

FALL/WINTER 2025

TOMLINSON TIMES

CORE VALUE

DRIVEN

Proudly Getting the Job
Done to the Highest
Standards.



FOUNDED ON **STRENGTH** GUIDED BY **VISION**



A MESSAGE FROM THE CEO

At Tomlinson, what sets us apart is our drive, our commitment, and our people. Every day, we show up ready to take on challenges, push boundaries, and deliver to the highest standards.

Our greatest strength lies not only in the services we provide, but in the people who make it possible. It's their effort, pride, and commitment that fuels our success. Together, we are building careers, strengthening communities, and growing a team that endures.

To thrive here, we must be driven to proudly get the job done. That energy is reflected in everything we do. As we continue to grow, we remain focused on building a future where hard work is recognized, and success is shared across the team.

Thank you for your commitment, your energy, and your drive. The future of Tomlinson is built on the strength of our people, and I couldn't be prouder of what we are achieving together.

Ron Tomlinson, CEO



DRIVEN PROUDLY GETTING THE JOB DONE

Tomlinson is proud to share the progress, innovation, and community impact that defined our work this year. From delivering complex infrastructure projects, to advanced environmental innovation and expanding into new markets, our team continues to raise the bar.

This issue highlights some of the milestones that matter most, including major project updates, innovations in AI and sustainable concrete, the career growth of our people, and the impact of our team in the community.

At Tomlinson, we are proudly getting the job done to the highest standards on site, in our communities, and for our customers.

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Services Provided:

- Sewer & Watermain
- Road Reconstruction
- Asphalt Paving
- Culvert Rehabilitation
- Shotcrete
- Utility Reinstatement
- Traffic Management



BANK STREET REHABILITATION PHASE 1

We're proud to share an update on one of our most significant ongoing projects: Bank Street Phase 1 Reconstruction, a fully integrated City of Ottawa initiative. This multi-year effort is transforming one of Ottawa's busiest corridors, improving critical underground infrastructure and reimagining the streetscape for generations to come.

Building a Foundation for the Future

The project includes the replacement and rehabilitation of watermain, sanitary sewers, and storm sewers, along with road reconstruction, new sidewalks, cycle tracks, upgraded street lighting, modernized traffic signals, and landscaping enhancements. Work began in 2024 and will continue through 2027, with major milestones including:

2024 Billings Bridge to Ohio Street Works

2025 Sawmill Creek Culvert Rehabilitation & Heron Road Closure and Reconstruction

2026 Riverside Drive Closure and Reconstruction

2027 Final Paving and Landscaping

Overcoming Challenges Together

Large-scale projects in busy urban areas come with challenges. Pedestrian access has been one of our top priorities. Through close collaboration with stakeholders, we've developed innovative staging methods to ensure businesses and residences remain accessible.

This past winter, our team successfully completed the Sawmill Creek Culvert rehabilitation. This work involved bypassing the Sawmill Creek overhead, cleaning, welding and shotcreting the interior while also constructing a rocky ramp, retaining wall and performing patch repairs on the exterior. With execution demanding seamless coordination from multiple crews, all while enduring the challenging freeze/thaw weather conditions.

Milestone Achieved: Heron Road Reopens

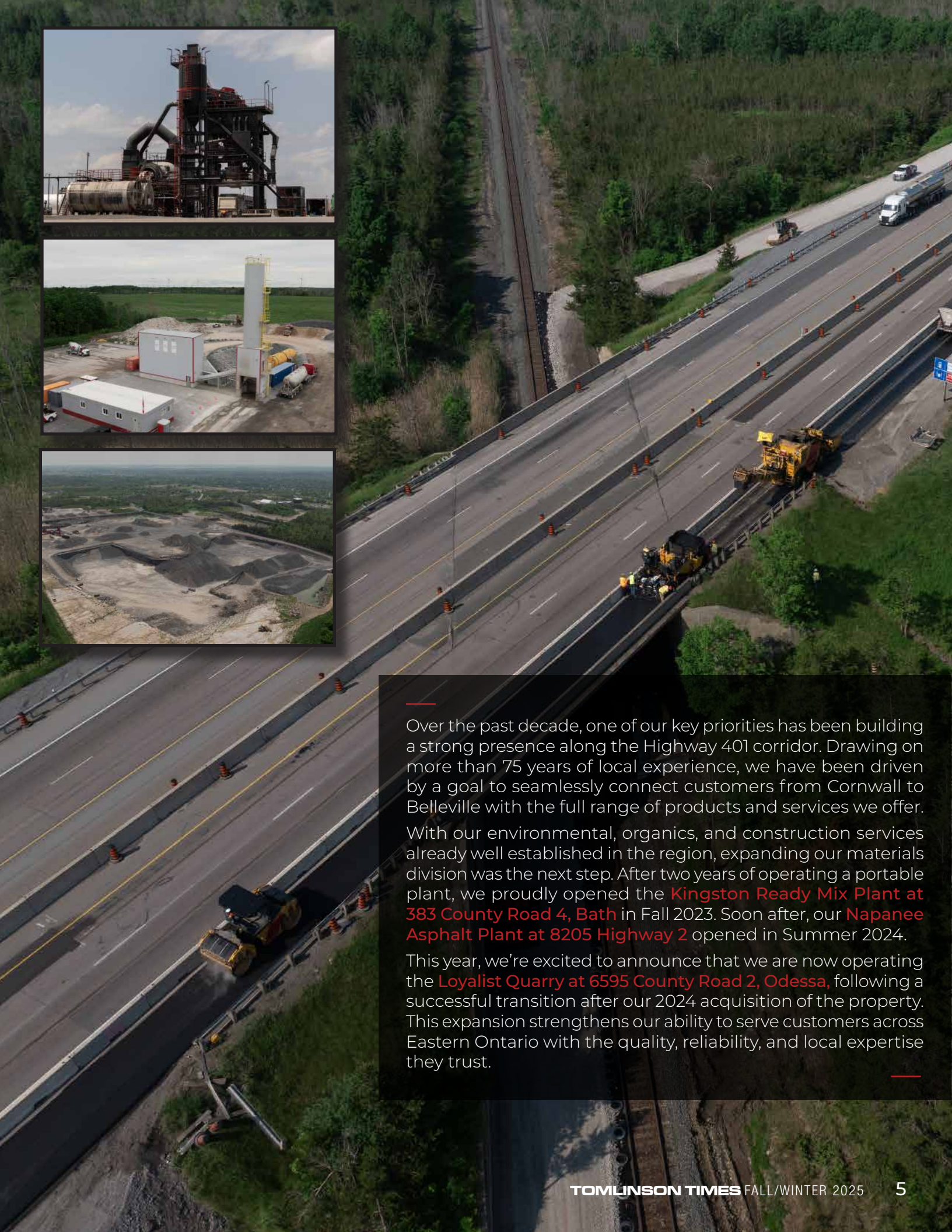
So far this year, our crews have successfully installed over 3km of sewers and watermain, spanning from Ohio St. up through the Heron intersection. With significant challenges being presented, as our teams navigated existing, unknown underground infrastructure

and at times working around five Hydro/Bell, ducts within just a 15m section. To ensure the the operation continued seamlessly, our team worked closely with Robinson Consultants and the City of Ottawa to quickly resolve these conflicts. This collaborative effort highlights our commitment to overcoming obstacles and maintaining high standards in all our projects.

Looking Ahead

With this major milestone accomplished, the focus now shifts to the next stages of the project, including the Riverside Drive closure works planned for Summer 2026 and the final top course paving and landscaping in 2027. Customers and residents can expect continued improvements to accessibility, safety, and streetscape enhancements as the project progresses.





