

CORE VALUE:



ENVIRONMENTALLY
CONSCIOUS



INNOVATIVE EROSION AND SEDIMENT CONTROL AT RAWDON CREEK WINS

THE ORBA GREEN LEADERSHIP AND SUSTAINABILITY AWARD

Protecting the environment is a Core Value at Tomlinson. That's why we were delighted when the Rawdon Creek Bridge Replacement was so successful. It was the first pilot project to use the adaptive management approach for Erosion and Settlement Control (ESC). Despite major construction in an environmentally sensitive area, Tomlinson's ESC measures resulted in no erosion, washout, or sediment release throughout

the contract. The pilot project was so successful it **won the 2018 Green Leadership and Sustainability Award from the Ontario Road Builders' Association (ORBA).**

The Rawdon Creek Bridge Replacement started in October 2017 and completed in October 2018. The project included the removal and disposal of the entire superstructure on Highway 62 in the County of Hasting.



MESSAGE FROM THE CEO

CORE VALUE: Environmentally Conscious

As we reflect on what it has taken to get Tomlinson to where we are today, one key ingredient is our outstanding operational performance. Over the years, we have always tried to exceed our own personal bests for performance goals, each time improving on some aspect of productivity, safety, planning, or training. By always trying to surpass our achievements, we have built a culture of outstanding operational performance.

We need to continue to foster that culture by having continuous growth as individuals and as a team. To do this, we need to reaffirm the basics of what made us strong – understanding the most efficient processes; peak equipment utilization and productivity; continuous building upon technical skills; and working together as one team to achieve our collective goals.

With this in mind, we will continue our focus on training and development of our people. This year the emphasis will be on the technical key areas to achieve outstanding operational performance - scheduling; project planning; job reviews; key metrics and accountability; safety and productivity.

This is combined with our regular, required one-on-one meetings between employees and their supervisors to keep the dialogue open, to ensure we each understand what is expected of us, where we need to grow, plus working together to outline a career path - all of this will ensure we maintain the culture of continuous growth.

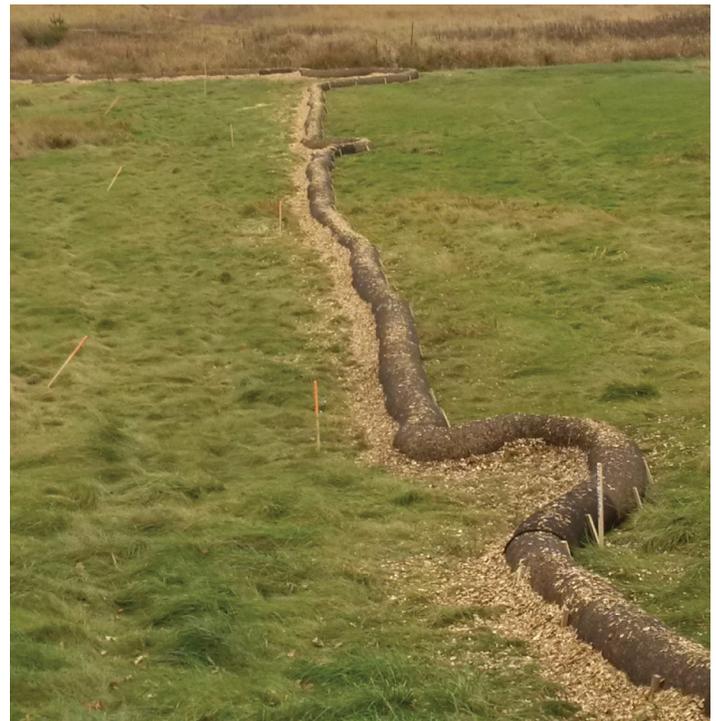
With these as our focus this year, we will continue to build our one team approach towards our combined focus to be the strongest transportation infrastructure and environmental services group in Eastern Canada.

Ron Tomlinson, CEO

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Most construction results in modifications to the landscape, which includes significant modifications in the short-term removal of soil-stabilizing vegetation. Activities that result in vegetation removal and soil disturbance can result in significant and dramatic soil erosion by moving water. While soil erosion by moving water is a natural and on-going process, the rate of soil erosion on construction sites is typically significantly faster than natural rates. This accelerated erosion causes undesirable impacts to the construction and impacts to environmental resources.

With the Rawdon Creek project, the Tomlinson team was aware of the potential impact on the environment. In particular, there was risk of disturbance of fisheries habitat with an impact on fish activity, altering the channel morphology that could lead to increased flooding, impacts on water chemistry and habitat and potential degradation of water quality which would make it less potable.



This pilot program was an opportunity to implement the MTO's new adaptive management approach for the first time. The goal was to design and implement a more robust ESC system that would provide better environmental protection to Rawdon Creek and the surrounding ecosystem and require less maintenance than traditional systems.

So, what exactly is the adaptive management approach? "It's a process for planning and constructing erosion and sediment control measures, observing results, and adjusting the measures to address observed issues for effectiveness," explains Daryl

Waugh, Superintendent for the Heavy Civil division. “The idea is to fix problems as they occur, to talk things through with everyone involved – the owner, the crew – and figure out what we can do as a team to solve the issue. It involves adopting best management practices for site specific challenges which will mean spending less time repairing down the road. It might mean spending a little more at the start of the project, but the long-term results not only benefit the environment, they are also more cost effective over the life of the project.”

Four primary factors determining the potential for erosion were considered in the preliminary planning stages: rainfall and runoff, topography, soil texture and soil cover. Upon thoughtful consideration and site analysis, the team developed a series of three erosion and sediment control plans for each phase of construction.

Tomlinson trained over 50 employees in our environmental processes for this project. “This is a major element to the company’s commitment to being environmentally conscious,” says Daryl

Waugh. “It’s not just about a small group of people receiving training; it’s about every team member understanding the implications of ESC. What the team has learned can now be applied to other projects in the future, which is great for the environment”.

Overall, the project was a huge success and we were able to ensure there was no sediment released into the creek during construction and there is no on-going maintenance required on ESC measures. Maintenance is typically required, but due to proper selection and installation of ESC measures, Tomlinson eliminated the need for maintenance.

“In the industry where we operate, being environmentally conscious is extremely important to us,” says Stephanie Tessier, Vice President, Business Development. “In each of our projects we do everything we can to maintain the natural habitat, and reduce our impact on the environment. This is one example of how we make sure this happens and we’re incredibly proud of the hard work of our team.”



CHRISTOPHER SIMMONDS ARCHITECT CREATES A SENSE OF COMMUNITY IN NEW HOME FOR TOMLINSON GROUP

Reprinted with permission of Christopher Simmonds Architect and Best Offices Ottawa.

The Tomlinson Group's new home rises from its surroundings amid sloping berms growing tall grass that seem to lift the building from the ground. Natural rock features call to mind the floor of a quarry – one of Tomlinson's core business lines – and the slabs of concrete that create the entrance are accented with the heavy construction firm's name in its signature red.

The longstanding family business wanted to consolidate its employees. The result, designed by local firm Christopher Simmonds Architect, keeps Tomlinson's work and history in mind, explains Samantha Schneider, the project lead for Christopher Simmonds Architect. The combination of concrete, earth, natural landscape features and local stone are meant to call to mind what the company does best, and the firm's proposal felt a perfect fit to CEO Ron Tomlinson.

"It fit into what we are and what we do," says Tomlinson.

A state-of-the-art testing facility is just a few steps away from the main building. It was important to Tomlinson that the facility was part of the new building, reflecting the importance the firm places on the quality of its asphalt, aggregate and other products.

MAKING AN ENTRANCE

Unlike a conventional suburban office that sits behind a massive parking lot, Tomlinson's building features only a few visitor spaces out front. An employee parking lot is discreetly tucked into the rear of the property adjacent to an outdoor patio for staff – complete with a barbecue – and landscaping that includes rocks hauled from Tomlinson's quarries.

The building's tall glass doors open automatically, since staff are often coming through with their arms full. Staff arriving from worksites have the option of turning directly into a changeroom on the ground floor, which also features two large rooms where the company hosts classroom-style training on technology, safety, leadership and management.

There's also a full gym facility, with an outdoor basketball court in the works. With employee health in mind, the company also offers wellness and fitness classes. Overall, two-thirds of the ground floor is dedicated to common facilities.



