

# INTRODUCTION TO AECON | AECON POWER SERVICES

Aecon is an EPC Contractor, specializing in large scale, turnkey, electrical infrastructure projects. Bringing technology driven leadership, experience, and industry experts, we are proud to offer a variety of services in the following scopes:

## TRANSMISSION

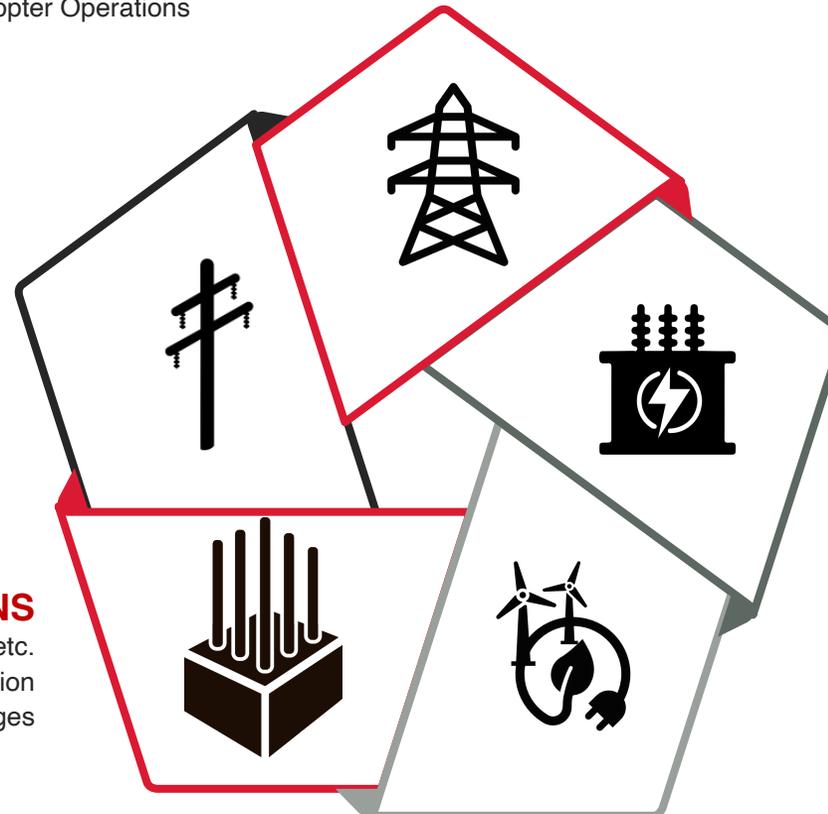
Overhead and Underground Lines up to 500 kV  
Right-of-Way Clearing, Access, and Rehabilitation  
Assembly, Erection, Stringing, and Reconducting of Single and Bundle Conductor  
Helicopter Operations

## DISTRIBUTION

Overhead and Underground  
Existing Line Upgrades and Rehabilitation  
Structure Installation, Maintenance, Changeouts, and Replacements  
Reconducting, Cut-outs, and all Installations

## FOUNDATIONS

Driven Pile, Helical Pile, Cast-in-Place, Grillage, etc.  
Engineering / Testing Services | Material Supply / Fabrication  
Permanent and Temporary Bridges



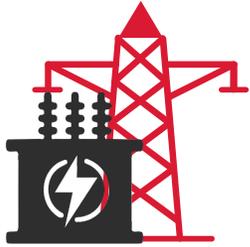
## SUBSTATION

New Construction or Upgrades from 4 kV – 500 kV  
Energized Work on AIS and GIS Facilities  
Procurement Services  
Site Development, Foundations, Civil, and Oil Containment  
Equipment and Apparatus Installation  
Inspection and Maintenance Services, Testing, and Commissioning

## RENEWABLES

BESS  
Smart Grid Technology installation  
Solar and Wind Farm Construction and Maintenance Electric Vehicle Infrastructure  
District, renewable, and geothermal energy

# INTRODUCTION TO AECON | AECON POWER SERVICES



**+100 Substation Projects Completed & +1,650 km of Overhead Transmission** assembled, erected and strung



**+10 MSA/Capital Agreement Programs** for Distribution, Transmission, BESS, Liveline, and Substation work with major utilities