Over the past decade, one of our key priorities has been building a strong presence along the Highway 401 corridor. Drawing on more than 75 years of local experience, we have been driven by a goal to seamlessly connect customers from Cornwall to Belleville with the full range of products and services we offer.

With our environmental, organics, and construction services already well established in the region, expanding our materials division was the next step. After two years of operating a portable plant, we proudly opened the **Kingston Ready Mix Plant at 383 County Road 4, Bath** in Fall 2023. Soon after, our **Napanee Asphalt Plant at 8205 Highway 2** opened in Summer 2024.

This year, we're excited to announce that we are now operating the **Loyalist Quarry at 6595 County Road 2, Odessa**, following a successful transition after our 2024 acquisition of the property. This expansion strengthens our ability to serve customers across Eastern Ontario with the quality, reliability, and local expertise they trust.

Our Facility Recycles
& Recovers Up to 80%
of Materials Received



25+ YEARS OF RESOURCE RECOVERY

At Tomlinson, environmental responsibility isn't just a goal, it's part of our legacy. For more than 25 years, we've led the way in recovering valuable resources from Construction, Renovation, and Demolition (CRD) waste. This enduring commitment has shaped our operations, guided our investments, and inspired a culture of innovation that continues to evolve today.

Turning Waste into Opportunity

Our journey began with a simple but powerful idea: waste is not an end, but an opportunity. Over the years, we've refined our recovery techniques, embraced new technologies, and maximized the value of materials that would otherwise have ended up in landfills. These efforts culminated in the creation of the Tomlinson Waste Recovery Centre, the only facility of its kind in Eastern Ontario.

A Facility Built for Innovation

Our facility is more than a recovery centre, it's a symbol of what's possible when environmental stewardship meets engineering excellence.

Equipped with advanced sorting and processing systems, the facility recovers CRD materials and transforms them into reusable products such as mulch, livestock bedding, and aggregate. These recovered resources can then re-enter the market, reducing demand for virgin materials and supporting sustainable practices across industries.

Beyond Recovery: Waste-to-Energy

Our commitment doesn't stop at recycling and recovery. We've invested in waste-to-

energy technologies that convert end-of-life materials into alternative fuels. These

innovations help reduce greenhouse gas emissions while providing offering a cleaner, more efficient solution for waste that cannot be recycled. By turning waste into energy, we are contributing to a circular economy, where materials are continuously repurposed rather than discarded.

Tackling Today's Challenges

This work is especially urgent given two pressing realities facing Ontario and Canada:

- Landfills produce roughly **17% of Canada's methane emissions**, a potent greenhouse gas driving climate change.
- Ontario is projected to **run out of landfill capacity within the next 10 years**, creating an urgent need for alternative waste management solutions.

The Waste Recovery Centre addresses both challenges head-on. Every tonne of waste we recover reduces methane emissions, preserves landfill space, and brings us one step closer to a more sustainable future.

Powered by People and Partnerships

Our progress wouldn't be possible without the dedication of our team and the trust of our customers. We're deeply grateful to those who choose Tomlinson for their waste management needs and who share our commitment to sustainability. Whether you're using our recovered products or receiving a waste diversion report, you're part of a movement that values environmental responsibility and continuous improvement.

Continue reading ➡

TOMLINSON WASTE RECOVERY CENTRE

Located At:
106 Westhunt Drive,
Carp, ON
K0A 1L0

Want to work with our team
to develop a waste diversion
plan?

Email Us Today:
tesinsidesales@tomlinsongroup.com

Our team embodies Tomlinson's Core Values every day. Their expertise, integrity, and drive ensure that the services we provide align with the highest standards of environmental care. This dedication is what makes the Waste Recovery Centre the best recovery facility in the region.

Transparency Matters

Transparency is a cornerstone of our approach. If you receive a waste diversion report from Tomlinson, you can be confident that your materials have been responsibly processed at our facility. We're proud to offer customers tours to show exactly how we do it. If you receive a diversion report from another provider, we encourage you to ask for a tour of their facility. Seeing the process firsthand is the best way to understand the difference our commitment makes.

Looking Ahead

As we look to the future, Tomlinson remains committed to pushing the boundaries of waste recovery and environmental innovation. With continued investment, collaboration, and a shared commitment to sustainability, we're confident we can meet the challenges ahead.

Together, we're not just managing waste, we're transforming it into opportunity. In doing so, we're building a legacy of environmental leadership that will benefit generations to come.



RELIABLE SALT SOLUTIONS FOR CANADIAN WINTERS

We are thrilled to share an exciting new chapter in Tomlinson's commitment to serving Eastern Ontario and offering premium products to our clients.

Universal Terminals in Morrisburg is now fully equipped to supply coarse rock salt and treated salt de-icers directly to our customers, ensuring reliable, efficient access throughout the winter season.

In addition, we're proud to announce a dedicated salt depot at our Moodie Quarry (**952 Moodie Drive**), serving the Ottawa region before, during, and after winter events.

With 30,000 MT of salt secured for the 2025/2026 season, Tomlinson is here to keep your operations moving, no matter the storm.

For More Information or to Place An Order Today:

Please contact Tomlinson Construction Materials

Call or Text: 613-690-3311

Email: TCMsales@tomlinsongroup.com

HARNESSING AI TO BUILD SMARTER

We're transforming how we work by unifying data from all our construction software systems into a single platform. With real-time business intelligence and practical AI layered on top, everyone, from field crews to back-office leaders, can access the same accurate information when they need it.

AI in Everyday Workflows

We're embedding AI directly into daily operations through:

- Automation to streamline repetitive tasks
- Document understanding to process information faster
- Risk analysis to flag issues earlier
- Computer vision for improved safety and quality control
- Digital assistants to support teams on demand

The results are already clear. A recurring two-week manual task now runs in just 30 minutes, and bid-prep cycles that once took 15 hours can be completed in a single working session.

Why It Matters

With live, unified data, dashboards turn into action. Teams gain:

- Real-time production visibility
- Earlier risk detection
- Field-ready insights instead of next-day reports

We're also laying the foundation for predictive operations, including price and bid forecasting, equipment maintenance planning, resource optimization, and safety/quality signal detection.

Raising the Standard

AI is not just about efficiency, it's about helping our people consistently deliver to the highest standards. By reducing manual work and surfacing insights sooner, teams can stay focused on what matters most: doing the job right, safely, and with pride in the outcome.

