

UPI WELCOMES NEW PRESIDENT & CEO RICK HANSEN

Rick Hansen stepped in as the CEO and President of UPI on September 21, 2020.



Rick Hansen is UPI's new President and CEO. As a leader, Rick takes a disciplined and transparent approach to decision making, processes and work habits. He has a "WE before ME" attitude that respects and embraces everyone internally and externally as customers and he believes trust, hope and fun are the fundamentals of teamwork and winning.

Rick attended the University of Wisconsin-River Falls and subsequently started a promising career at NYCO, Inc. Those formative years led to NYCO ownership and an acquisition by APi Group in 2008. His 30-year tenure at NYCO included many years on the joint labor-management trade board and chairman of the joint

apprenticeship committee. The acquisition led to leadership collaboration and personal development that opened an opportunity to join sister company Jomax and Nick Bertram to build a team of driven leaders over the course of 5 years. He looks forward to many successful years to come at UPI.

Rick's family consists of his wife of 30 years, Nicole and their son Blake and daughter Raelyn. They are a family of community dedication and have been on hockey association boards, founded the Hudson, WI Area Lacrosse program and have been involved many other opportunities to make a difference.

RICK'S MESSAGE

What a crazy few weeks! No mystery here that I am all about people and relationships. I believe we have a strong team that has been and is working very hard. Recent outage completions really reinforce the quality of leadership we have in the field. I saw it firsthand and was proud to be there. Additionally, stepping in near a month/quarter end and experiencing the office teamwork needed to close the books and deliver the final three-month forecast was impressive. Though the financial results of everyone's efforts are disappointing, I am very enthusiastic

about our future. For we know that suffering produces perseverance, perseverance produces character, character produces hope. Hope will not disappoint.

Your feedback is helping me create a vision that includes transparency, collaboration, inclusion and accountability. We will continue to strive towards balanced discipline and complete satisfaction with our coworkers and customers to deliver the best experience we can. UPI was built on those principles.

Finally, uncertain times can create anxiety and depression. COVID-19 continues to impact us all and the election is closing in. We are nothing without each other; make a conscious effort to reach out to one another, check on our families and coworkers. We must have each other's backs. Please wear a mask and please vote.

My door is open, please stop by or call.

Rick

A handwritten signature in blue ink that reads "Rick Hansen".

UPI Mission Statement

- We are relentless in our commitment to "no one getting hurt" and "doing it right the first time."
- We demand open and honest communication from everyone.
- We acknowledge and value each person's contributions to our success.
- We empower our people by investing in their development.
- We strive to establish work-life balance.

OPERATIONS SNAPSHOT



I'd like to start my operations update by talking about Safety. UPI went 22 months without a recordable incident. We need to get back to zero again. I believe safety is a choice that everyone needs to make for themselves, and a commitment we each make to each other. Don't take shortcuts. If you have questions, ask them. Keep an eye on each other. Be diligent and keep situational awareness high. Work safely today, and then come back and do it again tomorrow.

We have been doing a really good job at managing COVID on our jobsites. The key is

keeping 6' of distance when the tasks will allow it. I can tell you this has allowed us to keep our COVID rates low. Please keep this on your radar as one more hazard.

We are winding down on a lot of projects. We are looking to have a strong backlog heading into 2021.

Some project highlights. We completed the last outage at the Holdrege Station. We received high marks from the client for our planning and preparation.

We are heading into the last outage on the Highway 31 project. The last line is being tested now.

Coleraine is beginning to see the light at the end of the tunnel. Again, another project with high praise from the client.

On the EFRD's we are nearing completion for the year. One site has been postponed.

The Tassinong to Mayflower project is largely demobilized and is wrapping up the last bits of restoration.

The Mississippi River HDD is in cleanup and

restoration mode.

The building is down for the demolition project at Athol. They are working on removing the concrete now.

The shop has been busy with the Husky project for the last several weeks.

The HDD under the Ohio River is piloted out. This is another case where the client seems to be having a great experience working with our team.

Maintenance and support services, including out of Morris and Superior, continue to go well. We have picked up a few small projects here and there.

Thank you all for everything you do to make UPI better.

Josh Purrenhage, Senior Vice President

ACKNOWLEDGEMENTS

Foreman Todd Ernst

by Client Manager Justin Nos

We'd like to give a big shout-out and thank you to Todd Ernst for helping out with a multitude of projects. He's always willing to go the extra mile to offer anyone help, and just wants to make everyone's jobs (and lives) go a little better. His adaptability and work ethic make him stand out, along with an always positive attitude. Thank you Todd, for all that you do!!

OO Manager Paula Castleman

by Training & Development Manager Lucie Stein-Cartford

OO Manager Paula Castleman has been a crucial member of the Training and Development team since she walked in the door, but over the last year she has really stepped up her game. As UPI has started work for new clients, Paula has untangled and interpreted the maze of OO and training regulations to ensure that our folks can get the training they need to go to work and that the project teams get the documentation they need. She spent a full month in La Porte, Indiana this year, training new hires for a job, utilizing a new system,

and working with a new client – and then has continued to travel almost continuously since then. Throughout it all, she has never lost her sense of humor or her dedication to making sure that our field crews get the support they need. You may have gotten to see her on one of her many trips across the country to on-board and train our new folks, or in our office as she works with the Culture Crew, the New Hire team, and anyone else who needs some assistance or some support. Thank you for all you do for us, Paula!

