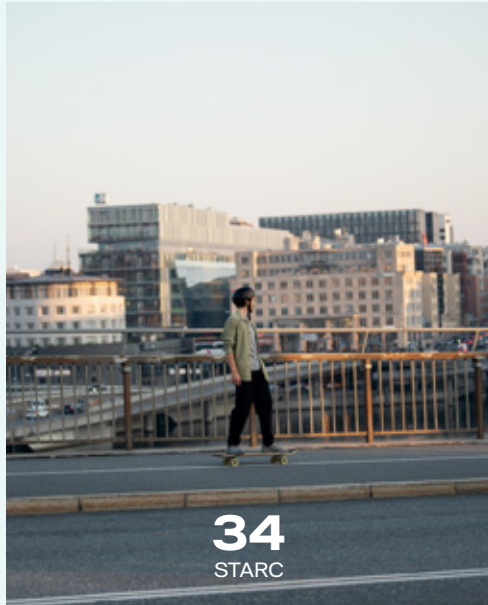


# Our Values

How we work at  
Forsmark and Ringhals



**VATTENFALL**



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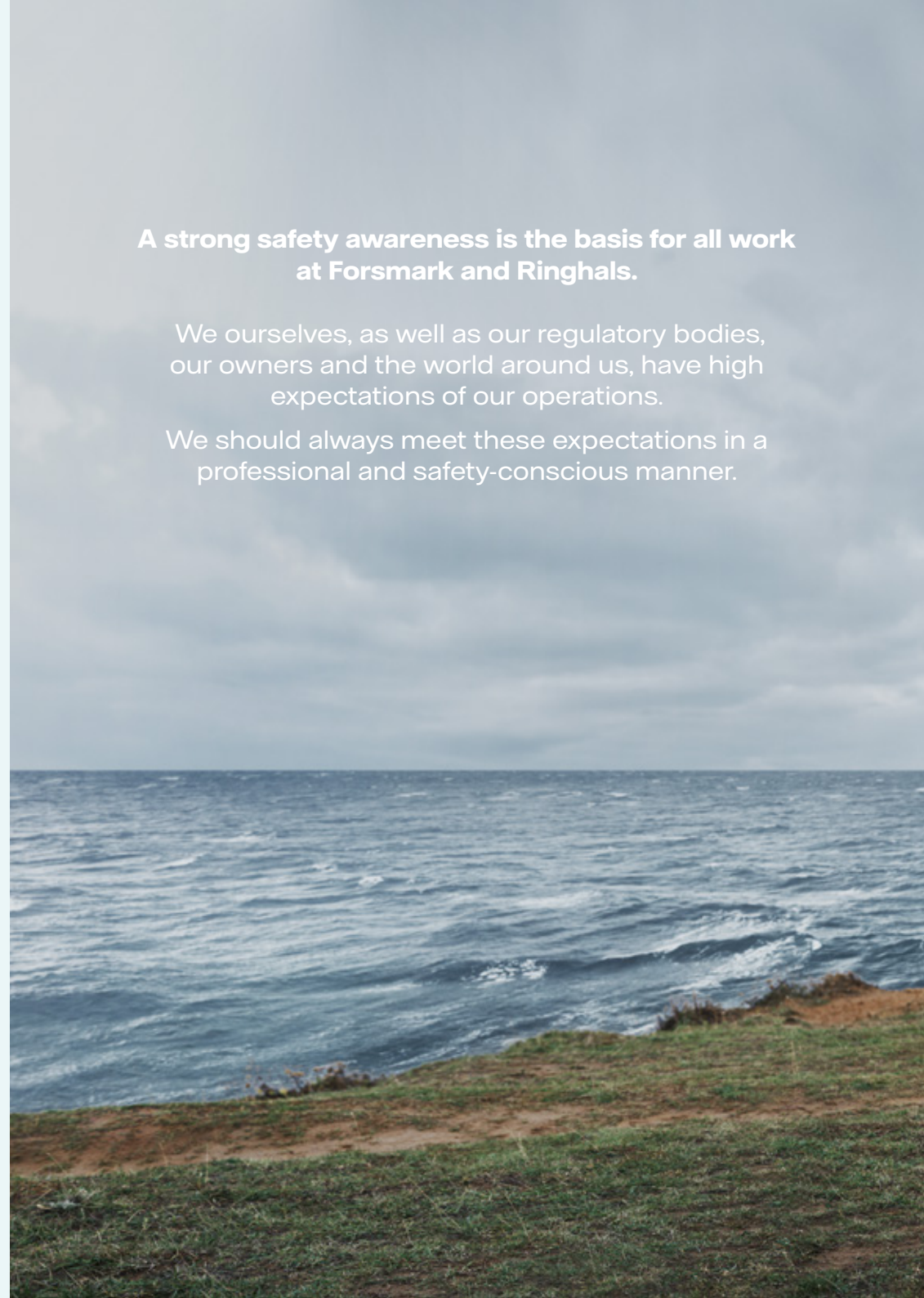
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**A strong safety awareness is the basis for all work at Forsmark and Ringhals.**

We ourselves, as well as our regulatory bodies, our owners and the world around us, have high expectations of our operations.

We should always meet these expectations in a professional and safety-conscious manner.





## **Our values - our promise to each other**

Those of you who work at Forsmark and Ringhals are important, regardless of whether you are a manager, employee or hired for short or long-term assignments. Together, we all contribute to safety and to the values that characterise our workplaces. We are each other's work environment: there must be room for differences and companies must be permeated by an inclusive working climate.

The booklet you hold summarises our values and our methods for preventing errors. We can be proud of our workplaces, where we take joint responsibility and develop to generate power for the world around us. We expect everyone who works at Forsmark and Ringhals to take our values seriously and put extra focus on working safely. That is our promise to each other.

# This is why we are here

Vattenfall's goal is a future where it is possible for everyone to move, make and live fossil free.

Nuclear power represents an important building block to Vattenfall's fossil-free vision. Our nuclear power plants must meet the demand for electricity, every day, all year round. Safe and stable operations are our motto, a shared responsibility of Forsmark and Ringhals. Vattenfall's goal is a future where we and our customers can live fossil-free.