"Everyone here works hard and plays hard," says Tomlinson, adding he wants staff to be happy, and to feel pride in their job, career and company.

Just off from the spacious atrium is a catered cafeteria that Tomlinson says works around the needs of their industry, with an emphasis on breakfast and flexible lunch times.

"The whole business just functions better," Tomlinson says of the cafeteria, adding that eating together is an essential part of company culture. The entire space is lit with natural light from the atrium, which stretches up three of the four floors.

Schneider says the atrium invokes something vital to the way the space functions: a sense of community.

"We wanted to make a dynamic space in the centre of the building," she says. "You always feel people moving around."

Tomlinson adds that any initial concerns about acoustics were assuaged once everyone moved in.

"Nobody can believe how quiet it is," he says, adding that the water feature cascading down several floors of the atrium helps mask sound.

Though there are some workspaces on the first floor, most of the offices, cubicles and board rooms begin on the second floor.

Everything is centred around the core of the building, and each floor differs slightly to reflect how various departments operate.

Outside the second floor, the grasses planted in the berms grow up to the glass. With the enclosed offices in the middle of the building, the tall windows ensure light reaches everyone in the building, illuminating features such as the exposed ceiling, a feature the client specifically requested.

"There was extra care in the mechanical design... it's a very clean look, but very exposed," says Schneider. Tomlinson points out discreet custom diffusers set against the glass and extra sheet metal tucking wires and pipes away among the round concrete columns placed further than usual from the windows.

"We exposed as much concrete as we could," says Schneider.

YOUNGER WORKFORCE

There are wood accents, muted browns, and hints of the Tomlinson red wherever possible. Scattered common areas are interspersed with larger meeting rooms, including two large board rooms that overlook the atrium.

"There's an incredibly high importance put on common facilities," says Schneider, adding that while tech companies are increasingly known for open-concept, collaborative workplace designs, it's not a concept frequently embraced in the construction sector.

"This is an industry that is not used to working in this kind of space," she says.

Tomlinson says this is, in part, a result of the extensive feedback the company gathered from its increasingly younger employees. By listening to their thoughts on collaborative space and increased connection between departments, he says the company can stay ahead of the curve.

*This article originally appeared in the 2018-19 edition of Best Offices Ottawa:
<https://obj.ca/article/Best-Offices-Ottawa-Christopher-Simmonds-Architect-constructing-excellence>*

"The younger that the workforce gets ... the more important some of these items get," he says.

This is exactly the kind of workplace that Christopher Simmonds Architect specializes in: calm, open, community-oriented spaces. A close working relationship with the client means flexibility when it comes to changes, says Schneider.

For example, the 170-person office turned into 240 overnight during construction with a couple of acquisitions.

"We had designed for growth," says Schneider. For example, the centre of the top floor was filled in to create more space, and parts of the office were redesigned to accommodate additional employees.

"Everything that was a challenge made the project better," says Schneider.

For Tomlinson, the project's success is evident.

"The biggest feedback is the smile on people's faces when they come in or leave the building," he says. "Everybody can feel it."



Photo Credit: Doublespace Photography

HOSTING AN OUTDOOR EVENT THIS SUMMER?

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We're Eastern Ontario's top choice for portable toilets. Serving Ottawa and surrounding areas for over 30 years, we have a large inventory for your event, whether it's a backyard party or a large wedding.

Tomlinson employees are eligible for discounts on all of our products and services.



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TOMLINSON ORGANICS ANNOUNCES SUCCESSFUL COMPOSTABLE PLASTICS TRIAL

Tomlinson Organics has successfully composted plant-based plastic cups and forks, and paper cups in as little as four weeks, a fraction of the time typically required. The trial, in partnership with The National Arts Centre (NAC), Environment and Climate Change Canada, The Compost Council of Canada (CCC), and Bureau de Normalisation du Québec (BNQ), was part of the “Greening Government Strategy.” This mandate includes a commitment to “eliminate the unnecessary use of single-use plastics in government operations, events and meetings.” The NAC’s Food and Beverage Department approached Tomlinson and the other partners to determine if compostable plastics were possible.

Tomlinson Organics developed a method to contain single-use plastic utensils and evaluate the compostable claims. Thanks to its innovative composting process, it successfully composted 100 forks, 98% of 100 plastic cups, and the majority of 100 paper cups within four weeks. The remainder was composted within another two weeks.

“We are delighted with the results of this innovative trial,” said Stephanie Tessier, VP Business Development, Tomlinson. “Many products claim to be “compostable” or “biodegradable” but either take multiple cycles (8 weeks per cycle) or do not breakdown at all. This represents a significant advance in environmental technology and we are committed to seeing these kinds of processes adopted more widely in the future.” The new program will allow the NAC to divert 500,000 food and drink containers – including wine and beer glasses, coffee cups, plates, utensils, straws, and take-out boxes – from landfill annually. The rich compost produced will be put into herb gardens at the NAC.



CCC made product recommendations (cups and utensils) based on testing conducted in a lab by BNQ and certifications provided by the Biodegradable Products Institute (BPI). In order to be certified compostable, a product must disintegrate by at least 90 percent within 84 days of the composting process. These products had not been field tested in a commercial composting operation in Canada. Tomlinson Organics follows a 4-phase composting schedule, ranging from 2 to 4 weeks for each phase, beginning with active phases at a higher temperature, followed by a passive phase at lower temperatures. The products were placed into the window at the start of an 8-week active cycle and temperatures were monitored. Initial weights of products were taken at the start and end of each phase.

“We look forward to working with many other organizations looking to innovative organics solutions to improve their sustainability best practices and reduce their use of single-use plastics,” added Tessier.

Tomlinson rebrands Organics division in Kingston



Tomlinson has rebranded our Norterra Organics facility as Tomlinson Organics, further strengthening our position as the largest provider of Environmental and Transportation Infrastructure Services in Eastern Ontario. This unique facility converts green food and yard waste into high-grade A and AA compost and mulch used by commercial landscapers and home gardeners to enhance their soil, and by engineers and contractors to control erosion. The inclusion of this capability within our extensive Environmental Services offering provides a turnkey solution for sustainable waste management.

“We are committed to a resource recovery approach that protects our valuable resources and supports the circular economy through leading-edge organics management for our customers,” said Stephanie Tessier, VP Business Development, Tomlinson. **“Tomlinson Organics is an example of innovative technology at work, transforming green waste into valuable products and reducing the amount of waste sent to landfills.”**

TOMLINSON RECEIVES 2018 GREEN LEADERSHIP AND SUSTAINABILITY AWARD FROM ORBA

Tomlinson was awarded the Green Leadership and Sustainability Award from the Ontario Road Builders' Association (ORBA) on Tuesday, February 5, 2019 during an awards breakfast at The Westin Harbour Castle Hotel, Toronto. This was one of two awards presented to Tomlinson by ORBA. This award celebrates our achievement in ensuring little to no adverse environmental impacts during work to replace the Rawdon Creek bridge located in Stirling, Ontario. Despite major construction in an environmentally sensitive area, Tomlinson's Erosion and Settlement Control Measures (ESC) resulted in no erosion, washout, or sediment release throughout the contract. You can read all about it this edition's cover story.

The ORBA Green Leadership and Sustainability Award recognizes a member company's achievement in environmental leadership and sustainable best practices. "On behalf of our Association, I want to extend congratulations to Tomlinson on receiving the 2018 ORBA Green Leadership and Sustainability Award," said Bryan Hocking, Chief Operating Officer of the Ontario Road Builders' Association. "Through their focus on worker training, and a 'best outcomes' criteria for selecting erosion and sedimentation controls and work means and methods, Tomlinson demonstrated its commitment to environmental stewardship and leadership. The holistic approach Tomlinson employed to mitigate and eliminate these risks from construction operations at the Rawdon Creek Bridge project stands as a best practices example in environmental impact risk management."

"Tomlinson is delighted to receive this award," said Stephanie Tessier, VP Business Development. "ORBA recognized that our adaptive management approach, which has proven to be incredibly successful, was highly beneficial to this type of project. Being environmentally conscious is one of our CORE values and Tomlinson strives to maintain leading-edge environmental practices and adherence to sustainability."



