

FAMILY FIRST



VOLUME 22 | ISSUE 1
1ST QUARTER 2022



**FEATURED
PROJECT:**

I-10 / US 301
INTERCHANGE

MISSION, VISION, &
CORE VALUES

EMPLOYEE
RECOGNITION
PROGRAM



AFTER A DECADE OF TRANSITION, SUPERIOR EMERGES STRONG

As part of assessing the results of any strategic plan, a key step is to look back and take a view through the lens of a historical perspective.

With that mindset, several questions come to mind.

What plans did the company have?

What external factors had an impact? Did the company meet its objectives?

What helped the company overcome adversity?

Most importantly, how did we get better over the last decade along our journey?

AS GREAT RECESSION ENDS, SUPERIOR FACES CHALLENGES

In 2009, the country was in the grips of a historic economic downturn that upended the stability and strong market that many businesses had become acclimated to.

At that time, Superior was two distinct and different entities each with its own leaders. The Midwest was enjoying an upswing in our refinery and industrial business and the Southeast was enjoying the growth in the Northeast Florida market.

And then the valve of funding closed, and contractors scrambled to adapt.

LOOKING INTO NEW MARKETS

Leading up to that point, Superior recognized diversification of work was needed to enhance company resilience going into the next decade.

In the Midwest, there was a need to look beyond the refinery and industrial business and re-establish the brand as a leader in the highway and bridge markets. The company also needed to leverage a centralized approach between both operations so the company could create a more efficient means of being competitive as the market tightened.

In addition, the Southeast needed to expand its

geographical footprint to secure new contract opportunities.

Most importantly, new talented people were needed to lead the company to success.

NEW ROLES & REVISED STRUCTURE

In 2015, a senior leader was brought in from outside the company with the idea of challenging the status quo. As new markets in the Southeast were entered, project management and division management teams had to be developed.

In the Midwest, shifting the focus from industrial/cost-reimbursable work into hard-bid contracts required adjustments across the board. As a result, we recognized the need to strengthen our core resources and added IT and HR divisions in 2016.

SUPERIOR PURSUES OPPORTUNITY IN NEW MARKETS

From 2015 to 2019 the company's focus was to secure work in new markets with consistent work programs. We also focused on projects with the design-build procurement method where we can highlight innovation for our clients.

Projects were bid strategically to secure a foundational project in each new market on which to build. This process built a backlog of projects that positioned the company well but with little margin for error.

Each change forced the company to adapt. Facing the challenge of multiple new learning curves concurrently was necessary for long-term success. In isolation, overcoming these changes presented unique opportunities and challenges. Adding in active hurricane seasons, dramatic market swings and a global pandemic required continual innovation. The challenges and lessons learned reflect a period of transition that was necessary for Superior to evolve.

GROWING STRONGER THAN BEFORE

During this period, many businesses closed shop; instead, the Superior family became stronger. Through it all, Superior was able to attract and retain talent and develop a pipeline of qualified people that will be the future of the organization.

A new leadership structure was developed that allows each division the autonomy required to properly serve and support its market. Project and division management has been tested through the heat of difficult battles and the estimating group is a strong, cohesive, and unified team.

DRIVEN BY VALUES

How did Superior thrive during this decade of transition? It was our core values.

We as a **FAMILY** faced each challenge head-on becoming stronger together, overcoming every obstacle in our path. We had the **INTEGRITY** to do what was right even as budgets tightened. And we did not sacrifice our long-term relationships by forcing claims or litigation. When entering a new market, we proved our **COMMITMENT** to being good long-term corporate citizens working in, living in, and supporting the communities in which we operate. Our employees were **EMPOWERED** to do the job required to provide **INNOVATIVE** and **SAFE** solutions for our customers.

We have not yet reached all our goals, but we should all be proud of the significant improvements we have made. Our core values have served us well since Superior's origin and armed with these, we will become the provider of choice in the markets we serve.

MISSION, VISION, & CORE VALUES

Superior's founders created the company to help build our nation's infrastructure, and they conducted business by doing things the right way. This mindset gave the company a foundation of guiding principles that have been passed from generation to generation. Over the years, Superior's way of doing business was inherently understood and informally communicated.

