TOMUNSON TINAES NEWSLETTER OF TOMUNSON GROUP OF COMPANIES

CORE VALUE

Proudly getting the job done to the highest standards.

WORKING WITH Tomlinson

Hear from some of our valued partners.

PG. 6-7

WELCOME TO Kingston

Our newest facilities in Eastern Ontario.

PG. 4

BREAKING BARRIERS

An interview with Graziela Girardi. MASC., MBA., P.ENG., PMP

PG. 18

FOUNDED ON STRENGTH GUIDED BY VISION

CF.



MESSAGE

VP OF STRATEGIC IMPLEMENTATION & DEVELOPMENT

CORE VALUE: DRIVEN

I am thrilled to be taking on a new role as Vice President of Strategic Implementation and Development. One of the questions I receive regularly is what I do in this role. I feel it is a perfect fit for me because it allows me to focus on three key areas where I can help our company: strategy across the group, implementing initiatives and processes, and developing relationships.

MILIN

First and foremost, I am excited to help the company implement our strategy more effectively. This is such an important part of our growth and it's great to be able to work with teams across the organization to ensure that we are all aligned and working towards the same goals. One of the biggest challenges that companies face is executing their strategy successfully. There are many factors that can contribute to this, such as focusing on immediate operational issues, lack of alignment, and communication breakdowns. In my new role, I will be working closely with teams across the organization to identify areas where we can improve our strategy execution processes. This includes everything from clarifying our goals, to developing actionable tactics to move us forward, and monitoring progress. By working together, we can ensure that everyone is on the same page and working towards the same goals.

The second area that I will be focusing on is improving our ability to implement new technology, processes, and systems. As our company grows and evolves, it is critical that we are able to adapt quickly and efficiently. This means that we need to be able to implement with speed and with user friendliness in mind. In my new role, I will be working with teams across the organization to identify areas where we can improve our implementation processes. By doing this, we can ensure that we are able to respond quickly to changes in the market and stay ahead of the competition.

Lastly, I will be focused on organizational development. I see this as having two components which are tightly aligned with our company's core values. The first is all about growing and building our organization's technical and leadership capabilities. The second is to build relationships with external partners and customers who can help us achieve our goals in way that is consistent with the core cultural beliefs of our company.

Overall, I am really excited about this opportunity and I am looking forward to making a significant impact on our organization. I truly believe that we have an amazing team here and I can't wait to see what we can achieve together.

Adam Hendriks, Vice President

GETTING THE JOB DONE **TO THE HIGHEST STANDARDS**

When you look at the core values of a business, they identify what the authentic and fundamental ground that the company operates on is. Allowing it to succeed and setting it apart from its competitors. These core values drive every aspect of how we move as a team, how we make decisions, and how we succeed.

The original 10 core values of Tomlinson were established over 10 years ago in 2012, when we were around 600 employees and had just begun acquiring companies as we looked to grow. These core values: work ethic, safety, quality, people, environmentally conscious, integrity, innovation, excellence, teamwork, and customer focus, were aspirational and a catalyst for growth in our organization. Since the old values were established, we have acquired 9 additional companies, doubled our workforce and evolved into the strong, established team we are today.

So how did we identify what fuels the core of a business?

For us, this meant bringing in people from all levels of the company and having them determine what they believed the core values to be. So, we hosted focus groups where our team identified what

for a chance

our team demonstrated daily that paves our way to success. After getting input from focus groups, the Senior Leadership Team did the same workshop and then took all the findings to the field to hear their thoughts on where we had landed.

Construction as a whole has a tendency to get stuck in the "I've always done it this way" mentality, and for Tomlinson to take the time and the effort to say, "Okay, you tell us what the core values are," it means that they're listening and it means that they understand that the success of Tomlinson is built on its people.

> Garrett Fox Project Manager

So where did we land?

GROWTH

at what we do.

Developing our team to be the best

Proudly getting the job done to the highest standards.

DRIVEN

COMMITTED

Building trusted relationships with our customers.



Click here or scan to watch a video of Tomlinson Team members talking about their Core Values.



Written by Megan Tomlinson

Develop your leadership and technical skills. With each TU program completed you will receive an entry into our end of year draw. The winner will receive a Tomlinson Yeti prize pack valued at over \$500! Check out our courses.



HOW TO REGISTER FOR A COURSE Go to Halogen > Learning tab > Select a course > Register.

*Conditions apply. Must be a Tomlinson employee in good standing. Winner drawn at random.



