



A N O T H E R
ERBAN
REPORT
C O O L M O V E

The Newsletter of The Erb Group

Summer 2023 — Vol 37, Issue 2



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WENDELL ERB
President & CEO

Economy

After a banner year when you could do nothing wrong in the trucking business, 2023 is right back to reality for trucking. 2022 was a positive anomaly that has never happened previously and most likely never will again. Trucking has relatively low barriers to entry and is full of entrepreneurs looking to start their own businesses and make it big.

With size, a carrier brings buying power on trucks, fuel, etc., that small carriers or independents cannot match. Large carriers are also held to a higher standard, needing newer well-maintained trucks to attract and retain drivers.

For a large carrier to remain successful, they must know their costs and price accordingly. Small carriers usually do not have much pricing power, quite often beholden to the all-in rate that a load broker offers to haul a load.

Last year the spot market was extremely good for small carriers. Today it is the exact opposite. You would be hard-pressed to haul any load on the spot market and be profitable. Small carriers and independents are exiting the business in record numbers south of the border. Some exit the business entirely, while others contract their trucks to the larger established carriers as a safe haven through the downturn.

We, and almost everyone else, have yet to receive all the equipment we ordered as late as 2020. Manufacturers are still having problems with production and delivery. As we navigate the downturn in freight, my reaction is, thank goodness we cannot buy trucks. The last thing we need now is thousands more trucks flooding the market and fighting over the remaining freight. Let's hope we are at the bottom of the market now and things begin to pick up steam again.

Quebec City

It was disappointing that we needed to close our transportation and distribution operations at our Quebec City facility. The economic situation in this region has obliged us to seek alternative options to serve our customers' needs. Effective June 12th, we began interlining our out-of-town shipments with Transport Morneau Borea. The second phase of the transition will include in-town shipments to be interlined by August 14th, 2023.

I want to thank everyone involved with our Quebec City operations for their hard work and dedication. This announcement is in no way a reflection of the job performance at this location. I am very proud of the team and the contributions made.

Insurance Captive

In 2019, we made the leap of faith and joined an Insurance Captive group called Polaris. While from the outside, it appears that Old Republic Insurance of Canada insures The Erb Group; in fact, our captive group of 57 carriers reinsures Old Republic at various levels of loss. Legislation and regulations for insurance companies in Canada require our Captive reinsurance company to be based and managed offshore; in Polaris's case, it is the Cayman Islands.

One of the advantages of being in a captive is that when you perform well, you are rewarded with a return on the premiums you have paid into the captive. This spring, we received our first rebate of over \$100,000 for our first eligible period from three-plus years ago. There are many local carriers in our captive, and I will only list a few of them, so when you see them on the road, remember we are partners in the insurance business, and their exemplary safety record is as important as our own. J&R Hall, Little Rock, TD Smith, Premium, Flash Freight, Frontier, Morrice, Caravan, Carmen, Onfreight, Shandex, and Patco are just a few of the 57 partners in our Polaris insurance captive.

A wise man once told me the key to trucking success is to provide unmatched excellent service and, secondly, know your costs for everything you do and price accordingly.

— **Wendell Erb**
President & CEO

BBQ SCHEDULE

July 11th Trenton	July 12th Ottawa	July 14th North Bay	July 26th Montreal	Aug 17th/18th Baden	Aug 22nd Thunder Bay	Aug 23rd Winnipeg
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MARTY OTTEN
VP of Sales



Home Delivery Service *in action.*

In June, the Sales team met for our bi-annual meeting in Baden. We had team members come in from across our terminal network for two days packed with information, networking, and learning. With input from other key departments, we were able to get updates on our always-evolving business – and we were able to exchange input on the challenges we have encountered in the last few months.

Although no government leaders have officially announced a recession, almost every individual, business, and institution worldwide has been impacted economically since last fall. We know fluctuations in the economy are normal, but this doesn't mitigate the effects felt by those impacted. At The Erb Group, our leadership team has been doing everything possible to reduce the impact felt by our employees, surrounding communities, and customers.

Our Sales and Operations team have been closely monitoring freight volumes and patterns. When a shift is detected, our team immediately connects with the customer to better understand the reason for the change and work together to find a solution. Unfortunately, in many instances, there is very little we can do, as the reason for the reduced freight volumes is that a customer has lost a contract or, as we know, there has been a change in consumer buying patterns. We understand these are challenging times for our customers as well, and we thank each and every single one that continues to entrust their perishable cargo to us.

Competition for freight has increased, and our Sales team is attentively ensuring our existing customers are aware of all the service offerings our one-stop refrigerated solutions team can provide them. We have

a unique advantage with over 60 years of business and our vast terminal network to help customers with every cold chain need. From truckload to LTL, home delivery to cold storage, and expedited services - we offer it all. Our team comprises the most knowledgeable and experienced professionals in the industry, and have stood the test of time, and we'll do it again.

It's important we continue to work as a team to provide unparalleled service to our customers who trust us with their business. Drivers, you are the frontline of our team and represent us at every single pick-up and drop-off; please continue to hold yourselves to the high standards of professionalism and safety that you do. We are both proud and confident our team will get through these challenging economic times together on top.

Again, thank you to our Erb Group team for all your hard work and dedication in making us the industry-leading company we are. I hope to connect with many of you at your terminal BBQ this summer.

— Marty Otten
VP of Sales



ALYSSA COUVILLON
Senior Director of Human Resources

The pandemic came with many challenges and difficulties, but it also brought our team together and pushed us to find efficiencies and better ways to stay connected with our extensive employee network. I would like to take the opportunity to thank everyone who stepped up during the pandemic to ensure we kept our employees safe, informed, and looked after; your efforts helped pave the way to a successful and strong fiscal year.

I believe it's important to take time to celebrate and reflect on our accomplishments and wins. But we know our work is not yet done, and bumps on the road are inevitable. This year we are faced with new challenges and opportunities, and we are confident that we will come together again to navigate whatever comes our way. In this role, I will continue to focus

on leading the team in modernizing our HR practices, simplifying processes and removing barriers, improving communication flow, and creating efficiencies.

Over 20 years ago, I worked for a carrier-based trucking school in London, Ontario. Seeing students come in and learn, obtain their licenses, and get good jobs to support themselves and their families was gratifying. The Erb Group used to come out monthly to speak to the students. Although they only hired drivers with one year experience, they always took the time to share what they offered when the driver was ready. I knew drivers that eventually made it on with us, and they had nothing but good things to say. The Erb Group was the place to be. I didn't know that 20 years later, I would be working for the same highly admired company.

The Erb Group has grown and changed over the years. Change is inevitable. Although, at times, some like to believe it's optional and the outcome is not favourable. Many companies have refused to adapt to their environment and folded. As I reflect on what is ahead of us, I am reminded of our strong foundation and resilient workforce; together, we will come out stronger and better than ever.

— **Alyssa Couvillon**
Senior Director of Human Resources

At the end of May, after 30 years, we said farewell to Dave Dietrich. Dave started his career at The Erb Group in Finance, spent some time in Operations, and eventually transitioned to leading People and Culture. Under his leadership, the company has won numerous awards and has been recognized for our great culture and industry-leading safety practices. Dave's impact at The Erb Group and in the industry was evident and felt at his retirement. Many of our employees and industry partners attended both in person and online. Our Head Office team was grateful to send Dave off with the recognition and warm wishes he deserved. We thank Dave for all his contributions to The Erb Group and wish him happiness and health in his next journey!

Now that I've taken on his role, I've been reflecting on the team's strides since I joined. There have been many positive changes to all the teams under the HR umbrella.



Alyssa & recruitment team
at the 2022 Truck World convention in Toronto.



JIM PINDER
Senior Corporate Fleet Director

Welcome to Summer; Stay Well, and Travel Safely!

I am very proud to work in The Erb Group's Maintenance Department with a SupErb team of dedicated and knowledgeable professionals committed to safety and compliance for all Erb equipment from Winnipeg to Montreal to Elverson and every shop in between.

We recently celebrated two forty-year milestones in the Baden shop, though delayed by the pandemic for Keith Hartung and Donny Albrecht. Donny retired last month, but we are fortunate to have Keith continue as the Baden Reefer Shop Supervisor.

Dave Weber, with over thirty years on our team as our tire expert and a master of many tasks within the team, retired on June 16th, 2023. I am pleased with the support team remaining to address our tire needs, decommissioned equipment sales, and other duties.

Kevin Becker joined The Erb Group as a co-op student, which is still an excellent opening for young people to try the transportation industry and measure their aptitude for a career in the trucking industry. Kevin is our Baden Shop Manager, a strong resource for maintenance staff across the maintenance network for staff direction on daily repairs, and core team lead introducing our maintenance software, TMT, and future updates to a web-based version with his forty-year milestone on the horizon; thank you, Kevin!

As a ten-year team member, I am still considered a relative novice to the core Technicians and Support Staff Team. We recently celebrated twenty years of stellar support by Wanda Zilke, who strongly contributed to The Erb Group's growth and success. Thank you to ALL of those employees for the many years of safe, effective, and professional repairs, maintenance, and service.

Our future is in the strong, committed, and focused hands of those individuals, managers, and technicians, as well as our current and future co-op students, apprentices, and new support staff. What an excellent Erb Team!