**+ 200 pieces of specialized equipment** including: bucket trucks, tensioners, drum pullers, fly travelers, etc.



**\$935M+ INDIGENOUS SPEND SINCE 2020 (Aecon Wide):**

2020 **\$183MM**  
2021 **\$118MM**  
2022 **\$228MM**  
2023 **\$280MM**  
2024 **\$127MM**



**Class D Certified Class D - External Hoist Operations** for inserting and extracting Crews to and from ground - based work locations

# ECIs OVERVIEW | NEPL ECI MILESTONE DATES

- ECI Services Commencement: December 2024
- Spring Partner Community Open Houses: May / June 2025
- Partner Community Engagement / Consultation: May 2025 – March 2025
- 35% Issued for Preliminary Client Review (IPCR) submission: July 2025
- IPCR Approval and Request For Pricing (RFP) Commencement: July 2025 – August 2025
- Fall Open Houses: September / October 2025
- EPC Proposal Initial Submission: October 2025
- EPC Proposal Updated Submission: Apr 2025
- Anticipated EPC Award: April 2025





# INDIGENOUS RELATIONS

## VISION

Aecon's vision is to be an industry leader in advancing Reconciliation by continuously working in unison with Indigenous communities, respecting and recognizing the unique rights, culture, and lands where we work to co-create opportunities that provide sustainable, and beneficial relationships aligned with the priorities and objectives of Indigenous Peoples.

## MISSION

Through the commitment of **Leadership**, it is Aecon's mission to **Respect** the unique needs, cultures, and rights of Indigenous Peoples to foster an inclusive and equitable culture where Indigenous Peoples feel supported and enabled to achieve career aspirations; **Recognize** the truth of our shared history and the Indigenous lands that we work on through building awareness, allyship, and actively listening to the priorities and objectives of Indigenous Peoples; **Commit** sustainable resources and build collaborative relationships with Indigenous partners to foster positive change and create stronger communities; and **Empower** Indigenous Peoples with a legacy-driven mindset to support economic advancement, wealth creation, and a sustainable future.

# RECONCILIATION ACTION PLAN

(RAP)

Aecon's **Reconciliation Action Plan** is centred around five key pillars, each containing targets and timelines to drive our accountability:



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



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



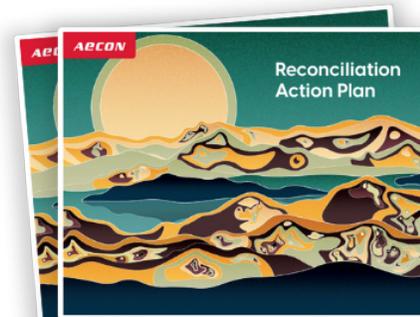
**Recognize** the truth of our shared history and the Indigenous lands that we operate on through building awareness, developing allyship and actively listening to the unique interests and priorities of Indigenous peoples.



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



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



To learn more, visit [aecon.com/reconciliation](https://aecon.com/reconciliation)

# PARTNERING TO MOVE INCLUSION FORWARD



## Educational Support

Aecon has partnered with **Indspire** as part of the Building Brighter Futures: Bursaries, Scholarships and Awards program, which provides financial assistance to First Nations, Inuit, and Métis students. The **Aecon Group Indigenous Bursary** is awarded to students enrolled in an engineering, business or technical trades program at a Canadian post-secondary institution.



## Access to Opportunities

Aecon partners with **Working Warriors** – a technology that enables Indigenous job candidates to search for employment opportunities in a centralized platform, which aligns with Aecon's focus on incorporating inclusion in our processes.



## Inclusivity at Work

The Indigenous at Aecon group is an **Employee Resource Group** focused on creating opportunities for Indigenous peoples at Aecon and supporting the development of awareness among employees of Indigenous culture and history in the communities where we operate.



## Educating Our People

Aecon has implemented a comprehensive, mandatory **Indigenous Awareness learning module** to provide employees across Aecon with a greater understanding of Indigenous peoples, communities, and their valuable contributions to this land, as well a **Reconciliation Action Plan learning module**.