HEADING WEST ... OUR MOVE DOWN THE 401

Permanently Here

In the summer of 2018, the Tomlinson Group acquired Don Hart Construction - a full service Road, Excavation and Sewer/Watermain contractor servicing the 401 corridor from Gananoque to Brighton to Kaladar. With that purchase came the Napanee Quarry, located just east of the Town of Greater Napanee on County Road 2. As Tomlinson works to grow in Kingston and other markets along the 401, the Napanee Quarry has allowed us to expand our construction, concrete and asphalt business. In August 2020, we began the application process to allow a permanent asphalt plant adjacent to our newly acquired quarry. After zoning bylaws, appeals, technical studies, environmental approvals, and more, the Ontario Land Tribunal officially approved Tomlinson's request on December 22, 2023.

Tomlinson has since purchased a new asphalt plant and has

installed it on site. The new plant will be operational in 2024, producing various asphalt mix designs in order to supply our customers and Tomlinson Construction. The plant will be able to service markets from Kingston to Belleville, and opens up opportunities to Tomlinson Construction.



Pictured above: Permanent Asphalt Plant in Napanee



Written by Craig Bellinger

Ready to Mix

The process of opening the new Tomlinson Ready Mix Kingston Plant has been a One Team effort including Tomlinson Development Corporation (TDC), Tomlinson Infrastructure (TI), Tomlinson Materials and all the support staff at the CORE to bring this plant to the market.

TDC began searching for a permanent plant location in 2022 finalizing on a location in Loyalist Township at 383 County Road 4, Bath, centralizing us nicely between the targeted and growing markets of Kingston, Napanee and Belleville. Working with local township officials, TDC was able to secure the required environmental assessments and building permits to start construction in March 2023.

The project management of this plant build was carried out by Tracy O'Brien in Tomlinson Infrastructure, detailing a schedule utilizing all teams to meet the deadlines of concrete delivery before the winter season. TI began mobilization on March 3, 2023, with equipment to begin the preparation of the site footprint, road building and necessary lay down area for the concrete plant build. TI Structural began concrete forming and building on May 16, utilizing ready mix concrete from the Tomlinson Ready Mix Portable 2 plant located in our Napanee Quarry. Using the TI Engineering department economical and engineering savings could be achieved to finish substantial structural completion of the concrete work by June 13.

Relying on the expertise of Tomlinson Ready Mix Plant Superintendent, Morgan McNevin, and the Tomlinson Asphalt Portable Plant Foreman Ray Gutoskie, they were able to install the BMH Concrete Plant with our IT team rolling out networking, computers, Microsoft Teams for full automation of the plant, and to have it fully operational and commissioned by October 12.

Tomlinson Marketing then took over promotion of the new concrete plant placing advertising on radio, Facebook, Instagram, and LinkedIn to get the message out.

Welcoming the Kingston Community

The addition of the Tomlinson Ready Mix concrete plant to the Kingston market and surrounding business area is a major step forward by Tomlinson Group in our continued effort to support our community. Building on the strengths of our environmental services, construction and materials groups that are already in the market and community, we plan to get even more involved in community charities, events, and areas where we can grow together. The added investment in the area creates job growth and opportunities for locals.

Drawing on our fully integrated construction, material and environmental services we look forward to building the infrastructure that supports our community.



Click here or scan to watch our Kingston Ready Mix Plant come to life through the eyes of our team members.









CELEBRAING OU

Frecon has enjoyed a very strong working relationship with **Tomlinson Ready Mix** (TRM). Our relationship has become more of a partnership, where we know we can count on TRM to be there when we need them. In all instances, TRM has performed beyond the industry norm and I am extremely satisfied to have them as our partner. I have no doubts about the quality of their product and the services provided.



We have worked closely with **Tomlinson** for many years and even though we can sometimes be competitors on certain projects, it has never prevented our partnership to continue to flourish. We value their integrity, quality of work and reputation.

Robert Excavating

We [...] started using Tomlinson Ready Mix spring 2023 after hearing how great their product was. [...] We were amazed with how easy it was to work with their mix. [...] The level of communication and personal attention for their customers is a 10/10. I have worked with other ready mix companies in Kingston, but with Tomlinson the customer relationship is much more personable. [...] Communication is important and Tomlinson Kingston has shown that they put their customers first.

As we commence starting up operations for year 2024, we are proud and honoured to have the **Tomlinson Group** as a key strategic supplier, as has been the case for the past 54 years, Their efficiency, product standards, resourcefulness and excellent customer service, helps keep our company competitive and on a winning team.

