

TOMLINSON TIMES

INTERNAL NEWSLETTER OF TOMLINSON GROUP OF COMPANIES

CORE VALUE:



**CUSTOMER
FOCUS**

OVER 70 YEARS IN THE MAKING

The story of our company starts in 1952, with the Tomlinson family sitting around the kitchen table discussing the purchase of a 1950 Dodge single axle dump truck for what would have been \$700 back then. Bill Tomlinson, who at the time was seven years old, remembers playing a role in the entire process. From going with his dad Ralph to do test drives before purchase, to riding along every Saturday once they began their new venture.

Business ran seven days a week, much like it does today. For the first year, to support his company, Ralph serviced trucks for his former employer Hugh M. Grant on the night shift then drove his truck all day while Yolanda, his wife, looked after the books and worked a part-time job at the grocery store in the butcher's department.

After keeping an eye on what was going on in the market, Ralph came across a contract opportunity to remove rail ties from the abandoned line across Preston Street, where the Queensway now runs. They weren't necessarily equipped for this job, but, in the Tomlinson spirit, they made it work. Removing the sides from the box of his truck, he headed to the railway with one other labourer to begin the back-breaking labour of removing the heavy ties, then stacking them to what would be almost 10ft off the ground in the bed of the truck. Keep in mind, there was no such thing as CVOR yet.

By 1955, they had saved up enough to buy another truck. Running the company from their duplex home, the two trucks were parked behind the house, on what had previously been Yolanda's vegetable garden.



MESSAGE FROM THE CEO

CORE VALUE: CUSTOMER FOCUS

I must admit, I feel very proud when a customer reaches out to me and gives praise and accolades for the efforts of one of our team members for going above and beyond to ensure that customer was happy with our services.

It makes me think back to my father's early stories of him climbing under a customer's truck to help fix their break issue at the Moodie Quarry and always supporting our customers when the job doesn't go exactly as planned.

In today's economy we have competition from every direction. It's up to each of us to help Tomlinson stand out as a supplier of choice, and we can achieve that with a strong commitment to do what is right, to help when called upon, to be proud of our abilities and to support those that help support us as partners.

This is true when supporting our "internal" customers too. We need to recognize their value to the overall success of the business. Our teammates in different business units are working together as one team, pulling in the same direction, to achieve the same goals.

Regardless as to if it is an internal or external customer, a customer is a partner and an important part of making us great.

Thank you for your ongoing support.

Happy Holidays and Merry Christmas! All the best to you and your family for 2023!

Ron Tomlinson, CEO

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Weather permitting, the gas trucks ran well. But on some wet days, it was difficult to get them started. Remembering a rainy day in 1955, when the second truck wouldn't start, Ralph decided his best bet to get it running was to give it a rolling start. Using a metal chain to attach the two trucks, Ralph ushered Yolanda and Bill into the cab of the running truck. Sending them out into the traffic on Preston Street, the truck jerked back and forth, yanking the chain between the two trucks as Bill's mother pressed in the clutch and directed the young boy to shift. Bill says his mother "sure had nerve, and father must have been a saint to stay cool with the chain jerking as she and I shifted gears".

Two moves later - one to Davidson Road where they bought a shovel and sold sand from the rear of the property, and another to Leitrim Road where they built their first truck garage and operated seven or eight tandems - both young brothers, Bill and Kenny, left school and stepped into the company.

It's funny, people say history repeats itself. Both Bill and his son Ron started working for Tomlinson "officially" around the age of 16. Bill left high school in grade 10 as soon as he got his license to drive a truck and his brother Kenny followed a year later. Decades later, Ron Tomlinson holds a fond memory of working with a blasting crew all day at Tatlock with Chris Kollar, then driving home through Richmond past their high school and asking Chris, "What's going on there?" and Chris laughing with a reply of, "I think that's our graduation ceremony!".

In 1969, the family purchased a new rubber tire loader and searched for work where there were large road and construction projects; not only for the premium rates, but to form relationships with those who had influence in the industry. With a shortage of trucks in the industry, work came from all over. It would take them as far as Thunder Bay, Sault St. Marie, Bancroft and Napanee. Wherever the rates were better, that's where they went.

Working in an industry where jobs are time-based and mostly short-term, consistency wasn't a part of daily work life. It's the same as today, where you look to line up jobs into the future so you can build in consistent revenue.



When talk was going around that Canada Brick was looking for a new company to supply blasted rock from their quarry in Russel to their plant on Rideau Road, the opportunity to create a stable profit stream was undeniable. Although Ken, Bill, and Ralph were working up in Napanee on a pipeline job cleanup seven days a week, running six of their own trucks, a loader, and six independent trucks, it was an opportunity they didn't want to miss. Ralph thought the boys were crazy, but Bill and Kenny were able to convince him to go meet with Canada Brick anyways. So, they sent Ralph back to Ottawa to meet with the manager and were constantly back at him to continue discussions and build a relationship, even though Ralph believed the job was too big. Bill fondly recalls, "No other company our size would have thought of going for this opportunity, but we did". Ultimately, they signed a five-year contract to strip the quarry, drill and blast the rock and load and haul the blasted rock from the Quarry in Russel, Ontario to their plant at Bank Street and Rideau Road. They would weigh it there and store it in large stockpiles.