SPOTLIGHT: BEING ENVIRONMENTALLY CONSCIOUS IN KINGSTON

Our teams in Kingston play a large part in helping us fulfil our Core Value of being Environmentally Conscious. With 50 employees running two operations, our Kingston Environmental and Organics sites are helping customers manage waste responsibly.

TOMLINSON ENVIRONMENTAL SERVICES, KINGSTON

The Industrial/Commercial division operates two plants at one site, under the direction of Scott Wood, General Manager, Tomlinson Organics & Tomlinson Environmental Kingston. This is a field service where we provide the advanced waste management and cleaning services which manufacturing, industrial and commercial customers need. The benefit to our customers is that they can come to us for a one-stop shop, thanks to our breadth of services.

Capabilities include:

- Vacuum trucks for industrial and commercial customers.
- Hydro vac trucks for construction. This is a much safer option to get down to utilities. A water blasting wand excavates and blasts the earth, while the vac component pulls the water and earth into a tank, creating a hole so that workers can get down to electrical lines without putting a hard shovel into the ground.
- Washing & high-pressure blasting for large manufacturing plants and commercial operations. One of our selling points is our incredibly high-pressure blasting services - up to 40,000 PSI water blasting.
- Kitchen services: Cleaning vent systems and grease traps with specialized equipment.
- Garage services: Waste oil, oil filters.
- Recycling of fluorescent tubes.
- Processing of hazardous & non-hazardous waste, including chemical waste.

Always Growing

In the last two years we've started offering a front-load bin service for commercial/retail customers, and roll-off bin service for industrial customers. We are in the process of developing a comfort station business, to ensure we're always able to offer a turnkey solution for our customers.



TOMLINSON ORGANICS, KINGSTON:

With Mark Walker, Operations Manager, at the helm, this processing facility takes FOOD and YARD waste and converts it into high quality compost and mulch, popular with gardeners and landscapers.

Creating High-Grade Compost

Residents can drop off green waste – items like food scraps and food soiled paper. We also manage the entire collection program of Green bins for the City of Kingston, as well as collecting food waste from 'pre-consumer waste streams': waste from grocery stores like Walmart, Loblaws, etc who have food items to dispose of, such as food past its expiry date.

The organic material is put into aerated wind rows where we feed air and water to it. This acts like fuel to the food waste, essentially cooking it and creating an aerobic digestion process which eliminates pathogens. A wheel loader turns the material and moves it between bunkers, mixing it thoroughly and ensuring every area is exposed to the digestion process and the proper cooking temperatures. After this, it's put through a screening process to eliminate any foreign material, like food packaging. Once it has met specific targets it becomes A & AA organic compost. We also produce compost oil blends and top soil.

We are also the recycling site for the City of Kingston, where we accept yard green waste like grass cuttings, branches, and wood. These items are composted into AA organic mulch which is sold in its pure form or as a blend.

Creating Hard-to-Find Top Soil

Last fall we met the Provincial and Kingston standards for top soil. The fact we're able to meet these standards for top soil is an exciting development. Top soil is increasingly difficult to procure in Ontario, partly because it's increasingly regulated. Producing top soil at a time when naturally occurring top soil is less available is a win for Tomlinson and our customers.



PROJECT BEDROCK

THE PROJECT BEDROCK TEAM HAD A BUSY WINTER AND ARE VERY PROUD TO ANNOUNCE THE SECOND PHASE OF OUR MULTI-PHASE IMPLEMENTATION WENT LIVE ON APRIL 2ND, 2019!

WHAT DID THIS PHASE OF PROJECT BEDROCK BRING?

Leveraging our solution from the first phase of Project Bedrock, we delivered the following major functionality:

1. We successfully migrated our subsidiary – Dufresne Piling Company – from their Jonas Construction ERP to SAP S/4 HANA;
2. We performed our first successful technical upgrade from SAP S/4 HANA Version 1610 to Version 1709;
3. We brought several enhancements into our solution including a new Billing Cockpit for our Construction businesses, a new MyDiary Fiori App for use by our field personnel and Business Intelligence Reporting to our Ready Mix operations.

WHAT IS NEXT FOR PROJECT BEDROCK?

Now that we have gone live with the most recent phase, the Project Bedrock team is in the process of jumping into the next

phase. Again, leveraging the solution in place, we are looking at the following major scope areas:

1. Continued enhancements that will benefit the existing business units in SAP S/4 HANA, as well as lay the foundation for future business units coming on board;
2. An upgrade of the current solution to allow us to take advantage of continued upgrades in functionality being offered by SAP in the S/4 HANA solution;
3. Implementation of an Advanced Project Management Solution for use in our Construction Business Units;
4. Continued roll-out of the SAP S/4 HANA solution for the remaining business units under RW Tomlinson Ltd.

Should you have any questions or comments, please do not hesitate to reach out to ERPTeam@tomlinsongroup.com.

CUSTOMER SHOWCASE: TOMLINSON'S CUSTOMERS AND PARTNERS HELP MAKE EARTH DAY A SUCCESS

Tomlinson was delighted with the response from customers and partners to its 2019 Earth Day Initiative. As part of the global push to spring clean our communities, Tomlinson offered free clean up kits to customers and partners in Ottawa. Nearly 20 organizations and individuals participated, with over 1,100 volunteers filling

more than 2,000 bags of garbage from our neighbourhoods. As well as a team of Tomlinson employees cleaning up around The CORE, partners of Tomlinson Group participated in teams collecting garbage in many locations across the city, using the hashtags **#tomlinsoncares** and **#tomlinsonearthday**.



Tomlinson would like to thank all our customers and partners who participated in this significant initiative on Earth Day 2019, and made it such a success.



Minister of Environment and MPP of Carleton tour WRC

On March 14, 2019, our team had the exciting opportunity to provide a tour of our innovative Waste Recovery Centre in Carp to Minister of the Environment, Rod Phillips, and MPP of Carleton, Goldie Ghamari.

Both were impressed with the facilities and our team's commitment to diverting materials from landfill, and contributions to the circular economy. This is thanks to our hard-working team and the breadth of capabilities we've established at the Carp location: construction and demolition, blue and black box, appliances and electronics recycling. We all share a Core Value to be environmentally conscious and we're proud to be doing our part to support Eastern Ontario in protecting our environment.



OTTAWA CONSTRUCTION ASSOCIATION SYMPOSIUM AND TRADE SHOW

Tomlinson was excited to attend the first ever eastern Ontario construction industry symposium and trade show. Organized by the Ottawa Construction Association (OCA), the event was held on February 27, from 9 am - 8 pm at the EY Centre. It was a huge success with more than 1,000 attendees from all across the industry. Tomlinson employees, customers and partners were well represented. We even had the opportunity to demonstrate our TomlinsonTrak roller (formerly called AMIR), a new asphalt roller, featuring a new technology with belt rollers improving water impermeability, resulting in crack-free asphalt and fewer potholes.

The free event included a trade show with more than 100 exhibitors, professional development opportunities, outreach to youth about careers, and educational sessions.

These sessions, with speakers and panels, covered a broad range of topics, including:

- Trends and developments in the construction industry.
- The practicalities of managing projects.
- What the market looks like for 2019 and beyond.

The symposium concluded with the OCA Annual General Meeting and cocktail reception where the organization celebrated



the highlights of 2018 and welcomed Wayne Jennings as Chairman for the upcoming year.



VIDEO SHOWCASE

Lee Timmins describes to Catherine McKenna, Minister of Environment and Climate Change, the compostable plastics trial that Tomlinson Organics successfully completed in partnership with The National Arts Centre (NAC), Environment and Climate Change Canada, The Compost Council of Canada (CCC), and Bureau de Normalisation du Quebec (BNQ).

<https://www.youtube.com/watch?v=uHzeQBRfxas>

HEALTH & SAFETY

FALL PROTECTION PLAN

Every year approximately 20 people die in Ontario due to work related falls. Every day 80 workers are injured in a fall – that's one every 20 minutes. 34 % of injuries are the result of a fall from height.

Working at Heights training offers the basics of how to select, use and maintain personal fall protection equipment and help you identify situations where you or someone else may be exposed to a fall hazard. Preplanning for working at heights is part of a successful fall protection program.

A written Fall Protection Plan should examine areas or situations where a worker can fall either:

- into operating machinery
- into water or other liquid
- into or onto a hazardous substance or object
- through an opening in a work surface, or
- from a height more than 3m (10ft).

