



UCOR

an AECOM-led partnership with Jacobs



FY 2019
Annual Report

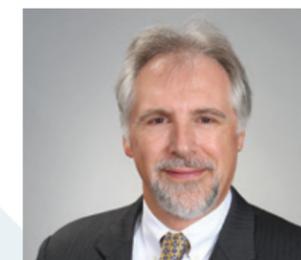
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Message from the President

Eight years ago, when UCOR took over the East Tennessee Technology Park (ETTP) cleanup contract, massive facilities dominated the site's landscape. The task ahead posed great challenges. As we approach site cleanup completion, I can say unequivocally that we have risen to the challenge. We stand ready to deliver a first-of-its-kind cleanup of a gaseous diffusion plant and complete the next major site closure for the DOE Office of Environmental Management. I'm equally proud to say that we have performed the work safely and cost effectively, finishing most projects ahead of schedule and under budget. Our performance has resulted in ETTP cleanup being accelerated by approximately four years and has saved and avoided more than \$500 million.



Fiscal Year 2019 was a year of tremendous progress. As a team, we've transitioned from cleanup of gaseous diffusion plants at ETTP to the remaining support facilities at the site. This transition was no more evident than in FY 2019. We took down the K-1037 barrier production facility, which sat on the largest footprint of any facility left at the site. We completed demolition of all the process facilities in the ETTP Poplar Creek area—a site once dotted with contaminated facilities that supported gaseous diffusion operations. We also saw various other buildings at the site come down. Removal of these facilities reduces risks and opens up new land for industrial development to fulfill the Department of Energy's (DOE) goal of converting the site into a multi-use industrial park, national park, and conservation area.

While ETTP has been the primary focus of our contract, we are continuing to transition resources to address cleanup needs and support the science and defense missions at Oak Ridge National Laboratory and the Y-12 National Security Complex. We completed site preparation for a new Mercury Treatment Facility being constructed at Y-12, and we continue operating DOE Oak Ridge Reservation waste disposal facilities.

We are less than a year away from successfully achieving Vision 2020—DOE's goal of cleaning up ETTP by 2020. We could not have gotten to this point without DOE's exceptional leadership and our partnerships with the labor unions, elected officials, regulators, and community leaders. I must also credit our safety-conscious workforce for its commitment to quality performance. Vision 2020 will become a reality, and UCOR is proud to be part of this historic achievement.

A handwritten signature in black ink, appearing to read 'Ken Rueter'.

Ken Rueter
President and Chief Executive Officer

Safety and Health

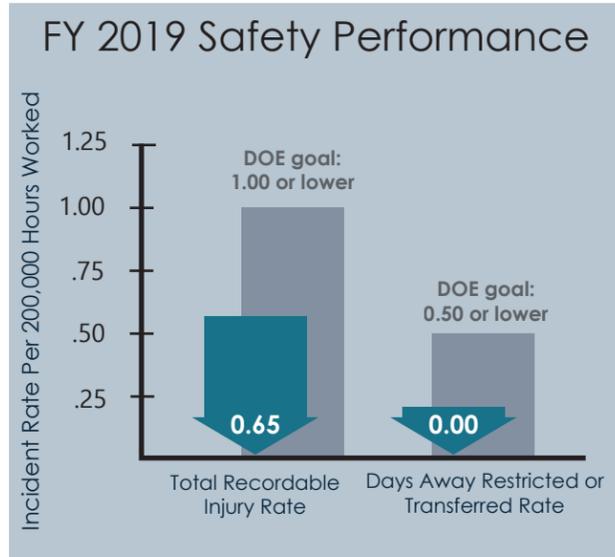
UCOR's commitment to safety is unwavering, and it is a prerequisite to all that we do. Our goal is to ensure all employees return home at the end of the day in the same condition they arrived for work. We will never cut corners, and we have empowered our employees to stop work if they perceive unsafe conditions. We promote a strong safety culture through employee engagement initiatives, campaigns, special employee safety recognition programs, exercises, and sponsorship of safety-related events and activities.

UCOR: A culture of caring

UCOR's commitment to safety was showcased in FY 2019 by receiving Star status recertification in the DOE Voluntary Protection Program (VPP). That status is only awarded to the safest DOE sites. The assessors noted an exemplary level of employee involvement and one of the "strongest leadership teams in the DOE complex." Also, for the third year in a row, UCOR received the VPP Star of Excellence Award.

The DOE Office of Enterprise Assessment conducted a safety culture evaluation in FY 2019 and found that the culture had matured considerably since the beginning of the UCOR cleanup contract and is strengthened by a healthy partnership with DOE Oak Ridge Office of Environmental Management.

UCOR has implemented several technological advancements to continue ensuring the safety of workers. Virtual reality training for lift operators is in place, and training for crane operators is being explored. Equipment awareness devices alert workers when they are getting too close to a piece of equipment. New safety helmets—an advancement over hard hats—are being used, as is increased eye protection with an integrated visor. UCOR has also established lift truck, heavy equipment, and mobile elevated work platform programs to enhance worker safety when operating these pieces of equipment. A new forklift training site was also established to provide training on the actual equipment.



Employees participate in Race for the Cure

Various activities help employees stay well

Wellness is a primary focus for UCOR. The Wellness Program sponsors a variety of events and activities to help employees take charge of their health.

UCOR sponsors employees for athletic events like the Susan G. Komen Race for the Cure and the Butterfly Dash and Burger Bash, which benefits East Tennessee Children's Hospital.