To perform the job, they needed equipment and, in order to buy equipment, they needed money. Bill went to a finance company so they could purchase old, used, and difficult to operate equipment at a high interest rate to get the job done. And suddenly, there was revenue incoming 12 months a year, which was critical income to supporting the company and its operations. It was hard work, and drilling and blasting was a completely new experience. But they learned it. This contract provided steady revenue for over 30 years until Canada Brick relocated.

Once established, Ralph decided to bring the rest of his family into ownership roles. Giving each of the boys 24% ownership and his wife 2% ownership. With Bill deciding shortly after this to purchase his father's shares, paying them out through a salary.



In 1974, the family was ready to separate their home from the office and purchased a garage on Power Road, along with five new triaxle dump trucks. At that time, they auctioned off five tandems and got a nice profit at Ritchie's auctions in Montreal.

Over the years, Bill had been reaching out to the owners of Bakermet every month or so, looking to foster a relationship that could lead to future business. Bakermet was a scrap metal business with an automobile shredder at their location on Sheffield Road in Ottawa, where they loaded shredded steel in railcars on a set of short-line railway tracks in their yard and shipped it to a steel mill at L'Original, Ontario. Finally, in 1976 an opportunity came up for Tomlinson to do business with Bakermet. They were re-evaluating pricing, wondering if shipping the steel by rail was really the most cost-effective solution. After asking for a quote for trucking the steel from Bill, he confirmed it wasn't.



After getting the contract to haul for Bakermet, they used five triaxle dump trucks to move the materials. Around the same time, the weight laws changed from 23 tonnes to 40 tonnes in Ontario. Using their innovative and entrepreneurial spirit, they designed five new pup trailers to tow with the triaxles, almost doubling the quantity they were moving. At the time, no one was doing this. They didn't even uncouple the trailer from the truck. Instead, they simply dumped the pup trailer, then jack-knifed and dumped the truck.

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Shortly after beginning the hauling job, Ron and Elliot Levitan called in Bill to see if Tomlinson could solve a problem they had. There was a large stockpile of non-magnetic material leftover from the steel sorting process which they had unsuccessfully tried to extract the non-ferrous metals from. If he could design a system, they would go 50/50 on a deal to process the waste. So, Bill headed up to Timmins, Ontario and bought a used stone crusher feeder and then went to Hamilton and purchased a used trommel screen, the old feeder and scrap conveyors and magnets in Bakermet's yard. Bill was able to build a system in three weeks, with the system changing non-ferrous metal contents from 5% to 75-80%. This enabled them to bring in a considerable profit on a by-product, which had just been sitting in their yard for years. This deal with Bakermet was a major success for Tomlinson, contributing to an almost 30-year relationship.

In 1978 Peter Barnes had built a processing plant in Perth, Ontario to process and shipped calcium carbonate mined at Tatlock. Tomlinson started with trucking the mined product from them and then were successful to obtain a contract to strip, drill, and crush the product and truck it to the Perth plant under Ken's supervision. Tomlinson's partnership with Peter Barnes (now O.M.Y.A) was the beginning of our move into the quarry business.

After getting a bit of experience in quarrying, Tomlinson was ready to own their own and purchased Moody Drive quarry in 1980. They purchased a crusher and split its time between Moodie and Tatlock. The following year to assist sales, we formed a company called Tarcon with Jimmy Blake and Gary McLaurin to do site services and road building primarily in Ottawa West. Twenty years later, Bill bought out Jimmy Blake and Gary McLaurin's shares in Tarcon, looking to bring the company under Tomlinson and keep business in the family.

Eight years after Tarcon was formed, Tomlinson and Tarcon bought the Ontario assets of Beaver Asphalt, including the asphalt plant and quarry on Rideau Road, enabling us to service South and East Ottawa more efficiently. Beaver Asphalt, a company originally from Quebec, had been losing money ever since they had expanded into Ontario. About

six months after the purchase, they looked to replace the current management. They brought in Bert Hendriks as general manager, and business began to look up.



The company ownership has always had a continuous growth mindset. As part of this, Tomlinson continued to expand and acquire more property. In 1993, the company purchased what is now called Ontario Trap Rock (OTR) in Bruce Mine. The rock was a volcanic base, very hard, abrasive, and resistant material used for rail ballasts and asphalt products. Producing this type of product on a property with waterfront access to Lake Huron enabled Tomlinson to ship 25,000+ tonne loads across the Great Lakes to ports in the United States and in Ontario, Canada.

As his son Ron said, "Bill was a hunter, he would continuously seek out work and, even if he was told no, he would keep coming back, have meetings and build a relationship". In many of his endeavours, this led Bill to opportunities that no other company the size Tomlinson would have been able to get and fuelled the company with values like strong work ethic and an innovative mind-set.

It's been 70 years of growth and expansion. Our story doesn't end here, there is more to come stayed tuned in the next edition of the Tomlinson Times.

PETERBOROUGH LANDFILL

A GOOD NEWS SUCCESS STORY



Did you know that Tomlinson manages landfill sites? The largest site we manage is for the City of Peterborough. We've held this contract with the City of Peterborough for the past 10 years and were recently awarded the contract to continue the service for the next 7 years.