The written Fall Protection Plan should also examine if:

- there are controls in place to eliminate or reduce the likelihood of falls
- workers understand the protective measures taken to reduce falls (e.g. guardrails, bump lines, etc.)
- all equipment used by workers are stable and in good condition, including guardrails, ladders and scaffolding.

Developing the written Fall Protection Plan may include involving those individuals with direct experience and whose work will be most impacted. Input from supervisors and workers whose work involves fall hazards is a crucial part of any Fall Protection Plan.

A procedure to follow during emergencies and fall rescues must also be part of the Fall Protection Plan. The procedure is often referred to as a Fall Protection Recue Plan.

After a fall is arrested, the worker remains suspended in the air and will need to be rescued immediately. The written rescue plan will detail how to return a fallen worker to a place of safety while keeping rescuers safe during a rescue.

Leaving a worker suspended for a long period of time can be dangerous to their health and safety.

A rescue plan should:

- designate, educate, and train those who will conduct the rescue
- be written and posted before work begins.

Before work begins there must be a detailed plan for rescue which includes personal protective equipment, location of anchor points, etc. If any powered mobile equipment is to be used for rescue, then a rescue plan should also include specific names and ensure that designated workers have proper education and training, so that workers involved understand what they must do after a fall and during a recovery operation.

A review of the Rescue Plan should take place on a regular basis and after any relevant changes to the worksite, work conditions or personnel. Fall Protection Plans must be specific to each site where workers are working at heights. There is “no one size fits all” program. Requirements and equipment used will change from workplace to workplace, site to site, job to job, and task to task.

Develop a written rescue plan for all working at heights work.



TOMLINSON KICKS OFF THE 2019 YEAR

This year Tomlinson held several start up meetings for our employees for our various divisions. The purpose of these meetings is to review all of the safety procedures, inform staff of any policy changes and update everyone about new projects for the upcoming year.

The Ready Mix group was the first of the year to hold their team meetings right after Christmas break. Other teams held their sessions a little later in the springtime. It is imperative that all employees complete an annual session for both field and office staff, with a focus of these sessions on safety.

This year all of the construction groups met together with City and Commercial, Heavy Civil, and Sewer and Watermain teams. This was a large group who heard from multiple speakers including welcoming messages from Bill Tomlinson, Ron Tomlinson and Kevin Cinq-Mars.

For the construction group kick off, we had a special guest speaker named Candace Carnahan, who discussed the importance of work safety. She talked about her unique life lessons from suffering a workplace injury where she lost her leg and the struggles she has had to overcome. Candace shared her belief that having the courage to care through standing up for others is a transformational concept – “If You See Something. Say Something”. Her message really resonated with the group. You can hear her message on her website at www.candacecarnahan.com. Candace posted a video of her view from the stage at the Centurion Center on Twitter @candacecarnahan on April 29 saying, “A motivating Monday here in

sunny #ottawa! Safety Culture is on the agenda here with @tomlinsongroup - I had the honour of sharing my story in an effort towards improving safety culture and as a reminder that when it comes to our health and safety - our guards need to stay up!” We often become complacent to the safety hazards around us, and when we become complacent is when accidents can happen.



The same day, various support divisions gave individual updates from the Survey Department, Quality Control, Internal Stores, Human Resources, Health and Safety, and Payroll. In addition, we heard from Craig Bellinger about the changes to the Innovation program and the new Innovations Awards. After these sessions, each team broke into individual sessions to discuss the upcoming year.

For the employees that were not able to make it to a group session, they should attend a session individually. These can be scheduled with your supervisor and are held every Monday morning at 7am at The CORE. The focus of the session will be on safety and the mandatory annual orientation training.

TOURING THE ASPHALT PLANTS

As part of our season kick-offs and spring training in early May, our City Construction Project Coordinators, Paving Foremen, and Sales Team took part in tours of our various asphalt plants to learn more about asphalt production. The presentations were done by the Asphalt Plant Foremen Eddie Lawler, and Paul Taylor. Learning about how the materials we use on the job site are produced, helps the team to provide better quality end-results for our customers.

With the recent internal promotions of our Asphalt Foremen there was a lot of knowledge to be gained as to why we want to do things a specific way on the job site, plus providing a deeper understanding of asphalt mix composition, and the various aggregates and binders that go into an asphalt mix design. It is important for the full team to understand the challenges that the asphalt batchers face every day, so we can all make adjustments where required.

The groups visited various asphalt plants because each one has specific operating parameters and restrictions that need to be understood when working in the field or when ordering asphalt. Plus, during the tours the asphalt batchers gained insight into the challenges faced on the job site.

These hands-on tours were an excellent complement to the training Fundamentals of Asphalt that Dana McLachlin, Manager, Quality Control, presented earlier in the month.

Thank you to everyone that participated, helped organize the event and to the hosts of the day, Eddie and Paul.



TOMLINSON WINS TWO COMMUNITY LEADERSHIP AWARDS

FOR THE GABRIELA DABROWSKI TENNIS COURTS

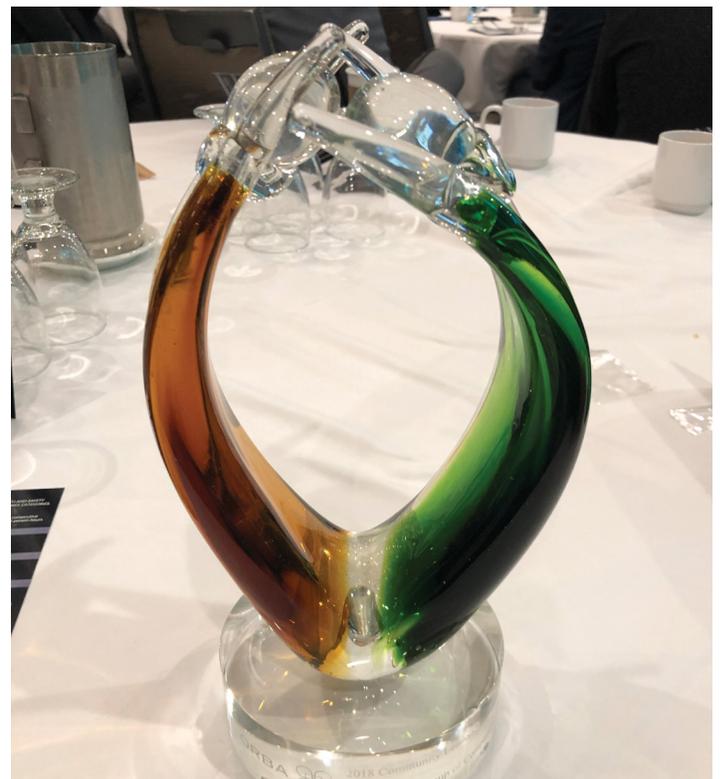
ORBA 2018 COMMUNITY LEADERSHIP AWARD

Tomlinson received the Community Leadership Award from the Ontario Road Builders' Association (ORBA) on Tuesday, February 5, 2019 during an awards breakfast at The Westin Harbour Castle Hotel, Toronto. The company won the award for its community service in refurbishing the Gabriela Dabrowski Tennis Courts at Russell Boyd Park in August 2018. The tennis courts were identified by the City as having the greatest need of repair and the Tomlinson Parks Initiative stepped up to undertake the work in August 2018. While the city covered items such as technical drawings, the Tomlinson Parks Initiative covered the cost of resurfacing. The upgrade to the tennis court was part of the Initiative's five-year, \$1-million community contribution to revitalize parks within the city of Ottawa.

The ORBA Community Leadership Award recognizes an ORBA member or an individual, employed by an ORBA member company, for selflessly undertaking philanthropic activities or providing community service, for the betterment of their community and the world around them. "On behalf of our Association, I would like to congratulate the Tomlinson Group of companies for being the deserving recipient of the 2018 Ontario Road Builders' Association's Community Leadership Award", said Bryan Hocking, Chief Operating Officer of the Ontario Road Builders' Association. "Tomlinson and its staff, known as the Red Army, are well known for actively supporting good causes in the nation's capital and Eastern Ontario. An example of this is the commitment of dollars and infrastructure services to the upgrades and refurbishment of Ottawa's community parks. In addition, through its Tomlinson Foundation, they support many foundations and charities throughout the region. I commend Tomlinson for their commitment to giving back to the community in which it serves."