The Maintenance Department is committed to the apprenticeship and training model where team members can earn a living while training and obtaining certification in a recognized restricted trade in Ontario and job skills learnings in Quebec. Positive personal growth is the result of this model and a good foundation for a robust and lifelong career.

Apprentices commit to learning skill sets, purchasing hand tools, adapting to scheduled trade school attendance, and being future coaches and mentors to the next group of apprentices. I thank you all for those actions and congratulate you on your progress.

You may have seen or heard about the excellent content and reporting by The Erb Group's Communications and Marketing Department as we celebrate our Maintenance Department's staff and our successes here in June 2023.

The sometimes, an under-acknowledged element when reviewing maintenance department success is the Erb Drivers and Owner Operators' critical eyes and ears for our mutual success to all of them and their feedback. A big THANK you!

Please attend the BBQ at your terminal and enjoy!

— **Jim Pinder**
Senior Corporate Fleet Director



DAVE BEAVER
Senior Director of Revenue

During a recent meeting, I was asked if I would be interested in drafting my first article for the Erban Report. Initially, I questioned the request, as others at The Erb Group have much more to say than myself. After contemplating it over a night or two, I thought maybe I did have something to type in light of the ongoing changes occurring in my department and the company as a whole. It was time to decide what to write about and put it on paper. As the Senior Director of Revenue, responsible for the pricing, costing, and analytics of The Erb Group, many staff are unaware of the significant changes that have occurred and continue to occur in the 'numbers' within the business units of the company.

Since June 2019, I have been tasked with coordinating the efforts to improve the revenue quality at Limited, our short-haul Domestic LTL and TL units. The revenue team was assigned to update the rate structure that had been in place for many years. The team met weekly for hours, discussing what the new structure should look like and the reasoning for updating. After countless meetings, the team concluded that the new structure needed to better reflect how freight is moved throughout The Erb Group using our hub and spoke network of terminals. This new structure would add a costing component to each component of an order from pick-up, cross-dock, line-haul, and delivery compared to the mileage base structure that had been in place. Now that a structure was agreed upon, the team began formulating the rates to be applied within the tariff. About one year later, it was ready to be implemented for a small group of customers to ensure it was aligned with the market and our competitors.

During the roll-out, the meetings lengthened as more time was needed to review and discuss each customer's freight volumes and shipping patterns. Our meetings during the initial roll-out were, to no one's surprise, carried over the four-hour time frame and ended up lasting five hours or longer in a few instances. The weekly meetings are now spent analyzing and reviewing our major clients against the new rate structure for quality of revenue concerns and shipping patterns, which last no longer than two hours.

The revenue team has worked closely with the Operations and Sales teams over the last three years to improve the quality of domestic revenue by moving many of our customers to our hub and spoke rate model. We continually monitor freight volumes at the customer level, and when a decline is found, the team communicates with the clients to determine the reason for the decline.

These conversations with our clients have strengthened many customer relationships and allowed for the collaboration between The Erb Group and our customers to come up with solutions to many of the problems faced in moving the customers' freight while continuing to provide the quality of service expected.

As mentioned in previous Erban Reports and our Corporate Updates, the last few years have been challenging individually and from a company perspective. The Erb Group has proven that when departments, teams, and individuals collaborate on big and small changes, the positive effects of the changes are felt company-wide. 2022 was a successful year for The Erb Group due to the people and the process improvement changes. As we move forward in 2023 and beyond, we all need to continue to search out processes that we can improve to help the business continue to grow and be successful.

We, as people, are reluctant to make major changes as we are uneasy or fear the unknown. We all like things to remain as they are day in and day out, but we need to realize that without change, we can quickly become irrelevant in what we do as people and as a company.

"If you always do what you've always done, you'll always get what you've always got."

– Anonymous

"Change before you have to."

– Jack Welch

— **Dave Beaver**
Senior Director of Revenue

DRIVING SUCCESS

Are you taking advantage of all your employee perks?

Make sure you do! Here are a few reminders about some of the programs we offer at The Erb Group. If you would like more information head on over to Erb Connect!

HR Suggestion Box

Is there something you've been thinking about that might be a good improvement in the workplace? Any suggestions on how we can do better? We want to hear from you!

Email suggestionbox@erbgroupp.com with your work-related suggestions and ideas to help us achieve the best possible workplace environment for everybody. A good workplace helps foster your success and well-being, and we want everybody to reach the best of their abilities!

New Awards Program

Coming soon! Keep an eye out for an all-new awards program coming this year! This program is being put into place to help recognize and acknowledge the amazing contributions made by many unique individuals throughout our terminal network. Awards will be given out at Erb Excellence Night.

Referral Bonus

Help us cultivate a positive workplace by referring friends and family to current job opportunities at The Erb Group.

Earn a lump sum of \$2000 by referring someone to any full-time Erb Company Driver, Owner-Operator & Certified 310T/310J Technician or \$1000 by referring someone to any full-time Erb dock or shunting position.

Referral Bonus Eligibility

- All employees are eligible to participate in the referral program, with the exception of Human Resources and Management Personnel.
- If a referral is hired as a part-time employee, they will not be eligible for the bonus, however; if the same part-time employee is promoted to full-time within a six-month period, then the referrer will be eligible for the bonus.
- The applicant must state the referral during the interview process.
- Individuals referring someone for an entry-level position (including drivers) are not eligible for the referral bonus.
- All lump sums of \$2000 or \$1000 are after source deductions.

Questions? Please reach out to your supervisor or recruiting@erbgroupp.com

100 Days @ The Erb Group

Have you recently received your Erb 100 Days card? Don't forget to tell us how we can improve your next 100 days!

To access the survey, scan the QR code on your 100 Days congratulations card.



Erb Connect

We offer a central resource for employees to stay connected with all company updates and find valuable resources. All employees can access Erb Connect, including dock workers, yard support, drivers, and owner-operators. Stay in the loop on company updates, find important policies and forms, and see what's happening across our Terminal Network!

How to access

Go to erbconnect.erbgroupp.com

Username: your last name

Password: your 4-digit employee number

JUNE 2023

Data as of June 13, 2023

Index	YTD
S&P500	+13.83%
DJIA	+3.22%
NASDAQ	+29.48%
TSX Comp	+3.40%

Futures	YTD
Gold	+8.18%
Silver	-1.43%
Crude Oil	-14.10%
Natural Gas	-42.64%

US Bonds	Rates
2Y US T. Note	4.25%
5Y US T. Note	3.63%
10Y US T. Note	3.38%
30Y US T. Note	3.63%
Prime Rate	8.25%

Guaranteed Funds	Rates
Erb SLA 1 Year	4.65%
Erb SLA 3 Year	4.05%
Erb SLA 5 Year	3.70%
Erb SL GDIA	4.48%

Group Benefits Update

Effective May 1, 2023 The Erb Group has updated the Group Life & Health Benefits Plan broker to Wagner, Livock & Associates (WLA).

Group Savings Reminder

Take advantage of The Erb Group's Employee Savings Plan! Our accredited Financial Planners & Advisors are available to meet with you, one-on-one. This is a great time to rebalance & build a financial plan.

Market Review

Dear Erbland, as we look forward to the long summer days ahead, we wish to provide a recap of Spring 2023 market activity and considerations for the months ahead.

The first quarter of 2023 was marked by significant volatility, particularly in the bond market, as the Bank of Canada continued to increase interest rates in an effort to fight inflation. This 'medicine' has brought increased strain to many households, businesses & markets. The rapid increase in interest rates (although not unprecedented), stimulated the failure of two US regional banks, forced a merger between UBS and Credit Suisse, and reduced economic activity.

Amidst the volatility in financial markets, the overall economic situation remained relatively stable. Economic growth showed signs of deceleration but as of today, the economy has not advanced into a full recession. Comparisons have been drawn to the 2008 financial crisis. However, there are significant differences between the two, as we believe the current situation is manufactured and not systemic.

"Is the 'medicine' (restrictive monetary policy/high interest rates) more painful than the problem (inflation)?"

In a glass half-full perspective; as savers, you finally have the opportunity to invest in lower risk, interest bearing investments at a reasonable rate. These funds, available to you in the Erb Group Savings Plan (Guaranteed Daily Interest Account, 1 Year, 3 year, 5 year), provide relief from market volatility and relative preservation of capital.

- It is important to keep focused on fundamentals such as:
- Building a Financial Plan
 - Reducing and managing debt where possible
 - Continue regular savings habits
 - Diversification and remaining focused on long-term goals
 - Reduce investment volatility using higher interest rates to your advantage

Our Financial Planning & Advisor team at Wagner, Livock & Associates (Your Plan Broker) is available to assist you in developing your personal plan.

Financial Planning

Take control of your financial wellbeing through our comprehensive financial planning process. Our accredited Financial Planners are available to assist you in navigating your financial journey.

