





Fiscal Year 2023 Annual Report

The future begins with cleanup





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Preparing for the future through today's cleanup

DOE's science and defense missions on the Oak Ridge Reservation and the future of Oak Ridge are closely linked to our cleanup operations, outcomes, and performance, which progressed significantly in Fiscal Year 2023.

This connection to the future is no more evident than in what is happening at Heritage Center (East Tennessee Technology Park), where we've gone from cleanup to clean energy.

Our historic cleanup of this former gaseous diffusion plant has led to a nuclear renaissance, where the development of clean, safe nuclear-power-generated energy will be realized by private industry located at the site, which is now a thriving industrial park. I am proud to be afforded the opportunity to help facilitate this renewed focus on clean nuclear energy as a member of the Tennessee Nuclear Energy Advisory Council, which is addressing the creation and expansion of nuclear ecosystems across the state.

Cleanup operations at Oak Ridge National Laboratory (ORNL) and the Y-12 National Security Complex logged numerous accomplishments during the past year. We saw another reactor successfully demolished at ORNL—the Low Intensity Test Reactor. As with the Bulk Shielding Reactor that came down last year, this facility presented unique challenges, but thanks to our ingenuity and perseverance, we were able to safely complete that project. At Y-12, we are continuing to prepare massive buildings for future demolition and continued consultation on the site's Mercury Treatment Facility, which is under construction. At the Transuranic Waste Processing Center, we resumed shipments of transuranic waste for disposition, making 16 shipments (582 drums) during the fiscal year as we continue reducing the amount of legacy transuranic waste on the Reservation. We also broke ground on an important new facility for the Oak Ridge Reservation—the Environmental Management Disposal Facility, which will handle the waste generated from future cleanup operations. We are continuing soil remediation efforts at Heritage Center, looking to successfully wrap up that work in 2024 as part of the Vision 2024 Strategic Plan.

The foundation for all this success has been a world class safety culture that was recognized during the year with numerous awards, as detailed in this report. Safety continues to be the prerequisite to work. We will not perform work unless we can ensure the safety of our workers and the environment.

We are committed to being a leader in sustainable practices, finding ways to reuse and recycle materials when possible, and using innovative cleanup methods that reduce waste. We perform all aspects of work with sustainability in mind.

Our organizational structure has also been key to our accomplishments. As we adjusted to address the new contract type and our task order approach to work, we have assembled a top notch team that is leading an amazing workforce. Our organization not only focuses on developing our current workforce, but also cultivating the future workforce through a variety of workforce development endeavors that are helping recruit the best talent to our company. We are focused on promoting diversity, equity, and inclusion not only in our recruitment efforts but also throughout the company structure.

With our commitment to excellence, we are poised to deliver our strategic plan—completion of work at Heritage Center, removal of excess facilities in ORNL's central campus, and decommissioning of mercury-contaminated facilities at Y-12—marking another important milestone on the Oak Ridge Reservation.

Sincerely,





Overview

From addressing high priority and high-risk cleanup to supporting our community, UCOR made great progress and had many notable outcomes in FY 2023.

Addressing national priority, high risk cleanup

During Fiscal Year (FY) 2023, UCOR completed two DOE Office of Environmental Management national priority cleanup project milestones: demolishing the Low Intensity Test Reactor and breaking ground for the Environmental Management Disposal Facility (EMDF), which will handle Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) waste from cleanup at ORNL and Y-12. These projects are detailed further in this report. UCOR also completed a great deal of high risk work, such as removing a paperclip-size wire in the last remaining hot cell at the former ORNL Radioisotope Development Laboratory. Though small, removal of this component was a major undertaking and removed a significant risk.

UCOR's experience, honed from years of addressing cleanup challenges at East Tennessee Technology Park (ETTP), has uniquely positioned us to successfully tackle the challenges and cleanup needs at ORNL and the Y-12 site.

A nuclear renaissance

While cleanup operations are underway at ORNL and Y-12, our successful cleanup of ETTP is paying dividends in economic development and clean energy production. In addition to the numerous private businesses that have located at ETTP, the site is poised to become a hub for clean energy. It already hosts three solar arrays and will soon be a key player in a renewed focus on clean nuclear power. A \$100 million investment in a demonstration reactor will allow reuse of land where a massive enrichment building stood.

Tennessee Governor Bill Lee has shown tremendous support for advancing the nuclear energy industry. UCOR was honored to have its president and CEO named to an advisory council that will formulate plans to implement a strategy that builds upon progress seen in Oak Ridge.

Notable outcomes

UCOR made significant achievements during FY 2023, as you will see in this report. It highlights some of our major project successes. Soil remediation at ETTP is steadily progressing as land is being prepared for future use. New businesses are locating at ETTP, and work commenced on a viewing platform that will overlook the footprint of the historic K-25 Building.

The historic removal of two reactors at ORNL is only the beginning of the cleanup planned at that site during the next several years. In FY 2023, UCOR disposed of more than 124,000 cubic yards of debris generated from cleanup activities at all three Oak Ridge Reservation sites.

Massive facilities are also awaiting demolition at Y-12. We made great strides in deactivating those facilities to prepare them for demolition.

Safety before schedule

UCOR has always been a safety-focused organization, and as this report details, we have received many awards for our safety culture and safe performance. UCOR constantly stresses to the workforce the need to maintain a questioning attitude, stop work if something doesn't seem right, and look out for their coworkers. Through our award-winning Mission Ready Program, we have continued delivering important safety messages. We have always stressed that safety is the first priority, and to underscore that commitment, we increased our emphasis this fiscal year that schedule will never come before performing work safely. It's not a new message—our safety culture has always advanced our safety-first priority—but we wanted to maintain this constant emphasis to ensure our workforce goes home at the end of the day in the same safe condition they arrived.

Supporting our community

UCOR supports the local community not only through monetary donations but also with members of our management team and workforce devoting time to various causes. Our support spans four primary areas: children's advocacy, education and workforce development, health and wellness, and conservation and historic preservation. We have invested more than \$3.7 million in the local community since the beginning of UCOR's original contract in 2011.

UCOR is also committed to supporting our diverse communities. We have created partnerships with minorityserving and historically black colleges and universities, and in FY 2023, we conducted a career fair in the predominantly minority Scarboro Community in Oak Ridge.

Preparing for the future

UCOR's cleanup operations are not only removing risks across three sites on the Oak Ridge Reservation, but they are also freeing up space for future science missions at ORNL and national defense missions at Y-12.

Our successful cleanup of ETTP as well as the ongoing soil remediation at the site are making land available for industrial development, which includes clean energy initiatives.

Our Nuclear Operations team continued ensuring the integrity of ORNL's liquid and gaseous waste treatment systems and conducting surveillance and maintenance activities. The team's responsibilities expanded to include the Transuranic Waste Processing Center (TWPC), where crews successfully shipped 582 drums of waste for disposal.

UCOR's cleanup work is essential to DOE's future operations on the Oak Ridge Reservation. The risk reduction and availability of land for future missions is one reason we have adopted the phrase "the future begins with cleanup." We are proud to have such an instrumental role in shaping the future of Oak Ridge.







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Organizational Excellence

UCOR's lines of service play an important role in cleanup, sustainability, and operational efficiency.

Sustainability

UCOR continues to prepare for the future by implementing innovative solutions and enabling opportunities to support sustainability and clean energy initiatives. UCOR takes a three-prong approach to leading the country in sustainability:

- » **Thought leadership:** actively participating in conferences to share our story, provide lessons learned, and engage with DOE and business leaders
- » **Project initiatives:** implementing efforts at a variety of scales to demonstrate that every team member has a part to play in sustainability. Initiatives include:
 - Electric vehicle (EV) program initiated to meet DOE's goal of moving to an all-EV fleet.
 - An award-winning water management project at the Environmental Management Waste Management Facility (see more information regarding the DOE sustainability award on p. 44).



UCOR receives its first fully electric vehicle

- Vulnerability Assessment and Resilience Plan: conducted assessment of risks and threats from climate change to ensure preparedness and coordinated with other sites to align climate impact models.
- UCOR Free Store: a virtual exchange listing of excess materials readily available, previously used, and currently in storage.
- Sustainable Product User Demonstration Program: sustainable products evaluated and tested for use as an alternative to non-bio preferable options.
- » Industry and workforce engagement: supporting economic development opportunities that enable clean energy and other innovative technologies through land transfers and beneficial reuse programs; also implementing workforce development efforts to facilitate workforce of the future, advancing next generation cleanup.

Regulatory

In conjunction with the Federal Facility Agreement (FFA) that governs cleanup actions, a renewed regulatory partnership framework was implemented to ensure effectiveness and support decision-making needed to advance cleanup. Since implementing the new regulatory partnership framework, OREM and UCOR lead the nation in completed restorative cleanup tasks.

In FY 2023, UCOR met 17 FFA milestones with 37 documents approved. The approval of regulatory documents feeds the pipeline of field remediation and allows progress to continue. Recent achievements include:

» Two groundwater Proposed Plans at ETTP that will help define the path forward on groundwater remediation

- » EMDF Remedial Design/Remedial Action Work Plans
- » Multiple Phased Construction Completion Reports for completed remedial actions
- » Several addenda and errata to Records of Decision and Remedial Investigation Work Plans across the ORR

Technical, Engineering, and Nuclear Safety Group

The Technical, Engineering, and Nuclear Safety Group (TENS) developed a strategic plan with four overarching goals that will be re-evaluated annually. Teams assigned to each of the four goals made significant progress by the end of the fiscal year.

