



# Nuclear Safety Culture Policy

## Purpose

This Nuclear Safety Culture Policy states AFRY's commitment to safety in all our nuclear operations. Safety is a shared value within AFRY Nuclear Business Area and nuclear safety is the top priority. The management is committed to maintaining a high level of Nuclear Safety Culture (NSC) in AFRY.

This Policy describes the NSC principles followed in AFRY. All AFRY Nuclear Business Units are committed to this NSC policy and following the established NSC principles in all their projects and assignments.

## Policy

Nuclear Safety Culture at AFRY is based on the principles presented below. The AFRY Nuclear Business Units commit to having adequate procedures in place and implementing the necessary actions to establish and maintain a high level of Nuclear Safety Culture as stated in this policy.

This policy applies to all organizations and individuals working with AFRY nuclear projects and assignments. It shall be ensured that everyone working with nuclear projects and assignments are aware of and committed to this policy and its principles, also those from other AFRY business areas and subcontractors.

### Individual responsibility

Everyone working with nuclear projects and assignments shall take personal responsibility for nuclear safety and understand the importance of adherence to nuclear safety standards.

All individuals are personally accountable for modeling nuclear safety behaviors and understand the effect of their own actions. Everyone shall contribute to fostering a culture and work environment which supports nuclear safety.

*"Safety Culture is that assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance."*

- IAEA

### Questioning attitude

A questioning attitude is emphasized. Individuals demonstrate a questioning attitude by challenging assumptions and beliefs, investigating anomalies, and considering potential adverse consequences of planned actions. All employees avoid complacency and are watchful for conditions or activities that can have an undesirable effect on safety.

Nuclear technology is recognized as special and unique and the special characteristics of nuclear technology are taken into account in all decisions and actions.

### Respectful work environment

We foster a respectful work environment where personnel feel free to raise concerns without fear of retaliation, intimidation, harassment, or discrimination. It is important that everyone can have confidence their concerns will be addressed.

Differing opinions are welcomed and respected. Employees are expected and encouraged to offer innovative ideas to help solve problems.

Issues are raised and addressed. When needed, fair and objective methods are used to resolve conflict and unsettled differing professional opinions.

### **Leaders demonstrate commitment to safety**

The management is aware of that they are the leading advocates of nuclear safety and demonstrate their commitment both in word and action.

Leaders recognize that other goals, if not properly communicated, can send mixed signals on the importance of nuclear safety. They are sensitive to detect and avoid these misunderstandings.

Leaders ensure that personnel, equipment, procedures, and other resources are available and adequate to support nuclear safety.

### **Decision-making reflects nuclear safety first**

Decisions that support or affect nuclear safety are systematic, rigorous, and thorough.

Leaders support and reinforce conservative approach in decision making related to nuclear safety.

There shall be clearly defined responsibility of decisions that may affect nuclear safety.



### **Problem identification and resolution**

Issues potentially impacting safety are promptly identified, fully evaluated, and promptly addressed and corrected commensurate with their significance.

Identified problems and non-conformities are recorded and corrective and preventive actions taken. Issues are analyzed to identify possible patterns and trends.

We believe in a no-blame culture. Personnel also have a possibility to anonymously raise concerns relating to e.g. violation of this policy in case they feel uncomfortable bringing the issue up in their organization.

### **Safety-conscious communication**

Policies and procedures emphasize the overriding importance of nuclear safety.

There is a free flow of information where individuals communicate openly and candidly, both up, down, and across the organization. Work groups communicate timely, frequently and accurately. Bases for decisions are communicated appropriately.

Leaders use formal and informal communication to convey the importance of safety. Special attention is put on avoiding unintended or conflicting messages which may be caused by other targets.

### **Continuous learning**

Organizational learning is embraced. Experiences and lessons learned are shared to learn and improve practices and ways of working.

Training, self-assessments, corrective actions, and benchmarking are used to stimulate learning and improve performance.

The organization avoids complacency and cultivates a continuous learning environment.