1

Identify your Goals, Needs & Priorities

2

Gather & Assess your current financial situation

3

Identify & Evaluate Appropriate Strategies

4

Develop Financial Planning Recommendations

5

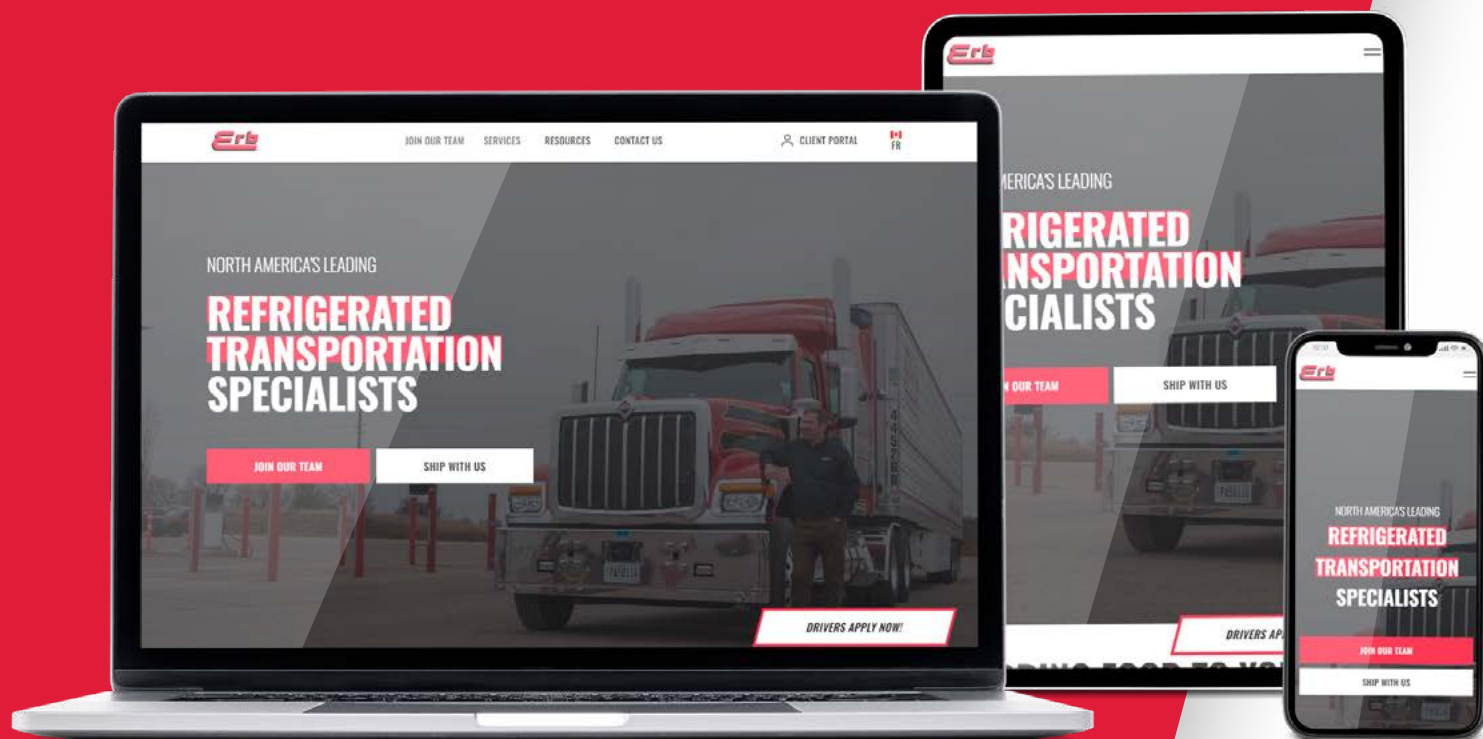
Compile & Present Supporting Rationale

6

Discuss & Implement Actions & Time Frames

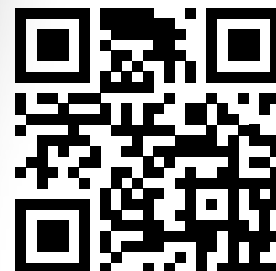
REVAMPED WEBSITE!

ERBGROUP.COM



Check out our newly revamped website!

Our new website will bring new opportunities for new hires and new clients. We have invested a lot of time and effort on making this website accessible and enjoyable to use. Give us some love by visiting our website and checking out our amazing blog posts and resources.



erbgroup.com

HIGHWAY TO HEALTH

The Erb Group's Health and Wellness program



Why is physical activity at every age so important?

Physical activity is essential not only for your physical well-being but mental well-being as well.

Physical activity can

- Lower your risk of heart disease and stroke.
- Help prevent and control risk factors such as high blood pressure, high cholesterol and type 2 diabetes.
- Improve sleep.
- Improve digestion.

Physical activity is good for your body, and great for your mind

- Lowered levels of depression.
- Lowered levels of stress.
- Lowered levels of anxiety.
- Increased resiliency.

Tips to Get Active

- Consult a health professional if you are unsure about the types and amounts of physical activity most appropriate for you.
- Be active at least 2.5 hours a week to achieve health benefits.

- Focus on moderate (*walking quickly, skating, bike riding*) to vigorous aerobic activity (*running, basketball, soccer, cross-country skiing*) throughout each week, broken into sessions of 10 minutes or more.
- Get stronger by adding activities that target your muscles (push ups, lifting weights, climbing stairs) and bones (running, walking, yoga) at least twice a week.

For information on Canadian 24-Hour Movement Guidelines for Adults www.csepguidelines.ca

Watch for health and wellness initiatives in the coming months.

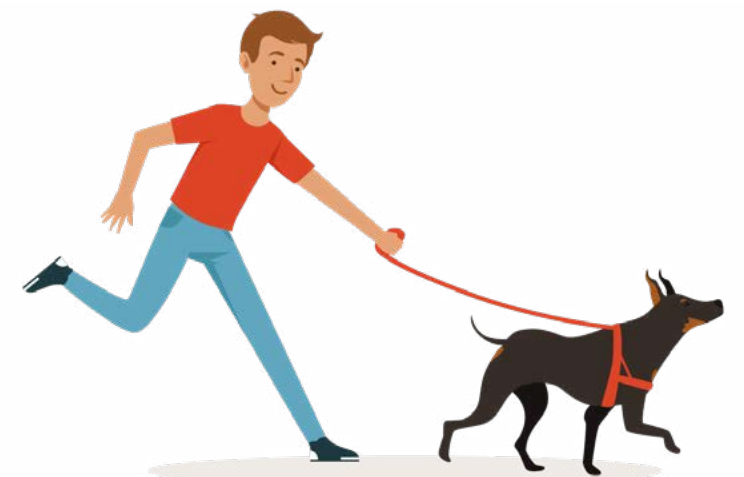
Health and Wellness contact

Carolyn Vokes Reibeling

Senior HR Administrator and Wellness Coordinator

cvokesreibeling@erbgroup.com

519-662-2710 x 2274



REVVING UP OUR MECHANICS

Christine Benney — PR & Communications Coordinator



Cole Fenton - Baden Terminal

At The Erb Group, we have an amazing team of mechanics and so much appreciation for all their hard work to keep our fleet and equipment making cool and safe moves. Being a mechanic can be a gratifying career path. Working with The Erb Group especially means being part of a team and company that supports your growth and development within the trade.

A day in the life of a mechanic can vary by not only the terminal they work out of but the jobs they do as well. We spoke to a few mechanics from different terminals to gain more insight into the part they play and the similarities and differences they might share across our company. We spoke to Mechanics: Garry Dyke, Cole Fenton and Tim Birley. They all agreed their days are constantly different, and they love the variety of the jobs they get to do. Some jobs are seen more frequently than others, of course. However, you might get a job that you won't see again for six months to a year, says Tim.



Cole Fenton - Baden Level 1 apprentice 310T Mechanic — Tim Birley - Baden 310T Truck Mechanic

Across the board, it's agreed that one of the challenges with the job can be keeping up with the ever-changing technology in the industry. Staying up to date on advancements can be difficult but also rewarding since you're constantly learning on the job.

Garry, from our Toronto Terminal, says that the best part about working for The Erb Group is that he feels like it's a relaxed atmosphere. There's no hovering, and he feels trusted to make his own decisions as a mechanic.

From our Baden Terminal, mechanics Cole and Tim love their jobs and The Erb Group as a company for other reasons as well. Cole says The Erb Group has amazing equipment, and he can see that we care for our employees. One of the ways in which we offer support is by providing access to more training, he states.

Tim also says that knowing you're actually helping to provide food on family's tables, being part of the teamwork and outcome is a very rewarding experience.

On that note, Garry recommends working for The Erb Group because, on top of getting to fix things (which he loves), you also get paid well. You get paid to learn, and jobs are guaranteed when you're done your schooling, he says. What could be better than that?

"If you love what you do, you won't work a day in your life."

Our mechanics are some of the best in the business, and if you like a little variety in your day-to-day job life, from electrical to brakes to everything in between, and don't mind getting your hands dirty - getting into this trade could be the right career path for you.

- 22 — New Hamburg
- 24 — Baden Terminal
- 26 — Montreal Terminal
- 30 — Thunder Bay Terminal
- 31 — Toronto Terminal
- 32 — Trenton Terminal
- 34 — Sandhills Terminal
- 35 — Elverson Terminal
- 36 — Winnipeg Terminal
- 37 — North Bay Terminal
- 38 — Ottawa Terminal

TERMINAL UPDATES





As we enter into another quarter, I wanted to take a moment to reflect on the achievements and milestones we have accomplished together. Everyone's hard work, dedication, and commitment to excellence have taken us to new successes. The passion for excellence and desire for continuous improvement in your teams has not gone unnoticed. The determination to go the extra mile (in office or behind the wheel) has set us apart as trailblazers in our industry. Success isn't solely measured by the numbers on a financial statement but also by the impact we make on the lives of our customers and the legacy we leave behind.

