

CORE VALUE:



TEAMWORK



Mystery Solved – **PROJECT PYTHON**

For months Project Python was veiled in secrecy. We knew it was a large earth works project. There were a handful of people that had signed a strict non-disclosure agreement that knew more details, but nobody was talking. Of course, with nobody talking ... everybody was talking about the rumors and assumptions they had made as to what was going on at CitiGate Drive.

Tomlinson just signed the contract in July, which is when we officially found out about the Amazon Fulfillment Centre to be built in Barrhaven.

Less than 100 metres from The CORE there has been a flurry of activity—trucks circle temporary roads, dust flies as excavators dig or move aggregates. Since February, the CitiGate landscape has undergone radical changes. During the start of the COVID pandemic, while most workers were isolating—essential construction workers began site preparation.

Tomlinson is working with Brocollini as part of CitiGate Development Partnership with Regional Group. Located just off Highway 416, the building will be one of Amazon's newest



MESSAGE FROM THE CEO

CORE VALUE: Teamwork

If we look back to March, I don't think any of us could have anticipated the changes that were ahead of us. It was March 9th, when the Health and Safety department sent out the first Safe Job Procedure related to Coronavirus. Tomlinson seemed to be ahead of many companies in our quick responses and actions to an unprecedented crisis.

Since then, we have seen months of non-stop upheaval in the world and in our own everyday lives. First, with the fears for our own families and loved ones and then what was the pandemic going to do to our health, fear for our jobs, community and economic disruptions to Canada and the rest of the world.

To address some of these issues we started a daily meeting in mid-March, comprised of the Senior Leadership Team, Managers, Facilities, Health & Safety and IT. This team acted upon the ever-developing information provided by Ottawa Public Health. We began sending out regular updates to staff, both with internal email and personal emails to reach as many employees as possible quickly.

When the announcement came about closing businesses, we all panicked a bit, thinking what's next? How long will this last? How do we survive?

As Premier Doug Ford began to speak about reducing operating businesses, we lobbied the government to keep as many of Tomlinson's operations open as possible as essential services. All the while, working closely with our Industrial Waste Division and Tomlinson Environmental Services for increased procedures and training on how to manage cleaning operations.

With each event, we as a team, put together a strategy, consulted with our employees and executed the change. Each time we did that we had people who didn't agree with the change, people who were afraid, people who questioned our leadership ability; we even had some employees that quit over our decisions.

Each time we executed our plan, we moved forward together as One Team.

Looking back, did we get everything right? No. Did we do what was necessary to ensure the health of our family, our business and our community? We believe we did.

So far, our actions speak positive volumes. Each of you have stepped up, faced challenges we never imagined we would face and helped keep our teams safe and almost everyone employed during a time when so many others are not as fortunate as us.

We received great feedback on the increased safety measures across our sites; even the Ottawa Citizen praised us in an article. The increased cleaning protocols, physical (social) distancing, and safety talks are all geared to keeping you and your loved ones safe.

I want to thank each of you for your support and trust in our leadership. It may not be over yet, I do know that the Red Army will bring their collective best-efforts and make sure we are all safe. We are proud to see you all rally as One Team. We are strong together!

Ron Tomlinson, CEO

< CONT'D FROM PAGE 1

robotic fulfillment centres where employees work alongside Amazon robots to ship items.

This is one of Tomlinson's largest projects, necessitating all hands on deck as divisions work together to balance scheduling, equipment, and supply. The Centre will cover 23.5 hectares of CitiGate, with plans for a 5-floor office building, truck and trailer parking and staff parking lots.



Tomlinson Ready-Mix expects to supply more than twice the amount of concrete that they poured for the first Amazon Warehouse.

“There is a staggering amount of concrete for this project. To help people visualize, this would be the equivalent of filling 20 Olympic-sized swimming pools. It’ll be a lot of work, but we’re excited to get started.” Francis Brazeau, General Manager, Tomlinson Ready Mix.

With the amount of movement and activity onsite, it can be hard to recognize just how spacious the project site is. With site preparation still underway, mud slabs were poured for foundation work in July and there are four crews working in tandem.

“With this much site prep and 50 tri-axes hauling material offsite with 14-18 shovels it becomes a tight workspace.” Tony Janisch, Senior Project Manager. “We have four dedicated foremen onsite to make sure everything is synchronized—from scheduling to delivery.”



The project’s two-year timeline becomes more restrictive with the expectation that the building has a February 2021 partial occupancy. To meet the aggressive schedule, Tomlinson is looking for every opportunity to apply innovation. GPS will be used on graders and shovel for excavating foundations to make sure that the crew stays within the limited building layout. The ground is mainly glacial till soil with some solid rock. To save material, crews

are crushing rock and boulders onsite to recycle the aggregate as Granular B.

Schedule slippage will have a domino effect so Tomlinson crews are already working 6-days a week to stay on track. The crews were delayed in March with COVID-19 but have already made up a full week of schedule through talent and hard work.

In July, Tomlinson’s City crews and Sewer/Watermain crews started underground work. Tomlinson expected activity to peak in July with 20% surge in dedicated crew and equipment.

Rob Pierce, Senior Vice President of Planning and Development, “This is an exciting opportunity for Tomlinson to showcase its strength in Ottawa and the dedication of its staff. From our supply of materials, to our talented crews, this project is an example of Tomlinson’s vertical integration and the CitiGate Group achieving a successful partnership.”

Tomlinson headquarters, The CORE, previously won awards for its sustainable design and integration with the natural landscape. The Amazon Fulfillment Centre will also be taking cues from the CitiGate Corporate Business Park design guidelines and, according to the Design Brief filed with the City of Ottawa, will “emulate the natural rock stratification prevalent in the area, as seen clearly in the rock cuts along the 416.” The building’s envelope will be a dark gray precast concrete.

“There has been a huge amount of interest in the project due to its size as well as related to the constraints brought by COVID-19.” Stephanie Tessier, Vice President of Business Development. “A thorough screening process has been set up with the general contractor, so we can guarantee the health and safety of our crews and subcontractors throughout the project.”

In just a matter of months, CitiGate land has transformed from greenfield to a bustling construction site. With the amount of crews onsite and the aggressive schedule, Tomlinson’s workers, whether onsite or in the office, will be able to see daily progress.

QUICK FACTS

- > 2.5 million sq. ft
- Five stories high
- Over 50,000 m3 concrete – one of the largest amounts of concrete to be supplied by Tomlinson Ready Mix for one project
- Amazon’s 8th facility in Ontario
- Amazon’s 14th fulfillment centre in Canada
- The project will use twice the amount of concrete used in the first warehouse by Boundary Road

TOMLINSON REPLACES TWO BRIDGES IN ONE WEEKEND

The first weekend in July the Heavy Civil Group undertook the demolition of two three-span bridges on the Queensway and sliding two new bridge decks into place to replace the old ones. The Queensway was closed from Thursday night until Monday to do this.