UCOR also sponsors programs to improve employees' overall health, such as a smoking cessation class and Operation Medicine Cabinet, which allows employees to get rid of their unneeded medications.

UCOR was awarded the Healthier Tennessee Workplace Award, an initiative of the Governor's Foundation for Health and Wellness. It recognizes organizations that encourage their employees to live healthy lifestyles. UCOR Wellness has received this award for seven consecutive years.



Operation Medicine Cabinet allows employees to safely dispose of unneeded drugs

Innovation

Virtual reality training helps workers hone their skills in a safe, instructive environment before they actually start operating a large piece of machinery. UCOR is constantly looking for innovative ways to train to ensure operators have the skills and knowledge they need to be safe.



Enterprises

UCOR is responsible for cleaning up East Tennessee Technology Park and other sites on the DOE Oak Ridge Reservation. As ETTP cleanup nears completion, UCOR's scope has expanded to include excess contaminated facilities at Oak Ridge National Laboratory and the Y-12 National Security Complex.



By the numbers FY 2019

More than
540,000
square feet
demolished

- ▶ 19 buildings
- ▶ 4 trailers
- ▶ 6 other facilities

Disposed of
200,611
cubic yards
waste

716,668
safe miles traveled

East Tennessee Technology Park

Delivering Vision 2020

The skyline at ETTP saw significant changes in FY 2019 as major facilities were demolished, including the K-1037 Building. That facility, which sat on the largest footprint of any of the buildings left at ETTP, was built in 1945. Through the years, additions were made, bringing its size to almost 380,000 square feet. It originally served as a warehouse and was later used as a production facility for the barriers used in the gaseous diffusion process. It was shut down in 1982.

The final process buildings in the Poplar Creek area, which were also the last buildings on the site that supported uranium enrichment operations, have been demolished. The Poplar Creek area contained some of the most contaminated facilities left at ETTP, and they will be replaced with grassy fields available for economic development.

The oldest operating facility at the site—the K-1414 Garage—was another key facility demolished. The 12,000-square-foot structure had operated on the site from 1949 until early 2018.

Other demolitions at the site included the K-1423 Toll Enrichment Facility, the K-1232 Chemical Recovery Facility, and the K-29 Slab. Demolition of the Centrifuge Complex started at the end of the fiscal year.



K-1037
demolition



K-1037 Building

The K-1037 Building, a former barrier production plant, sat on the largest footprint of any facility left at ETTP. Demolition was completed in FY 2019, and slab removal was underway at the end of the fiscal year. Because the building contained classified materials, it posed a unique challenge in that all the classified material had to be removed and the building declassified before demolition could begin. Coordinating with DOE, UCOR successfully removed these classified components, as well as other equipment and waste. The project was a truly collaborative effort involving security, deactivation and demolition, and transportation personnel working together seamlessly.



K-1414 Garage

Demolition of the K-1414 Garage brought down one of the oldest facilities at the site. The 12,000-square-foot structure served as the maintenance hub and fueling station for vehicles that supported site missions.



K-131/K-631

Demolition of these adjoining facilities brought down the final two process buildings in the Poplar Creek area. These structures were built to support operations in the massive uranium enrichment facilities at the site.



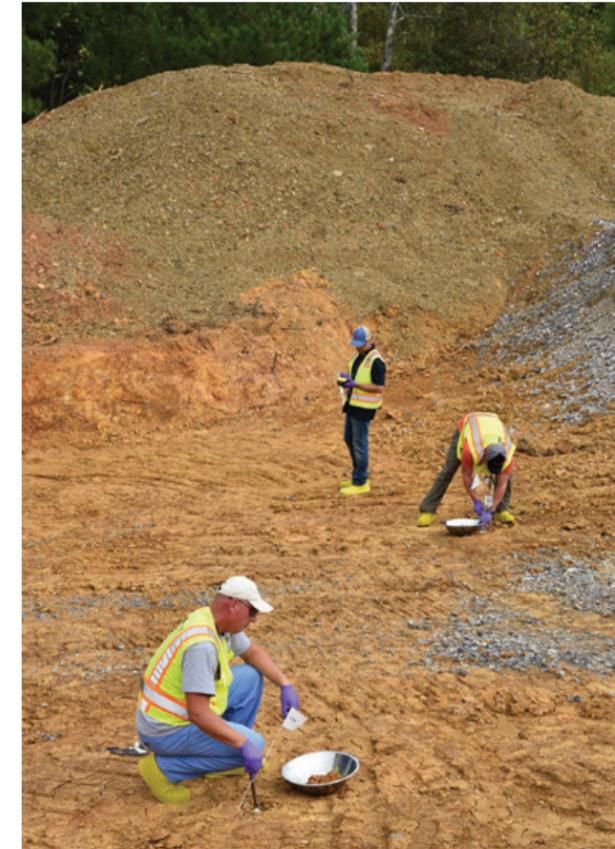
Innovation

Rather than dispose of transite panels removed from buildings being demolished, UCOR repurposed the material as armor over the landfill liner at the onsite disposal facility to protect it against damage.



K-1423 Building

The K-1423 Building, also known as the Toll Enrichment Facility, was demolished. It served a variety of purposes, including transferring uranium hexafluoride used in the gaseous diffusion process into cylinders. The building measured more than 30,000 square feet.



Remedial Actions

UCOR continued conducting remedial action activities across ETTP, including Duct Island, a large area that has been transferred for industrial development, and the K-29 slab. Characterization personnel hit a significant milestone, having collected more than 10,500 samples, with about half of those coming in FY 2019.



