individual's performance and the Corporation's performance and financial results; (iii) equity participation pursuant to the Management LTIP (RSUs and DSUs) and Performance Share Unit Plan (PSUs); and (iv) pension and other benefits. Each component has a different function, as described in greater detail below, but all elements work together to reward the NEOs appropriately for individual and corporate performance.

In making compensation recommendations to the Board in respect of any financial year, the CGNC Committee reviews the financial results achieved by the Corporation and management's performance in achieving goals and strategic targets set by the Corporation from time to time. The individual performance factor for the President & CEO and Executive Vice President & CFO positions is based on an individual assessment reviewed and approved by the CGNC Committee. The CGNC Committee uses the individual assessment as a factor in evaluating the individual's performance against objectives and in setting compensation. In addition, the CGNC Committee and the Board maintain overall discretion to reduce or increase the size of the variable portion of total compensation for all NEOs in extraordinary circumstances.

2025 COMPOSITION OF THE TOTAL COMPENSATION OF THE NEOs AS A GROUP, ON AVERAGE



- Base Salary
- Performance-based cash incentive awards
- Performance-based equity awards (Management LTIP)
- Pension benefits
- Other benefits (including perquisites)

Component	Rationale and Objective	Form of Payment
<ul style="list-style-type: none"> • Base Salary 	<ul style="list-style-type: none"> • Provides a market-competitive fixed rate of pay. Designed to attract and retain skilled executives 	<ul style="list-style-type: none"> • Cash
<ul style="list-style-type: none"> • STIP Award 	<ul style="list-style-type: none"> • Incentivizes achievement against critical financial, safety and individual performance objectives 	<ul style="list-style-type: none"> • Cash
<ul style="list-style-type: none"> • LTIP Award 	<ul style="list-style-type: none"> • Promotes longer term alignment of executives with Shareholders and allows for and incentivizes executive participation in upside appreciation of share price. Allows for retention of key executives 	<ul style="list-style-type: none"> • DSUs, RSUs, PSUs

The Corporation also offers competitive pension, benefits, and limited perquisites to promote the hiring and retention of qualified executives.

The Corporation maintains an internal pay alignment for executives, considering the job requirements and competitive landscape for different roles. The CGNC Committee monitors elements of executive compensation to ensure that there is internal pay alignment for executives.

In recent years, the Corporation’s financial results were adversely affected by four large fixed-price legacy projects performed by joint ventures. In 2024 and 2025, meaningful progress has been made, as construction on three of these projects now concluded. The Coastal GasLink Pipeline project was finalized in late 2024 and a settlement was reached. The Eglinton Crosstown and Finch West LRT projects reached substantial completion in 2025 and are now in service. We continue to make progress on the final legacy project, following which Aecon should be well positioned for long-term profitable growth and improved margin predictability. Together with our joint venture partners, we continue to dedicate all necessary resources to pursue fair and reasonable dispute resolution with the respective clients in each case where claims are outstanding.

The relentless progress on these legacy projects is reflected in the executive compensation decisions for 2025, as further described below. Bringing these projects to substantial completion, including achieving positive outcomes with project counterparties, has required sustained leadership and hard work from the entirety of the management team and Aecon personnel. For more details regarding the legacy projects, see Section 5 “Recent Developments”, Section 10.2 “Contingencies”, and Section 13 “Risk Factors” in the 2025 MD&A.

Base Salary

Base salaries are considered an essential element in attracting and retaining the Corporation’s senior executives, including the NEOs. Base salaries for 2025 for Messrs. Servranckx, Julier, Clochard, MacDonald, and Murphy were generally consistent with determinations made in previous years and with the findings of Meridian’s executive compensation benchmarking report and were determined based on the skill, ability, experience and contributions of the individual executive, the need to attract and retain executives and recommended base salary ranges applicable to executive positions (from time to time, as appropriate, the CGNC Committee has engaged independent compensation consultants as an additional source of information in making its compensation recommendations). As most construction companies comparable to the Corporation are privately owned or are divisions of large public companies, there is limited publicly available comparative compensation information in respect of base salaries to the CGNC Committee and the Board in order to assist them in determining levels of compensation for the NEOs. Notwithstanding the foregoing, the CGNC Committee believes that the base salaries of the NEOs are competitive with industry norms and consistent with public companies having comparable revenues to that of the Corporation. The CGNC Committee’s executive compensation philosophy has been to reward the scope and responsibilities of the executive roles, having reference to the market median range of the Corporation’s Compensation Peer Group.

Short-Term Incentive Awards

The Corporation’s performance-linked STIP is designed to reward eligible employees, including NEOs, for the achievement of critical financial metrics, safety objectives and individual performance during the previous financial year. The Corporation’s STIP awards have both corporate and individual elements.

Use of Supplementary Financial Measures in Determining STIP Awards

Throughout this Circular, we refer to various financial measures. Certain of these financial measures are calculated in accordance with Canadian generally accepted accounting principles (“GAAP”). However, there are other supplementary financial measures (the “**Supplementary Financial Measures**”) including “operating profit” and “earnings before taxes” that are used for the purposes of establishing the Profit-sharing Pool (as defined below). The definition of Supplementary Financial Measures and an explanation of how we calculate these Supplementary Financial Measures as well as a reconciliation to profit (being the nearest GAAP financial measure) can be found on pages 4 to 7 and 22, respectively, of the 2025 MD&A, which is incorporated by reference herein and is available under the Corporation’s profile on SEDAR+ at www.sedarplus.ca.

As part of the Audit Committee’s active oversight of the financial reporting process, it assesses management’s reasons for presenting non-GAAP financial measures and Supplementary Financial Measures and any adjustments thereto, as well as the transparency, comparability and consistency of public disclosure.

Decision-Making Process

The compensation process involves management, the CGNC Committee, independent compensation consultants and the Board for final approval. All compensation program design and pay decisions are made within the Corporation’s risk appetite.



How the Pool is Funded

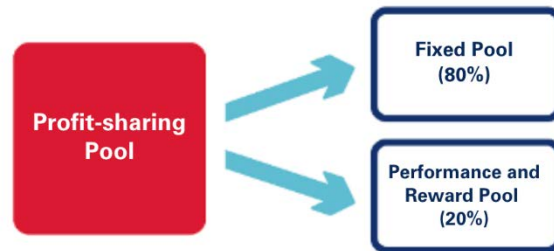
In connection with the Corporation’s STIP program, the CGNC Committee establishes a performance-linked profit-sharing pool (the “**Profit-sharing Pool**”) for employees. The Profit-sharing Pool is comprised of, and capped at, (i) 5% of the Corporation’s earnings before taxes and (ii) 18% of the Corporation’s operating profit, as illustrated below:



The Profit-sharing Pool, which is reviewed by the CGNC Committee and approved by the Board each year determines the total amount of profit available for distribution to the Corporation’s participating employees in respect of their performance in the relevant fiscal year. Neither the CGNC Committee nor the Board have authority to exercise discretion to increase the size of the Profit-sharing Pool; however, they have the authority to decrease it.

The Profit-sharing Pool is Divided into Two Components

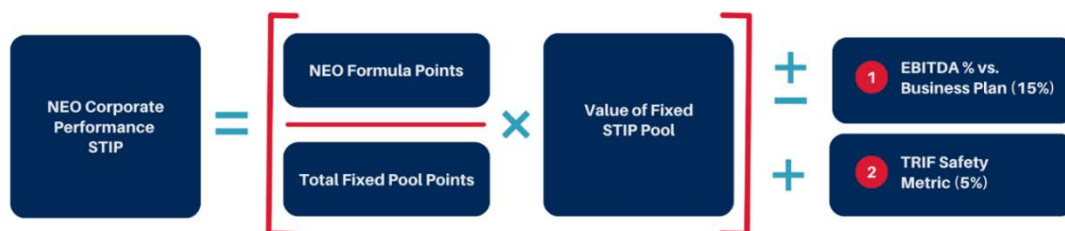
The Profit-sharing Pool (calculated using the methodology detailed above) is divided, on a formulaic basis, into the “Fixed Pool” and the “Performance and Reward Pool”, which comprise 80% and 20% of the Profit-sharing Pool, respectively. The Performance and Reward Pool is held in reserve and is distributed to participating employees following extensive review by the CGNC Committee and Management of NEO and employee performance.



How the Fixed Pool is Allocated to NEOs

STIP distribution from the fixed pool is formulaic (the “**Corporate Performance STIP**”). At the start of the year, each employee is assigned a number of points based on their position in the organization in alignment with Aecon’s job structure bands, which are determined with reference to the impact, communication, innovation, risk, knowledge, skills and ability associated with the role (Mercer’s International Position Evaluation job factors). Each employee’s points are then multiplied by point values. The dollar value per point changes throughout the year, with the final values based on the Corporation’s performance (earnings and profit) for the year and the total number of points for the pool, after adding or subtracting participants due to normal course attrition (dilutes or increases point values).

At the end of the year, each NEO’s Corporate Performance STIP is calculated as a proportion of the Fixed Pool based on the following key indicators, which are widely used to measure operational performance in the construction industry: (i) the Corporation’s profitability – operating profit and adjusted EBITDA are the financial results used to generate the pool; (ii) the NEO’s role in the organization – determines the static number of position points for each individual; (iii) achievement of financial EBITDA business plan target representing 15% of an individual’s target Fixed Pool payout; and (iv) safety performance results as measured by TRIF – representing 5% of an individual’s target Fixed Pool payout.



How the Performance and Reward Pool is Allocated to NEOs

The STIP distribution from the Performance and Reward Pool is based on the NEO’s performance against a balanced scorecard covering overarching goals that are tied to the financial, strategic, safety and people, and operational results of the NEO’s business, qualitative assessment of certain strategic and operational initiatives, and contribution to the Corporation as a whole. In determining whether, and to what extent, a NEO merits an increase to his or her Corporate Performance STIP from the Performance and Reward Pool, the CGNC Committee considers the comprehensive objectives set out in each NEO’s performance scorecard (the “**Performance Scorecard**”), which are reviewed and updated by the CGNC Committee on an annual basis. The NEO Performance Scorecards are further discussed under “Compensation Review” below.

How Total STIP Awards are Determined



The weightings of the Fixed Pool, Performance and Reward Pool, and the performance measures used to adjust the Corporate Performance STIP from the Fixed Pool and to allocate the Performance and Reward Pool, are linked to strategy with business plan targets, recommended by management and reviewed and approved by the Board. The combination of these components of the STIP allow the Corporation to achieve a high degree of compensation consistency and predictability while also providing the CGNC Committee with the flexibility to make adjustments for performance where appropriate in the best interests of the Corporation.

The CGNC Committee believes the current structure continues to attract and retain top talent and is aligned with Shareholders’ interest in optimizing profitability. As illustrated in the Summary Compensation Table below, the STIP awards earned by Aecon’s NEOs in 2025 were generally comparable to those earned in 2024, with notable increases for Jerome Julier and Tim Murphy reflecting a full-year of compensation, whose compensation was prorated in the prior year based on having joined the Corporation in April and July 2024, respectively, as well as for Thomas Clochard, reflecting the his promotion as Chief Operating Officer in August 2025. See “Compensation Review - President’s and CEO’s performance in 2025” in this Section Four for further information about the President & CEO’s performance.

Given the nature of its plan design, all employees, including the President & CEO and other NEOs, may receive zero bonus in a particular year under the formula described above.

Maximum Annual STIP Award

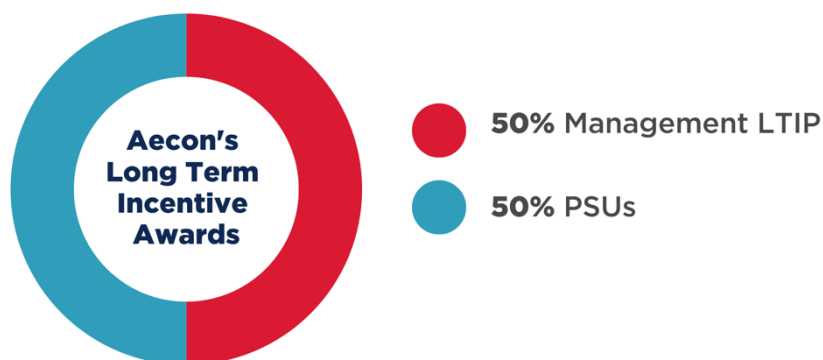
STIP caps in respect of the NEOs of the Corporation are as follows:

	Maximum Annual STIP
President & CEO	300% of base salary
All other NEOs	200% of base salary

Long-Term Incentive Awards

Competitor Incentive Plans

The CGNC Committee considers the competitive landscape of the Canadian and U.S. construction market, which is dominated by large private companies with straightforward equity plans that have been proven successful in attracting and retaining top talent. While the CGNC Committee monitors compensation design trends in the broader market, including the compensation levels (to the extent they are known or available) by functional business and title among the Corporation's privately-held competitors, its assessment of the Corporation's plan design is heavily weighted toward ensuring that the Corporation is able to effectively compete against large Canadian and U.S. private construction companies for the key personnel whose contributions drive the financial results of the Corporation. The CGNC Committee is satisfied that the design of the Corporation's compensation practices, and in particular the Management LTIP and the PSU Plan between which the Corporation evenly allocates the total value of share-based incentive awards granted in respect of a year, and which are described in detail below are effective in achieving that goal. The PSU Plan further ties long-term executive compensation to the long-term performance of the company and shareholder experience through the use of both relative and absolute performance metrics.



Management Long-Term Incentive Plan – DSUs and RSUs

In 2025, Management LTIP awards of the NEOs as a group, together with the PSU awards detailed in the section below, increased by 5% compared to 2024, reflecting the promotion of Thomas Clochard as Chief Operating Officer in August 2025 and the inclusion of a full-year of compensation for Jerome Julier, EVP and CFO, and Tim Murphy, EVP and Chief Strategic Affairs Officer, who joined the Corporation in April and July 2024, respectively.

The DSU and RSU awards that Aecon grants under its Management LTIP are designed to (i) focus senior executives on the long-term financial performance of the Corporation, (ii) create a link between their time-based vesting period of 3 years and the duration of the Corporation's typical projects, (iii) serve as a retention tool for select executives by providing a financial disincentive for Management LTIP participants to leave the Corporation prematurely, and (iv) align the interests of senior executives with those of Shareholders. The levels of DSU and RSU awards granted each year under the Management LTIP are based on the Corporation's performance and financial results over a rolling three-year period and performance of the senior executive and feature vesting periods that extend well into the future. DSUs and RSUs represent the right to receive one Common Share or the market value thereof in cash. Settlement of vested RSUs and DSUs in Common Shares is made by way of (i) the issuance by the Corporation of one Common Share for each RSU or DSU being settled in newly issued Common Shares as of the relevant settlement date, or (ii) the purchase on behalf of the participant (or his or her legal representative, as the case may be) on the relevant stock exchange through an independent intermediary of one Common Share for each RSU or DSU being settled in Common Shares bought on the open market as of the relevant settlement date. Settlement of vested RSUs and DSUs in cash is made by way of the lump sum payment of an amount equal to the fair market value on the relevant settlement date multiplied by the number of RSUs and/or DSUs being settled in cash as of such settlement date.

	DSUs	RSUs
Settlement	Settlement of a participant's vested RSUs and DSUs may be in newly issued Common Shares, Common Shares bought on the open market, cash or any combination of such Common Shares and cash, as determined by the CGNC Committee.	
Eligibility	Limited number of senior executives and, on a limited and discretionary basis, other key employees.	
Funding/award Sizing	The Management LTIP and the PSU Plan are collectively funded with 10% of Aecon's average earnings before interest and taxes (EBIT) over three years prior to the date of grant.	
Allocation	50% DSUs and 50% RSUs until a specific ratio of DSUs to base salary (by position) is achieved, then 100% RSUs are granted above this threshold.	
Award determination	The number of DSUs and RSUs awarded is determined by dividing the participant's initial award, as determined by the CGNC Committee, by the fair market value of the DSUs or RSUs on the applicable award date. The fair market value is the volume weighted average trading price per Common Share on the TSX during the immediately preceding five trading days.	
Dividends	Awards previously granted will be credited with additional DSUs or RSUs, as applicable, for cash dividends paid with respect to the underlying Common Shares.	
Vesting	Senior executive retirement or certain cessations of employment described below.	Three equal annual installments commencing on December 1 of the year of grant unless otherwise specified in the Award Notice.
Termination scenarios for unvested equity	Resignation before age 56: DSUs are forfeited.	Resignation before age 56: Unvested RSUs are forfeited.
	Resignation after age 56 and before age 60: DSUs vest on a straight-line basis annually between ages 56-60 and fully vest after age 60.	Resignation after age 56 and before age 65: Unvested RSUs are forfeited.
	Death or retirement after 60: fully vest.	Death or retirement after 65: fully vest.
	Termination for Cause: DSUs are forfeited.	Termination for Cause: Unvested RSUs are forfeited.
	Termination without Cause: DSUs are vested and paid out.	Termination without Cause: Unvested RSUs are vested and paid out.
	Change of Control (as defined hereinafter): fully vest.	Change of Control: fully vest.
Total number of Common Shares issuable pursuant to each vehicle	2,107,384 (3.08% of issued and outstanding shares)	806,468 (1.18% of issued and outstanding shares)
Total number of Common Shares awarded pursuant to each vehicle	23,247 (0.03% of issued and outstanding shares) (actual granted to all eligible employees in 2025 was 23,247 and to NEOs was 12,938).	213,861 (0.31% of issued and outstanding shares) (actual granted to all eligible employees in 2025 was 213,861 and to NEOs was 90,623).
Number vested to Common Shares in 2025	811,816	712,343

The maximum number of Common Shares that may be issued pursuant to the Management LTIP and all other security-based compensation arrangements of the Corporation is 4.0% of the Corporation's total outstanding Common Shares. As a result, should the Corporation issue additional Common Shares in the future, the number of Common Shares issuable under the Management LTIP will increase accordingly. The Management LTIP is considered an "evergreen" plan, since the Common Shares covered by DSUs and RSUs which have vested shall be available for subsequent grants under the Management LTIP and DSUs and RSUs available to grant increase as the number of issued and outstanding Common Shares increases. No one participant may receive any award which, together with all awards then held by such participant would permit such participant to be issued a number of Common Shares

which is greater than 4.0% of the total outstanding Common Shares. The number of Common Shares that may be issued to insiders within any one-year period, or which may be issuable to insiders at any time, under all security-based compensation arrangements of the Corporation, shall not exceed 4.0% of the total outstanding Common Shares. The Corporation shall have no obligation to issue Common Shares in respect of any RSUs or DSUs under the Management LTIP and shall not issue Common Shares under the Management LTIP unless such issuance complies with applicable law, including the requirements of the TSX. The Management LTIP was last approved by shareholders at the annual meeting on June 4, 2024.

