



## Tomlinson recognized for its **FOCUS ON SAFETY AND PEOPLE**

Tomlinson has been awarded three very prestigious awards for our actions and programs during the past year. These awards focus on two of our Core Values – Safety and People.

**EXCAVATOR OF THE YEAR AWARD FOR HOMEBUILDER.** The Ontario Regional Common Ground Alliance (ORCGA) is the voice of Ontario's damage prevention professionals. The ORCGA works to

reduce damages to underground infrastructure - ensuring public safety, environmental protection, and the integrity of services by promoting effective damage prevention best practices.

Again, this year our team of excavators have been recognized as best in-class for safe digging practices. Excavator of the Year is determined by each contractor's individual damage rate. A damage



## MESSAGE FROM THE CEO

### CORE VALUE: Excellence

Life is about change – as we grow, we change; as we age, we change; we seek new adventures, we look at the world differently. The constant in our life is change.

The same goes for our businesses, we must always be changing and evolving – to keep up with the world around us, to keep up with government policies, to keep up with technology and to grow.

The biggest part of change is personal growth. Personal growth is also what will drive our business changes and enable Tomlinson to compete in the future.

Just look at how quickly we adapted and changed for COVID. Every person has been affected by those changes. Although you may not like it, you quickly adapted and overcame the obstacles that were presented. We became stronger as a team because of it, we became stronger for our families.

This year will be no exception – we will continue to build our one team approach; we will continue to strive for outstanding operational performance; and we will continue to build both our technical and leadership skills – as One Team.

Ron Tomlinson, CEO



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rate is a calculation dependent on the volume of locates requests, measured against the number of digging related damages to underground infrastructure.

**ORBA COMMUNITY LEADERSHIP AWARD** recognizes an Ontario Road Builders Association member company or an individual employed by an ORBA member company, for selflessly undertaking philanthropic activities and/or providing community service, for the betterment of their community and the world around them.

Tomlinson's legacy of stewardship and support of the Ottawa community has evolved through the Tomlinson Family Foundation, Tomlinson's Parks Initiative and various community projects, supporting a variety of initiatives, either through charitable donations or through donations-in-kind.

With the impact of COVID-19, Tomlinson focused on organizing donations of Personal Protective Equipment (PPE). Frontline workers faced PPE shortage to protect staff. The N95 respirator mask used during construction work filters airborne particles and may be used in a hospital setting to protect staff against viral infections. Over two months, Tomlinson donated over 21,000 N95 facemasks to needful hospitals, care homes, and volunteer organizations across Eastern Ontario and Gatineau.



Across our company, employees personally knew frontline healthcare workers. They had family, friends, neighbours who worked in hospitals and nursing homes that needed PPE to protect themselves and their patients. Numerous staff have parents and grandparents in long-term care facilities. Tomlinson responded to any request from the public and from staff asking for assistance with PPE. With every donation of PPE or outreach to an organization, we often received comments about the impact and how dire the shortage was. Often, hospital Administrators would break into tears over the phone while arranging for delivery. Frequently, hospitals were on their last few boxes of PPE.

At the end of April 2020, the Ottawa Food Bank asked for support from the community. Generally, the food bank would provide food assistance to ~39,000 people. During COVID-19, the food bank requests for food assistance were three times higher than the normal proportion. Tomlinson donated \$50,000 to the Ottawa Food Bank during this fund drive.



We supported Ride to Connect, which provides technology access and skills for seniors in long term care homes. This important initiative provided technology for our seniors to connect to the outside world. Unfortunately, many Canadian seniors still lack the necessary tools and skills to benefit from the online world in the same way younger generations do. Whether it is by maintaining social interaction with family and friends through videoconferencing, having better access to telehealth services, being able to shop for essential goods and services, or having accessible games, puzzles, videos, and e- books, technology can be the gateway to making a senior feel more empowered and independent. We helped raise funds for Seniors Can Connect.

These were just some of the programs and initiatives that Tomlinson undertook this past year, and we are pleased to be recognized by the ORBA Community Leadership Award.

For the second year in a row, we're proud to have been chosen as a **NATIONAL CAPITAL REGION'S TOP EMPLOYERS FOR 2021**.

The National Capital Region's Top Employers applications are reviewed by Media Corp to see how each company compares to others in our industry and region using the following eight criteria (1) Physical Workplace; (2) Work Atmosphere & Social; (3) Health, Financial & Family Benefits; (4) Vacation & Time Off; (5) Employee Communications; (6) Performance Management; (7) Training & Skills Development; and (8) Community Involvement. Employers are compared to other organizations in their field to determine which offers the most progressive and forward-thinking programs.

Again, congratulations to everyone for their efforts towards achieving these public recognition awards! We are very proud of our accomplishments and the work environment we have built together.



## CUSTOMER SHOWCASE:

# THE RED ARMY IMPACT ACROSS COMMUNITIES

One of the great things about working at Tomlinson is that we get to see the impact our work has across communities. We understand that the completion of successful projects can mean so much to people and that it can even help revitalize a town, giving it a fresh new feel. For that reason, we always strive to go above and beyond for our customers, regardless of the project.