This landfill serves the community with more than just a site for final disposal. The public drop off area allows residents the opportunity to recycle not only blue box materials but also construction waste such as wood and drywall, metals, tires and leaf and yard green wastes. All of these diversion efforts have helped to extend the life of the landfill with the added bonus of recovering resources from waste streams. Several years ago, the team observed that there were a lot of mattresses going into the landfill and a mattress recycling program was implemented. Mattresses consume a great deal of air space within a landfill and are full of materials that can be reused. The program keeps around 13,000 mattresses a year out of the landfill and has and continues to have major impact on saving airspace and extending the life of the landfill. With projections showing Ontario running out of landfill capacity within the next 12 years, every diversion effort is important, and the City and our team have done a great job in managing this important asset.



The Team in Peterborough has been remarkably consistent and are a tight-knit group with very little turnover. The quality and care of the service they provide is clearly evident in the interaction with the customers at the scale and public drop off areas as well as how the site is maintained. Their engagement survey results continually show that the employees truly enjoy working there. Our external customers can feel this type of employee engagement level. Our Google reviews are always positive with common themes consistent with a recent review, "Well organized, helpful staff, friendly staff, always people to help them out, etc."

The team working at the Peterborough Landfill is excited to continue this contract with the City and continue building upon the landfill's success!

WORKING AIRSIDE

We have a long-term business relationship with the Ottawa International Airport Authority that goes back over 30 years. It's a collaborative relationship that has been fostered for years, and since 2013, when we worked on the re-paving of the de-icing pad, it has been built upon by Luc Dechamplain and team.

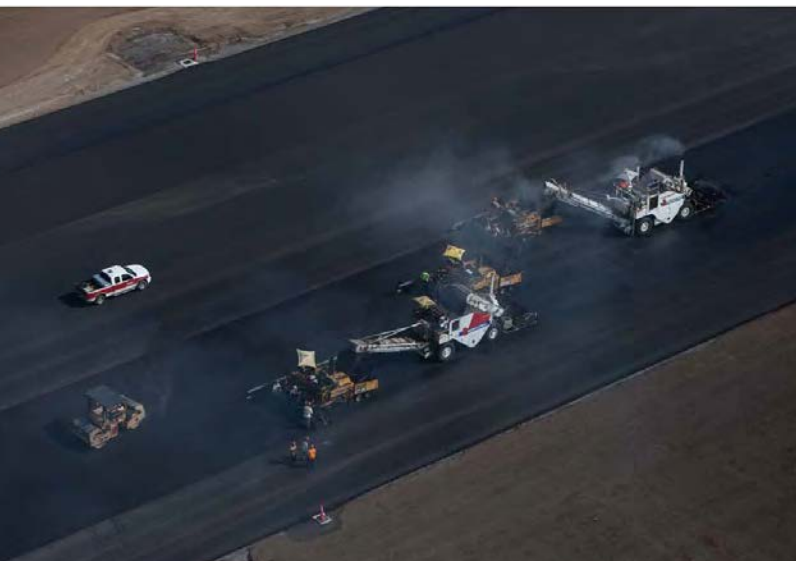
Luc was the superintendent in 2014 for their 3000m runway. This project was a four-month full reconstruction job that had 400,000 tons of granular and 88,000 tons of asphalt, plus, the sewer and electrical contractor coordination – this project was huge!

Working at the airport is pretty cool. It is such a different environment. Being airside has its own challenges. Instead of traffic control and pedestrians, you're dealing with planes and air traffic control. While on site, our crews have escorts that are in constant contact with the air traffic control tower. Plus, your timelines are very short; we can only do work between May 24th and October 15th, which is the airport's slow time. After October 15th, it is charter season, with more regular flights by companies like Sunwing and Transat taking people down to the all-inclusive resorts and such. Plus, as of October 15th the airport starts to de-ice the planes due to safety issues, so there is a lot more traffic with planes moving around to the de-icing areas in addition to the taxiways and runways.

The volumes of work at the airport are always significant, made more challenging by the shortened timelines. We can't work in the snow, rain or fog due to safety issues. Sometimes you have to wait until 10am for the fog to clear so air traffic control has full visibility. You don't have those issues when you're paving downtown.

The quality of work that is required for the airport is second to none. We are required to use a high grade PG asphalt cement of

70-34. This asphalt cement provides protection against thermal cracking down to -34 degrees Celsius. Along with being very stable, it provides a very stiff asphalt cement that is resistant to rutting with surface temperatures as high as 70 degrees Celsius in the summer. The granular base is finely graded to a 10mm tolerance and a 100% compaction and the asphalt is graded to a 6mm tolerance – there's not much play in there. To put that in perspective, a residential road has a stone grading tolerance of 15-20mm and the asphalt has a tolerance of 10-12 mm.





Luc says that “They picked an excellent spot when they selected that location for an airport. It has high elevation, very flat and no holes.” That entire area of the airport is founded on clean glacial sand that is well-compacted and free-draining at the same time. Mother nature has provided an excellent natural subgrade at this location.

