



CORE VALUE:



PEOPLE



## Tomlinson selected as **NATIONAL CAPITAL REGION'S TOP EMPLOYER**

Tomlinson has been selected as one of the National Capital Region's Top Employers for 2020. The accolade affirms our position as an industry leader with innovative programs to attract and retain talented employees. The rigorous application process assessed our performance as an employer in a variety of criteria including physical environment, compensation programs, employee engagement, training and development and community involvement. The list of winners was announced in a special magazine published in the Ottawa Citizen in print and online.

"We are honoured to receive this prestigious award," said Dana Lewis, Human Resources Vice President, Tomlinson. "One

of our Core Values is People and we're always striving to provide an environment which attracts the best people for the job, and supports them in their career growth. Our aim is to foster an innovative, collaborative environment of growth and excellence and this award attests to that."

Applicants were assessed on the following criteria: Physical environment; Work atmosphere and communications; Health benefits; Financial benefits and compensation; Family-friendly policies; Programs for experienced employees; Employee engagement; Training and development; Vacation policy and paid days off; and Community involvement.



## MESSAGE FROM THE CEO

### CORE VALUE: People

One of our Core Values is People – Attracting, developing and retaining the best people.

Sounds easy, doesn't it?

Ottawa has always been a government town. Until now, it has not seen the benefits or changes of rapid expansion and growth that many other Canadian cities have experienced over the years. In Ottawa right now the infrastructure spending is at an all-time peak. Couple that with an unemployment rate of less than 3% and that makes retaining our good people even more important.

What do we have to offer that others don't? Well, let me tell you.

Over the last 15+ years we have methodically and purposefully been building the technical and leadership skills of our Tomlinson team. We offer training programs in all lines of our businesses for both internal and external courses at the field level and in the office, we have tuition reimbursement programs and mentorships. Through it all we monitor the success of the various programs to continually improve and tweak where needed. We offer career growth planning, community engagement initiatives and family-friendly employee events. All of this, while building upon an environment and reputation that you are proud to be a part of. Making sure that you want to tell your friends "we built that".

#### That's our team.

What sets us apart from everyone else is that we are local, we care and we want to see everyone succeed along his or her chosen career path.

Do we work hard? Yes. Is it our work ethic that makes each of us successful? Absolutely.

We have a team that steps up to every challenge with the excitement of a school kid on the playground. We all come together to help in the challenge.

Ron Tomlinson, CEO

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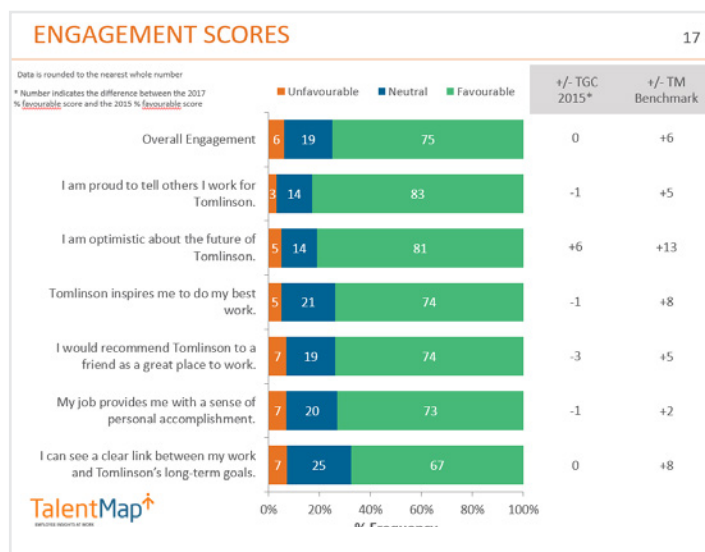
Our award-winning **CORE** facility is a key contributor to a positive work environment, with its collaborative work spaces and excellent training facilities. All employees enjoy free social events such as Christmas parties, Calypso Family Day, Family Skate Day, draws for tickets to special events and Tomlinson Times keeps employees up to date with company news.