# COMMITTED TO MOVING INCLUSION FORWARD



## Mutually Beneficial Joint Ventures

Aecon has successfully built eight active commercial Joint Venture relationships for mutual benefit across Canada,



## Dedicated Teams

Aecon has developed a dedicated team of Indigenous Relations Specialists at the local and regional levels to build collaborative relationships with Indigenous partners and support the development of mutually beneficial opportunities.



## Leveraging Procurement

Aecon's Preferred Indigenous Supplier Program is focused on leveraging our vast vendor network to drive inclusive opportunities.

Indigenous goods and services procured from 2020 - 2024 \$937 M



**PAIR SILVER**  
PARTNERSHIP ACCREDITATION  
IN INDIGENOUS RELATIONS

## CCIB Recognition

Aecon is proud to be recognized as an Indigenous Procurement Champion and Silver Level PAIR with the Canadian Council for Indigenous Business.

# Indigenous Relations at Aecon | Relationships

**Aecon fosters relationships with Indigenous communities built on a foundation of trust, respect, and understanding through our inclusive approach:**



Facilitating partnerships between Aecon and Indigenous organizations and businesses, including joint ventures and strategic alliances



Establishing employment, education, training and apprenticeship opportunities for Indigenous Peoples



Actively developing an awareness of Indigenous culture across Aecon



Understanding the potential impact of Aecon's business operations on Indigenous communities

In addition to our seven mutually beneficial Joint Ventures with Indigenous communities throughout Canada, Aecon has had established relationships and MOUs in place in Saskatchewan since 2017:



Moosomin Economic Development Ltd. (MEDL)



George Gordon Developments Ltd. (GGDL)



# INDIGENOUS RELATIONS AT AECON | JVs



- Chipewyan Prairie Industry Relations Corp.
- Industrial construction, maintenance, and fabrication



- Enoch Cree First Nation
- Industrial construction, maintenance, and fabrication



- Ground Source Energy (Metis owned and operated)
- GeoExchange installation (geothermal heat pumps)



- George Gordon Developments Ltd.
- Industrial construction, fabrication and modularization



- Six Nations of the Grand River Development Corporation
- Utility-related construction within the gas, fibre, forestry, and hydro sectors



- Cambium Indigenous Professional Services
- Scaffolding and related maintenance work
- \$30M in work



- Makhos (Indigenous owned and operated)
- High voltage transmission, distribution and substations



- Chippewas of the Thames and Aamjiwnaang First Nations
- Utilities construction, hydrovac and construction support

- Aecon acknowledges that as an ECI contractor, we will operate in a historically rich and culturally significant area of Canada, home to many Indigenous Communities. As such we respect and acknowledge the rights holders and treaty lands of the partner Indigenous Communities.
- Work collaboratively with the partner communities to understand **current** and **future** capacity for subcontracting / business/ procurement/ labour capabilities.
- While we live and work in your communities we will be respectful and good guests.
- We're here to listen and work together.



- Guiding principles for the ECI and EPC:
  - Meaningful engagement with communities and landowners
    - Through open houses, workshops, general engagement
    - Listening to what is important to each community
  - Minimizing environmental impacts
    - Through EA process, and during construction activities



- We have experience working with communities to maximize economic and employment opportunities:
  - Our joint ventures
  - Career opportunities
  - Procurement
- Chatham to Lakeshore project (southwestern Ontario):
  - 25 members of participating community members hired for the project, overall approximately 40% Indigenous workforce
  - Indigenous spend on the project was over \$34M, exceeding IPP commitments



- Shortlisting vendors for procurement with a focus on finding / developing Indigenous Suppliers.
- Incorporate lessons learned and pre-existing relationships.
  - Current / past projects
- Early identification of potential new local and Indigenous vendors and work with Hydro One's procurement team to support Indigenous vendors during Hydro One's prequalification process.
- Prepare recommendations for a Vendor list
  - Aecon strives to maximize inclusion of Indigenous-owned businesses and promote participation of Indigenous communities on all Projects.
  - Aecon will work to make connections and develop relationships with partner communities and Waasmoowin Energy to optimize support and further develop skillset of trades within them.
  - Aecon will work to include these businesses on our bidder list, and work with them where required to enable quotation.

