

CORE VALUE:



CUSTOMER FOCUS



INFRASTRUCTURE PROCUREMENT APPROACHES

Bidding on construction projects can involve balancing the needs of the company, the owner and the project itself. Sometimes, what is best for the project is not best for the budget or it is not schedule-friendly. Over the years, procurement for construction services has evolved from traditional models to include Alternative Financing and Procurement approaches. With these new project delivery methods, owners are continually looking for opportunities to improve on delivering projects

effectively and efficiently, on schedule and on budget. In addition, they want to ensure risks are allocated to the party best suited to manage the risks. Tomlinson has been at the forefront of working with new delivery models. Tomlinson's strength as an integrated group of companies, with access to the best people and equipment, has kept us well positioned to successfully deliver construction services under various methods of procurement. Some of these delivery methods are explained:



MESSAGE FROM THE CEO

CORE VALUE: Customer Focus

To me, having a core value of Customer Focus means building long term relationships that instill trust, confidence and loyalty for both our internal and external customers.

When I look back over the three generations of our family business and the market areas we serve, I can't help but feel proud of the strong customer relationships we have built. Together with our customers, we have faced countless difficult and challenging situations. These are the times when our team really comes together and steps up to help solve customer problems, to make sure that the highways are open and safe or to ensure that the airport runways are smooth and operating at full capacity - even when that means that our crews work 24 hour a day to make it all come together. This has meant that our customers know we will get the job done and that we have the commitment and capabilities to make it happen.

An added benefit for me, and many of our employees, is that working so closely together and knowing you can count on someone, has helped to build a lot of friendships along the way.

Building trust and confidence in a relationship requires everyone to make commitments to each other, to prove that you can follow through and actually deliver.

Along the way, we have taken customer feedback and used it to improve ourselves and our processes. Do we always get it perfect? No. That is probably impossible, but our efforts and strive for perfection set us apart.

I am very proud of the work we do every day and the amount of effort that goes into consistently exceeding our customers' expectations. However, I am most proud of the full Tomlinson Team for always stepping up to the task, no matter what.

Ron Tomlinson, CEO

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DESIGN-BID-BUILD (DBB)

Design-Bid-Build (DBB) is the most common procurement method and is traditionally used by public and private sector. With this process, the owner undertakes the engineering design, internally or by using consultants, the project is tendered, and then awarded to the lowest bidder for construction.

Many owners, such as the City of Ottawa, now use a pre-qualification process for major projects to ensure contractors have the ability and experience to successfully complete the work. The owner can also confirm the bidder is dedicated to, and knowledgeable of, the project's requirements for budget, schedule, quality and safety management.

Under this approach, the design is separate from the construction component. Although the owner maintains control of the design process, and there is price certainty for overall delivery, there is not an opportunity for value-added input to create a more cost-effective design. The overall project duration may be longer than other procurement methods since both owner and bidder need to complete several stages before the contract is awarded.

DBB method of procurement is used for most of the City of Ottawa projects. An example is the Alta Vista Hospital Link, which involved the construction of three new bridges and 6.5 km of a new arterial roadway between Riverside Drive and the Ottawa General Hospital to improve transit service to the hospital. The City used a pre-qualification process to select contractors to bid on the project based on their abilities to successfully deliver the project. This multi-year project had Tomlinson crews working adjacent to an active rail line, removing contaminated earth excavation, and completing construction on environmentally sensitive land adjacent to the Rideau River



DESIGN BUILD (DB)

Under a Design-Build project delivery system, the design and construction services are contracted by a single entity known as the Design-Builder or Design-Build contractor. This approach provides an opportunity for innovation, faster delivery, and reduces risks for the owner. However, the client loses control of the design process and management of the long-term costs and risks.

The Ministry of Transportation (MTO) is a leader in administering Design-Build projects and has been increasing their use of this procurement approach. There are two common Design-Build models used by the MTO: Major and Minor.

Design-Build Major	Design Build Minor
Two-step process: interested bidders first apply with an Expression of Interest (EOI)	One-step process
Owner shortlists a group of qualified bidders who are invited to provide an RFP	The bidders are invited to submit an RFP
Winning bidder calculated from a score based on the RFP criteria & the Price Proposal	The project is awarded to the lowest bid with the RFP graded on a Pass/Fail basis.

Tomlinson was the successful Design-Builder for Highway 28 Bancroft, a 41km design and reconstruction project. Tomlinson bid alongside McIntosh Perry Consulting Engineers (MPCE), who worked as our consultant to carry out the engineering design. Construction is currently underway and expected to be completed by December 2019.

The Tomlinson MPCE Design-Build team has completed 5 Design-Build projects for the MTO.

CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CMGC)

MTO also uses the Construction Manager/General Contractor (CMGC) model. CMGC is a unique method focused on accelerating project delivery. In the CMGC process, the project owner hires a contractor to work with the designer and project owner to provide input into the design, identify constructability issues and risks, provide costs projections and refine the project schedule. Once the design phase is complete, the contractor and project owner negotiate a final price for the construction contract. If all

parties are in agreement with costs, the project moves forward to construction.

Tomlinson was the successful contractor for the CMGC Highway 417 CPR O-Train Overpass. The project involves the removal of the existing bridge and Rapid Bridge Replacement (RBR). Construction is currently underway and expected to be completed by October 2019.

JOINT VENTURE PARTNERSHIPS

A Joint Venture (JV) is a commercial alliance between two or more separate entities in the form of a short-term partnership, enabling the partners to share costs, risk and reward for execution of a project. A new business is created to which each party contributes resources, equipment, skills and experience.

Joint Ventures are commonly used to enable companies to deliver large projects by combining their expertise and resources. This allows the two entities to benefit from the credibility and financial stability of a larger company and to gain local knowledge in overseas markets.

The City of Ottawa, through a conventional Design-Bid-Build and a pre-qualification process, tendered the Combined Sewer Storage Tunnel (CSST). The project involves the construction of 6kms of large diameter tunnel throughout the downtown core. The tunnel system is used to manage high flows during major rain events and minimize sewer overflows into the Ottawa River.



Since a major component of the project was the tunneling operation, Tomlinson formed a Joint Venture with Dragados Canada. Dragados is a worldwide leader in the construction of tunnels, utilizing diverse methodologies and types of construction technologies. The JV was the successful bidder for the execution of the large and complex project.

Construction is well underway and expected to be completed by August 2020.