The new bridge decks were built off to the side on massive elevated temporary supports. The new abutments that supported the new bridge decks were built beneath the existing bridge and were protected while we demolished the old one above them.

Demolition began Thursday evening around 8:30 pm. Lights soon began to turn on in the various buildings and condos nearby as we treated the neighborhood to a spectacle that few, if any, had ever seen before and may never see again with just a bit of noise while we hammered down the old bridges.

It is no easy task to perform the work we did going around the clock for almost four solid days and nights. It is not easy sliding two 1500 tonne concrete and steel structures into place and lowering them down onto new bearings with the owner's design allowing less than 12 mm of tolerance to play with.

We had participation from men and women from virtually all construction, equipment, materials and support groups within Tomlinson both on and off site all working together as one team.

Once lowered onto their new bearing, the roadway at the ends of the bridges had to be backfilled and then the entire road paved with multiple lifts of asphalt about 300 mm thick. Normally, you have some time to let the asphalt lift cool down

between lifts. To help with this, MTO allowed us to spray down each lift with water.

The amount of planning and coordination that led up to this weekend's work was immense. Rob Dollimont, Ryan Paquette, and Claudio Cavalcante were the conductors and master planners of this symphony of events with Kirk Robillard and Ross Lavallee joining Rob, Ryan and Claudio in the hundreds of hours of planning, scheduling and coordinating the small army that was required to complete the work.

We ran into some delays with the demolition of the existing structures which caused a delayed start to jack and slide operations. Once the jacking began issues arose with maintaining the alignment of the bridges as they moved along, which caused further delays. In total these two issues caused approximately 15 hours of delay. While we missed our deadline of Monday morning to reopen the road, the effort of the Tomlinson Red Army was an overwhelming success and amazing to witness.

Tomlinson teams made up some of that time by speeding up our work, but we could not get all the lost time back. The skill and innovation of Tomlinson troops was put to the test to emergency engineer corrective actions to move the 1500 tonne structures back into place after they had shifted.

Words cannot describe how everyone on site rallied behind decision making to do what had to be done without any hesitation. One Team Red Army at its finest with employees from Heavy Civil, City, Sewer and Water, and Operations, all working shoulder to



shoulder. We had up to 80 people working on site at any given time from all different construction divisions all rallying to get the job done and to overcome issues. And the job was completed with no safety incidents, which with the level of activity going on, was a testament to the quality of our workers and project leaders.



A special thanks to Cody Lukovitch, Shawn Yach, and Ryan Alexander who seemed to be just about everywhere just when we needed an extra push. All of the tasks that were directly performed by Tomlinson were performed ahead of allotted time frames while having to correct the work of others at the same time.

A special thanks to the quarries and asphalt plants for accommodating the unusual and changing time demands we

placed on them. Special thanks also to Stores, Truck Dispatch and the Equipment team for getting equipment and materials transported to and from the work zone and for being on call 24/7 to keep up with changing demands.

It was a hectic and taxing weekend and my sincere thanks and gratitude to all who gave up time with family and friends to get the job done and to overcome the challenges that confronted us.

A Team effort for sure and a job well done! Tomlinson Red Army shining our best when put to the test!

Jim Rosien

Vice President, Heavy Civil



Justin Ryan, Project Coordinator, Heavy Civil

TOMLINSON **FUN FACTS**

DID YOU KNOW
THAT THE TALLEST BUILDING IN THE CITY, THE CLARIDGE ICON TOWER, REQUIRED JUST UNDER 25,000 M3 OF CONCRETE? THAT'S EQUIVALENT TO FILLING OVER 6 OLYMPIC SIZED SWIMMING POOLS WITH CONCRETE!

HEALTH & SAFETY

UPDATE

2020 started as every other year for the Safety Team, lots of training and preparing for the upcoming season. Then the Corona Virus struck and that changed the direction of the Safety Team. The Team became an integral part of the company's COVID-19 task force. With all the uncertainty around this new virus and with lots of information being communicated out by various government agencies, the Team was able to write key safe work practices and safe job procedures to help protect those workers who continued to work and what to do in case of a positive test result with one of our workers. The Team made daily visits to facilities and construction sites that were able to remain open. The Team was able to assist the Stores in distributing hand sanitizers, disinfectants, cleaning supplies, as well as additional PPE that was needed. The Team members became a partner and an excellent resource that others could go to and talk about the virus and to help find answers to any questions that the workers had.

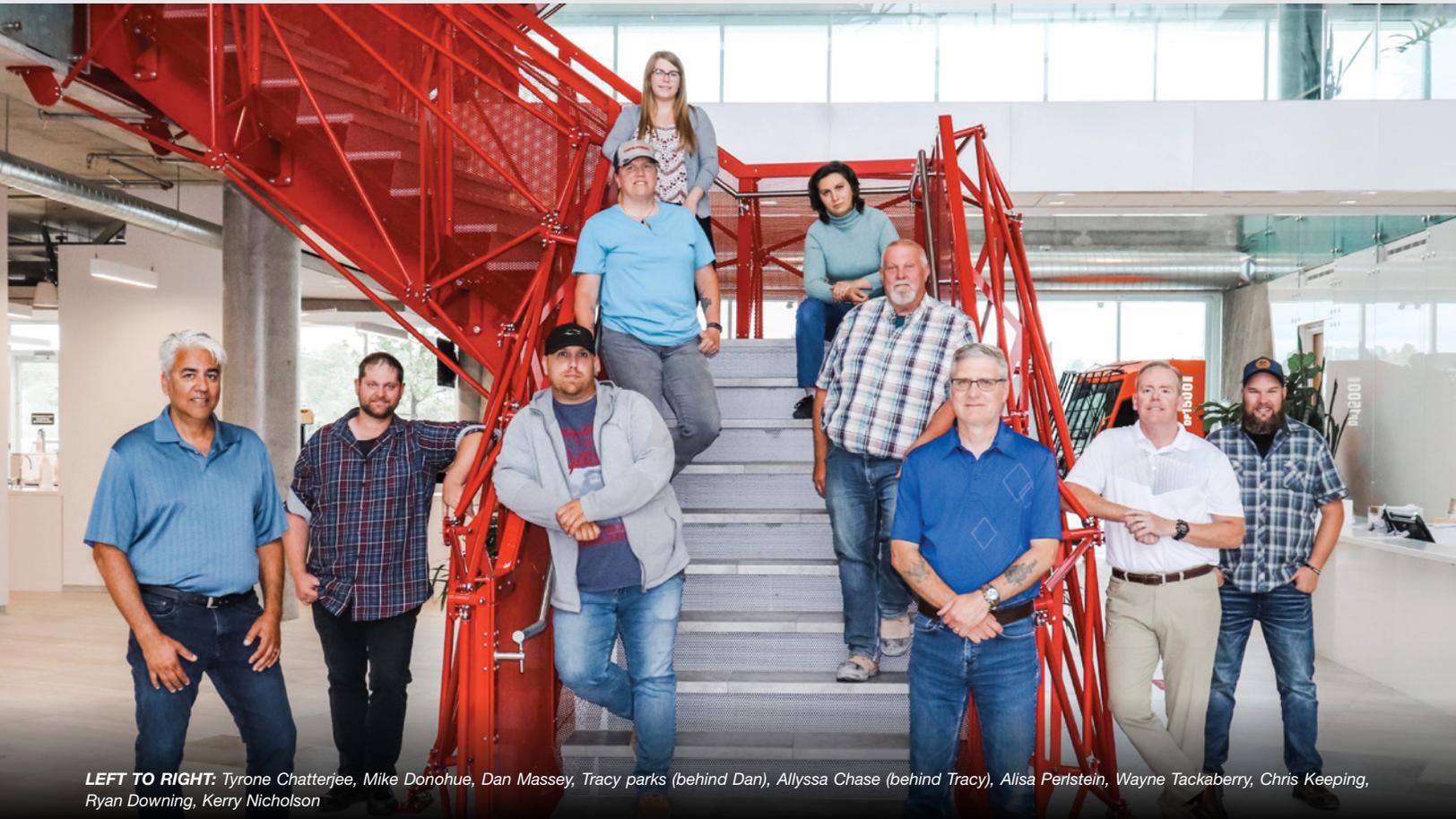
The big question was will everything that we did make a difference? This was answered by the Ministry of Labour when we had numerous site visits. The Ministry were very impressed with all the precautions we had in place. Most impressive was