## BECKWITH STREET REVITALIZATION PROJECT

One such meaningful project is when the Town of Smith Falls decided to undertake a generational project – a plan of such large scale that a project of this size will likely not be seen in Smith Falls again in our lifetime. The first phase consisted of the underground replacement of water and sewer infrastructure as well as the construction of a separate drainage system. Above ground, the project team was to build 3 travel lanes along with 2 parallel parking lanes, a protected bike lane, as well as streetlights, sidewalks, and other streetscape features. We quickly understood that, to the Town of Smith Falls, this was an important project that focused on building a street that was accessible to everyone and expanded important infrastructure to a growing town.



When the Town of Smith Falls first put out an invitation to tender for Phase I, Tomlinson turned out to be the only bidder. This is when the two parties experienced their first big hurdle – our bid was significantly over the town's expected budget for the project. However, rather than being discouraged, both the Town of Smith Falls and Tomlinson came together and identified how to fit the scope of the project within the budget.

Once the agreement was finalized, work could get started. At this point, we were nearing the end of 2019. For most municipal

projects, it can be difficult to work through the winter so projects are usually paused until better weather comes around. This year however, with new technology, we were able to work through the winter months and stay on track.



But no story this year can be complete without the impact of COVID-19. As the country started to shut down in early 2020, we experienced our second major project hurdle. We needed to quickly determine how this pandemic was going to affect the project and find ways to quickly adapt to the situation. Deemed as an essential construction workplace, we were able to continue our efforts and even invest more resources into the Beckwith Street Revitalization project. Working with the Ministry of Labour, the Town of Smith Falls and the local police force, we established safety measures and protocols above and beyond the recommendations to keep our employees and passersby safe.





As we understood the importance of this project to the Town of Smith Falls, we had many divisions across the organization come together and support the project. We want to especially recognize the dedicated and fluid teamwork provided by various groups within the Ottawa Construction division. The commitment towards a great final product was always felt throughout the project.

When the project was coming to an end, we were thrilled to hear so much positive feedback from the people of Smith Falls. We were especially recognized for portraying our customer focus value; to build long-term relationships that instill trust and confidence.

We want to thank the Town of Smith Falls and all our partners throughout the project for your hard work and dedication through uncertain times. It was with teamwork and commitment that we were able to stay focused and deliver a successful project to the Town of Smith Falls.

## JOHN COUNTER BLVD

John Counter Blvd also experienced a large revamp. The City of Kingston started a multi-phase project back in 2013 with the aim to add a new bridge going over the CN rails, add easy access into the VIA rail station from the boulevard, and improve safety for all road users including pedestrians and cyclists, all while accommodating the needs of nearby businesses.



We were the successful bidder for the most recent phase of the project (Phase 5), which included the construction of the new 4-lane bridge over the CN rails as well as the realignment of the John Counter Boulevard. In addition to replacing the sewer and water main system, we were also responsible for adding a trenchless water main under the CN rails.

In this particular project, a lot of communication needed to be done between the City of Kingston, CN rail and us. That is because we needed to make sure that our work didn't stop the trains from passing through. With an average of 58 freight and VIA trains passing by on a daily basis, a lot of cooperation across groups needed to be done. The CN flagmen notified the workers when we needed to clear the rails so the trains could pass by.

The crews were always on high alert and quickly got back to work every time, showing their dedication to the project.



During this project, we saw our crews take the extra step by offering superior services. A successful initiative brought forth from the team was reconfiguring the staging steps to benefit our customers. Rather than pave surface asphalt at two different instances, as was requested in the original project proposal, we recommended to pave full width surface asphalt through the project limits under closed road conditions. This resulted in the road reopening almost two months before the scheduled date and provided our customer with a better end product.



Throughout this project, despite the various obstacles that had to be managed, it was obvious that teamwork prevailed and led to the successful outcome of the project. We want to especially thank the Heavy Civil division and the local Kingston division for your hard work and commitment to this great project.

We're also very grateful for all the positive comments we've received from the community. It's nice to see that our efforts to keep people safe and well-informed are being recognized. This is the standard that we aim to achieve every time. We look forward to continue working on projects that have such positive impacts on a community. Job well done team!



# PROJECT BEDROCK

**PROJECT BEDROCK CONTINUES TO GROW WITHIN THE TOMLINSON GROUP OF COMPANIES – WE WILL HAVE THE LAST OF THE DIVISIONS WITHIN RW TOMLINSON LTD AS WELL AS TOMLINSON DEVELOPMENT CORPORATION IN SAP DURING THE FIRST QUARTER OF 2021.**

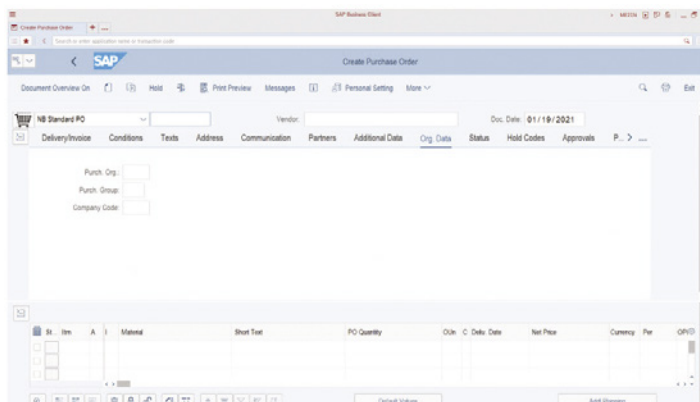
We continue to listen and learn from our users. One key and consistent message is “what can we do to make this easier for them?”. With the majority of our users actually being based in the field, we want to provide them a user interface that has all they want with as few fields as possible and, ideally, can run on a laptop, iPad or an iPhone.