- » Team A. Create a best-in-class employee development program. The team launched an employee development cohort program with 50 people in five cohorts. They also facilitated professional development planning sessions for 96 staff members.
- » Team B. Improve the approach to providing technical solutions. Among this team's goals were chartering a Technology Development team that meets biweekly and rechartering a Mercury Review Committee with OREM and UCOR co-chairs. They also developed an engagement strategy to better understand the technology needs of the operations teams. At the end of the fiscal year, the team was preparing to declare completion on all of its goals.
- » Team C. Identify digital transformation projects/opportunities in TENS. This team's eight goals included standing up a new Digital Transformation organization with specific goals related to integrating the Transuranic Waste Processing Center into the overall UCOR infrastructure. Other team goals were to initiate a mobile work control system through Maximo and a custom reporting system using Power BI for data visualization, which tracks and trends employee charging practices.
- » Team D. Strengthen design engineering capabilities in support of construction projects. This team's three goals included making engineering design documents more congruent by developing construction-focused design specifications. They also clarified legal limits and responsibilities for Professional Engineering stamping of design drawings and documents.

Critical Projects

The Critical Projects group was created to have a concentrated effort on projects that are vital to the UCOR environmental cleanup mission. During the past fiscal year, significant progress has been made across all of the critical projects.

EMDF had a number of significant accomplishments in 2023 following the Record of Decision (ROD) the previous year. The EMDF project was successfully broken down into subprojects to allow the projects to progress through the Critical Decision process at an expedited pace. The first subproject, Early Site Preparation, kicked off with a groundbreaking ceremony on August 2, 2023, with field activities beginning that same day. The second subproject, Ground Water Field Demonstration, had all of the regulatory documents completed and submitted.

To address the increasing level of infrastructure and construction-related activities, UCOR is being tasked to perform in support of our cleanup mission, Strategic Partnership Projects, and other critical projects across UCOR, a Construction Management Support Organization (CMSO) has been established. This organization is responsible for all construction-related resourcing as well as establishing programs, policies, and procedures.

The CMSO provides project and construction management oversight of several construction projects originating in the Critical Projects organization, including EMDF site preparation, Outfall 200 Mercury Treatment Facility Construction, the Landfill V Area 5 Buildout, the Alpha-2 utility reroutes, infrastructure buildout projects, and stormwater upgrade work on the Heritage Center footprint. CMSO also provides construction management oversight to construction projects originating in other UCOR organizations.

Progress continued on construction of the Outfall 200 Mercury Treatment Facility. On May 14, 2023, nearly 1.5 inches of rain fell in a 30-minute period, significantly impacting the headworks facility with more than 20 feet of water collecting in the lower portion of the site. UCOR supported recovery efforts to stabilize the crane, conduct electrical inspections/power restoration, and clean up the site. At the headworks site, the first lift concrete walls are complete on both major structures—the Storm Flow Pump Station and the Grit Flow Chamber. The second lift

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Flooding at Outfall 200 MTF site

walls were in progress at the end of the fiscal year with rebar and formwork being installed. Backfill of the excavation was also in process. At the headworks site, 1,800 yards of concrete have been placed with 200 tons of rebar installed. At the treatment site, work continued with erection of the 500,000-gallon equalization tank. This vital piece of infrastructure will open the door for demolition of Y-12's large, deteriorated, mercury-contaminated facilities and subsequent soil remediation by providing a mechanism to limit potential mercury releases into the Upper East Fork Poplar Creek.

Contract and Performance Assurance

The Contract and Performance Assurance Team effectively managed UCOR's on-time submittals of 510 corrective action plans and completion of 707 corrective actions. UCOR's performance in managing and identifying issues (including opportunities for improvement) is among the best in the DOE complex as proven through engagement in external working groups and benchmarking requests from other DOE sites. The average age of all issues, independent of significance level, has seen a 56% decrease compared to FY 2022.

The team also led the planning and performance of four assessments to evaluate programs (i.e., electrical safety, waste management, radiological protection, and TWPC work planning and control and conduct of operations) leveraging external industry technical experts. UCOR successfully completed the development and rollout of the Enterprise Risk Management (ERM) program. This program included the successful digital transformation effort to establish a new centralized risk management database, Active Risk Manager, that is used for enterprise and project risks. The ERM program has enhanced UCOR's ability to identify and document high level strategic risks that could impact UCOR's strategic visions.

The ERM program captures risk impacts beyond the typical cost and schedule impacts by utilizing an eight-category risk matrix that captures the impact on cost, schedule, strategy, reputation/trust, operations, health/safety, regulatory & compliance, and security. Additionally, the ERM program engages with Level 2 managers to identify risks (threats and opportunities) beyond the typical project risks that could result in disruptions or enhancements to UCOR's operations.

Project Integration and Business Services

During FY 2023, UCOR and OREM demonstrated effective partnering while implementing the Indefinite Delivery Indefinite Quantity (IDIQ) contracting model. UCOR prepared and submitted 13 task order proposals in support of the task-based IDIQ approach and worked collectively with the DOE Oak Ridge Office of Environmental Management (OREM) to develop a strategic negotiation/ definitization plan ensuring that field execution was not delayed. UCOR and OREM developed an IDIQ subtasking contract model, providing an annual project cost savings of ~\$4.8M to \$6M, representing additional resources and system enhancements that would be required under a separate contract-to-task-order alignment approach. Throughout this process, UCOR demonstrated effective use of earned value data to project Variance at Completion (VAC) and To-Go Cost Performance Indices. UCOR used data from the in-progress Performance Measurement Baseline (PMB) and estimate detail for scopes of work not yet implemented into the PMB. Variance at completion (VAC) analysis presented a challenge with eight Request for Equitable Adjustment packages submitted, representing realized risk items due to unforeseen field conditions. UCOR performed detailed analysis of Estimate at Completion projections as well as changed condition estimates and provided real-time VAC forecasts to OREM for Task Order 3.

As part of the End State Contract Steering Committee team, Project Integration and Business Services supported development of a Task Order 3 extension strategy to support the OREM proposal review and negotiation timeline. Project Integration implemented the definitization Baseline Change Request for Task Order 3, aligning the PMB with the contract modification. UCOR implemented a modification to Task Order 3, extending the period of performance an additional four months through November 2023. UCOR also implemented Task Order 8-1 for EMDF early site preparation.

Information Technology

The Information Technology (IT) team continued digital transformation efforts for future upgrades to make the company more efficient and sustainable. To ensure security of UCOR's networks, the team successfully implemented in-person phishing training. UCOR's "phishing-prone" percentage, at 3.8, is well below the government industry standard of 6.1 percent. The IT team completed the TWPC SharePoint migration project, moving all documents from the TWPC SharePoint farm to the UCOR network. We also completed in-house design, configuration, and installation of a new development Voice over IP solution for desk phones, successfully migrating to a new call manager and establishing inbound/outbound calling. This effort includes a new 1-800 number for the UCOR IT Helpline.

Another milestone was the IT team's completion of the UCOR guest wireless replacement project, replacing 93 Aruba wireless access points and its Aruba controller as well as the end-of-life TWPC Cisco wireless system. The legacy system was replaced with 149 Unifi access points across the entire UCOR footprint.

Telling our story



Communications

UCOR's Communication team kept the workforce up to date through 181 issues of *Today's Newsline* and 70 messages. The team also produced the FY 2022 UCOR Annual Report and DOE Cleanup Progress publications.

Communications generated more than 130 media stories, which included a *Radwaste Solutions* cover story on decommissioning work at ORNL. UCOR was featured in 26 articles in DOE's weekly *EM Update*. On social media, UCOR met or exceeded industry benchmarks in growing the number of followers.

Our video team produced more than 75 videos on UCOR's YouTube channel and provided extensive video support to OREM's *Energycast* program. Other major accomplishments included managing the groundbreakings for the EMDF and the K-25 Viewing Platform, hosting tours of the reservation, and coordinating a multitude of meetings and events.

Task Order Delivery

UCOR's contract is based on completing task orders, a type of contracting that is saving taxpayer dollars while ensuring efficient, effective cleanup.

UCOR's contract is part of OREM's end state contracting model (ESCM), which focuses on accelerating cleanup while reducing environmental liabilities. The goal of the ESCM is to achieve measurable results toward completion of the OREM mission on the Oak Ridge Reservation by accomplishing the maximum amount of environmental cleanup over the next eight years at the best value to the U.S. taxpayer.

The \$8.3 billion Indefinite Delivery/Indefinite Quantity contract uses task orders that provide specific scope and cost for designated periods of performance for various cleanup activities. In FY 2023, UCOR began work under Task Orders 3, 7, 8-1, and 9-1. These task orders put in place new scope to work toward DOE's end state goals. The future Task Orders 4-1, 5-1, 6-1, 10, and 17-1 have been submitted, are being negotiated, and are expected to be awarded in FY 2024.

Task Order 3

End State Phase-In: The Task Order 3 period began October 1, 2022, with a 14-month period of performance, ending November 26, 2023, to keep existing work ongoing to meet enforceable regulatory and stakeholder commitments and progress toward end state completion objectives. UCOR has continued to partner with DOE during the performance of Task Order 3 to negotiate future Task Orders 4 through 10.

