



efcog.org

# Annual Report 2025

Maximizing DOE and NNSA mission success by sharing best practices and information to support management and operational excellence.



Pantex Plant



Lawrence Berkeley National Laboratory



Hanford Site

# Message From EFCOG CHAIR

While leadership and priorities within the Department of Energy (DOE) and the National Nuclear Administration (NNSA) can shift from year to year, EFCOG's purpose remains constant: to maximize DOE and NNSA mission success by sharing best practices and information to support management and operational excellence. With the transition to a new Administration, 2025 marked a period of positive change for DOE and NNSA. Over the course of the year, EFCOG continued provide a trusted forum where members work together, and with DOE, to address enterprise-wide challenges and deliver practical solutions.

As the Administration advanced initiatives to promote American Energy Dominance, modernize the nuclear stockpile, and streamline operating models and requirements, EFCOG engaged with NNSA, the Office of Environmental Management, the Office of Science, the National Laboratories and other DOE offices to ensure alignment on priorities and objectives. EFCOG supported efforts to develop risk-based approaches that strengthen governance, improve efficiency, and enhance mission execution.

This year, EFCOG continued to offer opportunities for member engagement through our webinar series, our LinkedIn outreach, the launch of the EFCOG Exchange Podcast, and events like the National Cleanup Workshop. These efforts strengthen dialogue and collaboration among our members companies.

Our nine Working Groups and Task Teams met regularly to generate best practices and share lessons learned. This

work is made possible by the dedicated professionals who volunteer their time and expertise.

As Chair, I remain confident in the value EFCOG brings to the Department. On behalf of the Board, I extend my sincere appreciation to all who serve the EFCOG organization. If your organization is not yet actively engaged, I encourage you to consider participating. By maintaining our focus on operational excellence, we will continue to support DOE's critical missions safely, efficiently, and effectively.

Sincerely,

*D. J. Johnson*

Chair, Energy Facility Contractors Group





# Executive SUMMARY

The EFCOG organization arose from an initiative by contractor executives to work together to improve operations across the DOE complex; and a challenge from DOE leadership to tackle common problems facing DOE sites and laboratories. That remains the core of our mission today – to maximize DOE/NNSA mission success by achieving management and operational excellence. EFCOG has grown to an organization with over 140 member companies representing the prime contractor and small business community that supports DOE/NNSA operations.

During decades of service, EFCOG has continued to demonstrate the value of partnership among member companies and across the DOE and NNSA complex. EFCOG supports these partnerships through Board and Working Group interactions, both at the DOE headquarters and field level.

In Fiscal Year 2025, EFCOG advanced its four strategic priorities:

- Strategic Workforce Management
- Predictable Infrastructure Management
- Safe, Secure, Efficient and Effective Operational Excellence
- Technology, AI and Digital Tools Utilization for Future Mission and Operation Execution

EFCOG's nine Working Groups and Task Teams remained central to this effort. During FY2025, they convened regular meetings, facilitated information exchanges, benchmarking activities, and published five best practices and four white papers, contributing to a repository of more than 270 best practices available to members.

In addition, the EFCOG supported efforts to modernize operating models and requirements through a series of workshops and structured engagements with DOE designed to identify opportunities to streamline processes and strengthen governance. This work will continue into FY2026.

EFCOG also expanded member engagement through its webinar series, co-sponsorship of the National Cleanup Workshop, enhanced professional outreach on LinkedIn, and the launch of the EFCOG Exchange Podcast.

Through these activities, EFCOG and its members continued to support safe, secure, and effective mission delivery across the DOE complex while reinforcing a culture of continuous improvement and operational excellence.

## EFCOG Value Proposition

- A comprehensive network of leading companies partnering with DOE to:
  - » promote safe, secure, and effective operations
  - » develop, share, and advance innovative practices
  - » deliver cost-effective solutions to challenges and issues
- » strengthen performance measurement and accountability
- Access to unmatched leadership and experience across member sites and companies
- A collective voice for DOE/NNSA contractors across missions, functions, and sites

# Board of DIRECTORS

EFCOG is fortunate to have a Board of Directors comprised of senior executives from member companies supporting a range of DOE missions, offices and sites. Board members are elected by the EFCOG Executive Council and serve a term of three years. The Board serves as the governing entity for EFCOG's day-to-day operations and meets monthly, with several in-person sessions held throughout the year.