K-29 Slab

The K-29 Building was one of five massive gaseous diffusion buildings at ETTP. It was the first to be demolished, and its slab was paved over and trailers were placed on it to house workers. Removal of the slab has left a grassy field available for future economic development.



K-1232 Building

Another of the Poplar Creek facilities to be demolished, the K-1232 Chemical Recovery Facility was once used to recover chemicals during site operations. The facility was later used to treat wastewater.



Partnering

Working collaboratively with UT-Battelle, LLC (prime contractor for ORNL) and DOE, UCOR successfully packed and transported sodium and lithium shields—used in radiation shielding studies—from ETTP to ORNL, a major step in reducing ETTP's risk profile and security status.





Centrifuge Complex

The first demolition at the massive Centrifuge Complex—the largest facility still standing at ETTP—took place late in FY 2019. The demolition project is expected to be completed in 2020. The 230,000-square-foot structure was built to test the use of centrifuges for uranium enrichment.

Delivering Vision 2020

ETTP transformation

Three end states for ETTP have been identified—a multi-use industrial park, historic preservation (part of the Manhattan Project National Historical Park), and conservation/greenspace areas. A great deal of progress was made in FY 2019 toward these end states.

Multi-Use Industrial Park

To date, UCOR's Reindustrialization Program has facilitated the transfer of almost 1,300 acres. It supported DOE and The Community Reuse Organization of East Tennessee (CROET) in successfully transferring the 207-acre Duct Island to Coqui Radio Pharmaceuticals. This is the largest land transfer to date at ETTP. Coqui plans to build a multi-million dollar medical isotope facility on the former DOE property.



Artist's rendering of Coqui's multi-million-dollar facility

center, equipment building, and viewing tower. In FY 2019, UCOR's National Historic Preservation team initiated construction and is nearing completion of the K-25 History Center.

Conservation/Greenspace Areas

In areas where redevelopment is more challenging due to terrain or wetlands, UCOR is facilitating opportunities to enrich the community through potential conservation and greenspace initiatives. UCOR initiated and continued to actively support the Legacy Parks Foundation in the development of the Natural Asset Guidebook. The guidebook evaluates options for maximizing the use of greenspace and creating regional connectivity. UCOR also initiated discussions with Roane County to establish canoe launch areas on ETTP property adjacent to Poplar Creek as part of the "Blueways" initiative.

The UCOR Reindustrialization Program also continued to support the Metropolitan Knoxville Airport Authority in its pursuit of the area's newest general aviation airport to be located on the ETTP footprint. FAA conditionally approved the Oak Ridge airport in early 2019.

Historic Preservation

Historic Preservation efforts at ETTP will honor the men and women who designed, built, and operated the world's first gaseous diffusion plant, K-25, and the hundreds of facilities and structures that followed. Commemoration will include construction of a history

K-1203 restoration

The K-1203 site in Poplar Creek once housed a site sewage treatment plant. That facility was demolished, and the site has been excavated, graded, and transformed into a grassy field.



Excess material removal

Excess materials located in the K-1065 Complex have been removed and relocated to a new storage facility. Removing this material reduces site risk and allows the facilities to be transferred to another contractor for use.

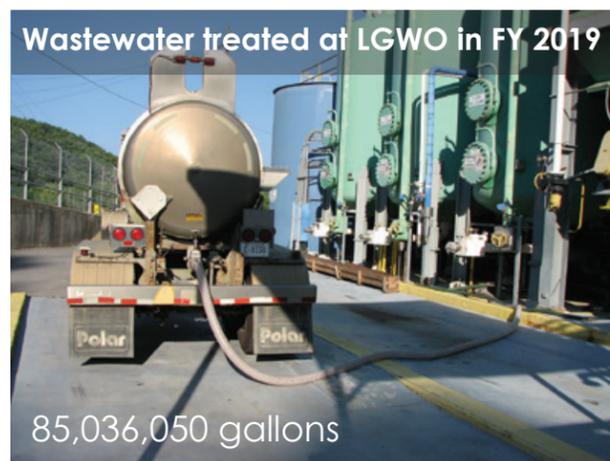


Oak Ridge National Laboratory

Enabling Vision 2024



Workers build a structure at the Aquatics Ecology Laboratory to house water tanks used for Lower East Fork Poplar Creek mercury remediation studies



Our work to address excess contaminated facilities and process wastes at ORNL reduces risk and enables the DOE Office of Science missions at the site.

The 1960s-era Molten Salt Reactor Experiment (MSRE) was approved for “lay up” in FY 2019. With the facility in this lower-maintenance, lower-cost state, workers began focusing on preparing the facility for deactivation and demolition. UCOR fulfilled a major commitment to the Tennessee Department of Environment and Conservation (TDEC), packaging and shipping a contaminated glove box used during defueling.

In May 2019, Secretary of Energy Rick Perry and Under Secretary Paul Dabbar visited the Aquatics Ecology Laboratory. Part of UCOR’s Mercury Technology Development activities, a new structure at the lab will house two 14,000-gallon tanks that will hold water from Lower East Fork Poplar Creek. Once completed, the tanks will be part of the system that pumps water into structures to simulate the creek. Researchers can then study ways to effectively treat mercury contamination in the water and the organisms in the creek.