The enhancement of these tennis courts provides benefits to the residents of the City of Ottawa by visually enhancing neighbourhoods, providing safe playing surfaces, and promoting healthy living activities. These accessible spaces are especially important to encourage healthy activities and social interactions for Ottawa's youth. "The generosity of the Tomlinson Group was instrumental in resurfacing the newly named Gabriela Dabrowski Tennis Courts in Russell Boyd Park," said Diane Deans, Councillor/Conseillère, quartier Gloucester-Southgate Ward. "The assistance from the Tomlinson Group ensures that our parks continue to be a place to stay active and will help make our community a healthy and vibrant place to live!"

"Tomlinson believes strongly in giving back to the communities in which we live, work and play," said Stephanie Tessier, VP Business Development. "We are happy to see the Gabriela Dabrowski Tennis Courts in use again."



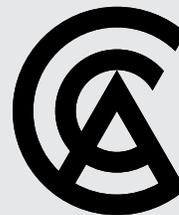
CCA 2018 COMMUNITY LEADER AWARD

Tomlinson was presented with the Community Leader Award from the Canadian Construction Association on Wednesday, March 27, 2019, during the CCA Annual Conference Awards Ceremony in Bermuda. The award recognizes the company's community service in refurbishing the Gabriela Dabrowski Tennis Courts at Russell Boyd Park in 2018.

The CCA Community Leader Award recognizes CCA member firms, partner associations or individuals employed by a CCA

member firm who have devoted their time and efforts to the betterment of their communities. "The Canadian Construction Association (CCA) members do so much for their communities as demonstrated through our #CDNConstructionGives initiative," said Zey Emir, chair, Canadian Construction Association. "CCA's Community Leader Award recognizes CCA member firms, partner associations or individuals employed by a CCA member firm who have devoted their time and efforts to the betterment of their communities. I congratulate the Tomlinson Group for winning the 2018 CCA Community Leader Award and for doing such an outstanding job supporting their community."

"We are delighted to receive this award," said Stephanie Tessier, VP Business Development. "We see it as a crucial part of our role in the construction industry to invest in our local communities, ensuring that every member can access the services they need to keep them healthy, regardless of their situation."



Canadian Construction Association
CCA Awards

Tomlinson gets carving in Kingston

Tomlinson contributed an ice sculpture to the City of Kingston's winter festival "Feb Fest". Peter Vogelaar carved the Tomlinson sign, sitting atop a single span bridge. The sculpture was placed at the base of a slide during the festival.

LEFT TO RIGHT: Ken Murphy, Chris Godfrey, Matt Sudds, Peter Vogelaar (sculptor), Shawn Sudds



HOPE WINTERFEST VOLLEYBALL

TOMLINSON'S HOPE VOLLEYBALL TEAM
AT THE 2019 WINTERFEST, FEBRUARY 9TH

For the fifth straight year, Tomlinson participated with two teams in HOPE Winterfest, which combines indoor volleyball with raising money for local charities. Another great year on the court and we look forward to next year!



First Row: Perry Lafreniere, Dana Lewis, Melanie Brennan, Briar Sullivan, Phelicia Servais, Milissa McDowell and Kenny Feeny

Second Row: Waldemar Santos, Rob Enright, Chris Kollar, Brendan Mudd, Dawson Stanley, Andrew Karam, Brendan Rundle, Mitch Jackson, David Baird and Ryan Parker

Tomlinson attends ribbon cutting at BOYS AND GIRLS CLUB'S NEW RINK

On February 15, 2019, the Tomlinson Family Foundation was proud to participate in the official ribbon cutting ceremony for the brand new Sens rink at the Clubhouse for the Boys and Girls Club of Ottawa. This is a wonderful

addition to the Clubhouse and will provide even more opportunities for the Boys and Girls Club of Ottawa to offer healthy and fun activities for at-risk children in Ottawa.



TOMLINSON FOUNDATION SUPPORTS BOYS AND GIRLS CLUB'S FUNDRAISING BREAKFAST



The Tomlinson Foundation was proud to support the Boys and Girls Club of Ottawa (BGCO) during their 10th annual fundraising breakfast held at the Tomlinson Family Foundation Clubhouse on May 2, 2019. Cindy Tomlinson-Keon attended the ribbon-cutting at the beautifully renovated Clubhouse on Prince of Wales Drive, which welcomed its largest crowd since beginning the fundraiser. Over 350 community members, business leaders, entrepreneurs, and political leaders gathered together to learn more about the club's programs and their impact on our communities, while renewing their financial support to this crucial network of youth outreach clubs.

The \$4 million renovation, bolstered by a \$1 million donation from the Tomlinson Family Foundation in 2017, has doubled the Club's footprint. This was the first major gift of the Tomlinson Family Foundation, and Cindy Tomlinson-Keon was present to break ground on Monday October 30, 2017. Once a fire hall, the 51-year-old building now has a new gymnasium and washrooms

inside, and a new all-season rink outside. This has enhanced the Club's free programming, allowing it to accommodate more at-risk children and youth in the community.

Under Cindy Tomlinson-Keon's strong leadership, the Tomlinson Family Foundation has contributed to and supported many initiatives in our local communities, and fostered charitable works that build and strengthen these communities. The Foundation leverages the company's tradition of charitable giving by encouraging participation from employees, suppliers, service providers and other organizations and individuals with whom we work. The goal of the Foundation is to support a wide range of organizations in an effort to serve the needs of our community.

The Boys and Girls Club of Ottawa (BGCO) has served the Ottawa community since 1923, reaching out to 4,500 children and youth each year through after-school, weekend and summer programs that build self-esteem and help to develop stronger social skills.



Les Rechan (CEO of Solace) and his wife, Meredith Rechan (BGCO board member), Cindy Tomlinson-Keon and Ryan Keon.

TOMLINSON FAMILY FOUNDATION

donates over \$21,000 to School Breakfast Program

On March 26, 2019 Cindy Tomlinson-Keon officially remitted a cheque for \$21,388 to help provide nutritional breakfasts and snacks for the Ottawa School Breakfast Program. The event took place at the Berrigan Elementary School in Barrhaven. Tomlinson employees raised a fantastic \$10,694 from the Toonie Bar program on December 1, 2018 during our Christmas party. Thank you! The funds were generously matched by the Tomlinson Family Foundation. The Ottawa School Breakfast Program ensures that children in need have access to a healthy breakfast in a safe, supervised environment, to help each child start their day ready to learn. Thanks to the program, more than 13,500 Ottawa children in 189 schools begin each school day with a nutritious meal.

During the event, Cindy Tomlinson-Keon presented the cheque to Jennifer Lisowski, Vice-Principal of Berrigan Elementary School. Also present were: Ryan Keon; Tanya Miller Johnston and Elaine Thibodeau, program Co-coordinators; Stephanie Nelson, Lead coordinator for the area; Carolyn Hunter, Lead for the program; and Ashley Richer from the Ottawa network for Education.

Since 2012 The Toonie Bar program, matched by the Tomlinson Family Foundation, has raised thousands of dollars benefitting local non-profit organizations, including: DFID; the YMCA; the School Breakfast Program; Hospice Care Ottawa; and Roger Neilson House.



UNIQUE ROLE

Cheryl Graham – Driving with Tomlinson

Cheryl Graham started driving professionally at the young age of 21 and has been driving truck on and off for over 40 years. Back then, and even now, it was really hard to get her foot in the door. Having been raised on a farm, Cheryl was used to working around machinery. Farm life helps build your common sense and definitely builds a work ethic. Nothing is handed to you. Cheryl says she views herself “not as a woman doing a man’s job, but rather as a person qualified to get the job done!”

When Cheryl first started driving truck, it was a bit easier because the trucks were smaller. Plus, there was less traffic and employers were more lenient. Now it is hard to get the experience needed. Most new drivers have to start on a large heavy truck which can be intimidating. For her, to get her foot in the door she drove school buses during the week, and drove tandem dump truck (for no pay) on the weekend. She laughs because all trucks were standard back then, and the one she learned on was a 5 and 4.



Cheryl says “women were more of a novelty” back then. She laughs because years ago after she got her Bulk Tank Graders License she received correspondence letters from Dairy Farmers of Ontario addressed to her as “Mr”. She was about the third or fourth woman in all of Ontario to achieve a bulk tank graders license.