At Central Paving we would never consider a scenario which excludes the Tomlinson Group as a key supplier and partner.

Central Paving

My group of companies has worked with Tomlinson for over 15 years on numerous projects and the experience has always been nothing short of professional and enjoyable. The **Tomlinson team** are not just a "subcontractor" or "trade" - they are a true partner who provide exceptional pre-construction and construction experience and resources to each and every one of our projects on which they are working. My team and I look forward to working with them for years to come.

VCL and Hein

RPARNERSHPS



Our Group of Companies have enjoyed working with the **Tomlinson team** for more than two decades and over this time we have built long standing relationships built on fairness and trust. We are proud to call Tomlinson our partner and we benefit from being associated with one of the largest and most diversified privately held construction firms in the country who are uniquely interested and in our success.

D&G Landscaping, Vars Concrete, Brenmar Construction Corp.

When you purchase goods and services from the Tomlinson Group you are buying peace of mind knowing that all their goods and services are backed by a team of professionals ready to help. You are made to feel like you are part of a team and not merely a customer.

O'Leary's Limited



The Laurin Group has enjoyed many years of great service from the Tomlinson Group. They have always excelled in their delivery of ready mix. Tomlinson has always been incident free and never a disappointment at time of delivery . Thanks to Fred, Ryan and Francis for looking after all our needs. Looking forward to many years more.

The Laurin Group

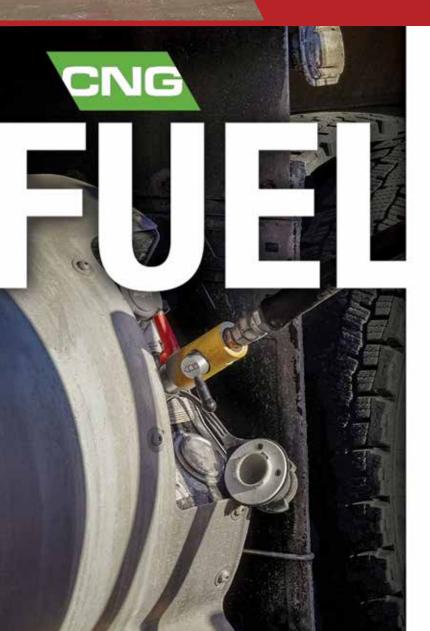
WELCOME TO THE TEAM READY MIX PETAWAWA

Tomlinson is pleased to announce our purchase of the remaining 50% of shares in CH Concrete. Acquiring full ownership of CH Concrete has been a long-term strategic plan of Tomlinson, and we are excited to announce the deal's completion to our customers and the community.

We initially purchased 33% of shares in partnership with two other companies back in 2010. Then, in 2018 the plant was moved from its original location on Portage Road to its location today on Doran Road. Following the plant move, we bought out one of the remaining partners leaving us in a 50-50 partnership.

CH Concrete has been an asset to Tomlinson for many years, and we are thrilled to have the opportunity to fully integrate this plant into our operations. Paul Campatelli, the Plant Manager, has been with CH Concrete for over a decade and will continue to manage the plant under Tomlinson's ownership.

We would like to welcome the Petawawa team to the Tomlinson family!



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A DAY IN THE LIFE OF AN

ENVIRONMENTAL COMPLIANCE COORDINATOR

On January 24, 2024, I had the opportunity to shadow **Brittany Strank** as she embarked on her first water sampling field visit of the year. This monthly process requires Brittany to navigate across all of Tomlinson's licensed sites, pits, and quarries sampling locations where she takes multiples specimens to ensure that the impacts that Tomlinson sites have on their surrounding environment is not negative, and aligns with requirements details in permits and compliance orders. While each season presents its challenges, this January visit required Brittany and I to suit up in snow gear, buckle up our snowshoes, and trek through the frozen and heavily snow covered wetlands of the Stittsville quarry.

After arriving on location, Brittany is often faced with frozen



bodies of water which require her to shovel loose snow and debris away, auger and chisel her way through the ice, and clear her work area before she can take her samples. In conversation about the challenges these winter outings were presenting to us, Brittany noted that "each season has its own set of difficulties; while we currently trudge in snow shoes now, I

will be in chest waders, a bug net, and worrying about snakes, ticks, and leeches when I am navigating this environment in just a few months." Once at the sampling location, I find myself navigating the snow and brush in order to quickly capture the beginning process of sampling that Brittany has already begun working on. After shoveling, Brittany picks up her auger and begins opening the ice that she will then collect her sample through. While sometimes it can sound as simple as sending an auger through the surface, I have seen firsthand when the auger fails and is unusable, Brittany resorts to using her axe to slowly chip her way through, in an attempt to avoid making the long trek back from her sample location to address the issue. Brittany often talks about "needing to be resourceful when out in the

field. While trekking out of the wetlands and heading back into town to get new auger blades might be the first thing that comes to mind, it is often not worth the time and resources if there are other options available – especially in Stittsville where I am required to do all of the samples in a single day span."