Task Order 7

ETTP Soil Remediation End State: The Task Order 7 scope spans from August 1, 2023, through July 16, 2026. The task

Task Order		Period of Performance
TO 3:	End State Phase In	October 1, 2022 - November 26, 2023
TO 4-1:	Core Functions and Post-Retirement Benefits/ Long - Term Disability and Pension	November 27, 2023 - September 30, 2025
TO 5-1:	ORNL Central Campus and Melton Valley Priorities - Phase I	November 27, 2023 - February 1, 2033
TO 6-1:	Y-12 Former Mercury Use Facilities and Bear Creek Valley Priorities - Phase I	November 27, 2023 - October 27, 2033
TO 7:	ETTP Soil Remediation End State	August 1, 2023 - July 16, 2026
TO 8-1:	Environmental Management Disposal Facility - Subtask 1	July 24, 2023 - September 11, 2024
TO 9.1:	Mission Support Facility - OF200 Mercury Treatment Facility Line Item	July 24, 2023 - January 27, 2025
TO 10:	ETTP Final RODs/Remedies/Closure - Subtask 1	November 26, 2023 - October 27, 2034
TO 17-1:	Infrastructure for ORNL and Y-12 Cleanup	December 4, 2023 - April 28, 2026

order includes scope to reduce environmental liability and risk at the East Tennessee Technology Park (ETTP). UCOR will complete the environmental remediation end state for ETTP Zones 1 and 2 soils. All that remains for Zone 1 is regulatory closure documentation and necessary post-ROD monitoring and implementation of Land Use Controls.

Task Order 8-1

Mission Support Facility – EMDF Early Site Preparation: Task Order 8 Subtask 1 began July 24, 2023, and will continue through September 11, 2024. It will not be considered complete until the end state is achieved. EMDF early site preparation includes preparing the area for the construction of EMDF. The construction of EMDF is included in a separate future task order.

Task Order 9-1

Mission Support Facility – OF200 Mercury Treatment Facility: Task Order 9-1 period of performance began on July 24, 2023, and goes through January 27, 2025. During the facility startup testing and construction, UCOR is providing ongoing project management support for construction management and integration functions, including scheduling, cost and progress control, tracking, reporting, and risk management.



Early site preparation at the EMDF site is part of Task Order 8-1; construction of the facility will be covered in a separate task order.



Task Order 7's scope involves environmental remediation at ETTP

Cleanup Progress

Task Orders 3 & 7

With major demolition and remediation at ETTP completed, UCOR is performing remedial actions at the site. UCOR is also responsible for cleaning up excess contaminated facilities at ORNL and Y-12 and managing waste disposal complexes to ensure appropriate disposition of waste from cleanup activities.

Heritage Center (East Tennessee Technology Park)



As UCOR looks to complete all soil remediation activities at ETTP in 2024, crews made tremendous progress during FY 2023.

Major cleanup at ETTP was completed in 2020, leaving soil remediation as the main focus. Since then, crews have removed thousands of cubic yards of contaminated soil and replaced it with clean fill.

For remedial action purposes, ETTP is divided into various parcels, called exposure units (EUs), and specific remediation activities are performed per EU. One of the largest ongoing projects is EU-21, an approximate oneacre site that encompasses the area within the U-shaped footprint of the mile-long K-25 Building. The site is being contoured with select areas backfilled. More than 65,000 cubic yards of soil were removed from the site in FY 2023. Once completed, which is expected in Spring 2024, the site will be included in the Manhattan Project National Historical Park. UCOR completed remediation of the former Building K-631 site within EU-13—located in the Poplar Creek area—about \$1.6 million below the projected cost. Workers in the former Building K-631 withdrew gaseous depleted uranium hexafluoride from the uranium enrichment cascade. Workers also completed remediation of the Building K-131 site within EU-13. Building K-131 provided purified uranium hexafluoride to the uranium enrichment cascade. Also at EU-13, workers completed excavating and backfilling the K-1131 ash pit and completed remediation work in the K-1131 area. UCOR is ahead of schedule in EU-13 and well positioned for successfully completing Vision 2024's ETTP soil remediation.

Cleanup on the banks of Poplar Creek, which winds through ETTP, took a major step forward with removal of transite from a 400-foot section of the creek bank. Transite is a type of manufactured material used in the construction of



EU-13 excavation





EU-21 excavation

various facilities at the site. Crews removed 209,720 pounds of transite from the bank area and disposed of it at an onsite waste disposal cell. The bank was covered with riprap to prevent erosion until the vegetation is reestablished.

UCOR teamed with Sevenson Environmental Services (SES) to perform remediation of the EU-19 mudflat as part of a time-critical removal action. The mudflat is located at the end of a ditch that empties into Poplar Creek and was contaminated during past site operations. Access to the mudflat was not possible from the land side of EU-19 without removing almost an acre of wooded creek bank and up to 8,000 cubic yards of soil. Given the difficulty of accessing the site, UCOR engaged with SES to perform a first-of-its-kind for ETTP remediation from a floating work platform positioned in Poplar Creek. Excavation, soil packaging, and site restoration of the mudflat soils were completed. The containers of soil were removed from the work platform for characterization and disposal by UCOR. An impermeable barrier was installed over the excavated area and the entire area was covered in riprap.

At EU-39—where Building K-1420 once stood—crews not only removed thousands of cubic yards of soil but also removed suspected mercury piping found in the northwest corner of the K-1420 footprint. At EU-16, which is located in a



Transite removal from the banks of Poplar Creek

classified burial ground, crews completed excavation of the K-1064-M North Trash Slope. All the material was removed, which included friable asbestos and higher activity materials, was transferred to a bermed area, sorted, and segregated for sampling. Approximately 2,900 cubic yards of waste was excavated/segregated, with more than 2,000 cubic yards shipped to an onsite disposal facility.



Crews accessed the otherwise unreachable mudflat in EU-19 by barge

Innovation

Robotics aid in the repair of underground stormwater piping

A high-tech robotic camera helped crews repair an underground stormwater piping system at ETTP. The camera looked for opportunities to use in situ pipe repair technology rather than replace old, deteriorated piping before the system is transferred to new ownership.

In situ—or "in place"—repair involves a process called "slip lining" where plastic or vinyl is used to create a hardened liner inside existing pipes, restoring them to full use without the cost of replacement. UCOR purchased the sophisticated, flexible camera specifically for this purpose with an eye toward future pipe inspections elsewhere.









Excavation activities at EU-39, former site of Building K-1420



Innovation

Rail shipments used to remove hazardous soil at Heritage Center

Approximately 3,100 cubic yards of the soil in EU-21 was F-listed material—waste from manufacturing and industrial processing that is considered hazardous requiring offsite disposal.

The material was to be packaged in B-25 boxes that hold up to 3 cubic yards of soil per container. Loading over 1,000 B-25 containers is a very time-consuming effort and would require over 200 over-the-road truckload shipments to complete. Due to recent constraints in the U.S. supply chain affecting B-25 container construction and long-haul trucking, this loading operation posed a significant challenge.

The project team, in conjunction with waste and transportation personnel, elected to pursue using rail for bulk disposal of the material to reduce schedule and avoid the supply chain challenges. UCOR partnered with Perma-Fix Environmental Services, Inc., which maintains authorized scope for low-activity waste disposal services and an established rail transload facility, and initiated rail shipments in March 2023. Overall, the effort reduced the schedule for packaging and disposal of the F-listed soil by six months and freed resources to perform additional remedial action scope at Heritage Center.





Task Order 3

Oak Ridge National Laboratory



Continuing to change the skyline at ORNL, UCOR demolished the Low Intensity Test Reactor (LITR)—the second reactor to come down at ORNL. Last fiscal year, workers demolished the Bulk Shielding Reactor. Removing both reactors eliminates two highly contaminated facilities, returning land to ORNL for future science missions. UCOR also worked to remove other structures as cleanup steadily progressed at the site.

Low Intensity Test Reactor

The team began demolishing the LITR (Building 3005) in February 2023. Built in 1949, the LITR had a unique history as one of the first research reactors used as a test facility for the Materials Testing Reactor. It was also used for mock-ups for criticality testing.

The reactor site posed unique challenges, including working within a very small footprint (7,154 square feet) and managing boundaries with facilities in close proximity. The demolition produced more than 1.1 million pounds of waste, which had to be sorted, tested, analyzed, and reduced before being disposed of at an onsite disposal facility or segregated and packaged for offsite disposal.

When demolition was complete, the massive reactor structure (35,600 pounds and 30 feet long) was removed and placed in a custom-made carbon metal container for eventual shipment. Workers were able to remove the reactor in one segment because it was not submerged in a pool, which allowed efficient access to the entire structure. The reactor did not require segmentation and cask shipping for any one section. The carbon metal container designed



Workers remove siding from the Low Intensity Test Reactor



PO: 0025518 UCOR 240 VALEBOUSE RD. 046 REDGE, TN 37830

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Lowering the 3005 reactor into a specialized container

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PR: OCCSS18 UCOR MURENCED UEDR: N.Z.C

Jucon



Workers use a crane to remove waste from the Oak Ridge Research Reactor

to transport the reactor weighed 20,000 pounds. It was designed and built to meet the reactor's oversized width and height. The container was designed with a removable top to accommodate the loading of the reactor. Once loaded, there was no longer open access to the reactor and all penetrations were sealed.

3042 Oak Ridge Research Reactor

Finding a technique to clarify water in the reactor pool in the Oak Ridge Research Reactor (Building 3042) was a top priority. Fluorescein dye in the pool made the water cloudy. The project was focused on reactor pool water treatment and segmentation of small components near the pool surface.

While working to increase the pool clarity, the team moved the project forward by incrementally lowering the pool level and removing components exposed above the water surface. In total, approximately 67,000 gallons of water were drained in 15,000 – 20,000 gallon batches. The water was evaluated and subsequently pumped to another facility for processing.

At the end of the fiscal year, crews were removing irradiated items from the reactor pool and segmenting and packaging the items in waste containers for eventual disposal.