## Procurement Process during ECI

- Requests for material and service proposals to be distributed to all interested parties.
- 1 week to return Interest.
- 4 weeks to return proposal packages.
- Proposals will be reviewed and evaluated.

## Procurement Process during EPC

- RFQs will be emailed to parties that have identified as interested, posted on Merx, and provided to Business Development Offices.
- 1 week to return Interest.
- 3 - 4 weeks available to return proposal packages
- Proposals will be reviewed and evaluated.
- POs to be prepared and issued, where applicable.

# AECON WORKFORCE | POTENTIAL UNION AFFILIATION

- Aecon executes electrical scopes under CUSW (Canadian Union of Skilled Workers)
  - This covers work scopes of:
    - Electrician Journeyperson and Apprentices
    - Powerline Technician and Apprentices
    - Communications Electrician
    - Electrical Welder
    - Groundpersons
    - Electrical & Powerlines Foreperson-in-Training (EFIT & LFIT)
- Internation Union of Operating Engineering – Equipment operators

# COMMUNITY OPPORTUNITIES | EXAMPLE OF APS RECENT PROJECT (CxL)

The Chatham to Lakeshore Transmission Line project was successfully completed, achieving all commitments identified in the Indigenous Engagement and Inclusion Plan (IEIP) :

- Project workforce comprised of members of the participating communities:
  - At peak construction there were 25 members from participating communities on the project.
  - Our overall Indigenous workforce on the project was 60 Indigenous workers accounting for close to 40% of the project workforce.
  - On-the-job training plan for community hires.
  - Monthly calls with employment and training departments for collaboration. Each community was offered information sessions in advance of hiring.
- Community investment through the Line Crew Ground Support program



## STAKEHOLDER ENGAGEMENT, CONSULTATION SUPPORT, AND COMMITMENT FORMULATION

- Adopt a comprehensive approach to **stakeholder engagement** through meetings, open houses, and other dialogue opportunities to ensure meaningful participation and collaboration, integrating stakeholder perspectives into project planning and execution.
- Support Hydro One with **consultation plans** to facilitate open and respectful communication channels with partner communities, landowners, agencies, and other stakeholders.
  - This will ensure that all voices are heard and considered in the design and construction of the projects.
- Promote ongoing collaboration with partner communities and other stakeholders to create feasible and reasonable commitments and mitigation to address environmental feedback received.

Commitments during the ECI process will be communicated and integrated as requirements for the design, construction, or post-construction of the projects.



## ENVIRONMENTAL MANAGEMENT SYSTEM AND PLAN

- The Environmental Management System (EMS) will define the responsibilities of all parties, ensuring that each understands their role in maintaining environmental compliance.
- APS will develop an Environmental Management Plan (EMP) that will include detailed Environmental Protection Plans (EPPs) to meet the commitments identified with the EA and provide mitigation to reduce environmental impacts and ensure environmental compliance.
- Partner communities and other stakeholders will be engaged in the development and review of the EMP, which will include developing project mitigation during the design and permitting phase of each of the projects.

**Note: To be treated as a living document throughout the entirety of the projects and updated as planning progresses, through consultation and/or commitments made.**

## ENVIRONMENTAL REQUIREMENTS AND EPC PROPOSAL SUPPORT

Review and develop Hydro One's Environmental Requirements (E-req) document to capture the project-specific environmental obligations that the EPC Contractor will be responsible for executing to meet commitments to environmental compliance and protection.