In conversation with Brittany after we were concluding our time together, she spoke



about her parents' career choice to pursue environmental roles and how that passion from her parents growing up, instilled the same values in her and is one of the key reasons she pursued a career path rooted in environmental protection and compliance. Although Brittany's role is one that remains fairly behind the scenes to the everyday eye, it is one of great importance; ensuring that Tomlinson is operating well within its requirements, as well as operating in a fashion that is both serving and protecting the sustainability of the surrounding environments. Brittany notes that "being outdoors has always been important to me, so transitioning to the compliance role has allowed me to be outdoors while also allowing Tomlinson to protect and advocate for the environments they operate in."



Written by Nolan Brinson

HEALTH & SAFETY GAMESHOW

80's Edition



Pictured above: The Gameshow host, Chris Keeping, putting the teams in the hot seat.

Safety professionals are sometimes seen as the no fun people. In 2018 the Tomlinson Safety team decided to change that reputation. It was decided to challenge management and workers alike to a fun competition on how good their basic safety knowledge is. So the Health & Safety Game Show was born.

The team format is three members; one manager, one supervisor and one worker. We decided upon this format to get all levels of management and workers joining together as one team. Originally none of the team members could be a JHSC or Health & Safety rep but a couple a years later that was changed to allow one team member to be a JHSC or H & S rep. These reps in essence became the "phone a friend" so popular with game shows.



Pictured above (left to right): Matt Moore, Michel Pilon, Jehad Mankal.

The game show would begin with knock out rounds, and dependent on the number of team participating it could 3-4 rounds. There are generally 20 safety questions which are mostly taken from our new worker orientation or the yearly worker refresher. The winner of each round plus the highest loser would move on to the championship round.

The championship round generally has 25 questions with more difficult tie breakers incase two or more teams ended up with the same score. This generally was removed when we switched the format a couple of years ago that allowed teams to bid points on the final question. This made for some interesting results. Teams that figured they had it in the bag would lose because they did not bid enough points.

Each year there was a theme to encourage participants and spectators alike to get in the mood of the show. In an effort to show that safety professionals are not serious all the time, all members of the team would dress in costumes reflecting the



Pictured above (left to right): David Dufort, Christian Howes, Michael Lawson.

theme of the game show. Past themes have been, disco, western, Hawaiian, rock and the last one was the 80's. Needless to say some of the costumes were pretty interesting.

The game shows are generally hard fought affairs and each team becoming more competitive as the round goes on and the scores are close. To date there have been five game shows, excluding

2022, and the winners were:

2018 "The underdogs" Andrew Savarino, Jonathan Belisle, Pierre Boivin

2019 "IWD" Trev Fowles, John Dwyer, Sarah Hall

2020 "SLT" Michael Clement, Ryan Downing, Dana Lewis

2021 "SLT" Ryan Downing, Dana Lewis, Francis Brazeau

2023 "TDC" Rory Hughes, Jeff Ricci, Nick Mariani

We look forward to testing your safety knowledge and adding winners to the list for years to come!

PRESENTED BY

MLINSO



Pictured above (left to right): Rory Hughes, Nick Mariani, Jeff Ricci.

Written by Chris Keeping



O TOMLINSON TIMES WINTER/SPRING 2024

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TOMLINSON **2024 EVENTS**

SAVE THE DATES

SHOW & SHIN	E OTTAWA
OPEN TO THE	PUBLIC

JUNE

24

AUG

ROCK THE RED EMPLOYEE & FAMILY ONLY

SHOW & SHINE KINGSTON OPEN TO THE PUBLIC

4 SEPT

GRIP IT & SIP IT EMPLOYEE ONLY

Subscribe to the marketing newsletters to stay up-to-date on all event information. Questions? Email social@tomlinsongroup.com



Pictured above - Team White (Back left to right): Will Ansell, Brendan Vipond, Jeff Ricci, Joseph Vaughan, Alex Campbell, Alex MacNeil, Ryan Paquette, Josh Price, Dylan Beaubien (Front left to right): Clark Little, Riley Boyle, Zach Salsman, Dan King, Brendan Morin, Jon Code

We were thrilled to have had two teams participate in the annual Stantec Charity Hockey Tournament. The tournament, which took place at the beginning of February, was the talk of the town and our teams were ready to show off their skills.