As the company grew and added more new people, the need to formalize our mission, vision and core values became apparent. So, in 2021, the company went through the exercise of defining who we are, what we aspire to be, and how we conduct ourselves.

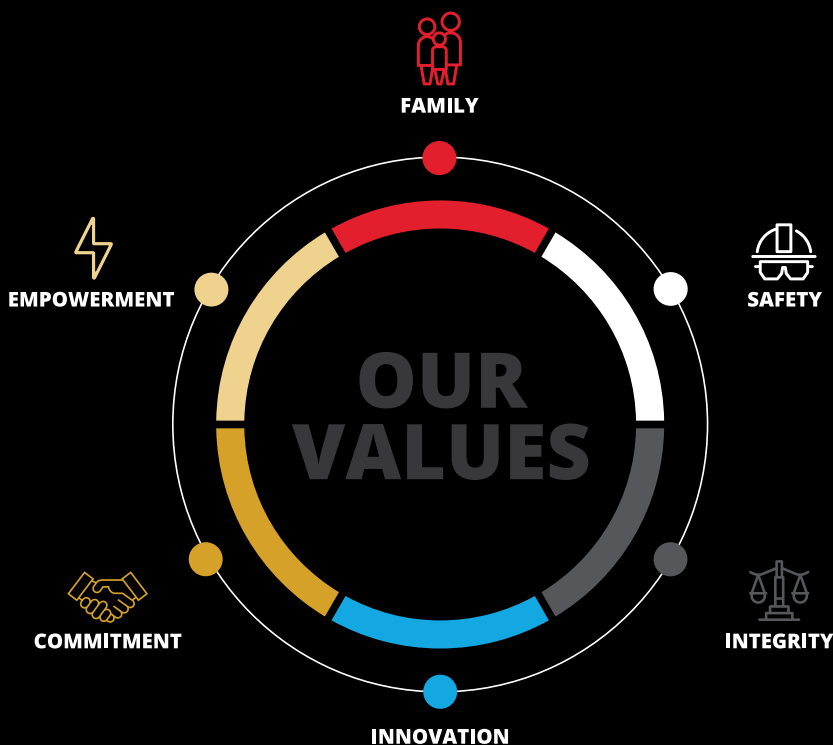
This was done by challenging our Task Force made up of representatives from every division of Superior

— including operations, business unit level, and corporate level team members — to establish mission, vision, and core values.

The process was completed in December of 2021, with the executive committee approving the mission, vision, and core values.

These statements pass the test of time and clearly articulate what our founders set out to do nearly 85 years ago. Most importantly, our mission, vision, and core values define that:

THIS IS SUPERIOR CONSTRUCTION.



OUR MISSION

We are an American family-owned and operated heavy civil contractor dedicated to providing innovative solutions to help meet the nation's growing infrastructure needs.

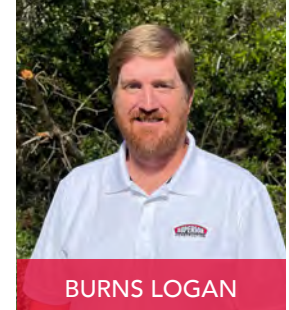
OUR VISION

To be America's preferred heavy civil contractor, expanding our markets and services while staying true to our family-oriented culture and fostering an environment where our employees can prosper.

EMPLOYEE ENGAGEMENT

WELCOME BURNS LOGAN

Help us welcome our new lead general counsel, Burns Logan. Burns joins the Superior family with nearly 20 years of legal experience in the architecture, engineering, and construction industry. In his role, he will advise us in legal matters, manage construction-related and general legal operations, and will play a role in implementing the business strategy.



Lead General Counsel

PROMOTIONS

Help us congratulate Jeff Carlson on his promotion to Director of Construction Services. In this new role, he will be responsible for labor relations, craft labor coordination and management, collective bargaining negotiations, and workforce development. Having worked at Superior for more than 28 years, Jeff is excited to grow and train the next leaders of Superior. Keep up the good work Jeff!