Potential project-specific EPPs that may be included but are not limited to:

- Soil and Excavated Materials Protection Plan
- Groundwater and Dewatering Protection Plan
- Stormwater Protection Plan
- Contamination Protection Plan
- Air Quality Protection Plan
- Noise and Vibration Protection Plan
- Archaeological Risk Protection Plan
- Wildlife Protection Plan
- Tree and Vegetation Protection Plan
- Invasive / Noxious Vegetation Protection Plan
- Emergency Response Plan
- Designated Substances and Hazardous Materials Protection Plan
- Environmental Monitoring and Reporting Plan
- Sustainability Monitoring and Reporting Plan

# AECON WORKFORCE | UNION REQUIREMENTS

- PRE-REQUISITES
  - Access to Transportation
- COURSES (For prior experience)
  - Working at Heights – Ontario (valid for 3 years)
  - Line Crew Ground Support Program
  - Class DZ Driver's License
  - Current Valid Standard First Aid Certificate
- TRAINING OPPORTUNITIES (At Aecon)
  - Working at Heights – Ontario
  - Standard First Aid
  - Introduction to the powerline industry through hands on training.
  - Traffic Control Training

# INDIGENOUS RELATIONS | AECON SIX NATIONS (A6N)

A6N is a successful partnership between Six Nations of the Grand River Development Corporation and Aecon.

The Six Nations of the Grand River is comprised of the Mohawk, Seneca, Oneida, Cayuga, Onondaga, and Tuscarora Nations, representing the largest First Nations reserve in Canada.

- In 2022, A6N employed more than 90 Indigenous employees at the peak of the construction season, representing 95% of the workforce with an annual revenue of \$20 million.
- As of 2023, A6N is playing a pivotal role in building Canada's first utility scale battery energy storage project near Nanticoke, ON.
- Revenue generated in 2024 was \$30 Million.



## Capabilities

- Strategic Forestry Services
- Site Servicing / Civil Projects
- Telecom Experience / Expertise
- Water and Sewer
- Hydrovac Services
- Civil - BESS, Substation, Duct structure, Battery storage, Solar sites
- Electrical – Civil and Floating



Established: 2015



Location: Ontario

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# INDIGENOUS RELATIONS | AECON THREE FIRES (A3F)

Aecon Three Fires (A3F) is an Indigenous-led joint venture between the Chippewas of the Thames First Nation, the Aamjiwnaang First Nation, and Aecon.

A3F provides an Indigenous-led solution for a variety of utility construction work along with hydrovac services for project opportunities across southwestern Ontario.

To carry out work in these markets, A3F is establishing a primary facility in the local community and plans to employ an Indigenous-led workforce in construction and functional support roles, with Aecon providing training and capacity development.

Chippewas of the Thames First Nation is an Anishinaabe community, whose shared traditional territory is located in southwestern Ontario. The Aamjiwnaang First Nation is a community of about 2,500 Chippewa (Ojibwe).



## Capabilities

- Utilities construction
- Hydrovac services
- Construction support services



Established: 2022



Location: Ontario

Aecon Makhos Power Seven Generations (AMP7G) is an Indigenous-led joint venture between Makhos, a Certified Aboriginal Business with headquarters in Neyaashiinigiing, Ontario, and Aecon.

The Chippewas of Nawash Unceded First Nation occupies Neyaashiinigiing on the east shore of the Saugeen (Bruce) Peninsula on Georgian Bay.

AMP7G combines the Indigenous staffing and training experience of Makhos with the construction, project management, and capabilities of Voltage Power – an Aecon company. The joint venture provides an Indigenous-led solution for high voltage transmission, distribution, and substation work, and related maintenance.

AMP7G will initially perform work as a subcontractor to Aecon on existing utilities and nuclear projects in Ontario.



## Capabilities

- High voltage transmission
- High voltage distribution
- High voltage substation work
- High voltage maintenance for utilities and nuclear projects



Established: 2023



Location: Ontario



Aecon Makhos Power  
**SEVEN GENERATIONS**  
JOINT VENTURE

**AECON** | **POWER SERVICES**

# INDIGENOUS RELATIONS | AECON CIPS SEVEN GENERATIONS



## Capabilities

- Scaffolding
- Maintenance
- Construction support services



Established: 2023



Location: Ontario



Aecon CIPS Seven Generations (AC7G) is a joint venture between Cambium Indigenous Professional Services (CIPS), an Indigenous-owned and operated business, and Aecon.