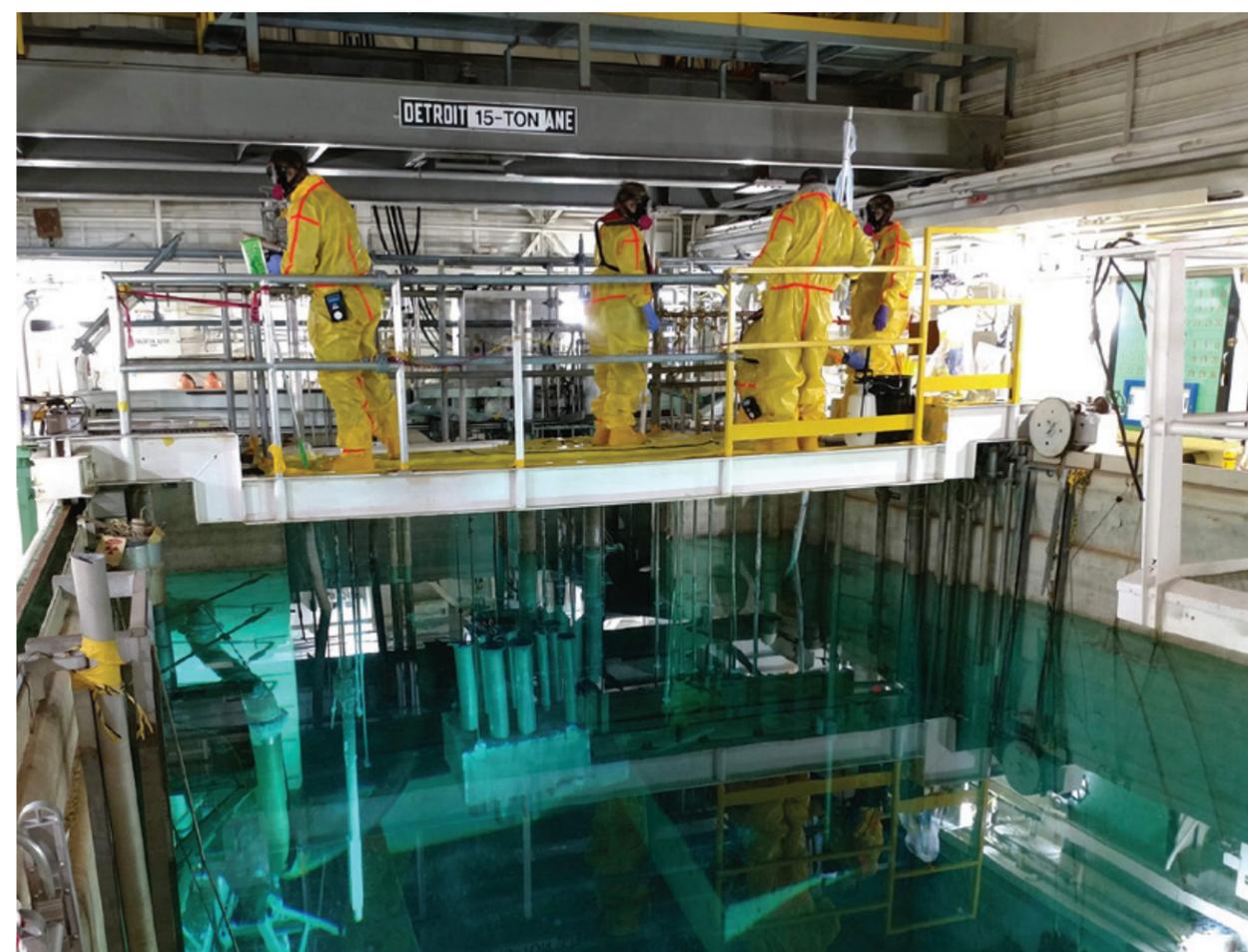
At the Liquid and Gaseous Waste Operations, which processes wastes from ORNL and other sources, UCOR plans to move the Zeolite treatment process out of Building 3544 (the radiological wastewater treatment facility), which has exceeded its design life and is scheduled for demolition. The new treatment system will be housed at Building 3608 (formerly, the non-radiological wastewater treatment facility). Workers are demolishing existing equipment at 3608, including the 1007 Clarifier, to make room for the new equipment.

Workers have successfully completed the Building 3010 cold and dark phase (utilities isolated and air gapped). As part of that, workers completed the initial reactor pool characterization to determine irradiated items. In addition, double- and triple-wide trailers have been installed to support future work.

Another significant accomplishment was completion of grouting of the below-grade transfer tunnel at 3026. The 47-foot-long tunnel was used to load radioactive material into the 3026 hot cell for research and analysis.



Workers demolish the clarifier tank at Building 3608; this demolition makes room for new equipment needed for the filtration system for the Liquid and Gaseous Waste Operations



Completing characterization of the reactor pool in Building 3010 was a significant step in planning for the next phase of work



Workers grout a transfer tunnel used to load radioactive material into the 3026 hot cell; grouting the tunnel will make demolition of the 3026 facility safer

Y-12 National Security Complex

Enabling Vision 2024

UCOR's work to remove mercury, address excess contaminated facilities, and complete site preparations for the Mercury Treatment Facility is helping enable defense missions at Y-12.

At the Biology Complex, an excess contaminated facility covering 350,000 square feet, workers completed all of the necessary tasks to start deactivation and demolition. That work included installing a temporary standalone site to supply power and installing 11 trailers to support personnel doing asbestos abatement and hazardous waste removal. In addition, three construction transport platforms have been installed to facilitate safe access to the upper floors of Buildings 9207 and 9210. The Biology Complex was placed in cold and dark status.