Cheryl had a goal to drive the milk tankers. She took her own initiative and money to get the Bulk Tank Graders License. After about three years of waiting, she finally got a break and got the job. Cheryl ended up driving Milk Trucks hauling milk from the farms to the dairies for twenty years.

The trucks were single axle, with smaller ones being around 7200L. She drove spare for the company, so this means she drove all the different types of trucks. Over the years, trucks went to tandem, tri-axle, then finally tractor trailer. The last year she drove milk truck it was a 32000L tank.

Cheryl enjoyed driving the bulk tank milk trucks. It was a combination of country and city driving. Long country driveways and bad roads made for some challenging days. Milk tankers go 365 days a year, even in freezing rain or snowstorms the cows still produce milk. It certainly makes you a better driver as the tanks are not baffled, so the milk sloshes around. “You need to shift smoothly and can’t do sudden braking”.

Cheryl learned as much as possible about the trucks she operated. She asked a lot of questions. She learned to be diligent with her circle checks and never took it for granted that another driver checked things over. When the truck needed service or broke down, she always made a point to ask the mechanics to explain what the problem was.

The long haul companies will more readily hire women drivers, but she liked to be in her own home at night. Cheryl thinks it would be hard for women to be a highway driver if they have a young family.

Society and the workplace culture have changed, but there are still going to be challenges for women. “The women have to work together. There has to be that comradery with each other. Trucking is a male dominated industry, women need to support each other.”

Cheryl made a move to Fort McMurray, where she worked as an E01 Equipment operator within the city in the roads maintenance department then later in underground services. She furthered her experience operating loaders, trucks, hydro-vac trucks, potable water trucks and any other equipment needed in city operations. Cheryl said it was a worthwhile learning experience.

When she moved back to the Ottawa area, she found it difficult to find work. She wasn’t getting any replies despite putting in a

lot of applications. She even went back to getting her school bus license, which included all the written tests and road tests because when she left Ontario her school bus license lapsed.

Despite the gender challenges over the years, Cheryl says she couldn't see herself anywhere else. Smiling, she says she likes being outside. She likes the freedom of it.

Driving a dump truck for Tomlinson has been challenging at times. "They work on some big projects. For me, having the experience on equipment helps me get the job done." When asked who makes a good driver, Cheryl says, "You have to care about your equipment, and like your time alone, it can be solitary at times."

She understands that she is operating a heavy vehicle. She wants to be safe while doing so. Being polite, courteous and a defensive driver is important to her. She is very aware that when she is driving she is working and representing her company. Since she is a woman she is very identifiable.

Working with Tomlinson, she finds that everyone is nice to her, Tomlinson pay their drivers the best, she receives great benefits, and she is treated well by the company. She has no complaints about her job.



Cheryl says, "If more companies, like Tomlinson, were to take the initiative and hire professional women drivers, they can change the perception of women drivers. Women drivers are skilled, safe and very conscientious. We are very good at what we do".

Cheryl hopes that by telling her story it will encourage more women to pursue a career in trucking, perhaps with Tomlinson.

GOOD PEOPLE *KNOW* GOOD PEOPLE

In the past year, we have paid over \$20,000 in referral bonuses to our employees, in the last 5 years we've paid out over \$100,000! Do you want in on some of that recruiting action? Good people know good people, and referrals are our most successful way of promoting Tomlinson and finding top talent.

Did you know that if you refer an employee to Tomlinson, you are eligible for up to \$1,000 for a referral bonus? We want your help to build our team!

WHAT JOBS ARE AVAILABLE?

Currently we have 40+ positions open. This includes drivers, mechanics, field staff, foremen, office staff – lots of different opportunities.

HOW DOES IT WORK?

Tell your friends to apply on-line and complete the referral option or you can make your recommendations and email their resume to hr@tomlinsongroup.com.

Please advise Human Resources of the person you referred at the time of hire.



**KEEP
CALM
AND
RECRUIT
ON**

Annual Drivers' JOB FAIR

We held our second annual Drivers' Job Fair on Saturday April 6th at the Stores. Combining all trucking divisions we are looking to hire 25+ new drivers this year. The job fair was organized extremely well, with lots of Tomlinson drivers and support staff on hand to assist with interviewing, circle check testing and drive test evaluations. We had great representation from numerous divisions including Environmental, Industrial Waste, Tatlock, RWT division 61, and Ready Mix.

The event attracted over 50 professional drivers from the Ottawa and surrounding areas. The applicants were able to go through the full hiring experience that day. The Hiring Managers (Dany Poulin, Trev Fowles, Blake Dougherty, Stan Quinn, Jason Clemens, Rob Jennings, Mike Kenyon, Kevin Mohr, John Gibson, Dave McDougall) conducted onsite interviews with the applicants. Next, the applicants did circle checks with onsite testers (Monty Patriquin, Chris Halliday, Mike Sabourin, Doug Palmer, Devon Miles). This was followed by a drive test with our onsite testers (John Dwyer, Kevin Crowe, Patrick Labelle, Serge Henrie, Marc Guay, Jarmat Erysthee, Justin Brown, Jeff Rothwell, Ken Sugrue, Joe Birkenhead, Roddy Oattes). This all ran smoothly with the support of our CVOR Team (Kerry Nicholson, Holly Belcourt), IT (Aaron Valdes), HR (Phelicia Servais, Milissa McDowell, Treana Wilson, Dana Lewis) and mechanics (Blake Buchanan).

Bill Tomlinson and Ron Tomlinson both spent a few hours at the event talking with our drivers and other staff. Plus, they were checking out the potential new hires.



LEFT TO RIGHT: Todd McCoy, Ken Sugrue, Joe Birkenhead, Christopher Halliday, Mike Kenyon, Roddy Oattes, Kevin Mohr, John Gibson, Yves Mercier, Michael Hughes

We have already hired a number of the applicants that were at the job fair and they are now part of the Red Army as professional drivers for Tomlinson.

This event showed great participation and exhibited our Core Value of Teamwork with employees working together across the different lines of business with a single vision in mind of growing a stronger team!

It's back! The WORK HARD WIN BIG Lottery

Have you worked nights or weekends? Be sure to collect your lottery ticket from your supervisor. Thanks for your hard work and dedication every day and good luck in the year-end draw!

Eligibility:

- Employees working a non-scheduled shift on a weekend will be eligible for 1 ticket.
- Employees working a non-scheduled night shift, defined as a shift that starts or ends between the hours of 21:00 to 6:00 will be eligible for 1 ticket.
- Employees must work until the end of their division's regular season to remain in the draw.

For more information about the Work Hard Win Big lottery, please contact your supervisor or payroll@tomlinsongroup.com.

Procedures:

- Tickets for the Lottery will be handed out on a monthly basis to employees.
- Draw is held at the year-end.
- All tickets earned within our fiscal year from the first payroll in November to the last payroll in October will be included in the year-end lottery.

Prizes:

- Draw for \$1000 (5 chances)
- Draw for \$5000 (1 chance)

TOMLINSON FAMILY SKATE

On March 10, 2019, Tomlinson held their annual Family Skate at the Canadian Tire Centre. Over 190 friends and family of Tomlinson employees came out to enjoy the afternoon skating on the home ice of the Ottawa Senators. The kids had great fun with Spartacat on the ice, and after the skating there was popcorn and hot chocolate.



EMPLOYEE DISCOUNT PROGRAM

Yes! We have an Employee Discount Program offered to all Tomlinson employees. The employee discount card provides you with discounts on a variety of products and services throughout the Ottawa and surrounding area.

In addition, all Tomlinson employees are eligible for discounts on our products and services. This includes discounts on our portable toilet and trailer rentals, discounts on material products such as aggregates, asphalt, concrete and catering services at Centurion Center.

We are excited to have a number of our returning vendors, plus some new vendors added to the discount program. The

vendors that offer discounts to our employees include Myers Group, Orleans Toyota, Royal Oak (Barrhaven), Firehouse Subs, HydraPure, Bradley's Insurance, Mark's, Bob Thompson's Jewellers and Care2Cure Physiotherapy & Rehab Centre.

The discounts do vary for each vendor, employees should deal directly with the vendors regarding any questions regarding the product or services.

Employees must present their card to receive the discount. Please contact hr@tomlinsongroup.com if you need a replacement card.