AC7G provides an Indigenous-led solution for scaffolding and related maintenance work in southwestern Ontario. CIPS holds a majority interest in AC7G and is initially operating as a subcontractor to Aecon on existing nuclear projects.

CIPS is a Certified Aboriginal Business with 14 First Nation employees and is located at the Curve Lake First Nation, outside of Peterborough, Ontario.

AC7G combines the Indigenous employment, training, and planning expertise of CIPS with Aecon's construction and project management capabilities.

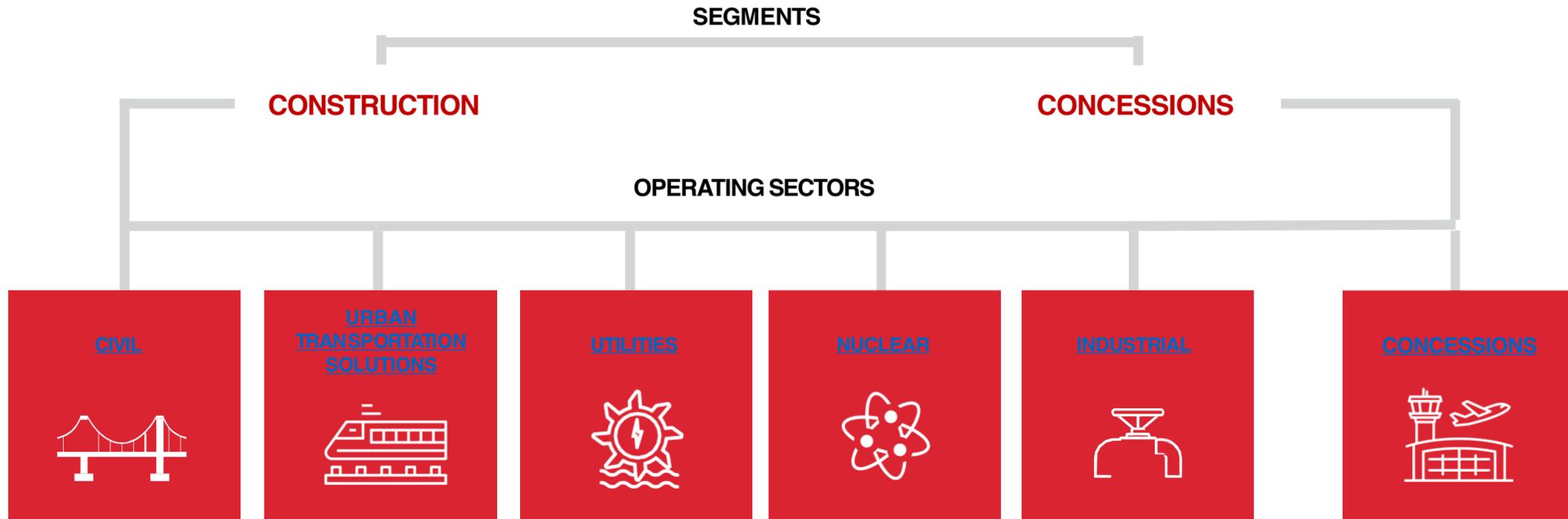
# COMMUNITY OPPORTUNITIES | EXAMPLE OF APS RECENT PROJECT (CxL)

The Chatham to Lakeshore Transmission Line project was successfully completed, achieving all commitments identified in the Indigenous Engagement and Inclusion Plan (IEIP) :

- Procurement opportunities for participating community businesses
  - Procurement opportunities were sent to each participating community.
  - Our procurement team worked with communities to increase awareness of the procurement process.
  - Community businesses were utilized for a total of \$35M spend.
- Community investment through the Line Crew Ground Support program



# INTRODUCTION TO AECON | OUR OPERATING SECTORS



Aecon is a leader in construction and infrastructure development with global expertise, striving to be the number one North America infrastructure company.

**150+ YEARS OF EXPERIENCE | +10,000 EMPLOYEES | \$4.2B IN ANNUAL REVENUE**

# AECON INTRODUCTION | UTILITIES IN ACTION



Telecom

Turnkey fibre installation, legacy network and 5G network expansion.