The Safety and Compliance team has relocated from Head Office to our Sandhills location. Join me in sending them office-warming wishes and congratulating them on many more successes in their new location.

We have celebrated many employee milestones from our last submission, each one as important as the next. Gwen Yantzi celebrated her 35th workiversary, and we said farewell to Dave Dietrich, who retired after 30 years of excellence! I have every confidence that the next quarter will bring us even more incredible milestones.

This summer season is important to reflect on our accomplishments, recharge (with a fruity drink) and set our sights on even greater heights! We have a lot to look forward to in the coming months, like Erb Day and our acclaimed Terminal BBQs.

Wishing everyone a safe and supErb summer!

— **Tessa Janssen**
Human Resources Manager

HR Team - Dave's retirement party



Shelby and Jamie - Tom's retirement



Driver Settlements celebrating St. Patrick's Day



Jeff and Fred on the road at a customer's farm.



A New Journey

Over the last few years, the Baden Terminal has been through many changes. There have been retirements from many of our long-time and loyal employees, we've dealt with the challenges of a global pandemic, and we've had to adapt how we operate on a daily basis. While we have experienced many changes over the years, one constant is the effort and commitment of our team.

It's been exciting to see the return of the Erb charity golf tournament that brings many people in our community together and the terminal BBQs that give us the opportunity to show our gratitude for our team's hard work and efforts. We finally saw the return of Erb Excellence Night to celebrate the milestones and accomplishments of our team over the last few years as well. Most of these events would not be possible without the tremendous work of our HR and Marketing teams, which continue to go above and beyond the call of duty. For this, we thank them for their efforts.

As they say, all good things come to an end. We've had some incredible people retire, who helped shape our terminal and make this a great place to work. From Head Office, Tom Boehler and Dave Dietrich, who both contributed so much to our team here at Baden. We also had the retirement of long-time friends Dave Weber, Bruce Weber and Don Albrecht, our go-to man who was always willing to help anyone who needed it.

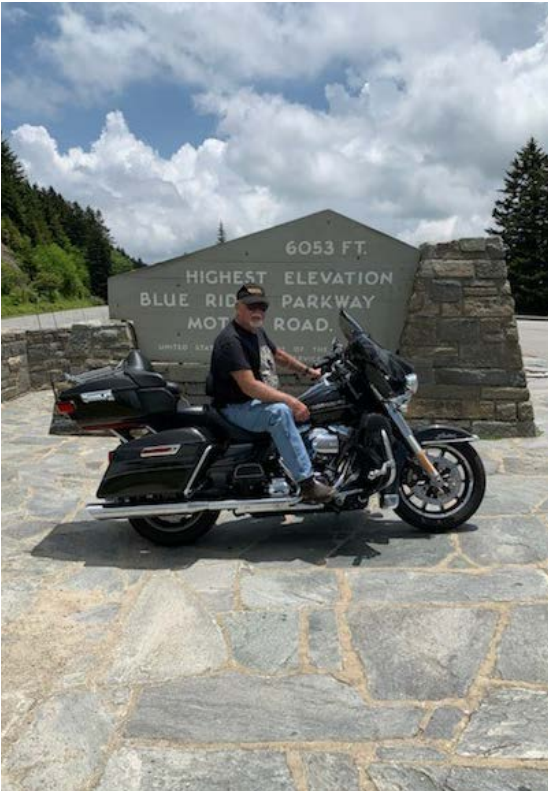
Lastly, our terminal manager Tim Brubacher will be retiring this July. I've spent the last few months learning from him as I transition into my new role. While he's never shy, a straight shooter, and typically full of sarcasm, I appreciate his dedication to The Erb Group over the years and his confidence in my abilities to be his successor. To anyone else I may have missed who's celebrating a milestone, thank you for your hard work, dedication, and efforts.

— **Mike Torchia**
Baden Terminal Manager

Rob Galeckas - Surprise Birthday Cake



Anne Matas celebrates her 65th birthday



Tim Brubacher on his motorcycle

Wendy Davila-Hill & Team - Friendship Potluck



Farewell

As some may be aware, in July, I will step down from my position as Baden Terminal Manager and move into a state of semi-retirement. I say hopefully 'semi-retirement' because after 50 years working in the trucking industry, I don't think I would be able to come to a complete stop. You may still see me around in a different capacity, helping part-time wherever and however I can.

Although my time with The Erb Group has not been long, it has been very enjoyable. I have truly enjoyed working for one of North America's best, most well-known, and respected carriers. From the great crew I worked with in Winnipeg to the fantastic folks in Baden, these people are all experts in their jobs and have made it easy for me to want to show up for work every day. It has been a blessing to do a job I love for a company I hold in high regard.

As I prepare to move aside, I have great confidence that my successor Mike Torchia will more than fill the role with competence and professionalism. To help Mike do his job, he will have the best team anyone could wish for, from the drivers to the dock staff, shunters and yard guys, maintenance, and dispatch / Ops. Great people, every one of them.

I would like to say thank you to the Erb family, the senior management team, the Terminal Managers, and all those in HR, Driver Services, AP, Document Control and Payroll, Customer Service, Sales, and the Shop. Good luck to all, and God bless.

Be sure to wave as you ride by.

— **Tim Brubacher**
Former Baden Terminal Manager



Richard Namalteng - Receives his Canadian citizenship



Summer is in the Air!

I want to take this opportunity to thank all of our staff in Montreal and Quebec City, drivers, office staff, and mechanics for all your hard work and dedication.

Our staff stands out because everyone has put in effort far more than was required. We want to sincerely thank each employee from the bottom of our hearts for their tireless efforts in helping us reach new heights in customer satisfaction and efficient services. Every single day you make it possible for us to succeed beyond expectations – thank you!

We want to thank each of our employees for their hard work and dedication to our company's mission. It has not been an easy job – but your enthusiasm, passion, and drive have made it look like a piece of cake! We are so impressed with your commitment to excellence and are incredibly grateful for you being part of the team. Thank you for everything – we couldn't have done it without you!

With that being said, I would like to introduce some of our **newest team members**:

Dock: Justin Adams , Timothy Murray, Ronald Vezina, Branden Gemmill, Alexandra Lombardi, Félix Gaudreau, Jeremy Wallis and Jean-Michel Dupont.

Shunters & Yard: Avrinder Sarai, Simon Tanguay and Chris Chartrand

Office: Carole Marino, Richard Namalteng, Robert Rondeau.

Shop: Isaac Abrego and starting in July, Daniel Santourian

Congratulations to Valérie Tittley, newly promoted to Montreal Customer Service Supervisor, Guillaume Clermont, new weekend Dock Foreman, and Robert Rondeau, our new Overnight Operations Manager.

Congratulations to Brendon Gemmill and his wife Jennifer-Faye Olivier, on the birth of their newest member of the family, Gabriella Olivier-Gemmill – born 2/17/23, sister to Maddison Olivier-Gemmill 1/27/22

Congratulations to Remi Laheurte and his wife, Christina, on the birth of their 2nd daughter – Mila, born 4/5/23 at 6:21 am

Congratulations to Richard Namalteng on becoming a Canadian citizen (see pic attached)

Congratulations to Richard Barnes and Paula Powers, soon to be husband and wife - August 5th, 2023

Robert Ratkiewicz - 30-year milestone



Dave Lalonde - 30-year milestone



Milestones

We reached a few milestones in our terminal as well this year. We want to congratulate everyone on their achievements!

- | | |
|------------------------|-----------------------------|
| Chris Hobbs — 1 yr | Jeffrey Arsenault — 1 yr |
| Nussrella Khan — 1 yr | Isabel Correia — 5 yrs |
| Pascal Lacombe — 1 yr | Malcolm Leith — 5 yrs |
| Jay-r Abaya — 1 yr | Jean Caouette — 5 yrs |
| Martin Billette — 1 yr | Guillaume Clermont — 10 yrs |
| Lucian Ionescu — 1 yr | Mariane Talbot — 10 yrs |
| Glenn Hodges — 1 yr | Daniel Benoit — 10 yrs |
| Edzer Ante — 1 yr | Daniel Jacques — 15 yrs |
| Aurel Revenco — 1 yr | André Thivièrge — 15 yrs |

We also want to congratulate the following employees for their 25-year and 30-year recognition achievements for these outstanding accomplishments.

You have been such a significant part of The Erb Group. We know how much work and dedication it takes to achieve such a milestone. Thank you again for all those wonderful years!

- | | |
|---------------------------|----------------------------|
| Gary Mikalajunas — 25 yrs | Dave Lalonde — 30 yrs |
| Yves Clermont — 25 yrs | Robert Ratkiewicz — 30 yrs |



Gary Mikalajunas - 25-year milestone



Félicitations à John, alias JACK, Waring, qui est le gagnant des paris sur le hockey cette année



Voilà l'été!