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REQUEST FOR PROPOSAL (RFP) – BEST AND FINAL OFFER (BAFO)

The City of Kingston elected to procure the John Counter Boulevard Bridge and Roadway Construction project with a Request for Proposal (RFP)/Best and Final Offer (BAFO) process. The project involves the construction of a major bridge over the CN mainline and significant urban and non-urban roadway upgrades.

Similar to the Design-Build process, a two-step procedure was used to determine the best qualified applicant. Rather than the Pricing Proposal acting as the dominant score, the majority of the scoring is based on the bidder's Response to the Request for Proposal (non-financial component). The top scoring proposal submissions proceed to the second stage that involves a re-submission of the non-financial component and a financial submission, based on a final set of contract terms and conditions, both of which are scored to determine the best scoring submission.

Tomlinson assembled a team and developed a project execution strategy to meet the project requirements and deliver the project on-time and on-budget. Tomlinson's proposal included important value-added elements and innovative staging solutions representing our decades of experience undertaking large and complex projects. Tomlinson was selected as the preferred proponent and negotiated a final contract which included amendments based on our input through the process.

Construction has recently commenced and is expected to be completed by October 2020.

ALTERNATIVE FINANCING AND PROCUREMENT (AFP)

Under Alternative Financing and Procurement (AFP), project owners establish the scope and purpose of a project, while design and construction work is financed and carried out by the private sector.

The AFP model allows projects to be delivered more efficiently and more cost effectively than traditional procurement. AFP manages cost overruns by transferring project risks to the party with the expertise, experience and ability to best handle the risk.

The City of Ottawa used this procurement method for financing and procuring the large, complex LRT extension projects.

The Confederation Project was procured through a Design-Build-Finance (DBF) approach that followed AFP best practices to select a Preferred Proponent to enter into a Project Agreement with the City. Under the DBF model, the private sector designs and constructs an asset and finances the capital cost during the construction period.

The Trillium Line Extension Project was procured through a Design-Build-Finance-Maintain (DBFM) approach. Under the DBFM model, the private sector designs, constructs and finances an asset and provides maintenance and life cycle services over a period of time, typically 30 years.

These procurement processes are typically long duration and are costly to submit a proposal. Although a stipend (fee provided by the client to cover pursuit costs for the unsuccessful bidders) was provided by the City of Ottawa, it only represented a small portion of the actual pursuit costs.

Tomlinson participated in the Confederation Line and Trillium Line Extension pursuits for the City of Ottawa. The project involved construction of a new LRT system including over 40kms of track, civil works, stations and major roadway modifications. Tomlinson was an equity partner and part of the Design-Build Joint Venture for both projects.

Although Tomlinson was unsuccessful in the pursuits, we are now undertaking work and actively pursuing work with the successful consortiums for both projects. Tomlinson anticipates undertaking a substantive amount of work as a subcontractor.



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CUSTOMER SHOWCASE: **SEWER & WATERMAIN TEAM FINISH CITY PROJECT EARLY**

Tomlinson's Sewer and Watermain crew recently finished a City contract four days ahead of time. The Springfield and Beechwood ISD18-3014 project stipulated a 12-day period of time (July 22nd to August 2nd) in which all the work on Beechwood was to be completed. The City came up with this timeline after polling several contractors who all agreed it would be unrealistic to finish the work in less than 12 days. However, Tomlinson was up to the challenge. RWT started the work on July 22nd, as per the contract specifications, and just over a week later – by early afternoon on July 30th – the road was reopened, with all the civil work completed and the road reinstated.



Careful planning, excellent teamwork amongst divisions and high quality workmanship from staff like Mike Belecque, Rob Enright (and the City Division), Dan Lapenskie (and crew) and Chris Gibeault (and crew) made this possible. "Our ability to pool our resources gives us an edge on the other companies when it comes to tight schedules and deadlines," said Michel Noel, Project Manager. Needless to say, the City was delighted to have the road open earlier than expected.



The project consisted of the replacement of existing watermain and sanitary sewer along:

- Springfield Road from Beechwood Drive to Rideau Terrace (portions were originally installed in 1920) – (Watermain only).
- Beechwood Drive From Springfield Road to Douglas Avenue – (Watermain and Sanitary).

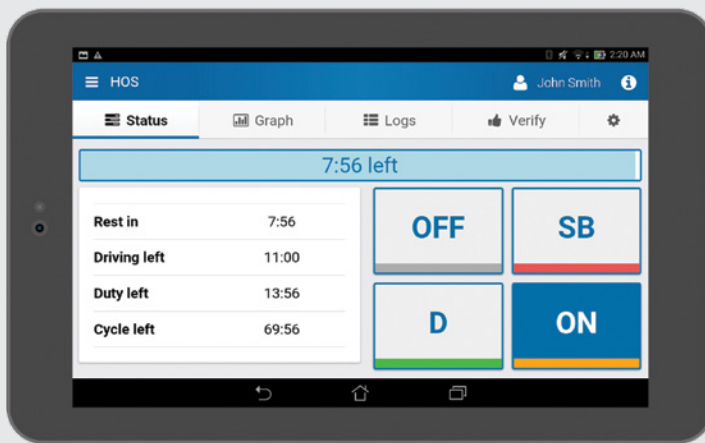
The watermain replacement on Springfield entailed 32m of 150mm, 30m of 200mm and 460m of 300mm PVC Watermain. Surface work included trench reinstatement, as well as replacement of monolithic concrete sidewalks and landscaping. The work on Beechwood entailed the replacement of 46m of 300mm PVC Watermain and 90m of 300mm PVC sanitary.



HEALTH & SAFETY

ELECTRONIC LOGGING DEVICES

Transport Canada has recently announced that CVOR drivers who are currently using paper Hours of Service Logs must begin using certified Electronic Logging Devices (ELD) by June 12th, 2021. The amendment comes after a Saskatchewan Coroners Service recommendation following the tragic collision involving the Humboldt Broncos Junior Hockey Team.



ELD's are tamper-resistant devices that are integrated into commercial vehicle engines. They are intended to ensure that CVOR drivers drive within their daily limit and accurately log their working hours. The devices track when and how long drivers have been driving; both on-duty and off-duty. They ensure drivers are complying with the Government of Canada's Commercial Vehicle Drivers Hours of Service Regulations.

ELD's also reduce the amount of administrative hours spent sorting, auditing and filing the hours of service log sheets. The device software is continuously ensuring compliance by conducting automated audits and will send an alert immediately should a driver be nearing or winds up out of compliance. The system then e-files and retains the records for six months as required by law; thus, reducing the amount of paper which is better for the environment.