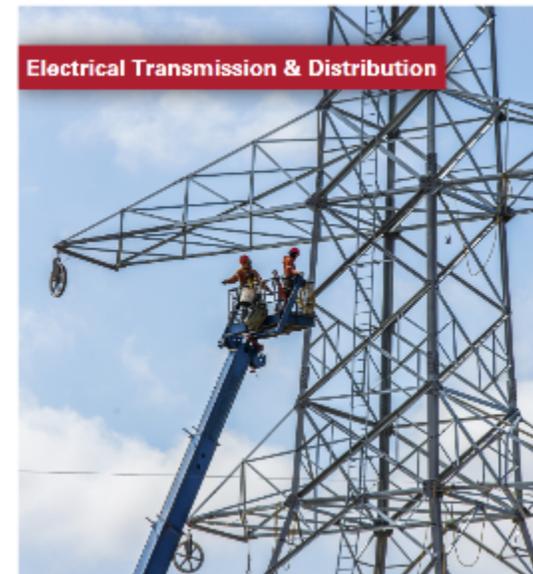
Pipeline Distribution

Natural gas gathering systems, distribution services maintenance, facilities construction and water distribution



Renewables / In-Home Services

Solar, GeoExchange, battery storage, smart home, hybrid heating and HVAC.



Electrical Transmission & Distribution

Services for substations, tower assembly and installation, including high-voltage transmission.

Aecon Power Services

# INTRODUCTION TO AECON | AECON GROUP INC.

For over 150 years, Aecon and its predecessor companies have helped build some of Canada's most important and famous infrastructure:

- CN Tower
- St. Lawrence Seaway
- Highway 407
- The Vancouver Sky Train
- The Montreal-Trudeau International Airport
- Lester B Pearson International Airport
- Gardiner Expressway



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## BC Hydro Telkwa 500 kV TL

- 5 km of 500 kV transmission line, \$8MM contract
- 1.25MM in local Indigenous spend

## Manitoba Hydro: BIPOLE III 500 KV HVDC TL (N1/C1/C2/N4)

- 1200 km of 500 kV transmission line, 120M contract
- 70% Indigenous Engagement

## Manitoba Hydro: Manitoba-Minesota Transmission Line Project

- 93 km of 500 kV transmission line, \$70M contract value
- 55% Indigenous Engagement
- Exceeded our indigenous commitments by 50% of Indigenous personnel hours worked