## Safe and stable operation - now and in the future

Our nuclear power is unique, the consequences of our operations may be serious. Therefore we work on the basis of extremely high safety requirements. For those of us who work in the field of nuclear power, safety always comes first. Every one of us bears special responsibility resulting from this work. Whenever we make decisions concerning our various operations, they must not conflict with our radiation safety goals. In safety terms, we are conservative in our judgements.

When we talk about safety, we mean all aspects of overall safety that aim to protect individuals, plants and surroundings. We mainly mean operation, maintenance, development and decommissioning of plants, emergency preparedness, radiation protection, physical protection, information and IT security and fire protection.

In order to ensure safety, we have a number of physical barriers - from fuel encapsulation to the reactor building. In addition, we also have in-depth defence consisting of robust construction, multiple safety systems and routines for dealing with disturbances.

# Vattenfall's Code of Conduct

Vattenfall's Code of Conduct and Integrity describes the behaviour expected of all Vattenfall employees, around the world.

Vattenfall's Code also applies to temporary staff (contractors, consultants, etc) who have been hired to work for Vattenfall via staffing agencies etc.

Expectations on Vattenfall are high, and so they should be. Our operations are central to society and everything we do affects the reputation of our owners and the Swedish state. We have ambitious goals, and to achieve them we need the right collaboration partners. This puts high demands on what we do and on how we do it.

Acting with integrity means doing the right thing, even when no one is watching.

Violations of the Code of Conduct may result in disciplinary action. Ignorance of the content of the code is no excuse. The mindset can be summed up in two words: Think ahead. If you are in doubt, please talk to your manager, HR or our security departments. Everyone is there to help you.

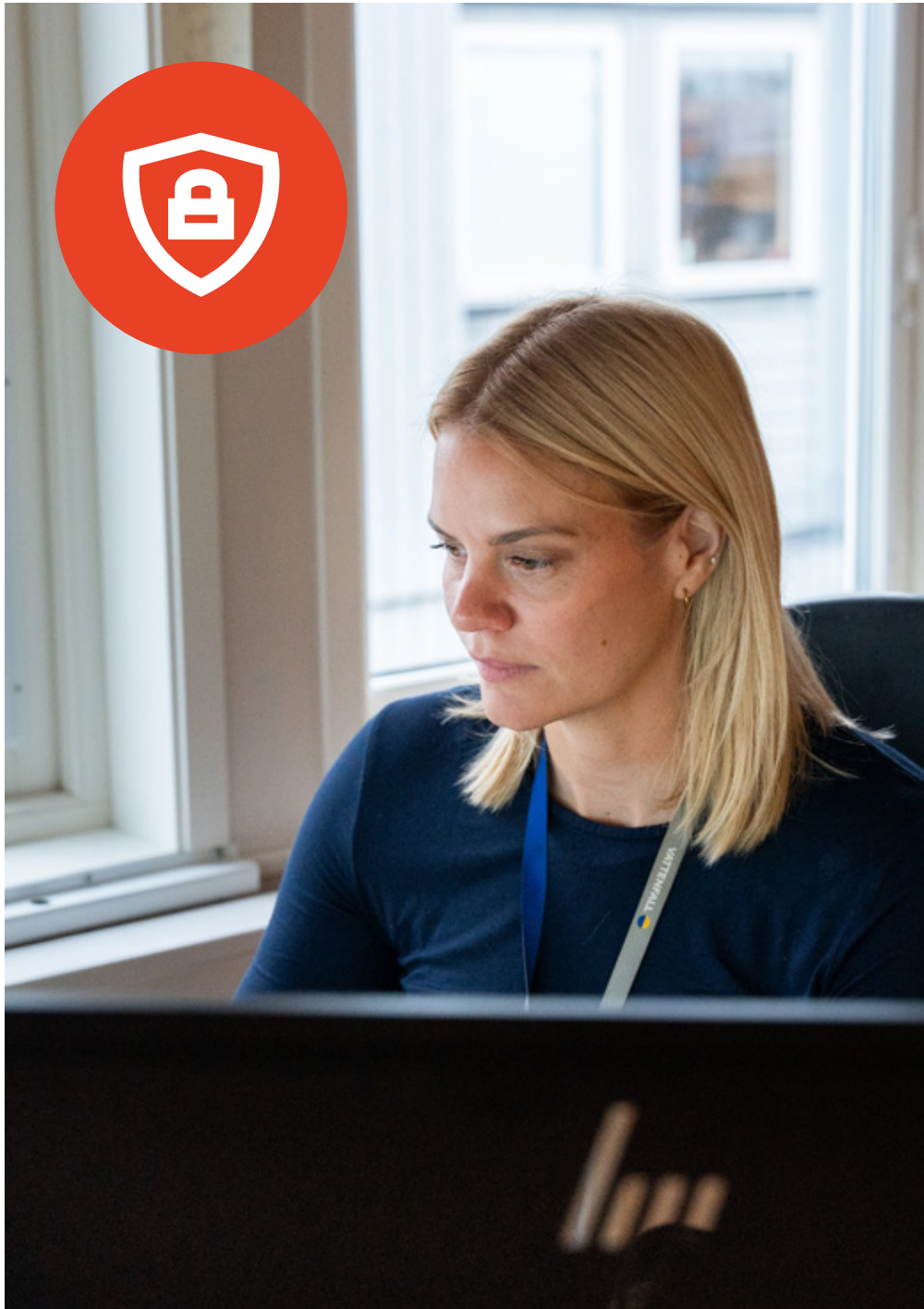
## Whistleblowing

Whistleblowing is a process that enables employees, consultants, suppliers and other stakeholders to report serious irregularities at Vattenfall. These may include conflicts of interest, bribery and corruption, fraud, theft, suspicion of improper procurement, harassment, embezzlement, unfair market practices or violations of competition law.

If serious violations are detected at an early stage, Vattenfall has a greater opportunity to prevent risks and limit damage, which is not only beneficial to Vattenfall but also to the company's employees and other stakeholders. Our employees are encouraged to first report suspected irregularities internally to their immediate manager. If, for any reason, this is not appropriate, reports can be made via our whistleblowing function on the intranet, where you can remain anonymous.



