



LeTAG



Quarterly report / December 2021

Word from Management



Hello everyone,

As we enter the long vacation season, 2021 is already coming to an end. Another year under the threat of the pandemic that brings its own set of challenges. The workforce crisis is without a doubt the biggest challenge of all for the entire business community.

As a company, ABF does not give up easily. It is these same challenges that continually push us to innovate, to question ourselves, to find new solutions to do things differently. This is how we can ensure the company's continuity while maintaining our position as market leader since 1976.

ABF makes every effort to be an employer of choice. We put all the necessary energy into retaining our high quality personnel who have always been loyal to us. We continue to invest in equipment and technology. We continue our digital shift to remain competitive in our market. We continue to invest in our teams.

But it is without a doubt thanks to all ABF employees, who each contribute in their own way to the success of ABF, that we can continue to play a legendary role in building our future!

Thank you all for embracing and living the ABF values!

On behalf of myself and the management team, I wish you a very happy holiday season with your loved ones. Have fun, enjoy and be safe!

Happy Holidays and Happy New Year 2022!

Marco Fortin, General Manager

Upcoming Statutory Holidays

December 18, 2021 to
January 2, 2022
(Holiday break)



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New projects



Bass 3 & 4 Griffintown, Montréal,
4 000 MT



Quartier One West Seville, Pointe-
Claire, 500 MT



Waltz (Freedom), St-Hyacinthe, 600 MT

And also without forgetting...

- * Seniors' House, Gatineau, 400 MT
- * High school construction, Montréal-Nord, 600 MT
- * High school construction, Anjou, 600 MT
- * Clyde Baseline, Ottawa, 2 000 MT

ABF events

Halloween 2021 in the office



François Rousseau



Jasmin Belzile



Nancy Houle



Jean-Philippe Fafard



Martine Boucher



Danya Turcotte



Monique Bourque



Érika Lynn Johnson



Éric Delisle



Mélanie Boucher



Stéphane Perreault

Your Social Club

The ABF social club is in charge of organizing several activities during the year in order to fraternize with colleagues in a non-ABF context.

We thought it would be a good idea to introduce you to the members of your social club committee, so that you can refer to them if you have any questions, suggestions or comments:

Christiane Oliveira, Erika Lynn Johnson, Guillaume Cayouette

Nancy Houle, Serge Gonthier

Would you like to join the social club? Nothing could be easier! All you have to do is contact the ABF payroll department. A small fee will be deducted directly from your paycheck and you will be able to take advantage of the many activities that will be offered! ☺



* The photo of the social club is from the archives before Covid-19.

Special mentions of the quarter

Happy retirement, Mr. Gosselin!

Last October, we celebrated the retirement of two ABF legends, Daniel Gosselin (truck driver) and Yves Gosselin (factory).

We wish each of them a wonderful retirement filled with great discoveries!



Years of service

30 years

Simon Proulx (factory)

20 years

Jason Nicholson (office)
Mélanie Bergeron (office)
Michaël McClelland (worksites)
Jacques Denis Parisé (worksites)
Carl Rémillard (worksites)
Réjean Hainse (office)
Dave Marcotte (worksites)
Stéphane Jacques (delivery)
Martin Rhéaume (worksites)
Gilles Marcil (worksites)

15 years:

Maxime Brunet (office)
Kathleen Brousseau (office)
Jason Kalyn (worksites)
Patrick Chenard (superintendent)
Travis Lalonde Royal (worksites)
Philippe Parent (worksites)
Robin Paquette (worksites)
Jonathan Loyer (worksites)

Thank you all for your dedication!

Special mentions of the quarter (continued)

This year, ABF's management wanted to recognize the work of its employees on the construction sites who have more than 15 years of seniority, by giving them a watch with the effigy of ABF. Here are some of the photos collected:



Donald Cadran



Jean Laflamme



Conrad Chiasson



René Beaudin



Raphaël Bibeau



Michel Bernier



Patrice Veillette



Pascal Foucault



Sébastien Blanchard

Special mentions of the quarter (continued)



Andre Dubé



Étienne Birtz



Carl Rémillard



Eric Lemire



Jason Kalyn



Francis Garon



Sylvain Lachance



Luc Parisée



Stéphane Larose

Special mentions of the quarter (continued)



Patrick McHugh



Michel Landry



Pascal Fortin



Marco Circé



Benoit Gendron



Keven Beaulieu

Thank you all for your **legendary** work!

Special mentions of the quarter (continued)

We have always known that our employees are people of heart! ❤️

The proof: some of our guys on the DCC Valcartier Garnison site participated in Movember to support the men's health cause.