In FY2025, the Board welcomed Colby Yeary as Assistant Vice Chair, and 11 new Directors. The Board would like to thank the group of Board members that ended their term this year including: Greg Meyer, Kelly Beierschmitt, Sandra Fairchild, Dena Volvar, Mark Peters, Jack Craig, Jr., Billy Morrison, Michael Schlender, Eric Papaioannou, and Sharon Marra.

## Fiscal Year 2025 Board of Directors

**DJ Johnson, Chair**

Honeywell Federal Solutions

**Juan Alvarez**

Brookhaven National Laboratory

**Mark Davis**

Los Alamos National Laboratory/Triad

**Sharon Marra**

Battelle Savannah River Alliance/SRNL

**Myrna Redfield**

Four Rivers Nuclear Partnership

**Ben Souther**

Bechtel National, Inc.

**Mark Whitney, Vice Chair**

Amentum

**Amy Basche**

Hanford Mission Integration Solutions

**Randy Hansen**

Pacific Northwest National Laboratory

**Michael Lempke**

Huntington Ingalls Industries

**Bob Smith**

Fluor Federal Services

**Jeff Stevens**

BWXT Technical Services Group, Inc.

**Colby Yeary, Deputy Vice Chair**

PanTeXas Deterrence, LLC

**David Campbell**

EnergySolutions

**Karen Harris**

Boston Government Services

**Robert Miklos**

Veolia Nuclear Solutions

**Brad Smith**

N3B

**David Teter**

Idaho National Laboratory

# EFCOG Major Engagement **ACTIVITIES**

## National Cleanup Workshop

EFCOG, in cooperation with DOE and Energy Communities Alliance, was proud to co-host the 11th annual National Cleanup Workshop in September 2025. With over 600 participants this year, the National Cleanup Workshop is one of the premier conferences focused on EM topics, bringing together federal and industry executives, with local government leaders.

## Southwest Region Construction Industry Forum

This year, EFCOG hosted the Southwest Region Construction Industry in New Mexico. These forums are intended to facilitate discussion among DOE, M&O and subcontractor representatives to discuss contracting and procurement processes, share best practices among the complex and identify areas for process improvement.

## House Nuclear Cleanup Caucus

EFCOG, along with Energy Technology and Environment Business Association (ETEBA) and the Nuclear Energy Institute (NEI), hosted three receptions in conjunction with the House Nuclear Cleanup Caucus this year.

## Linked-in Engagement

In 2025, EFCOG continued to expand its LinkedIn presence, and increased the number of followers to over 1600.

## Digital Transformation Webinar Series

In FY2025, EFCOG continued Digital Transformation Webinar series in which we share lessons learned and best practices that show how member companies are using digital transformation to improve mission delivery and process efficiencies.

## Podcast

This year, EFCOG launched the EFCOG Exchange Podcast, designed to share insights, highlight best practices, and strengthen engagement across our community.

## 30+ Years

In partnership with DOE



# EFCOG

## WORKING GROUPS

EFCOG accomplishes its mission of maximizing DOE and NNSA success through a set of nine Working Groups and Task Teams that meet periodically to exchange information and lessons learned, address common challenges, and publish best practices in a variety of subject areas.

A Chairperson oversees the direction of each Working Group, and activities are performed consistent with a Working Group Charter approved by the Board of Directors. Working Group membership includes individual subject matter experts, leaders, and managers from across DOE programs, laboratories, and sites, with personnel from member companies and DOE/NNSA. DOE/NNSA Sponsors provide advice, information, and support.

### FY 2025 Working Groups and Leadership

#### Cybersecurity (CSWG)

Bridgitte Mase, Chair (BGS)  
Jeanne Beard, Liaison (DOE EM)

#### Efficiency and Environment (EEWG)

John Elliott, Co-Chair (Berkeley Laboratory)  
Suzanne Belmont, Co-Chair (National Lab of the Rockies)  
Josh Silverman, Liaison (DOE EHSS-20)

#### Operations (OWG)

Kim Lebak, Chair (Fluor Federal Services)  
Garrett Smith, Liaison (DOE EHSS)

#### Project Delivery (PDWG)

Amy Basche, Chair (HMIS)  
Paul Bosco, Liaison (DOE PM)

#### Safeguards and Security (SSWG)

Anthony Mendez, Chair (MSTS)  
Mark Hojnacke, Liaison (DOE AU)

#### Safety (SWG)

Matt Moury, Chair (Fluor)  
Kevin Dressman, Liaison (DOE EHSS-10)