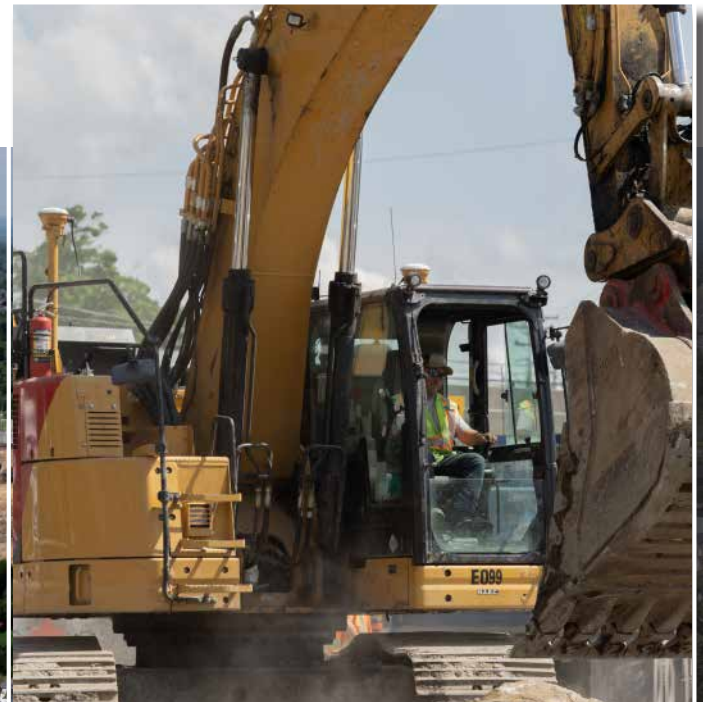
Our Targets

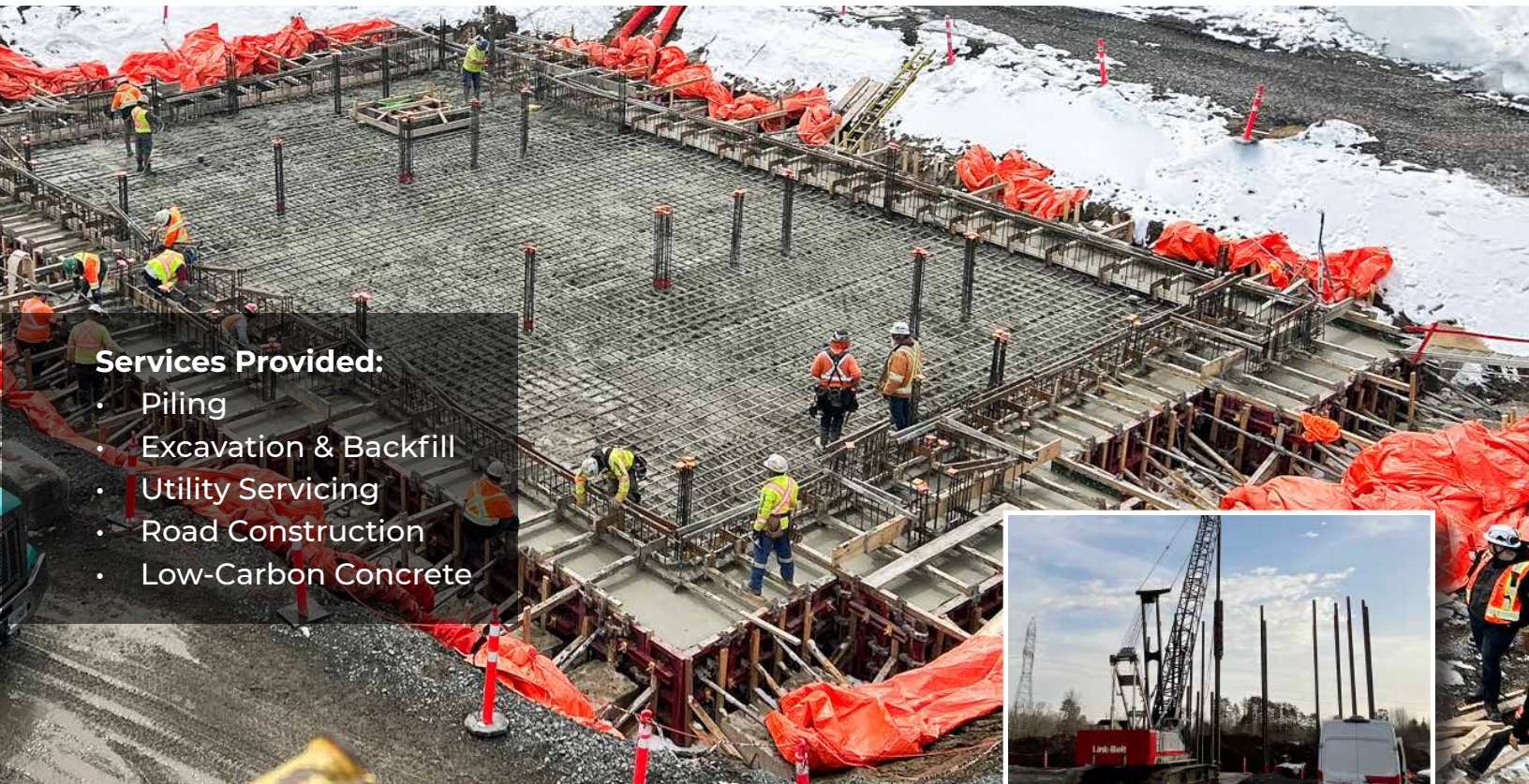
By 2026, our goals are to:

- Put practical AI tools in the hands of every team member
- Cut manual reporting by 30%
- Increase productivity through smarter planning and asset utilization

The Vision

Our edge isn't just adopting new tools. It's about building on a unified data foundation and construction-ready use cases that deliver real outcomes. For our customers, this means projects that are more predictable, faster to deliver, higher in quality, and safer for everyone involved.





Services Provided:

- Piling
- Excavation & Backfill
- Utility Servicing
- Road Construction
- Low-Carbon Concrete

PIPERVILLE NET ZERO SUBSTATION

Tomlinson is proud to play a key role in the construction of Hydro Ottawa's new Net Zero Substation at 5198 Piperville Road. A ground breaking project that is helping to modernize the region's energy infrastructure. Contracted by PCL, our team was responsible for delivering the full suite of piling and civil works, including the installation of nearly 11 km of foundation piles, all excavation and backfilling of concrete structures, and the construction of sewers and roads that will support the facility for decades to come.

Tackling the Ground Beneath Us

The Piperville site posed unique geotechnical challenges. The original design anticipated that the 260 foundation piles would reach stable bedrock at a depth of 28 metres. But in reality, bedrock wasn't encountered until nearly 41 metres. This unexpected change required 11 km of piling, extensive welding, and added resources.

Instead of letting these conditions delay the schedule, our team adapted quickly. By mobilizing additional cranes and crews, we ensured the project remained on track and was delivered without disruption.

Innovation in Action

Beyond the foundations, our team helped improve the project's design by proposing a switch from epoxy-coated piles to a Cathodic Protection system. This innovative solution delivered:

- Time savings: no delays waiting for epoxy curing.
- Cost savings: eliminated the need for on-site heated enclosures and reduced material costs.
- Quality assurance: cathodic systems can be tested for performance, ensuring long-term durability, unlike epoxy coatings that risk damage during pile installation.

The change was approved and



implemented, providing benefits to all stakeholders.

Building Sustainably

Tomlinson also contributed to the project's Low Carbon Concrete initiative, which aimed to reduce the Global Warming Potential (GWP) of materials by 20–30%. Working with our Technical Resource Manager, Ryan Andre, we successfully met these sustainability goals while maintaining the strength and constructability required to keep the project moving.

Tomlinson is proud to support Hydro Ottawa and PCL in building critical infrastructure that is not only functional but environmentally responsible.

Did You Know?

Concrete is the most widely used construction material in the world, and for good reason.

At Tomlinson Ready Mix, we're proud to deliver more than just concrete; we deliver strength, reliability, and innovation to every project. From community centers and healthcare facilities to warehouses and high-rises, our mixes are helping to shape the future of Eastern Ontario.



BUILDING WITH STRENGTH

Where would we be without concrete? The #1 construction material on the planet? Strong, resilient, durable, versatile, renewable, and affordable, concrete is the backbone of the infrastructure that supports thriving communities.

