

***AECON***

**2024 REPORT**

**EQUITY,  
DIVERSITY  
& INCLUSION  
@AECON**

Equity,  
Diversity  
& Inclusion 

**You belong at Aecon.**

# CONTENTS

- 1 OVERVIEW
- 2 AREAS OF WORK
- 3 BROADENING POLICIES & PROGRAMS
- 4 WORKFORCE STATISTICS
- 5 DIVERSE SUPPLIER SPEND
- 6 SOCIAL IMPACT



## Overview

In support of our ambition to become the #1 Canadian Infrastructure Company, we have been working diligently to equitably increase the diversity and inclusivity of our workplaces. As a North American company with work locations and projects in Canada, the U.S., and internationally, Aecon has access to some of the most highly skilled talent in the world. To attract and retain the best talent we strive to be the First-Choice Employer wherever we work.

## Areas of Work

In 2024, we prioritized listening to our employees' needs and aligning our EDI efforts with our 2024-2027 Strategic Plan to ensure we remain in lockstep with where the company is going.

Our work continues to prioritize Diverse Talent Recruitment and Diverse Talent Development (discussed on page 4) but is also focused on developing our ability to manage complex workplace accommodation requests and novel Affirmative Action Plans in the United States.

We continue to work closely with our Indigenous Relations team to offer transformational learning experiences (discussed on page 5). This year we leaned into storytelling and truth-telling by inviting all employees to join us in learning about recent historical events that have altered what our society looks like today.



Photo Description: Photo of the former Mohawk Institute Residential School, taken during our executive tour of the facility with Woodland Cultural Centre.



## Diverse Talent Recruitment

At Aecon, we are dedicated to attracting top talent. In an effort to build a workforce that includes Canada's four employment equity groups this year, we actively participated in career fairs hosted by employment agencies such as the Grand River Employment and Training Centre and Miziwe Biik Employment and Training to connect with and create pathways for Indigenous talent. We also remained committed to university student groups representing diverse communities such as the Toronto Metropolitan University's National Society of Black Engineers pictured below.

## Diverse Talent Development

### Indigenous Mentorship Program

As part of our Reconciliation Action Plan commitment to Leadership, we committed to launching an Indigenous Mentorship Program to enhance the work environment for Indigenous employees.

This program, launched as part of the 2024 Indigenous History Month celebrations hopes to not only of enrich our organizational culture but also contributing to the broader goal of economic empowerment for Indigenous communities.



Photo Description (below): Four Aecon employees from POC ERG at the National Society of Black Engineers 2024 Professionals Luncheon at Toronto Metropolitan University.



Photo Description (right): Aecon employee engages with talent at Grand River Employment & Training Career Fair.



## Transformative Learning Experiences

### Embracing Neurodiversity @ Aecon

On November 12, 2024, we hosted an interactive workshop on neurodiversity, facilitated by Kristin Light, a speaker with a long history of severe mental illness who channels her extensive lived experience to drive change from within Canada's corporate world to build a neuro-inclusion and suicide prevention program for Canada's rail construction industry.

This session was fun and interactive, leveraging Lego Serious Play to help employees think through practical strategies for supporting employees with ADHD, Dyslexia, Autism Spectrum Disorder and mental health challenges such as anxiety.

Key takeaways included understanding neurodiversity, challenging misconceptions, and exploring accommodation options.



### Executive Visit to the Former Mohawk Institute Residential School

In line with our Reconciliation Action Plan's commitment to Recognition, we partnered with the Indigenous Relations team to motivate change and build allyship by educating and raising awareness of the truth, shared history, and the importance of advancing reconciliation in a way that engages leaders to take ownership. We invited members of our Executive Committee to join us on a visit to the Former Mohawk Institute Residential School, facilitated by Woodland Cultural Centre. The tour was also supported by a former student who shared her personal experiences attending the school with the leaders.

This learning experience leveraged the power of storytelling to provide an innovative and transformational session - that each of them shared they will never forget and will serve as a guiding light in their decision-making.

### Raising Awareness for the Crisis of Missing and Murdered Indigenous Women and Girls

Our ongoing priority is to support the cross-cultural exchange between Indigenous and non-Indigenous employee groups.

In May 2024, Brenda Wilson, an advocate for the Highway of Tears and sister of Ramona Wilson, a murdered Indigenous woman, led a discussion on the National Day of Awareness for Missing and Murdered Indigenous Women and Girls (MMIWG).

Brenda has been advocating for justice and safety along the Highway 16 corridor in Northern British Columbia for 29 years. The event aimed to raise awareness about the disproportionate violence faced by Indigenous women and girls in Canada, highlighting that between 2001-2017, Indigenous girls represented 7% of the female population but accounted for 50% of all female homicide victims. Employees across Aecon were encouraged to participate and learn how they can contribute to addressing this crisis.