that during all the site visits, every worker was adhering to the new protocols.

Through this entire crisis, training continued and the Team was able to modify how we teach classes to meet all the new protocols, thus ensuring new and returning workers got the training they needed. Although we are a small team, the Team played a big part in the Company efforts to protect our workers. Any time the Team was asked to do something it was always the same answer, "let's make it happen" without hesitation.

I would like to take this time to thank all the Team members for all the hard work and dedication shown during this crisis.

TOMLINSON



LEFT TO RIGHT: Tyrone Chatterjee, Mike Donohue, Dan Massey, Tracy parks (behind Dan), Allyssa Chase (behind Tracy), Alisa Perlstein, Wayne Tackaberry, Chris Keeping, Ryan Downing, Kerry Nicholson

RED ARMY GEAR AVAILABLE ONLINE

VISIT THE RED ARMY GEAR ONLINE SHOP!

Check out new items added to the store! Not sure what to get for family and friends? Purchase Red Army Bucks online and let them choose.



VISIT THE ONLINE STORE AT
store.tomlinsongroup.com



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UPCOMING PROJECTS

Want to know what everyone is up to?

Here are some of the top recent projects shaping our region. You can see Tomlinson is completing impactful infrastructure projects and we are excited to show off our hard work!

PROJECT LIST

Beckwith

Our crews at Beckwith Street in Smith Falls are working towards consolidating the existing steel and lead watermain systems into a single PVC watermain and separating the existing combined sewer into individual storm and sanitary sewer systems to increase the efficiency of the wastewater treatment process. We are now working on a new roadway in the downtown core with streetscape revitalization and replacement of streetlights and traffic signals.



Brockville Hospital

The Brockville Hospital rehabitee project is a multi-year site development project finishing this summer that involved multiple divisions from Tomlinson. As subcontractor to Ellisdon, Tomlinson is completing paving, as well as installing sidewalks, concrete paving and islands.

Confederation Line Extension Paving

This project involves asphalt paving with Kiewit-Eurovia-VINCI (KEV) for the Confederation Line, including the extensions west from the Tunney's Pasture station to the Baseline and Moodie stations and east from the Blair station to the Trim station. Tomlinson crews will be completing road alignment, as well as paving permanent and temporary roads and detours.

East Rural Overlay

The east rural overlay is a roadway-resurfacing project across multiple roads. City crews are milling or pulverizing existing surfaces, placing granular material, adjusting any manhole and catch basin grates, and repairing concrete repairs.

ESAP

On the Energy Service Acquisition Program Project, Tomlinson's work includes the modernization of the heating and cooling energy service to over 80 federal buildings in the National Capital Region. Tomlinson is working with Public Works and Government Services Canada to reduce long-term costs, reduce greenhouse gas emissions, and explore "low or no carbon" sources of energy.

Fox Run

Work at Fox Run subdivision Phase 2 includes excavation, construction of sanitary and storm sewers, watermain, placing clay key, placing base course asphalt, and expansion of the existing Storm Water Management Facility.



John Counter Boulevard

Heavy Civil work at John Counter Blvd is Phase 5(b) of the Princess Street reconstruction. Work includes road and bridge construction, watermain and sewer, and working within the CN Rail Right of Way. Increased Safety protocols are implemented for working by the railways and working in a wetland area.



Pitt Street

Pitt Street is a multi-year project in Cornwall. Our heavy civil crews are replacing Highway 401 overpasses with a single-span overpass, minor relocation of the existing noise barriers on each overpass, and reconstruction of Pitt Street in the area of the overpasses.



Montreal Road

Our sewer/water crews have five active sites for the Montreal Road Revitalization. It is a 4-yr project reconstructing roads, burying hydro lines, and constructing a 3-lane cross section at Vanier/St. Laurent



Python

Project Python is a large-scale warehouse in the CitiGate complex. Most of Tomlinson's divisions are involved to complete site prep and grading to meet the advance project schedule. For more information on Python, you can read our cover article!



OLRT

Our heavy civil work on the CPR/O-Train Bridge includes the construction of a multi-use path, retaining walls, electrical work, earth and rock excavation, as well as bridge removal and replacement. Extra precautions are taken for working with Capital Railway tracks. Crews work with flag persons to monitor trains.



Quinn's Pointe

Our work at Quinn's Pointe is part of a 3-stage build for the 250-acre subdivision. Our current phase includes site works and earthworks, reinstatement of roadways, and placement of deep sanitary and storm sewers.



CONT'D ON PAGE 10 >

< CONT'D FROM PAGE 9

UPCOMING PROJECTS

Richardson Ridge

On Phase 4 at Richardson Ridge, our crews are completing rock removal with blasting, site grading, placing retaining walls, installing deep sewers and watermains, lateral house services and base course asphalt.



Rideau Street Renewal

This spring, work started on the Rideau Renewal project, which involves the renewal of the streetscape elements and an upgrade of the transportation components within the Rideau Street right of way. This City of Ottawa project is expected to be completed by the end of 2020.