*“Acting with integrity means doing the right thing, even when no one is watching.”*



## Information security

Forsmark and Ringhals' electricity generation is socially important and security-sensitive, and thus vital for Sweden's security. Information security is a fundamental part of safety work in nuclear power. It is about protecting information and ensuring the accuracy and availability of information – regardless of form – which is crucial for safe and efficient operation of the plant in accordance with laws and regulations. It includes technical, organisational and legal measures to ensure that information is handled in a secure and reliable manner. Information security is also about protecting the personal privacy of our employees.

We work systematically with information security to prevent information from falling into the wrong hands, ensure the accuracy of the information, and ensure that the information is available to those who need it. Information security deficiencies can have serious consequences.

In your work, you may come into contact with security-classified information, plants, objects, systems, drawings and more. Information may be printed on paper, stored electronically, transmitted by email or post, shown on film or expressed in a conversation.

Please be careful about what information you share about our operations. If you or a colleague have found yourselves in a situation or acted in a way that could pose a risk to information security, talk to your immediate manager, BISO (Business Information Security Officer) or Security Officer.

From a confidentiality perspective, information is classified in one of the classes C1-Public, C2-Internal, C3-Restricted, C4-Strictly Confidential or security-protection-classified information (NSI-Restricted/Confidential). This helps ensure that the right information is protected and available to the right person when it is needed.



## We are each other's work environment

We want everyone to come home from work safely and in good health. A good working environment is fundamental to everything we do. Our operations involve work with potentially serious risks. We always work in a safe and healthy manner. We never tolerate work that is performed in an unsafe or unhealthy manner. You are responsible for your actions.

### Zero tolerance

There is zero tolerance for harassment at Ringhals and Forsmark. No one working at our nuclear power plants should have to put up with bullying, discrimination or any form of harassment. We all have the right to be treated with respect, and it is important that each of us contributes to an inclusive working environment. It is our collective responsibility that no one is victimised.

If you feel affected, or see or suspect that someone else is, take action! Don't hesitate to contact your manager, your manager's manager, HR, safety representative, union representative or the occupational health service. Everyone is there to help you.

Focus on what creates value

# Our Values

**Active**

**Open**

**Positive**

**Safe**

*Each position at Ringhals and Forsmark has its own unique conditions and demands. Our tasks may vary, but our values unite us and form the common basis for our conduct. It is important to discuss with your manager and your colleagues what our values mean for you in your work.*



# How we work with our values

Our values describe part of our desired culture and are summarised in the words Active, Open, Positive and Safe. Use our values as a compass and guidance when discussing with your manager, supervisor or colleagues what the values mean in your work.



## On your own

Read and reflect on your own behaviour in different situations. How do you live up to the values and how do you perceive your workplace? Is there anything you react to? Bring it up with your colleagues and manager.



## In your group

Explore the values together: They can provide perspective and ideas on how things can or perhaps ought to function. Get your group or your project group together and discuss how you work as a group. Do you collaborate with colleagues from different operations? How do you behave and perform under pressure? Use our values to open a dialogue about how things work.



## As a leader

Use our values as guidance in your leadership. Our values show how we want things to be in the workplace, and what our employees should be able to expect. Introduce new employees or contractors by discussing how we work on the basis of our values.



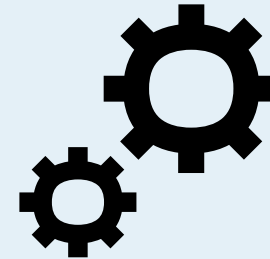
**Active**  
**Open**  
**Positive**  
**Safe**

**We know we can make a real difference for our customers. By being proactive and delivery-focused, we can get results quicker.**

Continuous development is necessary in order to maintain a high level of safety, generation and decommissioning. Therefore, we must ensure that we do the right things in the right way. We learn, improve and simplify without taking short cuts and challenging safety. It should be easy to do the right thing. We are persistent in our endeavour to remove anything that complicates our complex operations. We keep our promises and achieve expected goals with forward planning and stability.



*"I feel that there is great strength in the fact that we all want to continuously improve. In developing my skills and abilities, I am simultaneously developing the operations. Together with other employees, every little step I take becomes a major step forward."*



### **I keep my promises**

I take responsibility for delivering on my goals and promises in a way that creates results and value.

### **I simplify and improve**

I strive to simplify and improve how we work both smarter and faster.

### **I contribute to our purpose**

I actively contribute to our overall purpose and strategy.

### **Reflect & discuss**

1. How do you ensure that you deliver on your promises and goals?
2. What working methods can be simplified and improved? What can you do to simplify your or your group's working methods?
3. How do you and your group contribute to our electricity generation and Vattenfall's overall purpose and strategy?

Active  
Open  
Positive  
Safe

We collaborate to succeed. By looking at the big picture and being curious about new perspectives, we create the conditions for effective partnerships, both within and outside Vattenfall.

We learn and share our knowledge. We are self-critical and courageous enough to constantly challenge ourselves. We exchange experiences, both within and outside of the nuclear power industry, in order to constantly improve. When we cooperate, we succeed.



*"I try to give feedback that is both positive and constructive, both are equally important in helping each other in the right direction. It is nice and encouraging to receive praise and feedback on what you do, and equally rewarding to highlight others who are developing. I give feedback because I want to help others succeed."*



### **I am committed to our customers and stakeholders**

I seek different approaches and external perspectives to improve our deliveries and prioritise accordingly.

