

RAILWORKS® TODAY

*A monthly newsletter for employees of
RailWorks Corporation and its subsidiaries*

Chief Caretaker of GO Transit



PNR RailWorks serves as the day-to-day maintenance provider for the GO Transit, a division of Metrolinx that provides commuter rail service linking Greater Toronto and Hamilton, ON. A growing PNR RailWorks GO Transit Maintenance Division performs maintenance and inspection of the track and the signals & communications systems.

If you listen to Justin Veillieux talk about the ongoing track and signal systems maintenance provided by PNR RailWorks for Toronto's GO Transit network, you'll hear a lot about training and qualification.

Justin, director of PNR RailWorks' GO Transit Maintenance Division, describes the training and qualification program that have led his group to its 16th year as maintenance provider on GO Transit's system of 350 km (more than 200 miles) of track. PNR RailWorks is responsible for the inspection, testing and upkeep of track including that at Mimico Yard and eight layover facilities where GO Transit parks, services, fuels, cleans and maintains its commuter trains.

"We really pride ourselves on our training and qualification program," Justin says. "It's truly the key to our success."

All employees in the Division – which is approaching 200 people – are expected to participate in the equivalent of about eight hours of training every month. Justin says the continual training and focus on employees has meant exemplary employee retention and "ultimately

leads to a high level of success" for PNR RailWorks – and for GO Transit, whose commuters benefit from experienced PNR RailWorks personnel who are safeguarding track conditions.

The Mississauga-based Division – dedicated solely to GO Transit – is essentially the transit system's chief caretaker when it comes to maintaining train service. Here are some of the newest ways this Division is looking out for GO Transit:

- **ISO 9001-2008 certification** – The Division first had this in place for Signals & Communications, and after a 12-month process, recently achieved the certification for the Track group.
- **Certificate of Recognition (CORTM)** – The Division has applied for this certification, and is waiting for the Infrastructure Health and Safety Association (IHSA)'s rigorous audit of the Division's safety, health and environmental program.
- **Revised audit/inspection** – GO Transit Maintenance has changed its method from a reactive approach to a mentoring

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approach. Every Division supervisor and manager is expected to complete a weekly safety observation, equating to 80 a month.

- **RailDOCS** – RailDOCS software enables thorough testing, inspecting and reporting. A massive undertaking, RailDOCS has been in place for several years, and as its responsibilities grow, the Division adds to its RailDOCS system. Most recently, the group added data surrounding its work on the Weston and Pearson subdivisions.

Besides these latest steps, there is recurring activity that keeps GO Transit going. The PNR RailWorks GO Transit Maintenance Division regularly receives the results of GO Transit's operations audits, which the Division evaluates and incorporates into its training. And the Division conducts monthly employee proficiency training to identify and address any gaps in employee knowledge and skills.

Managing and organizing a 24-hour, year-round operation requires a management staff of approximately 30 people, which includes 11 field supervisors and two (soon to be three) dedicated safety employees.

And to operate successfully means daily communication with GO

Transit. "We interface with many different groups within GO Transit every day to ensure their needs are being met," notes Justin. "This is particularly important in emergent situations such as snowstorms or flooding that can happen on a regular basis."

Bottom line? "We are an extension of the GO Transit team. They depend on us to keep their operation moving both efficiently and safely."

Learn more about the GO Transit Maintenance Division's work in our newest *RailWorks Today EXTRA* video: <http://bit.ly/2lhQoUH>.



Kyle Charette, right, uses a backpack blower to remove snow from switch points and rods, while Track Maintainer Mike Tenant is using a broom with a scraper to remove any excess ice from the base of the rail to allow the switch point to close correctly. Kyle and Mike are part of PNR RailWorks' GO Transit Maintenance Division.

Maintenance in Many Forms

PNR RailWorks' GO Transit Maintenance Division carries out its extensive operation from a 20,000-square-foot facility in Mississauga and four satellite locations equipped with vehicles, parts, tools and other supplies.

Track inspection, testing and maintenance impacts 350 km, or about 217 miles, of track and includes:

- Rail flaw and geometry testing
- Culvert inspection
- Vegetation and fence management
- Crossing rehabilitation
- Tie replacement
- Thermite welding
- Undercutting
- Rail surfacing
- Rail adhesion

Signals & Communications crews maintain about 80 percent of all GO Transit-owned signal and communications infrastructure.