Tomlinson began rolling out ELD's a couple of years ago for the Industrial Waste Division and Tomlinson Environmental Services who were travelling to and from the USA where ELD's were already mandatory. The ELD system that we chose to go with is known as GeoTab Drive, a free app-based program offered through our existing GPS provider GeoTab, and runs off a smart phone or tablet.

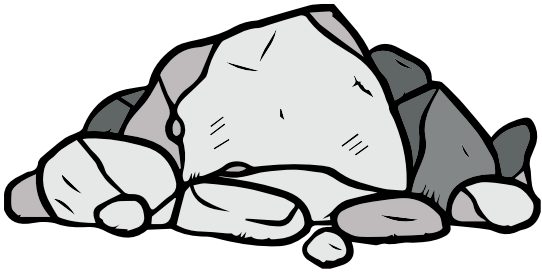
Prior to the announcement that ELD's were becoming mandatory, Tomlinson had already decided and committed to switching all CVOR drivers over to GeoTab Drive based on how efficient the system was and how it kept a closer watch on compliance by conducting self-automated audits.

To date, Tomlinson has 68 CVOR drivers using the GeoTab Drive ELD application with triple that number coming online early this fall. So far, the feedback from drivers has been extremely positive because the application removes the guess work, does all the calculations itself and allows the drivers to focus on the task at hand. This is beneficial as it alleviates the need for drivers to have to worry about completing hours of service graphs throughout the day.

Another prominent feature of GeoTab Drive is that when a driver records a Schedule 1 Defect within the Daily Vehicle Inspection Report (DVIR) portion of the application, GeoTab immediately notifies the shop where the truck is normally serviced. This allows the shop time to order parts if needed and enables them to better plan for what repairs will need to be completed later that day. Previously, drivers would fill out a paper Daily Vehicle Inspection Report and hand it in at the end of the day, resulting in less time to order parts and/or prioritize truck repairs as needed.

With the goal of having every CVOR driver utilizing GeoTab Drive in the near future, our intent is to enhance driver performance and efficiency, promote consistency amongst divisions, and increase overall compliance which ultimately improves Safety, one of our Core Values.





PROJECT BEDROCK

PROJECT BEDROCK CONTINUES TO GROW. SINCE OUR SUCCESSFUL UPGRADE TO SAP S/4 HANA VERSION 1709 AND THE ON-BOARDING OF DUFRESNE PILING COMPANY IN APRIL, THE TEAM HAS BEEN WORKING ON A NUMBER OF ENHANCEMENTS.

We are excited to be working on the implementation of a new SAP-based **Travel and Expense (T&E)**, scheduled to roll-out to the Tomlinson user community in January. This new system will replace our current process which is fully manual and will move us into an automated system that has built-in audit checks and balances!

SAP TRAVEL AND EXPENSE MANAGEMENT

The new T&E process will involve the release of new Fiori apps for all expense reports within the Tomlinson Group – including those companies that are not yet on SAP. It will include a direct link to our current Corporate Visa program and will leverage the creation and submission of expenses for approval completely electronically. Receipts can be captured using the submitter's camera on their smartphone or tablet and will be attached to the expenses, thereby moving us to a truly paperless T&E system! A huge step forward from the current process.

THE NEW SCREEN!

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



VIDEO SHOWCASE - HARVESTING HOPE

Tomlinson was pleased to be presenting sponsor of the #HarvestingHope at the Farm event Thursday September 19th at @SaundersFarm in support of the #HopesRising campaign for Mental Health at the Queensway Carleton Hospital! @QCHottawa #TomlinsonCares #Ottawa

<http://bit.ly/2kVgeij>

LYSTEK TO SURPASS 1 MILLION TONS OF BIOFERTILIZER SOLD BY END OF 2019



INCREASING DEMAND HELPS OFFSET BIOSOLIDS MANAGEMENT COSTS

Lystek's core business involves the diversion and processing of biosolids and organics into a range of value-added products, including the marketing and sales of LysteGro®, a U.S. EPA Class A quality, high solid, liquid biofertilizer product in high demand from the agricultural sector. The product is also registered as a bulk mineral fertilizer with the California Department of Food and Agriculture (CDFA) and, in Canada, with the Canadian Food Inspection Agency (CFIA). Lystek will surpass 1 million tons of LysteGro biofertilizer sold and responsibly managed by the end of 2019.

Lystek leverages its low temperature Thermal Hydrolysis Process (Lystek THP®) and value-added service offerings to manage the requirements of a growing number of generators of biosolids and organic residuals across North America. Solutions are provided via our numerous in-plant deployments and two large regional

processing centers in Ontario, Canada and California, U.S.A. Each regional facility has an annual processing capacity of 150,000 tons per year and the collective of all Lystek-enabled treatment plants now totals over 395,000 tons annually. As part of our unique approach, Lystek has been expanding its offerings and providing end-to-end resource recovery and product management services to the sector since 2012.

For example, in the town of Elora (Township of Centre Wellington), Ontario, Lystek has built a strong and growing market for LysteGro, selling 100% of the product into the local farm sector since the program officially launched in 2016. This program focuses on producing a high quality, federally registered fertilizer product that Lystek markets to area farmers. Growing demand for LysteGro has led to steadily increasing product prices and, due to the revenue sharing model between Centre Wellington and Lystek, returns have outpaced inflation and reduced the municipality's biosolids management costs in recent years. By the third application season the customer saw a decrease in the costs of its program.

"It is showing to be a highly valued product in our area, and, as proof of that, our revenue sharing returns have reduced our biosolids management fees. That's a real game changer," says John den Hoed, Supervisor of Wastewater Services for the Township of Centre Wellington.



Meanwhile, Lystek has also built a strong and growing market for the LysteGro product produced at the 150,000 ton per year, regional Organic Material Recovery Center it owns and operates in the Township of Southgate, Ontario (Southgate OMRC). In this area, product values have also been steadily increasing, with all LysteGro product being sold-out annually since the program began in 2013.

One of the key factors to the success of these programs has been the undertaking of third party agronomic trials and best management practices to demonstrate the effectiveness of LysteGro, both as a replacement for commercial fertilizer and as a means to build soil health. Even with increasing market prices and some revenue sharing to help offset management costs, the farmer is still receiving great value for the product, which has a high concentration of NPK as well as micronutrients and organic matter. Based on comparative pricing, to realize the total NPK equivalent in purchased commercial fertilizer, the cost would be approximately three times the current market price of LysteGro.