SAFETY CORNER

COMMITMENT TO ZERO

COMPLACENCY AND FINISHING THE YEAR SAFELY

It's no secret that we're not having the success we saw last year when it comes to safety. It's been a reality check and we will work hard to get better. We need to get better. Please place an even higher emphasis on safety as we finish the year. We all want to see 2020 in the rearview mirror; however, we need to stay focused on the task at hand. Below are some questions to ask yourselves each day to combat complacency on the jobsite. We know we can be incident free if we are committed to zero. We have reached zero before and will again.

- Who and what are you working with?
- Do you have adequate communication?
- What will you be doing?
- Do you have the proper tools and PPE for the job?
- What conditions have changed?
- Did the scope of work change?
- What can go wrong to cause an incident?

#StopTheSpread

8 Steps to prevent the spread of COVID-19

The COVID-19 case rate is on the rise in many of the states we are working in. Continue to stay diligent and follow our plans in the offices and on our jobsites

- 01 Wash your hands frequently
- 02 Avoid touching your eyes, nose, and mouth
- 03 Wear a mask or face covering
- 04 Do not come to work when you feel unwell
- 05 Practice physical distancing when possible
- 06 Follow provided safety and contract tracing guidelines if you have been exposed to someone with COVID-19
- 07 Cover your mouth when you cough using a tissue or the bend of your elbow
- 08 Contact Safety Manager Mike Villa, if suspecting exposure or contracting the virus

NEW TEAM MEMBERS

Gail Campbell, Billing Specialist

After getting her Associates in Accounting degree 8 years ago, Gail held various jobs in the field including Accounts Payable for Maurices and Treasurer for East High school. She had always heard good things about APi Group, so when she found out that the Billing Department was hiring here at UPI, she applied for the job and is so glad she did! Gail says that she absolutely loves the team she's on and the work that she's doing. Gail lives with her husband, Kyle, 14-month-old daughter, Edie, and shih tzu/bichon mix, Ragnar, in Rice Lake. She also has a 14-year-old stepdaughter, Nona, and 11-year-old stepson, Sage. She and her family are homebodies that love to be outside. Gail loves to hike with her youngest, the boys love to hunt and fish, and their teenager loves to TikTok. Welcome to the team Gail!

Rebba Olson, Estimating Coordinator

Rebba has 10+ years' experience in communications, operations, marketing and construction and was drawn to UPI because the industry intrigued her—also formerly coming from a large corporate environment, she is excited to work for a smaller company. Rebba has a giant family with lots of siblings, nieces, and nephews. She volunteers and is an active board member for Animal Allies and occasionally fosters as needed, as well as leads their Development Committee, Fur Ball Committee, and Walk for Animals Committee. In her spare time, she has been working on updating the interior and exterior of a really ugly house she bought last year. She also loves to be on the boat, work in her yard and garden. Welcome Rebba, we're happy to have you!

COMMUNITY GIVING

COVID-19 Continued Support

We have continued our commitment to support the organizations that we would normally support throughout the year, even during the pandemic when many organizations are having to cancel their events. Organizations are struggling to provide and bring in donations even as the need for their services are increasing because of the pandemic. We have continued to support local food shelves, donated to a local organization collecting student school supplies, and supported a local organization helping to relieve the costs associated with childhood cancer by funding a grant for a family in need. We are proud to be able to help our neighbors, friends, and communities during this challenging year and encourage you to find a way to support a cause or organization in your community through a financial contribution, a gift of items, or by volunteering.

Courage Kenny Northland – Shoot for Fun 2020

Although the shoot was a little different this year, we were still able to get out and participate in the 22nd Annual Courage Kenny Northland Shoot for Fun with their COVID adapted setup and schedule. As a presenting sponsor, along with API Group, Jamar, and Northland Constructors, we had the opportunity to send 2 teams to shoot sporting clays in support of services offered by Courage Kenny Rehabilitation Institute. This event benefits adaptive sports and recreation programs in northeastern Minnesota and northwestern Wisconsin and is always a great event to be a part of! Even in a year where many charitable events are being cancelled, we were able to help this event raise \$81,925 – a critical contribution to being able to provide Northlanders living with disabilities the opportunity to participate in active lifestyle events amidst COVID. This year they've expanded their offerings to include free virtual classes and social gatherings, free rental equipment like adaptive bikes and handcycles or sports wheelchairs, and safe in-person recreational activities.



Ground beef donation to Faith United Methodist Church Food Shelf

Organizations UPI has continued to support:

- Northern Lights Foundation
- Proctor High School
- Seth Stariha Memorial Golf Tournament
- Duluth Children's Museum
- Duluth Lions Club
- Autism Oklahoma Organization
- Coffee Creek Riding Club
- MN Teen Challenge
- Second Harvest Northern Lakes Food Bank
- Boy Scouts of America Annual Jamar/UPI Golf Classic
- Northern Lights Foundation
- American Cancer Society
- Northern STEM Robotics - CyberHawks Robotics Team
- Duluth Chamber of Commerce – Annual Dinner
- Hermantown Hawks Blue Line Club
- NDSU Society of Women's Engineering
- CHUM Backpack Program
- Special Olympics Minnesota

Steer Donation



For the 7th year in a row UPI Superintendent Rich Osowsky attended the Douglas County Beef Improvement Association's annual Youth Livestock Auction and purchased a steer that was raised for the auction by a local youth association member. Youths ages 8-21 raise livestock to be sold at auction and they work with their animals throughout the year to get ready for the show. The purchased steer was then processed into ground beef and UPI donated the ground beef to a local food shelf at the Faith United Methodist Church in Superior, WI. Approximately 500 pounds of ground beef was donated to the food shelf this year. A big thank you to Rich Osowsky for coordinating this donation! We are proud to support the efforts of the Douglas County Beef Improvement Association's youth and local food shelf!