Over the years, the crews have seen some interesting things. They don't really see the planes coming and going anymore, you get used to that. They see the Prime Minister's plane all the time, that's not a big deal anymore. It was cool to see Air Force 1 when President Obama came to Ottawa, the President's individual security detail was incredible. There was heightened security for the South Korean President Yoon Suk-yeol and his Jumbo 747 jet. The Antonov An-225 Mriya, originally a Soviet Union plane, weighs 285,000 kg and made our shovels look like little Tonka trucks. The crews thought it was cool to see Orbis Flying Eye Hospital. This plane is a similar concept to Doctors

without Borders but does vision care in third world countries in a state-of-the-art teaching facility complete with operating room, classroom, and recovery room. And it's always great to see the Snowbirds when they come to town.

To get into the airport, we do have to qualify for some additional security clearances to get visitor/worker passes. All the work there requires a pre-qualification process to be able to bid on the tenders.

Prior to the pandemic, the airport was transporting over 15,000 passengers a day. During the pandemic, that dropped to 500. Now, they are just starting to rebuild and see about 8,000 passengers a day.

Over the years, the airport has been a great customer to work with. We have excellent two-way communication all the time. It's interesting now, as we start to loop back to work we did 30+ years ago. With our Ottawa weather that's a lot of freeze/thaw cycles, over time, things will crack or break. It's a great partnership with interesting work and we look forward to 30 more years.



EMPLOYEE DISCOUNT

KEMPTVILLE CHICKS & THE FAMILY BUSINESS

Tomlinson offers employees discounts at various companies in the Ottawa and surrounding areas. Employees are also eligible for discounts on Tomlinson products and services. This includes discounts on our portable toilet and trailer rentals, discounts on material products such as aggregates, asphalt, concrete and catering services at Centurion Center. To find out more about our discount programs, search "Employee Discount" on our company website.

If you would like to have a business added to our program, please reach out to HR@tomlinsongroup.com.

One of our discount providers is Kemptville Chicks. This family-owned business has direct ties back to our Red Army Team. The family of Quinn Millson, a Project Coordinator in Tomlinson Infrastructure, own this company. The Millson family offers Tomlinson employees a 15% discount on all orders!

The Millson's have lived in the Kemptville area for almost 30 years. They are proud to offer local, all-natural, free-range, pasture-raised conventional and non-certified organic chickens that have a choice to eat grass and bugs or grain-only feed – or both! They believe in raising happy, healthy chickens for their customers and family.

Check out Kemptville Chicks at www.kemptvillechicks.ca



RED ARMY DISCOUNT PROGRAM

At Tomlinson, we like to work hard and play hard, and our recently refreshed Employee Discount program is there to promote that play hard lifestyle! Tomlinson employees are currently offered discounts to over 40 different businesses, so now is the time to go out and explore Ottawa without breaking the bank!

It's not only external businesses giving out discounted rates; all employees with 3 or more months of full-time service are eligible for employee pricing on Tomlinson Services if it's to your home address. These services include Construction Bin Rentals, Shredding Services, Ready Mix, Trailer Rentals and more! Certain conditions may apply.



For more information on discounts available to you, please reach out to hr@tomlinsongroup.com or call us at 613-822-1867.



EMPLOYEE SPOTLIGHT

35 YEARS & COUNTING!



Harold Enair is passing a big milestone this year – 35 years at Tomlinson. He originally started working in the quarry through a friend, he got a call asking if he needed a job, and the rest is history. Back then he joined Beaver Asphalt, which was later purchased by R.W. Tomlinson Ltd.

Harold has been working at the Rideau Quarry with the aggregates division for his entire career at Tomlinson. He's had the opportunity to do almost every role and see all the changes, growth and improvements over the years.

When Harold first started, most of the employees at Beaver Asphalt spoke only French since their parent company was based out of Montreal. Over the years, Harold has learned a second language, English, by working in the quarry and meeting new friends and coworkers.

The biggest change in his career was when Tomlinson purchased Beaver Asphalt. Harold recalls this as change for the better. Harold said that the Tomlinson ownership brought more work to the local community and more job opportunities to the area. Also, Health and Safety got on the right track when Tomlinson took over the day-to-day operations.

Harold has seen a lot of changes in the industry over the past 35 years. When he first started the quarries would work 14-16 hours a day with a standard start time of 5:30am and you never know when you would be going home at the end of the day. Now, production levels are tracked, and there is a set working schedule. All of this has created a much better work-life balance.

Harold is definitely one of the go-to employees – there are very few with as much experience working around the plant as him. If you are doing anything on the ground, you want to be working with Harold.

From working at Tomlinson, Harold has been able to build a home for himself and his family. He is firmly established now and hopes to continue working here for 10+ years.

GOOD PEOPLE KNOW GOOD PEOPLE

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!

There are several advantages to Employee Referral Programs, such as boosting morale, cutting recruitment time and cost, and longer employee retention. Another great perk being that you get to go home with some money in your pocket!



Check out the job postings on our website. **Questions? Email hr@tomlinsongroup.com**

OH SNAP!

We have a team full of great photographers!
Look at all these stellar photo entries, snapping photos
of our trucks and equipment on our job sites!