Tomlinson's **compensation** practices are kept in line with salary surveys which are conducted regularly. It includes health plans, corporate discounts and an academic scholarship program for employees' children.

One area where Tomlinson excels is in **employee engagement**. Alongside annual performance reviews which use 360-degree feedback, employees have bi-weekly One-on-One meetings with their managers to discuss challenges and work towards goals and personal development. We've also invested in employee engagement surveys with an outside provider. Group sessions are held post survey to get more details beyond the numbers. These sessions are attended by Senior Leadership. Last round there were over 30 sessions held around Ontario.

We were proud to receive a score of 75% on our latest engagement survey – six points above the benchmark for our industry. Specific, positive responses included high (above benchmark) scores on comments like:

- I am proud to tell others I work for Tomlinson.
- I am optimistic about the future of Tomlinson.
- Tomlinson inspires me to do my best work.
- I would recommend Tomlinson as a great place to work.
- My job provides me with a sense of personal accomplishment.
- I can see a clear link between my work and Tomlinson's long-term goals.



Tomlinson's employee performance feedback also includes a 9-cell process completed annually by each division management team for each person in a leadership role. The 9-cell process looks at the Quality of Leadership as it compares to the Job Performance and Results. During this process employees' development plans are discussed, including possible cross-divisional transfers and special assignments.

#### LEADERSHIP

- Ability to think strategically
- Manages resources well
- Ability to influence people
- Has the courage to be forthright and outspoken in coaching and feedback
- Ability to assess and utilize team members
- Change agent – “can do” spirit
- Leadership maturity

#### JOB PERFORMANCE AND RESULTS

- Meet goals and job expectations
- Quantity and quality of content and process work
- Keeps commitments, attends and contributes meaningfully to meetings
- Has significant impact on the team's results - “Gets it done”

Our investment in **training** is evidenced by our extensive Tomlinson University program. This is bolstered by tuition subsidies, internships, apprenticeships, bonuses and programs such as Long-service awards, Innovation awards, and Work Hard & Win Big Award.

In addition, Tomlinson has a robust program of **community involvement**. There's a particular focus on youth sponsorship and the improvement of community-based infrastructure. We place a special emphasis on Mental Health in the workplace and how it affects families.

Some of the community-based infrastructure projects include The Tomlinson Parks Initiative which has conducted renovations at:

- Meadowbreeze Skating Rink, Kanata
- Manor Park Tennis Courts
- Pinecrest Tennis Courts
- Gabriela Dabrowski Tennis Courts

A number of the charities we have supported include:

- Boys and Girls Club
- The Youth Services Bureau
- Tomlinson Aqua Park
- Christie Lake Kids
- Ring Side for Youth
- CHEO Foundation
- Kingston Youth Shelter
- Malhorta Family Foundation
- Queensway Carleton Hope Blooms

While all of these criteria point to effective hiring and retention strategies, we wouldn't have the atmosphere and success we do at Tomlinson if it weren't for the employees who all live out our Core Values of Work Ethic, Excellence and Teamwork on a daily basis. Congratulations to all our employees for making Tomlinson a Top Employer!

# 2019 Winners WORK HARD WIN BIG Lottery

Working in our industry means long days, nights and weekends. In appreciation for those extra efforts, each year we hold our Work Hard Win Big lottery. Thank you all for your hard work and dedication every day!

A special thank you to the payroll team since it is that group that keeps the lottery tickets organized and fully accounted for throughout the year.

**This year, the winners were:**

- \$1000 Prize – **Allen Seamons**
- \$1000 Prize – **Colin Armstrong**
- \$1000 Prize – **Mark Armstrong**
- \$1000 Prize – **Curtis Gibeault**
- \$1000 Prize – **Leonard Crowley**

**Grand prize winner of \$5000  
Prize was Daryle Smith.**



# CUSTOMER SHOWCASE: CAIVAN AND TOMLINSON DEVELOP HIGH QUALITY COMMUNITIES

With a successful partnership since 2011, Tomlinson and Caivan continue to work closely to deliver high quality housing developments in Ottawa. We caught up with Frank Cairo, Co-Founder and CEO of Caivan Communities to hear the latest on the partnership.