Riverside Drive Overlay

The Riverside Drive overlay is part of Ottawa's annual infrastructure maintenance cycle, road to improve roadways and the citywide transportation network. Tomlinson will be responsible for milling of the existing asphalt surface, placing of granular road base, adjusting of manhole and catch basin frame and covers, placing extensive concrete curb and sidewalk repairs, and roadway resurfacing.



Vanier Parkway

Sewer crews are working along Vanier Parkway to renew the storm sewers and watermains and replace the aging storm water drainage and drinking water system. Crews will be completing excavation and backfill, placing large-diameter storm sewers, culverts and catch basins, and constructing a trenchless watermain.



LOBBYING FOR ASPHALT PAY BONUSES

Ivan Levac is working double-time as Chair of the Ontario Asphalt Pavement Council (OAPC) and as Assistant Manager for Tomlinson's City Division. As Chair of OAPC, Ivan is working with the different OAPC committees and communicating with the Minister of Transportation to ensure both contractors and agencies meet their common goals for asphalt quality.



Ivan has been liaising with ORBA and the OAPC Committees to make positive changes to the asphalt paving industry in Ontario. Most recently, he collaborated with OAPC Vice Chair John MacKay (General Manager, Aecon) and HMA Technical Working Group chair Fernando Magisano (Senior Technical Advisor, Canadian Asphalt Industries) to lobby the Ministry of Transportation to reconsider the asphalt End Result Specifications (ERS).

In 2016, the pay adjustment factors changed from awarding bonus and penalty to just penalty alone. Previously, bonuses incentivized contractors to provide the highest quality materials to create a road surface with superior density, ride quality, and uniformity. Meeting or exceeding quality targets of density, air voids, and asphalt content would inform whether a contractor would be subject to bonus and penalty.

By removing the potential for bonuses, contractors have less incentive to provide quality product and may respond with higher bid prices to make up potential lost revenue. Bonus and penalties can balance the risks between contractors and agencies. Although the Auditor General's report was clear that no bonuses should be paid, the OAPC has proposed a much more balanced option to the current approach which only considers attributes that fall below standards, and disregards the attributes that are delivered above quality standards.

OAPC met with the Minister of Transportation's Office (MTO) and demonstrated the impacts of removing positive pay factors by comparing the new ERS system to previous payouts. Both Ivan and John will be lobbying to ensure that asphalt-paving companies receive a fairer system that compensates quality work. Both the OAPC and MTO will be working together to develop solutions.



SUPPORTING FRONTLINE WORKERS and others in need

With the impact of COVID-19, Tomlinson focused on organizing donations of Personal Protective Equipment (PPE). Frontline workers faced PPE shortage to protect staff. The N95 respirator mask used during construction work filters airborne particles and could be used in a hospital setting to protect staff against viral infections.

Over two months, Tomlinson donated over 21,000 N95 facemasks to needful hospitals, care homes, and volunteer organizations across Eastern Ontario and Gatineau.

Across our company, employees personally knew frontline healthcare workers. They had family, friends, and neighbours who worked in hospitals and nursing homes that needed PPE to protect themselves and their patients. We had parents and grandparents in long-term care facilities. Tomlinson responded to any request from the public and from staff asking for assistance with PPE.

With every donation of PPE or outreach to organizations, we were told just how dire the shortage was and how important and impactful the donations were. Often hospital administrators would break into tears over the phone arranging pickup. Often hospitals were on their last few boxes of PPE.

WITH YOUR HELP, WE DONATED AND BROUGHT SUPPLIES TO THE FOLLOWING ORGANIZATIONS:

- Almonte Hospital
- Brockville Hospital
- Carveth Care Centre
- Children's Hospital of Eastern Ontario (CHEO)
- Hallowell House in Picton
- Hastings Manor in Belleville
- Hawkesbury Hospital
- Kingston General Hospital
- Osgoode Care Center
- Ottawa Hospital
- Ottawa Inner City Health
- Perth and Smiths Falls District Hospital
- Queensway Carleton Hospital
- RCMP Police Medics
- Royal Ottawa Hospital
- Shepherds of Good Hope
- St. Jacques Nursing Home in Embrun
- St. Lawrence Lodge in Brockville
- St. Viateur Nursing home in Limoges
- Village Green Nursing Home in Selby
- Winchester Hospital
- Youth Services Bureau Foundation

UNIQUE ROLE DEREK THOMAS

TELL US A LITTLE MORE ABOUT YOUR BACKGROUND. WHAT DID YOU DO BEFORE JOINING TOMLINSON?

I was born and raised in West Virginia (USA). I moved to Canada in Aug 2010. I finished my Business and Psychology degrees at Marietta College in Ohio 2008. I was recruited by a local financial company and worked there prior to moving to Canada. In Canada, I started working for ScotiaMcLeod until I realized the financial industries in Canada were very different than the United States.

I left the financial industry and took a position as Loader Operator at Lafarge in Cornwall. From there, I worked my way up from Loader Operator to Ready Mix plant Superintendent. By year-end, I was promoted to Plant Manager. After that I took on the role of Territory Manager for Cornwall and Kemptville. After three years in that role, I moved to Ottawa for a sales position in the Aggregate division. Just last June, I joined Tomlinson.

WHAT DO YOU LIKE TO DO OUTSIDE OF WORK? WHAT ARE YOU PASSIONATE ABOUT?

Outside of work I enjoy playing, coaching, and watching football. I am also active in the Cornwall Wildcats Football program. I enjoy playing men's league softball, weekend camping and boating trips with the kids.

YOU JOINED TOMLINSON AS AN ASPHALT AND AGGREGATES SALES REPRESENTATIVE. WHAT DOES THAT MEAN? WHAT DOES YOUR REGULAR DAY LOOK LIKE?

An asphalt and aggregate sales representative provides product and solutions to our third party customers. I don't believe there is a "regular day" in the life of sales. Typically, calls will start very early



LEFT TO RIGHT: Dan Burgess, Derek Thomas, James Matthies

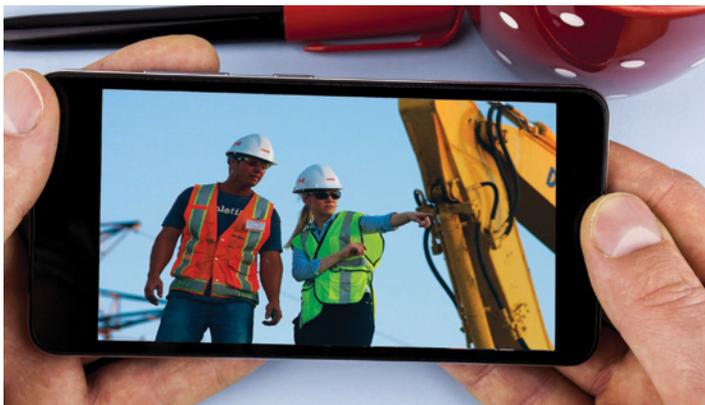
in the AM for various reasons. As the day progresses, I will go from customer quoting at the office, to visiting customers on sites. I can wear multiple hats in any given day. It's an exciting and fast paced environment with different challenges and opportunities each day.