This work involves inspecting, testing and maintaining:

- 137 high-speed grade crossings
- 300 power switch machines with associated snow clearing devices
- 2,500 signal heads
- 7 radio sites
- 5 scanner locations
- 1 wheel impact load detector (WILD)
- Ballast Integrity sensors
- High-water detection locations
- Vital logic relays and associated cable

GO Transit Maintenance *EXTRA*

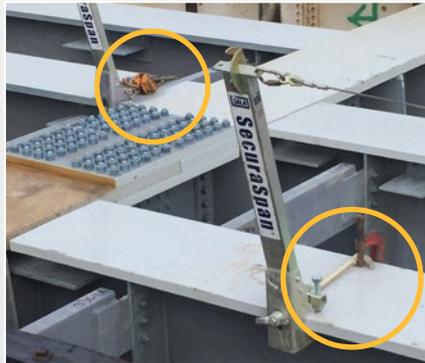
You can see this project in action in our video feature, *RailWorks Today EXTRA*. This supplement to the newsletter will highlight select construction projects and other featured company information. See our feature on the GO Transit Maintenance Division at <http://bit.ly/2lhQoUH>. View more RailWorks videos at www.youtube.com/RailWorksCorporation.



RAILWORKSMART RAILWORKSAFE

Encouraging a Good-Catch Culture

At the end of his day shift working on an elevated guideway for a transit authority, Andrew Merton, a RailWorks Track Services superintendent, took it upon himself to do a visual inspection of the work site prior to the night crew's arrival in the dark. He noticed a fall-protection problem: Someone from another company had secured a horizontal lifeline system to a stringer using C-clamps and come-along winches instead of the manufacturer's clamps and wingnuts. He notified the general contractor and then made sure his teammates coming to work at 8 o'clock were warned not to work beyond the hazard area. "It is a must," he wrote in an email to foremen, superintendents, safety personnel and others, "that we conduct a jobsite walk-through at ground level with flashlights and point out this hazard of the lifeline being secured with C-clamps. Make sure everyone sees this with their own eyes, and express to them they cannot go any further north. Any questions, please call me."



Come-alongs and C-clamps are no substitute for the manufacturer's original materials in a horizontal lifeline fall protection setup. A RailWorks employee made this good catch recently by identifying these hazards and communicating them to other crew members.

half-way blocked by illegally parked vehicles, causing potential congestion directly next to and possibly on the tracks. This roadway is commonly used for heavy equipment that would, in congested traffic, likely be forced to stop on railway tracks. In a step that looked out for the public and customer as well as PNR RailWorks, the employee reported the condition to a local bylaw officer, who instructed the property owner to move vehicles to a safe location.

Another example from January: A RailWorks Track Services crew was building a switch in Warwick, RI. A laborer was about to cut rail needed for the rehab job. He set up the arm and saw on the high side of the rail. The foreman, providing active versus passive supervision and recognizing the potential for the rail to "jump" if it were cut, stopped the laborer before the cut was made and prevented potential injury. He informed the crew about what could have happened, instructed them about correct saw placement and then moved the saw.

He got a call all right: a call from the CEO, congratulating and thanking Andrew for his exhibited commitment to safety.

Indeed, RailWorks employees are on their toes making good catches, intervening and correcting situations to head off incidents. There were 224 good catch/near miss reports across RailWorks in the United States and Canada in 2016. Already in 2017, there are signs that continued diligence by observant, intentional employees has avoided potential safety issues. In January, for example:

A PNR RailWorks GO Transit maintenance employee serving as locator at a road crossing on the Newmarket Sub noticed the roadway

RailWorks supervisors regularly receive formal reports showing all recent good catches, as well as any incidents or injuries. This data is continually used in ongoing discussion and training as a means of identifying the potential for and ways to avoid similar situations occurring in a comparable job situation.

RailWorks recognizes the importance of staying vigilant at all times to recognize "good catches." It encourages employees to focus on the value of learning from mistakes, exercising their right to stop work at any time they feel work is being performed in an unsafe manner, and putting measures in place to prevent safety incidents from happening.

Calendar Notes

Safety Training

March 6-10	PNR RailWorks Eastern Region	Guelph, ON
March 6-10	RailWorks Track Systems – Gulf Coast Region	Deer Park, TX
March 15-16	PNR RailWorks Prairie Region	Cochrane, AB
March 17	RailWorks Major Projects Division	El Paso, TX
March 20-22	RailWorks Track Services – Chicago Area	Minooka, IL
March 20-23	PNR RailWorks Quebec, Inc.	Delson, QC
March 21	RailWorks Track Systems – Gulf Coast Region	Deer Park, TX
March 27-April 1	RailWorks Track Services – Chicago Area	Minooka, IL

Industry Events

March 2	Railroad Day on Capitol Hill	Washington, DC
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RailWorks Values In Action: **Customer Focus****15** Smart Ways to Connect with Our Customers

You don't have to be in sales to influence our customers' buying decisions. Every single interaction that our employees have with customers shapes their opinion of RailWorks and influences whether they will use our services in the future. See how many of these ways you and others at your office or project site can positively connect with our customers:

1. **Answer the phone politely** – Aim to please from the very start with a professional greeting and a can-do attitude.
2. **Keep your vehicle clean and in good repair** – Reflect pride in the company with a well-maintained vehicle and equipment free from defects.
3. **Thank them for their business** - Express appreciation for the opportunity to do a good job, either verbally or in an email or note. Gratitude for their business is the glue that leads to repeat, long-term customers.
4. **Be your brother's keeper** – Make it your job to keep an eye out for the safety of customers, co-workers, subcontractors and others on the job. Working safely is our most important responsibility.
5. **Practice the Golden Rule** – Nothing means more to a customer – or to anyone, for that matter – than treating them the way you would like to be treated.
6. **Subscribe to RailWorks Today** – Invite your customers and co-workers to complete the simple form on our website to get the newsletter automatically delivered to their in-box each month. They will be impressed by the great work our employees do across the United States and Canada.
7. **Be a good driver, even after you leave the jobsite** – Bad driving in a company vehicle draws attention and reflects negatively on RailWorks, whether on or off the job.
8. **Have a positive online presence** – Every post, like and tweet says something about you and potentially about RailWorks. Use good judgment on social media.
9. **Ask what RailWorks can do better** – Sometimes just asking is enough. It shows a desire to satisfy your customer and raise the bar.
10. **Maintain a clean jobsite** – Exercise good housekeeping. A picked-up jobsite, free of trash and potential hazards, shows respect for the customer and reduces the chance for injuries.
11. **Treat everyone with respect** – No matter our differences, exercise respect in all situations.
12. **Be friendly and pleasant** – When you encounter a customer on the jobsite, start with a proactive greeting and follow up with a positive comment, even a simple compliment about their employees. We work in partnership, so it's always valuable to keep the lines of communication open.
13. **Update or create a LinkedIn profile** – Statistics show LinkedIn is an important way to highlight your work experience and demonstrate expertise. Make sure your profile is professional, current and free of spelling and grammar errors.
14. **Follow through on your commitments** – Do what you say you will do. If circumstances beyond your control prevent that, make sure to keep your customer in the loop about the status of your plan.
15. **Don't forget your internal customers** – We all play a role in caring for our customers. A helpful, team-oriented approach with your co-workers helps us live out our core value of staying focused on our customers and makes RailWorks a better place to work.

News Across the Line

RailWorks Maintenance of Way

RailWorks has expanded its track geometry fleet to include a new heavier testing vehicle. Director of Maintenance of Way **Jason Deaton** says this heavy geometry inspection vehicle is able to simulate a vertical load onto the track so we can provide railroads with immediate feedback on the track's strength.

Starting in March, an operator is running this vehicle over select Genesee & Wyoming short line properties over the next year. Meanwhile, the balance of the fleet will be working on BNSF Railway and various short line properties throughout North America.

The heavier vehicle, along with our fleet of standard vehicles, measures more than 40 track geometry data points, including gauge, horizontal and vertical alignment, left and right surface, cross-level, twist and warp.



RailWorks' new heavy geometry inspection vehicle will begin testing track on Genesee & Wyoming properties starting in March.



RailWorks Track Companies

RailWorks touted its track construction and maintenance services at the Grain Elevator and Processing Society (GEAPS) conference and exhibition in late February, in Kansas City, MO. More than 3,500 people gathered to learn about the latest in grain handling, storage and processing and to interact with contractors and suppliers. Business Development Director **Chuck Friedrichs** (left) and Central Region Area Manager **Hal Harrison** (center) discussed grain-related track projects with existing and potential customers attending the three-day conference. RailWorks, a member of GEAPS for more than 20 years, is among about 1,150 GEAPS member companies.

VIRGINIA DEVELOPER SENTENCED TO PRISON FOR IMPROPER ASBESTOS REMOVAL AND DISPOSAL

On January 30, 2017, a Virginia developer was sentenced to 20 months in prison, 36 months supervised release and 250 hours of community service for violating the Clean Air Act by improperly removing and disposing of asbestos from a historic building in Washington, D.C. The developer hired a general contractor to perform the interior demolition and renovation of the building, but never told the general contractor that the building contained asbestos. As a result, the general contractor unknowingly demolished the interior without any asbestos abatement in place and then had a waste disposal company dispose of the debris at a site that was not qualified to receive asbestos waste.

As set forth in RailWorks' Standards of Conduct: RailWorks is committed to responsible stewardship of environmental resources. To maintain this



commitment, employees and representatives must understand and comply with applicable environmental laws and regulations. Employees and representatives who conduct work contrary to these laws may face serious personal consequences, including criminal prosecution, and may subject the company to fines and penalties. If you are unsure of any environmental laws and/or requirements related to your work, immediately contact your supervisor or the general counsel or compliance officer.

Watch for more "Compliance Matters" examples in *RailWorks Today* illustrating why compliance is a priority for RailWorks. Employees can address any questions or comments to RailWorks' Assistant General Counsel and Chief Compliance Officer Christopher K. Smith.