For the purposes of the Management LTIP, “**Change of Control**” means any one of the following events: (i) the acquisition by any person or persons acting jointly or in concert, whether directly or indirectly, of voting securities of the Corporation which together with all other voting securities of the Corporation held by such persons, constitute 20% or more of the votes attached to all outstanding voting securities of the Corporation; (ii) any business combination of the Corporation with another person which results in the holders of voting securities of that other entity holding 20% or more of the votes attached to all outstanding voting securities of the entity; (iii) the sale, lease or exchange of all or substantially all of the property of the Corporation to another person; (iv) the gaining of the ability of one or more other persons, acting jointly or in concert, directly or indirectly, to control the composition of the majority of the board of directors; or (v) the gaining of the ability of one or more other persons, acting jointly or in concert, directly or indirectly, to direct or cause the direction of the management, actions or policies of the Corporation.

The Board may, without Shareholder approval, amend, suspend or cancel the Management LTIP as it deems necessary or appropriate, provided that any approvals required under applicable law or stock exchange rules are obtained. No termination or amendment of the Management LTIP may adversely affect the rights of a participant with respect to any DSUs or RSUs which the participant has been granted. The Board may, without Shareholder approval, make any amendments to the Management LTIP including, but not limited to, those (i) necessary to ensure that the Management LTIP complies with applicable law and regulatory requirements; (ii) respecting administration of the Management LTIP and eligibility for participation; (iii) respecting the terms and conditions on which DSUs or RSUs may be granted; (iv) concerning the addition of, and any subsequent amendment to, any financial assistance provision; (v) that are of a “housekeeping” nature; or (vi) that do not require Shareholder approval under applicable laws or regulatory requirements.

Notwithstanding the foregoing, the following changes to the Management LTIP will require Shareholder approval in accordance with the requirements of the TSX: (i) any increase in the maximum number of Common Shares issuable from treasury; (ii) any change in the definition of “Fair Market Value” which would result in an increase in the value of DSUs or RSUs; (iii) any change in the term of any DSUs or RSUs; (iv) any amendment to the amending provisions of the Management LTIP so as to increase the Board's ability to amend the Management LTIP without Shareholder approval; (v) any change to the categories of individuals eligible to be selected for grants of DSUs or RSUs where such change may broaden or increase the participation of insiders under the Management LTIP; (vi) any amendment to remove or exceed the insider participation limits; or (vii) any amendment that would permit DSUs or RSUs to be transferrable or assignable other than for normal estate settlement purposes.

The assignment or transfer of unvested RSUs and DSUs, or any other benefits under the Management LTIP, shall not be permitted. Unless otherwise determined by the Board, the Management LTIP shall be unfunded.

Performance Share Unit Plan – PSUs

The PSUs that Aecon grants under its PSU Plan are designed to (i) further focus senior executives on the achievement of the Corporation's Strategic Plan, (ii) serve as a retention tool by providing a financial disincentive for PSU Plan participants to leave the Corporation prematurely, and (iii) further align the interests of senior executives with those of Shareholders. The number of PSU awards granted under the PSU Plan is based on the Corporation's performance and financial results over a rolling three-year period and performance of the senior executive and is subject to cliff-vesting. The award notice in respect of an award of PSUs specifies the applicable performance period, performance criteria (and their relative weight, if there is more than one performance criteria), and how a performance multiplier that may range from 50% - 200% will be applied to each performance criteria. PSUs represent the right to receive the market value of one Common Share in cash. Settlement of vested PSUs in cash is made by way of the lump sum payment of an amount equal to the fair market value on the relevant settlement date multiplied by the number of vested PSUs being settled of such settlement date. The settlement date will be no later than 30 days after the vesting

date applicable to a PSU award, and in no event will PSUs be settled after December 31 of the third calendar year following the fiscal year in respect of which services giving rise to an award of PSUs are rendered.

PSUs	
Settlement	Settlement of a participant’s vested PSUs will be in cash and occur no later than December 31 of the third calendar year following the fiscal year in respect of which services giving rise to an award of PSUs are rendered.
Eligibility	Limited number of senior executives and, on a limited and discretionary basis, other key employees.
Funding/award Sizing	The PSU Plan and Management LTIP are collectively funded with 10% of Aecon’s average earnings before interest and taxes (EBIT) over three years prior to the date of grant.
Award determination	The number of PSUs awarded is determined by dividing the participant’s initial award, as determined by the CGNC Committee, by the fair market value on the applicable award date. The fair market value is the volume weighted average trading price per Common Share on the TSX during the immediately preceding five trading days.
Dividends	Awards previously granted will be credited with additional PSUs, for cash dividends paid with respect to the underlying Common Shares. Such additional PSUs will be subject to the same vesting terms and conditions as the PSUs in respect of which they are awarded.
Vesting	On December 1 of the year following the end of the second performance period, based on the achievement of applicable performance criteria throughout each performance period as outlined in the Award Notice, with the number of PSUs that vest in respect of each criteria being subject to a performance multiplier that ranges from 50% (underperform) to 200% (overperform).
Termination scenarios for unvested PSUs	<ul style="list-style-type: none"> • Resignation before age 65: Unvested PSUs are forfeited unless otherwise determined by the CGNC Committee on the advice of the CEO. • Death or retirement after 65: Unvested PSUs vest at target (performance multiplier of 100%) and are paid out. • Termination for Cause: Unvested PSUs are forfeited, unless otherwise determined by the CGNC Committee on the advice of the CEO. • Termination without Cause: Unvested PSUs vest at target (performance multiplier of 100%) and are paid out. • “Change of Control” (as defined hereinafter): Unvested PSUs vest at target (performance multiplier of 100%) and are paid out.

“Change of Control” has the same meaning in the PSU Plan as it does in the Management LTIP, described above.

The Board may amend, suspend or cancel the PSU Plan as it deems necessary or appropriate, provided that any approvals required under applicable law are obtained. No termination or amendment of the PSU Plan may adversely affect the rights of a participant with respect to any PSUs which the participant has been granted.

The assignment or transfer of unvested PSUs shall not be permitted. Unless otherwise determined by the Board, the PSU Plan shall be unfunded.

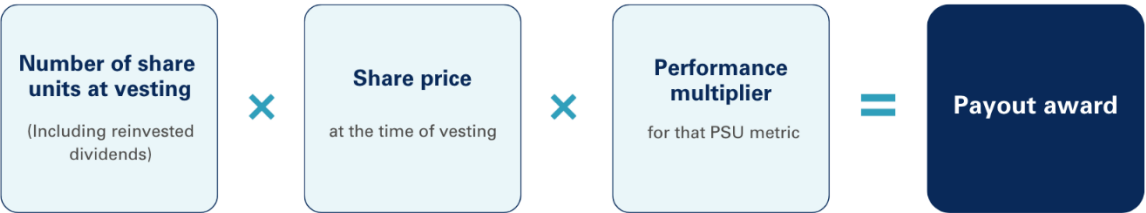
PSU Performance Metrics

Aecon’s PSU Plan assesses performance over a 2-year and 9-month period (the “**Performance Period**”) and represents 50% of the LTIP awards for eligible individuals (CEO, CFO, EVPs and SVPs). Three metrics are used to evaluate performance during this period: (i) Relative TSR, (ii) EBITDA relative to annual business plan (“**BP**”) target, and (iii) safety, assessed using TRIF relative to BP target, and a performance multiplier between 50%-200% (determined by Aecon’s performance in a given year) is applied to the portion of the PSU award representing each metric. Further details on these metrics are included in the table below.

	Relative TSR (50% of the PSU award)	EBITDA (30% of the PSU award)	TRIF (20% of the PSU award)
How?	Aecon’s Relative TSR during the Performance Period is measured against the Performance Peer Group (as detailed above under the section “Peer Groups and Benchmarking”).	Ahead of each fiscal year, an annual adjusted EBITDA target is set by each of Aecon’s operational segments in their respective BPs. The weighted average adjusted EBITDA performance is measured against the three annual adjusted EBITDA targets set out in the respective BP.	Ahead of each fiscal year, an annual TRIF target is set by each of Aecon’s operational segments in their respective BPs. The weighted average TRIF performance is measured against the three annual TRIF targets set out in the respective BP.
Performance Multiplier	P75 = 200% P50 = 100% P25 = 50%	125% of target = 200% Target = 100% 75% of target = 50%	80% of target = 200% Target = 100% 120% of target = 50%
Why?	The CGNC Committee considers Relative TSR over these 33 months to be an appropriate metric to use in determining the payout of Aecon’s PSU’s and aligns executive pay with Shareholders’ interests. It is also consistent with leading market practices and is a reliable and accurate measurement of our ability to create Shareholder value relative to other industry comparators.	The CGNC Committee considers measuring actual vs. target adjusted EBITDA to be an appropriate measure of performance during the Performance Period as it ensures growth is profitable and consistent with annual business planning.	TRIF measures the number of workplace injuries during a given unit of time and provides a reliable method to measure the effectiveness of safety measures implemented by each operational segment. Safety is Aecon’s #1 core value and is anchored to the Corporation’s sustainability strategy. Consequently, safety performance is included in performance-based awards.
Vesting / Payout	By way of example, the Performance Period for PSUs granted in March 2026 runs from January 1, 2026, to September 30, 2028, with cliff vesting in December 2028 and payout by December 31, 2028 (where earned).		

Payout calculation methodology

Upon vesting, the payout for each PSU performance metric is calculated using the following formula:



Pension Plan Benefits

Defined Contribution Pension Plan

The Corporation provides a defined contribution pension plan (“**DCPP**”) to substantially all non-union employees, including certain executives and NEOs. The Corporation matches employee contributions based on a percentage of salary. Under the plan, once participants have reached six months of continuous service, the Corporation matches each participant’s contributions up to 5% of salary. These contributions are made up to the annual maximum as determined under the *Income Tax Act* (Canada) (“**ITA**”). All contributions vest immediately.

Funds are accumulated and invested in a personalized choice of investments under the participant’s name. On retirement, the funds are used to purchase one of several types of financial instruments at the option of the participant. See “Compensation Review – Pension Plan Benefits – Defined Contribution Pension Plan” in this Section Four for details regarding awards to NEOs under the DCPP.

To provide an attractive and competitive compensation plan and to supplement income after retirement, the Corporation also provides certain executives and NEOs with a defined contribution supplemental executive retirement plan (“**SERP**”). Under the SERP, once participants have reached the annual maximum pension contributions as determined under the ITA, contributions at the same rate as contributed to the DCPP are directed to each participant’s SERP.

Other Pension Plan Contributions

In fiscal 2018, Mr. Servranckx was not eligible to participate in the DCPP. Prior to joining the Corporation in September 2018, Mr. Servranckx served as the President and CEO of Eiffage Civil Works Division, now known as the Eiffage Infrastructures Branch. As a private sector executive in France, Mr. Servranckx was enrolled in a mandatory supplemental collective pension scheme in France in 2018. Generally, employees and executives from the private sector in France are required to contribute to a supplemental pension plan. The supplemental pension plans are grouped into two associations: (i) les régimes des cadres placés sous le contrôle de l'Association générale des institutions de retraites des cadres (“**AGIRC**”); and (ii) les régimes des salariés non cadres regroupés au sein de l'Association des régimes de retraites complémentaires (“**ARRCO**”). The Corporation continued to make contributions on behalf of Mr. Servranckx to his AGIRC and ARRCO supplementary plans in 2025.

EXECUTIVE COMPENSATION AND SHAREHOLDER ENGAGEMENT

The Board’s interest in Shareholder engagement regarding executive compensation is a fundamental and long-standing aspect of the Board’s fiduciary oversight responsibility. The Executive Vice President & CFO, together with the SVP, Corporate Development and Investor Relations, are principally responsible for day-to-day Shareholder communications, and together with the CGNC Committee, for strategic and ongoing Shareholder engagement on this issue. Enquiries, questions, and concerns from Shareholders are addressed promptly by the Investor Relations group in a manner that is consistent with the Corporation’s disclosure policies and procedures and are reported to the CGNC Committee and the Board, as appropriate. For the Corporation’s approach to addressing Say-on-Pay concerns specifically, please see “Matter Two: Advisory Vote on Executive Compensation (‘Say-on-Pay’ vote)” in Section Three of this Circular. The Corporation also has an active marketing campaign to meet with institutional investors throughout the year, primarily through direct ongoing engagement, non-deal roadshows and at scheduled industry conferences and events.

Neo Performance In 2025

JEAN-LOUIS SERVRANCKX | PRESIDENT & CHIEF EXECUTIVE OFFICER

As the President & CEO, Mr. Servranckx is responsible for developing and executing Aecon's Board-approved strategy and leading the day-to-day operations of Aecon. Mr. Servranckx is also responsible for fostering a culture of integrity throughout Aecon. As the Corporation navigates the current period of opportunity and growth, Mr. Servranckx continues to provide meaningful leadership and be an effective driver of Aecon's strategic plan.

When determining Mr. Servranckx's compensation in respect of 2025, the CGNC Committee considered, among other things, the substantial completion of two of the remaining legacy projects, the execution of Aecon's strategic plan, outperformance of annual revenue targets, continued growth to both backlog and head count, as well as key acquisitions driving further expansion into the U.S. market.

KEY HIGHLIGHTS/RESULTS

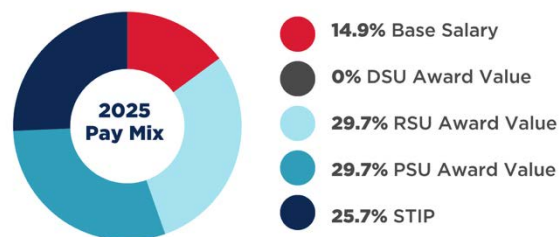
- Aecon's highest annual revenue to date of \$5,435 million, including an improvement on revenue from new markets vs. target.
- Record backlog year-end high of \$10,714 million.
- Acquisitions of Bodell Construction and Trinity Industrial Services in the U.S., and KPC Power Electrical and KPC Energy Metering Solutions in Canada.
- Substantial completion of two of the remaining legacy projects.



COMPENSATION (Awarded for 2025 Performance)

	2025
Annual Base Salary	\$1,103,365
Long-Term Incentive Plan (Management LTIP) ⁽¹⁾	
Value of DSU Awards	N/A
Value of RSU Awards	\$2,200,000
Value of PSU Awards	\$2,200,000
Short-Term Incentive Plan (STIP) ⁽¹⁾	\$1,900,000
Option-Based Awards	N/A
Total Direct Compensation	\$7,403,365
Change vs. previous year	+29%

⁽¹⁾ Management LTIP and STIP Awards for 2025 were awarded March 16, 2026.



Note: percentages may not always total 100% due to rounding

SHARE OWNERSHIP (as at Record Date)

Annual (2026) Base Salary	Value of DSUs, RSUs and PSUs ^{(1),(2)}	Value of Shares ^{(1),(3)}	Total Value	Multiple of Base Salary	Multiple of 2025 Direct Compensation
\$1,200,000	\$26,958,244	\$251,075	\$27,209,319	22.7x	3.7x

⁽¹⁾ Valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

⁽²⁾ Includes value of RSUs, DSUs and PSUs only.

⁽³⁾ Includes value of Common Shares only.

Incentive Awards

Based on the assigned points, Mr. Servranckx's formulaic allocation from the Fixed Pool was 3.9% of the pool.

In addition, Mr. Servranckx received an allocation from the Performance and Reward Pool. Aecon uses a President & CEO performance scorecard to provide the CGNC Committee with a structured framework to evaluate Mr. Servranckx's performance and accomplishments against pre-established metrics and targets while also applying necessary judgment to arrive at the final performance assessments and compensate such performance by approving the STIP allocation from the Performance and Reward Pool. The performance scorecard assessment exclusively impacts the STIP allocation from the Performance and Reward Pool.

In 2025, the CGNC Committee assessed Mr. Servranckx's performance against the scorecard at an overall rating of "on target," noting that Mr. Servranckx demonstrated strong stewardship of Aecon, including the substantial completion of two of the remaining legacy projects. Additionally, Mr. Servranckx effectively executed Aecon's strategy, including outperforming targets for revenue from new markets and geographic-based revenue focused on advancing Aecon's presence outside of Canada and acquiring Bodell Construction and Trinity Industrial Services in Utah and Texas, respectively, thereby expanding Aecon Industrial's footprint, securing a growth platform in target markets and strengthening recurring revenue in the U.S.

Mr. Servranckx's performance scorecard accounts for 60% of his Performance and Reward component of the STIP award and is described in more detail below. The remaining 40% of the Performance and Reward component of the STIP award is based on additional focus areas including safety, continuous improvement and project efficiency and sustainability initiatives, across which Mr. Servranckx's performance was also "on target". Consequently, the increase in the Fixed Pool and Performance and Reward Pool sizes resulted in an 11% increase in his STIP Award.

Mr. Servranckx's Management LTIP Award increased by 50% compared to 2024 due to adjustments required to maintain a competitive level of total compensation for the CEO.

Category	2025 BP Target	2025 Result	Target Achieved
Financial (30%)			
<i>Revenue (10%)</i>	\$4,750M	\$5,400M	✓
<i>Adj. Operating Profit (10%)</i>	\$91M	\$95M	✓
<i>Adj. EBITDA (10%)</i>	\$230M	\$234M	✓
Strategy (30%)			
<i>Contract Type: Fixed-price share of total revenue (10%)</i>	35%	32%	✓
<i>Revenue from new markets (10%)</i>	11%	17%	✓
<i>Diversified geographic revenue base – US & Intl. (10%)</i>	15%	15%	✓
Safety & People (20%)			
<i>Total Recordable Injury Frequency (TRIF) (10%)</i>	0.83	0.58	✓
<i>Critical Role Retention (10%)</i>	85%	91%	✓
Process & Tools (20%)			
<i>Last Planner System (10%)</i>	20 Projects	33 Projects	✓
<i>Productivity KPIs (10%)</i>	90% of Complex Projects	85%	●

President and CEO Look-Back Table and Equity Holdings

The following table compares the total direct compensation awarded to the Corporation's President & CEO over the past five years, as reflected in the Summary Compensation Table, to the compensation value (both realized and realizable) as at December 31, 2025 unless otherwise specified in this Circular.

	Year	Total Direct Compensation Awarded ⁽¹⁾ (\$)	Current Value as at December 31, 2025 ⁽²⁾ (\$)
Jean-Louis Servranckx	2025	7,403,365	6,394,993
Jean-Louis Servranckx	2024	5,725,008	7,929,462
Jean-Louis Servranckx	2023	4,919,389	7,036,751
Jean-Louis Servranckx	2022	5,725,730	10,299,627
Jean-Louis Servranckx	2021	6,698,390	10,351,935

⁽¹⁾ Direct Compensation Awarded includes salary, STIP, Management LTIP (DSU and RSU) and PSU amounts awarded during the year. Pension and all other compensation paid during the year are reported for each year in the applicable Summary Compensation Table.

⁽²⁾ For any given year, the current value includes salary and annual incentives awarded and the value of long-term incentives (realized and realizable). Long-term incentives for any given year include the value attributed to vested DSUs, RSUs and PSUs and the value of unvested DSUs, RSUs and PSUs as at December 31, 2025.