## TOMLINSON MINI-APPS

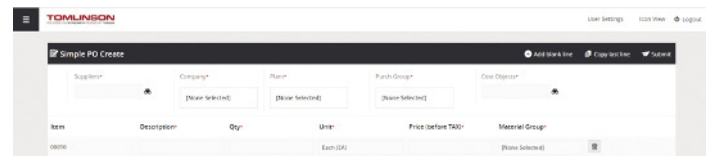
During 2020, we implemented a tool by Communi-T that has been branded the Tomlinson Mini-Apps. We currently have 15 apps in use with many more being developed as the needs arise. The apps fall under the following categories:

AGGREGATES PROCESSES	SIMPLE PROCUREMENT	PROJECT TRANSFERS
FUEL TRANSACTIONS	LIQUID ASPHALT RECEIVING	SERVICES
Other Transactions	Fuel Demo	Traffic Management
Service Time Allocation	Material Requests	

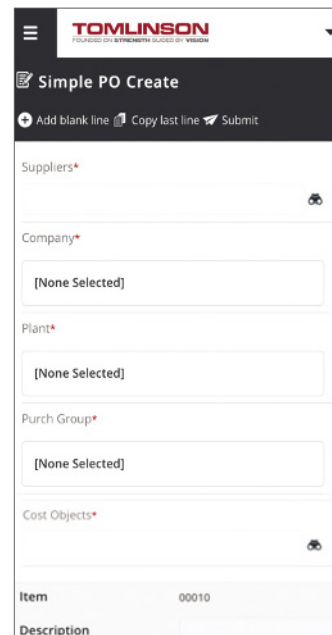
A common transaction for many of our users is the creation of a PO. In standard SAP, it looks like this:



But in the Tomlinson Mini-App by Communi-T, it looks like this on a laptop:



or this on your mobile device:



## WE WILL HAVE MORE TO COME!

Should you have any questions or comments, please do not hesitate to reach out to one of the Project Bedrock team members or email [ERPTeam@tomlinsongroup.com](mailto:ERPTeam@tomlinsongroup.com).

# MANAGING EXCESS SOIL

## A quick overview of new rules and regulation

In December 2019, the Government of Ontario announced a new regulation for on-site and excess soil management under the Environmental Protection Act. Ontario Regulation 406/19 aims to reduce the strain of excess soil on landfill and increase the possibility of soil reuse. As an added precaution, the regulation intends to reduce the mix of contaminated soil with clean sites. Though this regulation is targeted towards property owners, it is important as a company to understand how it will impact our projects.

While the regulation was passed in late 2019, the government has established a phased integration, allowing companies to develop their processes over time. The first phase will come into effect in January 2022, though changes are expected to take place in 2021. The reason is so we can plan, test and set processes with our partners and have the processes dialed in once the regulation comes into force in January 2022.

To provide additional guidance, the regulation refers to Rules for Soil Management and Excess Soil Quality Standards that must also be followed. While regulations are official decisions that set legal standards, they can be difficult to update as any change must be voted in by the provincial government. On the other hand, the rules can be improved and adapted depending on the needs of the industry without the need for a vote. This ensures that updates and changes can occur in a timely manner and addresses details that may not have been covered in the regulations. The rules specifically go into more detail on the required steps for managing excess soil.

The Rules specify 5 requirements that must be completed for each project starting in 2022:

- 1) Prepare an assessment of past uses
- 2) Prepare and implement a sampling and analysis plan
- 3) Prepare a soil characterization report

- 4) Prepare an excess soil destination assessment report
- 5) Develop and implement a tracking system

Before the start of any project, it will be important to perform an Assessment of Past Uses (APU) report. This helps quickly identify the possibility of soil reuse. From there, sampling, analysis and a soil characterization report are completed to determine the soil quality and compatibility with reuse sites. Even before the start of the project, it is recommended that property owners already have established agreements with reuse sites so the soil can quickly reach its final destination. Throughout this entire process, all this information needs to be tracked and kept for oversight purposes.

As of 2022, project teams and drivers will be required to have the necessary paperwork when removing excess soil from a site. The regulations go as far as demanding that, before transport, a drop-off site needs to be established and documented.

Considering the amount of preparation required before the start of the project, there is an option to move excess soil to a 'Soil Bank Storage Site'. This is an off-site location where soil can be held for up to 2 years, under specific rules and guidelines, until a reuse site is found.

It is important to highlight that these regulations are specifically for soil that has to leave a project site. Soil that is moved around a site but remains there will require less tracking and documentation.

Over the course of the year, more details will be sent out about the rules and regulation around managing excess soil.

At this time, we are looking forward to working together with our partners to find an optimal solution and continue to strive for excellence. As project leaders implement new processes for excess soil management, we ask that you take the time to understand the impact the rules and regulation will have on our projects. We always encourage your feedback on finding innovative ways to improve our service offerings. Stay tuned for more updates!



# PASSWORDS, PASSWORDS AND MORE PASSWORDS!

## TRUST US, IT'S A GOOD THING.

**You're trying to log into an account and you're scratching your head wondering what password you decided to use when you first created your account – we've all been there. We understand that it can be difficult to keep track of complex passwords, especially if you have to have one for your email, one for your phone, one for your computer, and one for every online software or website that you can think of. It's easy to take shortcuts like using the same password for all accounts, but is that the safest option?**

**Consider this:** if you have the same password for 10 different sites, then you are 10 times more likely to have that information stolen. That's because if hackers get into one account, they're going to try getting into other sites where you used the same information. For that reason, it's always encouraged that you have as many different passwords as possible, especially for your bank

account and other financials, for every different work account and for your personal stuff. Because we need to eliminate phishing attempts on Tomlinson software, it's important that you not use your Tomlinson email for any personal items.