### **I collaborate to make a difference**

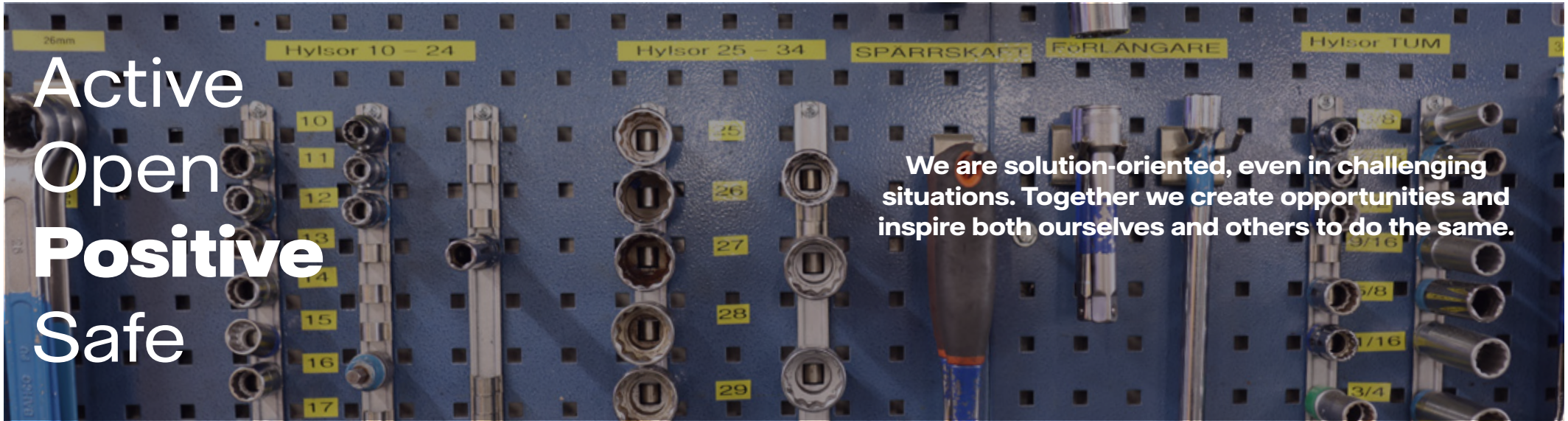
I both listen to and share my knowledge in order to collaborate and drive results in Vattenfall's best interests.

### **I act on feedback**

I give and request feedback, seek advice and ask questions to promote continuous development.

### **Reflect & discuss**

1. How do you ensure that the customer or stakeholder perspective is included in your decisions?
2. What do you think is the key to successful collaboration, and how do you contribute to it?
3. How do you share your knowledge in everyday life and what have you recently learned from someone else?
4. How do you work with feedback – when was the last time you gave feedback to someone and how was it received?



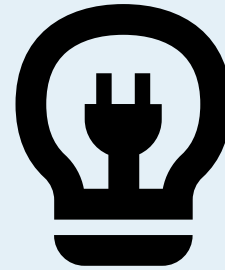
Active  
Open  
Positive  
Safe

We are solution-oriented, even in challenging situations. Together we create opportunities and inspire both ourselves and others to do the same.

We are proud of nuclear power's reliable, low carbon electricity, which makes a major difference for Sweden's welfare and environment. Each one of us is important en route to a sustainable future. Our customers and the world around us rely on us running our operations and acting safely, we repay their confidence in our daily work. Understanding what they expect and need enables us to stand back and see new perspectives.



*"For me, it's simple: I want to do a good job every day and contribute to the reliable, emission-free electricity that Sweden needs. It's about finding smart solutions, using things efficiently and helping each other move forward. When we understand what customers expect and why our work is important, it becomes easier to look ahead and think long-term. That's how we build trust – and a sustainable future."*



**I find solutions**

I am constructive; I identify opportunities and focus on improvements to get things done.

**I act in a businesslike manner**

I use our shared resources in a cost-effective manner and I always look for smart solutions.

**I encourage others**

I encourage sharing ideas and I learn from both setbacks and successes.

**Reflect & discuss**

1. When you encounter obstacles in your work - how do you usually go about finding a solution?
2. How do you use our resources in a cost-effective way?
3. How do you contribute to creating an environment where colleagues share experiences?
4. How do you build confidence in nuclear power?

# Active Open Positive Safe

We are committed to the health, safety and well-being of our employees. Together we take responsibility to ensure that our work is safe and sustainable. A good work environment is fundamental in everything we do - and safety is always central.

Nuclear power presents its own particularly stringent safety requirements, which is why we take care of our in-depth defence and our barriers. This requires cooperation between people, technology and organisation. We are aware of the risks and bear responsibility for our plants and workplaces to ensure they are safe for everyone who works here and for the world around us. Our work climate allows us to discuss both simple things and difficult things. We care about, help and encourage each other and we show each other respect. We are each other's work environment, and there is room for laughter, happiness and seriousness.



*"I take personal responsibility for safety, and have confidence that everybody around me does the same. For me, it means taking immediate action in the event of a dangerous situation or dangerous behaviour. We have effective procedures for acting safely; my responsibility is to find out what applies and to follow it. When something is not as it should be, I raise the matter."*



### **I act in a safe manner**

I take responsibility for my actions and find ways to improve the work environment, health and safety where I work.

### **I care**

I care about my own well-being and that of others and do what I can to create a safe, trusting and inclusive workplace.

### **I speak up**

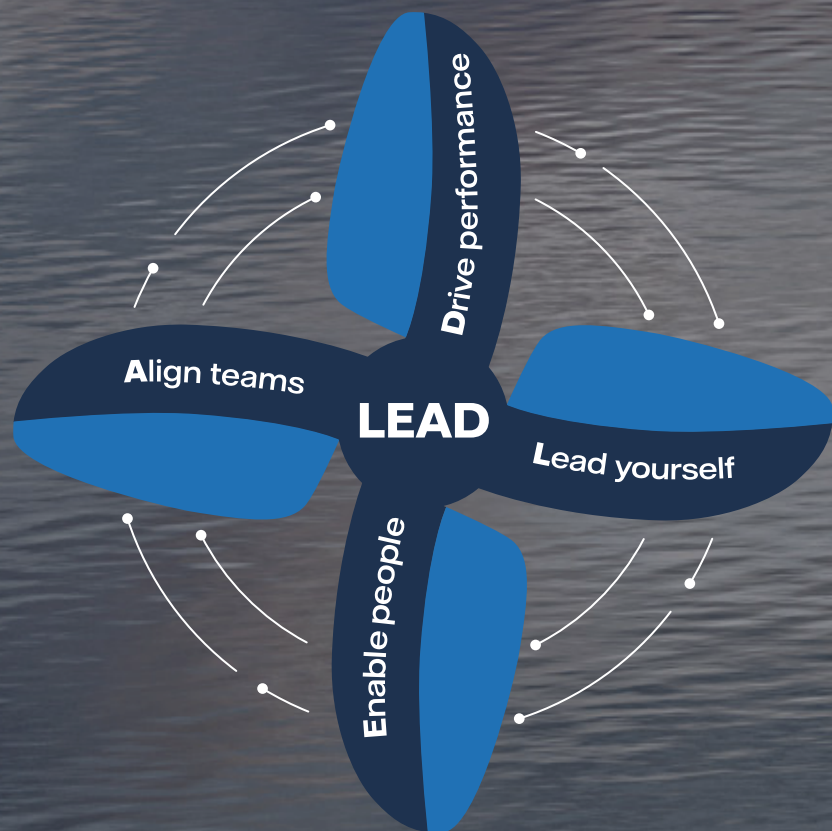
I speak up when I perceive that something in our work environment is not safe or poses a risk to my health or the health of others. I help others do the same.