Breakdown of Total Current Market Value of the President & CEO's Equity Holdings

	# of Units (December 31, 2025)	Current Value as at December 31, 2025 ⁽¹⁾ (\$)
Common Shares	5,500	172,040
RSUs	107,936	3,376,238
DSUs	284,257	8,891,559
PSUs	84,433	2,641,064
Total Current Value of Equity Holdings		15,080,901

⁽¹⁾ The closing price of the Common Shares on the TSX on December 31, 2025 was \$31.28 per share.

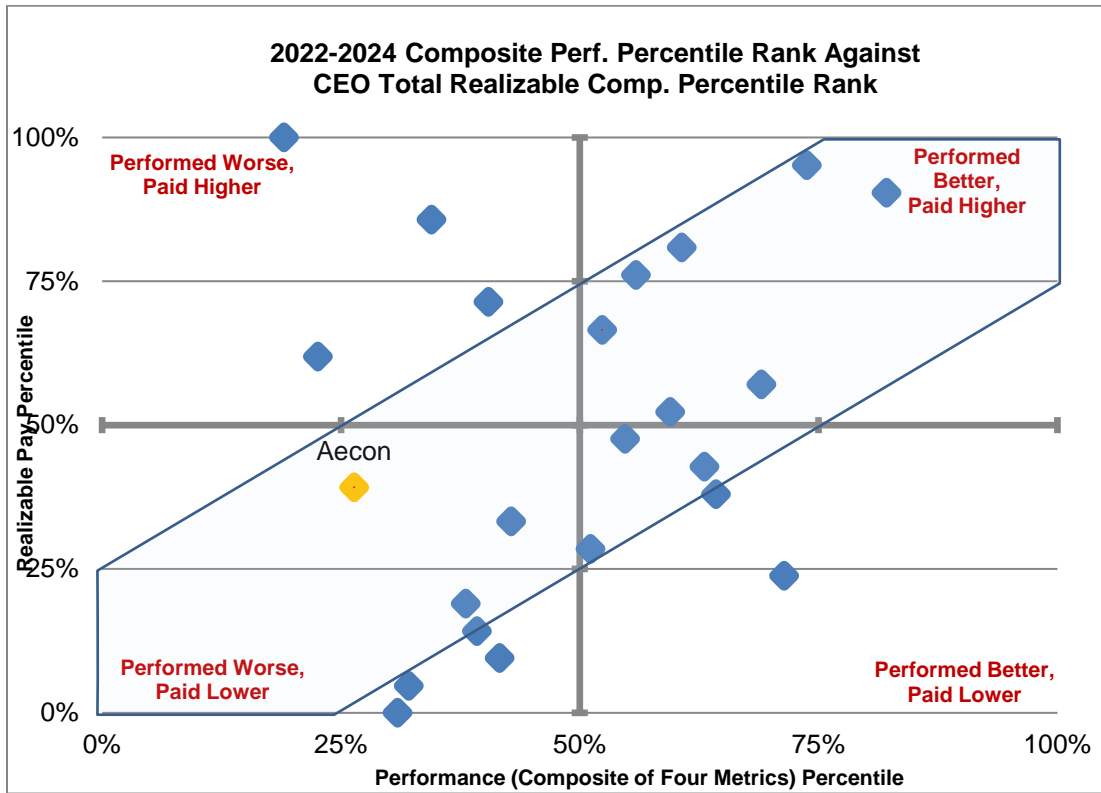
President & CEO Realizable Pay and Performance

Aecon pays its executives for performance. Since a large portion of executive pay is provided in the form of equity compensation, the total compensation disclosure in the Summary Compensation Table does not reflect fluctuations in equity value realizable by executives, which ultimately aligns executive compensation outcomes with Shareholders' experience.

As a result, the CGNC Committee believes it is important to assess Aecon's performance against realizable pay, relative to its compensation peers, taking into account share price and the intrinsic value of equity compensation at a set point in time. In February 2026, the CGNC Committee engaged Meridian to review the relationship between Aecon's President & CEO realizable compensation and the Corporation's performance over a three-year look-back period of 2022-2024, relative to compensation peers. This review:

- ✓ Allows the CGNC Committee to assess whether the Corporation's compensation programs are operating as intended
- ✓ Supports additional disclosure in this Circular
- ✓ Compares how "value" is shared between management and shareholders, in relation to the Corporation's peers

The results of this review, summarized in the chart below, indicate very strong alignment of the President & CEO's realizable pay and the Corporation's composite financial performance through December 31, 2024, relative to peers.



The review also indicated the mix of realizable pay for the President & CEO differs from that of the Corporation’s peer group with a higher proportion of performance-based compensation (including STIP and LTIP awards) and less base salary delivered to the President & CEO than peers, furthering alignment of pay with shareholder value.

The President & CEO realizable pay/realized performance analysis is performed annually.

NEO PERFORMANCE IN 2025

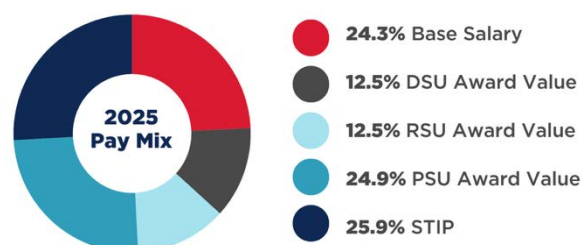
JEROME JULIER | EXECUTIVE VICE PRESIDENT & CHIEF FINANCIAL OFFICER

Mr. Julier's mandate encompasses financial and regulatory reporting, information services, enterprise strategy, corporate development, taxation, treasury and balance sheet management, and financial control and governance. Mr. Julier is also responsible for overseeing the Business Program Management Office, Sustainability, Communications, Investor Relations, and Indigenous Relations.

In approving Mr. Julier's compensation in 2025, the CGNC Committee noted Mr. Julier's leadership role in the year-end financial results, including record \$5.4 billion annual revenue, increased liquidity and financial capacity, disciplined financial risk management, and continued diversification of the Corporation's revenue base in the U.S. and internationally. Mr. Julier also played a key role in the execution and integration of three acquisitions across Canada and the U.S., ensuring the Corporation's continued cybersecurity resiliency posture, the implementation of Aecon's artificial intelligence group, and maintaining positive relationships with key stakeholders.

COMPENSATION (Awarded for 2025 Performance)

	2025
Annual Base Salary	\$609,000
Long-Term Incentive Plan (Management LTIP) ⁽¹⁾	
Value of DSU Awards	\$312,500
Value of RSU Awards	\$312,500
Value of PSU Awards	\$625,000
Short-Term Incentive Plan (STIP) ⁽¹⁾	\$650,000
Option-Based Awards	N/A
Total Direct Compensation	\$2,509,000
Change vs. previous year	+56% ⁽²⁾
⁽¹⁾ Management LTIP and STIP Awards for 2025 were awarded March 16, 2026.	
⁽²⁾ Mr. Julier did not receive a full 12 months of compensation in 2024 as he joined the Corporation in April 2024.	



Note: percentages may not always total 100% due to rounding

SHARE OWNERSHIP (as at Record Date)

Annual (2026) Base Salary	Value of DSUs, RSUs and PSUs ^{(1),(2)}	Value of Shares ^{(1),(3)}	Total Value	Multiple of Base Salary	Multiple of 2025 Direct Compensation
\$627,700	\$3,796,530	\$1,259,164	\$5,055,694	8.1x	2.0x

⁽¹⁾ Valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

⁽²⁾ Includes value of RSUs, DSUs and PSUs only.

⁽³⁾ Includes value of Common Shares only.

NEO PERFORMANCE IN 2025

THOMAS CLOCHARD | EXECUTIVE VICE PRESIDENT & CHIEF OPERATING OFFICER

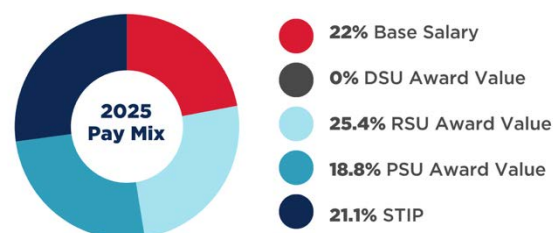
Mr. Clochard is responsible for enhancing operational and financial performance by working with Aecon's operational leadership teams across North America and internationally, while also actively growing Aecon's level of profitable backlog.

In determining Mr. Clochard's compensation, the CGNC Committee considered his promotion as Chief Operating Officer in August 2025, as well as his role in implementing key safety initiatives, driving an improved TRIF metric across the Corporation, generating a record year-end backlog and improving upon the Corporation's project execution efficiency. Mr. Clochard also continues to be an advocate for the continued development and evolution of Aecon personnel and has been an effective leader in critical role retention.

COMPENSATION (Awarded for 2025 Performance)

	2025
Annual Base Salary	\$574,936
Long-Term Incentive Plan (Management LTIP) ⁽¹⁾	
Value of DSU Awards	N/A
Value of RSU Awards	\$750,000
Value of PSU Awards	\$750,000
Short-Term Incentive Plan (STIP) ⁽¹⁾	\$800,000
Option-Based Awards	N/A
Total Direct Compensation	\$2,874,936
Change vs. previous year	+126%

⁽¹⁾ Management LTIP and STIP Awards for 2025 were awarded March 16, 2026.



Note: percentages may not always total 100% due to rounding

SHARE OWNERSHIP (as at Record Date)

Annual (2026) Base Salary	Value of DSUs, RSUs and PSUs ^{(1),(2)}	Value of Shares ^{(1),(3)}	Total Value	Multiple of Base Salary	Multiple of 2025 Direct Compensation
\$750,500	\$5,112,572	\$405,600	\$5,518,172	7.4x	1.9x

⁽¹⁾ Valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

⁽²⁾ Includes value of RSUs, DSUs and PSUs only.

⁽³⁾ Includes value of Common Shares only.

NEO PERFORMANCE IN 2025

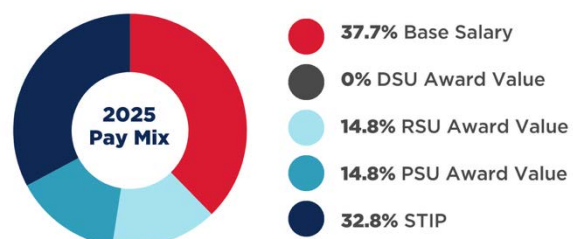
ERIC MACDONALD | EXECUTIVE VICE PRESIDENT, UTILITIES

Mr. MacDonald is responsible for the continued growth and success of Aecon Utilities, a large and diverse utility infrastructure provider in Canada with a growing U.S. presence.

In determining Mr. MacDonald's compensation, the CGNC Committee considered his role in implementing key safety initiatives, including the Fleet Telematics Initiative to reduce vehicle incidents, resulting in a significant reduction in vehicle incidents and an improved TRIF metric across the Corporation, as well as his leadership role in the strategic acquisition of KPC Power Electrical and KPC Energy Metering Solutions, which strengthens Aecon's relationship with key clients, increases recurring revenue, and accelerates our ability to harness significant grid modernization, electrification and infrastructure upgrade opportunities. Aecon Utilities is also a leader at Aecon in improving project efficiency through continuous waste walks and other initiatives.

COMPENSATION (Awarded for 2025 Performance)

	2025
Annual Base Salary	\$517,216
Long-Term Incentive Plan (Management LTIP) ⁽¹⁾	
Value of DSU Awards	N/A
Value of RSU Awards	\$202,500
Value of PSU Awards	\$202,500
Short-Term Incentive Plan (STIP) ⁽¹⁾	\$450,000
Option-Based Awards	N/A
Total Direct Compensation	\$1,372,216
Change vs. previous year	+6%
⁽¹⁾ Management LTIP and STIP Awards for 2025 were awarded March 16, 2026.	



Note: percentages may not always total 100% due to rounding

SHARE OWNERSHIP (as at Record Date)

Annual (2026) Base Salary	Value of DSUs, RSUs and PSUs ^{(1),(2)}	Value of Shares ^{(1),(3)}	Total Value	Multiple of Base Salary	Multiple of 2025 Direct Compensation
\$532,731	\$5,189,264	\$933,406	\$6,122,670	11.5x	4.5x

⁽¹⁾ Valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

⁽²⁾ Includes value of RSUs, DSUs and PSUs only.

⁽³⁾ Includes value of Common Shares only.

NEO PERFORMANCE IN 2025

TIM MURPHY | EXECUTIVE VICE PRESIDENT & CHIEF STRATEGIC AFFAIRS OFFICER

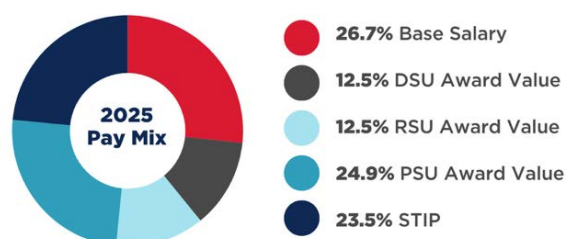
Mr. Murphy is responsible for driving and executing Aecon’s strategy, including identifying opportunities where Aecon can grow and scale, partnering to achieve operating sector objectives, and fostering strong relationships with key clients and stakeholders.

In determining Mr. Murphy’s compensation in 2025, the CGNC Committee considered his leadership role in the development of the Corporation’s updated strategic plan and identifying key opportunities across all operational sectors to promote Aecon’s continued growth and success. Mr. Murphy is also instrumental in the Corporation’s continued geographic diversification of its revenue base and positioning the Corporation for the pursuit of key strategic projects, including within the Canadian Government’s plan to improve its defence infrastructure.

COMPENSATION (Awarded for 2025 Performance)

	2025
Annual Base Salary	\$454,500
Long-Term Incentive Plan (Management LTIP) ⁽¹⁾	
Value of DSU Awards	\$212,500
Value of RSU Awards	\$212,500
Value of PSU Awards	\$425,000
Short-Term Incentive Plan (STIP) ⁽¹⁾	\$400,000
Option-Based Awards	N/A
Total Direct Compensation	\$1,704,500
Change vs. previous year	+127% ⁽²⁾

⁽¹⁾ Management LTIP and STIP Awards for 2025 were awarded March 16, 2026.
⁽²⁾ Mr. Murphy did not receive a full 12 months of compensation in 2024 as he joined the Corporation in July 2024.



Note: percentages may not always total 100% due to rounding

SHARE OWNERSHIP (as at Record Date)

Annual (2026) Base Salary	Value of DSUs, RSUs and PSUs ^{(1),(2)}	Value of Shares ^{(1),(3)}	Total Value	Multiple of Base Salary	Multiple of 2025 Direct Compensation
\$465,863	\$1,873,341	\$352,920	\$2,226,261	4.8x	1.3x

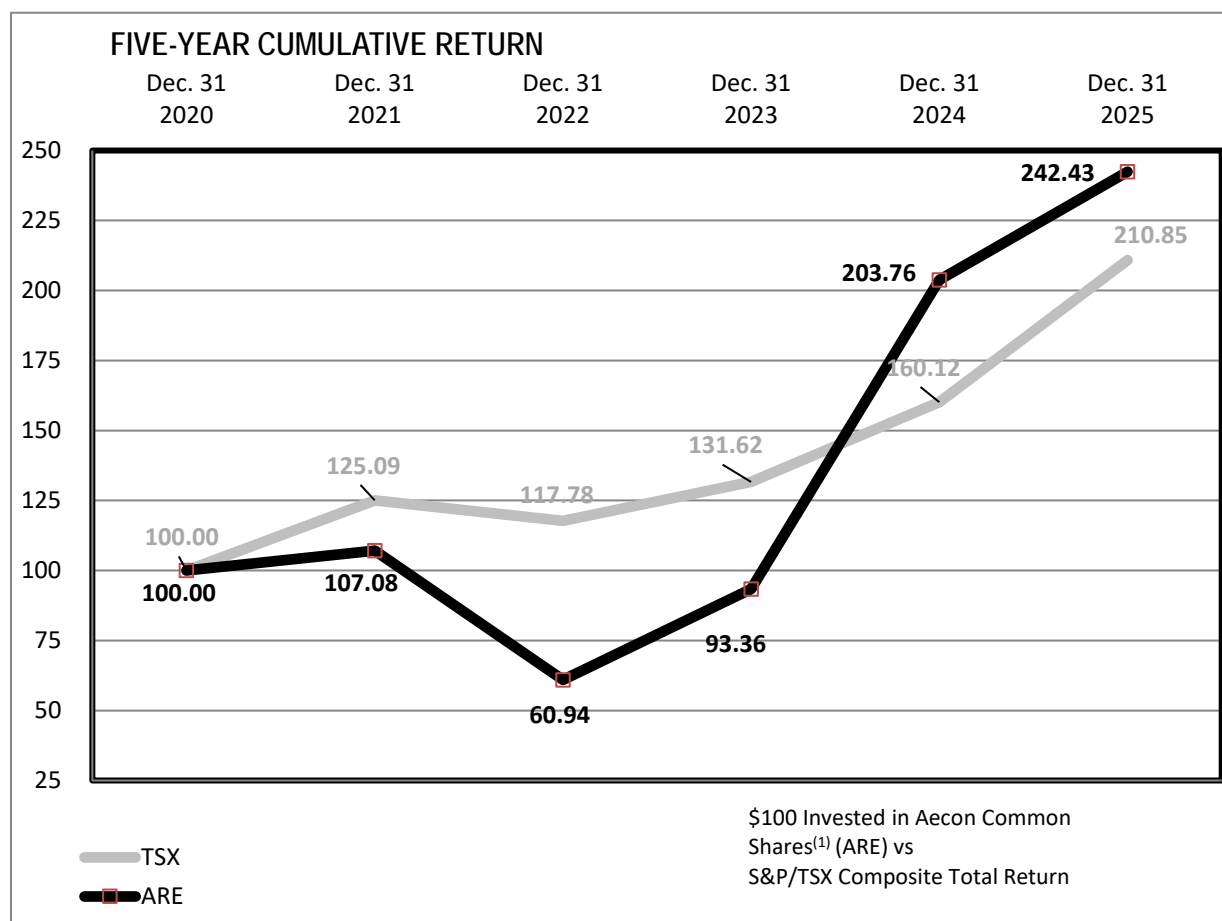
⁽¹⁾ Valued using the closing price of the Common Shares on the TSX on the Record Date, being \$45.65 per share.

⁽²⁾ Includes value of RSUs, DSUs and PSUs only.

⁽³⁾ Includes value of Common Shares only.

Five-Year Cumulative Return

The following graph compares the cumulative shareholder return for \$100.00 invested in Common Shares against the cumulative return for \$100.00 on the S&P/TSX Composite Total Return Index for the same five-year period, on the first day of the five-year period beginning on December 31, 2020, and ending on December 31, 2025.



	2021	2022	2023	2024	2025
Aecon⁽¹⁾	107.08	60.94	93.36	203.76	242.43
S&P/TSX Composite Total Return Index	125.09	117.78	131.62	160.12	210.85

⁽¹⁾ Includes share price plus dividends, if any. The closing price of the Common Shares on the TSX on December 31, 2025 was \$31.28 per share. All share prices for the above table were obtained from the records of the TSX.