Oak Ridge Graphite Reactor support facilities

Crews made great progress at the Oak Ridge Graphite Reactor (OGR) facilities in FY 2023. The three facilities UCOR is deactivating are the Filter House (Building 3002), the Fan House (Building 3003), and the Exhaust Stack (Building 3018). At the Filter House, crews found filters still remaining that were originally thought to have been removed during decommissioning, including the first stage filter. At the end of the fiscal year, the deactivation team had removed filters in two of the four filter cells and was over 50% complete in the third filter cell. In addition, the deactivation team was developing a process to remove the canal water and sludge in the Filter House.



Innovation

Custom UV light-enhanced oxidation system helps with water clarity

UCOR initially treated the cloudy pool water in the Oak Ridge Research Reactor using a continuous filtration and a granular activated carbon treatment. When standard technologies were ineffective, the reactor pool was partially drained and an innovative treatment was implemented. A custom UV-light-enhanced chemical oxidation system was designed, built, tested, and certified to meet Underwriters Laboratories requirements. With this system, the team successfully removed the dye and reached full pool clarity.



3026 hot cells

FY 2023 was very successful for the team working on the former Radioisotope Development Laboratory (Building 3026) hot cell project. Workers safely located, characterized, removed, and packaged a paperclip-size, highly irradiated wire from the facility's last remaining hot cell. Building 3026 is listed as one of the most highly contaminated excess facilities at ORNL.

Finding and removing the highly irradiated wire from a debris-scattered floor of a former hot cell structure was a priority. Workers searched for the source from a location 25 feet above the floor. Achieving that milestone took lots of ingenuity and effort to ensure the work could be done safely. After performing mock-ups and practicing handling techniques, workers successfully removed and packaged the wire. Removal of this wire represents one of the most significant nuclear evolutions ever performed by UCOR.

Isotope Row

Deactivation activities continued along ORNL Isotope Row, which consists of buildings and structures constructed in the 1950s through 1960s for processing radioisotopes. Deactivation activities workers conducted included removing contaminated materials and hazardous waste such as transite duct, laboratory hoods, glove boxes,

ventilation exhaust pipes, process drains, and lead.

At the Radioisotope Production Lab-B (Building 3029), crews removed the last of the rooftop HEPA filters from the filter housing. When in operation, the filters provided final filtration for the local ventilation exhaust from the building. Workers sampled, characterized, and safely disposed of the filters.



Work inside 3026 tent structure erected over the hot cell

3517 Fission Production Development Lab

Workers began the initial phase of hot cell investigation at the Fission Production Development Lab (Building 3517). By the end of the fiscal year, surveys were completed in six cells and the service tunnel.

Crews were also preparing to complete surveys for the remaining 13 cells. Additionally, the team restored a 20-ton overhead bridge crane that will be used to support later phases of the hot cell investigation and deactivation activities.

Additional deactivation and demolition progress

At ORNL's Fission Product Pilot Plant (Building 3515), crews constructed a containment enclosure with HEPA-filtered negative air to protect the environment from a potential contamination release during characterization. Crews characterized two hot cells in the facility. The data obtained will be used to support a safety basis revision as well as planning for future deactivation activities.

Crews began work to place the ORNL 3544 Process Waste Treatment Complex into cold and dark status—all potential hazardous energy sources are isolated—by removing all combustible materials from the complex, installing temporary power, and rerouting steam and potable water to the Influent Pump Station (Building 4001). Rerouting the steam and water lines was necessary for the pump station to continue operating.

The UCOR team placed ORNL's Transuranium Research Laboratory (Building 5505) in the cold and dark status. As part of this effort, laborers removed loose, combustible material from the building while UCOR electricians installed temporary power and performed secondary electrical isolations.



Planned and ongoing cleanup work at ORNL

2023 ORNL achievements by the numbers





Waste removal from the 3544 Process Waste Treatment Complex

Task Order 3

Y-12 National Security Complex



Two UCOR projects at the Y-12 National Security Complex were completed in the first quarter of the fiscal year and considerable progress was made moving other facilities to the cold and dark state. During the fiscal year, UCOR removed the Criticality Experiment Laboratory and coordinated transferring the site of the former Biology Complex back to the National Nuclear Security Administration (NNSA). At the beginning of the fiscal year, crews were removing the last of the waste and debris left after demolishing the Criticality Experiment Laboratory. The lab, which was built in 1949, was demolished over the summer of 2022. Its removal frees up land for Y-12's national security mission.

In November 2022, officials from the DOE Office of Environmental Management, NNSA, and UCOR formally transferred the Y-12 Biology Complex site back to the NNSA after UCOR successfully demolished the massive facility and removed the building slabs.

Alpha-2 and Beta-1

UCOR workers continued deactivating Y-12's massive Alpha-2 and Beta-1 facilities, bringing each closer to being demolition ready. The three-story Alpha-2 facility has approximately 320,000 gross square feet. Beta-1 is a twostory building with approximately 210,500 gross square feet.

Crews began work in 2020 to prepare both facilities for eventual demolition. The two are former uranium processing facilities that were home to the famous calutron (mass spectrometer) racetracks.



Asbestos abatement in Alpha-2



Alpha-2 crew preparing a lead shield block for removal

Crews conducted similar activities in the two facilities removing a variety of contaminants including asbestos, beryllium, and mercury. In Alpha-2, crews drained approximately 4,500 gallons of water from the facility's demineralized water system. Using special rigging, crews removed lead-shielding blocks from the second floor of the facility, which on average weighed about four tons, ultimately removing 280,000 pounds of the blocks. Workers also recovered 113 pounds of elemental mercury from the basement, which reduced potential mercury vapors during hot summer months.

As the fiscal year closed, workers completed deactivation of the three above-ground floors and were working to finish deactivating the basement. The building is set for demolition in the spring of 2024. Because Alpha-2 is centrally located to other active facilities at Y-12, utilities must be rerouted prior to demolition, which required a road closure at the site. The reroutes will also set the stage for demolition of the Old Steam Plant, which was deactivated in 2021.



Workers pump water out of Beta-1

Beta-1 is located west of Alpha-2 and sits right outside the Y-12 Protected Area. A special challenge at this facility has been removing more than a million gallons of water from the basement. To safely remove the water, UCOR had a special water treatment skid built. To successfully achieve water quality standards needed for disposal, workers filtered the water through micron bag filters and carbon vessels inside the water treatment unit. At the close of the fiscal year, more than one million gallons of water had been successfully treated and discharged. In addition, workers were completing deactivation of the above-ground floors and preparing to begin deactivation of the basement.

Alpha-4

During 2023, work at Alpha-4—a four-story,

600,000-square-foot facility—centered on preparing the facility for deactivation. Alpha-4 is one of Y-12's larger high-risk facilities with elemental mercury contaminating much of the structure.

Like Alpha-2 and Beta-1, Alpha-4 was used to enrich uranium. After workers abandoned the electromagnetic separation process, Column Exchange (COLEX) processing structures were added to the outside of the facility for a new method of processing that required substantial quantities of mercury. After more than a decade, the COLEX process was shut down and the three process structures were deactivated or demolished.

As part of preparing for deactivation, workers sampled suspected asbestos-contaminated pipe, ceiling, and floor tiles, while also preparing the building to be cold and dark, a state in which all potential utility hazards are isolated from the facility. All primary isolations were completed by the end of the fiscal year. Crews were set to begin secondary isolations in early FY 2024.

In addition, more than 400 legacy drums housed inside Alpha-4 had to be inspected and characterized. The project determined that 94 of the drums needed to be punctured

<image>

Planned and ongoing cleanup work at Y-12

2023 Y-12 achievements by the numbers



and vented. UCOR worked with the Consolidated Nuclear Security, LLC (CNS) Fire Department to puncture and vent the drums safely.

New UCOR operations base at Y-12

As UCOR expanded its work at Y-12, a new base of operations became necessary. Formerly, UCOR had its Y-12 base on the old Biology Complex site. With that land returned to NNSA, workers prepared the Old Salvage Yard to support current and future cleanup at Y-12.

UCOR began designing the infrastructure for the new location in the fall of 2022. Construction began earlier in

2023. The site was completed and occupied at the close of this fiscal year.

The site features infrastructure to support employees and fieldwork, such as work spaces for daily briefings, superintendent offices, and shower and break trailers. The project required close collaboration between NNSA management and the operating contractor for Y-12, CNS.

Agreements included transferring the site, adding utilities, and relocating trailers to provide one central area to more efficiently support hundreds of workers.



The Old Salvage Yard site serves as a base of operations for UCOR

Task Orders 3 & 8.1

Waste Management



UCOR's waste factory approach—efficiently disposing of waste as it is generated—has allowed UCOR to complete projects ahead of schedule and under budget. It has set an example of efficiency and operational excellence across the DOE complex.

EMWMF

At the Environmental Management Waste Management Facility (EMWMF), advanced planning and preparation protected critical water management systems during a nearly week-long cold snap in January 2023. The Waste Management team minimized landfill wastewater inventory, winterized pumping systems, drained all hoses, and verified heat tracing. With over 106 consecutive hours below freezing, EMWMF had no exceedances and did not experience any damage or operational impacts.

OREM's continued investment in upgrades at EMWMF helped minimize the impact from extreme weather events. That, paired with employees incorporating lessons learned from previous severe weather, helped ensure EMWMF's infrastructure was operational despite the severe weather.

Landfill V expansion

UCOR kicked off construction on the final permitted disposal cell of Landfill V at the Oak Ridge Reservation Landfills (ORRL) site in Summer 2023. This expansion adds vital capacity for waste from around the Oak Ridge Reservation and allows the site to support increasing demand for waste disposition.