OUR 2022 WINNERS



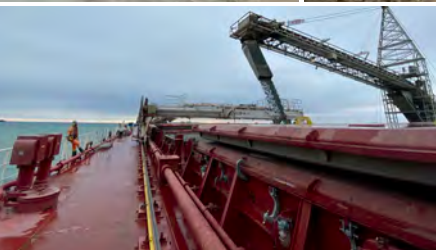
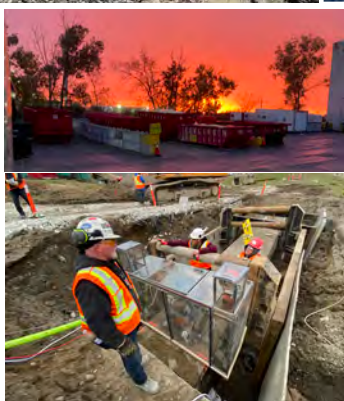
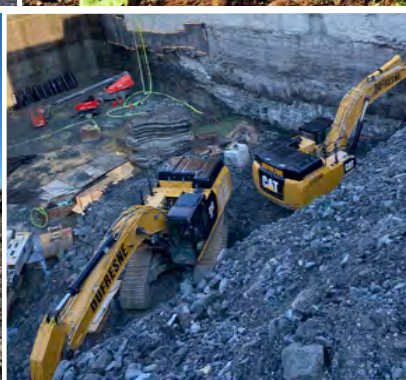
Craig Lloyd

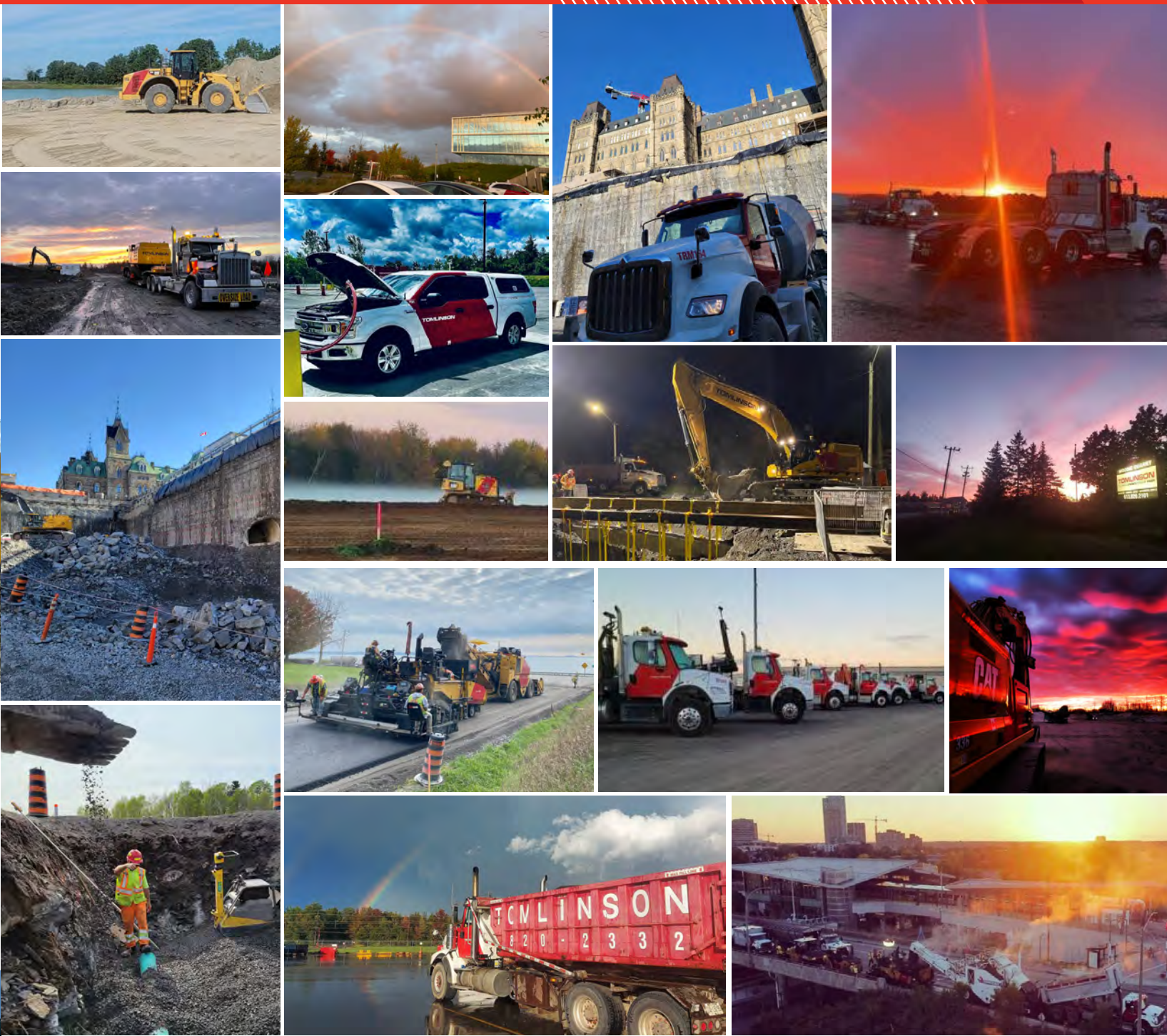


Matt Baggs



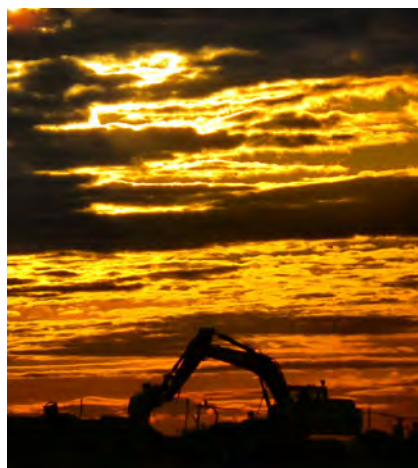
Todd Casselman





RED ARMY SHOUT OUT!