As noted in the graph above, during the period December 31, 2020, to December 31, 2025, the Corporation's total shareholder return ("TSR") increased by approximately 142% while the S&P/TSX composite index increased by approximately 111% during the same period. The Corporation's dividend increased by 19% in the same period.

As noted in "Compensation Discussion and Analysis" in this Section Four, the Corporation's executive compensation is directly linked to the performance of individual officers and the performance and financial results of the Corporation. Individual awards under the Management LTIP and PSU Plan are awarded on the basis described in this Section Four under "Management Long-Term Incentive Plan – DSUs and RSUs" and "Performance Share Unit Plan – PSUs" and detailed herein. The value of a Management LTIP or PSU Plan award (represented in RSUs, DSUs or PSUs) after grant will fluctuate based on the Corporation's share price, thereby aligning the interests of NEOs with those of Shareholders. Over the same period, executive compensation increased in line with increased value to shareholders when accounting for write-downs due to legacy projects during certain periods in that timespan.

Summary Compensation Table

The following table sets forth the details regarding compensation earned by each NEO for the three most recently completed financial years ended December 31, 2023, 2024 and 2025.

Name and Principal Position	Year	Non-Equity Incentive Plan Compensation							Total Compensation
		Base Salary	Share-Based Awards ⁽¹⁾	Option-Based Awards	Annual Incentive Plans ⁽²⁾	Long-Term Incentive Plans	Pension Value ⁽³⁾	All Other Compensation ⁽⁴⁾	
		(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	
Jean-Louis Servranckx, President & CEO	2025	1,103,365	4,400,000	N/A	1,900,000	N/A	77,252	482,550	7,963,166
	2024	1,087,059	2,933,098	N/A	1,704,851	N/A	70,229	485,758	6,280,996
	2023	1,060,545	2,412,264	N/A	1,446,580	N/A	69,580	431,539	5,420,508
Thomas Clochard, Executive Vice President and Chief Operating Officer	2025	574,936	1,500,000	N/A	800,000	N/A	28,747	112,173	3,015,856
	2024	533,025	378,649	N/A	360,000	N/A	26,426	94,346	1,392,446
	2023	515,000	335,682	N/A	345,774	N/A	25,563	78,897	1,300,916
Jerome Julier, ⁽⁵⁾ Executive Vice President and Chief Financial Officer	2025	609,000	1,250,000	N/A	650,000	N/A	30,338	78,385	2,617,722
	2024	438,636	1,066,667	N/A	502,077	N/A	20,000	536,975	2,564,355
	2023	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Eric MacDonald, Executive Vice President, Utilities	2025	517,216	405,000	N/A	450,000	N/A	25,765	109,335	1,507,316
	2024	509,572	383,161	N/A	405,000	N/A	25,263	91,443	1,414,439
	2023	492,340	339,682	N/A	455,195	N/A	24,438	87,883	1,399,538
Tim Murphy, ⁽⁵⁾ Executive Vice President and Chief Strategic Affairs Officer	2025	454,500	850,000	N/A	400,000	N/A	22,669	37,388	1,764,557
	2024	190,625	375,000	N/A	186,813	N/A	9,375	13,241	775,054
	2023	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

- Share-based awards reflect amounts awarded under the Management LTIP. On March 16, 2026, Aecon granted an aggregate of 12,938 DSUs, 90,623 RSUs and 103,564 PSUs to the NEOs. Individual NEO grants were as follows: 54,214 RSUs and 54,214 PSUs to Mr. Servranckx, 7,701 DSUs, 7,701 RSUs and 15,402 PSUs to Mr. Julier, 18,482 RSUs, and 18,483 PSUs to Mr. Clochard, 4,990 RSUs, and 4,991 PSUs to Mr. MacDonald, and 5,237 DSUs, 5,236 RSUs and 10,474 PSUs to Mr. Murphy. The value of each DSU and RSU granted in respect of 2025 on the grant date was \$40.58, which was based on the volume weighted average trading price of the Common Shares on the TSX during the immediately preceding five trading days. See "Statement of Executive Compensation – Compensation Discussion and Analysis", above, for additional information.
- Bonus amounts for 2025 performance were awarded at the end of the first quarter of 2026 and paid in April 2026.
- Pension value includes 2025, 2024, and 2023 French pension contributions for Mr. Servranckx (\$77,252, \$70,229 and \$69,581 respectively). Pension value includes 2025, 2024 and 2023 taxable benefits resulting from SERP contributions to Mr. Clochard (\$11,841, \$10,181 and \$9,783, respectively), to Mr. MacDonald (\$8,860, \$9,018 and \$8,658 respectively). Pension value includes 2025 and 2024 taxable benefits resulting from SERP contributions to Mr. Julier (\$13,432 and \$3,755 respectively) and to Mr. Murphy (\$5,763 for 2025 only as he joined Aecon in July 2024).
- All other compensation includes amounts such as taxable auto benefits (including vehicle allowance), taxable living allowances, employer contribution to the ESPP (as defined hereinafter) for Messrs. Clochard, Julier, MacDonald and Murphy and share units issued as a result of dividends under the old LTIP or Management LTIP. Mr. Servranckx's year-over-year other compensation increased principally due to dividends accrued on his DSUs and RSUs. Mr. Julier's amount for 2024 includes a lumpsum payment of \$500,000 received upon hire.
- Compensation for the three most recently completed financial years is not available for Messrs. Julier and Murphy as they joined the Corporation in 2024. The base salary of each of Messrs. Julier and Murphy for 2024 is pro-rated for the partial year of employment with the Corporation.

Incentive Plan Awards

Outstanding Share-Based Awards and Option-Based Awards

The following table sets forth the details regarding the incentive plan awards for each NEO outstanding as at December 31, 2025. The Corporation does not grant option-based awards.

	Number of Shares or Units of Shares That Have Not Vested (#)	Share-Based Awards Market or Payout Value of Share-Based Awards That Have Not Vested ⁽¹⁾ (\$)	Market or Payout Value of Vested Share-Based Awards Not Paid Out or Distributed (\$)
Jean-Louis Servranckx	476,626	14,908,862	Nil
Thomas Clochard	74,087	2,317,442	Nil
Jerome Julier	51,681	1,616,582	Nil
Eric MacDonald	102,572	3,208,453	Nil
Tim Murphy	19,789	619,000	Nil

- For the purposes of attributing a market value to the share-based awards, the Corporation used the closing price of the Common Shares on the TSX on December 31, 2025, being \$31.28 per share.

Value Vested or Earned During the Financial Year Ended December 31, 2025

The following table sets forth the details regarding the value vested or earned of incentive plan awards for each NEO for the financial year ended December 31, 2025.

Name	Option-Based Awards – Value Vested During the Year ⁽¹⁾	Share-Based Awards – Value Vested During the Year ⁽²⁾	Non-Equity Incentive Plan Compensation – Value Earned During the Year
	(\$)	(\$)	(\$)
Jean-Louis Servranckx	Nil	4,180,058	1,900,000
Thomas Clochard	Nil	289,145	800,000
Jerome Julier	Nil	205,131	650,000
Eric MacDonald	Nil	295,114	450,000
Tim Murphy	Nil	50,414	400,000

⁽¹⁾ The Corporation does not grant option-based awards.

⁽²⁾ On December 31, 2025, the closing price of the Common Shares on the TSX was \$31.28 per share.

Employee Share Purchase Plan

The Corporation has established an Employee Share Purchase Plan (“ESPP”) to promote employee ownership of Common Shares and consequently, alignment of employee interests with those of the other Shareholders. Participation in the ESPP is voluntary, with employees contributing 1% to 7% of their base salary (at their option) to acquire Common Shares, with the Corporation matching \$0.30 for every dollar contributed by the employee to the ESPP. In 2025, all NEOs except for Mr. Servranckx participated in the ESPP.

Pension Plan Benefits

Defined Contribution Pension Plan

The following table sets forth the details of the Defined Contribution Pension Plan for each NEO.

Name	Accumulated Value at Start of Year	Compensatory DCPP	Compensatory SERP	Accumulated Value at Year End
	(\$)	(\$)	(\$)	(\$)
Jean-Louis Servranckx ⁽¹⁾	Nil	Nil	Nil	Nil
Thomas Clochard	127,917	16,905	11,841	188,690
Jerome Julier	34,502	16,905	13,432	78,653
Eric MacDonald	959,138	16,905	8,860	1,098,666
Tim Murphy	19,508	16,905	5,763	57,463

⁽¹⁾ Mr. Servranckx does not participate in the Corporation’s Defined Contribution Pension Plan. The Corporation makes contributions to his AGIRC and ARRCO as disclosed in the “Summary Compensation Table” on page 61 of this Circular.

For information on the valuation methodology and the significant assumptions relied upon in determining the above values for the Corporation’s DCPP, see “Elements of Compensation – Pension Plan Benefits – Defined Contribution Pension Plan” in this Section Four. Also see Note 5.14 “Employee Benefit Plans” and Note 21 “Employee Benefit Plans” in the Corporation’s annual audited financial statements.

Termination and Change of Control Benefits

The Corporation has or had entered into employment agreements with each of the NEOs.

Jean-Louis Servranckx, President and Chief Executive Officer

The agreement with Mr. Servranckx came into effect on July 23, 2018. The agreement sets out Mr. Servranckx’ duties and responsibilities as well as annual compensation, benefits, and incentives. The agreement includes non-solicitation and non-competition provisions ending 24 months from the termination date, as well as confidentiality provisions that extend beyond expiration of the agreement. The agreement also provides for a severance payment in the event of termination without cause in the form of a continuation of salary, average annual cash incentive awards over the prior three years prorated in equal installments, and benefits for a period of 24 months and pension plan contributions for a period of up to 8 weeks, subject to any greater entitlement under Ontario law. In the event of a Change of Control of the Corporation, if Mr. Servranckx is dismissed or elects to resign due to a change in employment terms during the ensuing 12 months, Mr. Servranckx is entitled to receive a payment equal to 24 months’ salary plus the average annual cash incentive awards over the prior three years prorated in equal installments for a period of 24 months, continuation of benefits for a period of 24 months and pension plan contributions for a period of up to 8 weeks.

Thomas Clochard, Executive Vice President and Chief Operating Officer

The agreement with Mr. Clochard came into effect on September 2, 2025. The agreement sets out Mr. Clochard's duties and responsibilities as well as annual compensation, benefits, and incentives. The agreement includes non-solicitation provisions ending 24 months from the termination date and non-competition provisions ending 4 months from the termination date. It also includes confidentiality provisions that extend beyond expiration of the agreement. The agreement also provides for a severance payment in the event of termination without cause in the form of a continuation of salary, cash incentives and benefits, including pension plan contributions for a period of 24 months.

Jerome Julier, Executive Vice President and Chief Financial Officer

The agreement with Mr. Julier came into effect on April 8, 2024. The agreement sets out Mr. Julier's duties and responsibilities as well as annual compensation, benefits, and incentives. The agreement includes non-solicitation provisions ending 24 months from the termination date and non-competition provisions ending 12 months from the termination date. It also includes confidentiality provisions that extend beyond expiration of the agreement. The agreement also provides for a severance payment in the event of termination without cause in the form of a continuation of salary, cash incentives and benefits, including pension plan contributions for a period of 24 months.

Eric MacDonald, Executive Vice President, Aecon Utilities

The agreement with Mr. MacDonald came into effect on January 17, 2022. The agreement sets out Mr. MacDonald's duties and responsibilities as well as annual compensation, benefits, and incentives. The agreement includes non-solicitation and non-competition provisions ending 18 months from the termination date, as well as confidentiality provisions that extend beyond expiration of the agreement. The agreement also provides for a severance payment in the event of termination without cause in the form of a continuation of salary, cash incentives and benefits, including pension plan contributions for a period of 18 months.

Tim Murphy, Executive Vice President and Chief Strategic Affairs Officer

The agreement with Mr. Murphy came into effect on July 30, 2024. The agreement sets out Mr. Murphy's duties and responsibilities as well as annual compensation, benefits, and incentives. The agreement includes non-solicitation and non-competition provisions ending 12 months from the termination date, as well as confidentiality provisions that extend beyond expiration of the agreement. The agreement also provides for a severance payment in the event of termination without cause in the form of a continuation of salary, cash incentives and benefits, including pension plan contributions for a period of 12 months.

Summary of Termination and Change of Control Benefits

The following table reflects the estimated amounts of payouts and other benefits (assuming all criteria and preconditions in each individual agreement are satisfied) for each of the NEOs in the indicated event, assuming that each event occurred on December 31, 2025.

Name	Triggering Event	Cash Portion ⁽¹⁾ (\$)	Value of LTIP Awards ⁽²⁾⁽³⁾ (\$)	Retirement Plan Contribution ⁽⁴⁾ (\$)	Other ⁽⁵⁾ (\$)	Total (\$)
Jean-Louis Servranckx	Termination Without Cause or Change of Control	5,574,351	14,908,862	11,885	57,600	20,552,698
Thomas Clochard	Termination Without Cause	1,727,887	2,317,442	69,225	36,000	4,150,554
Jerome Julier	Termination Without Cause	2,418,000	1,616,582	86,478	36,000	4,157,060
Eric MacDonald	Termination Without Cause	1,430,922	3,208,453	55,048	27,000	4,721,423
Tim Murphy	Termination Without Cause	650,104	619,000	32,270	18,000	1,319,374

⁽¹⁾ Amounts in this column are determined in accordance with the provisions of each individual employment agreement.

⁽²⁾ Based on the closing price of the Common Shares on the TSX on December 31, 2025, being \$31.28 per share.

⁽³⁾ Amounts represent the value of unvested DSUs and RSUs as at December 31, 2025, and assume that all DSUs and RSUs vest on termination.

⁽⁴⁾ For Mr. Servranckx, the amount includes 8 weeks' contributions to the supplementary pension plan in France (AGIRC). For Messrs. Clochard and MacDonald, the amount includes 18 months' contributions to the DCPP, SERP and employee share purchase plan. For Mr. Julier, the amount includes 24 months' contributions to the DCPP, SERP, and employee share purchase plan. For Mr. Murphy, the amount includes 12 months' contributions to DCPP, SERP, and employee share purchase plan.

⁽⁵⁾ For Messrs. Servranckx and Julier, the amount represents 24 months of vehicle costs. For Thomas Clochard and Eric MacDonald, the amount represents 18 months of vehicle costs. For Tim Murphy, the amount represents 12 months of vehicle costs.

SECTION FIVE – SECURITIES AUTHORIZED FOR ISSUANCE UNDER EQUITY COMPENSATION PLANS

The following table sets forth as at December 31, 2025, the number of securities to be issued upon exercise of outstanding options, the weighted average exercise price of such outstanding options and the number of securities remaining available for future issuance under all equity plans previously approved by Shareholders. The following table also sets forth as at December 31, 2025, the number of securities to be issued upon the vesting of RSUs, PSUs and DSUs, the weighted average of each outstanding RSU, PSU and DSU and the number of securities remaining available for future issuance under all equity plans not yet approved by Shareholders. The 2021 Director DSU Plan and the PSU Plan are cash-based plans and are therefore not included in the table below.

Plan Category	Number of Common Shares to be issued upon exercise or vesting of outstanding options, warrants and rights	Weighted average exercise, grant or vesting price of outstanding options, warrants and rights	Number of Common Shares remaining available for future issuance under equity compensation plans (excluding securities reflected in the first column) ⁽¹⁾
Equity compensation plans approved by security holders⁽²⁾			
Management LTIP	2,709,048	\$15.24	N/A
2014 Director DSU Plan	90,056	\$17.24	N/A
Total	2,799,104	\$15.30	N/A

⁽¹⁾ The maximum number of Common Shares which may be issued from treasury pursuant to all security-based compensation arrangements is 4.0% of total outstanding Common Shares and the Corporation reserves the right to settle vested security-based compensation in cash, Common Shares issued from Treasury, Common Shares purchased on the open market or any combination of such cash and Common Shares. For more detail on these plans, see “Director DSU Awards” and “Long-Term Incentive Awards.”

⁽²⁾ The Management LTIP was approved by Shareholders in 2015, 2018, 2021, and 2024. The 2014 Director DSU Plan was approved by Shareholders in 2015. The 2021 Director DSU Plan, and the PSU Plan, are cash-based plans that do not require shareholder approval.

The following table sets forth the annual burn rate, calculated in accordance with the rules of the TSX, in respect of each of the equity compensation plans for each of the three most recently completed years:

	2025 Burn Rate ⁽¹⁾	2024 Burn Rate ⁽¹⁾	2023 Burn Rate ⁽¹⁾
Management LTIP	1.67%	1.02%	2.65%
2014 Director DSU Plan	0.01%	0.02%	0.33%

⁽¹⁾ The annual burn rate is calculated as follows and expressed as a percentage:

$$\frac{\text{Number of securities granted under the specific plan during the applicable fiscal year}}{\text{Weighted average number of securities outstanding for the applicable fiscal year}}$$

SECTION SIX – INTEREST OF INFORMED PERSONS IN MATERIAL TRANSACTIONS

Except as otherwise disclosed in this Circular, no individual who has been an informed person (as such term is defined in National Instrument 51-102 – *Continuous Disclosure Obligations*) of the Corporation, nominee for election as a director or, to the knowledge of the directors and executive officers of the Corporation, their respective associates or affiliates, has or had at any time since the beginning of its last completed financial year, any material interest, direct or indirect, in any transaction or any proposed transaction which has materially affected or would materially affect the Corporation or any of its subsidiaries.

SECTION SEVEN – INTEREST OF CERTAIN PERSONS IN MATTERS TO BE ACTED UPON

Except as otherwise disclosed in this Circular, no person who has been a director or executive officer of the Corporation at any time since the beginning of its last completed financial year, no nominee for election as a director nor any associate or affiliate of such persons has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in any matter to be acted upon at the Meeting.

SECTION EIGHT – CORPORATE GOVERNANCE MATTERS

The Board is committed to fostering a healthy governance culture at the Corporation, which requires that directors be aware of both internal and external developments that may affect the business and affairs of the Corporation and that an atmosphere of open communication, trust, candour, healthy debate and constructive dissent be part of the corporate decision making and Board oversight process. Although mindful of evolving views with respect to governance issues, the Board believes that formulaic or structural approaches to corporate governance issues may not in and of themselves be adequate or ensure best in class governance standards. The Board examines each issue on a case-by-case basis and, in consultation with management of the Corporation and the Corporation’s advisors, adopts the standard or approach it believes best protects and promotes the interests of Aecon, including its stakeholders. The directors are cognizant that they have statutory and fiduciary obligations to act honestly and in good faith with a view to the best interests of the Corporation. They also have a duty of care in making decisions, including a duty to be properly informed so they can perform the tasks their positions entail. The Board believes that its principled approach to corporate governance meets these standards.