ORRL has seen a 170% increase in waste receipts over the last five years. That rise is due in large part to the amount of soil being received from ETTP remediation projects, which are all slated for completion in 2024.



EMDF ground-breaking

Waste disposed of in 2023



The new landfill cell being constructed ensures onsite disposal availability. Expanding Landfill V's disposal capacity also will extend the life of the EMWMF, an important onsite disposal facility for low-level waste.

Sanitary, industrial, and construction waste is disposed of in Landfill V, with low-level contaminated waste going to EMWMF. These complementary efforts ensure space at EMWMF is used efficiently.

EMDF

In August 2023, construction began on the new onsite disposal facility, the Environmental Management Disposal Facility (EMDF). The new facility will make it possible for DOE and UCOR to continue removing existing hazards at the Y-12 National Security Complex and ORNL.

A formal groundbreaking ceremony on August 2, 2023, officially kicked off the first of three phases of construction. The first phase, early site preparation, includes mitigating impacts to sensitive species of plants and animals, rerouting two roads, clearing the footprint, and performing infrastructure/utilities work. UCOR awarded the \$15 million contract for the early site preparation to CSL-Edgewater, LLC. This phase is scheduled for completion in 2024, with the overall project on schedule for completion in 2029.

The EMDF facility will provide additional onsite disposal capacity, allowing environmental cleanup work to continue

at the Oak Ridge Reservation. The current disposal facility, EMWMF, is at 86% capacity due to accelerated cleanup work at ETTP and on the Y-12 and ORNL footprints.

The design of the EMDF uses numerous engineering features to ensure waste remains isolated from the surrounding environment. The design also ensures the landfill will meet Resource Conservation and Recovery Act of 1976 waste disposal facility requirements as well as additional federal and state requirements.



EMWMF

Nuclear Operations

UCOR's Nuclear Operations team ensures the safety and integrity of nuclear facilities at ORNL and has added the Transuranic Waste Processing Center to its areas of responsibility.

In addition to deactivating and demolishing unused reactors and radioisotope production facilities at ORNL, UCOR conducts liquid and gaseous waste treatment and surveillance and maintenance operations. The company also has responsibility for the Transuranic Waste Processing Center, having shipped 582 drums of waste this fiscal year, as well as TRU Waste Operations.

Liquid and Gaseous Waste Operations

Crews completed a four-year-long effort to upgrade five critical Liquid and Gaseous Waste Operations (LGWO) steam turbine and controls that support both the Gaseous Waste Treatment Center and the Process Wastewater Treatment Complex. These waste-handling facilities were in poor condition and nearing failure.

Included in the upgrade was a system-wide upgrade to provide a constant means of condensate discharge. Installing steam traps in parallel with the existing solenoidoperated drain valves made the system safer to operate. At the conclusion of the project, engineers developed a new blowdown design to help safely purge the steam turbines upon shutdown.

3608 piping replacement

As the fiscal year was closing, UCOR had made major progress on an \$18 million project that began in 2021. This project involves replacing 19 separate above-ground piping runs and the corresponding valves at Building 3608 with stainless steel piping and valves. This extensive project also included removing out-of-service items such as old granular activated carbon (GAC) tanks and backwash system pumps, and installing two tanker unloading stations.

All of the work has been conducted under challenging conditions, such as using radiological controls during very



3608 piping replacement

high heat or extreme cold; extensive scaffold installations; critical lifts; confined space work; and multi-craft coordination (pipefitters, riggers, operators, electricians, insulator, carpenters, chemical operators, radiation control technicians, safety personnel, etc.).

When complete in 2024, the replaced piping will make the system more efficient and reliable and will help avoid the possibility of disrupting ongoing ORNL operations.

Molten Salt Reactor Experiment Facility

To acquire groundwater geophysical data from the footprint of the Molten Salt Reactor Experiment (MSRE) facility, UCOR installed 14 groundwater wells at the site. Nondestructive assay (NDA) measurements were also conducted during the fiscal year for nuclide identification and quantification. These measurements were taken in the high bay and cells below MSRE.

Data from the well measurements and NDA sampling efforts will provide necessary information on risks associated with potential future release of contaminants from groundwater to the nearby creek. This information will help support decommissioning planning and eventual demolition of MSRE.

3039 Stack inspection

A monumental effort that was completed during the fiscal year was a physical inspection of the structural integrity

of the 250-foot tall Gaseous Waste System's 3039 Stack. Originally constructed in 1949, the stack is still actively used to provide facility off-gas and cell ventilation for ORNL.

In recent years, due to structural concerns, inspections were conducted by drones to avoid having employees climb the towering structure. Information from the aerial photos indicated a repair could be needed and DOE determined that a full physical stack inspection was necessary. The inspection climb began in February, using a permanently installed platform 50 feet aboveground. Stack inspectors installed structural bands around the exterior of the stack along with ladder sections and a safety system for worker safety. As a result of the inspection, crews outlined repairs that are needed to ensure the stack continues to operate for at least 10 more years.

Transuranic Waste Processing Center

On Oct. 27, 2022, TWPC formally became part of UCOR's contract with DOE. Officially adding TWPC to the UCOR



3039 stack inspection

family followed a rapid, 60-day transition from TWPC's former contractor.

In January 2023, TWPC shipped its first load of transuranic (TRU) waste as part of UCOR. The shipment to the Waste Isolation Pilot Plant (WIPP) in Carlsbad, New Mexico, included a total of 35 waste drums. By the end of the fiscal year, TWPC has made 16 shipments of legacy TRU waste to WIPP. In total during the first year of operations through UCOR, TWPC moved 582 containers offsite. Thanks to the additional storage space this created, UCOR's TRU Waste Operations now has the opportunity to transfer more waste to TWPC.

In May, TWPC crews supported a "work for others" project at the request of DOE Carlsbad Field Office. To support a performance demonstration project (PDP) at the Argonne National Laboratory (ANL), TWPC crews accepted 17 PDP sources from ORNL and packaged them in either certified Type B packages or Type 7A drums for transfer to ANL. This effort was an example of UCOR's successful strategic partnerships with ANL and Savannah River National Laboratory, which both had teams onsite to support the activity.

During the summer, TWPC began to pilot a new management approach based on the Honeywell Operating

System. Working with representatives of UCOR operating partner Honeywell, TWPC developed a visual operations board to use at team meetings of all levels of the organization to share critical metrics and information.

Throughout the operating period since TWPC became a part of UCOR, a number of efforts were enacted to align TWPC programs and processes with UCOR's. This alignment ranges from procedures to a full information technology infrastructure.



Preparing waste for shipment

Innovation

Recyclable blasting agent used

To prepare the 2600 Dike for resealing—something identified as a needed upgrade in the 2016 LGWO Engineering Study—UCOR adopted an alternative method of preparing the dike. To clear the dike floors, a type of media was needed to blast against the metal to clean it. Under the originally planned approach, approximately 300,000 pounds of media (fine garnet) would be needed. UCOR enlisted Champion Specialty Services to use a different blasting media—steel shot—which could be recycled though the system and reused. Using this new media will reduce the amount of media needed by 235,000 pounds, saving ~\$500,000.





Reindustrialization and **Reuse**

Cleanup of ETTP has provided more economic possibilities for a site that once housed numerous contaminated, unneeded structures. Land transfers are supporting economic development. Conservation and historic preservation efforts are also ongoing at the site.

From cleanup to clean energy

Leading the nation through partnering and collaboration, reindustrialization momentum continued on the west end of Oak Ridge in FY 2023. Several external factors furthered economic development within and surrounding ETTP.

Tennessee Governor Bill Lee announced a commitment of \$50 million toward advancing the nuclear energy industry in the state and formed the Tennessee Nuclear Energy Advisory Council to formalize an implementation strategy that could build upon recent progress in Oak Ridge and Knoxville. UCOR's President and CEO Ken Rueter was named to the Advisory Council, which will evaluate and develop solutions for financial, technological, regulatory, and workforce development initiatives. Nuclear businesses that previously acquired land at ETTP are in the planning stages to break ground. Second-tier nuclear suppliers are also beginning to join the scene. Additionally, the Tennessee Valley Authority (TVA) is committed to building some of the first small modular reactors at their Clinch River Nuclear Site adjacent to the reservation. Partnership meetings throughout the year also played a critical role in driving reindustrialization outcomes and developing long-term land reuse strategies. UCOR met regularly with DOE, Environmental Protection Agency (EPA), Tennessee Department of Environment and Conservation, Tennessee's Department of Economic and Community Development, Community Reuse Organization of East Tennessee (CROET), county mayors, city representatives, East Tennessee Economic Council (ETEC), Cleanup Advisory Council, business leaders, and community members to discuss progress and priorities.

Multi-use industrial park

To advance future transfers of land and facilities, UCOR worked closely with DOE this past year to provide end state planning and analysis, such as the long-term acceptance of roads and storm system facilities by the City of Oak Ridge. Several hundred acres of land are nearing the final approval stages for transfer to CROET. Once complete, this will add to the 1,200 acres previously transferred for economic development.



Cleanup Advisory Council meeting





Officials from the U.S. Army Corps of Engineers and DOE, among others, joined UCOR President and CEO Ken Rueter at the groundbreaking for the K-25 Viewing Platform (above). At left is an artist's rendering of the facility.

National Historic Preservation

UCOR completed the design of a viewing platform that will provide an expansive view of the historic K-25 Building footprint and facilitated an interagency agreement between the U.S. Army Corps of Engineers (USACE) and DOE for its construction. In FY 2023, UCOR assisted USACE to procure the services of Geiger Brothers Inc. to manage construction of the viewing platform and other site improvements. Phase 1, construction of the two-story viewing platform structure, has commenced.