IN MARCH WHEN COVID HIT, YOU WERE SECONDED TO THE HEALTH & SAFETY TEAM. WHAT WAS YOUR "NEW" ROLE? HOW WAS THAT EXPERIENCE? WHAT DID YOU LEARN BEING BACK IN FIELD OPERATIONS?

When COVID hit, I was fortunate enough to be selected to assist with the daily activities for the Health and Safety department. My new role was to help with communication on job sites, whether that was being visible on site or delivering COVID binders/paperwork.

Prior to Tomlinson, I was active in operations which had a significant health and safety focus. It was great to be able to help the H&S team out during the pandemic. The team were very supportive and are an excellent and highly focused team that

CONT'D ON PAGE 14 >



ATTENTION RED ARMY!

We want to share more photos of great field work, faster! Please send us your pictures showcasing projects that you're working on. Email your photos along with a short description of the project (what, who, where) to social@tomlinsongroup.com. We can't wait to see your photos!



< CONT'D FROM PAGE 13

works all hours of the day to ensure everyone is safe and has the information needed to make the right decision.

A lot of credit to the field operations needs to be given as well. They were supportive and always appreciative of the added attention to assist them in their new reality. During the COVID weeks, I could see and sense the field operations “buy in” to the new normal. It was amazing to hear the stories of collaboration and to act as a sounding board for some of the worries of the pandemic. Everyone supported each other and that was amazing to be a part of.

YOU'RE BACK ON THE SALES TEAM NOW, WHAT IS IT LIKE TRYING TO SELL IN THE “NEW REALITY”?

At the height of the pandemic, it was more of a support role to our customers. Most of our customers were just as worried and unsure how and what the future would hold. As the new normal progressed, the sense of excitement and optimism started to show instead of worry. I find that now, the sales approach is similar to the past, just more mindful of face to face visits and customer needs. Ensuring we keep that level of engagement and relationship is why Tomlinson is the leader in the market. We continue to think outside of the box in ways to connect with our

customers and that shows the commitment from management on the importance of our customers and Tomlinson offers more than just products; we work in collaboration with customers for solutions too.

IF YOU HAD A CRYSTAL BALL, WHAT DOES THE FUTURE LOOK LIKE FOR TOMLINSON? AND WHAT IS IT ABOUT THAT FUTURE THAT YOU ARE THE MOST OPTIMISTIC ABOUT AND THINK YOU'LL REALLY ENJOY?

The future for Tomlinson is extremely positive. During the pandemic, I was impressed with the Senior Leadership Team's focus on ensuring we placed Tomlinson in a position to be even stronger and more efficient once the pandemic starts to pass. The level of commitment and drive to get through the pandemic is the reason Tomlinson is a leader and will continue to have success in the future. I look forward to the coming months and years as to how we will continue to think outside the box and adapt to the new technologies available to ensure our customers' experience at Tomlinson is superior to any of our competitors. We strive to deliver a quality product and service each day. We have the best people to ensure this continues and that it strengthens in the coming years.

DID YOU KNOW WE ARE HIRING?

Did you know we are hiring? We have over 50 positions that we are hiring for. We have availability in almost every area of the company — labourers, operators, foremen, quarries, drivers, environmental services and the office.

Our vacancy rate is approximately 4% for our positions, which is low for the construction industry and professional drivers in general, but we still need to fill those positions. With COVID-19, Ontario saw the **unemployment rate spike to almost 15%**. For the majority of our lines of business, we were very lucky to be deemed essential services.

How can we get more people to join our industry? Our industry has great earning potential, excellent career choices and long-term growth options. With an aging workforce and a tight labour market, Tomlinson is implementing innovative ways to attract and retain new people to our Red Army. Two of those programs are: our driver license upgrade program and the operational leadership program.

We need to attract new drivers. The Canadian Trucking Alliance reports a shortage of 30,000 drivers. Tomlinson introduced a unique license upgrade program covering tuition, medical exam and wages during the six-week program for

qualified staff. Tomlinson has financially supported multiple applicants to the program to assist with upgrading licenses for our employees to be able to drive our tri-axle and float trucks with DZ and AZ license upgrades.

We need to build our next generation of construction leaders. The Operational Leadership Program (OLP) provides baseline training across all construction divisions – road, bridge, sewer and excavation. The intent of the program is to **develop cross training skills and get participants to appreciate the work of others – One Team.** Even though the OLP wasn't designed for COVID, the skills learned in the classes allowed for mixed crews to be created when scheduling challenges came up due to site closures and employee absences. In addition, the culture of One Team fostered during the program carried through the crisis with crews helping each other with innovative safety practices. The OLP is expanding for the 2021 Tomlinson University year to help grow our next generation of construction leaders.

We need your help to grow the Red Army. Good people know good people. Please refer those good people by emailing referral resumes to hr@tomlinsongroup.com. You can earn up to \$1000 for each successful candidate that joins our team!

PANDEMICS CAN BE **STRESSFUL**

Have you noticed a spike in your stress? You certainly aren't alone. Not only is stress unpleasant, it can also hinder your immunity. Stress affects our mental health, which is an important part of overall health and wellbeing. It affects how we think, feel, and act. In our industry we have to make sure we are alert and safe every day to ensure we all go home each night. We need to be on our game.

Project deadlines, route changes, changing schedules, new supervisor, paperwork, long days, night work, weekend work and add on top of that a Pandemic! Now we have changes in process, additional safety protocols, is it news or fake news, financial issues, relationship challenges, home schooling....there is a lot going on.

RECOGNIZE YOUR STRESS

Stress is a normal part of life. It is a natural response to external pressures. However, it can often cause:

- Sadness, confusion, irritability
- Reduced concentration and productivity
- Social withdrawal
- Interpersonal problems (e.g. lies, defensiveness, communication challenges)
- Tension (e.g. headaches, jaw clenching, teeth grinding)
- Body pain (e.g. headaches, muscle spasms)
- Reduced energy (e.g. tiredness, weakness, fatigue)
- Sleeping problems (e.g. insomnia, nightmares)

The first important step to managing these symptoms is to recognize that they are related to stress. The ability to recognize your emotional state is essential in order to understand and manage your emotions.

Even if you notice these symptoms, it is very tempting to brush them under the rug. We all do it. The danger in this tactic is that it doesn't allow you to tackle the problem, this added time in dealing with stress is when stress becomes overwhelming.

MANAGE WHAT YOU CAN AND LET GO OF THE REST

Understanding the issue can help you to problem solve. If used as a signal, your stress can motivate you to manage what you can.

Know your limits

When you pay attention to your stress management, you will begin to notice a pattern that will signal your threshold of tolerance. Each person is different, try to pay attention to what makes your stress better or worse.