At the Alpha-4 Building, workers removed more than a ton of mercury from the building's east Column Exchange (COLEX) equipment. Combined with the mercury previously removed from the West COLEX equipment, more than 4.6 tons of mercury have been removed. Workers have completed the East COLEX risk reduction project, including activities to tap and drain the East COLEX piping and inspect, clean, and characterize 22 tanks. UCOR supported the DOE-sponsored testing of a fogging agent to control mercury vapor. The COLEX mercury-removal project is part of a broader initiative to address large quantities of mercury resulting from decades of Y-12 operations.

UCOR also completed site preparation work on the Mercury Treatment Facility. The facility will reduce the amount of mercury in waters in Upper East Fork Poplar Creek and facilitate demolition of unneeded mercury-contaminated buildings.



A pipe being tapped and drained at the COLEX facility

Alpha-4 COLEX Project Mercury Recovered



4.61 tons
81 gallons

West COLEX: **3.49 tons**
East COLEX: **1.12 tons**

A worker pours recovered mercury into a container



Innovation

Workers at MSRE refurbished a 60-year-old crane in the high bay. They encountered challenges due to the age and condition of the unit. Today, the six-ton crane is certified for use and supported the removal of the internally contaminated probe glovebox.





West COLEX before and after mercury removal and demolition



Workers test a pipe cleaning technique (carbon dioxide blasting) to remove mercury and crust from a pipe in the Alpha-4 facility

Workers install secant pile walls as part of site prep work for the Mercury Treatment Facility



Waste Management

UCOR provides waste transportation, treatment, and disposal services on the Oak Ridge Reservation, including management of various landfills.

UCOR upgraded a sediment pond at the Oak Ridge Reservation Landfills to improve water quality in neighboring streams and proactively identified beneficial reuse of materials from the pond improvements. More than 450 tons of stone were reclaimed and reused. Over 1,500 cubic yards of removed soil was repurposed for landfill cover. Cattails removed during the pond regrading were transplanted to another legacy site's pond to mitigate erosion.

UCOR responded to heightened cyber security risks by developing a new integrated tracking system for waste and nuclear material data. Starting in 2020, the new system will enhance compliance with regulatory and contractual obligations and help thwart subversive efforts to interfere with orderly waste management and material tracking operations.

Workers at the Environmental Management Waste Management Facility (EMWMF) celebrated the low-level waste landfill's 16th year in operation. Since its

inception, EMWMF has received more than 160,000 shipments of waste weighing nearly 2 million tons. Recent accomplishments include approval of a final cover design, increasing capacity and extending the landfill's expected life by two years.

Repairs were made to a bridge abutment on a dedicated haul road that connects ETTP with the EMWMF. UCOR relies on the Haul Road to dispose of thousands of tons of debris and waste from demolition activities without having to use public roadways.

As another testament to Team UCOR's commitment to safety, an independent DOE assessment confirmed that TFE, Inc., UCOR's waste transportation subcontractor, is handling and transporting DOE hazardous and radioactive waste in a safe, compliant manner.

In February 2019, a major rainfall event, which dumped more than 11 inches of rain during a week-long period, created major challenges throughout the Reservation, especially at the landfills. Working around the clock, UCOR was able to address the issues that arose from the rainfall, managing massive amounts of water to ensure no releases or structural damage.



EMWMF



Workers make repairs to a bridge abutment for the dedicated haul road that connects ETTP with the primary onsite landfill disposal facility



Waste disposed of in FY 2019

| Location | Cubic yards |
|--------------|----------------|
| EMWMF | 128,402 |
| ORR Landfill | 40,611 |
| Other onsite | 25,578 |
| Off-site | 6,020 |
| TOTAL | 200,611 |



TRU overpack being labeled before shipment

Partnering

Working in partnership with UCOR, ORNL operating contractor UT-Battelle has set up its own waste certification program. This program allows UCOR to provide waste storage and shipment of ORNL transuranic waste to the UCOR transuranic waste storage facilities. Previously, shipments had to be processed at the Transuranic Waste Processing Center, repackaged, and shipped out of state for disposal.



UCOR has delivered

\$2.579 billion worth of work for **\$2.462 billion**

since contract inception (August 2011) through the end of FY 2019



More than 28 million cubic feet of waste safely disposed



5.5 million square feet of facilities demolished

5.9 million safe miles traveled



80 percent of subcontracted work awarded to small businesses (\$1.02 billion)



Cost Performance Index



The cost performance index (CPI) is the measure of the efficiency of expenses spent. CPI is equal to budgeted cost divided by actual cost. A value higher than one indicates a favorable condition, while a value less than one would be considered unfavorable.