Our teams had been practicing hard and were itching to hit the ice. The players came from all corners of the company ready to show off their hockey prowess. It was great to see everyone come together and bond over the love of the game.



Pictured above - Team Red (Back left to right): Keirwyn Dunn, Cory Bretzlaff, Rico Coscarella, ^Ben Harvey, Robin Malyon, ^Ryan Andre, Alan Legue, Jason Clemens, Adam Ryan, Patrick Patenaude (Front left to right): Dylan Boltz, Josh Legault, Dan Lepenski, Brandon Fournier, Charles Gareau

The Stantec Charity Hockey Tournament is more than just a chance to show off our moves, it is an opportunity to network with local businesses and raise funds for the BGC Ottawa. Our teams were proud to be a part of such a great event.

We cheered our teams on every step of the way. With the passion and determination our teams displayed, it was no surprise they made a strong showing at the tournament.

Overall, the Stantec Charity Hockey Tournament was a fun and exciting event for everyone involved. We can't wait for next year's tournament to see what our teams can do!

TOMLINS



Written by Zach Salsman

TURN YOUR DESIGNS



Now is your chance to design the next Red Army Gear! Have a cool t-shirt design you want to see printed? Think you know the next cool trend your Tomlinson Team Members will want to wear?

SUBMIT YOUR IDEAS NOW

social@tomlinsongroup.com

RED ARMY SHOUT OUT!

Send us photos of you and your team, projects, and job sites.

in

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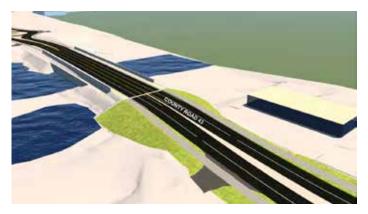
We want to highlight your awesome work

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NEVER MISS A MOMENT FOLLOW US ONLINE

ELEVATING OUR COMMUNITY WIDENING OF COUNTY ROAD 43

Tomlinson has announced an exciting new project that will bring significant upgrades to County Road 43 in Kemptville for the United Counties of Leeds and Grenville. The project will involve widening the road, beginning from 200 metres west of County Road 44 to 220 metres east of Colonnade Drive, upgrading it to a four-lane corridor. The project will also include the construction of four new roundabouts and the widening of two existing roundabouts, providing smoother and more efficient traffic flow. Preceding the widening of the roadway, Tomlinson will be installing new storm sewers, sanitary sewers, and watermain totalling over 5km of subsurface work.



In addition to the road widening, the project will also involve replacing the existing 2-lane concrete bridge by constructing a new 2-lane structure to the south of the existing bridge. Once the new 2-lane bridge is constructed, the existing bridge will be removed, and another 2-lane bridge will be built in its place and connected to the other new structure, creating the final 4-lane bridge over Kemptville Creek and its wetlands [roughly 6 times the size of the current structure].



To enhance the beauty of the corridor, extensive landscaping, overhead lighting, and 3.5km of multi-use pedestrian pathway will be added, allowing two-way travel for pedestrians and cyclists throughout the area while complementing the adjacent land uses. The project is expected to have a significant impact on the local economy, creating new job opportunities and stimulating growth in the region.

We are thrilled to be part of this project, which will bring muchneeded upgrades to the Kemptville area. The project is expected to begin on April 22nd, 2024, and take several years to complete. Our team is dedicated to delivering innovative solutions and committed to making a positive impact on the region and the lives of the people within the community. We look forward to providing more project updates on our social media channels as we work as One Team using all in-house resources and talents to complete the work.

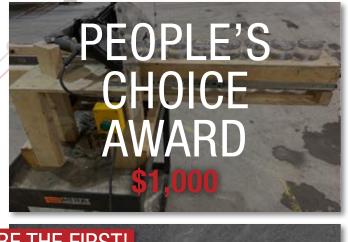


Written by Cole Zanchetta County Road 43 Widening Project Manager





IN PRIZES TO GIVEAWAY









HOW TO REGISTER?

ONLINE Scan to fill-out the online form!