Practice self-care

Self-care is acknowledging and tending to your needs. This can include preventative measures such as eating nutritious foods, staying active, and getting enough sleep.

When you are stressed, you require a specific form of intervention self-care: coping. Let's say you are showing signs of confusion, body aches, and fatigue. From this acknowledgement, you realize you need more rest.

Think about another time that you were stressed, what helped you at that time? Past coping practices that were successful may be helpful now too.

If your go-to coping skills are difficult to use because of COVID closures like going to the gym or hanging out with friends over a beer, try to find new similar skills. If you can't go to the gym, try out Fit Quest's at-home training program posted on our website or download their app <https://fitquest.kinduct.com> with workouts based on different skill levels that don't require gym equipment. If physical distancing prevents you from meeting up with friends, set up a Zoom drink with friends. It's not perfect and a bit cheesy, but it really helps stay connected with your friends.

Take care of your mental health

People with pre-existing mental health conditions such as depression or anxiety are at greater risk during this time. This stressful time affects a person's thinking, feeling or mood in a way that influences their ability to relate to others and function each day.

Call your healthcare provider if stress gets in the way of your daily activities for several days in a row. All Tomlinson employees have access to confidential and free resources through our Employee Assistance Program and benefits coverage for additional counselling services.

You can reach the Employee Assistance Program provider at 1-800-387-4765 or on line at www.workhealthlife.com. The site has links to the weekly Wednesday Facebook Live sessions and recorded webinars related to COVID-19. You can also download their app called My EAP with links to online chat, self-assessment tools and more. These services are all covered by Tomlinson at no cost to employees and their families.

WELCOME, STUDENTS!

MEGAN LEAHY

My name is Megan Leahy and I am going into my third year at Laurentian University. I started here at Tomlinson in the spring of 2019, and fell in love with my coworkers, the environment, and the company. I loved it so much that when I was offered the job again this year, I jumped on the chance. I am part of the Human Resources team as a summer student. While my career goal is to become a teacher, I thoroughly enjoy learning this side of a business, and seeing where else my interests lie. Being able to take part in interviews, work on my own requisitions, and learn about Tomlinson has been such a joy. The people here are so welcoming, and I have felt part of the Red Army Team since day one. I highly suggest that anyone looking for a co-op term, internship or simply a summer job apply for a position at Tomlinson.



because of their dedication to being environmentally conscious, safe, and creating a positive work environment.

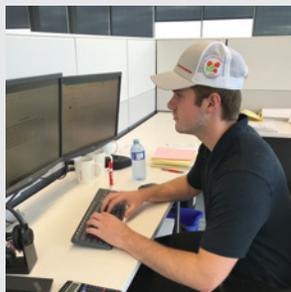
JULIA AURORA



My name is Julia Aurora and I am one of the interns within the Accounting Department. I first started with Tomlinson last summer as a sorter/picker at the Carp Site for Environmental Services. I am very excited to return this summer with this new position as I love working for Tomlinson. I am working with the

Senior Accountants, assisting them with bank reconciliations, month end processes, intercompany reconciliations, journal entries, and other tasks, while also learning Explorer and SAP. In the fall, I will be entering my third year of the Commerce program at Mount Allison University in Sackville, New Brunswick. At university, I'm a busy student, and also a member of the Women's Varsity Hockey Team. When I graduate, I want to pursue Accounting as a career, with hopes of getting my CPA designation. I am very grateful to be given this opportunity and I'm very excited about the experience I am gaining.

BRENDAN MORIN

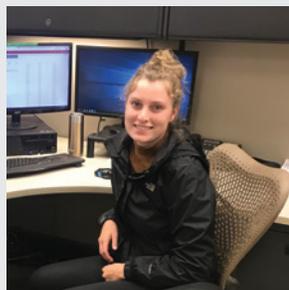


My name is Brendan Morin and this is my second summer working at Tomlinson in the City and Commercial division. I enjoy working here because of the quality Tomlinson employees I get to work alongside every day. It's easy to learn about the world of construction when your co-workers are so keen

to help out and easy to get along with; they'll ask you how your day is before they ask you to work harder. Yves Bisson (Project manager) is one of the many influential characters at Tomlinson who will take time out of his day to ensure you are on the right working track while at the same time teach you meaningful life lessons. Tomlinson has given me a great first taste of working in the construction business and has given me the confidence I need to succeed in life after University.

ASHLEY MCCAMBLEY

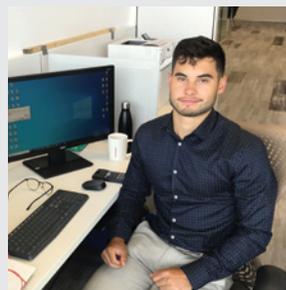
Here at Tomlinson I work at the Stores where I get to interact with many of our hardworking Foremen and Project Managers. I spend a lot of my time swapping rented equipment for Tomlinson equipment when it becomes available. I also work alongside Mike Mohr, to analyze the amount of equipment we are renting from outside vendors to make purchasing decisions. I enjoy working for Tomlinson



JONAH LOUIS

As an IT Help Desk Summer Student at Tomlinson, I'm able to bring my years of computer knowledge, experience, and practice into the field. My responsibilities are performing tasks such as troubleshooting, providing support for our staff in the company, and producing concise documentation for our IT team. I admire the day to day operations which usually consist of a mix of similar and spontaneous elements which allow me to both learn new skills and utilize my current skills. In fact, the whole experience continues to be undoubtedly pleasant when it is in an environment like this one.

SKYLER RUPPELL



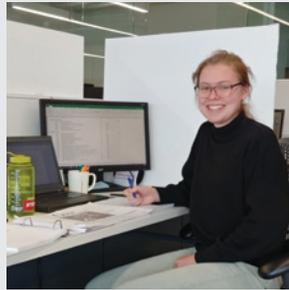
My name is Skyler Ruppell and I recently finished my third year of Commerce at Carleton University with an interest in international business and finance. I participated in an international exchange, studying in Rome this winter semester. Before starting as a summer student with the Accounting department, I was the

Summer BBQ Program Coordinator and have worked at both the Stores and Albion offices since then. I will be working with the Senior Accountants this summer on tasks such as bank reconciliations,

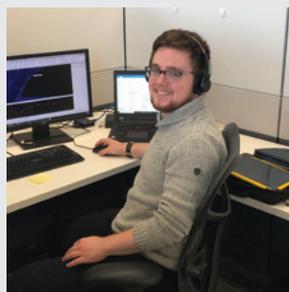
month end processes, intercompany reconciliations, and journal entries. I am very excited to be getting experience in my field of study and I've loved working for Tomlinson because of how dynamic the company is and because of the strong sense of community.