## JOINT VENTURES

At the moment, Caivan is in **Joint Venture** partnerships with Tomlinson on two residential developments in the city.

### Barrhaven Conservancy

This is a residential neighbourhood adjacent to the Jock River in the heart of Barrhaven. The name Conservancy alludes to the fact that the project will enhance the ecology of the area, reforesting, and rebuilding habitat and wetlands in the process.

As well as being Joint Venture partners, Caivan has contracted Tomlinson for a large earth works program, foundation coordination, concrete, and other materials. With 205 units in Phase One with homes closings commencing in April 2020, the companies are now gearing up to service the next phase. The project will continue for a 10-year period with a total of nearly 3,000 new homes planned.

### Fox Run, Richmond

We reported on this 130 acre, 750 unit development last year. Since then, the project has been thriving. Homes sales have been trending at higher volumes than predicted with close to 50 homes occupied already. Lots has happened on site since the last article, in terms of servicing, construction, paving, waste services, as well as selling and closing homes. With Phase One servicing complete, Phase Two is slated to commence shortly with an annual target of 150 homes being delivered annually. until completion.

## STRONG PARTNERSHIP

Caivan regularly contracts Tomlinson - working with most divisions - and buys our material for many of its projects.

"Tomlinson is a key supplier of Caivan - from aggregate and concrete, to waste services we continually turn to Tomlinson for project requirements" explains Frank Cairo. "We have established a healthy relationship with open communication and a shared desire to constantly improve. Tomlinson is a large and sophisticated partner that has the scale and the resources to tackle the most adverse of challenges. Caivan shares many of the same values as Tomlinson and we hope to synergistically grow the relationship further in the coming years."

The partners share many guiding values. "We are both growth-oriented. Both companies underpin our decision-making with financial acumen and analytics. We also share the same values of honour and integrity."

One particular philosophy which Caivan appreciates in Tomlinson is innovation. "Tomlinson recognizes that sometimes the best solutions have to be creative. Tomlinson doesn't close their mind to possibilities. They're receptive and like to talk about possibilities." This willingness to be open-minded, to address problems with analytical thinking, finding innovative ways to make them better, is one reason for the strength of the partnership.



## THE FUTURE

Caivan is growing rapidly across Ontario. Their aim is nothing short of a reinvention of the role of a home builder in addressing the needs of its customers. Caivan has six community launches planned in Ottawa over the next three years. "We're excited about these projects and they're well positioned to be positively received by the public. We hope that Tomlinson will continue to support our team and maintain an integral role in our growth." Caivan will also be launching several new GTA and SW Florida projects in the coming years to supplement its current list of active communities.



# HEALTH & SAFETY

## TOMLINSON ACHIEVES COR™ CERTIFICATION FOR THREE DIVISIONS

### ENVIRONMENTAL SERVICES, INDUSTRIAL WASTE DIVISION AND R.W. TOMLINSON RECEIVE COR™ CERTIFICATION

We were delighted to receive the respected Certificate of Recognition (COR™) from the Infrastructure Health & Safety Association (IHSA) for three divisions over the past few months. **Tomlinson Environmental Services (TES)** received the certificate **September 27th, 2019**, followed by **Industrial Waste Division (IWD)** on **December 19th, 2019**, and **R. W. Tomlinson** on **February 4th, 2020**. We were particularly proud to be one of the first environmental service providers to apply for COR™.



The achievement proves the whole company takes a forward-thinking, proactive approach to health and safety. The certification, endorsed by the Canadian Federation of Construction Safety Associations (CFCSA), validates our active health and safety management system which is developed, implemented, and evaluated on an annual basis through comprehensive internal and external audits.