"Populations continue to grow and the resources required to make chemical fertilizers are being depleted. That is why the demand for responsible and affordable technology and



practical solutions, including products like LysteGro, will continue to increase over time. At the same time, regulations around landfill diversion for organics are getting more stringent across North America and around the globe," says Kurt Meyer, President of Lystek International. "We are proud to offer solutions that eliminate "waste" while contributing to the health and growth of the circular economy."

KEEPING EMPLOYEES AND THE PUBLIC SAFE: TESTING OUR EMERGENCY RESPONSE PLAN

On June 21st on Springfield Road near Beechwood, one of our sewer and watermain crews ran a test of our Emergency Response Plan. It is a busy street with lots of vehicle traffic, pedestrians and cyclists. We simulated a visually impaired person falling on the sidewalk and hitting a big rock. In our simulated accident, one of our workers noticed the person, notified the crews on site, and also

alerted the foremen and Health and Safety representatives in the crew. At the end, we debriefed the team on our performance. The guys did a great job and the conversation about safety processes and their importance was fantastic. We are very proud of our team and our commitment to safety.



CALABOGIE — DRIVING FOR EXCELLENCE CUSTOMER EVENT

On August 27th, Ron Tomlinson hosted nine of our top customers with the support of our leadership and sales team. We started the day with a professional training session, followed by some practice on the track. A personal trainer offered one on one coaching to each customer while they raced a mustang. Our customers enjoyed several driving sessions on the tracks with the mustangs as well as with a Lamborghini and a Nissan GTR.



Afterward, Ron offered to volunteer a glimpse of what it feels like to master the tracks: Taking our customers for a spin. One of our customers rode with Ron and came back thrilled. "My favorite



part of today was driving around with Ron. It was absolutely fabulous, I think I went to the moon and back. Thanks, Ron for the trip around the track." – Chris Loeffler, Kiewit.

Many customers took the opportunity to deepen their close relationship with Tomlinson while enjoying the high-speed fun. "We've worked with Tomlinson for almost 25 years. They've got the resources in terms of equipment and people to be able to effectively do our jobs, offer innovative solutions to our problems and bring our projects to successful ends." – Marty Koshman, Controlex. With another wonderful customer appreciation event under our belt, the Tomlinson Team is very much looking forward to hosting next year's event at the Calabogie Motor Sports Track.



FINAL RINGSIDE FOR YOUTH

Tomlinson employees attended the boxing gala at the Shaw Centre, the last one after 25 years. The event has cumulatively raised more than **\$3.5 million for the Boys and Girls Club** of Ottawa. The evening featured “Sugar” Shane Mosley, a former American professional boxer.

6 PRIZES

AT OWMA TRUCK DRIVING CHAMPIONSHIP

On June 8th, 2019 Tomlinson TES collected six prizes at the Ontario Waste Management Association (OWMA) Truck Driving Championship including for Roll-off, Straight Truck, Special Services and Rookie of the Year. John Gribben (TES), Roger Riopelle (TES), Jarmat Erysthee (DataShred), Patrick Labelle (IWD), Kevin Crowe (IWD), and Kirk Miles (IWD) all participated. All 6 winners were eligible to participate in the Ontario Truck Driving Championships in Brampton September 6th to 8th 2019. Results prove that we have highly trained quality Drivers in our ranks.

HOPE –

HELPING OTHER PEOPLE EVERYWHERE

For the fifth year in a row, Tomlinson attended HOPE Volleyball on Saturday, July 13th 2019. This year we sponsored three corporate teams - Red Army, Rock Blasters, and Concrete Results - with 36 Tomlinson employees from several divisions. The Rock Blasters won all their games to make it to the first round of playoffs, where they were unfortunately defeated by Costco. Over the years, HOPE has donated more than **\$3.5 million dollars** to over 110 charities local charities in Ottawa.

FINAL HARVESTING HOPE GALA FOR MENTAL HEALTH

Tomlinson was Presenting Sponsor at the third and final gala on September 19th, 2019 at Saunders Farm. The sold-out event supported the Queensway Carleton Hospital's Hopes Rising campaign, to raise funds to expand and renovate its acute mental health unit. The gala, attended by 450 people, raised nearly \$465K toward the \$6-million campaign. Returning gala chair Sara Cinq-Mars – who has been voluntarily fundraising since the campaign launched in 2016 – received a standing ovation for her speech, and her homemade apple pie fetched \$9,500 at auction!



TOMLINSON CLEAN UP DAY

Tomlinson employees, local volunteers & Councillor Carol Anne Meehan participated in the #Barrhaven #CommunityCleanup May 25th/26th at the storm water pond area at Longfields and Paul Metevier. **#TomlinsonCares** **#TomlinsonEarthDay**.

RED ARMY GEAR AVAILABLE ONLINE

VISIT THE RED ARMY GEAR ONLINE SHOP!

Check out new fall items added to the store, or keep warm this fall 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
www.store.tomlinsongroup.com

TOMLINSON FUN FACTS



**698 TRI-AXLE TRUCKS
OR 15,000 TONNES
OF AGGREGATES ARE REQUIRED
FOR THE CONSTRUCTION OF AN
AVERAGE SIZE SCHOOL OR HOSPITAL.**

EFFECTIVE AND TIMELY FEEDBACK FOSTERS EMPLOYEE FULFILLMENT

Over the years, performance reviews have built up a bad rap. We need to change that perception. Effective feedback helps individuals to understand what they did well and what they could do better. Once they know what is working well and what is not, they can change their behavior and start to improve to meet the job expectations.

Feedback is powerful since it shows the roadway for improvement. Agreed, once a year performance reviews lack the depth and fairness of on-going feedback. At Tomlinson, we believe effective feedback should be timely, open and balanced with the good and the bad. Managers are expected to meet regularly with their employees during individual one on one meetings, then when it comes time for the annual review process there are no surprises and the face-to-face 360 review is a summary of those one on one meetings throughout the year and an in-depth conversation about employee development and career goals.

Our Tomlinson feedback process provides feedback and recommendations to employees and shows how your coworkers perceive your performance. It offers development guidance to help you fulfill your career ambitions.

Effective and timely feedback fosters employee fulfillment and is proven to have a direct link to employee engagement. Employee engagement levels are directly proportional to employee productivity. Employees want to be involved and acknowledged for their work.

Having your employees go day after day, month after month without feedback is like going on a long road trip without your GPS.

When employees get little or no feedback, they tend to jump to either performance extreme of the spectrum – they believe they are superstars or they become excessively self-critical and think they're about to get fired. This is because they rate themselves based on very specific attributes or tasks rather than looking at all aspects of their performance and deliverables.