Here at Tomlinson, we pride ourselves on ensuring the safety of our employees and the public. But we also consider the safety of our data as it affects our ability to deliver quality work and helps us develop strong relationships with our customers and partners. For that reason, we encourage you to take some time as part of a New Year resolution to review your current passwords and identify whether some could be changed to help Tomlinson stay safe.

In the end, the goal is to have one access to all things Tomlinson. It takes time to build the technology infrastructure to set it up. However, before we consider the option, we need to make sure that every sign in is as safe as possible; the first steps being that our passwords are hard to crack, that they are not used elsewhere, and that we establish multi-factor authentication.

**SEE THE ARTICLE ON THE FOLLOWING PAGE FOR MORE DETAILS ON MULTI-FACTOR AUTHENTICATION!**

## WANT TO KNOW HOW LONG IT WOULD LIKELY TAKE TO CRACK YOUR PASSWORD?

**Test it out:**

[www.random-ize.com/how-long-to-hack-pass/](http://www.random-ize.com/how-long-to-hack-pass/)

### Most common passwords in 2020

- |                                   |                                   |
|-----------------------------------|-----------------------------------|
| 1. 123456789 (or any combination) | 4. 1111111 (or something similar) |
| 2. picture1                       | 5. qwerty                         |
| 3. password                       | 6. abc123                         |

## TIP:

Did you know that using more than one symbol can make your password harder to crack?

**Consider changing some letter for numbers or symbols!**

A→4; I→1; O→0; V→^; X→\*; S→\$; g→9; 8→B; a→@

## TIP:

Did you know most people prefer using mostly lowercase letters for their passwords?

**Consider switching it up!**



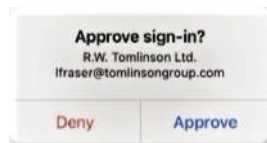
# MULTI-FACTOR AUTHENTICATION

## WHAT IS IT AND WHY DO WE NEED IT?

Technology has become an increasingly complex environment that has its good and bad sides. On the one hand, it has made workplaces more efficient (like searching through many documents at once rather than doing it manually) but, on the other hand, it has also made scammers more efficient (like being able to send a phishing email to many people at once).

Large companies like Marriott, Capital One and even Facebook and Microsoft have fallen victim to scams in the last few years. The message here isn't to be scared, but to stay prepared for new tricks that scammers create over the years. Technology is here to stay and the IT team does as much as possible to help out. It's important to remember that every login point is an opportunity for a hacker, so we need your help to keep the company safe.

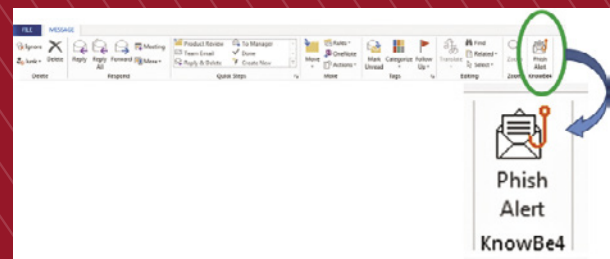
This is why, with the transition to Office 365, the IT team has enabled Multi-Factor Authentication. This means that when you are logging in to your Tomlinson account, you will be asked to confirm on your phone that it's really you trying to log in. Therefore, if a scammer somehow got a hold of your login details, they still wouldn't be able to access your Tomlinson account. If you receive a random notification on your phone asking if you approve the sign in, don't automatically click "approve" unless you are trying to access a Tomlinson resource yourself, such as your email.



Remember that the IT department is here to help you! If you encounter any issues, send an email to [support@tomlinsongroup.com](mailto:support@tomlinsongroup.com). Not only does it give them time to make sure the right people are supporting you, it also helps them understand how many people have experienced the same problem.

## Reminder: Phishing

Not sure if the email you received is legitimate? Click on the Phish Alert button. This will send a copy to our IT team to get verified. You'll then receive an email if it's safe to open.



## 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.

# A SPECIAL GUEST AT THE CORE

Back in November, we were happily surprised to get a phone call saying that Ontario Premier Doug Ford would be visiting The CORE during his time in Ottawa. There were a variety of items that he wanted to discuss during his time with us.

One item discussed was related to how the Ontario Ministry of Labour strives to create dynamic labour markets and safe workplaces. In its 2019-2020 annual report, one of its priorities was to promote job creation and sustain various industries. We were able to see that in action as Premier Ford took the opportunity to talk to several Tomlinson coop students and new grads about how they first became interested in the construction industry and what attracted them to pursue a career in it.

We also had the opportunity to show all the precautions Tomlinson has undertaken to build a safe COVID-19 environment. We were able to share how we, as a company, go above and beyond the recommended safety requirements to keep us all safe.

Premier Ford toured our quality control materials testing facility and chatted with several of our QC employees. He even got a close look at our new Comfort Stations, since we'd set one up for him to look at right at the lab delivery entrance.

At the end of his tour, Premier Ford sat down for a private one on one with Ron Tomlinson to talk about the Ontario government infrastructure investments that benefit all people of Ontario and about our part in some of these successful provincial and municipal projects we've been working on.

