

APPROVED by  
the Board of SE Ignalina Nuclear  
Power Plant decision  
(Protocol No. VPP-6(1.160E)  
of 14 March 2025)

## **QUALITY MANAGEMENT POLICY OF THE STATE ENTERPRISE IGNALINA NUCLEAR POWER PLANT**

The quality management policy of the State Enterprise Ignalina Nuclear Power Plant (hereinafter – INPP, the enterprise) has been developed according to Clause 40.1.2 of the VATESI Nuclear Safety Requirements BSR-1.4.1-2016 “Management System”, Clause 3.22 of the IAEA Recommendations GS-G-3.5 “The Management System for Nuclear Installations” and Clause 5.2 of the Lithuanian Standard LST EN ISO 9001:2015 “Quality Management Systems. Requirements”.

The objective of the quality management policy of the INPP is to establish the obligations of the INPP management in the field of quality management, the main principles and objectives of the quality, which should be observed during the decommissioning of Nuclear Facilities (hereinafter – the NF), as well as during design, construction, operation of nuclear fuel and radioactive waste management facilities, storage facilities, repositories and the transportation of nuclear fuel cycle materials, nuclear materials and fissile materials.

This policy replaces the Quality Management Policy of the State Enterprise Ignalina Nuclear Power Plant, DVSta-0108-19V2.

**The QUALITY is understood at the enterprise as compliance with the established requirements, giving a priority to safety. The INPP management, under the leadership of the INPP Director General, managers at all levels and each INPP employee should feel responsible to the society. The VATESI nuclear safety requirements and other legal acts of the Republic of Lithuania shall be complied with, the international IAEA requirements and recommendations shall be followed, and the good practices in accordance with ISO standards shall be used.**

**In order to ensure QUALITY, the INPP complies with the following principles and objectives:**

**1. Orientation to the interested parties.** The INPP cooperates with the interested parties, tries to understand their current and future needs, as well as to meet their requirements and exceed their expectations, giving the priority to safety. The main interested parties of the INPP are, in particular, the society, the authority implementing the rights and obligations of the enterprise’s owner (the Ministry of Energy), the regulatory and supervisory authority (VATESI), and the European Union, which mainly finances the INPP decommissioning.

**2. Leadership.** The enterprise's management and the heads at all levels demonstrate leadership and commitment to maintaining and developing the quality management system, safety culture and security culture. The management of the INPP sets the long-term strategic objectives of the enterprise, the heads at all levels clarify to subordinate personnel the annual tasks for achieving the strategic objectives, create conditions for their implementation, control them, analyze and improve the activities carried out. The heads at all levels promote the appropriate attitude of subordinate personnel to safety, quality and efficiency of activities through their exemplary behavior, words and actions. The heads at all levels promote and develop such organizational culture that motivates trust, cooperation, consultation and communication.

**3. The engagement of employees:** The competent INPP employees are the basis of the enterprise and their full engagement into its activities enables to use the skills of employees for the benefit of INPP. The responsibilities are clearly distributed to all INPP employees, and the granted rights enable them to carry out the assigned work. The INPP management creates such internal environment in which all INPP employees are fully involved in the achievement of the objectives of the enterprise and its structural unit, processes and projects, in particular by adhering to the principles of the safety culture and the security culture. The strategic indicators of the enterprise are staggered down to the level of structural units and employees. All employees of the enterprise realize that the safe and efficient performance of their daily tasks and work contributes to the achievement of the enterprise's long-term objectives and the overall result.

**4. The processual approach.** The desired result is achieved much more efficiently when the activity and related resources are managed as a process. There are identified processes at the INPP, also identified and evaluated their risks, established measurable indicators that enable not only the execution, but also the planning, control, analysis and improvement of processes. There are conducted the periodical quality (compliance) audits of each process at the enterprise. The enterprise's management, understanding the purpose of quality audits – to improve the enterprise's activity and safety – implements the principle of impunity and encourages the enterprise's personnel to cooperate in good faith in identifying weaknesses in the enterprise's activity.

**5. A systemic approach to management.** The INPP integrated process-based management system is applied in all processes, projects, structural units and facilities of the enterprise in accordance with VATESI nuclear safety requirements, international ISO standards, taking into account IAEA recommendations. It integrates elements of nuclear safety, radiation safety, physical safety, fire safety, environmental protection, occupational safety and health, quality and economics. The management system integrated at the INPP is certified with complying to the standard LST EN ISO 9001:2015 "Quality management systems. Requirements" The INPP laboratories are accredited according to the requirements of standards ISO 17020 and ISO 17025.

**6. Continuous improvement.** The INPP has established a continuous improvement mechanism, which includes improving the quality management of its structural units, activities of employees, processes and projects, thereby improving safety, reducing costs and meeting the needs and expectations of the interested parties. Each year a self-evaluation is carried out at the level of structural units and projects, and areas for improvement are identified. The three lines of defense model have been implemented at INPP. All processes at the INPP are described and operate according to the Deming Circle principle PDCA: Plan-Do-Check-Act and improve. The INPP has implemented the improvement proposals submission system, where any employee of the enterprise can submit an improvement proposal directly to the head of the enterprise. Every employee of the INPP should not only comply with the established requirements in the performance of his/her duties, but should also think: *“Could this work have been done better?”* and, if the answer is “yes”, he/she should implement improvement actions.

**7. Making evidence-based decisions, giving priority to safety.** Decision making is based on an objective analysis of data and information using modern methods and assessing the identified risks. It is ensured that the data and information on which decisions are based are accurate and reliable. Decisions shall take into account, in particular, their impact on nuclear safety, radiation safety, physical safety, environmental protection and occupational safety and health. All changes (technical and organizational) shall be justified, and changes related to safety shall be agreed with the supervisory and regulatory authority (VATESI) before implementation.

**8. A mutually beneficial relationship with suppliers.** The INPP and its suppliers are dependent on each other, and mutually beneficial relationships help both parties to increase the possibility for value creation. The INPP relations with suppliers are based on the Law on Public Procurement of the Republic of Lithuania, in accordance with the principles of equality, non-discrimination, mutual recognition, proportionality and transparency. The Supplier, holding a license issued by VATESI, is obliged to comply with the Law on Nuclear Safety of the Republic of Lithuania, other legal acts and normative technical documents on nuclear safety. The INPP controls the implementing procurement contracts for compliance with environmental protection, social and labour law requirements. INPP pays special attention to suppliers and sub-suppliers providing the products important to safety; their quality management systems are periodically audited for compliance in accordance with ISO 9001 “Quality Management Systems. Requirements”. The suppliers providing the products important to safety are required to develop quality assurance plans before commencing the contracts, setting out the methods and means of achieving product quality.

The management of the enterprise shall ensure that the INPP quality management policy is accessible, known and understood by everyone working at the enterprise.

This policy is reviewed annually for its relevance when performing the INPP management evaluative analysis.

The INPP quality management policy may be amended or repealed by the decision of the INPP Board.

---

AGREED by  
VATESI  
Letter No. (15.1 Mr-33)22.1-82 of 6 February 2025

Developed by  
The head of the S&QMS quality management group  
Ingrida Šablinskienė, tel. 868602128

I. Š., 1, 2025-02-14

*Translated by  
Ema Banevičienė,  
Translator of  
Document Management Division of  
SE Ignalina NPP,  
2025-03-18*