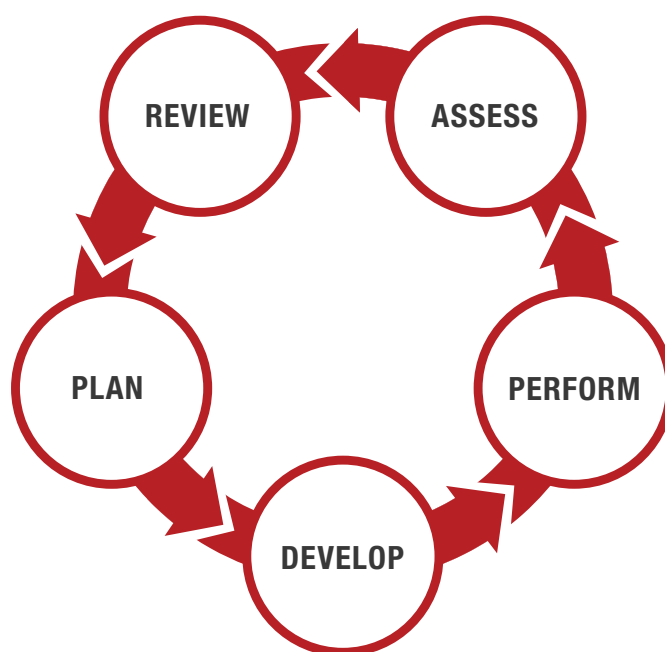
When a manager gives regular feedback during a one on one meeting, it helps to build an employee's self-esteem and their confidence; it reduces uncertainty around the role or any misunderstandings about the job expectations.

At Tomlinson, we couple the one on one meetings with a formal annual 360-review process. As part of this process, we

have employees write their own self-assessment. This allows employees to think both critically and analytically about their own performance. Looking into that proverbial mirror is a challenge, but over the long-term, it is a career enhancer. Knowing your strengths, setting your career goals, and creating a development plan – these are all very important pieces for a successful career.

When you augment this self-reflection by feedback from additional sources, like your coworkers and peers, this really strengthens your self-awareness and understanding. Add this to open and candid feedback from your manager and this is the performance feedback trifecta. You need to look for the trends in that feedback and critically think about it – what are two or three things I can focus on that will really help me move forward in my career, build relationships with my team and boost my effectiveness and productivity?

Everyone wants feedback about their performance. Everyone wants and hopes for effective, constructive feedback. Feedback inspires us and it helps us to make adjustments and slight changes to our path so that our careers continue to climb.



EMPLOYEE SHOWCASE:

Melanie Brennan

Melanie Brennan works at The CORE in the Accounts Receivable department and has been with the company for just over five years. We met with Mel and asked her a few questions about what it has been like working at Tomlinson.

WHAT ORIGINALLY ATTRACTED YOU TO TOMLINSON?

In 2014, I had been at home with my young family for four years. It was time to get back into the workforce. My first interview didn't go well. I was so overwhelmed and very nervous. I had been at home with children, not talking to humans for so long. The interviewer was very nice about it, and asked me if I wanted to come back the next day. He even coached me that day. I went home, did some more research and felt more prepared. The next day it went much better. It was really great to be able to do that.

"I'VE ALWAYS FELT THAT TOMLINSON IS A GOOD PLACE TO WORK. THE PEOPLE ARE AMAZING. IF YOU NEED HELP, YOU CAN ASK ANYONE. IT'S JUST A REALLY GOOD PLACE TO WORK."



will be entered in real-time, so that should eliminate the waiting and allow me to keep my billing deadlines.

WHAT GROWTH HAVE YOU SEEN OVER THE YEARS?

A lot! There have been multiple companies purchased. We've worked on big projects like the LRT. New people have come in with the acquisitions. SAP is a huge change for sure. The team is half SAP and half Explorer. For me, not a lot of SAP yet, still on Explorer for RWT and Trux for the TES side.

HOW HAS YOUR ROLE CHANGED?

I've taken on Environmental Services. I have learned how to do the billing on the Ready Mix side too, so I'm the back-up for that group.

WHAT DO YOU ENJOY MOST ABOUT YOUR WORK?

I like the people. It is a good team. When I came into the office it was a big, giant company, but it felt like a small family company.

Tomlinson is very big on making sure someone fits in. I never really worried about them making the wrong choice – they find someone who fit. I like coming to work here, it's comfortable.

WHAT DO YOU FIND CHALLENGING ABOUT YOUR JOB?

Waiting on paperwork to make its way into the office is a big challenge in my role, but once we are all on SAP the information



YOU'RE VERY INVOLVED WITH THE "COMMUNITY" AT WORK, WHAT DO YOU LIKE THE MOST?

I play on the volleyball teams for HOPE and I play in the slo-pitch tournament each year. I like that they allow us to do these things. You get to meet different people at work that you don't normally run into. It really builds camaraderie and helps to get to know everyone.

YOU HAVE A YOUNG FAMILY, HOW DO YOU MANAGE THAT WORKING HERE?

My supervisors have always been supportive. If I need to stay home because the kids are sick or if they have a doctor's appointment, it has never been an issue.

There are a lot of family-oriented activities like Calypso and slo-pitch. The kids love it.

WHAT ARE YOUR INTERACTIONS WITH CUSTOMERS LIKE?

I talk with the customers on a daily basis. I work with them to pay invoices or set-up accounts. I deal with them mostly by phone or emails. At the old office, we had a lot more walk-ins of customers coming in to pay. Now the customers occasionally come in to do cheque exchanges.

DO YOU TALK A LOT WITH EMPLOYEES OUTSIDE THE OFFICE?

I talk to the Scale guys on a daily basis. I don't really go out into the field, but you build a kind of virtual relationship with them. The same with the Foremen and Stores guys, everyone is usually pretty laid back and you can joke around with them.

YOU'VE BEEN WITH TOMLINSON FIVE YEARS NOW, DO YOU STILL ENJOY IT?

I like the family business feeling and being part of something that matters. You can drive around the city and see Tomlinson and what we've done everywhere; I like knowing I'm a part of that in the background.

I never really saw Tomlinson around before I started working here, now I notice them everywhere. My kids love pointing out the Tomlinson signs, trucks and bins when we're out.

I've learned a lot, like it is a concrete mixer truck, not a cement truck.

The work ethic here is very strong. July and August just fly by – what does happen to those months? Soon, it will be December.

I've always felt that Tomlinson is a good place to work. The people are amazing. If you need help, you can ask anyone. It's just a really good place to work.