"We are very proud of all the hard work our management team and workers put in over the last two years to gain COR™," said Chris Keeping, Director of Health and Safety. "They spent a lot of time, energy, and effort and they should be proud of themselves to be the first divisions to achieve it. This is a strategic step which demonstrates our commitment to developing a strong and proactive safety culture, one where every employee takes

safety seriously and considers the health and safety implications of every aspect of their work, every day. We now have third-party endorsement that our health and safety procedures are effective, and most importantly, consistently followed by employees."

In order to gain COR™, we were required to demonstrate a working health and safety program, including formal, standardized, and consistent health and safety policies, processes and procedures. We also had to undertake internal and external audits, and meet the assessment criteria for all 19 elements laid out by the IHSA. We'll need to conduct external audits every three years.

"I commend my team for all their hard work and dedication," said Michael Clement, General Manager, TES. "It can't be taken lightly because it went above and beyond their day-to-day work, and it doesn't happen overnight. Everyone has to believe in the importance of health and safety, and the value of this certification, to make something like this happen. And they do! I also want to give a big shout out to the Health & Safety team; they were instrumental in giving guidance and support. This is exciting for Tomlinson. The accreditation is new to the industry, especially for environmental services, so for us to be one of the first environmental company to be COR™ certified is significant."

"With customers like the City of Ottawa moving towards making COR™ an obligatory prerequisite, this accreditation represents a competitive advantage for us as we target bigger contracts and partnerships with multi-national organizations," said Stephanie Tessier, Vice President, Business Development. "As a large organization with several divisions, we are committed to ensuring consistent health and safety policies across the whole company and we will seek COR™ for all our divisions."

OTR and Ready Mix will apply for COR™ soon.



# Using Expanded Polystyrene **AT BAINSVILLE BRIDGE**

The 2019 Bainsville Project involved the complete removal and replacement of the 2nd Line Road bridge over HWY 401 within a specific time period, following replacement of the 3rd Line Road overpass in 2018. The bridge was comprised of prestressed concrete NU girders. The road embankments were constructed

with lightweight fill (Expanded Polystyrene blocks) to reduce the amount of settlement over time. Polystyrene blocks are highly resistant to temperature changes, making them ideal for embankment construction, as well as road insulation.



## Minimal Disruption during **Pitt Street Bridge Replacement**

On Highway 401 Tomlinson completed the Pitt Street Bridge Replacement in 2019. This involved the removal and replacement of the existing bridges over Pitt Street, located 1.4 km east of the Brookdale Avenue Interchange. Construction re-started on Monday April 1, 2019, with lane closures and temporary speed reductions over the spring and summer to enable work to be carried out. A detour route was in place to aid traffic and we ensured minimal disruption to the traveling public. Replacement of the eastbound lane bridge over Pitt Street was completed November 8, 2019 and the 401 was reinstated to its normal configuration.





# SECURE SHORING FOR CANAL WALL RECONSTRUCTION

During 2019 Tomlinson has been fulfilling a contract with Parks Canada to replace a section of the **Canal** wall. Preparation was fundamental for this construction site due to the high-profile setting, downtown constraints, poor soil quality, and lack of area access. Tomlinson crews installed shoring along the entire length of the project to protect and maintain the boulevard and Colonel

By Drive. With both the shoring and cofferdam installation, Tomlinson was continually pumping water—at one point running six pumps - five 6 inch, and one 8 inch. During the demolition of the existing wall, crews discovered two old railway ties in the bottom of the mass concrete wall that acted as a footing.



## VIDEO SHOWCASE

## WATCH OUR YEAR IN REVIEW!

<https://youtu.be/cV4w93SJC8k>

As we look back at 2019, we are thankful for our great employees and all that they have accomplished this year. Thank you Red Army for a great 2019 and looking forward to an even better 2020!





# P R O J E C T BEDROCK

## NEW Tomlinson Expense Application (TE)

Tomlinson implemented the SAP Expense application for all employees. This will do away with the paper-based (brown envelope) system we have had for many years.