Send us photos of you and your team,
projects, and job sites.
We want to highlight your awesome work.
Email us at social@tomlinsongroup.com



2022

SUMMER STUDENTS

This summer we hired over 30 students to work with many of our different groups. We had students working as Project Assistants for our Construction teams, accounting students, Administrators for various teams, and Yard Labourers helping at the Stores. We decided to speak to a few of the students to gain insight on how they enjoyed their time working at Tomlinson.

Gregor is going into his 4th year of Civil Engineering at Carleton University. He wanted to join Tomlinson because he thought the work would be interesting and it looked like a good work environment. He worked with the Heavy Civil and Estimating groups reporting to Justin Ryan. Gregor said that he would return to Tomlinson because he really enjoyed the atmosphere, the people were awesome, and the work was very interesting. He also said that he would want a career at Tomlinson because he enjoys the work we do. Gregor's biggest takeaway was seeing all of the different types of projects and specifically being in estimating allowed him to see the beginning aspects of the projects. This taught him a lot and gave him a lot of exposure.

Olivia is going into her 2nd year in Psychology with a Business Management – Human Resources minor at Carleton. She worked in the Accounts Receivable department reporting to Shannon Rempel. She joined Tomlinson because she thought it was a good opportunity and would give her good work experience. She wanted to learn more about business. Working here allowed her to realize that she would like to work at a company like Tomlinson. She hopes to return next summer because she likes the atmosphere and the people. She would like to try new things within the company and would consider a career here and is interested in learning more about the career path options. The biggest takeaway Olivia has had is learning what it's like to work in a professional business environment.

Daniel is going into his 3rd year of Civil Engineering at the University of Ottawa.

Daniel applied for his co-op term at Tomlinson because it is a well-known company in the region, and we have a lot of opportunities within the civil engineering field. Daniel was part of the GPS and Surveying team reporting to Silvana Ruiz-Klinar. Daniel liked the work, the facilities, environment of the company, and his department. His words were "I love what I do!" Daniel would also want a career at Tomlinson. Daniel's biggest takeaway from working here would be learning how the teams are standardized in large companies. There are so many small parts that come together for one big goal to work together as One Team. He loved Rock the Red and the Student Bowling Night.

Kymen is going into her 4th year of Civil Engineering at the University of Ottawa and completed her 3rd Co-op Term with Tomlinson this summer. She reported to Andrew Karam and worked alongside our structural engineers. Kymen wanted to complete her Co-op with Tomlinson because she thought it would be a unique experience to learn about design in the industry. She thought that the job was interesting and enjoyed applying concepts learned in school to real life scenarios. She would also be interested in starting her career here. Her biggest takeaway was realizing how important it is to be in a good collaborative environment and being in a place where you can ask for help.

Luke is going into his 3rd year of Civil Engineering at Queens University. He was a returning student, previously as the BBQ Coordinator, and this year worked in the Material Testing Facility Lab reporting to Paul Charbonneau. Luke returned to

Tomlinson because he was excited to do a job in his field, and he liked that the people here make you feel comfortable. He said that everyone was so friendly, and he enjoyed the atmosphere. He would like to return and continue to learn new skills in his field. He wants to grow his knowledge at Tomlinson and enjoyed that there was never any dread coming into work every day. Luke does want a career at Tomlinson and would jump at the opportunity if it was presented to him. His biggest takeaway was applying what he had learned in class and seeing how it can differ when you actually apply it.

Michelle is going into her 3rd year of Architectural Conservation and Sustainability Engineering at Carleton University. She worked as a Project Administrator reporting to Warren Cunningham. She wanted to join Tomlinson because she has always heard of the company and thought it would be a good first experience as an engineer, especially gaining hands-on experience. Michelle would return to Tomlinson because she really likes everyone she worked with and met, the work environment is very exciting, and she gained a lot of good field experience. Michelle would consider a career at Tomlinson, potential with the Structures group as it would pertain to her degree. Her biggest takeaway is to ask questions when you don't understand, and the more effort you put in, the more people will put effort into you.

Simon is going into his 2nd year of Commerce at Carleton University. Simon worked at the Stores reporting to Richard Amlin. He wanted to join Tomlinson



because he wanted to learn what made a company like Tomlinson so successful. He knew how many avenues of business we have, so he wanted to be part of a company that was continuously growing and learn more about it. He is interested in Supply Chain Management, so the Stores was a great place for him. Simon would consider returning to Tomlinson and trying another avenue of the business; maybe accounting. His biggest takeaway is that it is very important to communicate with everyone involved in a process. You should be aware of your step in the process, but also understand other steps so that it is a team effort.