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**

SUMMER FUN AT CALYPSO

Over 1,360 Tomlinson Employees and their families attended the July 14th 2019 Calypso Summer Picnic Event. With the great weather the families enjoyed all the park had to offer as well as a BBQ provided by Tomlinson. Take a look at what our employees' families had to say about the day:

KIDS:

"I LIKE CALYPSO BECAUSE THE WATERSLIDES GET YOU WET AND BECAUSE IT'S JUST LIKE A ROLLER COASTER WITH WATER. TOMLINSON'S THE BEST PLACE EVER."

Claire Brennan

"CALYPSO IS PRETTY FUN. TOMLINSON IS A PRETTY FUN COMPANY BECAUSE THEY ARE NICE THAT THEY WOULD LET YOU GO TO THE WATER PARK. IT'S NICE THAT TOMLINSON LETS US HAVE A FUN TIME AT A WATERPARK."

Charlie Brennan

FAMILIES:

"THANK YOU SO MUCH FOR A GREAT DAY. WE ALL HAD SO MUCH FUN."

Shannon B

"OUR FAMILY HAD A GREAT TIME!!! THANKS SO MUCH, TOMLINSON."

Lesley W

"WHAT A GREAT DAY AT CALYPSO! THANKS, TOMLINSON!"

Brittany L



GUN AND GEAR SHOW

In an effort to expand our recruiting efforts, we are working with Valley Outdoor Promotions and attending a number of their Gun and Gear shows this year around the greater Ottawa area. We are donating Tomlinson branded door prizes to help get our name out in the communities. The Human Resources team has attended the shows, where they promoted Tomlinson as a great place to work and shared information about our many careers opportunities.



Milissa McDowell and Dave Arbour.

There have been a number of shows this year including:

- **Renfrew Gun & Hunting Show** – Saturday March 2nd and Sunday March 3rd
- **Richmond Rod & Gun Show** – Saturday April 6th and Sunday April 7th
- **Long Sault Gun Show** – Saturday May 25th
- **Lanark Guns & Gear Show** – Saturday June 15th
- **Vankleek Hill Gun Show** – Saturday July 20th
- **Valley Gun & Hunting Show** – Saturday August 31st and Sunday September 1st
- **Petawawa Gun & Hunting Show** – Saturday September 21st

We are happy to be a sponsor of these events with Valley Outdoor Promotions and look forward to the upcoming shows!

Brechin Quarry hits the track

The team from our Brechin Quarry and their families spent the day at Canadian Tire Motorsport Park located in Bowmanville. The park is a multi-track motorsport venue, which holds various types of race events throughout the year. On August 23rd-25th the park hosted the NASCAR's Grander Outdoors Truck Series - Chevrolet Silverado 250. That weekend was also the Canadian Touring Series, which is the series that Ron Tomlinson races his car number 48.

The employees and their families were able to go into the pit area where all the action takes place, it was a very exciting and unique experience. Ron hosted a BBQ for the employees and their families before hitting the track for his race. With his race finish on the weekend, Ron placed 5th overall for the season in his division.



Left to right: Ron Tomlinson, Shane McKibbin, Jesse Smith, Zach Smith, Sam Stafford, and Scott Normorel

WE LEARNED A LOT, AND NOW IT'S TIME TO GO BACK TO SCHOOL!

Every year Tomlinson brings on students from Universities and Colleges, to employ summer and co-operative students for the summer semester. Typically, we offer four month and eight month terms to the students. We have students from post-secondary schools such as Algonquin College, University of Ottawa, Carleton University, St. Francis Xavier, and Queen's University. This year we had 13 students working in various divisions such as City and Commercial, Shoring and Piling, Heavy Civil, Environmental Services, Lystek, Human Resources, Health & Safety, GPS and Surveying.

Tomlinson interviewed Pascale Marceau, who is working on the interchange reconstruction project at Highway 401/ Gardiners as a Summer Student for our Heavy Civil division. We asked Pascale what she found beneficial about her placement. Pascale stated that "the placement was very beneficial as it **gave me lots of experience in different areas**, such as time management, organizational skills, concrete placement and testing. I feel very fortunate to have learned so much over the summer."

We also asked Daniel Della Rocca, who is working in our Heavy Civil division as a Site Coordinator on the Rideau Canal Wall Repairs Site, how his overall experience was at Tomlinson, and he responded with, "I believe that my overall experience with Tomlinson has provided me with **more knowledge and learning than I ever expected** prior to entering my work term. I thoroughly **enjoyed the diverse range of work** I got to perform and I felt that the employees here genuinely care about one another and that it is truly a team environment."

Tomlinson believes partnering with school co-operative and intern programs allows students to grow their knowledge that they have learned in the classroom and apply it to the real world. We look forward to next year's students coming on board and wish all of our 2019 students the best of luck in their academic pursuits this 2019-2020 school year.



Elie Skaf and Daniel Della Rocca.
Job location: the Rideau Canal Wall Repairs site.



Kyle Quesnel and Julia Lattmann.
Job Location: Barrhaven Conservancy site.

TOMLINSON

WHAT CUSTOMERS ARE SAYING



As we were heading outside to leave this morning, the Tomlinson truck passed by to pick up our recycling. One of your employees noticed that my husband was walking with a crutch, your employee emptied the bins and brought them to the garage door knowing my husband could not. The employee then asked my husband if he got injured at work knowing he is a police officer. He then thanked my husband for his hard work and keeping the streets safe, greeted me and then continued on with his work. **I don't know who this employee is, but**

HE REALLY BROUGHT A SMILE TO OUR FACES

and made our day by a simple, kind gesture. I am a firm believer that it is these littlest things that make a great impact on people.

Micheline in Rockland



WHAT'S NEW WITH TOMLINSON UNIVERSITY?



With a Core Value of People - attracting, developing and retaining the best people - we are proud to be sending out the 2019/2020 course calendars for Tomlinson University.

We are committed to ongoing investment in our people. As part of this investment, we offer a number of training and development courses through Tomlinson University. These courses are available to all Tomlinson employees, including seasonal, hourly and salary staff. These training days are paid, so if you are on a seasonal layoff (as an example) and are approved to take a Supervisory Skills course you would be paid for the time in the classroom. There are different classes held every week, with most courses held at The CORE.

We offer a variety of training sessions based on requests and feedback from our employees. This year we have a number of new courses available such as Performance Management and Leadership Communication, Managing Multiple Priorities, Assertiveness Communication and Managing Individual Performance.

We are happy to continue to offer our Professional Drivers Training program, where we sponsor employees to upgrade their current licence to A Restricted, AZ or DZ.