The Corporation’s corporate governance practices are designed to help ensure that the business and affairs of the Corporation are effectively managed so as to promote and enhance Shareholder value. Management of the Corporation has been able to draw assistance from individual Board members, as well as seek advice from the Board as a whole or from the independent directors collectively or individually, when appropriate. Management and the Board also closely monitor and, where appropriate, respond to Canadian regulatory developments aimed at improving corporate governance, increasing corporate and individual accountability as well as enhancing the transparency of public company disclosure.

The Corporation’s annual disclosure of its corporate governance practices in accordance with Form 58-101F1 – *Corporate Governance Disclosure* under NI 58-101 is attached to this Circular as Appendix 1.

The Corporation is also subject to the requirements of Canadian provincial securities legislation, including those relating to the certification of financial and other information by the Corporation’s President & CEO and Executive Vice President & CFO; oversight of the Corporation’s external independent auditors; enhanced independence criteria for Audit Committee members; the pre-approval of permissible non-audit services to be performed by the Corporation’s external independent auditors; and the establishment of procedures for the anonymous submission of employee complaints regarding the Corporation’s accounting practices (the “**Whistleblower Policy**”).

ENTERPRISE RISK MANAGEMENT

Management of the Corporation has developed a disciplined and integrated ERM process which identifies potential events that may affect the Corporation, manages risk to be within the Corporation's risk appetite and provides reasonable assurance regarding the achievement of the Corporation's objectives.

In support of ERM, the Corporation has put in place formal policies which address project selection, contract terms, cost controls, project controls, selection of joint venture partners and negotiation of joint venture agreements, impact and delay claims, third party liability and regulatory matters.



Management of the Corporation believes that everyone in the Corporation has a degree of responsibility for ERM. The Project Review Committee, chaired by the President & CEO, meets weekly to vet significant projects prior to bid pre-qualifications and bid submissions. The Operational Risk Committee provides additional focus on cost and schedule risk associated with major projects or projects with higher risk profiles. The Commercial Risk Committee reviews the most significant risks of major projects from a multi-disciplinary perspective prior to review by the Project Review Committee. The Executive Committee meets bi-weekly to discuss key strategic issues, financial performance, operation issues and safety matters and to review the progress of major projects. The Executive Committee also conducts quarterly financial review meetings with operating leaders to monitor the financial results and leading indicators across the Corporation. The Executive Operations Team meets quarterly to review financial performance, major projects and key opportunities. The OES Risk Committee of the Board meets quarterly and oversees the Corporation's ERM policies, programs and practices. In addition to the formal processes described above, divisional and risk teams provide ongoing support for major projects and all personnel are expected to execute relevant ERM in accordance with established directives and protocols.

The Corporation, overseen by the Board, has implemented a number of proactive strategies to mitigate risk, including developing a sound succession plan, carrying appropriate levels of insurance, vetting all major projects and subcontractors, limiting major capital expenditures and limiting major contracts to highly credit-worthy parties. The Corporation's Bidding Requirements Policy establishes the framework for the review and approval of projects and strategic partners to ensure that proposal teams carry out an appropriate level of commercial, legal and risk review

BOARD OVERSIGHT OF RISK

As part of its oversight duties, the Board examines current conditions such as the macroeconomic environment, size, nature and unique characteristics of the construction and infrastructure development industry, geographic markets and the basis, size and strength of the Corporation's competition on an ongoing basis.

The Board, working closely with management of the Corporation, also identifies, categorizes, analyses and prioritizes risks. To assist the Board, management has compiled a list of the most material risks that the Corporation faces across multiple categories, including financial, operational, human resources, environmental health and safety, governance, and information systems.

The Board also plays an active role in determining risk capacity, risk tolerance and risk appetite by (i) assessing the Corporation's balance sheet and quantifying the Corporation's debt capacity; (ii) assessing the Corporation's strength and position within its industry; (iii) considering the desired rate of return on a particular project or transaction; (iv) assessing project risk based on size, price, the contracting model, and (v) specifically considering risks related to entry into a new line of business or a new international jurisdiction.

Because a significant proportion of the Corporation's revenue is derived from major projects that must be approved by the Board, the Board is responsible for approving projects that comprise the Corporation's main revenue source. The Board also receives regular reports from members of the Executive Committee as discussed in more detail above.

The OES Risk Committee provides greater focus and oversight of the above-described risk programs. It oversees general enterprise risk and compliance initiatives and procedures of the Corporation to manage the significant risks to which the Corporation is exposed, oversees the Corporation's EHS performance and initiatives to mitigate risk, supports the continuous improvement of healthy and safe workplaces, and monitors and reviews the Corporation's risk management performance, ethics, governance and compliance.

ANTI-MODERN SLAVERY REPORTING

On March 5, 2026, the Corporation issued its third report (the "**Report**"), as approved by the Board, in response to the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the "**Modern Slavery Act**"). The Report covers the reporting period from January 1, 2025 to December 31, 2025, and provides, among other things, an overview of the actions the Corporation has taken to assess and address risks of modern slavery, including forced labour and child labour (each as defined in the Modern Slavery Act), within the Corporation's operations and supply chains. Actions taken in 2025 include, but are not limited to, adopting the California Transparency in Supply Chains Act Policy to formalize supply chain transparency and forced labour risk governance expectations, implementing the Sanctions Policy to strengthen controls relating to restricted parties and high risk jurisdictions, launching Aecon's first dedicated modern slavery training program with initial rollout to procurement and international project personnel.

A copy of the Report is available from our website at www.aecon.com/resources. An updated report will be approved and issued annually reflecting the efforts made in the previous calendar year to assess and address risks of modern slavery in the Corporation's operations and supply chains.

CODE OF ETHICS AND BUSINESS CONDUCT

The Code of Ethics and Business Conduct (the "**Code**") guides behaviour related to the company business and supports Aecon's corporate values, specifically to "preserve the highest standards of honesty, integrity and business ethics; promote opportunity within the Corporation; ensure safety in all our activities; foster protection of the environment; and maintain an open, empowering and rewarding workplace" and set out fundamental principles that guide the Board in its deliberations and shape the Corporation's business activities. The Code and corresponding training module provide a refreshing, modern, and more conversational tone throughout, helping make the document more accessible and impactful to all employees. Upon joining Aecon, and biennially thereafter, each officer and employee of the Corporation is required to complete the Code's online training module within Aecon University, the Corporation's learning vehicle for delivering professional development and training opportunities. Moreover, directors of the Corporation are required to provide, on an annual basis, a Certificate of Acknowledgment and Compliance with the Code. The Code is available for review under the Corporation's SEDAR+ profile at www.sedarplus.ca.

Management of the Corporation, under the direction of the Board, has undertaken a number of initiatives to promote ethical behaviour by its employees including email updates regarding key policies, new employee

onboarding sessions, annual refresher training on anti-corruption and anti-bribery matters, including a quarterly certification requirement, and jurisdiction-specific compliance training for all projects outside of Canada.

WHISTLEBLOWER POLICY AND AECON ETHICS HOTLINE

The Corporation's Whistleblower Policy is available for review from the "Resources" section of the Corporation's website (<https://www.aecon.com/resources>). Among other features, the Whistleblower Policy provides a mechanism for anonymous complaints to be made directly to the Chair of the Audit Committee or the General Counsel, Public Company & Corporate Secretary or via Aecon's Ethics Hotline – an anonymous reporting line managed by an independent third party. For additional information, see "Culture of Integrity" set out in the Board Mandate attached to this Circular as Appendix 2.

DISCLOSURE COMMITTEE

The Disclosure Committee meets at least quarterly and more often if required to discuss disclosure issues. The quarterly meeting typically involves a page-by-page review of the applicable management's discussion and analysis and financial statements and is attended by members of the Disclosure Committee who are responsible for the preparation of the documents. The Disclosure Committee also reviews the Corporation's annual information form and management information circular. The public disclosure documents filed under the Corporation's SEDAR+ profile reflect the consensus of such meetings. See "Shareholder Engagement" in Section Ten of this Circular.

SAY-ON-PAY VOTE

In 2025, 94.66% of the votes cast voted "for" the Corporation's 2024 executive compensation program. The CGNC Committee reviewed the results of the Say-on-Pay vote and concluded that no significant changes to the Corporation's approach on executive compensation are required at this time. The CGNC Committee reviews the Corporation's executive compensation program to help ensure its effectiveness and further align the interests of the Corporation's executives with its Shareholders.

The CGNC Committee and the Board continue to review and consider all Shareholder feedback related to compensation matters and Shareholder discussion and engagement. Shareholders are invited to contact the Corporation by using the contact information set out in "Shareholder Engagement" in Section Ten of this Circular. Please refer to page 34 of this Circular for additional information on the Say-on-Pay vote.

FINANCIAL ASSURANCE AND COMPLIANCE DEPARTMENT

The Corporation's Financial Assurance and Compliance ("FA&C") department was established to provide an independent and objective assurance, consulting and advisory function that is designed to add value, improve the Corporation's operations, and assist management of the Corporation in the effective discharge of its responsibilities. Currently, the main focus of the FA&C department is to manage compliance with Bill 198 (*Keeping the Promise for a Strong Economy Act (Budget Measures)*, 2002), assist management of the Corporation in the testing of internal controls over financial reporting ("ICFR") and provide added assurance and comfort to the President & CEO, and Executive Vice President & CFO of the Corporation as part of their certification on the design and operating effectiveness of ICFR. In addition to this assurance function in support of the regulatory certification process, the FA&C department also assists management of the Corporation in examining, evaluating, reporting and recommending improvements to strengthen the effectiveness of internal controls, risk management and governance processes. Other responsibilities include reviewing the Corporation's compliance with policies, procedures, laws and regulations, and performing advisory services as requested.

The Board monitors compliance with the Corporation's policies through FA&C Interim Reports prepared by the internal audit team and provided to the Audit Committee on a quarterly basis. In addition, as part of compliance with National Instrument 52-109 – Certification of Disclosure in Issuers' Annual and Interim Filings, the Corporation has developed a system of sub-certification pursuant to which key financial and business unit leaders are asked to verify compliance with a range of key metrics including compliance with the Code. The Executive Vice President & CFO provides a report to the Board in respect of such matters on a quarterly basis.

MANDATE OF THE BOARD

The mandate of the Board is to supervise the management of the business and affairs of the Corporation by its executive officers and includes, without limitation, the following duties, and responsibilities, as outlined in the Board Mandate or by the Board's general authority to supervise the management of the business and affairs of the Corporation:

- (i) ensuring a culture of integrity at the Corporation;
- (ii) approving and monitoring the Corporation's overall strategy;
- (iii) reviewing and approving risk mitigation plans, strategic investments, acquisition opportunities, divestitures and alliances;
- (iv) overseeing and reviewing the Corporation's external communications and public disclosure policies and practices;
- (v) approving the Corporation's internal controls and reviewing and assessing their integrity and effectiveness;
- (vi) overseeing the identification and management of the Corporation's principal risks;
- (vii) overseeing the Corporation's financial reporting policies and procedures;
- (viii) overseeing the Corporation's corporate governance policies and practices, including overseeing the approach to executive compensation and incentive plan design, Board and committee composition, and director education;
- (ix) overseeing the Corporation's environmental health and safety performance and initiatives;
- (x) overseeing the Corporation's sustainability initiatives, including reviewing and approving related disclosure documents and setting environmental targets;
- (xi) overseeing the performance of the President & CEO and management and establishing their annual performance expectations, corporate goals, and objectives (including setting appropriate compensation and benefits) and monitoring progress against expectations;
- (xii) overseeing the creation and implementation of appropriate succession plans for management; and
- (xiii) overseeing the responsible use and implementation of artificial intelligence throughout the Corporation.

A copy of the Board Mandate is attached to this Circular as Appendix 2.

COMPOSITION OF THE BOARD

Provided all director nominees are elected in 2026, the Board will be comprised of ten members. The directors include community and business leaders active at the local, national, and international level who provide a depth and range of experience. Please see the biographies of individual directors under "Election of Directors" in Section Three of this Circular. Assuming that each of the Board nominees identified in this Circular is elected at the Meeting, 9 out of 10 (90%) of the directors will be considered "independent" under the CSA Guidelines and NI 52-110. To assist the Board with its determination as to independence of its members, all directors complete a detailed annual questionnaire regarding their relationships with the Corporation. The Board believes that a sufficient number of directors are independent of the Corporation, as no material corporate decision requiring director approval can be passed without the approval of the independent directors. Notwithstanding that Mr. Servranckx is deemed to be not "independent" pursuant to the CSA Guidelines, the Board believes that his status does not preclude him from exercising independent judgment with a view to the best interests of the Corporation. See "Board Committees" below for additional information.

Position Descriptions

The Board is led by the Chairman and is comprised of experienced directors (see "Election of Directors" in Section Three of this Circular for additional information), whose authority is exercised in accordance with the Corporation's Articles of Incorporation, By-Laws and Corporate Governance Handbook, the *Canada Business Corporations Act* as well as other applicable laws, regulations, and rules, including those adopted by the CSA and those of the TSX.

President & CEO

The President & CEO of Aecon has full responsibility for the day-to-day activities of the Corporation's business in accordance with its strategic plan as approved by the Board. The President & CEO is accountable to the Board for the overall management of Aecon and for conformity with policies agreed upon by the Board. The approval of the Board (or appropriate committee) is required for all significant decisions outside of the ordinary course of Aecon's business. More specifically, the primary responsibilities of the President & CEO include developing a strategic direction and positioning of the Corporation, ensuring day-to-day business affairs are managed in a manner that will ensure achievement of the Corporation's financial and operating goals and objectives, fostering a corporate culture that promotes professionalism, integrity and performance, updating the Board on the Corporation's performance and material developments, recruiting, developing and maintaining productive management teams, and ensuring, in cooperation with the Board, there is an effective succession plan for the President & CEO position.

On an annual basis, the President & CEO of the Corporation circulates to the Board a proposed business plan which is discussed and, if appropriate, adopted by the Board. Additionally, the Board participates in formulating and adopting the Corporation's strategic plan. See "Strategic Planning" in Section Eight of this Circular. These plans form the basis of the corporate objectives that must be met by the President & CEO. The CGNC Committee reviews the performance of the Corporation, and the President & CEO which review is used by the CGNC Committee in its deliberations concerning the President & CEO's annual compensation. See "Statement of Executive Compensation" in Section Four of this Circular.

Committee Chair

Each of the Audit Committee, the CGNC Committee and the OES Risk Committee is chaired by an independent director (each a "**Committee Chair**"). The Committee Chairs are responsible for the management and the effective performance of their respective committees. The Board has developed a mandate for each Committee Chair which also includes taking all reasonable measures to ensure that the respective committee fully executes its mandate, including taking all reasonable steps to ensure that such committee works as a cohesive team and arranging for the availability of adequate resources and access to information and management to support the committee's work. A copy of the Mandate of the Committee Chairs can be found at Appendix 3 of this Circular.

Board Committees

The Board has established three standing committees of directors: the Audit Committee, the CGNC Committee, and the OES Risk Committee. Each committee meets at least once per quarter before regularly scheduled Board meetings and sets aside a portion of these meetings to meet without the presence of management of the Corporation and non-independent directors. All members of each of the Audit Committee, the CGNC Committee, the OES Risk Committee, including the respective chairs, are "independent" within the meaning of the CSA Guidelines and NI 52-110.

You can find the Board Committee Charters, Board Mandate, Board Committee Chair Mandate and the Position Description for the Chair of the Board and Board Committee Chair Mandate posted in the investor briefcase section of Aecon's website at:

<https://www.aecon.com/investing/investor-briefcase>

From time to time, special committees of the Board may be and have been appointed to consider special issues and in particular, any issues that may involve related party transactions. Individual directors may retain outside advisors at the Corporation's expense in appropriate circumstances and with the approval of the Audit Committee. No material corporate decision or decision involving a potential conflict of interest can be approved by the Board without the approval of the independent directors.

Corporate Governance, Nominating and Compensation Committee

The mandate of the CGNC Committee includes overseeing the Corporation's overall corporate policy related to compensation and benefits, developing an effective corporate governance system for the Corporation, reviewing and assessing the Corporation's corporate governance practices and public disclosure on an ongoing basis, reviewing the Corporation's compensation policies and programs to ensure that they motivate an appropriate level of risk-

taking and mitigate excessive risk-taking, identifying and recommending candidates for election to the Board and all committees of the Board, organizing and overseeing the Corporation's director education program and establishing and reviewing succession planning for the President & CEO and other senior executives. The CGNC Committee also engages external advisors from time to time, as the CGNC Committee deems appropriate, to discuss the Corporation's compensation policies and programs and corporate governance practices. For more information about the CGNC Committee, see "Composition and Experience of the CGNC Committee" in Section Four of this Circular.

The CGNC Committee met eight times in 2025.

Audit Committee

The Audit Committee's mandate is to assist the Board in monitoring the integrity of the Corporation's financial statements, the compliance by the Corporation with applicable legal and regulatory requirements relating to audit and internal controls, the independence, qualifications and performance of the Corporation's external auditors, and the Corporation's internal controls and audit function.

As of the date of this Circular, the Audit Committee is comprised of Stuart Lee, Rod Phillips, Eric Rosenfeld and Deborah Stein (Chair), all of whom are considered to be "independent" and "financially literate" within the meaning of NI 52-110. The Corporation believes the oversight function of the Audit Committee provides a key stewardship role in the Corporation's financial disclosure issues, internal controls, financial and operational risk management, corporate finance, and related matters.

The Audit Committee met four times in 2025.

Operational, Environmental and Safety Risk Committee

The OES Risk Committee's mandate is to oversee the Corporation's EHS performance and initiatives to mitigate risk, to support the continuous improvement of healthy and safe workplaces, to oversee the Corporation's sustainability-related disclosure (including extreme weather-related disclosures), to oversee the framework for managing of project risks arising from the Corporation's operations and business and review and monitor the Corporation's ERM policies, programs, and practices, including cyber risk, ethics, governance, compliance, business continuity and emergency preparedness, all of which are described in more detail in the Corporation's 2025 MD&A under "Risk Factors."

As of the date of this Circular, the OES Risk Committee is comprised of Susan Wolburgh Jenah, Stuart Lee, Scott Stewart and Scott Thon (Chair), all of whom are considered independent within the meaning of the CSA Guidelines.

The OES Risk Committee met six times in 2025.

RELATED-PARTY TRANSACTIONS

The Code requires directors, officers and employees to report any related-party transactions to the General Counsel, Public Company & Corporate Secretary, who will review any material conflict with the President & CEO and the Executive Vice President & CFO and will make a recommendation to the Board if an actual, potential or perceived conflict of interest exists. The Board reviews any potential conflicts of interest involving a director for determining independence and assesses whether a potential conflict limits or impairs the role of the director. In 2025, to the best of Aecon's knowledge, there were no material conflicts of interest or related-party transactions reported by the Board, the President & CEO, or other senior executives.