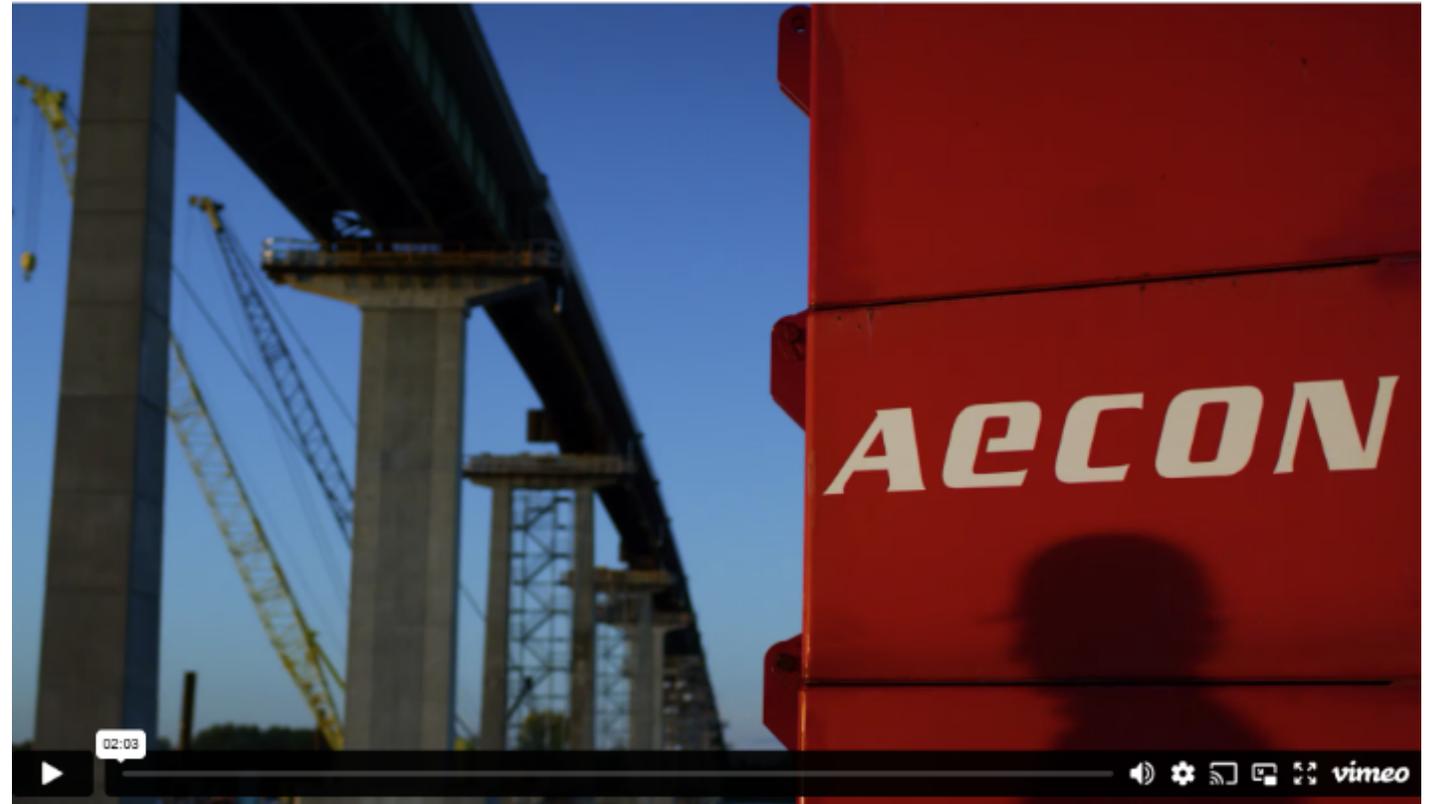
## Manitoba Hydro: Tap to Poplar Bluff Transmission Line Project

- 16 km of 230 kV transmission line, 6MM contract value
- 45% Indigenous Engagement



# INTRODUCTION TO AECON | AECON GROUP INC.

- We are a national Canadian infrastructure company.
- Aecon is well-positioned in the Canadian marketplace in the development and construction of infrastructure.
- We have a roster of ongoing major projects here and abroad, backlog diversified across multiple sectors and duration, and a robust pipeline of future project pursuits.
- <https://vimeo.com/926358123>



## Our Core Values



Safety First



Accountability



Inclusion



Integrity

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**POWER  
SERVICES**

# CONSTRUCTION DURING EPC I RECLAMATION

- The Purpose of Reclamation
  - Reduce the risk of erosion
  - Control the spread of invasive plants
  - Reduce access
  - Reclaim Land
  - Improve aesthetics
  - Restore ecosystem function

Upon completion of construction activities, Aecon is committed to returning sites to their original condition



|  |  |
|--|--|
| Date (Year-Month-Day)  |  |
| Name of Recorder   |  |
| Location: (GPS- Closest Structure #)   |  |
| Description of disturbance (type, size, sensitivity i.e., riparian area)                                 |  |
| Severity of disturbance (e.g., erosion is occurring, disturbance is stable)                              |  |
| Current Ground conditions  |  |
| Timing of reclamation activities (Immediate, once ground conditions allow)                               |  |
| Post disturbance vegetation conditions (e.g., vegetation is removed, or little is remaining)             |  |
| Surrounding vegetation (e.g., grassland, forest, riparian, wetland) and predominant species if known     |  |
| Adjacent land uses (e.g., agriculture/forest/residence)  |  |
| Safety (Are there any safety concerns?)  |  |
| Accessibility (Is the site accessible year-round/winter/summer, is there alternate access to avoid site) |  |
| Existing Sediment and Erosion Control Measures (silt fence, blanket)                                     |  |