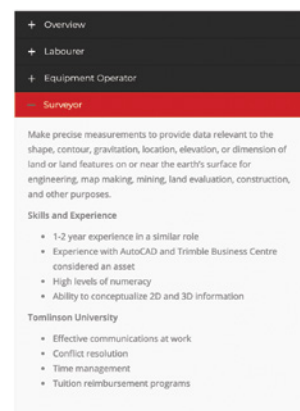
In addition, we continue to offer tuition reimbursement to those employees working independently towards a certificate or degree program at the college or university level.

Employees can register for upcoming training and development courses by going to Halogen and clicking on the Learning tab or by emailing Human Resources at hr@tomlinsongroup.com.

If you are unsure of what courses you should take, employees can access the career tree on SharePoint. Click on a department and select a position. The career tree will provide information about the role and recommended courses.

Employees are encouraged to speak to their supervisor or Human Resources if they are still unsure what courses to take or if desired courses are not available through Tomlinson University.

Your career growth is important to Tomlinson. We want to help you create a path, provide the tools and give the support required to get there - wherever "there" may be for you.



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

MICHAEL ADAMOVITS / BRANDON ALPORT / PARKER ARMSTRONG / VLADIMIR AVRUKY
 MATHEW BACHINSKIE / DRAKE BARTHOLOMEU / NICHOLAS BEAUDOIN DUMAS / NICHOLAS
 BELL / JOSEPH BENDER / PAUL BENISH-STEELE / KIRBY BENNETT / GREG BERTOLINO
 JAMIE BOISVERT / JAYDEN BOLAND-MCKINNON / BRANDON BOOTH / CHARLENE BORUTSKI
 SAHRA BORUTSKI / CHELSEA BOUTHILLIER / ERIC BRIGGS / AARON BRIGHT / RYAN
 BRISEBOIS / BLAKE BRISSON / DAVID BUDLAKOTI / DILLON BUFFITT / JAMIE CAMERON
 MICHAEL CAMIRE / CLAUDIO CAVALCANTE / BRIAN CAVERS / JAMES CHARETTE /
 MATTHEW CLARK / TROY CLARKE / RICKY CLOSTRE / MICHAEL COLLINS / JAMES
 COLTON / BERTIN CORMIER / MACKENZIE CORNELISSE / MATTHEW CUMMINGS
 HUNTER CYBULSKIE / MARIA D'AMORE / BRIAN DAMENT / SAMUEL DICKSON / DANIEL
 DODGSON / DYLAN DOUGLAS / SHELBY DOWNEY / MARC-ANDRE DUBOIS / THOMAS ELDER
 TYLER EMOND / SEBASTIEN ESTRADA / MATTHEW FAIT / IAN FENNELL / TED FERRIS / LORELEE
 GALLIBOIS / MATHEW GARNEAU / PHILIPPE GAUTHIER / AUSTIN GAUTHIER / GERRY GENTIL
 SEAN GERMAIN / JASON GIENOW / LUCAS GILES / APRIL GILLAN / SCOTT GOODY / ERIC
 GOSSELIN / JONATHAN GRAHAM / JACOB GRENON / DAPHNE HAMELIN / KORY HAMILTON
 WENDY HANSEN / MADISON HARRIS / DEVAN HAYES / SANDY HENRY / AARON HILL
 / EMILY HILL / SCOTT HOWE / GEORGES-RENE JALETTE / FRANTZ JEAN / DAVIDSON
 JEAN BAPTISTE / JORDAN JEWELL / SANDY JONES / JACK JONES / HENRY KAHNAPACE
 RYAN KENDALL / COREY KLUKE / ROBERT KOCIS / ROGER LARABIE / THOMAS LAUZON
 ANTHONY LAUZON / DARBY LAVALLEE / LUC LAVOIE / MICHAEL LAWRENCE / PEYTON
 LOCKWOOD / BYRON LOVE-BIRKETT / RYAN LOW / JASON LOWERY / JOSEPH LUCKOVITCH
 ADAM LUPENETTE / SAMUEL MACKKEY / DUSTIN MACLEOD / NICHOLAS MACNEIL / CONNER
 MANSBRIDGE / RAYMOND MARTIN / AJMAL MASROOR / KENNETH MATEAR / ISABELLE MATTE
 SPENCE MCCARTHY / JOSHUA MCDONALD / CONNOR MCGUIRE / BRENNAN MCKENZIE
 NICHOLAS MCNAMARA / CHARLES MCNULTY / KEVIN MCRAE / BRIANNE MELANSON
 STEPHAN MENDICINO / BRIAN MESSERVEY / RIVER MITCHELL / JUSTIN MONTAGANO
 MARIUS NADEAU / TRENT NADEAU / TREVOR NADEAU / ANDREW NEALE / CHRIS NEVINS
 CHRIS NIELISSEN / JAMES NIXON / DONALD O'SHEA / MATTEO OLIVA / KIMBERLY OUIMET
 MATTHEW PAGE / ELI PARADIS / MONIQUE PARR / HERMAN PAYEN / JOAN PEREZ / LUIS
 POHODA / KEN PURCELL / EDWARD RAESIDE / CHARLES RAHALL / STEPHEN REYNOLDS
 ANDREW RIGO / CHARLES ROBERGE / GRANT ROBERTSON / TY ROBILLARD / CHRISTOPHER
 ROBINSON / MARTIN ROBINSON / MICHAEL RUTTER / CRAIG SACKMANN / DAMIEN SAGER
 ZACH SALSAMAN / ROSHAN SAMUEL / CHRISTOPHER SCOTT / DAVID SEELY / ANGELICA
 SEGRETO / MATTHEW SEMPLE / COLE SERSON / WILLIAM SHELLEY / CHARLES SOVIE
 LAWRENCE SPICER / CHRISTOPHER STEELE-ATKINSON / JAMES STEWART / JAMES STREVEY
 MITCH SWEET / MARVIN SWEETLAND / JOHN TAYLOR / ZACHARY THOMAS / DEREK THOMAS
 DANIEL THOMPSON / WESLEY TOWNSEND / LINDA VALENTE / CORWIN VANDERLAAN
 AUSTIN VANDEWOUW / TYLER VILLENEUVE-RAY / BRANDON WALLMAN / KAYLEE
 WHARTON / COLBY WILSON / KEVIN WINTERS / ANDREW WOODCOX / BRENDA YENDALL