Je tiens à remercier le personnel de Montréal et de Québec pour son dévouement à son travail. Chaque jour, nos chauffeurs, nos employés de bureau et nos mécaniciens travaillent d'arrache-pied pour accomplir leurs tâches avec excellence.

Notre personnel se démarque par les grands efforts qu'il déploie pour réaliser son travail. Et pour cette raison, nous tenons à remercier du fond du cœur chaque employé qui nous permet d'atteindre de nouveaux sommets en matière de satisfaction client et d'efficacité des services rendus. Chaque jour, c'est grâce à vous que nous atteignons notre but. Merci! Et nous souhaitons remercier chaque employé pour son travail assidu et son dévouement à la mission d'Erb. Certes, ce travail est loin d'être facile. Mais, grâce à votre enthousiasme, à votre passion et à votre motivation, ce travail semble facile pour vous! Nous sommes impressionnés par votre dévouement à l'excellence et nous sommes heureux de vous compter parmi nous. Merci pour tout ce que vous faites chez Erb – tout ça n'aurait jamais été possible sans vous!

Cela étant dit, j'aimerais prendre le temps de présenter nos nouvelles recrues :

Quai : Justin Adams, Timothy Murray, Ronald Vezina, Branden Gemmill, Alexandra Lombardi, Félix Gaudreau, Jeremy Wallis et Jean-Michel Dupont.

Cour : Avrinder Sarai, Simon Tanguay et Chris Chartrand

Bureau : Carole Marino, Richard Namalteng et Robert Rondeau.

Atelier mécanique : Daniel Santourian et Isaac Abrego, qui entre en fonction en juillet.

Félicitations à Valérie Tittley, qui a récemment été promue au poste de superviseure du service à la clientèle de Montréal, à Guillaume Clermont, nouveau contremaître de quai de fin de semaine, et à Robert Rondeau, nouveau directeur des opérations de nuit.

— **Daniel Jacques**
Directeur de Terminal

Denis Mercier - Directeur de l'atelier mécanique de Montréal, effectue des réparations sur la route. Quel supErbe service à la clientèle!



Victor Siretanu et un camion vintage d'Erb.



Le Service aux chauffeurs à Montréal ne dispose pas d'un pot de change, mais plutôt d'un pot de ferraille. Pour maintenir la propreté de la cour et la sécurité des camions, nous gardons tout ce que nous y trouvons qui peut causer des dommages aux pneus.



Milestones

Nous tenons à féliciter les employés suivants pour 25 ans et 30 ans de service. Quel incroyable accomplissement!

Vous êtes des membres précieux du Groupe Erb. Et nous sommes conscients de l'effort et du dévouement nécessaires à ces longues années de service. Merci!

- | | |
|--------------------------|-----------------------------|
| Chris Hobbs — 1 an | Jean Caouette — 5 ans |
| Nussrella Khan — 1 an | Guillaume Clermont — 10 ans |
| Pascal Lacombe — 1 an | Mariane Talbot — 10 ans |
| Jay-r Abaya — 1 an | Daniel Benoit — 10 ans |
| Martin Billette — 1 an | Daniel Jacques — 15 ans |
| Lucian Ionescu — 1 an | André Thivièrge — 15 ans |
| Glenn Hodges — 1 an | Gary Mikalajunas — 25 ans |
| Edzer Ante — 1 an | Yves Clermont — 25 ans |
| Aurel Revenco — 1 an | Dave Lalonde — 30 ans |
| Jeffrey Arsenault — 1 an | Robert Ratkiewicz — 30 ans |
| Isabel Correia — 5 ans | |
| Malcolm Leith — 5 ans | |

THUNDER BAY TERMINAL

Hello Erb Land,

Winter this year was long and snowy, so seeing summer in the area finally has been lovely. Mosquitoes and black-flies are still better than snow!

Welcome to new driver Jacob Kralt, and welcome back to drivers Paul Scott, Doug Byland, and Trair Yacuk. It's great to have you working with us at The Erb Group.

We would also like to congratulate driver Alain Beaven on his 35th anniversary with The Erb Group.

It is with deep sadness that we say goodbye to our friend, driver Ollie Petzscher who passed away recently. Ollie had been with The Erb Group since 2015, and when not driving loved golfing and riding his motorcycle.

Thank you to Frank Heon for joining us for Erb Excellence Night. Dinner was tasty, and the golf night was a lot of fun. We look forward to the BBQ this summer and seeing some friendly faces!

Until next time,

— **Ann Marie Williamson**
Thunder Bay Traffic Coordinator



Jon Si delivering to Atlantic Huron

Brian Robertson receiving his 25-year gift from Stephen Pethick



TORONTO TERMINAL



TERMINAL UPDATES

The most notable visual change we have had at the Toronto Terminal in the last several months is removing all the plexiglass installed for COVID. Those considered “essential services” had their own challenges during the 30+ months of COVID because many of us still had to come into the office each day to perform our duties. The plexiglass and hand sanitizers dotting the entrances and tops of every desk and counter top were just a few of the constant reminders of the risks we were all taking being out in public. The removal of these was viewed positively by most people as a sign that we had finally gotten beyond that very trying period. I believe that it also improved the general morale and communication of everyone at the terminal.

Many changes have occurred in the past few months that will help improve overall communication and performance. The Customer Service team that was previously split up is now all together on the upper level, and Driver Services now has its own kingdom on the lower level. Additionally, some promotions among the team have already started to impact the operation positively. We have also made some significant operational changes moving the appointment freight to Cardiff, which in turn caused the movement of the straight truck freight from Cardiff to Britannia. This change allows us to make more efficient use of our

drivers and equipment but, most of all, to better serve our customers. Change is not easy for some, but we very much need and appreciate everyone’s support while we work through them. Thank you for your past and continued support.

On May 16th, our Mississauga employees were given the opportunity to take part in the After the Bell Packing Day at the International Centre. The team assembled packs of healthy, kid-friendly foods to distribute to local food banks for children experiencing food insecurity. Members of the team said that volunteering for the event was a win-win situation, as they also felt the benefits of giving back to the community.

— **Liz Davies**
Dispatch Supervisor

Sales team at SIAL



Rob (AZ Driver), Orlando (Dispatch), Neeraj (Driver Services) and Tanpreet (HR). Reminder to us all “Be excellent to each other”



Amjad Siddiki - celebrating 15-year milestone





Hello Everyone,

How's everybody doing? I hope everyone is enjoying their Spring/Summer. Summer has been off to a fiery start; a special thanks to everyone who still came in during those times.

It's been fairly quiet for us here in Trenton (hopefully not for too long), but the weather has been nice. We're looking forward to the Employee BBQ in July and making good memories with co-workers.

Special thanks to Darrin Schwager and Sam Boothroyd for visiting the North Bay Terminal to help out for a few days. Big thank you to Jim Pinder and Frank Heon for the new pup that replaced the old M&M relic. We also welcomed Jack Morrison as the new Operations Float.

In dispatch, we welcomed Fiona Blanchard, Desiree Beaudoin, and Raphaella Hope (yay me!) as Dispatch Assistants.

We've also welcomed David Young and Jon Munro as Local Drivers and Tushar Bhalla, Sean Gallanger, and David Matthie in the International Division. As we welcome new employees this Spring and Summer, we congratulate those moving on to the next chapter of their lives. Stewart Boyce (35 years), William "Bill" Riddell (25 years), and Pat Walsh (20 years). Thank you, guys, for all your service, and we wish you all the best in your retirement!



Tim Dustin, Darryl Sarginson, Al McInroy & Bill Riddell celebrate Bill's 25-year milestone

Brandon Nadeau



Darrin Schwager & Darryl Sarginson



Kyle Burnett and his baby Lochlann
- We apologize for the name mix-up and any confusion this may have caused in our previous edition of the Erban Report!

Sheldon Wheeler and his wife Wendy Wheeler



Recent Team Milestones:

- Benjamin Marsh-Norman celebrated 15 years
- Douglas Weaver celebrated 15 years
- Thomas Neal celebrated 20 years
- Darrin Schwager celebrated 25 years
- Bill Riddell celebrated 25 years

Congratulations, everyone, and thanks for your service.

I hope everyone has a fun and safe summer until next time!