### **Reflect & discuss**

1. In what way are you a barrier to the security work at Forsmark and Ringhals?
2. What does it mean for you and your group that safety is always front and centre? How does this show up in your daily work?
3. How do you show that you care about the well-being of others at work?
4. When was the last time you spoke up about something that felt unsafe? How did that feel?
5. If you see someone taking a shortcut that affects safety – how would you act?

# LEAD

At Vattenfall, we expect our leaders to lead themselves, their employees and operations.



## Lead yourself

Utveckla ditt autentiska ledarskap för att vara en förebild för det ledarskap vi vill se på Vattenfall.

## Enable people

Utveckla självledare som tar ansvar för sin prestation, sina mål och handlingar.

## Align teams

Skapa högpresterande team som samarbetar och gör skillnad för Vattenfall.

## Drive performance

Fokusera på prestation, prioritera det som är viktigt för att leverera affärsvärde.

# Leadership for success

As managers, we make a difference. We contribute to Forsmark's and Ringhals' success by strengthening our shared values - our culture - so that it is characterised by mutual trust and a strong belief in each others' ability to achieve.

We managers participate in our employees' daily work, and we know that we influence them through our way of being and behaving. This means caring, delivering on our promises and taking the consequences of our decisions and priorities, for change and development. As a leader I listen, learn and take action.

## L | Lead yourself

Bygg en stark självinsikt baserad på vem du är, känn till dina värderingar och koppla dem till Vattenfalls.

Var medveten om ditt syfte och var tydlig med dina mål och din riktning.

Anpassa kommunikation och handlingar för att vara en förebild för det beteende vi vill se i våra ledare och i organisationen.

Var autentisk i ditt ledarskap och anpassa din ledarstil beroende på olika situationer och dina medarbetares behov.

## E | Enable people

Uppmuntra självinsikt hos dina medarbetare och förstå deras ambitioner och motivation för att hjälpa dem bli den bästa versionen av sig själva.

Gör dem till självledare som är bekväma med att navigera i osäkerhet, ta ansvar för sig själva och sin motivation, och fokusera på det som är viktigt.

Hjälp dem att växa och fokusera på att nå sina mål i en trygg miljö, baserad på våra värderingar.

Uppmuntra kontinuerligt och självdrivet lärande för dig själv och för dina medarbetare.

## A | Align teams

Ledarskap sker i samarbete med andra. Bygg tillitsfulla relationer baserade på psykologisk trygghet.

Främja högpresterande team och individer där människor samarbetar för att göra skillnad.

Koppla deras enskilda bidrag till helheten och till varandra.

Möjliggör aktivt engagemang i att bygga ett "för Vattenfall mindset" och bryta ner silos.

## D | Drive performance

Fokusera på det som är viktigt och prioritera det som gör skillnad. Som företag behöver vi prestera enligt våra mål.

Att skapa resultat som gör skillnad handlar om genomslag, inte aktivitet. Lyft fram hög prestation och ta itu med låg prestation genom öppna och ärliga dialoger.

Håll människor ansvariga för sina mål och handlingar, sträva efter att bli bättre och utmana status quo.



# Error prevention procedures

— why, when and how

*The rules for protective equipment vary between nuclear power plants and may change over time. Be aware of which equipment is required in the area in which you are located and for the work you are going to perform. If you are unsure, talk to your supervisor.*



## Human Performance

Human Performance is about understanding how people interact with the plant, work processes and each other – as part of a system for managing risks and working safely. By applying a number of simple working methods, we create a culture, a behaviour and an understanding that puts safety first.

Our behaviour is influenced by what we are capable of, what opportunities we have to act within the organisation's framework, and our own motivation and ability. When combined with clear governance, this brings about favourable conditions for acting appropriately in different situations.

# Working at Forsmark and Ringhals

When we combine personal responsibility with insight into how human factors affect our work, we create a work environment where risks are proactively managed and where everyone contributes to a safe and sustainable workplace. If security is lacking, it is often due to the interaction between people, technology and the organisation (MTO). Errors can occur, for example, through lack of communication, stress or forgetfulness – which can lead to unnecessary and sometimes serious consequences for both people and the plant.

## TIME-OUT/STOP WORK

We are all part of a whole, and together we can ensure that everyone is healthy and safe at work. Actively support each other, ask questions and speak up when something seems wrong. Request a time-out and stop work temporarily if you feel something is unhealthy or unsafe. If you don't have the correct conditions in which to perform the task, stop work. Then discuss with your manager/supervisor how deficiencies can be remedied to allow you to continue working.

## STARC - our approach

STARC can be seen as an approach that is basically about your attitude and behaviour, what you are willing to do and comply with.

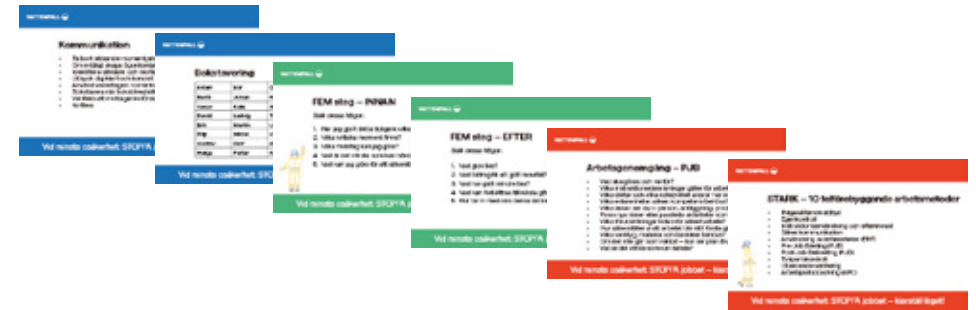
**Stop** - take the time you need

**Think** - question and examine

**Act** - do the job properly

**Reflect** - was it done correctly or not?

**Communicating** - speak with each other, debrief



Use Human Performance (HUP) reminder cards, which you can easily carry with you and have to hand in your daily work.