Think about it: concrete forms the foundation of our homes, the schools that inspire future leaders, the hospitals that care for our loved ones, and the water treatment plants that provide safe drinking water. It supports the power plants and hydro stations that keep us comfortable, the bridges that connect people and goods, and the fire halls, police stations, and EMS facilities that protect our communities. Simply put, concrete is everywhere, and it's essential.

Building Communities with Pride

At Tomlinson Ready Mix, we take great pride in helping build strong and sustainable communities. Beyond numerous housing projects, community centers, long-term care and healthcare facilities, and academic institutions,

we've contributed to some of the region's most notable projects:

- Claridge ICON: Ottawa's tallest residential building (45 storeys)
- Amazon & Ford Canada Distribution Warehouses: three facilities totaling more than 4 million sq. ft.

Meeting Every Challenge

From ultra-lightweight concrete for the West Memorial Building to ultra-high-performance concrete for Dream LeBreton's two 30+ storey, 600-unit towers, our team thrives on delivering specialty solutions. Whatever your project needs, our experts are ready to innovate.

A Growing Network

With seven ready-mix plants located in Alfred, Vars, Ottawa, Nepean, Stittsville, Petawawa, and now Kingston, we proudly serve customers from the Quebec border to Deep River along the Highway 17/417 corridor. Our growth ensures reliable service wherever your project is located in Eastern Ontario.



THE POWER OF CONCRETE

Driving Innovation and Sustainability

As technology advances, so does concrete. Today, we leverage mix optimization, plant efficiencies, and delivery monitoring systems to improve performance and reliability. A major industry focus is now on sustainability, with concrete producers working to reduce carbon footprints.

Tomlinson Ready Mix is leading this charge by offering Environmental Product Declarations (EPDs) and a range of Low Carbon Concrete options to meet your project's carbon budget. A great example is the new multi-rink recreational complex in Russell, Ontario, where low-carbon concrete is being used to build for the future.

Our Commitment

Whatever your project or challenge, our dedicated Ready Mix team is here to provide the expertise and solutions you need.

Our world is concrete—past, present, and future.

CONTACT OUR READY MIX TEAM TODAY

Ottawa Customer Service

613-835-3395

TRMOttawa@tomlinsongroup.com

Kingston Customer Service

343-882-2279

TRMKingston@tomlinsongroup.com

Petawawa Customer Service

613-687-5667

TRMPetawawa@tomlinsongroup.com

Services Provided:

- Sewer & Water
- Sludge Removal
- Concrete
- Civil Works
- Shoring & Roadway

WINCHESTER LAGOON UPGRADES

Tomlinson recently completed the Winchester Lagoon Sewage Treatment Plant Upgrades for the Township of North Dundas, serving as general contractor for the full scope of work. The project's purpose was clear but critical: to improve wastewater treatment capacity and significantly reduce ammonia levels in water discharged into the South Nation River. This investment will help safeguard the health of a vital waterway while supporting the growing Winchester community.

Innovative Treatment Technology

At the heart of the upgrades is the installation of patented Submerged Attached Growth Reactors (SAGR) system, supplied by Nexom. The new SAGR cells are filled with washed clearstone and equipped with aeration lines. As wastewater flows through the cells, air is introduced to foster the growth of microorganisms. These naturally occurring organisms break down contaminants and reduce ammonia levels, creating a more effective and environmentally responsible treatment process.

This innovation allows the Township to meet strict environmental standards while relying on a process that is both reliable and sustainable.

Scope of Work

As the general contractor, our team managed every element of the project from start to finish. The scope included:

- Removing sludge from existing lagoon cells
- Upgrading wastewater piping systems
- Installing new electrical control panels
- Supplying and commissioning effluent pumps
- Constructing a new pump station

Our integrated teams ensured the upgrades were delivered seamlessly, on schedule, and to the highest quality standards.

One Team in Action

The Winchester Lagoon project showcased Tomlinson's One Team approach, bringing together experts

in sewer and water, roadway, concrete, and shoring. This collaboration across divisions highlights the strength of our integrated service model, where multiple specialties come together to deliver complex infrastructure projects.

Community and Environmental Impact

With construction complete, the upgraded lagoon cells are now developing the biology needed for full treatment performance. Once fully operational, the system will reduce ammonia discharge, protect the South Nation River, and support future growth in Winchester.

A Team Effort

This success was made possible thanks to the dedication of our team. Together, they delivered sustainable infrastructure that will serve the community for decades to come.



CUTTING IDLING CUTTING EMISSIONS

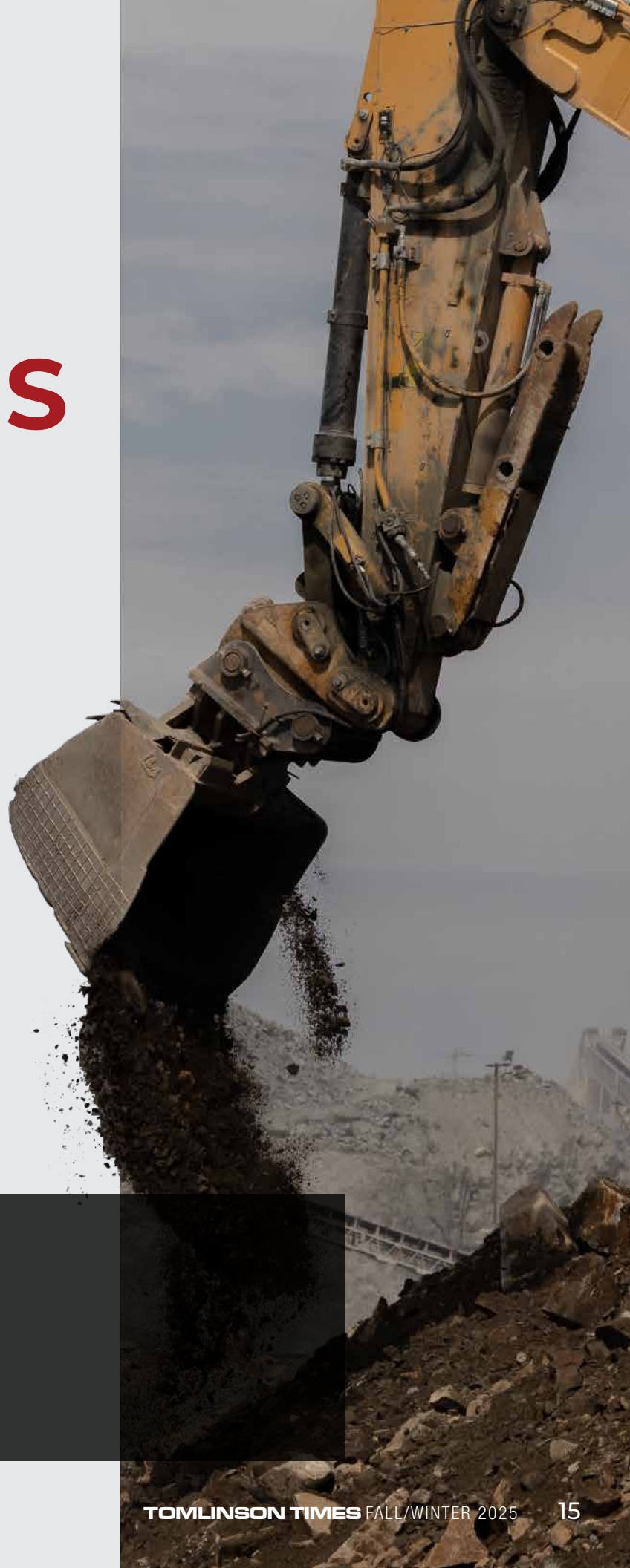
In 2024 we took decisive actions to address the significant carbon emissions resulting from the idling time of heavy equipment and trucking. With industry averages of idling time estimated at 40-50%, according to Toromont CAT, recognizing the impact of excessive idling is a key strategy to stewarding ownership of our environmental impact.