This new application – running on an SAP tool called Fiori can be accessed on a computer or mobile device – be they personal or company provided.

Who is impacted? Anyone who creates, edits or submits:

- Personal Reimbursements
- Credit Card Expense Reports
- Approves Expense Reports

### TOMLINSON EXPENSE - NEW PROCESS

- SAP Fiori Application for Expense Reports for SAP and Non-SAP companies and users
- Create, change, and submit expense reports for approval electronically, replacing the existing paper-based process
- Attach receipts directly from your Desktop or mobile devices
- Ability to split costs among various supported cost objects (projects, cost centers, orders)

### TOMLINSON EXPENSE – FEATURES AND BENEFITS

- Entry and tracking of expense reports for Personal Reimbursements and Company-issued Visa Cards using a standardized process for SAP and Non-SAP companies
- Electronic approval process
- Elimination of Paper Receipts
- Reporting capabilities using Fiori apps or the back-end system

### WHAT YOU NEED TO KNOW AND DO!

The Go-Live Kit includes the following information:

- The instructions to download and install this application on your personal phone (it will be automatically loaded to company devices)
- The links to the training material and self-guided videos for you to go through and learn the new system
- Who to contact if you are having difficulties creating or submitting an expense report

We will be providing additional in-person training sessions throughout January to April 2020. Should you have any questions, comments or concerns, please do not hesitate to reach out to your Manager, Alex Melville or Vince Siemens.



## WANT A DIGITAL COPY OF TOMLINSON TIMES?

Email [TomlinsonTimes@tomlinsongroup.com](mailto:TomlinsonTimes@tomlinsongroup.com) to sign up and you'll receive the latest magazine direct to your inbox.

# RED ARMY GEAR AVAILABLE ONLINE

## VISIT THE RED ARMY GEAR ONLINE SHOP!

Check out new items added to the store, or keep warm this winter with a cozy Tomlinson hoodie! Not sure what to get for family and friends? Purchase Red Army Bucks online and let them choose.



**VISIT THE ONLINE STORE AT**  
**[store.tomlinsongroup.com](https://store.tomlinsongroup.com)**

## **TOMLINSON** **FUN FACTS**

**ASPHALT COMES OUT OF ASPHALT PLANTS BETWEEN 147 AND 165 DEGREES CELSIUS!**  
IT IS GENERALLY LAID AND COMPACTED AT ABOUT 135 DEGREES CELSIUS.



# RED ARMY ROUND-UP 2019

We have a dedicated and generous team at Tomlinson and the Red Army was out in force in 2019. A big shout out to our Red Army, thank you for all your efforts raising funds and awareness for these deserving charities such as HOPE, Earth Day Clean Up, Ring Side for Youth, Harvesting Hope and more.

## Tomlinson's Red Army Sleeps Out for Youth Homelessness

Once again, Tomlinson's Red Army gathered a team of hardy volunteers to sleep on November 28th, 2019 at the TD Place Stadium outside on the field. This year the team managed to raise a total of \$15,691 making the team the top adult fundraising team for 2019. Over the past 4 years The Red Army SleepOUT Team has raised \$47,617.

The annual event raises critical funds to support homeless youth in our community. On the eve of the SleepOUT there were organized events like bubble soccer, and a photobox. We tried to get some sleep in our cold tents, surrounded by lots of other rowdy youth teams. At 5:30 am the following morning, we shared in a light breakfast and heard the organizers' closing remarks regarding the kids the program helps each year.

Over the past six years more than 2,000 people have spent one cold night outside and raised more than \$1 million. These donations fund life-changing programs and services for homeless youth.

The Red Army YSB SleepOUT team wants to thank everyone who came out to support our various fundraisers including: Bake Sale, Bingo, Cheese Cake Wednesday, The Big Green Egg Raffle, and Silent Auction.



**Back row from left:** Sam Dickson, Riley Smith, Tim Vizena, Lisa Fraser, Kristen Dickie, Craig Stadnyk, Milissa McDowell, Lauren Catsburg, Joe Skrepnek, Adam Hendriks, John Legault **Front row from right:** Dany Poulin, Briar Sullivan, Ember Forbes.