Curtis was a returning student who just completed grade 12 and will be taking a victory lap. Curtis worked at the Stores as a Warehouse Worker. He returned to Tomlinson because he thoroughly enjoyed

the people and Tomlinson is a great place to work. He would return because he enjoys the environment, and it makes him comfortable knowing that he got along so easily with the team. He definitely wants a career at Tomlinson and is hoping it will be in the IT department as that is his career goal. Curtis' biggest takeaway was that it is important to create a good environment within a team that people feel comfortable in. He also said it is important to have the ability to adapt when working with others.

Heidi was a returning student working in the Sales Department as a Sales Administrator. She is going into her 3rd year of Business, majoring in International Business. She returned to Tomlinson for another summer because she wanted to continue to expand her knowledge within sales. She thought it would be a great opportunity to hone her

business skills. Her favourite part about returning to Tomlinson was recognizing the employees and having a sense of familiarity. She also enjoyed growing her connection with employees from last year. Her career goal is to go into real-estate. Her greatest takeaway from working at Tomlinson has been growing her business and interpersonal skills with colleagues and customers.

We are so grateful for all of the help our summer students gave us during some of our busiest months. Seeing what the new generation will bring to our company is exciting, and we hope to see them back again soon!

2022 WINNERS **WORK HARD WIN BIG**

MICHAEL OSTROM

DAVID JONES

MICHAEL CAMPBELL

TIMOTHY GRAY

ALEX RATHBURN

**CONGRATULATIONS
TO OUR WINNERS!**

TOMLINSON BURSARY PROGRAM



Every year Tomlinson offers two types of bursaries – the Tomlinson Group Bursary for the dependent children of employees enrolled in post-secondary education and the Seasonal Employee Bursary for our dedicated employees that work during the construction season and are enrolled in post-secondary education. This year, Tomlinson is proud to have awarded 12 bursaries in total; seven through the Group Dependent and five through the Seasonal.

This year's bursary winners include:

Kegan Barber, who is attending Cambrian College to achieve his Civil Engineering Technician degree.

Valerie Bisson, who is attending the University of Ottawa to achieve her Bachelor of Education, Primary Junior.

Ryan Clement, who is completing his Bachelor of Information Technology, Multi-Media and Design at Carleton University.

Alexandra Clement, who is enrolled in a Bachelor of Education, Primary Junior at the University of Ottawa.

Mathieu Jones, who is enrolled in a Bachelor of Business Management at Westfield State University.

Dakota Patter, who is completing her Bachelor of Business Administration with a Specialization in Organizational Management at the University of Prince Edward Island.

Samuel Pearce, who is completing his Bachelor of Civil Engineering at Carleton University.

Our seasonal worker bursary winners include:

Max Craston completed his Bachelor of Civil Engineering at Carleton University. This summer Max worked as a Project Assistant with our Heavy Civil Construction division and has continued to work part-time for us this fall while finishing his studies.

Alex MacNeil, who is attending Lakehead University to achieve his Bachelor of Civil Engineering. Alex has worked for Tomlinson as a labourer and grademan for several summers. This summer, Alex worked as a Coordinator on a new Project with our Heavy Civil Construction division.

Ryan Nussey, who is completing his Bachelor of Civil Engineering at Carleton University. Ryan has worked for Tomlinson for over a year now. He started as a Project Assistant and since then has transitioned into a Junior Estimator role.

Isaiah Pearce, who is enrolled in a Bachelor of Commerce, Digital Marketing at Algonquin College. Isaiah worked for Tomlinson this summer as the BBQ Coordinator.

Daniel Eduardo Loen Sabojal, who is attending the University of Ottawa to complete his Bachelor of Applied Science, Civil Engineering. This summer Daniel worked with the GPS and Surveying Group. He has continued to work for Tomlinson part-time this fall.

CONGRATULATIONS TO OUR
WINNERS. WE WISH YOU BEST OF
LUCK AT SCHOOL THIS YEAR.



TAKING A DRIVE



Rod Oattes has been a truck driver for the last 40 years. He has spent 23 of those years working at Tomlinson. His career at Tomlinson started on a little bit of a whim. He was on vacation from his position at McLaughlin, decided to go help out at Tatlock as a part-time driver, and after one day of working there the foreman asked him to stay. So, way back in 1999 Rod became a driver for the Tatlock quarry. He started out on a trailer, but now drives a triaxle truck, often with a pup trailer to transport asphalt or aggregates. He has stayed at Tomlinson all these years because of how well employees are treated, and because it's like a family. Rod has been here to see the various acquisitions and growth phases. He thinks that going in the direction of being "One Team" is great!

Rod is very familiar with the scales at our quarries and the changes that have happened over the years. When he first started with Tomlinson, he said that when you went on the scale, there was a

printer that would print the receipt, but there was a lot to fill out on the sheet of paper. This caused extremely long lines. Then a major improvement happened where the majority of the information was pre-printed on the receipt except the job number and the phase. At this point, there were only two scales at our Moodie Quarry, but because they did not want aggregate trucks to hold up the asphalt trucks, the lines never really diminished in length.

Now, not only has the number of scales available increased, but the process has also become more automated which significantly decreased the amount of time drivers needed to be on the scales. From the driver's perspective, the new process is the following:

STEP 1: Tare in on the inbound scale with your empty truck. Then tell the scale operator what you're picking up, where you are going, who it is getting billed to, the job number, etc. This information is now all available for drivers on their phones or tablets. Then the scale operator will scale you in. This only needs to be done once a day now, if none of the info changes, rather than every time.