KRISTINA WARD

I have just started an 8-month Coop term at Tomlinson in the Heavy Civil division. I'm currently helping the Estimators review tenders and put together bids for projects. Through this experience I have been learning a lot about the estimation process, the timing, and the general progress of a project from start to finish. I am looking forward to more new experiences and learning opportunities throughout the rest of my term here at Tomlinson.



MATTHEW YOUNG-DAVIES



I enjoy working here at Tomlinson because of the vast amount of hands-on experience with many different types of projects, ranging from water main rehabilitations, to subdivisions, to highway repairs. With the GPS, Survey and Drone department, there is no end to the different types of projects I get to engage with and learn from. This is a big reason why I returned to Tomlinson this summer again as a summer student, since I love to explore the variety of projects and discover how my education in civil engineering can be applied to them. The other big reason I returned this summer is because of the people I am surrounded by. The environment created by all the employees is friendly, encouraging and enjoyable to not only be around but even more so to be a part of. This is something I will always emphasize to others when suggesting Tomlinson as an employer.

QUINTIN GREGORY

My role as a Coop Student within the Heavy Civil division is to aid the Project Coordinator with day to day tasks during bridge construction. These tasks mainly consist of tracking daily activities and solving different problems that arise every day. My time as a Coop student with Heavy Civil has taught me a lot about real world applications of engineering concepts. I would highly suggest the Heavy Civil division for future Coop students looking to learn a lot about the construction industry and who want to work on unique projects with amazing crews!



PASCALE MARCEAU



I enjoy working at Tomlinson because I love the collaboration. Everyone shares the same vision and is dedicated to the mission. This truly creates a family environment where everybody is there for one another. I wanted to come back to Tomlinson Group for a second summer because of the positive experience I had last year. I felt I benefited from the experience so much last summer that I couldn't pass up the opportunity to apply again this year!

BRIGITTE SAUVE

Hi my name is Brigitte Sauve and I am a third year Civil Engineering student at Carleton University. I am currently working in my first Coop placement at Tomlinson within the Sewer and Water main Division. I work in the Town of Smiths Falls alongside a Project Manager. I enjoy working on site and seeing the work that goes on day in and day out. My favorite part about working for Tomlinson is that everyone is willing and ready to help when you have questions.



TATE RENIA



As I enter my third year in a Bachelor of Science in Nursing, I recognize and appreciate the support granted by Tomlinson, especially during the current global pandemic. As I study to become a Registered Nurse, I commend Tomlinson for their large role in promoting safety within the community by donating

Personal Protective Equipment (PPE) to our frontline workers in local hospitals. Being a summer student working as a Traffic Controller, I have had the opportunity to build my work ethic, integrity, responsibility, accountability and teamwork. These values will aid me in my journey of becoming a caring, compassionate and determined nurse in the near future.

LIAM PIERCE

One of the main things I enjoy at Tomlinson is the variety of work I get to do. I find it really interesting all the different kinds of work that Tomlinson is involved with. I really enjoy visiting and seeing the different sites, especially the quarries. I am excited for the opportunities here.



NEW FACES AT TOMLINSON

DARRYL ADAMS / ZIAD ADI / DAVID AIELLO / CONNOR BAIRD / DALTON BARNETT / AARON BAYNE / TAYLOR BAZINET / JAMES BECKETT / STEPHAN BERGERON / DILLON BILLINGS
 QUINTIN BILLINGS / DYLAN BOLTZ / SHANNAN BOOTHBY / NICHOLAS BOULIANE / PHILIP BOURBONNAIS / LEE BOURGON / JEFFREY BOURGUIGNON / JAMIE BRAY / TAYLA BRETHOUR
 CHAD BRISEBOIS / JAMES BROWN / JESSE BROWN / TYLER CAMPBELL / TODD CASSELMAN
 STEVEN CECILE / JESUS CLAROS / SHAWN CLARK / TYLER COLLINS / DEAN COOK / GAGE CURSON
 MARC-ANDRE DAGENAIS / AARON DANIS / REAGAN DECKER / PASCAL DELADURANTAYE
 RICHARD DERRY JR / PETER DESOUZA / ROBERT DICKENSON / MICHAEL DILLON
 NICHOLAS DINEEN / MICHEL DIOTTE / TYLER DIXON / MECHELE DOLLIVER
 JOSHUA DORE / GREGORY DOYLE / COLIN DRISCOLL / ERIN DRISCOLL / PHILIP DUBEAU
 MATTHEW DUFFY / AMANDA DULMAGE / CHAD ECHLIN / HANI EL KHAIRY / AMER EL-MERHI
 TYLER ELMY / MARK FAHEEM / DANIEL FAUBERT / MARSHALL FAUBERT / AMBER FENLONG
 NOEL FINN / BRANDON FISHER / WESLEY FLEGG / RYAN FORD / JONATHON FOURNIER
 PAUL FRENKEN / DEVON FRUCK / EARL GATES / JUSTIN GERVAIS / KIRK GORDON / JENNA GORMAN
 MAXIME GOSSELIN / JARRETT GREER / GENADIY GRIBANOV / CHRISTIAN GUIGNARD
 ANNA GUMENIUK / TAYLOR HALL / ROBERT HAWES / SEAN HEWITT / DUONG HOANG
 WADE HYLAND / OTTAVIO IACOVITTI / JORDAN IBBOTSON / EVGENII IVANOV / ANTHONY JANISCH
 ANDREW JARVIS / JAMIE JARVIS / ANDREW JEFFREY / MATHIEU JONES / SALA KINFUITA
 TRAVIS KING / CHRISTOPHER KIRK / JEFF KORIM / LEE LABRECQUE / DANIK LADOUCEUR
 JOEL LAUZON / DANIEL LALANDE / JORDAN LAMBERT / YANNICK LECLERC-RACINE
 JORDAN LEGUE / JESSE LETEMPLIER / KENNETH LEVAC / DEVIN LIMLAW / NATHANIEL LOCKETT
 MARK LOMATSKI / JONAH LOUIS / CORY MACLEAN / TREVOR MALONE / CHELSEY MANCHUR
 RHEAL MARLEAU / BARRY MARQUARDT / GARWOOD MARQUARDT / KAI MATHIAS
 KEVIN MATTHEWS / ASHLEY MCCAMBLEY / KEVIN MCCARTHY / DAVE MCCAUL
 WAYNE MCDONALD / TROY MELDRUM / ZACKARY MERCIER-NADEAU / JASON MOORE
 JUSTIN MORRIS / JACOB MURPHY / SHRUTI NAIDU / WILLIAM O'NEILL / JAMES PALMER
 EVGENI PATENKO / VIACHESLAV (SLAVA) PATENKO / IAN PAQUETTE / PAUL PENNEY / JOHN PETTIGREW
 FRANCOIS PILON / JASON PILGRIM / JUSTIN POIRIER / YVES RANGER / VICTOR RAYMOND
 MATTHEW REBERTZ / CORDELL REID / JAKE REYNOLDS / MARTIN ROCHON
 ABBY ROBERTS / GLENN SANDS / GLORIA SANTOS / PATRICK SAUMURE / BRIGITTE SAUVE
 ANDREW SAYER / KIAL SECORD / NICOLAS SIMONEAU / ALINA SOCACI / MARIO SPEROTTO
 TOMASZ SPUSTEK / ROGER STEEPE / TINA STOTT / TERENCE ST. PIERRE / BRITTANY STRANK
 JONATHAN TAYLOR / JORDAN TAYLOR / RANDY THOMPSON / TREVOR THOMPSON
 SHAUN THRASHER / MICHAEL TESSIER / JESSE TODD / CURTIS TUDOR / ALYSSA VANHOOF
 MARK VAN RYSWYK / JEAN VILLENEUVE VIEUX / GABRIELLE VRIEND / JAMIE WABIGWAN
 DUSTIN WALSH / KELLY WARD / KRISTINA WARD / LEIGH WARREN / HUNTER WELLS / IAN WEINBERGER
 MEAGAN WISE / CHARLIE WOOD / TYLER WOOD / JONATHAN WOODS