**Director of
Construction Services**



AWARDS

Congrats to our longest-serving administrative professional employee, Maggie Laneri.

WOMEN IN CONSTRUCTION

Women in Construction Week was March 6 - 12th. We are celebrating the women of Superior for the entire month of March. Thank you to each of our 89 women for your dedication and hard work! We couldn't do it without you.



FAMILY FEATURES

As a fourth generation family-owned and operated company, family is a core value at Superior Construction. Our family culture has resulted in more than 20 families having multiple generations working for us. And some of those families have served – or are currently serving – us in both business units.

MEET THE CARPENTER FAMILY

2

GENERATIONS

of employees

2

BABIES

born while working
at Superior

3

GRANDBABIES

born while working
at Superior

1

BUSINESS UNIT

Southeast

5

CURRENT EMPLOYEES

Johnny, Kayla,
Rodney, Wyatt, &
Clay

1

PREVIOUS EMPLOYEE

Daniel

58.5

YEARS OF SERVICE

FUN FACT

One of the unique things about the Superior culture is the family component. Did you know that Kayla met her husband while working at Superior? Now they are about to have their first baby and start raising the next generation of builders. Congrats!

Next Quarter:
MEET THE
ARABIE FAMILY

SAFETY SPOTLIGHT

STATISTICS (as of October 31, 2021)

SOUTHEAST

Total Manhours Worked:

1,560,886

TRIR: **2.31** LTRI: **.026** DART: **1.28**

MIDWEST

Total Manhours Worked:

560,170

TRIR: **1.07** LTRI: **0.00** DART: **1.07**

COMPANY

Total Manhours Worked:

2,121,057

TRIR: **1.98** LTRI: **.019** DART: **1.23**

SAFETY WEEK: MAY 2ND-6TH

CONNECTED. SUPPORTED. SAFE.

Our goal is simple: zero incidents on every project. We never stop focusing on safety and implementing it in everything we do. We are committed to providing a safe work environment where each of our employees goes home healthy at the end of each shift. We are excited to continue participating in Construction Safety Week. This year's theme is Connected. Supported. Safe. This theme supports our core values of safety and family. Stay tuned for more information at your job site.



2ND ANNUAL COLORING CONTEST

We are excited to announce our 2nd annual coloring contest as a part of safety week. We encourage everyone to talk with your children, grandchildren, nieces, and nephews about safety. These important conversations can help save lives. We will distribute materials at your job site during safety week.

Age groups: 2 - 7 & 8 - 17

One entry per child

Options:

- Color provided construction items and dress the worker
- Draw a scene incorporating road construction and safety items



Submit to: communications@superiorconstruction.com

Include child's name, parent's name, and location (jobsite and state)

Prizes (each age group):

1st place: 4 tickets to theme park of choice

2nd place: summer themed basket

Submissions due: May 13th

Winners announced: June 10th



Staging and preparation of steel girders

FEATURED
PROJECT

I-10 / US 301 INTERCHANGE

LOCATION: Duval County, FL

PROJECT TEAM: Gene Howard, Tyler Houghton, Samay Jadon, Adam Harrell, Hiram Desai, Jessica Woods, John Nicholson, Scot Stininger, Rodney Carpenter, Harold Hatch, Daurys Cabrera, Larry Williams, Michael Cason, Chase Tate, Bryant Beauford, Jacob Jones, Mitchell Howle

OWNER: Florida Department of Transportation

DELIVERY METHOD: Design-Bid-Build

DESIGNERS: Connelly & Wicker (roadway) & Arcadis US (structures)

SCHEDULE: anticipated completion March 2023

CONTRACT VALUE: \$108M

BY THE NUMBERS

7 year duration

8 new bridges

741,606 CY embankment

312,308 CY excavation

2.5 miles

5 MOT phases

23,070 LF piling

7,350 CY structural concrete

1.5M lbs reinforced steel

13,6335 LF Florida I-beam

2.6M lbs structural steel

126,38 SF MSE wall

SCOPE OF WORK

- New interchange
- Dual turn lanes
- Free-flowing right turn lane
- Highway realignment
- Drainage improvements
- Bridge over active CSX rail yard
- Roadway improvements