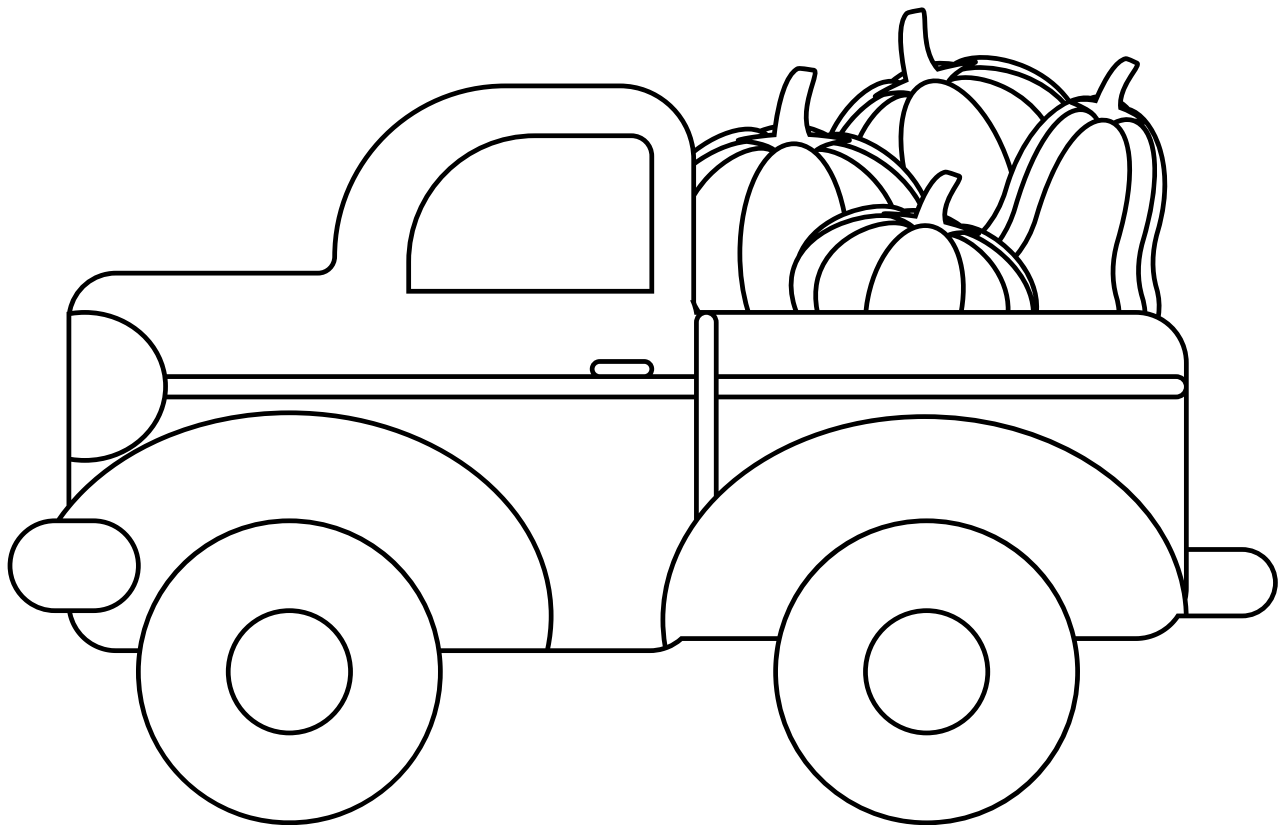
KIDS KORNER

Unscramble these
autumn words!

LIHCL

AELVSE

colour me in!



Answers: CHILL, LEAVES

TOMLINSON INNOVATION COMMITTEE



We figured you would want to know a little bit about your Innovation committee so we asked them to answer a couple of questions.

1. Why do you enjoy being part of the innovation committee?
2. What does innovation mean to you?
3. What do you like best about the innovation program?



Scott McCaskill

I enjoy being on the Innovation committee because I want to be engaged in my work, and what a better way to do that than being on a team that facilitates new ways of working.

Innovation means to me: thinking differently, trying new things and being open to all ideas.

The best part of the Innovation program is it allows all of RWT's employees to think outside the box. and take a new approach to how things are done.

It's an opportunity to meet people from across the entire company that are creative and passionate about what they are doing. It's easy to work with people like that and their energy is contagious!

Innovation is about identifying problems that can be turned into opportunities by looking at things differently than how we do today.

Seeing the teamwork that goes into most of the submissions. One of the best lines I've ever heard is "None of us is as smart as all of us!"



Lee Timmins



Stephan Belanger

Innovation is what's going to really set us apart from the competition. We work in an industry that is very competitive, especially in our markets, so maintaining our progressive leadership in these markets is vital for our success. To that effect, developing a strong corporate culture around INNOVATION will ensure our competitive advantage, which in turn will lead to continued success. It's a privilege to be part of a team spearheading this endeavor.





Craig Bellinger

The innovation committee has allowed me to meet and interact with talented RWT employees from different divisions, gain more knowledge of the project which they work on, understand the diverse challenges which they face and experience the creative solutions to those challenges.

Innovation to me is continuous improvement, the ability to understand what needs to change, develop, test, and improve a way of conducting our business. It is about striving to do better and pushing ahead of the competition.

What I like most about the innovation program is that it provides awareness and inspiration to all Tomlinson employees in the creative ways we conduct our business and the program helps promote ideas which have long lasting impacts on process, productivity and value added to our business.

There are some companies out there that like to brag about core values, when in reality not much time or effort is put forward to actually promote them. It is easy to see how the Tomlinson Innovation program is a direct embodiment of several of our core values.

Rewarding employee successes through the Innovation Contest shows true commitment to the promotion of Innovation. Challenging our employees to constantly be looking for different, better ways to work shows the belief in the development of our People. We strive for Excellence in all that we do by encouraging everyone to think about new approaches to Safety, Quality, and Environmentally Conscious projects.

Being a part of this committee provides a tangible means for me to be a part of the development of the company and the implementation of its core values.



Ron Darraugh

Personally, I enjoy being on the committee because I am always looking to do things faster, safer and more efficiently. Whether it's for myself or my team any way we can make things better is a leap in the right direction. Being able to see some of the creativity first hand on how my peers achieve these goals never ceases to impress me.

Innovation encompasses many different things. I believe it to be making an improvement on a process, product or service. Regardless if it is a minor savings to the development of the iPhone – all are relative.

My favorite thing about the Tomlinson Innovation program is the freedom we are allowed as employees to be creative. Our opinions matter and they recognize that great innovations can come from any level, anywhere in the company.



Angela Ostrom