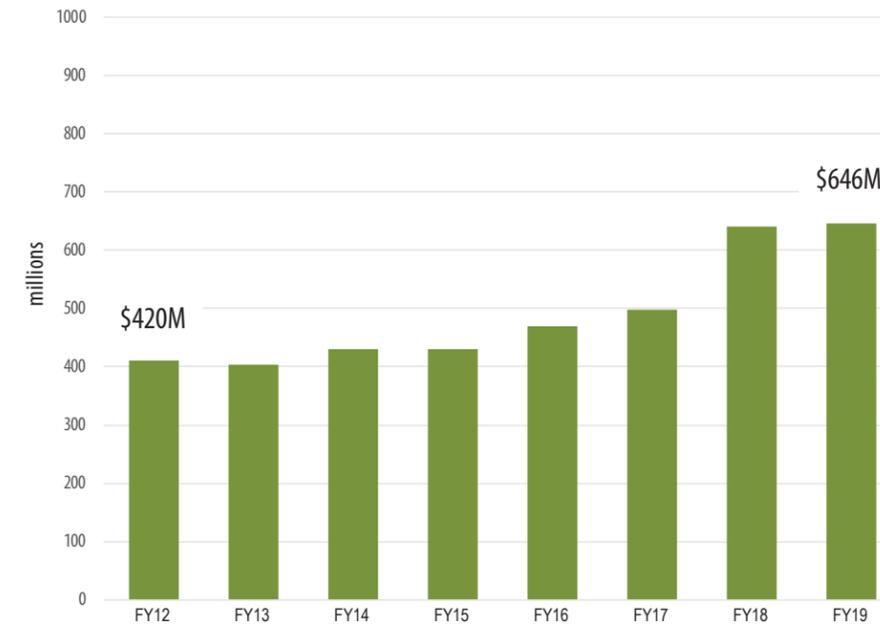
Schedule Performance Index



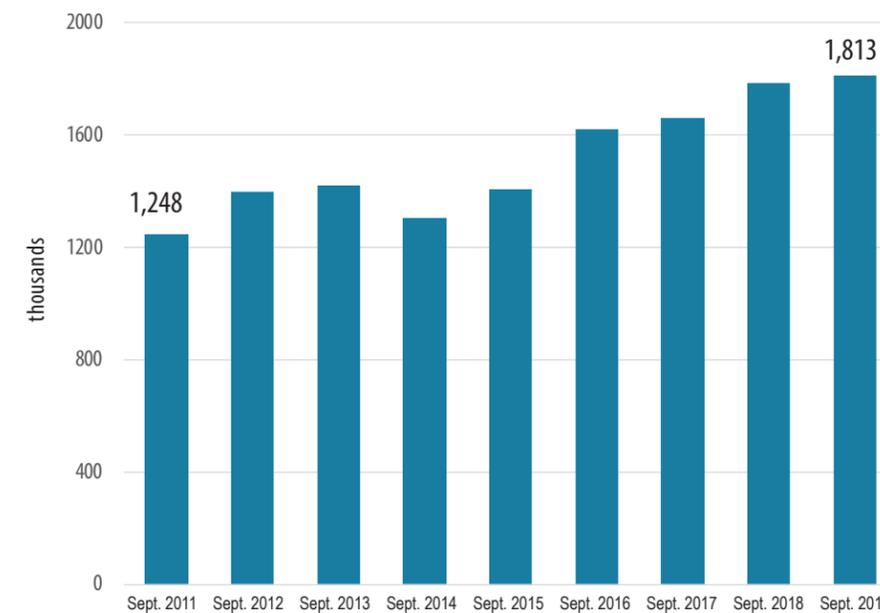
The schedule performance index (SPI) is the measure of schedule efficiency. It is predictive of whether a project will finish ahead of schedule, on time, or behind schedule. A value higher than one indicates ahead of schedule, while a value less than one would be behind schedule.



Funding
54% annual growth



Employment
45% increase in jobs



Community

Community involvement is a key aspect of UCOR's success. During FY 2019, UCOR contributed to a wide array of community programs, both monetarily and with volunteer hours, and engaged with area economic organizations. The underlying purpose of UCOR's philanthropy efforts is to serve the diverse populations of the East Tennessee region in four specific focus areas: children's advocacy, education and outreach, health and wellness, and conservation and preservation. UCOR has contributed more than \$2.25 million in our region during the past eight years.



Children's Advocacy

Focusing on the welfare, healthcare, and education of children



Education and Outreach

Preparing the next generation to enter the workforce



Health and Wellness

Promoting wellness through programs and activities that encourage healthy choices



Conservation and Preservation

Preserving the lands and contributions of the E'TTP site and associated natural assets

UCOR's support for children's advocacy, including volunteer hours, goes to help organizations that focus on the welfare, healthcare, and education of children, such as Second Harvest of East Tennessee's Food for Kids Program and East Tennessee Children's Hospital's Butterfly Dash and Burger Bash.

Through our educational outreach focus, we support science, technology, engineering, and math education programs at all levels (K-12, undergraduate, and beyond). Our activities included providing 36 mini-grants to teachers in 2019 to fund specific projects based on proposals they submitted. We contributed substantially to Pellissippi State Community College's new math and science building. We also supported the American Museum of Science and Energy, including a Family Science Saturday program.

Our health and wellness focus area provides support for employee engagement in area races, like the Secret City Half Marathon. UCOR executives serve on community boards related to this focus area, including East Tennessee Children's Hospital, Methodist Medical Center, and the American Society for Safety Professionals.

In our final focus area, conservation and preservation, we have provided both monetary support and board members for the Clinch Valley Trail Alliance, Foothills Land Conservancy, and the Legacy Parks Foundation. We also supported the Oak Ridge Children's Museum and provided funding for a flagpole at the new American Museum of Science and Energy.

During the year, our employees conducted a variety of fund-raising efforts to support the United Way. We have several executives serving on community boards, including the United Way, East Tennessee Children's Hospital, and Oak Ridge Public Schools Education Foundation.

UCOR also is a member of, sponsors events for, and participates in a number of community economic organizations. Those include the East Tennessee Economic Council; the Energy, Technology and Environmental Business Association; the Oak Ridge Chamber; and the Roane County Alliance. In addition, UCOR supports community and charitable programs by our labor unions, including the Atomic Trades and Labor Council, North America's Building Trades Unions, and United Steelworkers.