TOMLINSON WINS

ALGONQUIN CO-OP EMPLOYER OF THE YEAR AWARD

Tomlinson Group received a 2019 Employer of the Year Award from the Cooperative Education Department of Algonquin College. Collected on a nomination basis, the Co-op Awards of Excellence are a recognition of the contributions from the College's Co-op partners and the real impacts they have on the education and lifelong success of students. The 2019 awards were presented during a luncheon on March 21, 2019 at Algonquin's Restaurant International with over 80 AC employees, students, RBC guests, and community members.

Jenni Bouchard, Tomlinson's Cooperative Education student explained, "I felt immediately welcome and Tomlinson was well prepared for the intake of interns even though they were in the midst of a relocation. They provided me with a laptop, cell and appropriate safety training right away. They were also very accommodating and sensitive to their individual student's needs (placing myself at a job site that was close to my house to save me time and gas money was hugely appreciated). I would definitely recommend Tomlinson as a Co-Op employer! The experience was great for me to have a better understanding of the construction field in a real-world opportunity. It also strengthened my professional network which is key to securing employment in the future."



Kent MacCaskill (centre) Project Manager with Jenni Bouchard (right) Tomlinson Co-op Student

"I am a true believer in co-op. I know first-hand how important these learning experiences are for our students, and how useful co-op work-terms can be for our employers," said AC President and CEO Cheryl Jensen. "I have always said co-op is like a four-month job interview where both the student and the employer get to know each other in a way that goes way beyond what can be learned in an hour-long job interview and can often result in a longer-term hire after graduation."

ANNUAL NETWORKING EVENT AT ALGONQUIN COLLEGE

On Wednesday, April 3rd 2019, Tomlinson participated in a Networking Event at Algonquin College hosted by The Construction and Civil Engineering Club. This event was tailored to the construction industry and engineers. The attendees were recent graduates, current students and industry professionals. From Tomlinson, we had John Owens (Risk and Process Manager), Shawn Turcotte (Vice President of Operations Support), Kent MacCaskill (Operations Manager for City and Commercial), Treana Wilson (HR Generalist) and Phelicia Servais (Recruiter) representing the Red Army.

We had our career booth set up, which allowed us to have quiet one-on-one conversations with the participants. We were able to discuss the different positions and career paths that are available at Tomlinson. The students and recent graduates were quite impressed with the variety of roles we have and the different lines of businesses.



LEFT TO RIGHT: Phelicia Servais, John Owens, Shawn Turcotte, Treana Wilson, Kent MacCaskill

The event was very successful and we are looking forward to attending next year!

TOMLINSON WELCOMES THE 2019 SUMMER STUDENTS!

Every year we have a number of students that join us for the summer months. Most will work a 4-month term starting in May until the end of August when it is time to head back to their colleges and universities. Most of the students attend school locally, with a couple from further out such as the East coast and this year we have one student on exchange from Brazil.

We have really expanded our summer program with **15 students joining us**. We have six returning students - Patrick Poirier, Michael McClure, Will Keon, Max Hanson, Jacob Faubert, and Joe Knizat. We are welcoming nine new faces to the program - Brendan Morin, Scott Weisenberg, Pascale Marceau, Daniel Della Rocca, Julia Lattman, Quintin Gregory, Grace Tomlinson, Matthew Young-Davies, and Megan Leahy.

The students work in different divisions across the company. We have students working in the field with Heavy Civil, City and Commercial, Sewer and Watermain, Piling and Shoring, GPS and Surveying. We have students that work in our quality assurance lab, in sales for Environmental Services, Information Technology and Human Resources.

We know it can be tough to join a new company when you don't really know anyone, so we invited students and their supervisors to a friendly, yet competitive, axe throwing night. This gave everyone a chance to get to know each other outside of work. We found out that many students knew each other already because they were in the same classes together, but didn't know they would each be working at Tomlinson for the summer.

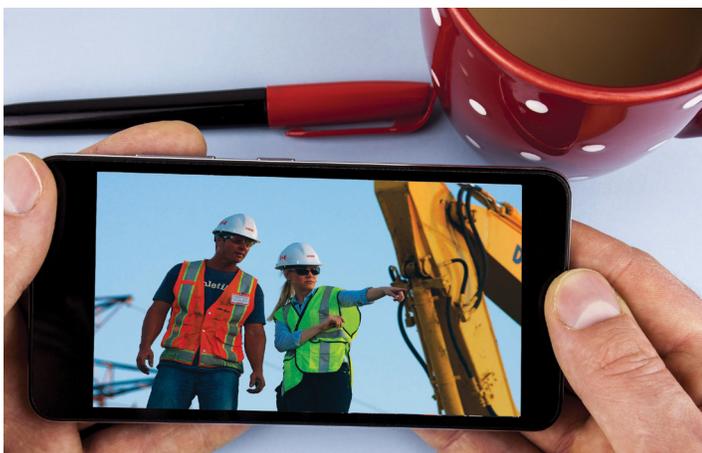


BACK ROW LEFT TO RIGHT: Jeremy Lemieux, Terry Thompson, Jehad Mankal, Paul Charbonneau, Bill Welch, Jason Mountey, Milissa McDowell, Graziela Girardi, Treana Wilson, Phelicia Servais

FRONT ROW LEFT TO RIGHT: Jacob Faubert, Scott Weisenberg, Brendan Morin, Daniel Della Rocca, Quintin Gregory, Pascale Marceau, Megan Leahy, Julia Lattman, Matthew Young-Davies, Michael McClure, Joe Knizat

The event was a success! The final round for axe throwing came down to Daniel Della Rocca, a student at Carleton University and Terry Thompson, Sales Manager for Tomlinson Environmental Services. In the end, we congratulate Daniel Della Rocca who won the axe-throwing first place prize!

We welcome all of the students and hope you have a great experience over the next few months.



Attention Red Army!

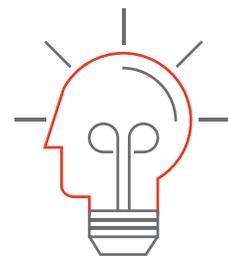
We want to share more photos of great field work, faster! Please send us your pictures showcasing projects that you're working on. Email your photos along with a short description of the project (what, who, where) to social@tomlinsongroup.com. We can't wait to see your photos!