#### Supply Chain Task Team (SCTT)

Jay Johnson, Chair (Huntington Ingalls Industries)  
Jack Zimmerman, Liaison (DOE EMCBC)

#### Training (TWG)

Amy Loevy, Chair (Lawrence Livermore National Laboratory)  
Gabe Pugh, Liaison (DOE EA)

#### Waste Management (WMWG)

Renee Echols, Chair (Firewater)  
Douglas Tonkay, Liaison (DOE EM)

# Added Value to the DOE COMPLEX

In 2025, the Working Groups delivered significant value to the DOE complex by addressing enterprise-wide challenges to advance mission performance. Working Groups actively collaborated throughout the year using workshops, videoconferences and in-person meetings and developed best practices, issued white papers, and supported DOE in various reviews of guidance documents and operating requirements. Across all efforts, Working

Groups focused on promoting excellence through solutions that are practical, implementable, and cost-effective. Working Group initiatives demonstrated an ongoing commitment to enhancing safety, compliance, and operational effectiveness across multiple disciplines. Collaborative efforts continue to drive innovation and regulatory alignment throughout DOE, supporting both current objectives and future mission requirements.

In 2025 EFCOG Working Group activities supported EFCOG's four Strategic Objectives:

1. Strategic Workforce Management
2. Predictable Infrastructure Management
3. Safe, Secure, Efficient and Effective Operational Excellence
4. Technology Utilization for Future Mission and Operation Execution

Working Group Accomplishment highlights, organized by EFCOG strategic objective, are summarized in the sections that follow. Additional information and detail

regarding individual Working Group accomplishments, initiatives, membership and FY 2026 Work Plans can be found on the EFCOG website.



TWG 10th Annual Meeting at Lawrence Livermore National Laboratory, March 2025

# Working Group 2025

## ACCOMPLISHMENTS

---

### 1. Strategic Workforce Management

---

- The SCTT held a best practice sharing session to discuss workforce retention efforts at DOE sites. The discussion focused on methods to attract, on-board, train, and develop supply chain professionals.
- The TWG held its 10th Annual Meeting at Lawrence Livermore National Laboratory with over 275 participants featuring three panel discussions, 30 breakout sessions, eight site tours and DOE and Lab leadership speakers.
- The TWG delivered eight Learning Opportunities, averaging 90 participants each, to discuss topics including Universal Design for Learning, AI in the Learning Space, and Human Performance Improvement.

### 2. Predictable Infrastructure Management

---

- The SCTT hosted two construction subcontractor forums, in Albuquerque, NM and Aiken, SC, to identify acquisition challenges that negatively impact cost and schedule for infrastructure projects.

### 3. Safe, Secure, Efficient and Effective Operational Excellence

---

- The SCTT developed an enterprise-wide Supply Chain Risk Response process to increase supply chain threat resilience by ensuring timely integration among supply chain, IT and counterintelligence counterparts.
- The SWG developed a Lock Out Tag Out (LOTO) Significance Index Tool to score occurrences to determine the significance of the event. The tool is currently being piloted at three sites
- The OWG completed Lock Out Tag Out (LOTO) benchmarking with LANL/LBNL/LLNL and Chevron.
- The OWG developed a Safe Performance of Work (SPoW) benchmarking protocol and identified benchmarking tools and methods.
- The OWG collected benchmarking data of several Safety Culture and Human Organizational Performance/Human Performance Improvement tools/methods for integration into 2026 Safe Performance of Work (SPoW) efforts.
- The OWG developed a draft document which evaluates each requirement in DOE Order 422.1, Conduct of Operations, and recommends implementation/modified implementation for each in a research and development (R&D) environment.
- The SWG completed a review of the Contractor Assurance System Maturity Model and developed a list of improvements for subsequent incorporation and piloting
- The SWG completed an evaluation of ANSI Z136.1-2022 American National Standard for Safe Use of Lasers and comparison Z136.1-2014 and Z136.8-2021 and provided the comparison to the DOE Laser Safety community.
- The SWG evaluated impacts of revisions to DOE Order 414.1E, Quality Assurance.
- The SSWG, in collaboration with Nuclear Energy Agency (NEA), collected and shared critical information from multiple sites to support future activities affecting DOE and NNSA Operational Security (OPSEC) programs.
- The SSWG provided and reviewed Hanford site-specific PI Templates.
- The EEWG completed updates to the Smart Labs Laboratory Ventilation Risk Assessment (LVRA) Tool, based



on feedback, working sessions and lessons learned. The updated tool and process better serves the needs of laboratory managers.