We're very thankful that Ontario Premier Doug Ford took a personal interest in Tomlinson. We were proud to showcase all the hard work everyone did during 2020. Go Tomlinson Red Army!



LEFT TO RIGHT: Julia Lattmann, Kristina Ward, Ontario Premier Doug Ford, Scott Weisenberg, Tyler Collins, Mathieu Lehoux

## RED ARMY GEAR AVAILABLE ONLINE VISIT THE RED ARMY GEAR ONLINE SHOP!

Check out new items added to the store! 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)



# PHOTO CONTEST WINNERS

For September's Photo Contest we received over 600 photos sent by 66 employees (and one Tomlinson fan). After a meeting to review the photos, below are our picks for winners and honourable mentions.

## BEST FIELD PHOTO



*Project Python/Amazon* by Michael Ostrom



**Honourable Mention** — *Dwight 4* by James Colton

## BEST FACILITY/WORK RELATED PHOTO



*Albion Pit* by Brock Rustan

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## BEST FACILITY/WORK RELATED PHOTO



**Honourable Mention** — OTR FOX by Eric Theberge

## BEST PHOTO OF A TEAM WORKING SAFELY



TES Safety Meeting by Blake Dougherty

## ARTIST MENTION



Morning — Rideau Quarry by Chad Latreillealbion

## BEST TRUCK OR EQUIPMENT PHOTO



Kinaxis job by Liam Pierce



**Honourable Mention** — Dewatering Bucket Wheel Intillation by Brock Rustan



# SPREADING JOY

## THIS HOLIDAY SEASON

While uncertainty spiraled around the holidays, Tomlinson's employees dedicated themselves to spreading Christmas joy. Every year, Toy Mountain helps families in need across the city by making sure the children are gifted a Christmas present.

We reached out to Toy Mountain to participate in this worthy cause, and Toy Mountain, well....they gave us a list – which we checked twice – of boys and girls that could use our support. Amy Fox and Dawn Lilly at Reception created fun snowflake tags that adorned our Christmas tree showing ages of all girls and boys in need of something special under the tree.

But as soon as snowflake tags were placed on our Christmas tree, they were quickly snagged by the holiday spirit and our employees. We were so impressed by the Christmas cheer that we kept reaching out to Toy Mountain so we could increase the number of toys under the tree.

As the weeks turned colder, the number of gifts under the tree kept enchantingly growing, giving a warm festive ambiance to The CORE.

Finally, on December 16th, our Christmas tree was flooded with gifts, creating a Tomlinson toy mountain for the holiday season. The smiling faces of our employees lit up as we proudly helped send off all the gifts for children in need across the Ottawa Region.

We'd like to give a heartfelt thank you to The Red Army Team for donating during this special time of year and to Amy and Dawn for keeping the snowflakes falling. We look forward to supporting this wonderful event again next Christmas season.



# UNIQUE ROLE PROJECT CONTROLS

The Tomlinson Project Controls and Claims Department is a newly formed group within Tomlinson. Created in the summer of 2019, the department consists of several different positions designed to support the construction teams. With John Owens at the helm, this team currently has 15 employees. The Project Controls and Claims department handles all billing services for Tomlinson construction while also providing specialized services such as project scheduling, claims creation and defense, contract review services, and cost and project analytics. The department's specialized services have recently expanded their scope of work beyond that of construction and are now assisting with projects across the Tomlinson Group of Companies.

Our billing services are provided by Contract Administrators who represent the different construction groups. The Contract Administrators liaise between the project teams, consultants and clients to invoice our work and pay our subcontractors. The Contract Administrators work closely with the Accounts Payable and Accounts Receivable departments to help maintain proper cash flow and collect our project holdback funds.

We have two scheduling experts in the Project Controls and Claims Department who support over 50 Primavera P6 users within the company. They focus on developing tender schedules, supporting the creation of project schedules, assisting with timely project schedule updates and training and support for all P6 users in the company. Using resource loading, the schedulers are able to prepare comprehensive reporting for resource management. The operations groups use this reporting to plan their labour, equipment, trucking and various construction material needs like asphalt and aggregates for their projects.

Claims can be a difficult challenge for project staff to prepare when a dispute arises on a project, particularly when things on site are very busy. We have a resident Claims Specialist within our department working under our Department Manager John, who has 28 years of claims experience. We are available to project teams to help in the preparation, submission and defense of claims. Our department also provides contract interpretation and review services to all areas and liaises with external legal support when necessary.

The Project Controls and Claims Department provides project and divisional costing support and analysis through our Cost Control Analysts. Our analysts prepare weekly productivity reports

for Project Managers and Operations Managers, provide job cost investigations, lead meetings and training related to job costing, and prepare post job reviews to analyze the trends in our work. These reviews are designed to support the estimation team in understanding the data we collect from our field staff. This data will help us build robust historical costing and production libraries for our estimation team when tendering new projects.

In the short time it has been in existence, this new department has made a significant impact on our construction business. We have billed a record amount of revenue, significantly reduced the number of claims on hand, resource loaded the majority of our construction schedules and helped grow a more cost-conscious approach with our project work.



LEFT TO RIGHT: Ryan Downing, Lauren Catsburg, Daniel Sander, Craig Stadnyk, Anna Gumeniuk, Warren Scherr, Alina Socaci, Joe Skrepnek, Brandon Knight, Megan MacCaskill, Emily Regner (closer to the middle of the staircase), Kevin Stadelmann, John Owens, James Beckett.