## Error prevention procedures

Working methods for error prevention are based on cooperation, clear roles and an individual responsibility for each employee to contribute to safe and stable operations. The tools describe a number of specific behaviours that help individuals perform their activities more reliably. A culture that encourages reflection and questioning ensures that work is carried out in a safe and high-quality manner.

For error-prevention work methods to have full effect, everyone at Forsmark and Ringhals must show accountability, and there must be clear support and commitment from management. As an employee, you are responsible for anticipating risks and using error-preventing work methods. These methods are important tools in daily work and are divided into two groups:

### Fundamental methods

- Questioning attitude
- Self-inspection
- Use of instructions and compliance
- Secure communication
- Utilising experience

### Situational methods

- Pre-Job Briefing (PJB)
- Post-Job Debrief (PJD)
- Peer checking
- Independent verification
- Workplace coaching (WPC)



## Questioning attitude

### Why should I have a questioning attitude?

Taking a questioning approach is an active way to ensure safety by not taking anything for granted. By challenging preconceived notions and assumptions, you can discover errors, shortcomings or risks that would otherwise have gone unnoticed. It also creates a work environment where employees dare to raise questions and think critically, which is crucial for work to be carried out in a safe and responsible manner.

### When should I have a questioning attitude?

A questioning attitude is something we all need to carry with us in all our work. By jointly reviewing our conditions and working methods, we create a safe and high-quality working environment. It can be challenging to question familiar tasks, but it is at that time it is especially important to be open to the perspectives of others. Encourage colleagues to ask questions - even of you. If you feel unsure, speak up and ask for clarification. It is always right to ask, even if it means temporarily pausing work.

### How do I demonstrate a questioning attitude?

- Approach every task with vigilance and an open mind
- React when something feels wrong - trust your gut feeling and take it seriously
- Ask questions until you are absolutely sure what is expected - never assume, always confirm
- Be receptive to the views of others and encourage a climate where questioning and curiosity are welcome

# Self-inspection

## Why should I self-inspect?

You should never take anything for granted. Self-inspection helps you detect errors or deficiencies before they affect the end result. It contributes to delivering work that meets requirements and expectations.

## When should I self-inspect?

Self-inspection must be carried out for each task.

### Situations where it is especially important to focus on self-inspection are:

- Making sure you have the right material, tools and information
- Routine but critical tasks - you are so used to performing the task that it has become routine, which increases the risk of excessive self-confidence
- Time pressure - you are in a hurry
- Interrupted task - your thought process is interrupted
- Difficult task - for example, an instruction with a lot of information for each step can make you lose track of where you are or accidentally skip a step
- Sending emails/documents - read through and check before you send them, is it the right information for the right person?

## How should I use self-inspection?

Self-inspection means that you think and act in a certain way to boost your attention to detail at a specific time before, during and after a task is performed. Review instructions, risk assessments, job descriptions or checklists.

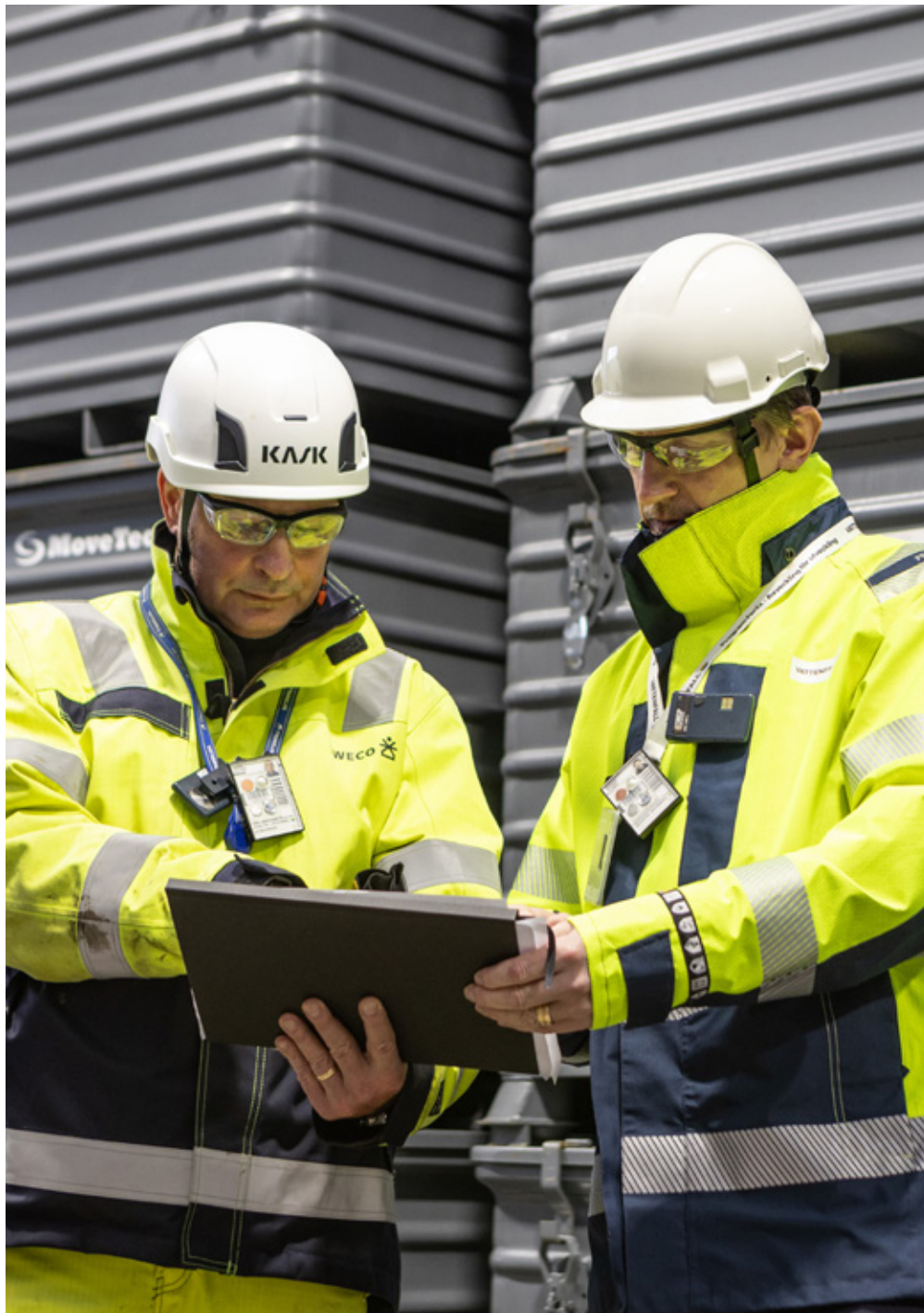
### For example:

- That I am properly prepared
- That the work is done correctly
- Inspect, review, test
- Was the result as expected?
- That the equipment you are going to use is in working condition

### Specific operational measures

1. Verify that you have the correct object by reading the written procedure out loud and physically touching or pointing at the object
2. Perform the measure without breaking physical contact
3. Verify that the outcome was according to your expectations





## Use of instructions and compliance

### Why should I use and follow instructions?

It is crucial to use instructions to ensure that work is carried out safely, correctly and according to applicable regulations. By following instructions, you demonstrate responsibility and actively contribute to preventing risks for both people and the plant. It strengthens your understanding of the work process and helps you act consistently and professionally in every situation.

### When should I use and follow instructions?

By following instructions, you show understanding of the risks and actively contribute to a safe and controlled work environment. If an instruction is not applicable in the current situation, you must stop work immediately. It is important that you contact your management and the author of the instructions to receive guidance and ensure that the work can continue safely and correctly.

### How should I use and follow instructions?

Make sure you have the most up-to-date copy available. Signing is used in “step-by-step” instructions as a way to prevent instruction steps from being missed or performed again. When working with long instructions or complicated jobs, an interruption can create uncertainty in the workflow. Therefore, you should go back three steps in the instructions to verify that you are in the correct mode before continuing. It strengthens your understanding of the process and reduces the risk of errors in safety-critical work.

#### The signing method to be used is conducted in three steps:

1. Read through the entire instruction step so that you understand what to do
2. Carry out the instruction step as it is written
3. Make a note using a signature, initials or similar to indicate that this step has been completed. It is important that the instruction step is not signed until the measure has been carried out

# Secure communication

## Why should I use effective communication?

Effective communication should be used in order to avoid errors based on unclear communication. The method supports clear, simple and error-free communication. The purpose is to ensure that the recipient correctly understands the message communicated.

### Effective communication is characterised by:

- use of names
- repetition of general information
- exact repetition of names and data
- use of the phonetic alphabet

## When should I use effective communication?

The effective communication technique should be used to transfer important information where a misunderstanding could lead to errors. The method should be used not only on the telephone or other telecommunication channels but also for face-to-face communication.

### Here are some examples of when to use the method:

- repetition of decisions made at meetings
- transfer of information for important meter readings or conditions
- operating or testing of safety objects
- communicating information from printed instructions
- whenever required by instructions or work documents

## When should I use effective communication?

I am clear in my communication and particular that others understand what I want to convey. I listen to others and if I don't understand, I check by asking questions.

Secure communication, for instance three-way communication, is a technique that is used when placing orders. It means that the sender sends a message which is repeated by the message recipient and confirmed as correct by the sender. Then feedback is provided that the measure has been carried out.



### Phonetic alphabet

The phonetic alphabet should be used when there is a need to spell out information. It should be used for all abbreviations, for instance: 'Start cooling water pump Whiskey Bravo One' (WB1).

If it is totally clear that the abbreviation cannot be misunderstood, there is no need for spelling, but the recipient will always understand spelled abbreviations better, especially in noisy environments. Compare, for example, the usual pronunciation of 'WB1' and 'WD1' with 'Whiskey Bravo One' and 'Whiskey Delta One'.

### Clear numbering

This method should be used for verbal numerical information where, for example, 16 should be pronounced as 'One Six' and 60 as 'Six Zero'.



## Utilising experience

### Why should I ask for operating experience?

Learning from past experiences is a necessary tool for strengthening safety, quality and learning – both regarding positive and negative experiences. By capturing and sharing positive experiences, we make good working practices visible, strengthen our expertise and create a culture where successes can be shared.

### When should I use operating experience?

Learning from previous experiences should be considered before all work tasks.

**Use information from the exchange of experiences process, for example with:**

- FIVE steps – IN ADVANCE
- PJB
- Coaching
- Project work
- Preparation of work orders

### How do I use the exchange of experiences?

Exchanging experience can take many forms.

**Experiences can, among other things, be gained from:**

- FIVE steps – AFTER
- PJD
- Your own and others' experiences
- ERFKA/Avärs
- WANO database on the intranet
- Norderf

# Pre-Job Briefing - PJB

## Why should I conduct a PJB?

The Pre-Job Briefing (PJB) is an important briefing to create focus and a sense of safety before a task. It is an open dialogue where we go through together what needs to be done, what additional risks there are and how we best carry out the work – so that it is done right from the start.

## When should I use a PJB?

A PJB must be conducted for jobs that may result in significant consequences if they are not carried out properly.

### Examples of when a PJB should be conducted:

- complicated tasks
- the first time a task is performed or in the event of irregular work
- tasks involving a number of different work groups
- when required, for instance by an instruction or work request
- when anyone involved requires a PJB
- in connection with hazardous tasks
- work that previously resulted in problems
- close to when the work is to be carried out

## How do I conduct a PJB?

### A PJB should:

- include everyone involved in the task
- be carried out in a suitable environment
- be held at a suitable level, based on the extent of the task and employees' previous knowledge
- include a discussion to identify risks and which suitable error prevention procedures should be used and when to use them
- include feedback from exchanges of experiences
- define the different roles and responsibilities



## FIVE steps - IN ADVANCE

A short version of a PJB which can easily be conducted just before starting a job is 'FIVE steps - IN ADVANCE'.