— **Raphaella Hope**
Afternoon Dispatch Assistant

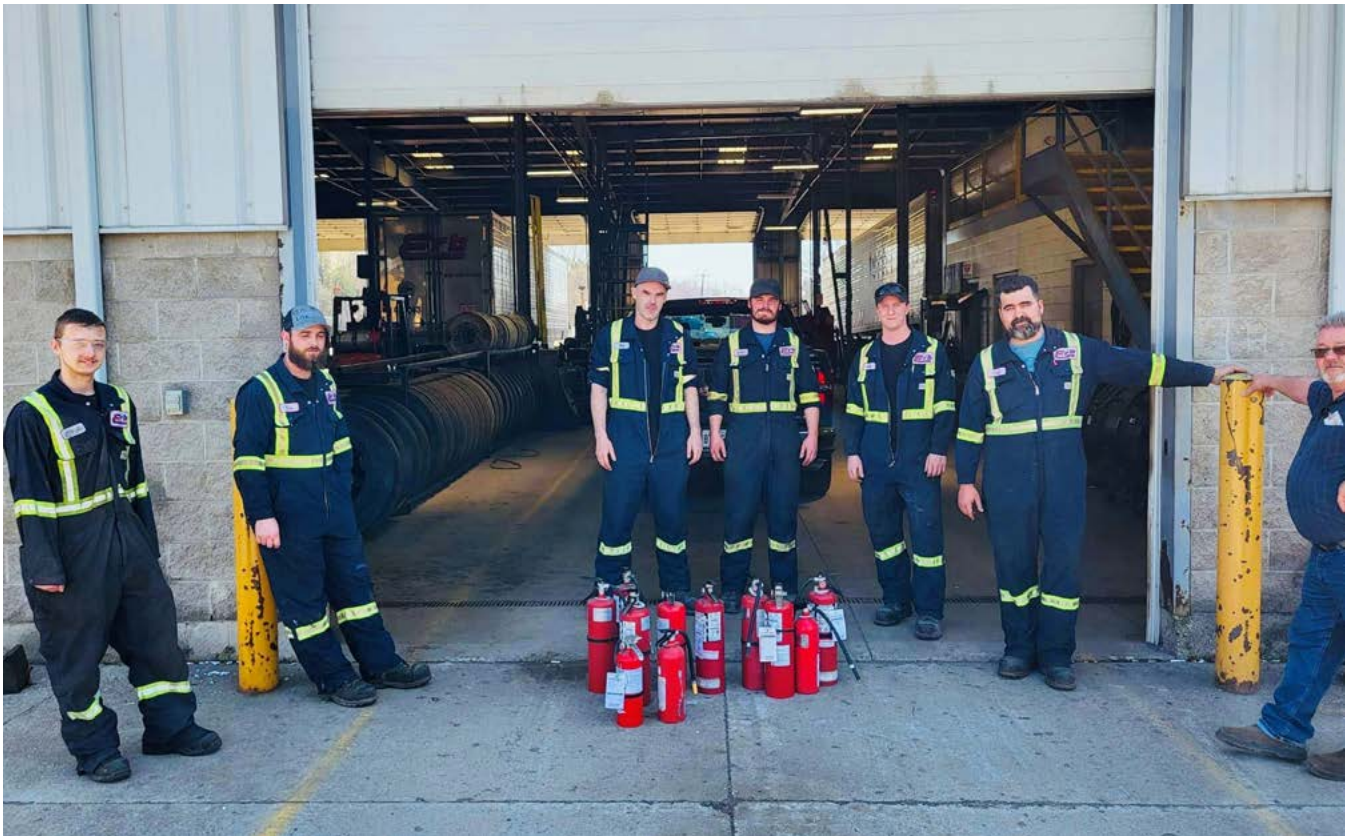


A lot of great things have been happening around Sandhills!

In a remarkable display of commitment and resourcefulness, the mechanics, with the help of ERBX personnel, sprang into action when they noticed flames engulfing the train tracks behind their building. This was highly concerning as seven brand new units were parked near the growing fire. They grabbed the closest fire extinguishers without hesitation and rushed toward the scene.

Working in perfect harmony, they coordinated a relentless assault on the flames. Eleven fire extinguishers were discharged one by one, creating a makeshift brigade to combat the growing inferno. Their swift response and teamwork bought precious time, mitigating the spread of the fire until the fire department arrived. Their heroic efforts demonstrated unwavering dedication and selflessness, reminding us of the everyday heroes among us.

The Health and Safety team's move to the upper floor of the Sandhills shop has enhanced efficiency, allowing them to oversee safety protocols more effectively and respond promptly to incidents, ensuring a secure



AJ Peppiatt, Eric Noseworthy, Will Hastings, Jordan Amstein, Gavin Klatecki, Justin Schweitzer, and Ken McKay.

environment for employees. Their professionalism and dedication make them a true pleasure to have as part of the Sandhills shop community.

Jamie de Zoeten, a true problem solver, took it upon himself to transform the Sandhills parts room into a haven of functionality and efficiency. He reorganized the space with meticulous planning and attention to detail, implementing a streamlined system that made finding and retrieving parts a breeze. His efforts not only saved valuable time but also helped to increase productivity throughout the shop.

Meanwhile, taking full advantage of the improvement in workflow, the mechanics seized the opportunity to

engage in meticulous housekeeping tasks. They dedicated their time to reorganizing the shop floor, ensuring that tools were carefully placed in their designated locations and that workstations were clutter-free. Their collective commitment to upholding an orderly environment is a testament to their professionalism and the great pride they take in their craft.

That's it for now. Until next time,

— **Paige Burton**
Fleet Maintenance Support

ELVERSON TERMINAL

Hello from sunny PA

Not much to report down here in sunny PA. Things are quiet, good, and days are long! The proposed removal of the bridge that crosses the PA turnpike just before the entrance to the Elverson yard is scheduled to begin in June. Please watch for updates about potential detours!

Hopefully, there will be more to report in the next edition! Until next time

— **Bonnie Beam O'Hare**
Elverson Terminal Manager



Elverson driver Bob Wade recently celebrated 30 years with The Erb Group.

Bob has been a steady, faithful driver over the years, and we are happy he continues to work for us, even though he could retire!

WINNIPEG TERMINAL

To the written word, we go once again—greetings from the West.

Winnipeg has experienced some incredible changes over the last little bit. We have tried and succeeded in consolidating freight, ensuring efficiencies before dispatching into major warehouses. Between routing and working with less, Trevor DeVries, our day shift dispatcher, has done a great job. His willingness to adapt is paying off. The promotion of Scott Snowdon to morning shift foreman is proving to be beneficial. His knowledge of being a straight truck driver is coming in handy.

The warehouse is experiencing some changes as well. We welcomed Amanda and will soon say goodbye to Jadan as he heads back home to Jamaica. Our forklifts are getting older and suffering minor breakdowns, but we manage. The guys and gals do a great job of meeting customer demands.

Our shop is doing great, keeping up with the vast number of safeties and work needed to keep our fleet running. Our mechanics (Charles and Tyler) are both expecting new arrivals to their growing families. Congratulations.

Winnipeg team enjoying a break



Tyler Bagnall

Our driver services team has managed to complete all spring safety meeting training, and additionally, they have set their sights on helping all non-drivers complete their CarriersEdge training. We are working towards assisting the terminal with all its training needs.

Our terminal is growing, and there will be pains, but without a doubt, it will be for the betterment of the terminal and the company.

— **John Gravline**
Driver Supervisor

NORTH BAY TERMINAL



TERMINAL UPDATES

Marc Lafleur, Melanie Piquette, Laurie Madigan, Chris Chiasson, Daley Boutilier



Greetings Erbland!

The sun is shining, the birds are chirping, and the trees are in full bloom. This must mean one thing, that summer is here! The annual BBQ is already booked, and most people here are looking forward to this, as they do every year.

We would like to welcome a few new employees to our North Bay family. In our local driver pool, welcome to Herve Mility as a DZ driver. Welcome to Devon Chown and Michael Mcintyre to the Regional division and Owen Moxam to our dock team. Welcome aboard, everyone.

We have had a few milestones in the last few months. Congratulations to Marc Lafleur for five years of service (for the second time) in operations. Nathan Blakey on 15 years of service on the dock. Mark Barber on 10 years of service as a driver, and Bill McMillan on 35 years of service on the dock. Thank you for all your hard work and dedication to The Erb Group.

We like to keep things positive for these reports, so as the writer, I will share a feel-good story. For everyone

Knocking down pins and creating amazing memories!



who knows me, I'm involved heavily in 5-pin bowling. I'm a competitive bowler and also coach youth programs and adults. In April, I had the pleasure of coaching a team at this year's Inter-Provincial National tournament that our province hosted in Thunder Bay. I'm happy to say that we did very well and represented Northern Ontario with a bronze medal win. I'm super proud of my team and how well they did.

Till next time. From the gang here in North Bay.

— **Marc Lafleur**
North Bay Operations Manager



Hello once again,

I guess it only seems fitting to start this report by mentioning the weather we had this winter. It seemed that it snowed every other day here in the Capital. I don't believe we went an entire week without it snowing. We had some mighty snowbanks; the old loader only went down once during the whole winter. Alas, we were sure happy to see spring!

We had a wonderful Erb Excellence Day in March. Jamie and Amethea made this event one of the best for Ottawa. The venue, meal, prizes, and entertainment were all fantastic. A big thank you to the two of you from everyone who attended. It was great having our VP of IT, Darryn Nafziger, join us; I always enjoy hanging out with him.

Things have slowed down significantly after a very strong January and part of February. Thankfully, we have recently increased our volumes by adding some extra work out of Montreal and Mississauga. This was a much-needed boost that we all were hoping for. As I write this, we have completed our first full week and have seen a significant increase.

Sometimes we forget the amount of time and effort involved with getting new business, but when it comes to fruition, it is well worth it. Of course, there are always a few hiccups along the way, but thanks to the fantastic team of drivers, dock, and operations, we deal with them in an efficient manner. We are hoping to ride this wave for some time.

We are looking forward to the BBQ this year, which will be held on Wednesday, July 12th. If anyone is in the area, we would love to see you.

Well, that's it for now, and with any luck, I will find a new reporter for our next issue!