## Diverse Construction Teams are Paving the Way

### New Entrants Bridging Program with Ontario General Contractors Association (OGCA)

In 2024, newcomers to Canada were invited to join the construction industry through curated placements with us in our capacity as an OGCA Host Employer Company. Program participants are placed on career paths of Project Manager and Site Supervisor. Three placements have led to full-time positions with our Civil East and Urban Transportation Solutions teams.



### Aecon Golden Mile Joint Venture partners with Aecon Three Fires Joint Venture

This year the Aecon Golden Mile (A-GM) team completed the Runnymede Trail project in collaboration with another of Aecon's community-oriented Joint Ventures, Aecon Three Fires (A3F). "Three Fires" references the Council of the Three Fires Confederacy, which is an enduring Anishinaabe alliance of the Ojibway (Chippewa), Odawa (Ottawa) and Bodewadmi (Potawatomi). Executed for Hydro One Networks Inc., the Runnymede Trail project gave A-GM, a social enterprise, the opportunity to work within the City of Toronto - even if outside of the Greater Golden Mile community. This work is being done in partnership with Aecon Three Fires, an Indigenous-led solution for a variety of utility construction work.



**Aecon Three Fires**  
ANISHINABEK JOINT VENTURE

## Broadening Health & Wellness Benefits

In a significant step towards inclusivity and holistic health, this year we were able to expand Aecon's Health and Wellness Benefit Program to include Indigenous Spiritual Wellness and Ceremony. This addition acknowledges the importance of spiritual practices and cultural ceremonies in promoting overall well-being among Indigenous employees and ones who honour Indigenous spiritual practices.

By integrating these elements, Aecon not only supports the physical and mental health of its workforce but also honors and respects the rich cultural heritage of Indigenous communities, ensuring that all employees have access to comprehensive wellness resources that cater to their unique cultural and spiritual needs.



## Diverse Construction Teams are Paving the Way

### Boilermaker Helper Program (with Boilermaker Local 128)

Boilermakers - Local 128, Aecon and Ontario Power Generation have partnered to develop a Boilermaker Helper Program to support ongoing work on the Darlington Refurbishment Project with Ontario Power Generation. With very low barriers to entry, this Boilermaker Helper Program is an excellent way for jobseekers from minority communities to enter a trade and gain skills that will serve them for a lifetime. Successful applicants will be referred to work at OPG sites, where they receive practical and classroom training and on the job mentoring with senior journeypersons to learn their craft and the nuclear industry. After completion of their assignments boilermaker helpers may apply for an apprenticeship with the boilermakers or other union trades.

### Introduction to Millwright (with MW 1592 & 2309)

The ITM program is a 6-week program that consists of 4 weeks of Millwright skills training in conjunction with 2 weeks of training in the area of math, spatial reasoning and communication.

In 2024, the program introduced 14 Indigenous participants to the Millwright Union as 1st year apprentices, after successfully completing the required Union entry aptitude test prior to being eligible to be dispatched a site for work.

### Aecon CIPS Seven Generations Joint Venture

Aecon's joint venture with Cambium Indigenous Professional Services (CIPS), Aecon CIPS Seven Generations (AC7G) provides an Indigenous-led solution for scaffolding and related maintenance work in southwestern Ontario. CIPS is an Indigenous-owned and operated business, based at the Curve Lake First Nation outside Peterborough, Ontario.

In 2024, AC7G onboarded two (2) new Indigenous Carpenter Apprentices for our ESMSA project.



	2024 Placements
Building Futures Program	4
Boilermaker Helpers Program	140
Introduction to Millwright Program	14

## Workforce Statistics

As a Canadian company, we continue to measure the representation of minority groups highlighted in Canada’s Employment Equity Act (listed below) against the representation of these groups in Canada’s general population.

**Table 1: Comparative Chart of Aecon Workforce (2024) and General Populations of Canada (2021) and the United States (2020)**

	Canada, 2021	US, 2020	Aecon CA, 2024	Aecon US, 2024
Women & Gender Minorities	50.9%	50.8%	35.2%	34.4%
Indigenous Peoples	5.0%	2.9%	2.5%	2.3%
LGBTQ+	N/A	N/A	2.3%	2.3%
People of Colour (Visible Minorities)	26.5%	40.6%	24.7%	13.3%
People with Disabilities	22.3%	12.7%	3.5%	3.5%

Given Canadian construction industry trends, we know there is work to be done to create more welcoming work environments for women, gender minorities (including trans\* and non-binary folks), Indigenous Peoples and People with Disabilities. We have many programs that speak to our commitment to greater diversity, inclusion and respect in our workplaces that are discussed in the **Broadening Programs and Policies** section.