By working together with over 1,600 employees on 288 projects across Eastern Ontario, we achieved a 2.12% reduction in idling, preventing more than 159,000 kg of CO₂ emissions. The equivalent of running an excavator non-stop for 133 days. These actions led to us winning the ORBA Green Leadership and Sustainability Award for the third time!

Through smart technology, better field practices, and a shared commitment to sustainability, we're proving that small changes can deliver big results.

Just 5 minutes of idling can burn nearly half a litre of fuel and release unnecessary carbon into the air.

Turning off makes a difference. Together, we've already prevented 159,000+ kg of CO₂ emissions through our Idling Time Initiative!





STRONGER TEAMS. **BETTER RESULTS.**

Growth often comes in unexpected ways. We're proud to feature three employees who have recently made career transitions that move beyond their original plans. Their journeys show us how embracing new paths not only opens opportunities for individuals but also strengthens our teams. Helping deliver even greater value to our customers.

Garrett Fox

From Quality Control to Environmental Operations Leadership

Since starting in 2013 as a Quality Control (QC) Technician, Garrett has steadily advanced through roles in QC Administration, Project Coordination, and Project Management. His latest transition to Kingston's branch of Tomlinson Environmental Services as Operations Manager marks a bold shift. One driven by his desire to take on new challenges. *"Not many companies would give you the opportunity to step out of a role, especially in the busy season," he said. "It's a testament to what we will do to retain and develop good people."*

Though initially unsure if the role would be the right fit, Garrett quickly discovered many of his skills were highly transferable. *"I've always enjoyed finding operational efficiencies and looking for opportunities to do things better."*



With support from the Kingston team and a structured onboarding plan, he began focusing on equipment, customer needs, and service expansion. His “field first” mentality and ability to leverage internal networks have already made a positive impact.

Now leading a team that has grown from 2 to 22 direct reports, Garrett is emphasizing structured guidance and development to help his people succeed. Looking ahead, he is focused on strengthening his team, growing the Kingston business, and providing strong leadership. *“I want to give the team a strong leader who helps them solve problems,”* he said.

Garrett’s advice for anyone considering a career change: *“Don’t be afraid to take a risk and try something new. Until you get there, you don’t know where it will go.”*



Marc-André Lebel

From Construction to Environmental Leadership

After more than 25 years in construction, progressing through various roles between Labourer to Project Manager, Marc-André Lebel made an exciting pivot into a leadership role with Tomlinson Environmental Services.

While the transition meant learning new systems and managing different teams, Marc-André approached the challenge with humility and determination.

He quickly drew on his construction experience, identifying operational parallels between his past and present roles, from equipment logistics to plant operations. By leveraging internal relationships, he was able to deliver results early on, including supporting construction of the new Materials Recycling Facility and grading work at the Waste Recovery Centre.

Today, Marc-André is focused on being a supportive manager who builds trust, fosters growth, and helps his team thrive.

His advice? *“Change always brings resistance, but it’s also what drives our business. You must come in with an open mind and a positive attitude.”*



EXPANDING OPPORTUNITIES

UNIVERSAL TERMINALS MORRISBURG

Located between Iroquois and Morrisburg with direct access to the St. Lawrence Seaway, Universal Terminals Morrisburg is positioning Tomlinson to expand our marine logistics capabilities and create new opportunities across our core businesses. The facility features a five-acre dock on the Seaway and, just north across Lakeshore Drive, 50 acres of industrial land for future development. Several key projects are already underway to increase the volume and variety of goods that can be handled through the terminal.

Environmental Remediation for a New Future

Before our acquisition, the property operated as a bulk fuel terminal from the 1950s until 2005. This legacy left portions of the land impacted by hydrocarbons, requiring large scale remediation. Since 2022, Tomlinson Environmental Services has been leading the cleanup, excavating and treating more than 150,000 tonnes of soil. Using innovative biosurfactant treatments, the site is on track to be fully ready for development in the near future.

Dock Expansion

The dock is currently well-suited for bulk road salt, liquid road de-icers, and occasional other cargoes. However, to diversify

cargo handling, we are planning a dock expansion with a vertical wharf face. This upgrade will allow us to handle break bulk cargoes and accommodate cranes, increasing flexibility for our customers. While permits from multiple agencies are still in process, our Tomlinson Shoring and Piling team is prepared to take on the work once approvals are in place.

Unlocking Potential with an Overland Conveyor

Across Lakeshore Drive, the 50-acre industrial parcel offers valuable storage and laydown opportunities. To connect it seamlessly with the dock, we are working on the design and permitting of an overland conveyor system. This infrastructure will enable efficient movement of bulk goods directly between



the dock and industrial lands, reducing trucking needs and unlocking new operational potential.

Serving Customers with Bulk Road Salt

2025 marks our second season handling bulk road salt through the terminal. In our first year, the team overcame challenges with resilience and dedication, earning strong customer feedback and paving the way for increased volumes this year. Alongside our handling services, we continue to expand retail and commercial sales of winter road treatment products, including salt, sand-salt mix, grit-salt mix, and treated salt.

**Contact our Sales Team for
Pricing and Availability:**

613-845-1740

info@universalterminals.ca

RED ARMY RADIO **ON AIR**

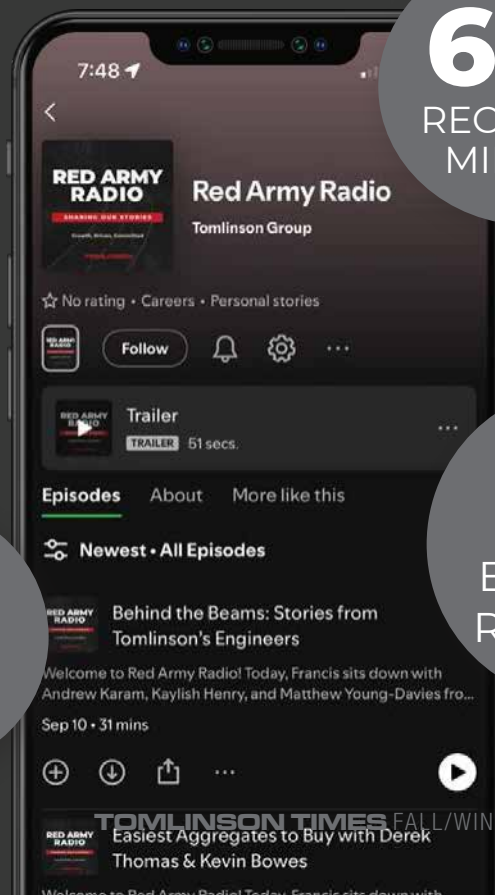
Red Army Radio, the official podcast of the Tomlinson Group! Join us as we dig deep into all things Tomlinson – from our foundational stories to the latest project highlights. With rock-solid interviews, fun series, and behind-the-scenes scoops, this podcast offers you a closer look into our business. Find all our episodes on Spotify, Apple Podcasts, and other major platforms.

As we continue to grow and expand our reach, we invite you to join us on this exciting journey. Whether you're a long-time employee, a new team member, or just curious about what we do, Red Army Radio has something for everyone. Stay tuned for more engaging episodes featuring the voices and stories that make Tomlinson a leader in the industry. Don't miss out—subscribe now and be part of our ever-growing listener community!