NEW FACES AT TOMLINSON

ALBERT, PETER / ALLEN, SCOTT / AMENU, JENNIFER / ANDERSON, KEITH / ARCHAMBAULT, MARC / AURORA, JULIA / BAGGS, MATTHEW / BAILEY, MICHAEL / BALDWIN, WILLIAM BALICE, JEAN / BALLINGER, WILLIAM / BEAUBIEN, DYLAN / BECKSTEAD, RYAN / BENMORE, STEVE / BERTHELET, NICHOLAS / BOBBITT, MARCUS / BOGART, RUTH / BOURDEAU, DAN / BOURDEAU, FRANCIS / BROUGHAM, MARK / BROWN, SCOTT / BUCKLE, ROGER BUDGELL, TREVOR / CADIEUX, DERRICK / CAMERON BRONWYN / CAVERLEY, BRENDAN CAVERLEY, TRAVIS / CAHILL, TARA / COLLINS, CHRISTOPHER / COTE, DANIEL / COULTIS, GAGE / CORDINGLEY, DAVE / CLARK, BRADEN / CLARK, JEFFREY / COOK, ANDREW CHASE, ALLYSSA / CONNAH, JOSH / CRAWFORD, NICOLE / DAMIANO, RICHARD DELLA ROCA, DANIEL / DERICK, MEGAN / DEVOCHT, THEODORE / DICKIE, KRISTEN DICKSON, GEORGE / DUBEAU JR, BAILEY / DUNHAM, MURRAY / ELLIOTT-SPRYSA, DANA / ELMORE, TODD / EVANS, MCKENZIE / FINDLAY, TYLER / FLEURISME, FARAH / FORSTNER, TYSON / FOSTER, SEAN / FOURNIER, LINDA / GALASSO, DEAN GERVAIS, MATHIEU / GILCHRIST, TRAVIS / GLODOWSKI, CORY / GODDARD, LANCE GODDARD, KATHLEEN / GRAY, ANNE / GREGORY, QUINTIN / HARRISON, CONNOR HEER, HARMONDEEP / HERN, KYLE / HERRINGTON, DONALD / HOOKER, RICHARD HOSKINS, AUSTIN / HUTTINGA, CODY / INNES, PATRICK / JAGO, PARRIS / KONECNY, ADAM / KASDALLA, BASSEM / LABELLE, DAN / LAFRAMBOISE, ALEX / LAHEY, DARRELL LALANDE, JAYSON / LALONDE, SARA / LANTHIER, STEPHANIE / LATREILLE, CHAD LATTMANN, JULIA / LAVIGNE, MATHEW / LECLAIR, CHRIS / LEAHY, MEGAN LEAVITT, BAILEY / LEE, STEVEN / LEE, DEAN / LEVESQUE-CHEVALIER, ERIC LUCKOVITCH, DARRYL / MACARTHUR, SHAYNE / MACDONALD, ANDREW MARCEAU, PASCALE / MASK, BROCK / MASSEY, DANIEL / MCGEACHIE, CONNOR MERCER, STEVEN / MILLER HOLMES, TRAVIS / MILLSON, WILLIAM / MOFFAT, WESTON / MONIZ, FABIO SOARES / MOORE, JESSE / MORBIN, BRUNO / MOREHEN, TOM / MORIN, BRENDAN / MUNRO, DYLAN / NISTOVIC, MILENE / O'BRIEN, JANICE / OLIVER, FRANCKY / ORSER, JOEL / PARKS, TRACY / PELTOLA, ROBERT / PEREIRA-LEWIS, NELSON / POIRIER, PATRICK / READ, JACK / RENIA, TATE / ROSIEN, RANDY / RUPPERT, GLENN / RYGIEL, JONATHON / SANFORD, CORY / SAUVE, SYLVAIN / SCHULTZ, KEN SHATTLER, BRENDAN / SHAW, PATTY / SKAF, ELIE / SMIRNOV, ALENA / SMITH, DAVID / SMITH, TED / SOUCIE, PATRICK / SOULIERE, JASON / SOVIE, KENT / SOW, ALIOU / SPINGLE, JONATHAN / STORREY, JUSTIN / SUDDS, TREVOR / SULLIVAN, THOMAS / SYLVAIN, ROY / SZYMCZYK, MATTHEW / THOMPSON, ROBERT TORRES, CODY / VILLENEUVE, NICHOLAS / WALL, MICHAEL / WEISENBERG, SCOTT / WICKS, NICK / WILCOCK, GRAEME / WILLIAMS, ANDREW / WILSON, ROSS WINTHROP, LUCAS / YACH, PETER / YACH, TRAVIS / YOUNG-DAVIES, MATTHEW

INNOVATION CORNER



Welcome to Innovation Corner! In an effort to reach everyone, the Tomlinson Times will include information about or examples of innovation in action at Tomlinson. For the first issue the Innovation Committee wanted to answer some basic questions you may have.

1. What is the Tomlinson Innovation Committee?

The Innovation Committee is comprised of 6-10 highly motivated employees, preferably represented by different business units within the company, providing different perspectives, whose role is to coach and support innovation throughout Tomlinson.

2. What is the definition of Innovation at Tomlinson?

Official Definition: The adoption, improvement, or creation of products, services, tools, production or procedures that increase the productivity, profitability or competitiveness, of the team.

Translation: Tomlinson is not a research and development company. As such, innovation to Tomlinson is the ability to implement new tools, equipment, process etc. which exist and are in use outside of Tomlinson (incremental innovation). Furthermore, innovation for the purposes of Tomlinson may include inventions but, as described above, it is not limited to inventions. The main purpose at Tomlinson is to increase revenue and safety, decrease costs or both.

3. When can you submit an innovation to the committee?

The answer is: any time! The committee will also help you with your submission if you are having trouble completing

the application, and help you develop the business case for the submission.

4. Where do you get the application and how do you submit?

Application forms can be found at the following locations:

- SharePoint
- Direct supervisors
- CORE Reception
- By contacting the Committee

Applications can be submitted to the following:

- SharePoint
- By Email: innovation@tomlinsongroup.com
- Directly to any committee Members
- CORE Reception

5. Who is your current Committee?

Angela van Galder (TES), Craig Bellinger (TDC), Lee Timmins (TES), Ron Darraugh (RWT), Scott McCaskill (RWT), Stephan Belanger (TRM).



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Email TomlinsonTimes@tomlinsongroup.com to sign up and you'll receive the latest magazine direct to your inbox.

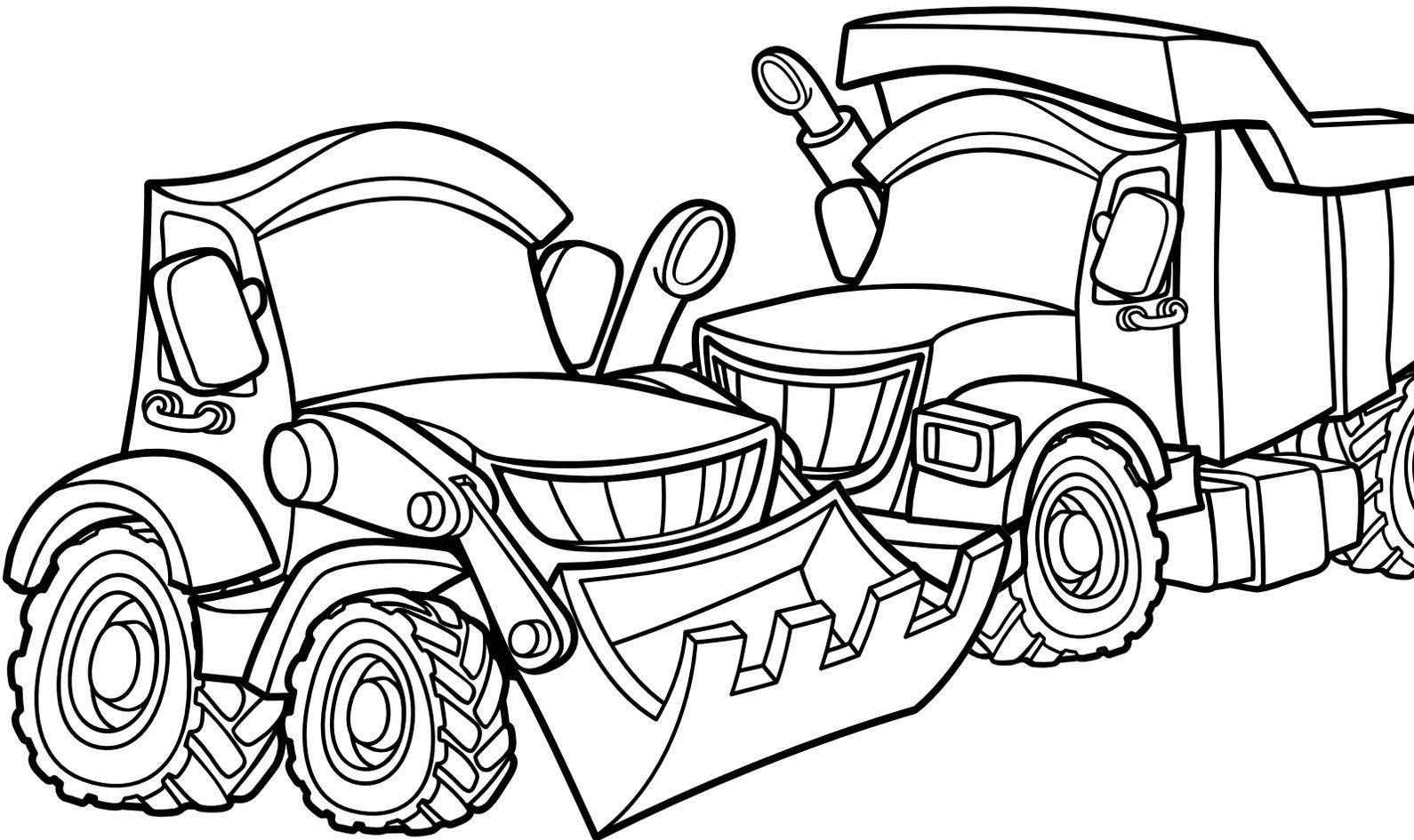
KIDS KORNER

Unscramble these
spring words!

NSUYN

WROEFL

colour me in!



Answers: SUNNY, FLOWER