— **Marc Lamarche**
Ottawa Terminal Manager



Jim Sarrazin - 30-year milestone



Erb Excellence Night - Group hypnotist

GOOD CHEER CLUB

The Good Cheer Club is a voluntary club that sends gifts to all participating employees in the support of marriage, childbirth, personal illness or family loss. For more information or to enrol in program head over to Erb Connect and select Good Cheer Club under the Menu tab.

Births

Montreal

Brendon Gemmill & Jennifer-Faye Oliver
Gabriella Ana born **February 17, 2023**

Toronto

Amanda Rees & Winston
Bryson born **March 16, 2023**

Christoper DeBruin & Melissa Lennon
Parker Grace born **April 25, 2023**

Satpal Samra
Gursifat born **May 15, 2023**

Marriages

Baden

Michael Schweitzer & Cassidy Stewart
May 13, 2023



EVENTS & SPECIAL DAYS

Throughout the year at The Erb Group, we like to keep spirits high by celebrating different events and showing support for various special days. Whether this means attending an industry event or dressing up for one of our in-house initiatives, our team has demonstrated that we love to show off our cool moves no matter what the occasion!



Altruck BBQ

Bright Shirt Day



Womans Day
(Purple Shirt Day)



St. Patrick's Day



ExpoCam



Erb Day



EVENTS & SPECIAL DAYS

Have something fun to share?

Send your photos to marketing@erbgroup.com for a chance to be featured on Erb Connect and future editions of the Erban Report!

COMPANY AWARDS

At The Erb Group, we take great pride in all the work we do. Whether that's internally as a company, doing everything we can to make this the best company for our employees to work for, or externally within our communities, helping to make the neighbourhoods we live in better places to live and play for our families.

With this comes initiatives and awards we're proud to say we have won and are a part of, all thanks to you. The cool moves we all make don't go unnoticed, and we are grateful to every single one of our employees for helping make these milestones happen every single year. Thank you!



Awards

Purpose Award: The Transportation Sales and Marketing Association awards distinguished companies for their philanthropic efforts and willingness to go above beyond for their communities. We were honoured to receive this recognition for the second consecutive year.

Best Fleets: Best Fleets to Drive For recognizes the for-hire fleets providing exceptional workplace experiences for their company drivers and independent contractors. After an extensive evaluation process and being voted on by our drivers, we received this acknowledgement once again!

Top Fleet Employer: We were honoured to be recognized as a Top Fleet Employer by Trucking HR for the tenth consecutive year, earning us distinctions! We are proud to be one of eight Canadian carriers to achieve this accomplishment!



ERB GIVES BACK

Coldest Night of the Year

The Coldest Night of the Year is a family-friendly walk to raise money for local charities serving people experiencing hurt, hunger, and homelessness. With The Erb Group matching every \$100 raised by each employee who participated, we were fortunate enough to raise over \$1000!

After The Bell Packing Day

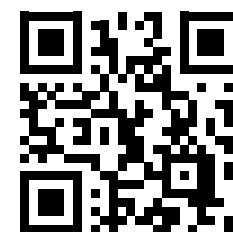
The After the Bell Program addresses child hunger by delivering healthy, child-friendly food packs to school-aged children from coast-to-coast. These packs are essential in filling the critical gap when school nutrition programs become unavailable, ensuring children have the necessary nutrition to fuel their bodies and minds during the summer months.

The Breakfast Club of Canada

Reaching more than 580,000 children in over 3,500 school nutrition programs nationwide each morning, Breakfast Club of Canada offers programs that ensure children have a full stomach and an equal chance to learn.

To kickstart the school year for our kids, The Erb Group has pledged \$10,000 toward making a difference in the health and well-being of children in schools across Canada. However, we want to accelerate our impact; with your help, we can double the difference we make and contribute \$20,000 toward empowering an eager and enthusiastic generation of kids.

By working together, we can help children reach their full potential one breakfast at a time; **scan the QR code below to help us contribute to the cause.**



Scan to contribute
The Breakfast Club of Canada
<https://shorturl.at/nxIPU>





DRIVING INSPIRATION AND CHANGE

Alyssa Couvillon

Christine Benney — PR & Communications Coordinator

There's no question that the women at The Erb Group have been an integral part of bringing the company to where we are today. Whether it comes to family, mentoring, leadership, or just being there when someone needs them, The Erb Group has an incredible team of females to help keep our operations running smoothly, and the team supported.

We had the opportunity to sit down with the head of our People and Culture department, Alyssa Couvillon, and talk about her time at The Erb Group and what it means to be a woman in this industry. Her contributions as a woman in a leadership role have significantly guided other women within our company and industry. She is an individual that not only women in our company look to for advice and mentorship but everyone here at The Erb Group.

Alyssa has a wide range of expertise when it comes to life and her career, having started working for a trucking school 20 years ago. She took this opportunity to learn how to drive a truck and gain some insight into a truck driver's life and the industry itself. On top of learning how to drive a truck, she also learned to double clutch, received her air brake endorsement, and went to skid school as well. This initiative to learn beyond her job requirements was all done in an effort to relate better with drivers and gain a deeper understanding of their experience. She said this has been extremely helpful throughout her career, from enrolling students to get their AZ license to hiring drivers in companies and now being in Human Resources, where she needs to relate to drivers and what they do daily.

What's it like being a woman in this industry?

Since the trucking industry is predominantly male, Alyssa says it puts women in a unique spot to bring their distinctive perspectives and contributions to the table. She believes males and females must have an open mind and be willing to listen to each other's insights, experiences, and ideas. When needed, a give-and-take approach can make the conversation surrounding gender equality a little easier. We've seen much growth on the subject in recent years, but there's always room to learn. Alyssa believes men can support the women they work with by breaking the stigma and speaking up when they see gender bias taking place.

As a woman in leadership, Alyssa says seeing more female representation in these roles would be nice. As well as encouraging more women to take place in the trades, driving, and other jobs outside of the office.

Mentorship can be vital in being able to help and inspire women, as there are always opportunities to help them advance and grow in their careers.

What's something you're proud of as a woman in your position?

Alyssa says she is grateful to be able to work for a company that has allowed her to lead and be given the autonomy to do so. She's also proud of all the times she's been able to instill knowledge, guide, and mentor other women in junior positions throughout her career.

While there is still work to be done on gender equality in the workplace, seeing women like Alyssa put the work in, and help guide other women in their careers, makes it that much easier to do the same.



EMPLOYEE RETIREMENTS

2023 has been a year of new beginnings, which means some doors have also closed. We've seen the return of our annual Erb Excellence Night and, of course, the highly anticipated Employee Appreciation BBQs happening throughout the summer. (Look at page 4 for details on your terminal's dates!)

With every new chapter, we have to say goodbye to some of the beloved members of our Erb Group team. With retirement parties being held for Tom Boehler in January, as well as Dave Dietrich's retirement party in May of this year, there have been many other dedicated members of our team that we have said farewell to over the past few months.

From all of us here at The Erb Group, thank you for your devotion and commitment to greatness and for helping propel our company into a bright future.

A VIEW FROM THE DRIVER'S SEAT



An oxymoron is a combination of words that can be used for emphasis, for example, cruel kindness, jumbo shrimp, and terribly good. A paradox is a seemingly contradictory statement that can, in reality, be true.

A paradox can be used to provide clarity to what is being explained, for example: Save money by spending it; This is the beginning of the end; If I know one thing, I know nothing. In my study of Scripture over the years, I have always been intrigued with its plethora of paradoxes, for instance: the virgin birth; or the fact that Jesus Christ is fully God and fully man.

While Beth and I were watching a Christmas concert in December, we heard a song that was unfamiliar to us called "One King" (Source: LyricFind.com; Songwriters: David N. Phelps / David Phelps; One King Lyrics® Warner Chappell Music, Inc.). A two-line paradox in the song intrigued me as I had never thought of Christ's birth in that way before. *"There have been many babies to become a king, But only one King became a baby."* This refers to Christ's kingship in eternity past even before His virgin birth.

Some people see Biblical paradoxes to be outright contradictions. However, my inability to understand a Biblical truth does not give me the liberty to determine the credibility of that truth. Rather, it points to

the fact that God is infinite in knowledge and wisdom, and I am finite in both. It might just mean that I need to press into the Scripture and search for context and allow other Scripture to interpret that Scripture. One example is the Apostle Paul's statement in 2 Corinthians 12:10b, *"For when I am weak, then I am strong."* (ESV) Paul is simply stating that in any of his weaknesses when he relies on and trusts in Christ, his weakness is actually transformed into strength by God's power.

The fact that Jesus Christ always existed in eternity past outside of the realm of time and then broke into the realm of time by His virgin birth is another head-scratcher. It is impossible to wrap our heads around these infinite truths with a finite mind. If we try too hard, we might just find ourselves hiding under the bed, repeating the German alphabet backwards!

None of us are able to put an infinite God into our small finite boxes. The mind-stretching truths in the Bible can serve to develop a greater measure of faith in our great God. We, the created, are inferior to and subject to our Creator. I am reminded of this when I read Ecclesiastes 5:2, *"Be not rash with your mouth, nor let your heart be hasty to utter a word before God, for God is in heaven, and you are on earth. Therefore let your words be few."* (ESV)

Mankind has been created to worship God and Him alone because He alone is worthy. In this, we will find our ultimate fulfillment while we live out our short stay on this side of eternity. God has given us all we need to know, including the ability to be in the right relationship with Him through Jesus Christ. Does this describe you?