42
GUESTS

647
RECORDED
MINUTES

25
EPISODES
RELEASED



BUILDING BEYOND OUR TEAM IN THE COMMUNITY

At Tomlinson, building strong communities goes far beyond roads, bridges, and infrastructure. In 2025, our commitment to giving back continued through charitable donations, employee volunteerism, and partnerships with local organizations, all aimed at improving lives across Eastern Ontario.



5th Annual Show & Shine Raises \$8,000 for BGC Ottawa

This spring, Tomlinson hosted its 5th annual Charity Car Show in support of the Boys and Girls Club of Ottawa. Thanks to contributions from the BBQ, 50/50 raffle, Yeti raffle, and a matched donation from the Tomlinson Family Foundation, the event raised \$8,000. A huge thank you goes to our employee volunteers and supporters who made this day possible.

Helping BGC Send Kids to Camp

In July, Tomlinson proudly supported BGC South East's Send a Kid to Camp initiative. With our help, the club reached its goal of sending 600 children to safe, fun, and enriching summer camps.

Touch-A-Truck at the Tamarack Teddy Bear Party

On August 10, Tomlinson brought an interactive Touch-A-Truck experience to the Tamarack Teddy Bear Party in Kingston. Families had the chance to climb inside big trucks, honk the horns, and get up close to the machinery that builds our communities.

Special thanks to our dedicated BBQ crew and equipment operators for making this event a highlight of the summer.

Stronger Together

Our long-standing partnership with BGC Ottawa and BGC South East reflects a shared vision: to create opportunities and brighter futures for young people in our communities. Together, we're building more than infrastructure, we're building connections and possibilities.

BGC South East is so grateful to partner with Tomlinson. This year, Tomlinson support allowed our Send a Kid to Camp campaign to reach its full goal, with Tomlinson stepping in to provide 24 children in need with the financial support required to fully participate in a week of camp. This included play-based developmental activities in sports, arts, nutrition, and STEM, helping kids stay active and connected with positive role models during the summer. Kids in camps also participate in weekly swimming, and receive a healthy snack daily and a healthy lunch on Fridays.

Tomlinson also took our Teddy Bear Party to new heights this year by adding the exciting Touch-a-Truck activity and hosting a fantastic BBQ and 50/50 draw. With an excavator, cement truck, grader and many more cool trucks, Tomlinson brought memorable experiences to 1,000 local children and families! The event raised over \$20,000 with the proceeds going to support our mentoring programs.

Tomlinson is also providing great support to our STEM & Robotics Centre, a unique 9,000 square feet facility in Kingston and one of the largest youth STEM hubs in Canada. Tomlinson staff have supported the set up of our machine shop and mentorship of local youth in programs.

We are so grateful for this partnership and look forward to many more years of working together to create positive change in our community.

— Amanda Guarino
Director, Resource Development and Communications, BGC

Services Provided:

- Masonry
- Concrete
- Metalwork
- Hoarding & Scaffolding
- Water Management



Rehabilitation of Kingston Mills Locks

Tomlinson recently completed the rehabilitation of Kingston Mills Locks 46–49 on the historic Rideau Canal, a UNESCO World Heritage Site and a location of deep heritage significance as the site of King’s Mill, the first mill built on the canal in 1784.

Restoring an Iconic Landmark

This complex project involved a wide range of work to restore and preserve the locks while ensuring safety, efficiency, and respect for the site’s history. Our team:

- Designed, installed, and maintained secure enclosures and scaffolding, including an innovative gantry system for safely hoisting and installing masonry units.
- Protected and repaired historic stonework with careful masonry removal, salvage, and replacement.
- Repaired and replaced metal lock components, gates, and sluice gate systems to ensure long-term functionality.

- Performed precision concrete removals and repairs, including pressure grouting to stabilize deep wall voids.
- Installed new ladders in lock chambers to enhance accessibility and safety.

Water levels were effectively managed throughout construction with expertly designed and operated dewatering systems, allowing work to proceed safely and on schedule.

Meeting Tight Deadlines

The project began in summer 2024 with fabrication of new masonry stone, with on-site work starting in October. Despite the challenge of completing the full rehabilitation during the short winter shutdown, the project was finished on time and on budget, just before the Victoria Day long weekend, ready for the start of boating season.

Innovation and Collaboration

A highlight of the project was the custom enclosure and gantry system,

designed by our own engineers. This cutting-edge approach improved productivity, enhanced worker safety, and demonstrated our team’s commitment to engineering excellence.

Recognition of Excellence

Parks Canada recognized the project’s success with a letter of recommendation, commending the Tomlinson team for outstanding execution, innovative solutions, and dedication to preserving one of Canada’s most treasured landmarks.



ENDLESS POSSIBILITIES WITH CORNERSTONE

This spring, Tomlinson officially launched Cornerstone: a powerful new platform designed to place your career growth at your fingertips. Think of it as your one-stop hub for learning, performance tracking, onboarding, and professional development. Instead of juggling multiple websites, logins, or paper forms, you can now access everything through single sign-on, whether on your computer, tablet, or phone.

Learn Anytime, Anywhere

Cornerstone Learning offers access to more than 5,000 online courses. From leadership and communication to excel, health and safety, and time management, there's something for everyone. With self-paced options, you can learn on your own schedule. Whether you're a night owl, an early bird, or fitting in a lesson during your break.

Tomlinson University at Your Fingertips

Prefer in-person learning? You can register for Tomlinson University's classroom courses directly through the Cornerstone platform. Courses are easy to find, organized by topic or listed on a calendar so you can plan what works best for you.

Personalized Learning Playlists

Cornerstone also allows you to create custom learning playlists. Want to master Excel? Improve your communication skills? Develop as a leader? Build your own playlist with the best courses in that area, or share playlists with your team to focus on common goals.

Career Development, Simplified

Managers can now work with their teams to create development plans that evolve over time. With clear learning goals, defined actions, and built-in progress tracking, career growth becomes a guided journey instead of guesswork. Whether you're aiming for a leadership role, exploring a new skill set, or positioning yourself as the go-to expert, Cornerstone provides the roadmap.

Easy to Use

No need to worry if technology isn't your thing. Cornerstone is designed to be intuitive and user-friendly. If you can click, type, and scroll, you're already set to succeed.