SUSTAINABILITY OVERSIGHT

The Board is responsible for overseeing the Corporation's annual Corporate Responsibility Report and any related or ancillary reports (following the recommendation of the Joint Committee of the Audit, CGNC and OES Risk Committees), and for overseeing the management, monitoring and mitigation of risks to the Corporation related to the environment, sustainability and extreme weather. On a quarterly basis, the Vice President, Sustainability and the SVP, Corporate Development and Investor Relations, report to the Board on the Corporation's stakeholder engagement activities and emerging trends, risks, and issues pertaining to the environment, sustainability and extreme weather matters.

ARTIFICIAL INTELLIGENCE AND CYBERSECURITY OVERSIGHT

The Board is responsible for overseeing the responsible use and implementation of artificial intelligence (“AI”) throughout the Corporation. The Board is tasked with reviewing and approving any material strategic decisions with respect to the use of AI in accordance with established procedures, receiving quarterly reports from the SVP, Information Security on behalf of the Corporation’s “AI Council” (a cross functional group of senior executives responsible for providing oversight, leadership and support for the Corporation’s AI Usage Policy, as well as the approval of AI use cases), and monitoring the implementation and effectiveness of the Corporation’s approved uses of AI.

The OES Risk Committee is responsible for overseeing, in conjunction with the CGNC Committee, as applicable, the Corporation’s approach to technology-based matters, including cybersecurity risks, protection and mitigation. Specifically, the OES Risk Committee is responsible for the oversight of key cyber-security risks, the quality and effectiveness of the Corporation’s systems respecting its information technology systems, including privacy, network security, data and cybersecurity, and reviewing, on an annual basis, the Corporation’s cyber insurance policies to ensure appropriate coverage. On a quarterly basis, the SVP, Information Security presents an information security update to the OES Risk Committee, which includes a security update with respect to the top cyber threats to the Corporation, the risk of those threats and the Corporation’s security measures in place to mitigate those risks. The CGNC Committee is tasked with delivering director education sessions related to technology, AI and cybersecurity matters within the scope of the Corporation’s director education program.

In today’s world of digitization leading to vast amounts of sensitive data being exchanged digitally via personal devices and home networks, cyber attacks across platforms are increasing. The Board believes that being aware of cyber risks is not enough in the current environment; directors need to understand the criticality of each breach and the steps being taken to mitigate it. Consequently, the OES Risk Committee receives cybersecurity updates quarterly to help ensure the OES Risk Committee and the Board is updated on key happenings in the cybersecurity realm, enabling it to make informed decisions for the Corporation.

MEETINGS OF INDEPENDENT DIRECTORS AND IN-CAMERA MEETINGS

The independent directors met at minimum on a quarterly basis during the 2025 financial year and in-camera sessions, including without management, were held at every Board and Committee meeting.

INDEPENDENCE OF CHAIR AND LEAD DIRECTOR

As of the date of this Circular, the Chairman of the Board, John M. Beck, is not considered independent of the Corporation within the meaning of the CSA Guidelines and NI 52-110. The Lead Director, Scott Thon, is considered independent of the Corporation within the meaning of the CSA Guidelines. In the event of a vote of the Board that is tied, neither the Chairman of the Board nor the Lead Director is entitled to an additional or tie-breaking vote.

Following the Meeting, provided he is re-elected at the Meeting, Scott Thon will become the Chairman of the Board and John M. Beck will retire from the Board.

BOARD INTERLOCKS

The CGNC Committee has reviewed the membership of Aecon’s director nominees to the boards of other reporting issuers. No two director nominees are members of the same board of directors of another reporting issuer.

DIRECTOR OVERBOARDING

The director overboarding policy of the Corporation (the “**Overboarding Policy**”), as approved by the Board, provides that prior to nominating any director for election to the Board, the CGNC Committee will consider a number of factors to determine whether the nominated director’s outside commitments lead to a conclusion that such director will not be able to devote sufficient time and focus to their duties as a director, including the number of other boards of directors (public, private and non-profit) on which the candidate serves. In addition, in making any determination as to whether a director candidate is overboarded for purposes of the Overboarding Policy, the CGNC Committee

will take into account proxy advisory guidelines, the views and guidelines of institutional investors and prevailing best practices among Canadian and U.S. public companies.

Pursuant to the Overboarding Policy, current members of the Board who have been extended an offer of a directorship on a new board of directors of a public or private company or a non-profit organization are required to notify the Chair of the CGNC Committee, the Chair of the Board, and the General Counsel, Public Company & Corporate Secretary prior to accepting such position. As of the date of this Circular and pursuant to the Overboarding Policy, the CGNC Committee has determined that no director nominee is overboarded.

BOARD ANNUAL REVIEW AND SUCCESSION PROCESS

Director and Board Performance Assessment

Assessment of the Board consists of a biennial survey, which is approved by the Chair of the CGNC Committee. The survey asks questions about what was done well and what could be done better and covers Board and committee structure and composition, Board leadership, strategic planning, risk management, operational performance and Board processes and effectiveness. In addition, as part of the review process each committee biennially evaluates its effectiveness in carrying out the duties specified in its charter. The anonymous results of the Board survey are collected by the Corporate Secretary and subsequently analyzed and reviewed by the Chairman of the Board and Chair of the CGNC Committee, who consider whether any changes to the Board's processes, composition or committee structure are appropriate. Separately, the Chair of the Board meets in person with each independent director to seek direct feedback. Additionally, management of the Corporation is advised of any suggestions made by directors for enhancement of processes to support the work of the Board, which management takes into consideration to improve such processes.

The Corporation is pursuing the engagement of an external consultant to conduct a Board evaluation in 2026. The evaluation process will include the review of Board materials and preliminary conversations with key members of the Board and management to develop a tailored approach for the Corporation's Board. The consultant will conduct individual interviews with each Board member and deliver a summary report of their findings at a future Board meeting, outlining actionable items for consideration. Following 2026, the Board will continue to perform its own evaluations and further third-party evaluations may be carried out as often as the CGNC Committee deems appropriate.

Director Term Limits

The Board believes that the advantages that accrue from experience and long service on the Board need to be balanced against the benefits of renewal. While tenured directors are able to navigate critical and complex issues with their experience, board renewal brings additional knowledge, perspective, and skills to the Board. Accordingly, the Board adopted term limits for its independent directors (the "**Director Term Limit Policy**"). Pursuant to the Director Term Limit Policy, no candidate will be appointed as an independent director to the Board if he or she has completed 15 years of continuous service on the Board. On a case-by-case basis, and on the recommendation of the CGNC Committee, the Board may, in exceptional circumstances and to further the best interests of the Corporation, extend a director's term. The CGNC Committee, in conjunction with external experts as needed, performs an annual review of the Board's overall composition.

NOMINATION OF DIRECTORS

The CGNC Committee is responsible for identifying and recommending candidates for election to the Board and all committees of the Board. As part of its mandate with respect to nominating functions, the CGNC Committee is responsible for: (i) developing the criteria, profile and qualifications for new nominees to fill vacancies on the Board and recommending same for approval of the Board; (ii) identifying, interviewing and recruiting new nominees to fill vacancies on the Board as may be required; (iii) recommending for the approval of the Board the nominees to stand for election as directors at each annual meeting of Shareholders or otherwise to be appointed by the Board to fill any vacancy on the Board from time to time; (iv) reviewing and recommending to the Board for approval, the need, composition, membership and chairmanship of all committees of the Board, ensuring they are comprised of entirely independent members; and (v) establishing an orientation program for new Board members.

In considering a potential candidate, the CGNC Committee considers both the qualities and skills that the Board, considered in its entirety, currently possesses (see “Election of Directors – Board Skills Matrix” in Section Three of this Circular for additional details regarding the expertise of the Board) and that the Board should possess. Based on the skills and experiences already represented on the Board, the CGNC Committee will consider the experience, personal attributes, diversity of experience and qualities that a candidate should possess in light of the anticipated growth and development of the Corporation. In assessing a candidate’s suitability, the CGNC Committee also takes into consideration the existing commitments of the individual to ensure that each member has sufficient time to discharge such member’s duties.

The CGNC Committee considers all aspects of diversity, including gender, race, age, geography and others, in the Board renewal process, ultimately selecting the best qualified candidate based on its composition needs. For further details about the Board’s efforts to consider diverse candidates as part of its candidate searches, see: Section Nine – Diversity Report.

The CGNC Committee maintains an evergreen list of potential candidates. Notwithstanding that the CGNC Committee is charged with the responsibility of identifying potential new Board members, all members of the Board are eligible to put forth candidates for the CGNC Committee to consider. Additionally, the Board may, and has in the past, engaged recruiting firms to assist with identifying qualified candidates. Once candidates have been approved by the CGNC Committee and their interest level gauged, the entire Board discusses, both formally and informally, the suitability of a particular candidate.

ORIENTATION OF NEW DIRECTORS

The Board is responsible for the orientation and education of new recruits to the Board and all new directors are provided with a directors’ orientation manual, which includes the directors’ and officers’ insurance policies maintained by the Corporation, a copy of key corporate policies, the Corporation’s most recent significant public disclosure documents and the current business plan. Prior to or shortly after joining the Board, each new director will meet with the Chairman of the Board, the President & CEO, and the Executive Vice President & CFO of the Corporation. Each individual is responsible for outlining the business and prospects of the Corporation, both positive and negative, with a view to helping ensure that the new director is properly informed to commence his or her duties as a director. In addition, new directors are entitled to hold exclusive meetings with members of management of the Corporation to familiarize themselves with the various businesses and activities of Aecon, as needed. Each new director is also given the opportunity to meet with the Corporation’s legal counsel and each Committee Chair of the Committee to which they are appointed and is assigned a Board peer to facilitate integration on the Board.

CONTINUING EDUCATION

Process

The Board ensures, through the CGNC Committee, that ongoing development and education opportunities are made available to existing Board members. The CGNC Committee is responsible for reviewing and approving ongoing development and education initiatives.

Development and Education Opportunities

Current ongoing Board member development and education opportunities include regular presentations and/or updates by management of the Corporation on the Corporation’s activities and operations. In addition, Board members meet with management of the Corporation on an ongoing basis to review the business and affairs of the Corporation.

The Chair of the CGNC Committee, together with the Chairman of the Board, also arranges for relevant speakers to present at Board meetings and arranges other periodic education sessions throughout the year. In accordance with the Corporation’s Director Education Reimbursement Policy, the Corporation also facilitates the education of directors through financing annual membership in the Institute of Corporate Directors, which offers a continuing education program for directors. The Corporation believes a director must be well informed and takes a proactive approach in this regard.

In addition to formal meetings, management of the Corporation and the CGNC Committee hold a significant number of informal discussions and director education sessions at Board meetings. Topics for presentation and discussion include, but are not limited to, regulatory matters and legislative and policy developments impacting the Corporation; director duties; specific project updates; changes respecting the Corporation’s accounting procedures; and important developments in the construction industry. Director education in conjunction with Board meetings in 2025 included the following:

2025	Topic	Attendees
April	Corporate Governance Trends and Themes Presentation by Egon Zehnder	Board
April, October	Cybersecurity Update Semi-annual presentations by the Senior Vice President, Information Services	OES Risk Committee ⁽¹⁾
October	IBI Technology Pivot, Case Study Presentation by Scott Stewart	Board
October	Presentation on Negotiation Presentation by Jim Sebenius, Harvard Law School	Board
December	Geopolitical Risks and Opportunities in Infrastructure Development Presentation by Gerald Butts, Vice Chairman of Eurasia Group	Board
Quarterly	Sustainability Update Presentation by the Vice President, Sustainability <i>March: The state of extreme weather-related disclosure requirements and greenwashing in Canada</i> <i>April: GHG inventory / scope 1 and scope 2 emission reduction initiatives</i> <i>July: Key Developments in Sustainability and in the Energy Sector</i> <i>October: Update re extreme weather-related policy and disclosure requirements / Costs and Returns of Sustainability</i>	Board

⁽¹⁾ All directors are invited to attend the continuing education presentations delivered at the Committee level. In 2025, all directors who attended the Board meeting on the day that the committee presentations were delivered also attended the presentations.

In 2025, Board members also attended professional development programs and/or presentations outside of Aecon on various topics, including the following:

2025	Topic	Attendees
January	Skytop Shareholder Activism Summit 2025	Eric Rosenfeld
January	E&Y Directors Network Political Changes / Navigating Geopolitical Uncertainty	Deborah S. Stein
January	McKinsey & Company World Economic Forum: A Debrief of Davos 2025	Deborah S. Stein
March	E&Y Directors Network U.S. Tariffs – Canada U.S. Trade	Deborah S. Stein
April	Deloitte Directors Series Governance of Technology Transformation and Role of Audit Committee	Deborah S. Stein
April	Deloitte Directors Series What Boards Need to Know About Change	Deborah S. Stein
May	David Beatty Webinar Fulfilling the Board’s Sacred Task: Hiring the CEO	Susan Wolburgh Jenah
May	Women Get on Board 4 th Annual WGOB Summit	Susan Wolburgh Jenah
May	Transportation Association of Canada Conference – Presentations and Discussions on AI and Robotics	Scott Stewart
May	Ontario Centre of Innovation DiscoveryX Conference	Scott Stewart
June	DealFlow Events The SPAC Conference	Eric Rosenfeld
May; June	Harvard Law School Program on Negotiation Negotiation Education; Negotiations Masterclass	Eric Rosenfeld
July	National Association of Corporate Directors Navigating a Volatile Global Trade Landscape	Deborah S. Stein

July	Deloitte Directors Series Audit Committee Update	Deborah S. Stein
July	CPPIB AI Perspectives and Evolution	Stuart Lee
September	Insight Partners AI in the Boardroom	Susan Wolburgh Jenah
October	13D Monitor Active-Passive Investor Summit	Eric Rosenfeld
November	CPA Canada, RIA, Global Accounting Alliance, ICD Fueling Canada's Competitiveness with Credible Sustainability Data	Susan Wolburgh Jenah

Site Visits

Site visits to some of the Corporation's major projects are also viewed as educational opportunities for directors. Site visits provide directors with direct access to office and construction site personnel and assist them in more fully understanding the scope and risks associated with the Corporation's major projects. Directors are invited to participate in site visits, which are arranged by management of the Corporation. The Board visited the following project site in 2025:

2025	Site Visit	Attendees
December	Clayton J. Lloyd International Airport The Valley, Anguilla	Board

Board Dinner Sessions

The Board typically has a dinner session before a regularly scheduled Board meeting with the President & CEO and other senior executive officers of the Corporation. Usually held the evening prior to a Board meeting, the Board dinner sessions function as an important opportunity for the directors to meet with management of the Corporation in a less formal atmosphere, learn more about the Corporation's business and strategic direction, and strengthen the collegial working relationship between management and the Board. The Board held five dinner sessions in 2025.

STRATEGIC PLANNING

On an annual basis, the Board reviews and approves the Corporation's strategic plan. Management of the Corporation also provides regular updates to the Board on the Corporation's strategic plan throughout the year. These plans include key initiatives, details of opportunities, risks, competitive position, financial projections, and other key performance indicators for each of the principal business sectors. The annual strategy session allows directors to gain a fuller appreciation of planning priorities and progress being made on strategic plans. Directors also give constructive feedback to management on the Corporation's strategic plans. The feedback from directors and management of the Corporation is a key input in planning for the next year's session.

SUCCESSION PLANNING

The Corporation's philosophy of promoting from within strengthens its values and culture and provides more options for succession. The Corporation complements this with selective external hiring to benefit from diverse experiences and fresh ideas. The Corporation holds senior leaders accountable for talent management and succession planning through a performance assessment process.

The CGNC Committee plays a key role in supporting the Board in its oversight of talent management and succession planning. On an annual basis, the Corporation's SVP, Human Resources and Chief People Officer provides an executive succession planning update to the CGNC Committee and the CGNC Committee reviews and discusses the composition of Aecon's leadership team with management.

The President & CEO routinely discusses with the CGNC Committee the strengths and gaps of key succession candidates, development progress over the prior year and future development plans. There is also a systematic approach for the Board to meet and familiarize itself with potential succession candidates, including more junior executives.

BOARD EXPECTATIONS OF MANAGEMENT

Management of the Corporation is responsible for the day-to-day operations of the Corporation and is expected to implement the Board approved strategic business plan and initiatives within the context of authorized forecasts and corporate policies and procedures. The information which management of the Corporation provides to the Board is critical. Management of the Corporation is expected to report regularly to the Board in a comprehensive, accurate and timely fashion in respect of the business and affairs of the Corporation. The Board monitors the nature of the information requested by the Board and otherwise provided to it so that it can effectively identify issues and opportunities for the Corporation. The Chairman of the Board is responsible for the management, development and effective performance of the Board in a manner that ensures the Board is adequately informed and is an effective monitor of management.

At the same time, the Board recognizes that the operations of the Corporation, its strategies and, ultimately, its success, will depend on management of the Corporation being successful. The Board's responsibility is to monitor and supervise, not to manage and operate the business.

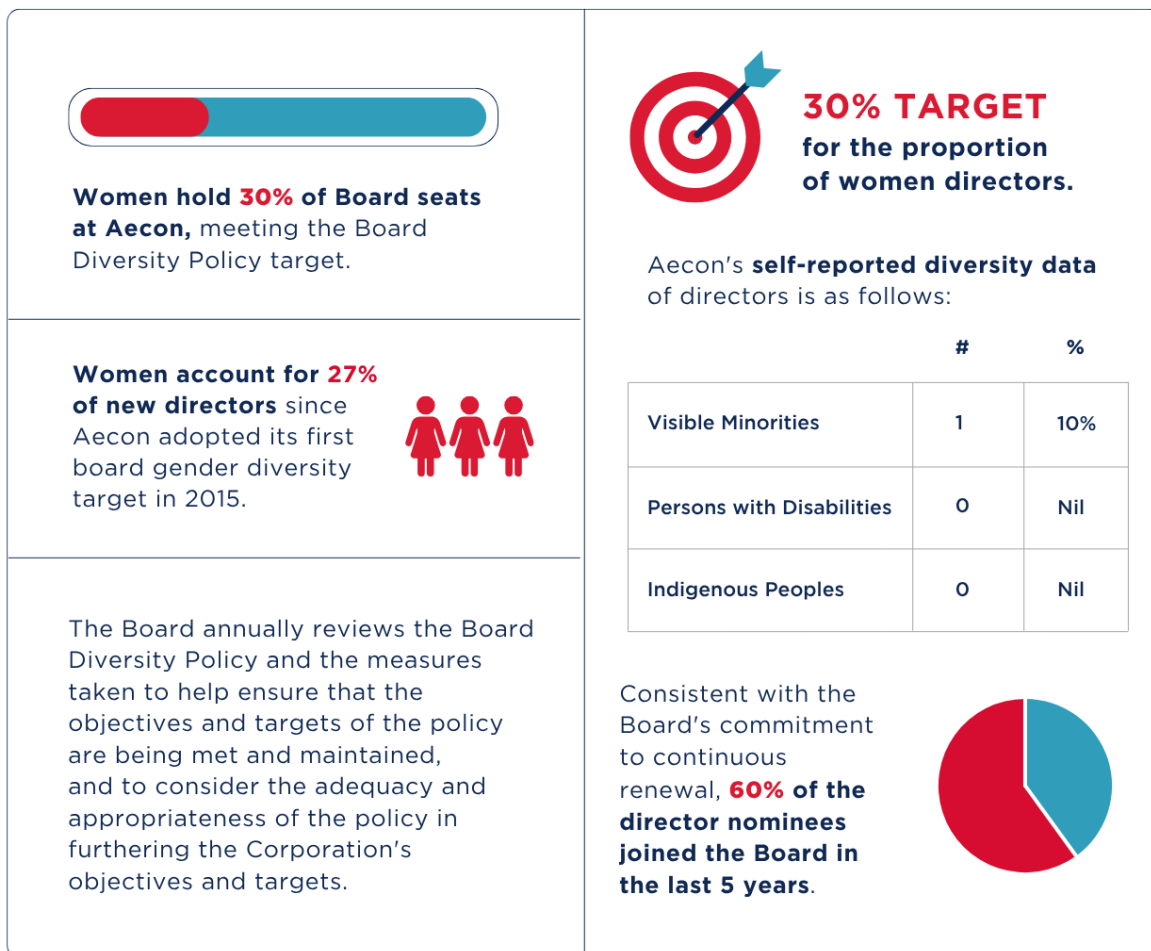
SECTION NINE – DIVERSITY REPORT

The Corporation is firmly committed to ensuring a positive and professional working environment in which all people are treated with dignity and respect. The Corporation hires, trains, promotes and compensates 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, sex, sexual orientation, age, record of offences for which a pardon has been granted, marital status, family status, or same-sex partnership status. Management of the Corporation and the Board recognize that diversity – the many different and unique things that the Corporation’s employees individually and collectively bring to work each day – contributes to building a stronger workforce.