The K-25 Building was once the largest in the world, covering more than 5.2 million square feet. The national historic preservation site design includes visual indicators at each corner of the former building to illustrate the original dimensions and height of the structure. The viewing platform will be located near the K-25 History Center Museum and will include 10-foot-tall wraparound glass windows and exhibits that provide quick facts and visuals related to the historic importance of the K-25 Building.

Conservation/greenspace

UCOR continued to advance the importance of enhancing and integrating the area's natural resources and promoting sustainability. Currently 3,500 acres are set aside to safeguard the natural assets and provide the community with greater access to enjoy the outdoor amenities.

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 workers 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 members of our workforce to stop work if they perceive unsafe conditions. We promote a strong safety culture through workforce engagement initiatives, campaigns, special workforce safety recognition programs, exercises, and sponsorship of safety-related events and activities.

UCOR's dedication to safety and the workforce's successful implementation of a robust integrated safety management system resulted in a total recordable injury rate of 0.58, which is significantly lower than the industry average of 2.7. The days away restricted or transferred rate of 0.43 is also lower than the industry average of 2.0.

Safety culture sustainment

To improve and sustain the UCOR safety culture, a monumental multi-year effort was undertaken to deliver DOE safety culture training to all members of the UCOR workforce. To support this initiative, a cadre of 18 safety culture instructors received extensive training from the DOE National Training Center to become qualified to deliver DOE's Technical Leadership Program safety culture training



FY 2023 Safety Performance

modules. As a result, 4,740 contact training hours were delivered to 153 employees who participated in the eighthour class for frontline leaders and 879 who attended the four-hour class for workers.

Fall protection program improvements

In partnership with renowned leading industry experts, the UCOR Fall Protection Program was extensively revised to comply with ANSI Z359, Fall Protection & Fall Restraint. A core group of individuals became qualified to train UCOR Fall Protection Competent Persons and Authorized Persons.

More than 600 members of the workforce have completed the newly developed fall protection training modules. This immersive hands-on training has prepared them to work safely at heights. These improvements have facilitated the achievement of UCOR's goal to create a best-in-class fall protection program.

Focus on behavioral and mental health

UCOR's behavioral and mental health program, Navigate, continues to build momentum. During the past year, UCOR restructured how Navigate was managed to give it a more strategic and prominent organizational position. Additionally, resources were realigned to better support Navigate's growth. Navigate continues to vet and select dynamic partners that result in synergistic initiatives yielding maximum impact to UCOR, the local community, regionally, and nationally.

The mission of Navigate is to educate, engage, provide resources, normalize mental health conversations, and invest in people and their well-being. This year, based on employee feedback, Navigate made a concerted effort to have an enhanced focus on adolescence. This aligns with the alarming statistic that 50% of adolescent emergency room visits are related to mental health.

Additionally, to support organizational learning, UCOR had the opportunity to share our Mental Health First Aid (MHFA) training with others across the DOE Complex. MHFA will be fully launched in 2024 and facilitates peer-topeer recognition support for those who may be struggling with mental health challenges.

UCOR will continue to build on the success of Navigate in the coming years, including the grand opening of an onsite mental health clinic to support our workforce.

Radiological work permitting progresses under digital transformation

UCOR continues to advance digital transformation initiatives with the implementation of electronic sign-in for radiological work permits. This new methodology will replace paper copies for the more than 3,000 radiological work permit log-ins per month. Touch screen tablets deployed across UCOR worksites accommodate sign-ins and document understanding of permit requirements.

Award-winning performance



UCOR received several accolades for its safety performance in FY 2023. Among the safety awards it received, detailed further in the Recognition section, are:

- DOE Voluntary Protection Program Star of Excellence
- National Safety Council Industry Leader Award
- Voluntary Protection Program Participants' Association Innovation Award
- The Association of Union Contractors Thomas J. Reynolds Award
- EHS Daily Advisor Safety Standout Award
- Top Workplaces Training Culture Award



UCOR incorporated fall protection training into the annual training offered to the labor workforce

Performance

Information in this section reflects UCOR's performance since UCOR began work (August 2011) through the end of FY 2023, covering both the original ETTP Cleanup Contract and the Oak Ridge Reservation Cleanup Contract. The numbers reflect the sustainment of a decade of cost performance excellence as well as continued exceptional performance on the Oak Ridge Reservation Cleanup Contract.

UCOR has delivered \$4.36 billion

worth of work for

of \$4.26 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 1 indicates a favorable condition, while a value less than 1 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 1 indicates ahead of schedule, while a value less than 1 would be behind schedule.





Workforce



Community

UCOR understands that supporting the local community is an important part of being a responsible employer and neighbor.

Community involvement is a key aspect of UCOR's success. During FY 2023, UCOR contributed to a wide array of community programs, both monetarily and with volunteer hours. UCOR has donated more than \$300,000 to community organizations each year and a total of \$3.7 million since 2011. The program focuses on four key areas:

- Children's advocacy
- Education and workforce development
- Health and wellness
- Conservation and historic preservation

A few of the agencies we support include Second Harvest of East Tennessee, Clinch Valley Trail Alliance, East Tennessee Children's Hospital, Foothills Land Conservancy, Legacy Parks Foundation, Methodist Medical Center of Oak Ridge, and the United Way of Anderson County. UCOR sponsors a yearly mini-grants program that provides funding for science, technology, engineering, and math (STEM) projects at local schools. We also support higher education initiatives as part of our university partnerships.

Children's advocacy

UCOR expanded existing partnerships this year, such as helping provide a brighter Christmas for local children at the



UCOR supported the Oak Ridge Police Department's Shop with a Hero event

Oak Ridge Police Department's annual Shop with a Hero event. Children from local schools were paired with police officers, sheriff's deputies, and firefighters along with a UCOR elf who helped them shop for gifts for their families. Thanks in part to UCOR's donation, the Shop with a Hero program exceeded its fundraising goal in 2022, which enabled it to provide a larger shopping allowance for 45 recipients. The extra funds will also help boost the 2023 event.

The Ridge View Elementary School Pantry, the first school pantry opened in Roane County, continued to serve students and their families in its fifth year. The pantry, made possible by UCOR's sponsorship with Second Harvest Food Bank, provided food to an average of 89 families per month. The pantry continued food distribution during the summer months when school was out. In addition to the pantry, UCOR sponsors the Food For Kids program in Anderson and Roane counties, which provides weekend meals to kids at risk for hunger.

UCOR continued a multiyear tradition as carousel sponsor of East Tennessee Children's (ETCH) Hospital Fantasy of Trees. Proceeds from the 2022 event helped raise money to purchase a new Lifeline ambulance, a pediatric intensive care unit on wheels. UCOR also participates in ETCH's Adopt-A-Family program, providing support to two patient families during the holiday season. The UCOR Wellness organization held its annual Coloring Spirits Bright campaign, collecting more than 1,200 games, toys, and books. Gift items donated are separated by age, put into a "Santa Sack," and handdelivered to the patients.

Education and workforce development

UCOR continued to partner with OREM to participate in Robertsville Middle School's annual STEAM (Science, Technology, Engineering, Arts, and Mathematics) Night. The UCOR/DOE booth featured a hands-on D&D lesson that younger students could relate to and participate in clearing contaminants from a building before demolition and soil remediation once the building demolition is complete.

UCOR's annual STEM Education Mini-Grants Program continued to support STEM-related projects in area schools. The program supports K-12 teachers in Anderson, Blount, Campbell, Knox, Loudon, Morgan, Roane, Scott, and Union counties (and the city systems in those counties). Grants are available for both traditional STEM classes as well as for STEM-enhancing projects in all areas (English, social studies, music, etc.). This year, UCOR awarded a total of \$40,000 to 38 projects in 28 schools. This was UCOR's first round of mini-grant awards under its Oak Ridge Reservation Cleanup Contract. Under its previous contract, UCOR awarded STEM mini-grants totaling \$310,000.

In 2023, UCOR connected with middle and high school students through Junior Achievement and career days. At the Junior Achievement Get Hired! Event, UCOR representatives spoke with Oak Ridge 8th graders about future careers on the Oak Ridge Reservation. The annual event focuses on the skills necessary to get and keep a job. The Roane Career Day, hosted by the Roane Alliance, provided the opportunity to connect with middle and high



UCOR partnered with OREM to participate in Robertsville Middle School's STEAM Night, giving hands-on lessons to younger students.



school students exploring career options and learn about the educational and skill requirements to enter many different career fields. Many students enter the event focused on labor-represented positions, a career pathway that can allow them to remain local after graduation and transition straight into employment rather than higher education.

Health and wellness

UCOR continued support of Covenant Health's Artsclamation!, a fine-art show and sale benefitting Peninsula Hospital, including the Senior Behavioral Health Center at Parkwest and the Peninsula outpatient center at Methodist Medical Center. Peninsula's mission is to help people recover from mental disorders and dependencies so they can lead healthy, positive, and productive lives. The event includes artwork created by mental health consumers in Peninsula's Recovery Education Center's therapeutic programs. UCOR served as a Master Circle sponsor of the event, which has provided almost \$1 million for Peninsula's

mission over the past 20 years. Funds generated through the 2022 art sale will enhance patient care programs and support counseling and therapy services provided at Peninsula Hospital and outpatient clinics across our region.