SALUS

Head to your Salus app and search for the Tomlinson Innovation Form





MACGYVER AWARD

Baffle Extractor Yousef Al-Oqbi

The winner of the 2023 MacGyver Award is the Baffle Extractor. This innovation uses a hydraulic attachment system on the forklift to replace baffles on the IWD evaporators, vastly increasing safety and decreasing labor time from approximately 150 hours to 20 hours a year.



GROUND BREAKER AWARD

Fire Hydrant Installation Device *Bobby Bryan (with help from Kevin McGrae)*

This year, we recognize the Fire Hydrant Installation Device. This innovation has changed the way we install hydrants at Tomlinson, greatly increasing safety and stability when installing and backfilling.

INNOVATION WINNERS 2023



PEOPLE'S CHOICE AWARD

Sani Saw & Sani Blaster

Carl Bowles, Al Ferguson, and Dylan Sutton.

This year the People's Choice Award goes to the Sani Saw and Sani Blaster innovations. Which enabled our industrial waste team to 3x their production for hand sanitizer disposal contracts, increasing production from 200L a day to 600L a day. These innovations use a sliding table and band saw that holds seven bottles of sanitizers to cut the bottoms off bottles when pushed in, paired with a four-bottle turn table and pedal to push air into the bottles, extracting the contents.



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work hard WIN BIG

The 2023 season marked the final year for the Work Hard Win Big Lottery. This year's winners included the following **\$1,000 prize winners:**

- Tyler Stewart
- Herman Payen
- Braden Gilchrist
- Tyler Norton
- Michael Tessier

And the grand prize winner of **\$5,000 - Cory Byrne.**

Congratulations to this year's winners and all our previous winners with over \$150,000 given out in prizes over the years to our hard working and committed team!

A special thank you to the Payroll Team for managing the Work Hard Win Big Lottery program for over 15 years.

STAY TUNED

We will be introducing a new program for this season that focuses on our Core Values of Growth, Driven and Committed. We will share more details soon!

Written by Dana Lewis









Frank Seguin, Jason Clemens, and Rebeka Clemens decorate at Ready Mix Vars.











BREAKING BARRIERS with Graziela Girardi

According to BuildForce Canada's analysis of the June 2023 Labour Force Survey data, the number of women in the construction labour force has risen by more than 25,000 in comparison to June 2022. Meanwhile, the male labour force saw an increase of 15,500

workers*. There are many assumed reasons for this latest shift, but we at Tomlinson know we have our own reason for increased female engagement.

"My name is Graziela Girardi and I'm Vice President for Tomlinson Infrastructure and Operations."

Graziela Girardi entered the field at 18 years old. During university, as she worked towards her civil engineer degree, she had the opportunity to work as a co-op student in a high-rise building. This gave her the opportunity to see from start to finish how things are done in a large-scale construction project. This also presented the opportunity to work with different trades, participate in the weekly meetings, do inspections, and learn the foundation and the basics of the construction.

"...I take pride in everything that I do in my life. And I happened to be in construction, that is an amazing industry. I take pride that I work with a team of people that help me learn every single day..."

Through the years she learned the tangibility of construction – the visible growth and change that occurred on a project every



day. She had to use her problemsolving skills, deal with clients, and work alongside the workers in the field. But through it all, she found a rewarding profession that drives her to excellence.

"...I knew I had to gain the trust and the respect. So, I had to change my approach, how I deal with people, how I talk to people, in order to be successful... We should be based on merit and not on gender, right?" She pushed forward, contributing to attracting more women to the industry by promoting a safe environment that people would feel empowered to pursue these careers and giving them the opportunity to try.

"...I am very grateful to have people looking up to me. I think that is very nice. That means that I'm making an impact and making a difference. I'm helping others to grow in the career and actually enter into the industry... My advice is to be persistent, always speak up, put your hands up to learn something new, and put yourself out of your comfort zone."



Graziela joined Tomlinson in 2011 as an Estimator. She climbed the ladder

to Project Manager, Assistant Manager, Operations Manager, General Manager, and now resides as our Vice President of Infrastructure and Operations. She works alongside accomplished women in the industry and is a mentor to many more breaking into the field.

A role model that pushes me to continue in this field is actually our vice president, GG...Just having conversations with her, talking to her about her own experiences in the field, and seeing how far that she's come in construction, lets us know that it's not a man's world anymore.

Nikki Caldwell Project Coordinator

Seeing [Graziela] come from a very different culture, a very different world, into construction in a very early state where it was not common to see women around. Seeing her climb the ladder to where she is, she is truly a person to look up to.

Angellica Segreto Truck Dispatcher



Click here or scan to watch Graziela Girardi's full interview.