Unloading girders



Setting girders

Full detour on I-10 to set 235' girders with 2, 240TN cranes





Constructing backwall for mainline bridge



Securing steel diaphragms



Reinforcing steel prep



Unloading girders



Constructing crash wall at CSX ROW

Pumping substructure





Slip forming barrier wall

PROJECT SPOTLIGHT



Barrier wall paving train



FAA PROJECTS (CONCRETE PAVING)

- JIA Cargo Apron Expansion
- NW Development Hangar
- Cecil Field Shockwave, Concrete Apron

LOCATION: Jacksonville, FL

PROJECT TEAM: Lizabeth Howard, Austin Braun, Clinton Rhodus, Jose Ovando, Roger Hardy, Orestes Reyes, Eric Gallant, Doug Briggs

OWNER: Jacksonville Aviation Authority

DELIVERY METHOD: Design-Bid-Build

SCHEDULE: Anticipated completion January 2023

CONTRACT VALUE: \$13.4M

BY THE NUMBERS

JIA Cargo Apron Expansion: 3,100 CY concrete

NW Development Hangar: 2,500 CY concrete

Cecil Field Shockwave, Concrete Apron: 40,000 CY concrete



Reviewing final product

SUPERIOR SERVICE

JANUARY, FEBRUARY, AND MARCH EMPLOYEE SERVICE MILESTONES

5 YEARS

Cynthia Branks
Nicholas Coatney
Dayana Dimitrov
Aleksis Herrera
Gonzales
Willie Jones
Peter Brunner
Miguel Martinez

Marilyn Negron
Alvarez
Jereme Rayfield
Christopher Smith
Ricky Burgos Robles
Kirk Gibson
Jesus Ruiz Colon
Ethan Schwan

Charles Turner
Daniel Hernandez

10 YEARS

Steven Hughes
Edwin Ortiz
Michael Filter
Claude Wright

15 YEARS

Joshua Simpson
David Rainford
Jessica Paske
Bradley Smolios
Larry Walker
Kenneth Krassow
Richard Serafini

30 YEARS

Larry Heyward

SUPERIOR SERVICE PROGRAM

Soon we will be launching a new initiative called the Superior Service program. This program is a personalized approach to employee rewards and recognition, and it is only the start!

We know how hard you work for Superior, and we want to recognize that hard work and your talent that is contributed to Superior in a meaningful way. That is why we developed the Superior Service program. We value our employees like family, and we're always looking for ways to say "thank you" for all that you do for the company.

HOW IT WORKS

Employees will receive the following recognition and rewards as the initial rollout to the program during the month of their work anniversary or birthday. This includes ALL full-time eligible employees.

- Happy Birthday cards
- Happy Work Anniversary cards
- Hard hat stickers for each year of service (coming late 2022)
- Milestone Cash Rewards - Recognition and thank you to employees for outstanding length of service

5 Years = \$500

10 Years = \$1,000

15 Years = \$1,500

20 Years = \$2,500

25 Years = \$5,000

30 Years = \$10,000

35 Years = \$15,000

- Milestone T-shirt (coming late 2022)

We sincerely appreciate all of our employees that have been with Superior for a long period of time, however we will not be grandfathering individuals into the milestone awards. This means all employees will be recognized on the 5 year incremental dates only, and any previously surpassed anniversary dates will not be distributed.

We are absolutely thrilled to introduce the Superior Service program. The program is on the verge of being officially rolled out and will be implemented soon. As always, thank you for your continued service and dedication to Superior's success!



HR HIGHLIGHTS

SUPERIOR STRENGTH PROGRAM

Did you know that you can get reimbursed up to \$120 annually for participating in the Superior Strength program? Activities include an organized event, gym membership, fitness classes, weight management programs, personal training, fitness subscriptions, health coach, and more.