## Diverse Supplier Spend

At Aeon we understand that supplier diversity programs are an important component of an Equity, Diversity & Inclusion strategy, and that diversifying a supply chain is becoming increasingly more important in today's global marketplace.

We continue to encourage diverse suppliers to get to know our Strategic Procurement teams and work closely with the diverse vendor associations to become verified.

**Table 2: Recent Aeon Diverse Supplier Spend.**

Diverse Business Category	Fiscal Year 2024 Supplier Spend (\$ millions)
Women-owned	15.3
Indigenous-owned (certified)	73.8
Minority-owned	63.7
Disabled-owned	5.2
LGBT-owned business	25.1
Other diverse supply categories (i.e. DBE, 8A. Veteran-owned)	124.5

Note: All diverse supplier spend is not certified unless indicated.

The categories within diverse procurement that we have highlighted include women-owned (at least 51% owned by a woman), Indigenous owned (at least 51% owned by an Indigenous person), and minority-owned (at least 51% owned by a visible minority) businesses. As a growing global company, we have included a fourth-category which includes U.S. vendor classifications including spend with: Airport Concession Disadvantaged Business Enterprises, Disadvantaged Business Enterprises (DBEs), Veteran-owned businesses and Section 8(a) Business Development Program Participants.

## Social Impact

Every company will have their own ways of achieving social impact, but for us at Aecon it is about community connectivity, economic inclusion, and enduring legacy.

The first prong in our three-pronged social impact strategy is community connectivity. Community connectivity prioritizes building relationships with communities, and understanding their histories. When relationships are established and context is shared, the project team is more capable of leveraging the project to help meet some of the community's needs. Given that most of the work we do at Aecon is with public infrastructure, our role and responsibility to communities is paramount.

Economic inclusion refers to the process of ensuring that all individuals and communities, particularly those who have historically been marginalized or excluded, have equitable access to economic opportunities, resources and benefits. At Aecon, it requires us to review opportunities to offer jobs and employment opportunities, procurement opportunities for small-scale local entrepreneurs, education and skills training and access to fair wages and benefits.

Enduring legacy is the idea that what we do during a project, has the ability to last far beyond the short time we spend while building in that community. This year, we have participated in building the capacity of a school to build a curriculum on safety and provided exposure opportunities for young women to see an active construction site in real life (see photos below). We consider the duration of these experiences to outlast our presence in these communities, leaving a true, social impact.





## Social Impact Projects

In 2024, our Operational teams have continued to quietly do the work of creating social impact as extensions of the work they do on their construction sites. Below is a list of some of our efforts to leave the communities where we build stronger than they were before our project began.

Social Impact Project	Social Impact Anchor	Infrastructure Project Location
Hurricane Beryl Rebuilding Support	Community Connectivity	Port Modernisation Project Kingstown, St. Vincent and the Grenadines
Youth Engagement through Sport (Audie Henneman Intra Neighbourhood Basketball League)	Community Connectivity	Cyril E. King and Henry E. Rohlsen Airports, United States Virgin Islands
Participation in Centre for Inclusive Economic Opportunity	Economic Inclusion	Aecon-Golden Mile Joint Venture
Support Melly's Workplace and Cafe for People with Intellectual Disabilities	Economic Inclusion	Corporate Initiative led by Disabilities & Allies ERG
Kingstown School Safety Program	Enduring Legacy	Port Modernisation Project Kingstown, St. Vincent and the Grenadines



## Looking Ahead

Aecon is successfully executing some of the world's most complex infrastructure projects, and these projects are sure to shape the next chapter in Aecon's long and storied history. Aecon's purpose is to build what matters to enable future generations to thrive. We build and operate infrastructure that meets today's needs while addressing tomorrow's complex challenges, including the imperative to rapidly advance the energy transition. As we do this essential work, we're committed to acting responsibly in every area of our business.

The coming year presents exciting opportunities for expanding into new markets, engaging untapped talent, and cultivating partnerships that reflect the richness of the diverse countries where we live and work. By embracing inclusion as a strategic imperative, we are positioned to better navigate challenges and unlock the full potential of every employee.

## Get in touch



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The Aecon logo is displayed in a white rounded rectangle at the bottom right of the page. The word "Aecon" is written in a bold, italicized, sans-serif font. The background of the entire page is a solid red color with a faint, semi-transparent image of a construction worker on a steel structure, overlaid with a grid pattern.