UCOR served as a benefactor sponsor of Emory Valley Center's (EVC) 10th Annual Compassion Fundraiser. Proceeds from the event will support a new program at EVC, Medicaid Alternative Pathways to Independence, which supports young adults transitioning from school and adults with intellectual, developmental, and physical disabilities. In 2023, UCOR began increasing its community investment focus on mental and behavioral health in alignment with the company's commitment to mental health as they relate to pediatric, adult, and occupational medical needs. In line with this increased focus. UCOR contributed an additional \$14,000 toward new behavioral health programs at EVC.

UCOR made a special delivery to Roane State Community College's Vision Technology Program. Over 30 pairs of new, unused prescription safety glasses in various styles were donated to the Roane State Vision Clinic where students will use them in the classroom clinic while practicing how to prescribe and fit glasses for workers performing cleanup work. The unused safety glasses and inserts would have otherwise been disposed of, but UCOR was granted permission by DOE to donate to a community organization instead.

The clinic is part of the Roane State's Vision Care Technology program, the only accredited two-year program of its kind in Tennessee. Through the clinic, patients can get free eyeglass frames in most cases and a promotional price for lenses and coatings. Services are available to Roane State students, employees, and local residents.

Conservation/historic preservation

UCOR supports several historic preservation partners, including the Oak Ridge Children's Museum, the American



Interns support United Way Volunteer Day

Nurture the Next supports local families in need by providing essentials necessary for childhood development in order to combat Adverse Childhood Experiences, or "ACEs." The UCOR volunteer team divided and bagged nearly 7,000 diapers for children up to five years old, 150 enrollment gift bags, and 45 Father's Day gift bags that will go to families in need.



UCOR's donation to the Emory Valley Center will be used for new youth and adult behavioral health programs

Museum of Science and Energy (AMSE), and the K-25 History Center. Among them are restoration and renovation efforts for the Roane Heritage Commission, specifically the historic Roane County Courthouse, the oldest building in Roane County and one of only six surviving pre-Civil War courthouses in Tennessee. The company also supported the AMSE & K-25 History Center by sponsoring the inaugural gala fund raiser in 2023. In addition, UCOR continued to support the Legacy Parks Natural Asset Plan and initiatives of the Clinch Valley Trail Alliance at Haw Ridge Park.

UCOR sponsored the red carpet movie premiere for the movie *Oppenheimer* in July 2023. The sponsorship enabled Explore Oak Ridge to present a \$10,000 donation to Oak Ridge History Museum from funds raised at a premiere of the movie.



Prescription safety glasses that would have otherwise been disposed of were donated to the Roane State Vision Clinic

Recognition

UCOR's exemplary performance was noted several times in FY 2023. The company as a whole and individuals and teams within the company were honored for their efforts. UCOR is especially proud of the honors it received related to safety.

UCOR named Top Workplace for second year

UCOR made the *Knoxville News Sentinel's* Top Workplaces list for the second consecutive year, one of seven winners in the large company category. The company also again took home the special award for training.

Voted by employees, the Top Workplaces designation recognizes East Tennessee businesses and organizations for

outstanding company culture. The *Knoxville News Sentinel,* in partnership with Energage, surveyed the employees of 91 companies. More than 26,000 employees responded during nominations for the 2023 awards.

For the second year, UCOR also received the Top Workplaces' Training Culture Award, recognizing the company's safety training excellence and workforce development initiatives.



UCOR was named a Top Workplace for the second consecutive year and also received the Top Workplaces' Training Culture Award

Awards recognize UCOR's health and safety performance

UCOR received several awards recognizing its safety performance and commitment to worker well-being.

NSC Industry Leader Award: The National Safety Council honored UCOR with its prestigious 2023 Industry Leader Award. This highly competitive award recognizes UCOR's excellent safety performance in the waste management and remediation industry. The Industry Leader awards are based on an organization's total incidence rate and safe employee hours in calendar year 2022.

VPPPA Innovation Award: The Voluntary Protection Programs Participants' Association (VPPPA) National Board of Directors recognized UCOR with the company's fourth consecutive Safety Innovation Award. The award recognized UCOR's unique Mission Ready Program, a fitnessfor-duty initiative that addresses the physical and emotional needs of the workforce. The program challenges employees to proactively take ownership of personal decisions that can either enhance or impede their ability to perform safely.

TAUC Thomas J. Reynolds Award: UCOR received The Association of Union Constructors' (TAUC) Thomas J. Reynolds Award for its exemplary safety record. The award recognizes outstanding achievements in construction safety and health.

Specifically, it recognizes member organizations who achieved superior DART (Days Away, Restricted or Transferred) rates. The DART rate is a safety metric of the Occupational Safety and Health Administration. It measures workplace injuries and illnesses that cause time away from work, restricted job roles, or even permanent transfers to new positions.

To be eligible for the Reynolds award, organizations must achieve a 1.2 DART rate, which is well below the Bureau of Labor Statistics most recent national average of 1.6. At its 2023 Construction Leadership Conference, TAUC presented UCOR with the Zero DART Award for achieving no DART incidents.



Labor Relations Manager Len Morgan and Chief Safety and Security Officer Clint Wolfley accept the TAUC award.

Safety Standout Award: *EHS Daily Advisor*, a daily email newsletter for safety and EH&S professionals, also recognized UCOR with its Safety Standout award for Moving Beyond Compliance. Sponsored by SafeStart, the award recognizes UCOR's "strong focus" regarding on-the-job safety and in protecting the workforce. The award commended UCOR for its emphasis on constant communication and the company's commitment to empowering supervisors to take care of their teams.

Healthiest Employer Award: UCOR was recognized as one of the top Healthiest Employers within the state of Tennessee in the 2023 Healthiest Employers award program, which recognizes leading organizations that take a proactive approach to employee health and well-being. UCOR is now entered into consideration as one of the Healthiest 100 Workplaces in America.

VPP Star of Excellence: UCOR once again received the Voluntary Protection Program Star of Excellence Award an honor it has received several times, including last year. The Star of Excellence recognizes UCOR's outstanding level of performance in meeting established safety and health goals, actively conducting outreach to others, and achieving an injury and illness rate that is at least 75% below the average of similar businesses and operations.

SOAR Award

The Tennessee Board of Regents recognized UCOR and Roane State Community College as recipients of its 2023 Statewide Outstanding Achievement Recognition (SOAR) Partnership Award. The Partnership Award recognizes organizations that have demonstrated a new and innovative approach of working across sectors to solve a regional or local problem.

DOE recognizes two UCOR projects

Two UCOR projects have been recognized by DOE for sustainability excellence:

- The Sustainable Workforce Development through Underserved Community Partnerships project team was selected to receive a 2023 DOE Sustainability Award for Strategic Partnerships for Sustainability. This effort involves UCOR's partnership with the predominantly minority Scarboro Community and developing the Scarboro Workforce Workshop pilot program to advance environmental justice initiatives by identifying employment opportunities to sustain our workforce and benefit our local community.
- The Sustainable Water Management Initiative for the Environmental Management Waste Management Facility (EMWMF) project team was chosen to receive a 2023 DOE Sustainability Award for Outstanding Sustainability Program/Project. This award recognizes the unique and innovative water management practices at EMWMF that



Labor Relations Manager Len Morgan and Administrative Services Manager Charlie Malarkey accept the SOAR award

promote waste minimization/sustainability by returning water to the local ecosystem, which helps sustain vegetation and aquatic life and minimizes water that needs to be managed as waste.

Rueter Named to Nuclear Advisory Council and State Chamber Board

Tennessee Governor Bill Lee appointed UCOR President and CEO Ken Rueter to the newly formed Tennessee Nuclear Energy Advisory Council in recognition of how UCOR's environmental cleanup successes for the Department of Energy are enabling the commercial nuclear renaissance in East Tennessee. The Governor created the council to advise him on further steps to position Tennessee as a national leader for nuclear energy innovation. Rueter is serving as chairman for the council's Regulatory Working Group.



Scarboro Workforce Workshop

The Tennessee Chamber of Commerce & Industry appointed Rueter to its Board of Directors for a three-year term. The Tennessee Chamber is the state's oldest and most prominent statewide business trade association, impacting public policy on behalf of business and manufacturing for more than a century. The Board of Directors serves as its governing body, providing leadership and input into Chamber operations and its annual legislative and policy agenda.

Upton named to Human Rights Commission

Tennessee Governor Bill Lee appointed Darris Upton, UCOR's Manager of Diversity, Equity, and Inclusion, to the Tennessee Human Rights Commission.

The Commission enforces the state's antidiscrimination laws, which prohibit discrimination in employment, housing, and public accommodation based on race, creed, color,



Darris Upton

national origin, religion, sex, disability, familial status, and age. It also coordinates compliance with provisions of the Civil Rights Act of 1964.

Miller wins NSC award

Stephanie Miller, a senior manager in UCOR's Safety, Systems & Services group, won the 2023 Marion Martin Award presented by the National Safety Council. In her role, Miller oversees safety programs related to Critical Projects, Waste Operations, Logistics, and injury/illness case management.



Stephanie Miller

The NSC Marion Martin Award was established in 2016 to recognize and celebrate outstanding service and contributions by women in the field of safety. The award recognizes women who have achieved professional excellence within their area of specialty and have helped pave the way for other women in the profession. The award was presented at the NSC Safety Conference and Expo in New Orleans.



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Sustainability

Sustainable IT purchasing award

For the ninth consecutive year, the Global Electronic Council recognized UCOR for excellence in sustainable procurement efforts in information technology. The Council's Electronic Product Environmental Assessment Tool (EPEAT) Purchase Award spotlights UCOR's commitment to purchasing sustainable IT equipment.