- The EEWG completed an Environmental Survey identifying environmental compliance areas of highest concern to sites. The Survey results identified areas where sites need more training, resources or clarity on requirements, and will inform Working Group activities in this area in the future.
- The SWG developed a white paper on ISO 10-06, Measurement of Volume, Mass Density, Viscosity, including Measurement Instruments, for refining procurement engineering.
- The PDWG published the “High Total Float” White Paper.
- The WMWG developed a white paper/best practice: “Options for Packaging to Support Waste Shipments for Processing and Certification for DOE – Generated Wastes with Transuranic Radionuclides”, at the request of the Los Alamos National Lab (LANL) to support LANL weapons modernization efforts at TA-55.
- The SWG increased the frequency of shared supplier assessments using the Master Supplier List (MSL).
- The OWG conducted a Nuclear & Facility Safety Albuquerque Workshop at Sandia National Laboratories’ Center for Global Security and Cooperation. Approximately 300 people attended the workshop to discuss emerging issues and developments and to plan the paths forward for Task Groups and Communities of Practice. Panels and discussions focused on topics including: the definition of moderator controls, American Nuclear Society (ANS)-8 proposed revisions, and criticality safety officer roles, responsibilities, accountability, and authorities.
- The WMWG hosted a TRU User’s Group meeting for TRU generators to discuss Remote Handled TRU disposition and deploying shielded container assemblies (SCA) containers. Participants also shared point-of-generation lessons learned for continuous improvement.
- The SSWG hosted several joint meetings with the Material Control & Accountability (MC&A) Accounting Working Group and the MC&A Measurement/Measurement Controls Working Group.
- The SSWG conducted multiple meetings with a focus on Tamper Indicating Device (TID) use in Category III/IV Material Balance Areas (MBAs).
- The SSWG hosted focused discussions on the challenges and site implementation of DOE 474.2A order requirements for Other Accountable Nuclear Material (OANM).
- The SSWG gave a presentation of implementation of pre-disposition Material Balance Areas at Los Alamos National Laboratory.
- The SWG provided Suspect/Counterfeit items training classes for DOE complex.
- The WMWG provided support to the Carlsbad Field Office for lifecycle cost analyses to prepare for remote handled (RH) TRU disposition options.
- The SWG supported DOE’s revision of DOE Guide 414.1-X, DOE Software Quality Assurance Guide.
- The SSWG supported an initiative to improve the DOE Classified Matter Protection and Control (CMPC) Marking Guide.
- The PDWG provided facilitator resources to support NNSA Earned Value Management System (EVMS) Certification Review.
- The PDWG provided Project Peer review candidates based on DOE and EFCOG Member Contractor requests.
- The PDWG provided collaborative earned value compliance support to the Office of Project Management Oversight and Assessments.
- The WMWG participated in the GAO review of DOE Disposal Planning.
- The SWG established a Subcontractor Safety Task Team Community of Practice and a Procurement Engineering Steering Committee.

- The WMWG established a Subgroup on Aging Container Management for High Activity Wastes that will focus on managing environmental degradation of radioactive materials containers throughout the DOE complex that have no current disposal path.

## 4. Technology Utilization for Future Mission and Operation Execution

- The CSWG collaborated with Federal and contractor staff on key initiatives, such as awareness for Risk Management and the Cyber Score Card, Ransomware incident response, Executive Orders, and Artificial Intelligence.
- The CSWG conducted training sessions for NIST SP 800-171/ CMMC/ Cybersecurity Supply Chain Requirements.
- The CSWG worked with the CIO's office Supply Chain Risk Management team to facilitate mechanisms to leverage NIST SP 800-171/CMMC and reduce total cost of compliance for both the contractor community and DOE.
- The PDWG provided support to DOE's transition to JavaScript Object Notation (JSON) for project performance data Contractor Project Performance (CPP) uploads to facilitate the Project Assessment and Reporting System (PARS).
- The SWG Published a paper on Artificial Intelligence (AI): ISM-SC-24-03, Artificial Intelligence: Uses, Precautions, and Future Applications.
- The CSWG supported external collaborations with the FBI and CISA.
- The SWG developed a Software Lifecycle Document Sharing Platform (SLDSP)
- The WMWG partnered with the Carlsbad Field Office to use a SharePoint site to capture lessons learned from Generator sites and to facilitate information sharing.
- The SSWG conducted multiple Classified Matter Protection and Control (CMPC) meetings focused on impacts of policy challenges for complex digital environment (e.g., marking dynamic files, adapting to Artificial Intelligence), and use of automated applications to assist with implementation of CMPC requirements.
- The SSWG gave a presentation on 3D printing capabilities and utilization in Nuclear Material Control and Accountability (NMC&A).
- The SSWG conducted multiple Operations Security (OPSEC) meetings with a focus on Controlled Unclassified Information (CUI) implications, threat analysis, and a review of activities related to the current threat landscape.

