



Tuesday December 16th 2008

To: All South Rock Employees

I am sure for many of you yesterday's announcement came as a surprise.

Over the next few days and weeks, hopefully all of you will begin to get comfortable with this new partnership as you gain more of an understanding of Aecon. In many ways you will find it very similar to the style of company you are used to at South Rock. Aecon's predecessor companies have been in business in some cases for almost 100 years. Companies like Armbro, Pitts, Foundation Company, Banister Pipelines, Cliffside Utilities and Jackson Lewis.

Today Aecon is Canada's largest publicly traded construction company, is 100% Canadian owned, and with the acquisition of the South Rock Group has become a lot stronger. Although it is described as an acquisition it is really a merger where the combination of 2 companies in a market are significantly stronger combined than the two entities are on their own.

There are a few points that should be made clear right from the start. First there will be no management changes or staff reductions as a result of this transaction. Second we will continue to brand the business as South Rock Ltd., a brand everyone is very proud of.

South Rock will function as a division of Aecon's Infrastructure Group but will operate just as it has in the past. This Infrastructure Group within Aecon is an integrated Civil, Utilities and Materials Company with sales in 2007 totaling \$ 780 million. Its major market focus is in Ontario, Quebec and Alberta. Combined with South Rock we are a \$1.0 billion per year business.

Over the next few days and weeks we will be providing you with more information about Aecon. It is very obvious that this merger will provide significant opportunities for you as employees and an expanded service offering for our customers.

We look forward to our new partnership.

Yours truly

Merv Boychuk
President, South Rock Ltd

Teri McKibbon
CEO Aecon Infrastructure Group