We would also like to send a big shout out to our suppliers who donated various items to the Silent Auction which was our largest success, bringing in \$5,470. Thank you to Bradley's Insurance, Becky Gilmer, Clear Water Works, Crane Supply, D. Guist Trucking, Forterra, Glen Wright Excavating, Iconix, Iplex, Jason's Landscaping, JCL Wood, Kent McKaskill, M-Con, Marathon Drilling, Mary Theresa Gelineau, Merkley and Wolseley.

A sincere thank you to The Red Army Team members who participated in the event and braved the cold for such a fantastic cause! We are looking forward to participating next year.

## MOVEMBER

We're taking them all on – prostate cancer, testicular cancer, mental health and suicide prevention!

Since 2003, Movember has funded more than 1,250 men's health projects around the world, challenging the status quo, shaking up men's health research and transforming the way health services reach and support men. Movember exists to help men live happier, healthier, longer lives.

The Tomlinson Red Army Team really came together to help raise \$4436 in support of Movember and all the great work the organization does. Here you can see the before and after "mo" photos.

**BEFORE (TOP):** Chris Keeping, Scott McCaskill, Parker Armstrong, Aaron Valdes, Zach Salsman, Patrick Patenaude, Emma Wigney, Brendan Rundle, Dana McLachlin, Paul Charbonneau, Brendan Mudd, Luc Dechamplain, Jeff Stanley, Alex Melville **AFTER (BOTTOM):** Jeff Stanley, Scott McCaskill, Brendan Rundle, Emma Wigney, Melanie Sayeau, Michael Mohr, Chris Keeping, Dana McLachlin, Aaron Valdes





# HALLOWEEN AT THE CORE

We had fun dressing up on October 31st! Accounts payable won the best Halloween décor and Alisa Perlstein won the best costume (Gandalf from Lord of the Rings)



# 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\*\*\*](mailto:social@tomlinsongroup.com). We can't wait to see your photos!



# EMPLOYEE SHOWCASE:

## The Tomlinson IT Team

You don't often see them, but they are the team that keeps our operations running 24/7. They make sure our scales work in the quarries and pits, they keep out hackers and viruses, they keep your iPhones working...who you ask? Our IT Team!

The IT Team is managed by Matt Blake. Matt joined the company in 1996 at the age of 16. Over the years he's worked in various divisions and roles, and has led the IT team for 16 years. He's been part of every acquisition integration, knows the various lines of businesses, the office infrastructures and all the history that goes with that. He's a great leader and well-respected by his team. The IT Team has four groups that focus on Service Desk, Systems, SharePoint, and ERP team.

The **Service Desk** is the team that issues devices like laptops, phones and tablets. They are the first line of defense and provide general user support, repair equipment and provide training to staff of the equipment and software we have in place. This team is led by Steve Lee, with Aaron Valdes, Adam Konecny, and Zoltan Morocz providing additional support.

This is a very busy team. They support over 700 laptops and desktops, plus the almost 900 phones and tablets. Through the [support@tomlinsongroup.com](mailto:support@tomlinsongroup.com) they received 12,371 tickets in 2019. Plus, they brought on 189 new users to the systems, networks and hardware devices.

Then we have the **Systems Team**. This is that stealth group that ensures the network security by putting in firewalls so we can limit the number of outside attacks that breach our systems. This team also manages the infrastructure, which means making sure we have the correct servers and enough storage for all the information we collect. Plus, they manage the off-site servers and storage to keep back-ups of data just in case something happens – power outage, flood, malware etc. – to the over 130 servers that Tomlinson has. This group also has the Unified Communications team and they look after Skype for Business, mobile devices and all the AV systems we have in place at The CORE and other facilities. A lot of the work they do is behind the scenes like network upgrades or software patches, plus the line of business application support. At the helm for this group is Alex Mukoma, and he's supported by Gary Whitehurst, Scott Allen, Armando Valdizon, Cody Stephens, Lisa Fraser, and Cory Sanford.