We look forward to further assisting the construction business in the coming years. The Project Controls and Claims Department is always looking for new challenges and opportunities to expand its horizon and is happy to assist any group that may be able to make use of our services. We look forward to the opportunity to work with all departments so please feel free to reach out.



## OPERATIONAL LEADERSHIP PROGRAM

# CREATING THE NEXT GENERATION OF TOMLINSON LEADERS

We are pleased to kick off our second year of the Operational Leadership Program (OLP). This year we will certify 60 employees through our program. The OLP is a five-day program created by Tomlinson subject matter experts to help grow and develop our next generation of Foremen, Superintendents and Leaders within the construction divisions. The program covers various aspects of field operations across all construction divisions including:

- Introduction to Estimating
- Basics of Quality Control
- Introduction to Grade Work
- Internal Stores & Hand Tools
- Introduction to Claims & Scheduling
- Pits & Quarries Site Tours
- Understanding Excavation & Trenching
- Environmental Management
- Introduction to Reporting
- Utility Locating
- CAT Tormont Demonstrations

Each class is designed by a committee of internal subject matter experts and delivered by internal presenters. We gathered feedback from last year's students about each course offering, and built upon those courses for 2021.

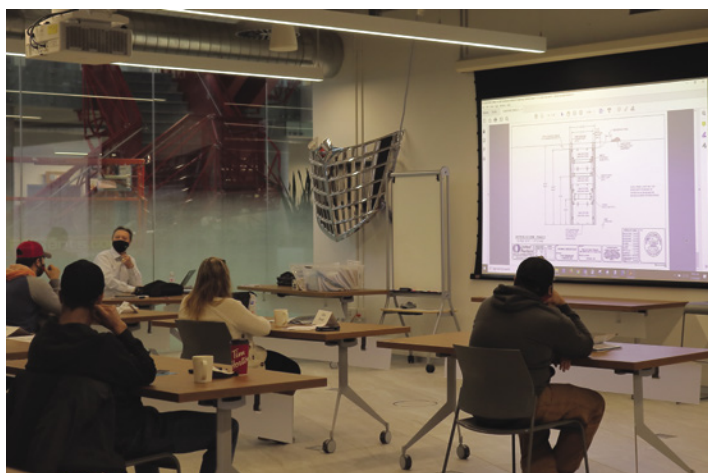


We have some very exciting news – our Operational Leadership Program has been recognized by the Canadian Construction Association. This means employees that complete the program can apply six full credits to their application process for their Gold Seal.

The Gold Seal certification is for construction management professionals that have attained the highest standard of excellence in the industry, have proven industry experience and are held in the highest regard. There are gold seal certifications for Estimators, Foremen, Owners, Project Managers, Safety Practitioners and Superintendents.

This recognition from the **Canadian Construction Association (CCA)** and the great feedback from our instructors and employee OLP graduates shows we have the tools in our toolkit to create the next generations of world-class leaders right here at Tomlinson.

If you're interested in attending some of the classes offered, please speak to your supervisor or contact [HR@tomlinsongroup.com](mailto:HR@tomlinsongroup.com)



# CONGRATULATIONS

## to the 2020/2021 bursary recipients!

This year Tomlinson is proud to have awarded 14 bursaries. At Tomlinson, we have two different types of bursaries — the Tomlinson Group Bursary Program for immediate family members of employees and the Seasonal Employee Bursary

Program. This year, we awarded 11 bursaries through the Tomlinson Group Bursary program to deserving students and three Seasonal Employee bursaries to hard-working employees. **Here's a little bit about our bursary winners:**

### TOMLINSON GROUP BURSARY

**Mathieu Jones** is completing a Bachelor's in Business Administration at Westfield State University.

**Tanner Wilson** is studying Powerline Technician at St. Clair College.



**Hillary Wilson** is completing her Master of Science in Operational Therapy at Queen's University.



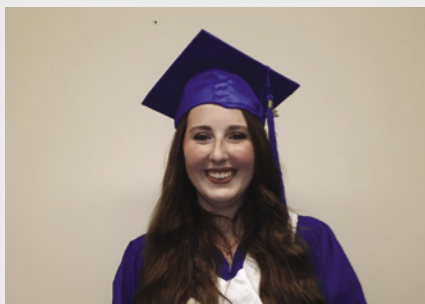
**Haileigh Genier** is studying a Bachelor of Applied Human Nutrition at the University of Guelph.



**Ryan Clement** is enrolled in a Bachelor of Information Technology at Carleton University.



**Tara Robillard** is enrolled in a Bachelor of Science in Nursing at Laurentian University.



**Grace MacCaskill** is taking a Bachelor of Musical Therapy at Wilfred University.



**Brooke-lyn Lundy** is attending Trent University to achieve her Bachelor's in Nursing.



**Alexie Ferreira** is attending University of Ottawa to complete her Doctor of Medicine.



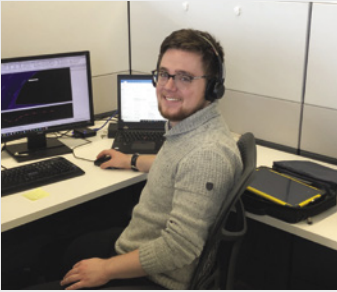
**Tate Renia** is enrolled in a Bachelor of Science in Nursing at Laurentian University.