# BEST Practices

In FY 2025, EFCOG Working Groups published 5 best practices. Specific Best practices are available upon request.

- Best Practice #267, Unbound Engineered Nanoparticles (UNP) Guide. (Safety Working Group)
- Best Practice #268, Installation and Use of Permanently Mounted Test Devices. (Safety Working Group)
- Best Practice #269, Use of Finger-Safe Components in Electrical Installations. (Safety Working Group)
- Best Practice #270, Source Activity and Emission Rate Standardization. (Safety Working Group)
- Best Practice #271, Recommended Criteria and Thresholds for ES&H Metrics. (Safety Working Group)

# Financial REPORT

## EFCOG Fiscal Year 2025 Fund Account Summary

October 1, 2024 – September 30, 2025

|                                                                |                      |                      |
|----------------------------------------------------------------|----------------------|----------------------|
| <b>Beginning Balance as of 10-01-24</b>                        |                      | <b>\$ 965,731.66</b> |
| <i>Receipts</i>                                                |                      |                      |
| FY 2025 Memberships & Renewals                                 | \$ 241,750.00        |                      |
| FY 2026 Memberships & Renewals                                 | \$ 217,500.00        |                      |
| Annual Meeting Member Sponsors                                 | \$ 7,500.00          |                      |
| Annual Meeting Registration                                    |                      |                      |
| Interest                                                       | \$ 26,222.33         |                      |
| <b>Total Receipts</b>                                          | <b>\$ 492,972.33</b> |                      |
| <i>Disbursements</i>                                           |                      |                      |
| Operating Expenses                                             | \$ 60,921.76         |                      |
| Support Service Contractor -<br>Longenecker & Associates, Inc. | \$ 413,380.01        |                      |
| Other Disbursements                                            | \$ 18.00             |                      |
| <b>Total Disbursements</b>                                     | <b>\$ 474,319.77</b> |                      |
| Net income as of 09-30-25                                      | \$ 18,652.56         |                      |
| <b>Ending Balance/Management Reserve as of 09-30-2025</b>      |                      | <b>\$ 984,384.22</b> |

# EFCOG Membership

By the end of FY 2025, EFCOG membership included 131 DOE contractors. \*New Members