BRAVO!



Your financial news

5 tips for reducing holiday impulse buys

Beware of purchases that fill emotional needs and can lead you down the slippery slope to debt.

Impulse, or emotional, buying is not an uncommon phenomenon. A U.S. study by Mint Intuit found that 49% of respondents had purchased an item to increase their happiness, only to regret it later in 30% of cases.

Emotional purchases, says Katy Kamkar, a clinical psychologist at the Centre for Addiction and Mental Health, lead to the release of endorphins, which makes us feel good at the time, but in the long run, they can lead to remorse, especially as our debt levels increase. As the holiday season approaches, there are steps that people who tend to do "shopping therapy" can take to avoid falling back into their bad folds.

This is an important time to be aware of your habits, says Kamkar. In addition to Christmas gifts, think about the stress that sometimes follows the holiday season when you've gone a little overboard on spending and end up in debt.

Instead of denying the problem and filling up your cart, read some tips to help counter the urge to spend recklessly before or during the holiday season.

* WAIT

Take the time to question the purchases you are considering, suggests Michael Massoud, CPA, Project Manager, Business, Social Responsibility, at CPA Canada.

"A cooling-off period will help you determine whether or not the purchase will make you happier. If it does, and the purchase makes sense, go ahead. But 9 times out of 10, in my case, the answer is no. I change my mind and avoid an expense."

By eliminating the impulsiveness of your

online or in-person purchases, you may be able to counteract that urge to spend.

"It's good to make the effort to postpone spending," says David Trahair, CPA, a personal finance expert and author of CPA Canada's (free) practical guide *Survive and Thrive: Move ahead financially after losing your job*. Of course, because emotional purchases are tied to feelings, if you give yourself time to think about other things, you're less likely to act on those triggers.

"The pandemic has made shopping even easier for some people, as it is no longer necessary to leave home for this activity," Trahair reminds us, adding that targeted online ads also increase the temptation to spend.

The expert suggests putting off purchases until the next day, especially in the case of a high-value item, to see if it's a want or a need. "If the item in question is not that necessary, the urge will disappear."

* ANALYZE YOUR BEHAVIOR AND TRY TO CORRECT IT

Kamkar suggests trying to identify the factors that drive us to spend, whether it's sadness, stress, loneliness or even happiness. It's important to pinpoint the key issues, so you can understand your spending habits. Then, she says, it's up to you to focus on proactive strategies.

According to the psychologist, detaching yourself from impulsive feelings will lead to better results. "Replace that impulse with a healthy behavior." For example, tackle that important email you've been putting off for a while or go for a walk, of course staying away from any tempting businesses. Kamkar also recommends not bringing money or having only a small amount, to avoid overspending.

"That way, you limit the number of factors that make you more vulnerable."

(Continued on next page)

Your financial news (continued)

(CONTINUED)

* KEEP TRACK OF YOUR FINANCES

Budgeting helps us to identify and control our spending habits. It also highlights the short- and long-term goals that can motivate us to resist the urge to spend when we're in the throes of strong emotions.

Then it's important that you analyze your budget and spending along the way, Trahair says. Even looking at just one month's worth of activity can usually reveal a clear picture of your habits.

"Tracking your spending is by far the best thing you can do, because it's the real picture of what you've done with your money, and a good predictor of your future choices."

If your impulse purchases have led to debt, the appropriate repayment plan will be unique to each person, but the key is to start somewhere. Trahair says you can turn to a free online resource such as mint.com or even a spending journal, where you write everything down by hand. It's not how you do it that matters, but following that discipline, he says.

* LIMIT YOUR ABILITY TO SPEND

Another way to control spending, Trahair says, is to switch from a high-interest, high-limit credit card to a low-interest, low-limit card. That way, the potential debt will be much less. "When you reach your credit limit, you can't buy anything with that card," he explains.

Trahair also recommends scheduling automatic transfers into locked-in investments to avoid spending or even squandering hard-earned money.

"Have an amount automatically transferred from your bank account, or maybe even from your paycheck, to an RRSP or savings account," he suggests.

* MAINTAIN A POSITIVE INNER DIALOGUE

Recognizing bad habits is never easy...and making positive changes requires a holistic approach, says Kamkar. "It's okay to pat yourself on the back and be happy with your successes or personality traits."

Keeping encouraging characteristics or ideas in mind, especially in front of the screen - a risky context - can help us maintain a positive approach, instead of giving in to undesirable behavior.