**Madison Barrett** is completing her Bachelor's degree in Life Sciences at McMaster University



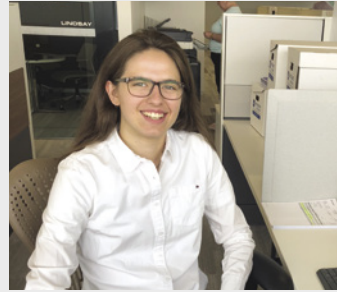
## SEASONAL GROUP BURSARY



**Matthew Young-Davies** is enrolled in a Bachelor of Civil Engineering at Carleton University. Matthew has worked with the Data prep team for the past two summers and part-time through the school year.



**Pascale Marceau** is Studying a Bachelor of Mechanical Engineering at Queen's University. Pascale has worked the past two summers with Tomlinson as a co-op student.



**Julia Aurora** is completing a Bachelor of Commerce at Mount Allison University. She worked last summer as a Sorter Picker and came into the office this year to work with our accounting department.

**We would like to congratulate all bursary winners and wish them luck in their programs.**

## 2020 Winners WORK HARD WIN BIG Lottery

The Work Hard Win Big Lottery is open to all eligible hourly employees that work a night shift or weekend shift. This year, there were lots of opportunities to get your name in the drum for the draw.

Usually, we do one draw in December, but this year we added a mid-year draw because everyone had been working so hard. We gave away \$26,250 this year with **Work Hard Win Big Lottery!**

Congratulations to the winners. Thanks again for working the long days, nights and weekends. Your efforts are noticed and greatly appreciated.

Winners of the December draw:

### **\$5000 Winner:**

Sean Foster

### **\$1000 Winners:**

Anthony Lauzon, Eric Portugaise, Charles Gareau, Brad Heslip, and David Rodgers

In September, we had 10 winners of \$1000 and 25 winners of \$250 gift cards:

### **\$1000 Winners:**

Russell Whitteker, Timothy Stockford, John Black, Francois Seguin, Timothy Crow, Christian Proulx, Fabio Soares Moniz, Grant Robertson, Zackary Mercier-Nadeau, and Scott Brown

### **\$250 Store Gift Card Winners:**

Shawn Heath, Jamie Leckie, Greg Doyle, Mackenzie Burns, Jason Souliere, Craig Tye, Peter Albert, Cory Armstrong, Mark Brougham, Mitchell Hayes, Madeleine Joannis, Eric Mitchel, Mathew Moore, Clinton Parsons, Patrick Picard, Jonathon Rygiel, Jason Robertson, David Swatman, Lyle Warnock, Travis Yach, Robert Dennis, Joshua Hodgson, Shane Holder, Wesley Flegg, and Matthew Lancaster.

# HEALTH & SAFETY GAME SHOW 2020

On December 18th, we held the third annual Health and Safety Game Show. There were 11 teams who competed in three knock out rounds. Each winner of the knockout round went through to the championship round and the highest scoring team of the rest also made it though.

The four teams that made it to the championship round were:

- SLT
- Heavy Civil
- Asphalt Plants
- Ottawa Construction #2 (OC2)

It was a fierce competition and a lot of fun! The top four teams this year for the Game Show were:

- SLT with 9,400 points
- OC #2 with 8,300 points
- Asphalt Plants with 8,000 points
- HC with 300 points.



Well done to the finalists and all the teams that participated. This was by far the most competitive game show to date. Also, a thanks to those that were spectators and finally to the Safety Team for putting a ton of effort into the show. It was fun, educational and we look forward to even stiffer competition in December 2021!



# EMPLOYEE DISCOUNT PROGRAM

The Employee Discount Program is offered to all Tomlinson Group employees. This card offers discounts on a variety of products and services throughout the Ottawa and surrounding area. This year we have expanded into the Kingston market as well.

Employees should deal directly with the vendors regarding any questions regarding the product or services.

We are excited to announce that we have added a few new companies to our discount program, including Eyes of Barrhaven, Irish Hills Golf & Country Club, Mister Safety Shoes, and many more.

In addition, Tomlinson employees are eligible for discounts on our own products and services. This includes discounts on our portable toilet and trailer rentals, and discounts on material

products such as aggregates, asphalt, concrete and catering services at Centurion Center.

Our website – [tomlinsongroup.com](http://tomlinsongroup.com) – Red Army store has Tomlinson clothing and other products available to purchase at cost.

We've added a new QR Code feature, so you can keep up to date on all the vendors and their offerings.

The updated discount cards were mailed out in December to each employee's home. If you didn't receive one, please email [hr@tomlinsongroup.com](mailto:hr@tomlinsongroup.com) and we will ensure to mail a card your way.