STEP 2: Drive onto the scale with the material, cameras will capture your license plate, and within 10 seconds a ticket will be administered through a door on the printer box. This process is now only 30 seconds total compared to previously when it took several minutes.

It is as simple as that. This process has significantly reduced the amount of time drivers need to schedule into their day for waiting on the scales. MTO has very strict rules of driving hours. Decreasing the waiting time only increases how many loads drivers can do in a day. Rod said that drivers care so much about their jobs, so eliminating the frustrations of long lines and the time sitting there makes their jobs more enjoyable. The drivers are more productive and have a lot more personal control on how many runs they can do in a day.

MENTORSHIP PROGRAM

LEADERSHIP DEVELOPMENT IN FULL FORCE

Being the industry leader in Eastern Canada takes more than a knowledge of the business. It needs dedication to developing our people skills and a passion for supporting the next generation of leaders.

This is why we have the Mentorship Program; we wanted to focus on personal growth and long-term professional development.

We have so many people with great potential at Tomlinson and we want to provide them with support so they can bring Tomlinson to the next level.

Mentorship has always been a part of the Tomlinson learning culture. Back in 2016, we formalized the program. We had six mentors and mentees in a pilot project, where we received resoundingly positive feedback. As more people caught wind of it and showed interest, the program had to expand rapidly. In 2021, we had 21 mentor/mentee pairings across all areas of the business. Mentees are paired with a mentor from a different division to give them an opportunity to develop a better strategic view of Tomlinson as a company, get a different perspective of challenges encountered, and ensure a focus on developing various skills such as leadership and problem-solving.

Many mentees have even taken this program to create connections across departments and find opportunities to collaborate across groups, bringing Tomlinson to the next level.

While we would love to accept everyone into the program every year, we have a large number of people interested and have to cap the program.

Many of the mentees from earlier years have grown in their own technical and leadership skills and now participate in the program as a mentor.

TOMLINSON
events

GRIP IT & SIP IT

EMPLOYEE APPRECIATION EVENT



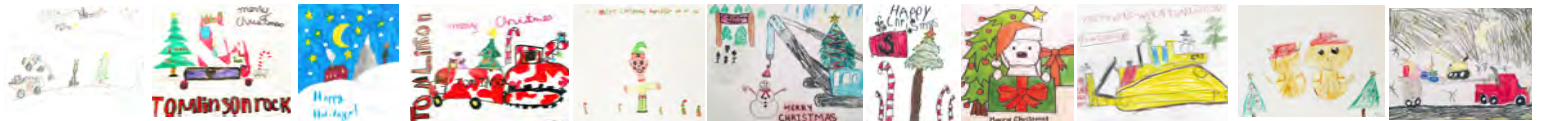
The second annual Grip It and Sip It golf tournament was a classic hole in one another year in a row. We hosted not one tournament in a day, but five! It was a great day of golf, laughs and Ron's Punch. We ran three nine and dines in the morning followed by lunch and another two nine and dines followed by dinner; all to celebrate a great summer of hard work.

A big shout out to our volunteers, and our friends at Falcon Ridge Golf Course.





- TOMLINSON - CHRISTMAS CARD -Contest-



Thank you to all participants, your creativity is outstanding!



A DAY IN THE LIFE OF A HEALTH & SAFETY ADVISOR

What is a day in the life of a Health and Safety Advisor at Tomlinson? That's tough to answer because no two days are the same. They are all jam-packed with challenges and achievements.

Our days often starts early; arriving on worksites to attend PSI talks, safety talks or just to observe the work.

We are continuous learners, regularly participating in educational courses which are relevant to our profession. We are subject matter experts and need to be up to date on relevant legislation and regulations, and company policies, as we often get questions or have to advise on situations as they relate to the work.

We attend various meetings such as startup meetings or meet with estimators who are bidding on work that have health and safety components to ensure work can be done safely and efficiently.

We advise others on our safety software, Salus Pro, which greatly improved our ability to manage health and safety forms and paperwork.

We train new and existing workers and explain the importance of working safely. We provide support to our other team members and provide our inputs to our H&S Director - it's a team thing and we all support each other in the challenges we have.

We create and review safety plans, plus we analyze the safety data. We do this to help prevent workplace health and safety hazards through training, developing site specific safety plans, observing work sites, completing safety advisor reports and observations.

We come to work every day to help ensure our workplace is one where people want to work and one where everyone goes home to their loved ones and family.

We are a reference point for all our safety equipment we utilize on our work sites.

We maintain our health and safety management system, from policies and procedures to our JHAs and practices and procedures.

We are effective time managers, exceptional listeners and know when to provide the answer or ask more questions to draw an answer out.

We help with incident investigation and advise on SCAT (systematic cause analysis technique) investigations.

We help our company meet legislative compliance and maintain our COR certification.

We are proud to be part of a team that strives to improve our safety culture every day.

We like everyone else who works for the Tomlinson Group of Companies to have a sense of accomplishment each day. Some days there are big wins and some days there are small wins.

Being a Health and Safety advisor for Tomlinson is a challenging and rewarding career choice because of the scope of work we undertake as company and the people we get to work with on a daily basis.

