



STAKEHOLDER ENGAGEMENT

Introduction

Executive Messages

2020 Highlights

Sustainability at Aecon

Governance

Our People

Environment

Communities

Appendices

Stakeholder group	How we engage	Key topics and highlights for 2020/2021
Government	<ul style="list-style-type: none"> • Outreach to various federal and provincial ministries 	<ul style="list-style-type: none"> • Labour availability and capacity • Skills training programs • Health and safety • Community relations and stakeholder engagement • Opportunities to leverage innovation programs and grants (i.e., Net-Zero Acceleration Fund) • Sustainability and climate change strategy • Diversity and inclusion
Investors	<ul style="list-style-type: none"> • Investor Relations team • Quarterly and annual reports • Annual Information Form • Annual General Meeting • Management Information Circular • Quarterly earnings conference calls with financial analysts and the investor community • Press releases, website, social media • Presentations at industry and investor conferences • Annual Report • Sustainability Report 	<ul style="list-style-type: none"> • Inaugural Sustainability Report received MarCom Platinum Award honouring excellence in marketing and communication for the Digital Media and E-Communication category • Investor Relations team nominated for two IR Magazine Awards – Canada 2020 in the Best Overall Investor Relations (Small Cap) and Best in Sector (Industrials) categories based on voting by analysts and investors • Communicated highlights of <i>Aecon Forward 2022</i> strategic plan to investor community • Extensive work with analyst community on evolution of Aecon's capital structure, forecast methodology, capital allocation strategy and COVID-19 business impacts • Broadened investor outreach across Canada, United States and internationally • Communicated ESG to investors
Suppliers	<ul style="list-style-type: none"> • Prequalification assessments including reviews of: <ul style="list-style-type: none"> Quality programs Anti-bribery training/certification programs Sustainability and carbon footprint reduction programs • Initiatives and programs to track and support direct spend in the following diversity categories: <ul style="list-style-type: none"> - Businesses owned by racialized people - Women-owned businesses - LGBTQ+-owned businesses - Businesses owned by people with disabilities 	<ul style="list-style-type: none"> • Engagement on Aecon's new Fleet Telematics and Fuel Management Program • Securing of personal protective equipment to prevent spread of COVID-19 • Development of an anti-corruption due diligence questionnaire • Leverage opportunities to trial/pilot new technologies to reduce emissions and improve operational efficiencies

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Suppliers (cont.)	<ul style="list-style-type: none"> - Indigenous-owned businesses (in Canada, First Nations-, Métis- or Inuit-owned; in the United States, Native American-owned, Alaska Native-owned or tribally owned) - Local suppliers and small businesses <p>Union memberships</p> <ul style="list-style-type: none"> • Meetings with account managers and/or executives to review spending, new efficiencies, growth opportunities and innovations • For key strategic suppliers, review of Key Performance Indicators • Preferred Supplier agreements • Preferred Indigenous Supplier program • Environmental screening 	
Unions & Associations	<ul style="list-style-type: none"> • Membership in a large number of national, provincial and local employer bargaining associations; participation in meetings, conferences and other activities • Maintenance of positive, constructive relationships with numerous unions; engagement with local councils and larger bodies; collaboration on diverse issues such as workforce development and government relations • Membership in several industry associations; participation of senior leaders on association boards; support for initiatives such as labour market research and collaboration on safety best practices • Partnerships with trade associations 	<ul style="list-style-type: none"> • Partnership with LiUNA on Aecon Women In Trades (AWIT) program • Planning for partnerships on Aecon Diversity in Trades program.