John 3:16 – *"For God so loved the world, that he gave his only Son, that whoever believes in him should not perish but have eternal life."* (ESV)

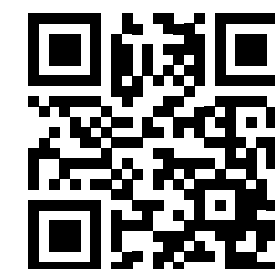
Roger's Thoughts for the Day:

If God was small enough to be understood, He wouldn't be big enough to be worshipped. The two hardest things to handle in life are failure and success.



ERB EXCELLENCE

On Saturday, March 25th, our long-awaited seventh annual Erb Excellence Night was held across our entire terminal network. This was a momentous occasion, as this celebration has not been held since 2019. Erb Excellence Night is a night to bring all our employees and executives together to celebrate our accomplishments and milestones simultaneously. This Erb Excellence Night was unique because we celebrated all employee milestones from the past three years, including retirees, who were all honoured at each of their respective terminals. On top of celebrating our successes together, we also took time to sit back, relax, mingle, and have a good time with each other. It had been so long since the last Erb Excellence Night, and it was incredibly special to see everyone's faces in person finally.



Make sure to **check out the rest of the photos** from across our Terminal Network! Scan the QR Code or visit <http://surl.li/itnrm> to access our Flickr account!

SAVE THE DATE

Our next Erb Excellence Night will be on Saturday, **March 2nd, 2024!**

CELEBRATING A SUCCESSFUL CAREER IN TRANSPORTATION

Daniel Jacques

Christine Benney — PR & Communications Coordinator

At The Erb Group, company culture is an essential part of how we operate. Honouring our employee’s milestones with our company is just one of the ways we showcase our appreciation and gratitude towards them and their dedication to growing with and making The Erb Group better year after year.



Sharing the stories of some of the employees who have been with us for an extended period is also a way we like to highlight their contributions and showcase our gratitude for their role in our success.

Values & Characteristics

Daniel Jacques is our Montreal Terminal Manager and has been with The Erb Group since 2008, when he started as an Overnight Assistant Router. He is now the Montreal Terminal Manager, one of our biggest terminals. Daniel has recently just hit his fifteen-year milestone with the company, so we decided to catch up with him and learn more about his job and time here at The Erb Group.

When asking him about his job and the company, Daniel says being able to implement positive changes so that his staff doesn’t feel like they’re in just another job is something he values most about being in his position. As a Terminal Manager, he says determination, engagement, patience, and teamwork are all characteristics one might need to succeed in his job as well.

Always Learning

When choosing to work for The Erb Group, like most people when job hunting, he didn’t know a lot about the business itself. Coming into the transportation and trucking industry can seem daunting, with it being so large and an essential part of our society. But now Daniel says he’s realized there’s no better place to work. He’s proudest of starting at the company with no prior transportation experience and using his past knowledge and great friends and coworkers to help guide him to his accomplishments today. Daniel says, “With determination and curiosity, I observed and learned the business, which helped me move up and grow through the company.” And when asked what he looks forward

to most with The Erb Group, he wants to hopefully see us continue to be number one in the refrigerated transportation business.

If there’s one thing Daniel has learned that he can pass on to others throughout his time at the company and the position he’s in now, it’s that every day is a job interview. Continue learning and wanting to grow, and you will be rewarded with great opportunities. Looking to make a cool move within the company? Be sure to regularly check out our Internal Job Board on Erb Connect for opportunities or talk to your supervisor!

CONDIMENTS MARKET

Good Food For Good Finds A One-Stop-Shop Transportation Provider

You may have seen them in the aisle at your local grocery store. Your options for condiments and sauces are endless; however, Good Food for Good's mission is to create a positive difference by making it easy for consumers to add the flavours they crave without the added sugar or preservatives and by donating a meal to a person in need through their Buy One, Feed One program. The company is B Corp Certified, meaning it puts purpose at the core of everything it does. Through rigorous annual assessments, Good Food for Good must evaluate not only how they govern themselves but if their suppliers and third-party providers meet high ethical standards too.

Flexibility and Scalability

In 2021, the company was ranked one of the fastest-moving brands in Canada by the Globe and Mail. With growth plans, and increased demand from Canadian and US retailers, Good Food for Good needed a partner to warehouse products and support order fulfillment for both retailers and consumers. Prashant Dube, Board Member for Good Food for Good explained, "The partnership originated from using Erb's LTL services and expanded to include Cold Storage services. The Erb team was flexible and helped create a warehousing and fulfillment solution unique to our needs and provided the scale to launch our Indian and Mexican cooking sauces in the US market." Today, the company utilizes LTL, warehousing and our home delivery services.

Prashant continues, "We needed one partner to do it all. We've seen even through the pandemic, the service level never dropped. It's been consistent with little to no disruptions. Even in the pandemic, our shipping volumes have increased. Erb became a one-stop-shop solution and is managing our Canadian and cross-border LTL and FTL shipments and Canadian B2C order fulfillment."

Growth Plans

The company launched their organic cooking sauce line in the US market and secured a listing at Whole Foods Market in 2021. The Erb Group manages the warehousing and cross-border transportation of these sauces. In 2022, Good Food For Good launched the world's first plant-based Bolognese sauce powered by pumpkin seeds aiming to make their entire portfolio of organic sauces available at all leading supermarkets across Canada.

Prashant adds,

"We just launched our Bolognese sauces nationally with Loblaws and Superstore and with several leading Canadian retailers scheduled to launch this innovative line in the coming months."

Barbara Lis, Business Development Manager at The Erb Group, says, "Aligning ourselves with companies that share a similar mission makes for a partnership that is truly impactful. Making positive impacts in the communities, we are a part of is at the core of everything we do. By being Good Food for Good's carrier of choice, we can help them reach new heights each year we work together."



EMPLOYEE PROFILES



Richard Yinbil Namalteng

Overnight Dispatcher — Montreal

Been with The Erb Group since

July 18th 2022

If you could describe The Erb Group in one word, what would it be?

Inclusive

Where is somewhere you would love to travel but haven't yet?

Paris, France. To experience the history, culture and food.

If you could go back in time, what age would you revisit and why?

I would revisit the 90s; life was simple. I didn't have to pay bills or think of what to eat.



Patrick Macdonald

Corporate Training Supervisor — Baden

Been with The Erb Group for

6 weeks

If you could go on a long-haul drive with any person, alive or dead, who would you take?

My grandfather. He's been gone for over 40 years now. I would love to hear what he thinks about the world today.

Invite four famous people to dinner, who would you choose and why?

Muhammad Ali, Clint Eastwood, Farrah Fawcett, Burt Reynolds. They are some of the people I am a fan of. It would be interesting to hear their stories.

If you could go back in time, what age would you revisit and why?

27. That's when I was the most capable. Strongest, fastest, and better looking



Charles Langelier

Lead Hand Mechanic — Winnipeg

Been with The Erb Group since

January 2nd 2019

Do you have a favourite hobby or pastime?

My favourite hobbies are mostly outdoors. Spring and fall I spend my off-time hunting. In the summer, I'll be out on trail rides with ATV's and come winter, you can find me on the frozen lake ice fishing during the day and at night watching the Winnipeg Jets game.

Invite four famous people to dinner; who would you choose and why?

- A) **Frank Sinatra** - An incredible singer from a very interesting time.
- B) **Elon Musk** - An incredible mind.
- C) **Tie Domi** - A favourite hockey player from the Jets 1.0 era and during his entire time as a Leaf.
- D) **Elvis Presley** - Can you imagine the stories?

Name the top two items on your bucket list

- A) Travel Alaska
- B) Travel North Americas East coast



Dupinder Dhillon

Recruiter — Toronto

Been with The Erb Group for

1 year

If you could describe The Erb Group in one word, what would it be?

Nurturing

Do you have a favourite hobby or pastime?

I love to hike

If you could go on a long-haul drive with any person, alive or dead, who would you take?

Taylor Swift

If you could have one superpower, what would it be?

Stopping Gun Violence

If you could go back in time, what age would you revisit and why?

I would love to see the future instead

ERB ON THE GO

We want to hear from you

Send your photos over the course of the month to marketing@erbgroup.com. One winner will be picked at random each month to receive \$50 to redeem through our employee rewards platform, Guusto. More submissions = more opportunities to win.

Checklist

- Employee name
- Terminal

What we are looking for!

- Workplace friends
- Terminal sunsets
- Sport your Erb Gear
- Fun activities your team is doing
- Show off your office or dock set-up
- Latest fix in the Shop
- Work anniversary party
- Truck Photos

**Upon submitting, you consent to allowing The Erb Group of Companies to use image(s) for marketing materials*





SUMMER SALE

ERBGEAR.COM

Buy any 2 Hats and Receive Free a 60th Anniversary Cap. Use Discount Code **FREEHAT2023** at checkout.

Check out **ErbGear.com** where you can shop for all your favourite items!

- For employees and non-employees
- Free terminal pick-up for employees only or ship directly to your home address
- Phone orders available by calling 1-855-858-4438
- 30 days guarantee returns and exchanges



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