BOARD DIVERSITY

Board of Directors Profile

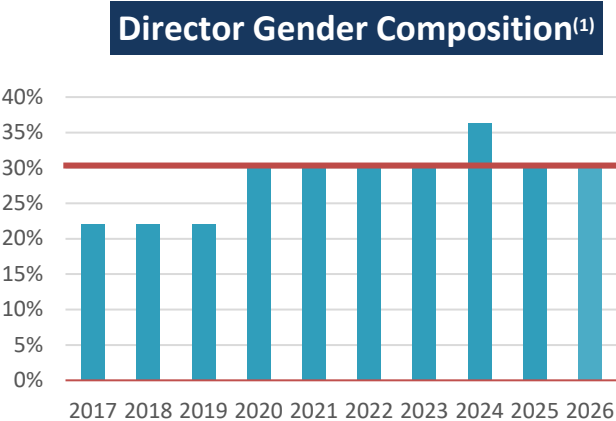
The graphic below illustrates the profile of the Board assuming all nominees identified in this Circular are elected at the Meeting in 2026.



The Board supports the principle of boardroom diversity and therefore has acknowledged, with the adoption of a written Board diversity policy (the “**Board Diversity Policy**”), the importance of diverse representation among its directors. In addition, the Board supports a diverse workforce as an integral part of the Corporation’s success (see “Corporate Diversity Policy and Initiatives” below).

In accordance with the Board Diversity Policy, the CGNC Committee is committed to recommending director nominees who, in addition to meeting the criteria determined by the Board and set out in this Circular, have a broad range of approaches, backgrounds, skills and experience (see “Corporate Governance Matters – Nomination of Directors” below). The CGNC Committee has specifically considered diverse candidates as part of its candidate searches, and to the extent the CGNC Committee uses a search firm to assist in identifying candidates for appointment, such search firm will be directed to include candidates who meet the skills and experience required and, as a priority, candidates who are women, Indigenous peoples, persons with disabilities and members of visible minority groups (collectively, the “Diverse Groups”).

In particular, the Board embraces the proposition that more women on boards would be advantageous to companies as well as to society at large. The graphic below provides a visual outline of the Corporation’s Board composition in terms of gender based on the individuals nominated for election as directors at the Meeting.






(1) From 2016-2019, the Board Diversity Policy set a target of at least 25% female representation among the independent directors. In 2020, the Board Diversity Policy was amended to set a target of at least 25% female representation among all directors, which target was raised to 30% in 2021.

Due to the relatively small size of the Board and the necessity of ensuring that all new directors have the requisite skillset and relevant experience, including within the construction and infrastructure development industry, the Board has not set a target or range of targets in respect of the other Diverse Groups. However, the Board fully recognizes the value of unique perspectives that may be offered by members of each of the Diverse Groups and will continue to consider new director nominees who are members of the Diverse Groups and setting measurable objectives in respect of the same.

CORPORATE DIVERSITY POLICY AND INITIATIVES

Executive Officer Profile

 <p>Women comprise 25% of the eight executive officers, as defined in National Instrument 51-102, at Aecon.</p>	 <p>The Corporation adopted a written Corporate Diversity Policy in 2015.</p> <p>Aecon's self-reported diversity data of executive officers is as follows:</p> <table border="1" data-bbox="815 638 1312 919"> <thead> <tr> <th></th> <th>#</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Visible Minorities</td> <td>1</td> <td>13%</td> </tr> <tr> <td>Persons with Disabilities</td> <td>0</td> <td>Nil</td> </tr> <tr> <td>Indigenous Peoples</td> <td>0</td> <td>Nil</td> </tr> </tbody> </table>		#	%	Visible Minorities	1	13%	Persons with Disabilities	0	Nil	Indigenous Peoples	0	Nil
	#	%											
Visible Minorities	1	13%											
Persons with Disabilities	0	Nil											
Indigenous Peoples	0	Nil											
<p>50% of executive officers were born outside of Canada, contributing to geographic diversity.</p> 													
<p>The Corporation recognizes that important strides must still be made and is working diligently to put programs in place to improve its representation and retention of women and other underrepresented groups.</p>													

Corporate Diversity Policy

The Corporation's diversity policy (the "**Corporate Diversity Policy**") provides a framework for the Corporation to build and help ensure a diverse influx of entry-level to top-tier talent needed to position the Corporation for success, maintain its diverse workforce and promote an inclusive workplace environment that values and utilizes the contributions of all employees.

Progress is measured quantitatively by conducting an annual review of the Corporation's workforce composition in each job classification and within each operating segment to track key workforce metrics and qualitatively by reviewing feedback from employee surveys, focus groups, town hall meetings and employee resource groups.

While the Board recognizes the value of the contribution of members of the Diverse Groups in executive officer positions, the Corporate Diversity Policy does not establish specific composition targets in respect of any of the Diverse Groups at the executive officer level due to the small size of this team and the need to carefully consider a broad range of criteria, most importantly, skills, experience in Aecon's industry and the appropriate matching of business needs to drive long-term value for the Corporation's stakeholders. In accordance with the Corporate Diversity Policy, Aecon conducts an annual review of its workforce composition in each job classification and within each operating segment to track key workforce metrics, including leadership composition.

At this time, the Corporate Diversity Policy does not include measurable objectives related to the Diverse Groups because progress against our strategic objectives, in each of the focus areas is measured by management regularly and includes a review of talent pipeline makeup such as candidate composition, (as part of talent acquisition efforts),

number of diverse participants in our development programs, and internal mobility of diverse talent. However, the CGNC Committee considers the effectiveness of the Corporate Diversity Policy on an ongoing basis, and more formally on an annual basis as part of its review of Aecon's corporate governance policies. As described in more detail below, Aecon's social impact strategy is aimed at actively developing a diverse pipeline at Aecon.

Social Impact Strategy

The social impact strategy outlines the following key objectives: promote (i) workforce diversity by recruiting from a diverse, qualified group of potential applicants to secure a high performing workforce drawn from all segments of the market; (ii) workplace inclusion by cultivating a culture that encourages collaboration, flexibility, understanding and fairness to enable individuals to contribute to their full potential engagement and retention; and (iii) sustainability and accountability by developing structures and strategies to equip leaders with the ability to manage and develop Aecon's talent through a diverse lens.

The Corporation is dedicated to a comprehensive, collaborative, Canada-wide approach to Indigenous engagement. Aecon's Indigenous strategy supports the inclusion, engagement and participation of Indigenous communities by acting as a responsible and respectful business partner, working side by side with community leaders and members and creating and nurturing mutually beneficial relationships.

Aecon conducts an annual review of its social impact strategic plan and workforce composition to ensure that the social impact objectives are met.

SECTION TEN – SHAREHOLDER ENGAGEMENT

The Board and management view Aecon’s Shareholders and other investors as owners and partners and are committed to constructive and open dialogue throughout the year on a variety of issues. The Investor Relations team, under the guidance of the Executive Vice President & CFO, assists management in communicating Aecon’s financial performance, strategy and investment thesis to the investment community. Management of the Corporation (in particular, the President & CEO and the Executive Vice President & CFO) together with the Chairman of the Board and Chair of the CGNC Committee are all committed to being accessible.

Regular, ongoing engagement is a constructive way for Shareholders to increase their knowledge about Aecon and for management to hear their views on its practices, strategy and disclosure so that there is a shared understanding on how Aecon is creating long-term, sustainable value for Shareholders. Management and the Board consider all feedback and have enhanced the Corporation’s practices and disclosure on a number of topics following engagement sessions with investors over time.

The Board’s Stakeholder Engagement Policy sets out a transparent process for Shareholders and other stakeholders to contact the Board between annual meetings of Shareholders. The Corporation’s Disclosure Committee has implemented procedures to obtain and appropriately deal with feedback from its Shareholders.

Some of the ways in which the Corporation engages with its stakeholders are set out below:

Board of Directors The Chairman of the Board, Chair of the CGNC Committee and the independent directors are available to meet with our many stakeholders, including institutional and retail shareholders, investor groups, regulators, customers, employees, and the broader communities in which we work. Shareholders and their representatives can engage with the directors as follows:

BY E-MAIL

BY MAIL (in an envelope marked “Confidential – Board of Directors”)

BoardofDirectors@aecon.com

Aecon Group Inc.
Attn: Aecon Board of Directors
20 Carlson Court, Suite 105
Toronto ON M9W 7K6
Canada

The Board regularly receives reports from the SVP, Corporate Development & Investor Relations summarizing governance-related shareholder and investor feedback and, along with management, meets with institutional investors as required.

The Board has designated Aecon’s General Counsel, Public Company & Corporate Secretary as its agent to monitor and forward correspondence from stakeholders to the relevant director.

Management The President & CEO, the Executive Vice President & CFO, the Senior Vice President, Corporate Development & Investor Relations and other officers, along with the Chair of the CGNC Committee, meet regularly with investment analysts and institutional investors, in Canada and internationally, through a variety of forums including direct meetings and conferences.

Management regularly monitors Shareholder perception. This feedback is conveyed to the Board of Directors annually through the Corporation’s Shareholder Engagement Report, which includes performance metrics, direct Shareholder feedback and performance goals for the year ahead.

Questions from the media and general public as well as customer or community complaints are referred to our Corporate Affairs & Communications department. Please refer to www.aecon.com/contact-us for contact details.

Investor Relations The Corporation holds quarterly conference calls with analysts and investors following the release of our financial results. These presentations can be accessed by telephone or over the internet and are available for anyone to attend. These discussions are recorded and are available on our website following the call. At the Corporation’s annual meeting of Shareholders, a full opportunity is afforded for Shareholders and their proxyholders to ask questions concerning the Corporation’s business and affairs.

The Corporation endeavours to provide each Shareholder and investor inquiry with a prompt response from an appropriate officer of the Corporation. Moreover, the Corporation’s website contains helpful information about upcoming and past investor and conference call presentations, the quarterly and annual reports, dividends and retail investors FAQ. The Corporation’s Investor Relations group welcomes dialogue with Shareholders and potential investors. General information about the Corporation and its public disclosure documents are also available on the Corporation’s website at www.aecon.com/investing and under the Corporation’s SEDAR+ profile at www.sedarplus.ca.

ENGAGEMENT HIGHLIGHTS

This past year, the Corporation held over 200 engagements with institutional and individual Shareholders, prospective investors, investor groups, rating agencies and proxy advisory firms. Management believes that its Investor Relations and Shareholder engagement activities are performing among the top versus comparable companies based on frequency and diversity of its interaction and outreach. In 2025, Aecon won Best Overall Investor Relations (small cap), Best ESG Reporting (small cap), and Best Use of Social Media and Video at the IR Impact Awards – Canada 2025.

SHAREHOLDER PROPOSALS

In accordance with the provisions of the *Canada Business Corporations Act*, a Shareholder may be entitled to submit to the Corporation notice of any matter that the person proposes to raise at the next annual meeting of Shareholders and the Corporation shall set out such proposal and the accompanying supporting statement, if any, in the management information circular for the next annual meeting of Shareholders, provided such notice is given to the Corporation between January 4, 2027 and March 5, 2027. No Shareholder proposals were received by the Corporation with respect to the Meeting in accordance with the timeline provided by the *Canada Business Corporations Act*.

SECTION ELEVEN – AVAILABILITY OF DOCUMENTS

Additional information relating to the Corporation is available for review under the Corporation's SEDAR+ profile at www.sedarplus.ca. Financial information is provided in the Corporation's 2025 Annual Report containing the audited comparative financial statements (together with the auditor's report thereon) and accompanying management's discussion and analysis for the year ended December 31, 2025, which, together with copies of the Annual Information Form, are available on SEDAR+ or Shareholders may request copies be sent to them free of charge upon written request to the Secretary at 20 Carlson Court, Suite 105, Toronto, Ontario, Canada, M9W 7K6.

Documents and websites referenced herein are not incorporated by reference into this Circular, unless such incorporation by reference is explicit. References to our website address in this Circular are intended to be inactive textual references only.

SECTION TWELVE – APPROVAL

The contents and the sending of this Circular have been approved by the directors of the Corporation.



Martina Doyle
General Counsel, Public Company & Corporate Secretary

Dated at Toronto, Ontario
April 29, 2026

APPENDIX 1

CORPORATE GOVERNANCE PRACTICES

PURSUANT TO NATIONAL INSTRUMENT 58-101

	Governance Disclosure Requirement Under NI 58-101	Comment
1.(a)	Disclose the identity of directors who are independent.	As at the Record Date, Messrs. Lee, Lyash, Phillips, Rosenfeld, Stewart, Thon and Mesdames. Kass, Stein and Wolburgh Jenah are independent directors. Please see “Election of Directors – Director Independence” in Section Three of the Circular to which this Appendix is attached.
(b)	Disclose the identity of directors who are not independent and describe the basis for that determination.	As of the Record Date, Mr. Beck, the former Executive Chairman of the Board, and Mr. Jean-Louis Servranckx, the President & CEO of the Corporation, have each served as an executive officer of the Corporation within the prior three-year period.
(c)	Disclose whether a majority of the directors are independent. If a majority of directors are not independent, describe what the Board does to facilitate its exercise of independent judgment in carrying out its responsibilities.	As at the Record Date, a majority of the directors of the Corporation (being 9 of 11 directors or 82%) are considered independent directors. If all nominees for election as directors are elected, 9 of 10 (or 90%) of directors will continue to be considered independent. For details regarding committees and independent membership, please see “Corporate Governance Matters – Board Committees” in Section Eight of the Circular to which this Appendix is attached.
(d)	If a director is presently a director of any other issuer that is a reporting issuer (or the equivalent) in a jurisdiction or a foreign jurisdiction, identify both the director and the other issuer.	All directorships with other public entities for each of the Board members, as applicable, are set forth in Section Three of the Circular to which this Appendix is attached under the heading “Election of Directors – Board Nominees.”
(e)	Disclose whether the independent directors hold regularly scheduled meetings at which non-independent directors and members of management are not in attendance. If the independent directors hold such meetings, disclose the number of meetings held since the beginning of the issuer’s most recently completed financial year. If the independent directors do not hold such meetings, describe what the Board does to facilitate open and candid discussion among its independent directors.	Please see “Corporate Governance Matters – Meetings of Independent Directors and In-Camera Meetings” in Section Eight of the Circular to which this Appendix is attached.

	Governance Disclosure Requirement Under NI 58-101	Comment
(f)	Disclose whether the chair of the Board is an independent director. If the Board has a chair or lead director who is an independent director, disclose the identity of the independent chair or lead director, and describe his or her role and responsibilities. If the Board has neither a chair that is independent nor a lead director that is independent, describe what the Board does to provide leadership for its independent directors.	Scott Thon, who is an independent director, is the Lead Director as of the date of this Circular. For information regarding the role of Lead Director, please see “Composition of the Board – Position Descriptions – Lead Director” in Section Eight of the Circular to which this Appendix is attached.
(g)	Disclose the attendance record of each director for all Board meetings held since the beginning of the issuer’s most recently completed financial year.	The attendance record of each director for all Board and committee meetings held since the beginning of the Corporation’s most recently completed financial year is set forth in Section Three of the Circular to which this Appendix is attached under the heading “Election of Directors – Director Attendance.”
2.	Disclose the text of the Board’s written mandate. If the Board does not have a written mandate, describe how the Board delineates its role and responsibilities.	The Board Mandate is attached as Appendix 2 of the Circular to which this Appendix is attached.
3.(a)	Disclose whether the Board has developed written position descriptions for the chair and the chair of each Board committee. If the Board has not developed written position descriptions for the chair and/or the chair of each Board committee, briefly describe how the Board delineates the role and responsibilities of each such position.	The Board has developed a written position description for the Chairman of the Board and the chair of each Board committee. The position description of the Chairman of the Board is available for review on Aecon’s website at www.aecon.com/resources . The position description of the chair of each Board committee is attached as Appendix 3 of the Circular to which this Appendix is attached.
(b)	Disclose whether the Board and CEO have developed a written position description for the CEO. If the Board and CEO have not developed such a position description, briefly describe how the Board delineates the role and responsibilities of the CEO.	The Board and the President & CEO have developed a written position description for the President & CEO.
4.(a)	Briefly describe what measures the Board takes to orient new members regarding (i) the role of the Board, its committees and its directors; and (ii) the nature and operation of the issuer’s business.	Please see “Corporate Governance Matters – Orientation of New Directors, Continuing Education and Strategic Planning” in Section Eight of the Circular to which this Appendix is attached.