EPEAT is an ecolabel for the IT sector that helps purchasers, manufacturers, resellers and others buy and sell environmentally preferable products. UCOR was recognized for excellence in three of the award's seven product categories.



Partnerships

UCOR's philosophy is that everyone has a seat at the table. We rely on numerous partnerships to be successful and value the working relationships we have with various entities.

UCOR understands that maintaining strong partnerships is key to completing work safely and efficiently. Our partnerships with other prime contractors, regulators, subcontractors, labor unions, appropriators, and other organizations have allowed us to work more efficiently and complete projects ahead of schedule. They have also been a key component of our workforce development efforts. We work under a shared governance philosophy to ensure all voices are heard.

UCOR and DOE sign new partnering agreement

UCOR and OREM officials signed a new partnering agreement this year, capping off a partnering meeting where ideas and information were exchanged to strengthen our partnering efforts. The agreement includes a commitment to work in a collaborative and cooperative manner through open communication and coordination to achieve the vision of completing ETTP cleanup and continuing end state cleanup at ORNL and Y-12.

OREM Manager Jay Mullis and UCOR President and CEO Ken Rueter signed the partnering agreement, which will be displayed as posters in conference rooms throughout the company.

Working together on a new disposal facility

In an early application of the new partnering agreement, OREM and UCOR collaborated closely on the design and start of construction of the EMDF. A formal groundbreaking was



Officials with DOE and UCOR signed a new partnering agreement to continue facilitating an open and collaborative environment held in August 2023. This new facility is needed to ensure adequate disposal capacity for debris and other waste from demolition of unneeded facilities at ORNL and Y-12.

DOE and UCOR are working collaboratively with the U.S. Environmental Protection Agency and Tennessee Department of Environment and Conservation to plan and construct the new facility. OREM and UCOR have worked with regulators on the EMDF decision process since 2011 and offered briefings and public engagement events since 2015.

University Consortium

Interest and participation continued to grow in UCOR's University Consortium, which was created to sustain and develop valuable partnerships with higher education institutions.

These institutions include the University of Tennessee, Tennessee State University, Benedict College, Georgia Institute of Technology, Florida International University, Roane State Community College, and Pellissippi State Community College. This year, Tennessee Technological University was added to the group.

This focus is fundamental to our culture and vision—it benefits several aspects of our business. It also promotes innovative learning and professional development techniques that are adaptive to different generations of the workforce.

Roane State Community College

In the sixth year of its partnership with Roane State Community College (RSCC), UCOR continued sponsoring the Chemical Engineering Technology Program. UCOR partnered with the Atomic Trades and Labor Council to host select students for a year-long apprenticeship during their second year in the program, ultimately hiring them as fulltime chemical operators upon graduation. Seven of those apprentices are now journeymen and assist in training the next generation of chemical operators.

UCOR is in the third year of sponsorship of the RSCC Environmental Health Technology Program, which was created to enhance the Radiation Protection Program. UCOR continued highlighting the latest technology and instrumentation. Its newest apprenticeship effort through this program will provide training for industrial hygiene and radiation protection technicians.

UCOR, Tennessee Tech enter workforce development agreement

A new partnership between Tennessee Tech University and UCOR is focusing on building a pipeline of highly skilled workers for UCOR's environmental cleanup work.

Tennessee Tech and UCOR launched the partnership this year as Tech's College of Engineering is set to further its leadership as a top producer of engineering graduates for the state of Tennessee with the launch of a new nuclear engineering degree program beginning in Fall 2024. The two organizations will build on their existing internship program to identify research, training, mentorship, and education opportunities that will enrich the learning experiences of Tech's STEM and business students, encourage careers with UCOR and its parent companies, and leverage other university partnerships in UCOR's University Consortium.



UCOR President and CEO Ken Rueter signs a workforce development agreement with Tennessee Tech President Phil Oldham.

University of Tennessee

UCOR continued to implement its partnership with the University of Tennessee's nuclear engineering department to facilitate development of the current and future workforce.

This collaboration to offer the first nuclear decommissioning and environmental management minor degree in the United States continued to prove successful in 2023. The program develops an educated workforce with expertise in nuclear site decommissioning to strengthen environmental management and cleanup capabilities.

UCOR also sponsors an interdisciplinary Senior Design Project as a scholarship endowment. Several students from the program have interned with and joined UCOR's workforce.

Labor union partnership: key to success

Two new bargaining agreements between UCOR and a key labor union highlighted accomplishments in our labor partnerships during the year.

UCOR worked successfully with the Atomic Trades and Labor Council (ATLC) at Y-12 to complete a new collective bargaining agreement. UCOR also signed a new bargaining agreement with the ATLC at ORNL. The new agreements continue UCOR's partnership with the ATLC at both locations for another three years and will support the continuing cleanup mission at the two sites.

The ATLC is a labor union umbrella organization, affiliated with the Metal Trades Department of the AFL-CIO. The ATLC serves as the bargaining unit representing about 2,100 workers employed by DOE contractors at ORNL and Y-12. Other labor partners include the Knoxville Building Construction Trades Council and North America's Building Trades Unions (NABTU).

UCOR's ongoing partnership with labor is an essential element in mission success. An open dialogue policy coupled with specific forums to encourage communications encourage constant feedback and a swift resolution to issues. These resolutions are accomplished through many initiatives, including regular meetings between UCOR's president and chief operating officer, union stewards, and safety advocates to openly discuss issues and concerns. A Union President's Dinner also promotes a healthy working relationship between union leaders and the UCOR Office of the President. UCOR is also a governing member of The Association of Union Contractors, which works to bring together customers, contracts, and unions for construction projects.

UCOR continued to support the East Tennessee Apprenticeship Readiness Program sponsored by NABTU. This program allows potential apprentices to better achieve their career goals by receiving training as well as first-hand experience with ongoing work on the Oak Ridge Reservation and the craft needed to complete the various missions. All 21 graduates from the latest class were hired by UCOR.

UCOR partners with Y-12, ORNL to facilitate cleanup

Close coordination and communication continues to play an important role in the success of the cleanup mission at ORNL and Y-12. In addition to facilitating schedules and meeting budgets, this partnership helps avoid interference with critical ongoing work. During the year, UCOR collaborated with CNS, the Y-12 operating contractor, to physically reroute active piping utilities at the Alpha-2 facility. These utilities provide necessary steam, water, and plant gases to various facilities onsite; therefore, relocating them was vital.

In another strategic move designed to ensure the long-term success of the cleanup mission, UCOR worked with Y-12 to turn the Old Salvage Yard into a new, centralized base of operations for hundreds of UCOR workers. The new location replaces a former site at Y-12 that was transferred to the NNSA for construction of a lithium processing facility.

UCOR regularly briefs ORNL and Y-12, as well as DOE Office of Science and NNSA leadership, regarding sequencing of deactivation and demolition plans to ensure coordination of utility isolations and relocations in support of demolition. Ultimately, cleanup will benefit both ORNL and Y-12 by reducing hazards and making room for new missions.

Partnering with the Scarboro Community

UCOR continued its partnership with the Scarboro Community, a predominantly minority community adjacent to the Oak Ridge Reservation.



UCOR partnered with 3M to host a safety roadshow, which included hands-on training as well as exhibits and displays

Following a community jobs workshop in 2022, UCOR now distributes an e-blast newsletter for the Scarboro Community highlighting available employment opportunities and events at UCOR, including communitygiving activities. The online newsletter is directed to more than 60 key stakeholders who can serve as a direct pipeline for information to other members of the community.

Other partnership initiatives

UCOR's Casey Kennedy, Tina McAnally, and Maddy Patrone shared their experiences as women in construction during a VPPPA-sponsored nationwide webinar. They discussed what attracted them to construction and how UCOR has provided them opportunities while ensuring their safety. These types of partnering opportunities with safety organizations provide a key avenue for sharing safety information.

UCOR partnered with 3M to host its Safety Roadshow for Nuclear Operations personnel. Approximately 90 people attended classes on fall protection, hearing protection, and eye injuries. The hands-on training was conducted in and around 3M's 53-foot, fully equipped mobile training center.

UCOR welcomed nuclear engineering students and industry representatives from around the country during the

American Nuclear Society (ANS) student conference held at the University of Tennessee. After receiving an introduction to UCOR and the Oak Ridge Reservation, the group visited the Radiation Protection Classroom for a hands-on demonstration of radiation protection measures.

The Outfall 200 construction working group—a collaborative effort involving DOE, UCOR, and the facility construction contractor ANW—worked with vendors, testing labs and experts within Amentum and Jacobs, and within 48 hours developed a position paper for use of 1L concrete, a new low-emission industry standard, at the Outfall 200 Mercury Treatment Facility. The collaboration supported continued progress on the construction project and helped establish a more sustainable concrete usage standard for Environmental Management projects across the United States.

An innovative collaboration between UCOR and Perma-Fix Environmental Services reduced the schedule for packaging and disposal of a special category of soil at Heritage Center EU-21, freeing resources to perform additional remedial action at that location (see article on page 15).



World-class performance delivered by world-class people

UCOR is performing some of the most hazardous work in the world. Without the dedication and diligence of our committed workforce, led by a skilled and experienced leadership team, we would not be able to perform at the continually high level that has achieved historic cleanup success on the Oak Ridge Reservation delivering the largest Superfund cleanup in the country. Our goals in delivering the cleanup mission are to:

Protect the health and safety of people and the environment

Place **sustainable** practices at the forefront of project execution

Facilitate economic **opportunities** for underserved communities

Be good stewards of federal dollars

Pursue and advance innovation

Restore lands for beneficial reuse









P.O. Box 4699 Oak Ridge, TN 37831 www.ucor.com