## PRODUCTS AND SERVICES

**Bepureskinshop.ca** — (discount code TOMLINSONFREEGIFTS)

**Bob Thompson Jewellers** — 20% discount

**Care2Cure Physiotherapy & Rehab Centre** — discount rates

**Donna Bella Hair Stylist** — 10% discount

**E.N. Blue Heating and Cooling** — discount rates

**Eyes of Barrhaven** — discount rates

**Hilton Garden Inn (Ottawa Airport)** — discount rates

**HydraPure** — 20% off all HydraFacials

**Irish Hills Golf & Country Club** — 15% discount on green fee

**KemptvilleChicks.ca** — 15% discount

**Lovely Nails Spa** — 10% discount

**Mark's Work Wearhouse** — 10% discount (ask HR for separate discount card)

**Marriott Ottawa Kanata** (Towne Place Suites and Fairfield Inn & Suites) — discount rates

**Mister Safety Shoes** — 10% discount

**Motor Sports World** — 10% discount and special shop labour rate

**Ontario Rental Supply** — 25-40% discount

**Park N Fly** — (discount code 1010995)

**Prescription Safety Glasses** (contact Donald McCooye at 613-229-6234) — discount rates

**Protek Installations** — 20% discount on all security and camera equipment (Ottawa area)

**Ramada, Holiday Inn Express Central, Delta** (Kingston) — discount rates

**RAPCO** — discount pricing

**Telus** — discount rates (<https://portal.smartcell.ca/tomlinson>)

## RESTAURANTS

**Firehouse Subs** (all Ottawa locations) — \$2 off large sub combos

**Panago** (Barrhaven) — 10% discount on regular items

**Royal Oak** (Barrhaven location only) — 15% discount on all food items

## VEHICLE SALES, SERVICES, AND ACCESSORIES

**Bradley's Insurance** (Home & Auto insurance) — discount rates

**Commercial Tire** — 10% discount on parts and services

**CAA** (CAA Memberships) — discount price

**Krown Rust Proofing** (Orleans and Stittsville) — \$15 off retail

price of rust proofing services

**Line-X** — \$25 off on bed liners and 10% discount on rust proofing service

**Myer's Group** — \$500 off the purchase of a new or used vehicle (all 15 locations)

**NAPA Auto Parts** (Doug's Truck & Automotive) 10-55% discount

**Toyota** (Orleans) — dealer invoice

plus 2% (Gas model) & dealer invoice plus 4% (Hybrid model)

**Wallace Service Centre Ltd.** — 10% discount

*Not valid with any other specials, discounts or coupons. All discounts only available for walk-ins. Vendor discounts subject to change. Some limitations may apply\**



# Tomlinson Continues to Reduce its **CARBON FOOTPRINT**

Construction and transportation industries burn a significant amount of diesel for fuel. The emissions have an impact on the air around us and contribute to greenhouse gas emissions (GHG). For years, Tomlinson has dedicated itself to the Core Values of Innovation and Environmentally Conscious through its recycling and reuse of materials, recovering resources from waste and landfill diversion.



In 2020, we committed to these Core values by aiming to become a carbon neutral company and making a major investment by constructing and commissioning our first Compressed Natural Gas (CNG) fueling station at our Moodie Drive location. The state-of-the-art station can expand to accommodate up to 80 trucks via the time fill (overnight) fuelling process that our refuse fleet will use. The station also has three fast fill fueling islands (similar to a typical gas station) that are accessed via a card lock system to allow our fleet or customers to fuel their large commercial vehicles in a matter of minutes. In addition to fueling vehicles, the site also has a specific location for the fueling of CNG tankers. This allows the site to be used as a base for a virtual pipeline service to support mobile fueling, supply for communities and facilities that do not have access to a physical pipeline and to support emergency response for areas where the physical pipeline has been damaged. The station is the first of its kind in Ottawa that is available for third party fueling and will give haulers from the GTA and Montreal the option to utilize their CNG trucks when travelling to Ottawa.

Our Environmental Services team acquired 6 CNG trucks in December 2020 and the station was commissioned on December 14, 2020. TES is currently operating three front load and three roll offs, and added three additional highway tractors to their fleet in January 2021. Our Environmental Services team will continue to migrate its fleet from diesel to CNG over the next five years. This change means our trucks will release up to:

- 40% less CO<sub>2</sub>
- 99% less sulphur oxide
- 80 % less nitrogen oxide
- No heavy metals or soot particles

In real world terms, this means that each truck that we switch from diesel to CNG will remove approximately 53 metric tonnes of CO<sub>2</sub> per year. That is the equivalent of:

- Taking 12 cars off the road
- Recycling 18 tonnes of waste
- Planting 880 trees

In addition to the air quality improvements, CNG trucks have the added benefit of being 10 decibels quieter. This leads to less driver fatigue as well as a reduction in noise pollution on our streets. One of our drivers commented that, after notifying a customer that he was onsite for a pickup, the customer did not believe that the truck was outside the door because nobody could hear the rumble of the diesel engine!

Tomlinson's fleet of dump trucks, ready-mix trucks, highway tractors, medium duty vehicles and other vocational trucks will all be evaluated to determine if switching to CNG is an option.

For trucks that have to remain diesel powered, we are exploring dual fuel options that reduce quantity of diesel consumed by mixing it with natural gas. The technology is evolving and has reached the point where it is reliable and becoming more common. Not only can dual fuel technology apply to on-road vehicles but to our yellow iron equipment as well. Research conducted with the National Research Council has demonstrated not only the significant environmental benefits of this approach but also how it greatly reduces the loading of the Diesel Particulate Filter (DPF) and emissions control systems resulting in a reduction of downtime and the all too familiar "regen" issues that our operators and mechanics face on a daily basis.

All the environmental benefits listed above are based on the use of natural gas. If you consider the use of Renewable Natural Gas (RNG), the impacts are even greater. We continue our efforts with research and technology partners to eventually generate RNG and other fuels from the waste streams (organics, biosolids, plastics and wood wastes) we collect. When that day comes, we will be able to provide all of our customers with a carbon negative experience.

Innovation is the Core Value that is driving Tomlinson forward, fueled by Environmentally Conscious.