1. Have I done this before, and what experience do I have?
2. What critical steps are there?
3. What mistakes can I make?
4. What is the worst that can happen?
5. What can I do to ensure the job is done correctly?

# Post-Job Debrief - PJD

## Why should I conduct a Post-Job Debrief (PJD)?

A Post-Job Debrief is a way of learning how to improve an activity before it is done again. It is carried out to discuss what went well and what we have learned for the next time the work is performed.

### The aim is to:

- Capture experiences, both strengths and weaknesses
- Identify unexpected conditions
- Identify signs of error
- Identify organisational weaknesses

## When should I use a PJD?

- After completing tasks where complications, incidents, errors or problems etc. occurred
- When opportunities for improvements have been identified

## How should I conduct a PJD?

### A PJD should:

- include everyone who has been involved in the task
- identify what went well and opportunities for improvement
- gather together issues by using available information from fault reporting, databases, individual experiences, etc.
- include an open discussion and allow a questioning attitude
- identify and report all observations, for example, deviations, experiences, risks and near-misses

### Ask questions

1. Did anything unusual happen? Was the result as expected?
2. Were the procedure specifications correct? Should the task also be carried out in this way in the future?
3. Was the supervisor aware of the conditions which, if not rectified, could lead to a mistake the next time the task is carried out?
4. Was the planning optimal for reducing the risk of errors?
5. Were the workplace resources and information sufficient?
6. Did we have enough/suitable skills for the job?
7. Were the instructions effective and supportive?
8. Are there any experiences from this job worth passing on to others?
9. Did the supervisor offer the required support and guidance when it was needed?



## FIVE steps - AFTER

A shortened version of PJD that is good to use right after a job is completed is "FIVE steps - AFTER".

1. What went well?
2. What contributed to getting a good result?
3. What has gone less well?
4. What can be improved for next time?
5. How do we take these lessons forward?

# Peer checking

## Why should I perform peer checking?

Two-party verification helps prevent mistakes by having two people each confirm that an action is correct before it is performed. Four eyes see more than two; the person inspecting can detect things that the person doing the task misses. This creates an extra barrier against errors and contributes to safe and stable operation.

## When should I perform peer checking?

Two-party control is used when an incorrect action can have significant consequences for safety, availability or equipment, that is, at critical steps. Two-party verification should not be used routinely for simple or low-risk tasks, as overuse risks diluting how carefully it is done. The aim is to be sharp when it really matters.

## How should I perform peer checking?

**If the measure to be taken leads to immediate negative consequences if it is carried out incorrectly, peer checking can be performed in the following way:**

1. The person doing the task carries out their own self-inspection
2. The inspector carries out a self-inspection
3. The person doing the task and the inspector agree on which action to take and on which component
4. The inspector observes the person doing the task before and during execution to confirm that they are taking the correct action on the correct component
5. The person doing the task carries out the intended action on the correct component
6. If the action of the person doing the task does not match the intended action, the controller stops them
7. If the action of the person doing the task corresponds to the intended one, the controller informs the person doing the task that it is correct



# Independent verification

## Why should I perform an independent verification?

Independent verification is a check to make sure that the correct action has been performed on the right components after measures have been carried out. It is performed independently and at separate time to avoid as far as possible outside influence.

The procedure is used to obtain an objective assessment of the work, especially where there are high demands for safety or quality.

Independent verification does not replace the verification performed by accredited inspection bodies.

## When should I perform an independent verification?

An independent verification is used to check work performed where an error could impair safety and/or result in generation losses.

### Examples of when an independent verification should be performed:

- when specified in the work document
- upon preparation prior to and restoration after testing and other actions involving safety systems
- for calculations or assembly documentation
- when creating instructions or reports
- when loading core

## How should I perform an independent verification?

An independent verification should only be performed by personnel suitably qualified for the task. An independent verification basically entails verifying that each step in an instruction is checked. You start at step 1 and repeat the entire instruction completely independently of the person who performed the task.

- Use self-inspection to verify the correct component independently of the previous person carrying out the work
- Check the as-found condition and status of the component without changing anything
- Document the as-found condition of the component
- Notify the supervisor if the condition and status of components does not agree with the instruction



# Workplace coaching (WPC)

## Why should I perform workplace coaching?

Taking responsibility for one's goals and promises, simplifying and improving working methods, and actively listening and sharing knowledge - all of this requires a work environment where employees feel seen, listened to, and valued. Here, workplace coaching (WPC) is a powerful tool.

WPC strengthens both the individual's and the organisation's ability to create profit and value. By promoting reflection, dialogue and participation, coaching helps employees feel engaged, motivated and secure. It creates the conditions for working smarter, faster and more sustainably - while strengthening collaboration and a focus on goals.

## When to use WPC

### WPC is particularly valuable:

- During change - when new working methods, goals or structures are introduced
- During development discussions and follow-up - to deepen the dialogue and create clear action plans
- In everyday life - as a continuous support to pick up signals of stress, uncertainty or opportunities for improvement
- When collaboration needs to be strengthened - to build trust and understanding between employees and managers

## How WPC works

Through open, curious and regular conversations between managers and employees, a space is created where thoughts, ideas and challenges can be raised. The manager is present and shows genuine interest in how the employee is doing - which strengthens well-being and commitment. The employee is given the opportunity to influence, reflect and contribute, which makes the work feel meaningful.

In addition, WPC means that risks are caught early, before they become problems. This means the workplace is perceived as both caring and sustainable - a place where responsibility, improvement and collaboration have a real impact.



## Coaching leadership and follow-up with PDCA

Coaching leadership focuses on developing employees through support, reflection and dialogue. How PDCA can be used in follow-ups:

### Plan - together with the employee

- Set common objectives
- Explore the current situation through open-ended questions
- Identify development areas
- Create an action plan in which the employee is involved

### Do - support during the implementation

- Follow up regularly in conversations
- Show trust and encourage self-leadership
- Offer support when obstacles arise, but let the employee take responsibility

### Check - reflect together

- Use reflective questions: What went well? What did you learn? What could have been done differently?
- Analyse the result together
- Create a safe environment for honest feedback

### Act - learning and improvement

- Identify lessons learned and next steps
- Adjust goals or working methods
- Celebrate successes and reinforce positive behaviours
- Start a new PDCA cycle for continued development



# Active Open Positive Safe

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