The next submittal deadline has been extended through May 2nd. Submit the online form, with proof of purchase, by May 2nd and you will receive your reimbursement no later than May 15th.

Contact HR (hr@superiorconstruction.com) with any questions.



WORKING ADVANTAGE

New benefit, free for all employees! The Working Advantage program offers exclusive savings to top attractions, theme parks, shows, sporting events, movie tickets, hotels, fitness memberships, electronics, and more!

GET STARTED TODAY

1. Visit WorkingAdvantage.com (QR code)
2. Click "Become a Member"
3. Enter SUPERIORPERKS to create an account

Save more at checkout with promo codes:

Appreciation10 for \$10 off \$100

Appreciation20 for \$20 off \$200

Appreciation30 for \$30 off \$300



CAN FOOD AFFECT YOUR MOOD?

Research shows that your mood and emotions can cause you to overeat or lose your appetite entirely. But the opposite is also true – the food you eat can make or break your mood, making you happy, focused, or angry, anxious, and even depressed. Here are some dietary guidelines to help protect your mental health from the inside out.

THE TOP 5 MOOD BOOSTING FOODS

- **Water** is essential to keep your body functioning properly. Some studies suggest drinking 1/2 your body weight in ounces of water each day. So, if you weigh 150 pounds, drink 75 ounces of water per day.
- **Fruits and vegetables** are packed with vitamins, minerals, fiber, and other nutrients. These two food groups should fill half your plate and can be fresh or frozen.
- **Lean proteins** are found in poultry, fish/seafood, lean beef or pork, unsalted nuts and seeds, legumes, beans, organic soy products, and quinoa. They help to keep your blood sugar levels steady for sustained energy and good mood. Choose organic, free-range, grass-fed, or wild-caught whenever possible. Aim for 5-6 ounces/day.
- **Whole grains/ancient grains** are filled with more fiber, vitamins, and minerals than white, refined, processed grains. Try quinoa, amaranth, millet, wild rice, farro, spelt, and teff. Aim for 6-7 servings/day.
- **Omega-3 fats** are found in cold water fish such as salmon, sardines, halibut, and trout and in nuts and seeds (walnuts, chia seeds, hemp seeds, flaxseed). They play a role in your emotional health. Research has shown omega-3 fats work as well as antidepressants in preventing the signs of depression, but without any of the side effects. Aim for 3 servings/day.

ALCOHOL AWARENESS

Next month is Alcohol Awareness Month. Think about participating in the 72-hour Alcohol-free Weekend Challenge starting Friday, April 1 through Sunday, April 3. Taking part in this challenge is a chance for you to show support for people who struggle with alcohol-related problems.

Over time, extreme alcohol use can cause chronic diseases and other serious problems including high blood pressure, heart disease, stroke, liver disease, digestive problems, cancer, weakened immune system, learning and memory problems, and mental health problems.

If you choose to accept the 72-hour challenge, here are some ideas for ways to connect and de-stress without alcohol:

1. Begin a daily meditation or mindfulness habit.
2. Go on a photo walk and see your neighborhood through a new lens. Bring a friend along and make it a social visit.
3. Do a mental health check in with yourself. How are you? Write it out or talk it out with a friend.
4. Call or video chat old friends and family who you haven't talked to or seen in awhile.
5. Do a home repair or landscape project that's been on your list for a while.
6. Take a nap or go to bed early to give your willpower and attitude a healthy boost.

If you know someone who struggles with their relationship with alcohol, there is help available. Reach out to your Employee Assistance Program (EAP) and look for in-person or virtual Al-Anon and Alcoholics Anonymous meetings. Next month is Alcohol Awareness Month.



Road to victory

WIN WINS

SUPERIOR WINS (as of December 22, 2021)

AOC :1
Trusted Solutions

bp :5

 :1

CLIFFS :19
CLEVELAND-CLIFFS INC.

FDOT :4

JAA :1
Jacksonville
Aviation
Authority

NIPSCO :1

Reedy Creek :1
IMPROVEMENT DISTRICT

SUPERIOR :2
CONSTRUCTION
(performed as subcontractor)

U.S. Steel :8