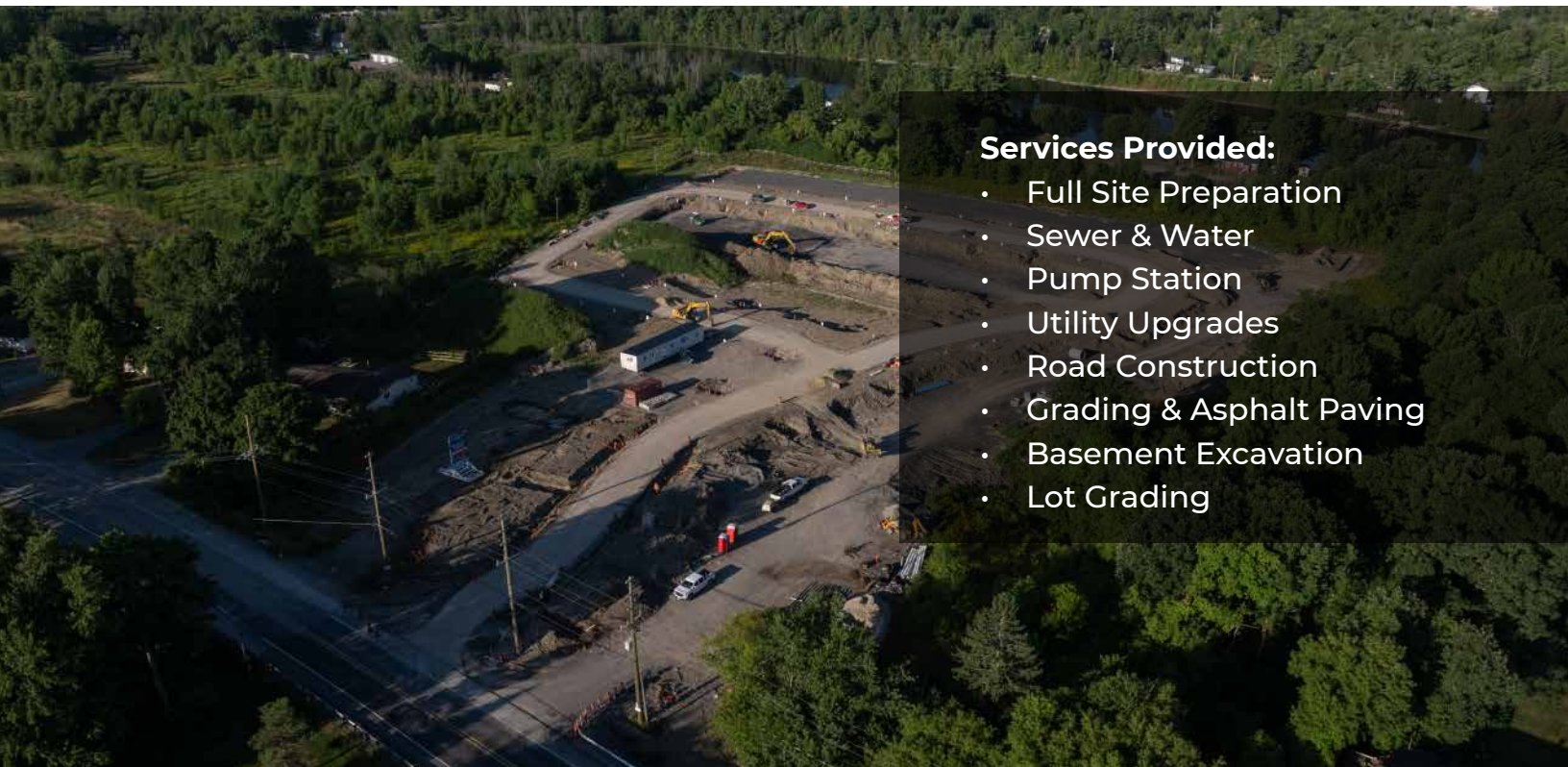
Need help getting started? Our HR team is here to support you. Reach out anytime at HR@tomlinsongroup.com for assistance navigating the platform.

5 Things You Can Do in Cornerstone

- **Learn on the go:**
5,000+ courses,
anytime
- **Sign up fast:**
Register for
Tomlinson University
- **Make playlists:**
Build & share
your favorites
- **Track progress:**
Clear goals,
Simple steps
- **Keep it easy:**
One login, user-
friendly



Tomlinson is proud to support the education of our employees' children and our summer students through our bursary program! This year, we granted \$16,750 in bursaries to assist students enrolled in recognized post-secondary institutions. Each bursary award ranged from \$1,000 to \$3,000, providing the financial resources needed for academic and financial success during their studies.



Services Provided:

- Full Site Preparation
- Sewer & Water
- Pump Station
- Utility Upgrades
- Road Construction
- Grading & Asphalt Paving
- Basement Excavation
- Lot Grading

NICOLLS ISLAND SUBDIVISION

Tomlinson is proud to play a leading role in the creation of the Nicolls Island Subdivision on River Road in Manotick. This subdivision will deliver new housing opportunities in the growing Manotick area, supported by reliable and modern infrastructure.

This fully integrated project showcases the strength of our One Team approach. Combining expertise in excavation, site servicing, utilities, and road building to deliver a complete subdivision development. With every group working together, this project is a true example of how Tomlinson provides start-to-finish solutions that directly benefit our customers.

Full-Service Delivery

Our scope of work is comprehensive, covering every stage of site preparation and servicing:

- Full site stripping and excavation
- Site servicing for 49 residential lots
- Installation of a sanitary pump station

- Upgrades to River Road sanitary, storm, and water main systems
- Road building, lot grading, and full asphalt paving

Overcoming Challenges

Like many major projects, the Nicolls Island Subdivision has presented unique challenges. One of the most significant project impacts was the full closure of River Road, which required careful coordination and clear communication with the community to minimize disruption while ensuring construction progressed efficiently.

The closure was necessary to complete a deep storm sewer replacement, a highly complex task involving the installation of more than 100 meters of 1800mm concrete storm sewer at an average depth of 5.5 meters. This work was carried out beneath critical utilities, including hydro ducts and fiber optic cables, adding to the complexity.

The scope of construction also included installing a 900mm by 2400mm box culvert, which was tied into a 1500mm.

square manhole structure. Complicating the effort further were challenging ground conditions, such as pockets of near-liquid blue clay discovered at the bottom of the trench, which required specialized measures to address.

On Schedule For Completion

Construction began in November 2024 and is on schedule for substantial completion in March 2026. Thanks to the dedication of our project leadership team the subdivision is progressing smoothly and is set to provide future residents with safe, reliable infrastructure.





What better way to highlight our teams hard work than to reward them with VIP treatment?

Our event team is constantly looking for ways to put a twist on how we show employee appreciation and this year's event season can be summed up to three letters: VIP.

That's right, this year, our team was treated to an exclusive experience at Calabogie Motorsports Park's Inaugural Guitars and Gasoline music festival. The all-Canadian lineup hit the stage June 6th with Blue Rodeo headlining. The party continued the following night with Theory of a Deadman and Josh Ross. Tomlinson guests were offered front-of-stage access, food vendors including authentic churros from La Catrina and our devoted BBQ team along with custom air brush tattoos, artfully applied by Pina Cava Makeup.

More than 650 Tomlinson team members rocked out alongside around 15,000 festival-goers during a weekend packed with camping, laughter, and team bonding.

Safe to say, it was a Rock the Red to remember!





GRIP IT & SIP IT

KINGSTON

Our employee golf tournament made its Kingston debut this August at the Loyalist Golf and Country Club. We had a great turnout, with 16 teams of employees joining us. The day was filled with plenty of great shots, friendly competition, and plenty of team spirit.

Bringing this event to Kingston has been a goal since we began expanding in the area. It was important for us to create opportunities to connect with colleagues outside of the office, and this year we were able to make it happen. Seeing the level of engagement and enthusiasm at this first Kingston event was fantastic.

Thank you to everyone who participated, supported, and helped organize Grip It & Sip It's first year in Kingston. We're looking forward to building on this success and making it a regular part of our Kingston calendar.

OTTAWA

This September, we hosted our 6th Annual Ottawa employee golf tournament, welcoming 288 employees on 72 teams for a full day of team building and competition. With both morning and afternoon nine & dine sessions, the course was filled with team spirit.

Our 50/50 draw raised \$2,845, with \$1,425 donated to the Ottawa Food Bank and matched by Tomlinson. The other half went to two lucky employees—one winning \$765 in the morning and the other \$660 in the afternoon.

In addition to fundraising, the day featured awards for Closest to the Pin, Best Dressed, Longest Drive, Best Team, and Most Honest Team, celebrating both skill and creativity.

Now in its sixth year, the tournament has become a much-anticipated tradition.