"Eventually, all of these efforts will lead to positive emotions, which may well decrease stress. Then you'll feel confident and empowered," she concludes. ♦♦♦♦

(Source: CPA Canada, 19/11/2021)

Your HR news

In this article, I revisit one of the 10 themes in human resources practice that can influence job satisfaction (see the September 2021 issue), namely:

Training and development

Training and development	Leadership
Communication and participation	Performance evaluation
Selection	Induction and integration
Work-life balance	Compensation
Benefits	Work organization
Job characteristics	

Ref : Professor Fabi et al. (2010)

The acquisition and updating of employee skills is a condition for the proper functioning of organizations. It is a value-added activity that promotes the adaptation and flexibility of individuals to the challenges they face.

Training Objectives:

The training cycle is at the heart of the human resources management process and is closely linked to the company's orientations. Thus, training contributes to achieving key objectives such as:

- ◆ **Providing solutions** for the strategic planning and realization of the organization's mission;
- ◆ **Increasing the effectiveness** and efficiency of the organization (performance, quality, versatility, health and safety, etc.);
- ◆ **Increasing the knowledge** and skills of employees at all levels of the organization;
- ◆ **The development of people's potential** in their adaptation to work, during technological changes and in their career development.

For these reasons, **ABF has decided to set up a training committee** made up of 6 people (managers and employees) which will officially start its activities next January.

The committee will play a role in the needs analysis stage, in creating a climate of continuous improvement and in setting the right conditions.

The following roles will be assigned to the ABF committee :

- ◆ Gather requests for training needs;
- ◆ Expressing felt but unexpressed needs within the organization;
- ◆ Collaborate in the selection of priorities;
- ◆ Ensure the smooth running of the training management process;
- ◆ Present recommendations to management;
- ◆ Produce reports on the results obtained.

In closing, did you know that in the list of "employers of choice" are often those who invest in training and development of their resources. You will hear more and more about continuing education and we invite you to discuss it with your department heads.

The Human Resources Team

Occupational Health & Safety

Communication: To see eye to eye... we must learn TO LISTEN!

Communication is one of the most important aspects of our interaction with the people around us, and can make the difference between efficient and inefficient teams.

Role playing

Whenever people communicate, one person acts as the speaker, and the other or others as the audience. As opposed to what most people think, however, the quality of the transmission does not depend solely on the skills of the speaker, but also and largely on the audience's ability to listen, an ability that is often impaired by factors like:

- * One's level of attention
- * One's mood at the time
- * One's concerns and personal interests
- * One's personal opinions and preconceived ideas
- * One's culture and values
- * One's mastery of the language used
- * The environment (noise, physical obstacles, etc.).

The art of listening

Most of us do not master the art of listening as much as we would like to think, for in order to effectively receive the message being transmitted, we must do more than just lend an ear. We must practice what is known as "active listening", which consists in:

- * Giving all our attention to the speaker and to the message being transmitted.
- * Reducing sources of interference as

much as possible.

- * Assuming a mental and physical attitude of open-mindedness (not crossing our arms or showing signs of impatience, etc.).
- * Pay attention to the person's non-verbal language (tone of voice, silences, facial expression, gestures, etc.).
- * Not interrupting the speaker until he is done.
- * Rephrasing the message in our own words to verify our comprehension.
- * Letting the speaker know that the message has been received.
- * Asking for or suggesting clarifications when necessary.

Speaking... attentively!

Communication is a two-way phenomenon, which means that we must all play the role of the speaker at one point or another. To be efficient speakers, we must:

- * Have a clear idea of the message we wish to transmit.
- * Use a means of transmission and a language that suit the context and the audience.
- * Pay attention to our own non-verbal language (tone of voice, posture, silences, etc.).
- * Verify that our message has been received and understood by our audience.

Dialogue, or monologue?

Communicating means exchanging information, and thus truly efficient communication requires the active participation of all parties involved.

Questions? Contact your H&S team!

New ABF's employees

Name	Department
Darnell Kerwing Alexis	Worksite
David Desmarais	Worksite
Emmanuelle Fortin	Office
Éric Paradis	Factory
Francis Pépin	Worksite
Jean-François Corneau	Worksite
Jean-Michel Millaire	Office
Jean Ronald Joseph	Worksite

Name	Department
Jeff Cameron	Factory
Krystel Théberge	Worksite
Maxime Lachance	Worksite
Pascal Caron	Office
Pierre-Olivier Villeneuve	Worksite
Saliha Yessad	Office
Shawn Williams	Worksite

Welcome to all new employees to the ABF family! 😊

Contact me!

Contact me to obtain or submit additional information:

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