Did you know that the Tomlinson Group is "cyber attacked" by external sources over 26,000 times per week? Per week!!! As Tomlinson has grown, we have seen our users and network become a greater target, meaning more IT security risks. We have seen that the sophistication and complexity of the threats has

increased dramatically. To combat these threats, the Systems Team have implemented Security Awareness Training for all of our users. This has shown to be extremely valuable. Where we first saw a high failure rate on email phishing messages, post-training we have seen a great improvement in catching these phishing messages at the end-user level.



**BACK ROW, LEFT TO RIGHT:** Tyler Craig, Alex Mukoma, Christopher Flann, Alena Smirnov, Gary Whitehurst, Joanna Skutnik, Adam Konecny, Zoltan Morocz, Matt Blake, Scott Allen, Cory Sanford. **FRONT ROW, LEFT TO RIGHT:** Mike Evans, Steven Lee, Lisa Fraser, Cory Sanford, Aaron Valdes, Armando Valdizon

The Systems Team does a lot of back-end work, but it is all of our responsibility to maintain a secure network. Our end users are frequently our last line of defense when it comes to IT security.

The **SharePoint Team** is a team of three. Small, but mighty given the fact that SharePoint is our secure place to store, organize, share and access information on almost any device. We use it as a document management system platform for custom applications like the central stores, as well as to manage a number of workflows such as Employee Onboarding, Time-Off Requests, Cheque Requisitions and are continuing to build new functionality such as the upcoming Stores ordering mobile app. This team is led by Tyler Craig with Yana Yordanova and Alena Smirnov training users, supporting SharePoint maintenance and development, Custom Web, Mobile Applications and Dashboarding.

The last group is the **Enterprise Resource Planning Team**. Enterprise resource planning (ERP) is the integrated management of main business processes, often in real-time and mediated by software and technology. ERP is a suite of integrated applications that we use to collect, store, manage, and interpret data from a number of business activities. This team is run by Mike Evans with prime or Joanna Skutnik Explorer Support. The team is instrumental in handling the custom reporting requirements,





custom applications development and software integrations (making all the different systems we have talk to each other).

Some of the initiatives the team worked on in 2019 were:

- Network Security focused improvements.
- Server Infrastructure updates.
- Systems imaging processes to improve process and timeliness of user systems migrations.
- Central management and patching of Adobe Software.
- Central management and patching of Autodesk Software.
- Ongoing migration to SharePoint 2019.

Here are some of the things you can expect from the IT group led by Matt Blake in 2020:

- Office 365 - Migration of email and some other services to the Microsoft Cloud which will provide users with a greater ability to collaborate internally and externally in the organization.
- Single Sign On - This will give the ability to use single domain logon to access multiple services using that single account

compared to maintaining separate user names and accounts in each service (Salesforce or Halogen as examples).

- Apex Scales - Coming in February - which is a system to replace the Explorer Standalone Scale in advance of the April 2020 SAP Go Live. Apex is a best of breed Scale Management software built to grow with our more automated future. This will be our new scale ticketing system which is being integrated to the SAP ERP system. This will happen throughout the month of February.
- Mobility cost tracking and utilization tracking improvements whereby a system is being implemented to notify users on data and other cost driving utilization. Monthly reporting will be provided to managers for their departmental costs and overages. Users will be notified when specified thresholds are hit in real time.

The IT Team really is that stealth-like group in the background that enables the rest of us to complete all of the tasks at hand. Thank you to this fantastic team for keeping us up and running all day, every day.

## UNIQUE ROLE WHERE THE BRANDING BEGINS

At Tomlinson we have over 1000 large pieces of equipment and 800 plated vehicles, trucks and trailers on the road. There is a lot that goes on behind the scenes to ensure that our vehicles and equipment are in pristine condition.

