

# QUALITY POLICY

STRENGTHEN OUR PERFORMANCE  
BY DEVELOPING THE HIGHEST  
INDUSTRIAL QUALITY STANDARDS  
2024-2026

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orano

# SUMMARY

04



**ORANO'S VISION  
OF QUALITY  
AND RISK CONTROL**

06



**PRINCIPLES  
OF ORGANIZATION  
AND ACTION**

08



**COMMITMENTS  
2024-2026**

10/15



**COMMITMENTS  
AND ACTION  
PRIORITIES**

# ORANO'S VISION OF QUALITY AND RISK CONTROL



Controlling the quality of our activities, projects, and procurement chains is essential for reaching our performance goals and satisfying our customers



**Nicolas Maes**  
Orano Group CEO

To accomplish this mission, we share common guiding principles within the Group:

**Let's support the mobilization of all**, from the Group's employees to outside workers; this is indispensable at each level of our organizations. This is our individual, collective, and societal responsibility.

**Let's be exemplary** in the day-to-day running of our business, with risk prevention and control applied on the ground and assimilated by everyone involved.

**Let's continue to develop our company culture**, building on our skills and fundamentals in Operational Excellence and industrial Quality.

**Let's ensure effective reporting and rapid handling of deviations, irregularities, and problems encountered.**

**Let's encourage required or expected behaviors**, compliance with standards, and development of observed best practices.

**Let's use this Quality policy** to guide our progress actions, apply it at our own level, and implement it in the field.

**Let's involve Group's employees and outside workers** in continuous improvement and problem solving.

**Let's analyze quality risks** based on an issues-focused approach, taking into account human and organizational factors, and informed by operating experience feedback.

# PRINCIPLES OF ORGANIZATION AND ACTION



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The Group is committed to providing our customers with products, projects, and services that promote low-carbon, resource-efficient energy.

Orano aims for the highest standards of quality by relying on competent and fully committed teams. A culture of transparency and of reporting quality events is fostered at every level of our organization.

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Each Orano entity sets up an organization in compliance with the legal and regulatory provisions of the country of operation. This organization is specifically based on the following principles:

**Primary responsibility** of the BU/ entity/operating site.

**Transverse coordination and management of the Quality policy**, with a focus on harmonization. Involvement of everyone in continuous improvement: Deviations and quality events are detected and analyzed.

**Quality organization independent of production**

**Skills and know-how** in line with the needs of the quality organization and regularly assessed.

**Clear organization** for reporting and analyzing internal and external irregularities

Application of quality requirements based on **an approach scaled to the challenges faced by each Group entity**.



# COMMITMENTS

## 2024-2026

Let's support the mobilization of all, demonstrate integrity, and be exemplary in order to comply with our industrial standards. Let's adopt a questioning attitude to detect anomalies, raise the alert whenever necessary, and improve our practices on a daily basis.

1

**Learn from our operating feedback to strengthen our quality culture and improve performance**

- Make all our deviations an opportunity to make progress
- Control irregularity risks

2

**Commit to satisfying our customers in terms of quality-cost-delivery performance and without compromising nuclear safety**

- Guarantee reliable and compliant products and services
- Develop a long-term partnership with our customers

3

**Make Orano's interests and those of its suppliers converge more closely to better control our supplies and subcontracting**

- Improve the quality and application of our requirements
- Turn our suppliers into a performance driver

# COMMITMENTS AND ACTION PRIORITIES



1

## Learn from our operating feedback to strengthen our quality culture and improve performance

**Plan and incorporate quality improvement in all our activities and make all our deviations a performance opportunity.**

By controlling our activities through a continuous improvement approach in order to ensure quality products and services.

By making our quality management systems more efficient.

By measuring then reducing our non-quality costs, by “getting it right the first time” and deploying the methods and tools of operational excellence.

By maintaining skills in the quality sector at the highest level and by motivating our teams.

**Control irregularity risks in our activities and services and with our suppliers and service providers.**

By ensuring unfailing, efficient traceability, incorporated as close to operations as possible.

By ensuring the implementation of fraud management procedures by our teams.

By deploying a standard for operational handling of irregularities and ensuring it is implemented.

By sharing operating feedback on irregularities with other major principals and internally.

# COMMITMENTS AND ACTION PRIORITIES

2

## Commit to satisfying our customers in terms of quality-cost-delivery performance and without compromising nuclear safety

**Be a responsible and transparent supplier committed to fighting all forms of irregularity in order to guarantee our customers with reliable and compliant products and services.**

By awareness-raising activities and the prevention of risks of irregularity.

By having an independent and skilled quality sector responsible for monitoring and controlling our activities.

By taking weak signals into account to detect common failure modes and trends.

Monitor without slowing down: improve the efficiency of our monitoring means and methods to reduce “muda” in our activities.

**Develop a long-term partnership with our customers rooted in respect and integrating their needs.**

By being close to our customers physically and culturally to better understand and respond to their needs.

By being attentive and considering all customer claims during the execution of contracts .

By evaluating the satisfaction of our customers and sharing it with general management.



# COMMITMENTS AND ACTION PRIORITIES

3

## Make Orano's interests and those of its suppliers converge more closely to better control our supplies and subcontracting

**Improve the quality and application of our requirements for better understanding of expectations.**

By making our technical specifications more legible through clear and appropriate requirements.

By encouraging suppliers to be attentive in order to guarantee the application of our requirements.

By defining issues-focused monitoring of manufacturing.

**Turn our suppliers into a performance driver.**

By basing our supplier choices on qualification audits upstream of contracts.

By monitoring and performing inspections during the manufacturing of critical supplies.

By evaluating our suppliers downstream of services.

By ranking our suppliers to identify progress objectives.

By obtaining our suppliers' commitment to continuous improvement through implementing progress plans built on a win/win relationship.



As a recognized international operator in the field of nuclear materials, Orano delivers solutions to address present and future global energy and health challenges. Its expertise and mastery of cutting-edge technologies enable Orano to offer its customers high value-added products and services throughout the entire fuel cycle. Every day, the Orano group's 17,500 employees draw on their skills, unwavering dedication to safety and constant quest for innovation, with the commitment to develop know-how in the transformation and control of nuclear materials, for the climate and for a healthy and resource-efficient world, now and tomorrow.

Orano, giving nuclear energy its full value.

**[www.orano.group](http://www.orano.group)**

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