INNOVATION DURING COVID



Tomlinson has not faced a barrier that it could not overcome. When the COVID-19 outbreak hit in mid-March, we were in an uphill battle against fear from workers, customers, and the public. Tomlinson employees responded with positivity and worked together to create innovative solutions that would keep our jobsites open and safe. The pandemic is not over yet, but we are so proud of all the Tomlinson team for their implementation of innovative procedures and best practices during the height of the crisis in March and April.

1. CREATION OF DISINFECTION TEAM

In March, Tomlinson Environmental Services (IWD Division) launched a Disinfection Service to address the concerns that customers and clients had about returning to worksites as an Essential Service. This six-person team has been busy going to all R.W. Tomlinson, Sewer & Water, and Dufresne sites three times a week to disinfect our Comfort Stations (MOL Toilets) in addition to our scheduled Servicing.



“Our Disinfection Team is completing this service 5 days a week, including most major Home Builder sites”, says Trev Fowles, General Manager, TES, Industrial Waste Division. “We’re making sure to have the same people attend the same jobsites. Our Customers are seeing our Disinfection Team on their jobsite every single day and they are recognizing how Tomlinson is going above and beyond during this pandemic.”

2. MINISTRY OF LABOUR WASHROOMS



With the outbreak, the Ministry of Labour is now enforcing all construction sites to have water flush toilets or chemical flush toilets on site and a minimum number of toilets per number of workers which has always been a Ministry requirement. Prior to this, the flush toilets were recommended but not enforced.

With the increase of MOL Inspectors completing site visits, more builders are actively swapping to the MOL-compliant toilets so they do not face a shutdown. Tomlinson has been proactive and ordered 400 more MOL-compliant toilets, assembling over 200 within a month.

As a result of this initiative, Tomlinson is poised to become the main supplier of MOL-compliant flush toilets for the near future.

3. HANDWASHING STATIONS



Along with physical distancing, handwashing is the best guard against germs. Most job sites do not have ready access to a supply of clean water. Workers helped create safe working conditions by pitching in and building innovative handwashing stations on each worksite. Tomlinson Stores was able to supply 1000 litre water totes for sites without access to water. Smaller satellite stations were able to take water from this central source as needed. In March, a production line was set up to provide handwashing stations to all active jobsites.

The types of stations varied from site to site, but were all kept in good working order with daily inspections. Some worksites built handwashing stations out of platforms assembled from

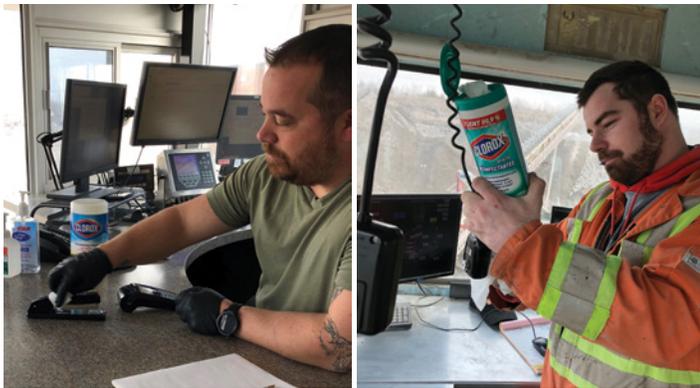
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scrap wood, 5-gallon carboys of water, liquid soap, and shop towels. Other sites had lean-tos assembled with a plastic water storage tank hooked up to a portable hot water heater.



“Our crews understood the importance of having access to water and soap on the jobsite. I was impressed to see how quickly everyone, from managers to field staff, were willing to collaboratively work together to create solutions. It just shows the strength and capability of our crews.” Chris Keeping, Director of Health and Safety.



On worksites with narrow square footage, like roadside construction, teams came up with an innovative idea which included a mobile handwashing station. It provides access to water and soap. Water carboys and liquid soap are secured to a truck bed and driven to crews at either end of the jobsite.

4. THE COVID-19 TASK FORCE



Information on COVID, the government response, and public health changed daily. Two senior management groups were created to track new information and create new Safe Work Practices. The innovative idea to create a COVID-19 Task Force Group focused on communicating Health and Safety initiatives to

all employees and address any concerns raised by field staff. This group included representation from all divisions, bringing in expert advice on disinfection procedures from Industrial Waste Division and Tomlinson Environmental Services and practical on-the-job concerns from Heavy Civil and Kingston Construction Operations.

“Construction work was considered essential by the Ontario government; our Task Force worked hard to make sure our essential workers had health and safety procedures in place and a safe jobsite to return to.” Ken McIntyre, Manager, Contracts.

The Tomlinson website was updated daily with new information for employees and customers. Company measures were communicated through social media, group emails to tomlinsongroup email addresses and personal addresses, and calls to clients, subcontractors, suppliers, and service providers.

5. INCREASED HEALTH AND SAFETY STAFF

Construction was named an essential service at the beginning of March, and there were numerous articles about the fear of returning to work and stating that construction was unsafe. The Health and Safety Team were up against a pandemic and widespread fear and concern of returning to work. They worked diligently to improve safety measures on all jobsites. With more of the public at home, more people were around to watch worksites and report when they felt a worker had made a misstep. This directly led to an increase of reporting to the Ministry of Labour.



The Health and Safety team wrote new innovative protocols and procedures, rolled them out to jobsites, ensured all workers were following the increased health and safety initiatives, and spoke to workers to see what other initiatives were in place so we can implement those best practices elsewhere.

“Our Health and Safety Team were indispensable in responding to COVID-19 and making sure all worksites were kept clean, secure and safe. Their hard work and success showed our employees, our customers, and the public just how seriously we take this crisis.” Chris Keeping, Director of Health and Safety