Butterfly Dash

UCOR raised more than \$3,600 for East Tennessee Children's Hospital in the Third Annual Butterfly Dash and Bash, held in Knoxville, Tenn. The event supported the hospital's Palliative Care Program. For the second year in a row, UCOR took home the prize for Most Creative Burger.





Family Science Saturdays

UCOR sponsored a series of educational opportunities for children by sponsoring Family Science Saturdays at the American Museum of Science and Energy in Oak Ridge, Tenn. Students were able to construct science-related gadgets, such as robots and generators, at the fun-filled sessions.



Food for Kids Program

Employees packed 1,000 food bags for Second Harvest of East Tennessee's Food For Kids Program. The bags provide essential nutrients to children who are at risk of hunger.



Ijams River Rescue

UCOR Wellness teamed with Ijams Nature Center for the 30th Annual River Rescue. The event is designed to clean up the Tennessee River and its tributaries.

School Supplies

One of UCOR's Local Safety Improvement Teams hosted a back-to-school supply drive. The proceeds were donated to a local elementary school in Oak Ridge.



Diversity



UCOR partnered with Pellissippi State Community College to present the East Tennessee Small Business Diversity Summit as part of our education and diversity outreach. The program, held at Pellissippi State, was designed to give small businesses tools and tips to build a more inclusive workforce.



Cheryl Cabbil

More than 80 people attended the event, which included Pat Harris, former Global Chief Diversity Officer and Vice President of Community Engagement for McDonald's Corporation, who talked about transforming the company's diversity culture. Also on the program were Accenture's Clifford Brown, who explained how they use Employee Resource Groups to build inclusion, and AECOM's Cheryl Cabbil, who talked about handling microaggressions that can result from both conscious and unconscious bias.

Workforce Development

UCOR is committed to ensuring that a dedicated workforce is available to perform the necessary cleanup work in future years. Even after cleanup of ETPP is completed, a great deal of cleanup will be necessary at other sites on the Oak Ridge Reservation.

Developing the next generation of cleanup workers is an ongoing and multi-faceted effort.

UCOR plants the seeds of interest at an early age by offering a Mini-Grant Program to area elementary, middle, and high schools to fund science, technology, engineering, and mathematics (STEM) education. The company also offers school-to-work opportunities for local high school students.

UCOR has worked in partnership with United Steelworkers to offer hazardous response and safety training to high school students in the region, providing the students credentials that will give them an advantage in finding work in the hazardous waste cleanup industry.

At the college level, UCOR collaborated with the University of Tennessee-Knoxville (UTK) to offer a decommissioning and environmental management minor in the nuclear engineering department. UCOR also participated in UTK's guest lecturer series, conducted student site visits, and sponsored a student design project, allowing seniors to work with UCOR engineers. UCOR collaborated with Roane State Community College on a chemical operators program, employing four students full time as apprentices.

UCOR has a summer internship program to bring in promising college students from around the United States, pair them with mentors, and provide valuable knowledge about the demands and key considerations of working in the cleanup industry. Several interns have transitioned to employment at UCOR.

Workforce development model



UCOR participates in the Millennial Nuclear Caucuses to help bring together the next generation of nuclear leaders to share experiences and expand the nuclear knowledge base. Within UCOR, the Rising Senior Leaders Program gives a boost to future leaders. It is

UCOR's signature 12-month development program for leaders who show great potential to rise to upper-level leadership positions. UCOR also sponsors NextGEN, a group for technical professionals who are early in their careers.

UCOR's Mini-Grant Program allows unique opportunities for students to learn about science and technology



UCOR NextGEN members helped inventory and organize the Aid to Distressed Families in the Anderson County school supply room

UCOR's workforce has grown by 600 personnel since contract inception.

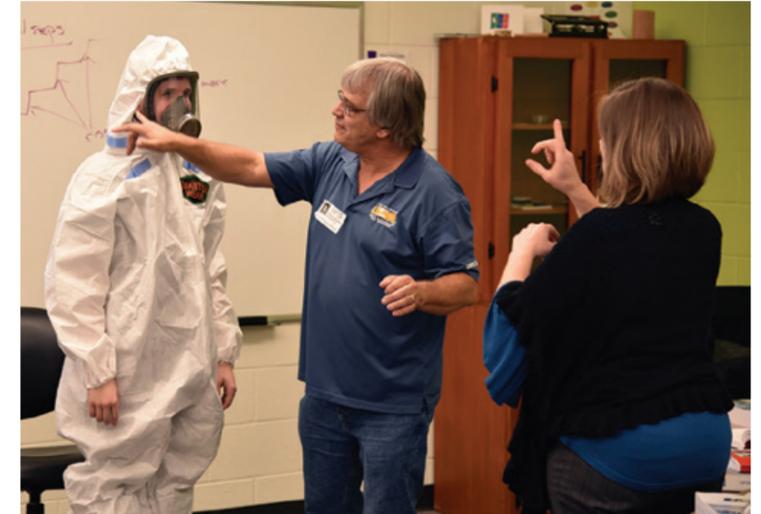
Recognition

UCOR's exemplary performance was noted several times in FY 2019. The company as a whole, plus individuals and teams within the company, were honored for their efforts. UCOR is especially proud of the honors it received from the Voluntary Protection Program, including the VPP Star of Excellence.



During the year, UCOR received three recognitions for sustainability efforts from national- and state-level organizations.

- Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Award from Green Electronic Council to ETTP
- Federal Green Challenge Award to ETTP from the Environmental Protection Agency's Sustainable Materials Management Program
- Recycling Innovators Award from the Tennessee Recycling Coalition (UCOR donated the \$1,500 award to the Michael Dunn Center, which provides services to individuals with developmental disabilities.)



Billy Edington's efforts to provide safety training in area schools helped garner him the VPPPA Outreach Award

UCOR's safety culture was also recognized, including the following awards:

- National Safety Council—more than 3 million safe work hours from August 2018 to May 2019
- Department of Energy Voluntary Protection Program Star of Excellence Award (third consecutive year)
- Voluntary Protection Programs Participants' Association (VPPPA) Safety and Health Outreach Award
- VPPPA Safety and Health Outreach Individual Award, Billy Edington
- VPP Contractor Champion Award, Maurice "Hoss" Brown
- National Safety Council Achievement Award

Individuals within UCOR were also noted for their achievements. These honorees include the following:

- UCOR President and CEO Ken Rueter was named to the National Safety Council's "CEOs Who 'Get It'" list, recognizing leaders who go above and beyond to protect employees on and off the job.
- UCOR Reindustrialization Manager Sherry Browder won the East Tennessee Economic Council's Muddy Boot Award, an honor given by the agency for individuals who have gone above and beyond the call of duty to make the community, state, and nation a better place to live and work.
- UCOR Chief of Staff Ashley Saunders was awarded the East Tennessee Economic Council's Postma Young Professional Medal, created to honor the accomplishments of young professional who have made an impact on the community.
- Harold Conner, UCOR consultant, was named a Fellow of the American Institute of Chemical Engineers.
- Stephanie Wilson received the Patriotic Employer award from the Department of Defense's Employer Support of the Guard and Reserve program.
- Bill Butler, an employee of subcontractor TFE, Inc., received the Distinguished Service Recognition and Hazardous Materials Professional of the Year awards from the Alliance of Hazardous Materials Professionals.



EETC award winners Ashley Saunders and Sherry Browder with UCOR President and CEO Ken Rueter

Labor-Management Partnership

UCOR understands that maintaining a strong labor-management partnership is key to completing work safely and efficiently. We work under a shared governance philosophy to ensure all voices are heard.

In FY 2019, UCOR continued its strong partnership with labor organizations to further advance our mission and develop our highly-skilled workforce. Our labor partners—Atomic Trades and Labor Council (ATLC) and the Knoxville Construction and Building Trades Council—support cleanup across the Oak Ridge Reservation.

Key elements critical to our labor-management success at UCOR are:

- Shared governance: all having a seat at the table
- Building strong partnerships: open forums to build mutual trust and respect to deliver complex, high-hazard work safely and effectively
- Consistent labor standards determination: ensuring labor and management grow together under a collaborative strategic plan

Workforce Development

UCOR's workforce development initiative focuses on training and professional development of the current and future labor workforce. UCOR sponsored development of

an associate's degree in chemical engineering technology at Roane State Community College by providing funding and curriculum development. To ensure success of this program, UCOR partnered with the ATLC to hire four students enrolled in the current program, allowing students to have a living wage while attending school. As ETPP work for members of the United Steelworkers (USW) union began to wind down, UCOR worked with the unions to place 49 USW workers in ATLC positions.

Safety and Health

To ensure the safety and health of its workforce, UCOR promotes several programs and activities to achieve zero injuries at work, home, and play. Safety and wellness initiatives include management, exempt, and labor employees. Safety activities specific to the labor workforce include:

- Monthly Safety Advocate and Stewards Meeting, creating a forum to voice safety issues and concerns
- Quarterly Union President's Dinner, establishing a working partnership between union leadership and UCOR's Office of the President

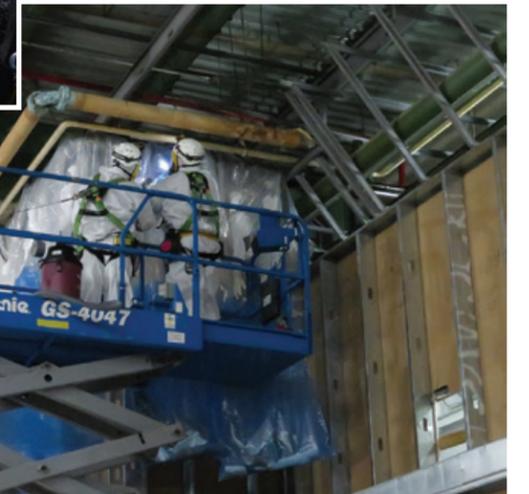


- Numerous activities and forums to address the national opioid abuse crisis

Best in Class

UCOR has been recognized as an industry leader in labor-management relations. In FY 2019, DOE conducted assessments for the VPP recertification assessment and to

review the maturity of the safety culture. Both assessments found strong management leadership and interface with unions and an employee base that felt ownership of its safety program. On several occasions throughout the fiscal year, labor organizations have invited UCOR leadership to address their national membership on various safety and leadership topics.



The changing landscape at ETPP



Going East Enabling Vision 2024

ETTP has undergone a major transformation through the years, and UCOR will be proud to bring this historic project over the finish line when cleanup is completed in 2020. Known as DOE's Vision 2020, the cleanup completion will reduce risk to workers, the public, and the environment while enabling cleanup resources to continue to transition to the east portion of the Oak Ridge Reservation—Oak Ridge National Laboratory and the Y-12 National Security Complex. It will also leave behind a thriving multi-use industrial park, national park, and conservation area.



Before cleanup



2019

DELIVERING
VISION 2020





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