### DID YOU KNOW THAT WE HAVE OUR OWN TOMLINSON PAINT SHOP?

Our Paint Shop on Moodie Drive takes care of a lot of this by working on rust repairs, metal fabrication, and accident repairs. Yvan our Shop Supervisor, said "We are a five man shop and work year round. In the span of a year, the shop pulls in over 500 work orders."

The branding begins at the Shop. "When Tomlinson purchases a new truck or piece of equipment, we need to brand it with our Tomlinson colors," said Yvan Senecal. Yvan and his team are responsible for painting all company assets the Tomlinson red and white signature colors. At the Shop, we use five main colors: Tomlinson Red, Tomlinson White, CAT Yellow, Black and Grey.

Our paint booth is 65 feet long, so when we are painting we are able to fit three pickup trucks and have them being painted at the same time.

Recently, Yvan and his team worked on a 988 CAT Loader, this included disabling the pieces of equipment, sandblasting, repairs, prime and painting by adding branding and then reassembling. A job like this can take over two weeks to complete. "We are a very busy shop and as construction season slows down, the Shop actually really picks up. This is when we are able to pull all of the assets in to the shop to work on."

There is a lot of pride with the guys that work in the Paint Shop. They really are where the Red Army first gets its colours.



LEFT TO RIGHT: Ramnarine Singh, Maurice Croteau, Davide Giampaolo, Cory Dalglish, Yvan Senecal



# CHRISTMAS PARTY 2019





THANK YOU TO ALL OF THE YOUNG ARTISTS WHO CONTRIBUTED!



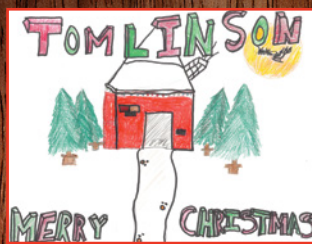
OLIVIA TESSIER, AGE 5



**THIS YEAR'S WINNER! COHEN GILMER, AGE 10**



KAI LEVAC, AGE 9



CAMILLE HENDRIKS, AGE 10



EVELYNNE HENDRIKS, AGE 4



RYAN RICCI, AGE 3



MATTHIEU TESSIER, AGE 11



SAM LEVAC, AGE 11



EMMA PICHE, AGE 11



CLAIRE BRENNAN, AGE 7



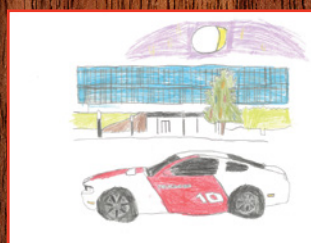
MICHAEL SAVARINO, AGE 5



LUCA RICCI, AGE 6



ARABELLE WIENS, AGE 6



CHARLIE BRENNAN, AGE 9



SOUKI DOSCH, AGE 5



JOEL HENDRIKS, AGE 8



# NEW FACES AT TOMLINSON

JACLYN ADAMS / CHRISTOPHER ASSELSTINE  
 ROBERT BRUNET / JOSE CABRAL / LAUREN  
 CATSBURG / ADAM CUMMING / JUSTIN  
 DORION / CALLUM DOTT / RYAN DOWNING  
 NICOLA FLEET / EZEKIEL FLETCHER  
 MATHIEU GALIPEAU / BRADEN GILCHRIST  
 JAMES HAGEN / CHADWICK HAINES  
 CURTIS HAMELIN / ALLISON HAUCK  
 MARTIN HAWLEY / ALEXANDER HAYES  
 PATRICK JAMPEN / JEREMY LALONDE / DARYL  
 LANGLOIS / BROCK LARIN / SCOTT LESLIE  
 CORY LIGHT / COREY MARTIN / SEBASTIAN  
 MAHONEY / CORDELL MCCULLOUGH  
 BRUCE MONETTE / COLLEEN MULLIN  
 RACHEL SCHAN / RAMNARINE SINGH  
 ABDULAZIZE TOUKALEH / COLIN QUINN  
 MARIEL VALDIZON / MICHAEL YEARLEY