RED ARMY

SUMMER STUDENTS

CLASS OF 2025

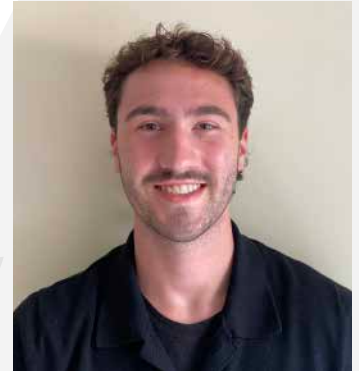
“During my time here, I've improved my communication skills by learning to respond to customers clearly and concisely, which is vital for ensuring satisfaction. I've also developed stronger communication with the team to solve problems and collaborate effectively.”

Maya Ziadat
Operations Admin Support



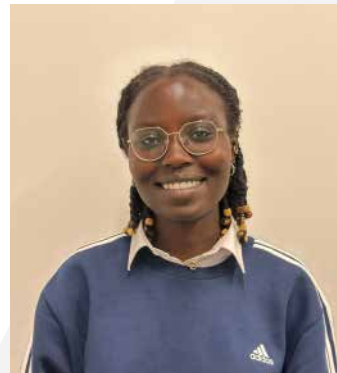
“The teams willingness to assist me with different tasks has been a key part of my development. As a fourth-year civil engineering student in a technologically evolving world, this skill will not only enhance my final year of studies but also expand my future career opportunities.”

Jack Samson
Survey Data Prep



“Working with Tomlinson this summer provided me with the opportunity to improve my multitasking ability and attention to detail by having to handle multiple samples simultaneously, while respecting the proper procedures in a fast-paced environment.”

Zachary DeLoyde
Materials Testing Lab



“I've really improved my teamwork and communication skills during my time here. Being part of such a collaborative and supportive environment at Tomlinson made it easy to ask questions, contribute to projects and learn from the people around me.”

Shelmah Kipngetich
Sharepoint Administrator

“In my time at Tomlinson, I have learned several programs that are very important to my field of environmental engineering.”

Without Tomlinson, I wouldn't have had the real world data and time to dedicated to learn these programs on my own.”

Daniel Wilson
Environmental Engineering



“I have had the privilege of working alongside many different groups and individuals within our organization. This broad experience has helped me develop a greater appreciation for how much goes into achieving success within such a complex industry.”

Nolan Legare
Accounting



“I've learned how much planning and communication goes into keeping things running smoothly. What I've really appreciated is being out in the field and seeing the work take shape in real time, it's rewarding to watch the plans and decisions made in the office come to life on site.”

Jake Turney
Construction Coordinator



“At Tomlinson this summer, I've grasped an understanding of the construction industry beyond the work most people see.”

I have learned how important it is to be interconnected in each role, and how teamwork across departments is key to delivering results efficiently.”

Spencer Fennell
BBQ Coordinator



“With the months of working on site and seeing the complexity and importance of time management, organization and communication. I’ve seen firsthand how committed and driven the team is into completing the best and safest job possible day in and day out.”

Brock Tipping
Construction Coordinator



“Since starting at Tomlinson, I’ve developed a much clearer understanding of the construction and infrastructure industry’s vital role in shaping the functionality of communities.”

Benjamin Webb
Construction Coordinator

“My favorite thing is that everyone in the office has always been very welcoming, friendly, and helpful towards myself and others.

I’m always surrounded by kind and helpful people in a pleasant environment.”

Ben Gilbert
SAP Data Prep/Programming



“My favorite part about the people I have worked with was being able to see everyone’s different work styles and thought processes come together to meet a common goal.”

Cole Bigelow
Construction Coordinator



“I felt like part of the team from day one, thanks to the kindness and encouragement of my manager and teammates ... the collaborative environment has shown me how much a positive culture fosters learning and growth.”

Sarah Cruickshank
IT Projects



“From the moment I stepped foot into the building, I felt supported by those around me. Not just people on the AR team, but every person I interacted with at Tomlinson were always looking to help whenever they could.”

Andrew Wells
Accounts Receivable

“I value how everyone brings their strengths to the table and isn’t afraid to share knowledge. Every day I come into work I feel a genuine sense of humour and camaraderie that makes even busy days feel enjoyable.”

Dawson Cholette
Landscaper



“While everyone at the company has been very welcoming, my team in particular has been one of the best parts of my internship. They set the bar high, and their support has pushed me to really challenge myself and reach my goals.”

Neema Kanyi
Artificial Intelligence



“For students considering an internship in this field or at Tomlinson, my best advice is to take initiative and be willing to step outside your comfort zone. Ask questions, as the team is always open to sharing their knowledge and helping you succeed.”

Bryn True
Accounts Receivable



“Tomlinson offers an incredible environment to grow both personally and professionally, no matter your background or career goals...Tomlinson is here to support, so be sure to take full advantage of the opportunity to discover what interests you.”

Salma Ruiz-Kilnar
Project Controls



"I've learned the most by speaking with experienced team members and showing genuine interest in their work...Taking initiative to engage with others not only helps you learn faster, but also builds valuable relationships."

William Chiquen
Quality Control Technician



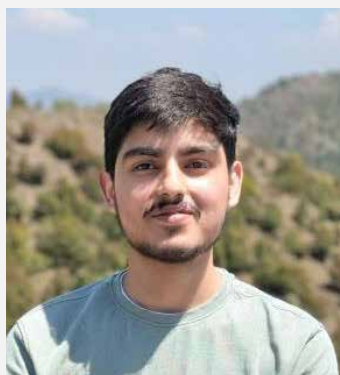
"Working here there is so much to learn, not only on the job, but from the experienced people around you. ...at Tomlinson you are surrounded by industry experts, who are always willing to share what they've learned."

Chloe Breithaupt
Construction Coordinator

"An IT support internship offers valuable hands-on experience."

Focus on developing problem-solving skills, be patient, ask questions, and learn from challenges."

Kavish Sangwan
IT Support Technician



"During my co-op term with Lystek, a Tomlinson company, I gained a deeper appreciation for the value of teamwork. Being part of a collaborative and supportive environment showed me how much I can accomplish when I work closely with others."

Alex Dau
Engineering - Lystek



"This summer, I've enhanced my technical skills in chemical analysis, learned the importance of safety and precision, and improved my teamwork abilities. These experiences have prepared me well for future challenges inside and outside of the lab."

Amber Laferriere
Lab Technician



"One thing that I have learnt this summer that I will take with me for my future endeavors is the importance of communication and accountability. Fellow Tomlinson colleagues have showed and demonstrated this to me throughout my summer here."

Ty Stanton
Accounting

"This summer, I've learned the value of adaptability and continuous learning. Whether it was taking on new challenges or collaborating with people from different backgrounds, I've learned how important it is to stay open-minded and proactive."

Matthew Worden
Inside Sales Tomlinson Environmental



"My summer at Tomlinson taught me how impactful clear communication within teams can be. ...These experiences showed me that good communication isn't just a nice to have - it's a must have for a high performing team."

Jack Wimperis
Accounts Payable



"The main things I will take with me is the importance of effective communication and the drive to keep learning. Working with the learning and development team has demonstrated the significant benefits of Tomlinson's training programs for both individuals and teams."

Tessa Neilson
Human Resources



"I spent the whole Winter looking forward to returning to my role at Tomlinson. I was excited to work with the team again, take on larger tasks, and challenge myself with ambitious events. It was a lot of work but the event season was successful (and a lot of fun)!"

Claudia Plante
Events