	Governance Disclosure Requirement Under NI 58-101	Comment
(b)	Briefly describe what measures, if any, the Board takes to provide continuing education for its directors. If the Board does not provide continuing education, describe how the Board ensures that its directors maintain the skill and knowledge necessary to meet their obligations as directors.	Please see “Corporate Governance Matters – Orientation of New Directors”, “Corporate Governance Matters – Continuing Education” and “Corporate Governance Matters – Strategic Planning” in Section Eight of the Circular to which this Appendix is attached.
5.(a)	Disclose whether the Board has adopted a written code for the directors, officers and employees of the issuer. If the Board has adopted a written code:	The Corporation has adopted a Code of Ethics and Business Conduct.
	(i) disclose how a person or company may obtain a copy of the code;	The Code of Ethics and Business Conduct is available for review from the resources section of the Corporation’s website at www.aecon.com/resources and from the Corporation’s SEDAR+ profile at www.sedarplus.ca .
	(ii) describe how the Board monitors compliance with its code, or if the Board does not monitor compliance, explain whether and how the Board satisfies itself regarding compliance with its code; and	Please see “Corporate Governance” and, in particular, “Code of Ethics and Business Conduct” in Section Eight of the Circular to which this Appendix is attached.
	(iii) provide a cross-reference to any material change report filed since the beginning of the issuer’s most recently completed financial year that pertains to any conduct of a director or executive officer that constitutes a departure from the code.	The Board has not granted any waiver of the Code of Ethics and Business Conduct in favour of any directors, officers or employees since its adoption by the Board. Accordingly, no material change report has been required or filed in this regard.
(b)	Describe any steps the Board takes to ensure directors exercise independent judgment in considering transactions and agreements in respect of which a director or executive officer has a material interest.	A majority of the Corporation’s directors are independent in that they are free from any interest and any business or other relationship which has materially affected or would materially affect the Corporation or any of its subsidiaries (please see “Interest of Informed Persons in Material Transactions” and “Election of Directors – Director Independence” in Sections Six and Three, respectively, of the Circular to which this Appendix is attached). Transactions and agreements in respect of which a director or executive officer has a material interest must be reviewed and approved by the Audit Committee.
(c)	Describe any other steps the Board takes to encourage and promote a culture of ethical business conduct.	The Corporation has adopted the Code of Ethics and Business Conduct to encourage, promote and require a culture of ethical business conduct. For additional steps taken by the Board, please see 5(a)(ii) above.

	Governance Disclosure Requirement Under NI 58-101	Comment
6.(a)	Describe the process by which the Board identifies new candidates for Board nomination.	Please see “Corporate Governance Matters – Nomination of Directors” in Section Eight of the Circular to which this Appendix is attached and see the CGNC Committee Charter, which is available for review on our website at www.aecon.com/resources .
(b)	Disclose whether the Board has a Nominating Committee composed entirely of independent directors. If the Board does not have a Nominating Committee composed entirely of independent directors, describe what steps the Board takes to encourage an objective nomination process.	Please see “Corporate Governance Matters – Nomination of Directors” in Section Eight of the Circular to which this Appendix is attached and see the CGNC Committee Charter which is available for review on our website at www.aecon.com/resources .
(c)	If the Board has a Nominating Committee, describe the responsibilities, powers and operation of the Nominating Committee.	Please see “Corporate Governance Matters – Nomination of Directors” in Section Eight of the Circular to which this Appendix is attached and see the CGNC Committee Charter, which is available for review on our website at www.aecon.com/resources .
7.(a)	Describe the process by which the Board determines the compensation for the issuer’s directors and officers.	Please see “Statement of Executive Compensation” in Section Four of the Circular to which this Appendix is attached.
(b)	Disclose whether the Board has a compensation committee composed entirely of independent directors. If the Board does not have a compensation committee composed entirely of independent directors, describe what steps the Board takes to ensure an objective process for determining such compensation.	As of the date of the Circular to which this Appendix is attached, the CGNC Committee is comprised of Leslie Kass, Susan Wolburgh Jenah (Chair), Eric Rosenfeld, Deborah Stein, and Scott Thon, all of whom are considered independent.
(c)	If the Board has a compensation committee, describe the responsibilities, powers and operation of the compensation committee.	The responsibilities, powers and operation of the CGNC Committee are described in Section Eight of the Circular to which this Appendix is attached under the heading “Corporate Governance Matters – Corporate Governance, Nominating and Compensation Committee.” Please see also the CGNC Committee Charter, which is available for review on our website at www.aecon.com/resources .
8.	If the Board has standing committees other than the audit, compensation and nominating committees, identify the committees and describe their function.	The functions of the OES Risk Committee are described in Section Eight of the Circular to which this Appendix is attached under the headings “Corporate Governance Matters – Operational, Environmental and Safety Risk Committee.”

	Governance Disclosure Requirement Under NI 58-101	Comment
9.	Disclose whether the Board, its committees and individual directors are regularly assessed with respect to their effectiveness and contribution. If assessments are regularly conducted, describe the process used for the assessments. If assessments are not regularly conducted, describe how the Board satisfies itself that the Board, its committees and its individual directors are performing effectively.	Please see “Corporate Governance Matters – Director and Board Performance Assessment” in Section Eight of the Circular to which this Appendix is attached.
10.	Disclose whether or not the issuer has adopted term limits for the directors on its board or other mechanisms of board renewal and, if so, include a description of those director term limits or other mechanisms of board renewal. If the issuer has not adopted director term limits or other mechanisms of board renewal, disclose why it has not done so.	The Corporation has adopted term limits. Please see “Director Term Limits” in Section Eight of the Circular to which this Appendix is attached.
11.(a)	Disclose whether the issuer has adopted a written policy relating to the identification and nomination of women directors. If the issuer has not adopted such a policy, disclose why it has not done so.	The Corporation has adopted a written policy relating to the identification and nomination of women directors.
(b)	If an issuer has adopted a policy referred to in (a), disclose the following in respect of the policy: <ul style="list-style-type: none"> (i) a short summary of its objectives and key provisions, (ii) the measures taken to ensure that the policy has been effectively implemented, (iii) annual and cumulative progress by the issuer in achieving the objectives of the policy, and (iv) whether and, if so, how the board or its nominating committee measures the effectiveness of the policy. 	Please see “Corporate Diversity Policy and Initiatives” and “Board Diversity” in Section Nine of the Circular to which this Appendix is attached.

	Governance Disclosure Requirement Under NI 58-101	Comment
12.	Disclose whether and, if so, how the board or nominating committee considers the level of representation of women on the board in identifying and nominating candidates for election or re-election to the board. If the issuer does not consider the level of representation of women on the board in identifying and nominating candidates for election or re-election to the board, disclose the issuer's reasons for not doing so.	Please see "Board Diversity" in Section Nine of the Circular to which this Appendix is attached.
13.	Disclose whether and, if so, how the issuer considers the level of representation of women in executive officer positions when making executive officer appointments. If the issuer does not consider the level of representation of women in executive officer positions when making executive officer appointments, disclose the issuer's reasons for not doing so.	Please see "Corporate Diversity Policy and Initiatives" in Section Nine of the Circular to which this Appendix is attached.
14.(a), (b)	For purposes of this Item, a "target" means a number or percentage, or a range of numbers or percentages, adopted by the issuer of women on the issuer's board or in executive officer positions of the issuer by a specific date. Disclose whether the issuer has adopted a target regarding women on the issuer's board. If the issuer has not adopted a target, disclose why it has not done so.	The Corporation has adopted a target. Please see "Board Diversity" in Section Nine of the Circular to which this Appendix is attached.
(c)	Disclose whether the issuer has adopted a target regarding women in executive officer positions of the issuer. If the issuer has not adopted a target, disclose why it has not done so.	The Corporation has not adopted a target. Please see "Corporate Diversity Policy and Initiatives" in Section Nine of the Circular to which this Appendix is attached.
(d)	If the issuer has adopted a target referred to in either (b) or (c), disclose: (i) the target, and (ii) the annual and cumulative progress of the issuer in achieving the target.	Please see "Corporate Diversity Policy and Initiatives" in Section Nine of the Circular to which this Appendix is attached.
15.(a)	Disclose the number and proportion (in percentage terms) of directors on the issuer's board who are women.	Please see "Board Diversity" in Section Nine of the Circular to which this Appendix is attached.

	Governance Disclosure Requirement Under NI 58-101	Comment
(b)	Disclose the number and proportion (in percentage terms) of executive officers of the issuer, including all major subsidiaries of the issuer, who are women.	Please see “Corporate Diversity Policy and Initiatives” in Section Nine of the Circular to which this Appendix is attached.

APPENDIX 2

BOARD OF DIRECTORS MANDATE

1. PURPOSE

The Board of Directors (the “**Board**”) is responsible for the stewardship of Aecon Group Inc. (“**Aecon**” or the “**Corporation**”) as well as the supervision of the management of its business and affairs. The objective of the Board is to improve corporate performance and thereby shareholder value.

Although management is responsible for the day-to-day operations of Aecon, the Board regularly assesses and monitors management’s performance.

In spite of the fact that directors may be elected by the shareholders to bring a special expertise or point of view to Board deliberations, they are not chosen to represent a particular constituency. All decisions of each Board member must be made in the best interests of Aecon.

2. MEMBERS

The composition and organization of the Board, including: the number, qualifications and remuneration of directors, the number of Board meetings, Canadian residency requirements, quorum requirements, meeting procedures and notices of meetings are required by the *Canada Business Corporations Act*, the *Securities Act* (Ontario) and the articles and by-laws of the Corporation, subject to any exemptions or relief that may be granted from such requirements.

3. RESPONSIBILITIES AND DUTIES

The Board shall, either directly or through its committees, be responsible for performing the duties set out in this Board Mandate and shall perform such other duties as may be necessary or appropriate in order for it to fulfill its stewardship responsibilities. In carrying out its duties, the Board shall take into account the recommendations of its committees, as applicable.

3.1.1 Culture of Integrity

- The Board is responsible for ensuring a culture of integrity at Aecon and in fulfilling this responsibility shall:
 - satisfy itself as to the integrity of the President and Chief Executive Officer (the “**CEO**”) and other executive officers;
 - ensure that management fosters a reputation for lawful and ethical conduct wherever the Corporation does business; and
 - ensure that management maintains the highest standards of safety in the workplace.

3.1.2 Strategic Planning

- The Board is responsible for overseeing Aecon’s strategic planning and in fulfilling this responsibility shall:
 - review and approve the Corporation’s strategic plan in light of management’s assessment of emerging trends, the competitive environment and the opportunities for the business of the Corporation on both a long-term and short-term basis;

- review the risk impact of any material strategic decision that is being considered, and consider whether any strategic decision is within the ‘risk appetite’ established for the Corporation and its individual business units;
- review and approve the risk mitigation plans within the corporate strategic plan; and
- monitor the implementation and effectiveness of the Corporation’s approved strategic and operating plans.

3.1.3 Identification and Management of Risks

- The Board is responsible for overseeing the identification and management of the principal risks associated with Aecon’s business and in fulfilling this responsibility shall:
 - establish an Operational, Environmental and Safety Risk Committee and define its Charter to assist the Board in carrying out its oversight of enterprise risks, including, environmental, health and safety risks and the implementation of appropriate systems to manage these risks; and
 - receive and review a quarterly report of the Operational, Environmental and Safety Risk Committee.

3.1.4 Financial Matters and Internal Controls

- The Board is responsible for overseeing Aecon’s financial reporting and in fulfilling this responsibility shall:
 - establish an Audit Committee and define its Charter to assist the Board in carrying out its oversight of financial matters, including, among others: (i) the integrity of the financial statements of the Corporation, (ii) compliance with applicable legal and regulatory requirements relating to audit and internal controls, (iii) the independence, qualifications and performance of the Corporation’s external auditors; and (iv) the Corporation’s internal controls and audit function;
 - receive and review a quarterly report of the Audit Committee; and
 - determine dividend policies and procedures.

3.1.5 Oversight of Communications and Public Disclosure

- The Board is responsible for overseeing external communication and public disclosure and in fulfilling this responsibility shall:
 - adopt and implement a Stakeholder Engagement Policy and ensure that management keeps the Corporation’s shareholders informed of the Corporation’s progress through disclosure documents and periodic press releases;
 - receive and review an annual stakeholder engagement report; and
 - ensure that directors and management are present at the Corporation’s annual meeting of shareholders and are available to respond to questions at such time.

3.1.6 Corporate Governance

- The Board is responsible for overseeing Aecon’s corporate governance policies and practices and in fulfilling this responsibility shall:
 - establish a Corporate Governance, Nominating and Compensation (“**CGNC**”) Committee and define its Charter to assist the Board in carrying oversight of corporate governance, nominating and compensation matters, including, among others: (i) the approach to executive compensation and incentive plan design; (ii) succession planning; (iii) Board and Committee composition and renewal; and (iv) director education;
 - receive and review a quarterly report of the CGNC Committee.

3.1.7 Environmental Health & Safety

The Board is responsible for overseeing Aecon’s environmental, health and safety performance and initiatives and in fulfilling this responsibility shall assign oversight of environmental, health and safety matters to the Operational, Environmental and Safety Risk Committee.

3.1.8 Sustainability

- The Board is responsible for:
 - reviewing and approving the annual Sustainability Report and any other reports that may accompany and/or be ancillary to the annual Sustainability Report (the “**Sustainability Documents**”), upon input from each Board Committee as set out in the relevant Committee Charter;
 - annually reviewing the Corporation’s greenhouse gas (GHG) emissions, sustainability-related risks and opportunities and third-party sustainability assurance; and
 - approving environmental targets set by management.

The Board shall require management to appoint a senior executive of the Corporation to be primarily responsible for implementing the Sustainability Policy, producing the annual Sustainability Documents, and delivering (or delegating the delivery of) the quarterly ESG and Sustainability Report (which shall include reports on the Corporation’s stakeholder engagement activities and emerging trends, risks, and issues pertaining to ESG and sustainability matters) to the Board.

The Board may, when it considers it necessary or advisable, retain outside consultants or advisors to assist or advise the Board independently on any matter within its Sustainability mandate.

3.1.9 Artificial Intelligence

The Board is responsible for overseeing the responsible use and implementation of artificial intelligence throughout the Corporation and in fulfilling this responsibility shall:

- review and approve material strategic corporate decisions with regard to the use of artificial intelligence in accordance with established procedures and protocols;
- receive periodic reports from the SVP, Information Security on behalf of the Corporation’s AI Council; and
- monitor the implementation and effectiveness of Aecon’s approved uses of artificial intelligence.

4. DIRECTOR EXPECTATIONS AND RESPONSIBILITIES

Each director must act honestly and in good faith with a view to the best interests of Aecon and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. The duties and responsibilities set out below are a framework to guide directors in the execution of their duties, thereby enabling the Board as a whole to discharge its mandate and fiduciary obligations.

4.1.1 The duties and responsibilities of an Aecon director include:

- the stewardship, in conjunction with the other members of the Board, of the management of the business and affairs of Aecon;
- understanding Aecon’s vision, mission, and values;
- becoming knowledgeable about Aecon’s business and the industry segments and markets in which it operates;
- promote a culture of safety and ethical conduct including compliance with the Code of Ethics and Business Conduct;
- understanding Aecon’s current corporate governance policies and practices, Board policies, and Committee Charters;
- exercising an appropriate level of oversight of management;
- preparing thoroughly for each Board and committee meeting by reviewing the materials provided and requesting, as appropriate, clarification or additional information in order to fully participate in Board deliberations and make informed business judgments;
- take responsibility, as a member of the Board, for doing their part to ensure compliance with the Board Mandate;
- attending all Board and committee meetings and actively participating in deliberations and decisions, and informing themselves of significant matters dealt with at meetings not attended; and
- preventing personal interests from conflicting with, or appearing to conflict with, the interests of Aecon and disclosing potential conflicts and, where necessary refrain from voting.

5. DIRECTOR ATTRIBUTES

The Board believes that the following characteristics, qualifications, and attributes are required to effectively discharge the duties and obligations of a director. As such, the Board expects that in regard to each of the categories identified below, the directors shall:

5.1.1 Integrity and Accountability

- understand the role, responsibilities, expectations and legal duties of a director;
- demonstrate high ethical and moral standards in their personal, business and professional dealings; and
- be willing to be accountable for and be bound by Board decisions.

5.1.2 Informed Judgment

- provide input and informed counsel on a broad spectrum of issues, through a combination of business knowledge and experience;

- be able to think strategically about complex issues;
- proactively apply their own knowledge, experience and expertise to issues; and
- have a track record of achievement and of making good business decisions.

5.1.3 Financial Literacy

- members of the Audit Committee are required to demonstrate a high level of financial literacy, including the ability to read and understand financial statements.

5.1.4 Independence

- be able to act in the best interests of the Corporation; and
- where necessary advocate a position contrary to prevailing opinion or orthodoxy.

5.1.5 Communication Skills

- be willing to listen and keep an open mind in decision making;
- take initiative to raise tough questions and encourage open discussion;
- demonstrate leadership;
- communicate in a concise and reasoned manner; and
- work effectively with others and manage conflict constructively.

6. MEETINGS

The Board will meet not less than five times per year, with additional meetings held as deemed advisable. The Chair is primarily responsible for the agenda and for supervising the conduct of the meeting. Any director may propose the inclusion of items on the agenda, request the presence of, or a report by any member of management, or at any Board meeting raise subjects that are not on the agenda for that meeting.

The Secretary, his or her designate or any other person the Board requests shall act as secretary of Board meetings. Minutes of Board meetings shall be recorded and maintained by the Secretary and subsequently presented to the Board for approval.

The independent members of the Board shall hold regularly scheduled meetings, or portions of regularly scheduled meetings, at which non-independent directors and members of management are not present.

7. NO RIGHTS CREATED

This Mandate is a statement of broad policies and is intended as a component of the flexible governance framework within which the Board, assisted by its committees, directs the affairs of the Corporation. While it should be interpreted in the context of all applicable laws, regulations, and listing requirements, as well as in the context of the Corporation's articles and by-laws. It is not intended to establish any legally binding obligations.

APPENDIX 3

BOARD OF DIRECTORS

MANDATE OF THE COMMITTEE CHAIRS

The chair of each of the Audit Committee, the Corporate Governance, Nominating and Compensation Committee and the Operational, Environmental and Safety Risk Committee of the Board of Directors of the Corporation (the "Board") is chaired by an independent director (each a "Committee Chair"). The Committee Chairs are each responsible for the management and the effective performance of their respective committees. The mandate of each Committee Chair also includes taking all reasonable measures to ensure that his or her respective committee fully executes its mandate.

RESPONSIBILITIES

Each Committee Chair has the following responsibilities:

With Respect to Committee Effectiveness

- (1) Taking all reasonable steps to ensure that his or her committee works as a cohesive team and providing the leadership and support essential to achieve this goal.
- (2) Arranging for adequate resources being available to the committee (in particular timely and relevant information) to support its work.
- (3) Taking all reasonable steps to ensure that their respective committees have the information and access to management necessary to fulfill their respective mandates.
- (4) Ensuring that external advisors retained or to be retained by the committee are appropriately qualified and independent.

With Respect to Committee Management

- (1) Chairing committee meetings.
- (2) Attending every meeting of shareholders and responding to such questions from shareholders as may be put to the chair of a particular committee.
- (3) Setting the agenda of each committee meeting, in consultation with the Chairman of the Board.
- (4) Taking all reasonable steps to ensure that the conduct of committee meetings facilitates discussion and provides sufficient time for the analysis and discussion of the business under consideration.
- (5) Adopting procedures to ensure that the committee conducts its work effectively and efficiently.
- (6) Overseeing and ensuring that their respective committees fully discharge their responsibilities and mandates.
- (7) Ensuring that the behaviour and actions of their respective committees and of the Board conform to the Mission, Vision and Core Values of the Corporation.

Committee Chairs report to the Board on the deliberations of their respective committee and on any decisions or recommendations of the committee.

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