|                                              |                                                    |                                                      |                                       |                                                 |
|----------------------------------------------|----------------------------------------------------|------------------------------------------------------|---------------------------------------|-------------------------------------------------|
| Acuity International                         | Constellis                                         | Honeywell FM&T                                       | Engineering                           | Solutions                                       |
| Advanced Technologies and Laboratories Int'l | CTI and Associates, Inc.                           | HukariAscendent                                      | Neptune and Company, Inc.             | Schneider Electric                              |
| Advetage                                     | Curtiss-Wright                                     | Humphreys & Associates, Inc.                         | North Wind Group                      | Secured IT Solutions*                           |
| AECOM                                        | CyberLok Security Solutions, LLC                   | Huntington Ingalls Industries                        | nStone Corporation                    | Seventh Sense Consulting                        |
| Alliance for Energy Innovation (NLR)         | DBD Inc                                            | I.C.E. Service Group, Inc.                           | NuVision Engineering*                 | SLAC National                                   |
| Amentum                                      | DeMase Technical Services                          | Idaho National Laboratory                            | Oak Ridge Associated Universities     | Accelerator Laboratory                          |
| American DND, Inc.                           | Dunn Safe*                                         | Ideagen*                                             | Oak Ridge National Laboratory         | Southeastern Universities Research Association* |
| Ames National Laboratory                     | EnergySolutions                                    | IEI                                                  | Oak Ridge Technologies                | Southern Ohio Cleanup Company LLC               |
| APTIM                                        | Fermi National Accelerator Laboratory              | Institute for Clean Energy Technology                | Omega Technical Services              | Spectra Tech, Inc.                              |
| Argonne National Laboratory                  | Fire & Pump Service Group                          | INTERA Incorporated                                  | Orano Federal Services LLC            | Strata-G, LLC                                   |
| AtkinsRéalis US Nuclear                      | Firewater Associates LLC                           | Intra Management Solutions, Inc.                     | Pacific Northwest National Laboratory | Strategic Management Solutions, LLC             |
| AVANTech Inc.                                | Fluor Federal Services forProject Technology, Inc. | Invoke Public Sector* J. G. Management Systems, Inc. | PanTeXas Deterrence, LLC *            | Street Legal Industries, Inc.*                  |
| AzTech International, Inc.                   | Four Rivers Nuclear Partnership                    | Jefferson Lab*                                       | Paragon                               | Studsvik                                        |
| Babcock Services, Inc                        | GEM Technologies Inc.                              | Juno Management Professionals*                       | Parsons Government Services           | Swift & Staley                                  |
| Baker Concrete Construction, Inc.            | GEM Technology International Corporation           | Kiewit Nuclear Solutions                             | Parvati Government Services Inc.      | TechSource, Inc.                                |
| Banda Group                                  | Geosyntec Consultants, Inc.                        | LATA                                                 | Paschal Solutions, Inc.               | TerranearPMC, LLC                               |
| International, LLC                           | Government Scientific Source, Inc.*                | Lawrence Berkeley National Laboratory                | Perma-Fix                             | Texas A&M University System                     |
| Battelle Savannah River Alliance             | Hanford Mission                                    | Lawrence Livermore National Laboratory               | Environmental Services                | The De Novo Group LLC                           |
| Bechtel National, Inc.                       | Integration Solutions                              | Los Alamos National Laboratory/Triad                 | Pinnacle Management Systems, Inc.     | The Oryza Group*                                |
| Booz Allen Hamilton                          | Hanford Task Waste Operations and Closure (H2C)*   | Management Solutions, LLC                            | PM tec, Inc.                          | Torah Federal Systems                           |
| Boston Government Services, LLC              | HDR Engineering, Inc.                              | Merrick & Co.                                        | Project Enhancement Corporation       | UCOR                                            |
| Brookhaven National Laboratory               | HealthWorks Medical, LLC                           | Mirion Technologies Inc.                             | RSI Entech, LLC*                      | University of California                        |
| BWXT Technical Services Group, Inc.          | Holtec Government Services, LLC.                   | Mission Support and Test Services                    | SAIC                                  | Veolia Nuclear Solutions                        |
| CACI                                         | Honeywell Federal Solutions                        | MS Technology, Inc.                                  | Samos Advisors LLC                    | Victaulic Company                               |
| Cavendish                                    |                                                    | N3B                                                  | Sandia National Laboratories          | Waste Control                                   |
| CDM Smith                                    |                                                    | NAC International                                    | Savannah River Mission Completion     | Specialists LLC                                 |
| ClearPlan LLC                                |                                                    | Navarro Research and                                 |                                       | West Valley Cleanup Alliance                    |
| COMPA Industries, Inc.                       |                                                    |                                                      |                                       | Westinghouse                                    |
| Consolidated Nuclear Security                |                                                    |                                                      |                                       | Government Services                             |
|                                              |                                                    |                                                      |                                       | WIPP-SIMCO                                      |



# Working Group

## RESOURCES

---

Please see the links below for detailed 2026 plans, deliverables, Best Practices, Lessons Learned and other relevant documents for each of the Working Groups.

1. Cybersecurity WG: <https://efcog.org/cybersecurity-working-group-divi/>
2. Efficiency & Environment WG: <https://efcog.org/efficiency-environment-working-group-divi/>
3. Operations WG: <https://efcog.org/operations-working-group-divi/>
4. Project Delivery WG: <https://efcog.org/project-delivery-working-group-divi/>
5. Safeguards & Security WG: <https://efcog.org/safeguards-security-working-group-draft-divi/>
6. Safety WG: <https://efcog.org/safety-working-group-divi/>
7. Supply Chain Task Team: <https://efcog.org/supply-chain-task-team-divi/>
8. Training WG: <https://efcog.org/training-working-group-divi-2/>
9. Waste Management WG: <https://efcog.org/waste-management-working-group-divi/>