

# Improving Risk Communication and Dialogue

**TEPCO**

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January 30, 2017

Social Communication Office

- 1. Reflecting on and Improving PR during emergencies**
- 2. 2016 2<sup>nd</sup> Half Training and Achievements**
- 3. 2016 Q3 Main Dialogue**
- 4. Priority Initiatives**

## **<Reference>**

- Approximate figures**
- Summary activities**

# 1. Reflecting on and Improving PR during emergencies

- Reflected upon the emergency response to the earthquake off the coast of Fukushima Prefecture that occurred at 5:59am on November 22, 2016 and started making improvements in regard to how the national and local governments are notified and how information is disclosed to media

\* Fukushima Daini

## Overview

- The information was disclosed properly to media and the press conference held by CDO approximately 3 hours after the earthquake occurred (broadcast live in Tokyo and Fukushima)
- When the spent fuel pool cooling system shutdown and leaks were discovered at the Fukushima Daini NPS, it took time to provide information that would put people at ease enough

## Retrospection

- In regard to giving notifications, the vagueness of some internal guideline and differences in the degree of knowledge between managers impacted speed
- Even though there was no impact on the external environment, a tsunami alarm by media conjures memories of 3.11, so from the perspective of society it was necessary to give notice of and publicly disclose the event

## Countermeasures

- Clarifying internal guidelines on giving notifications and making improvements to notification forms (Partially commenced)  
→A “Cooling Status” space has been added and a level of quality that does not depend on the knowledge of the manager has been achieved
- When an earthquake occurs, the government and the public shall be quickly notified of events of high concern to society (such as water leaks, etc.) (deliberations commenced)

## 2. 2016 2<sup>nd</sup> Half Training and Achievements

- In addition to overall training conducted at least once a month, individual training was being conducted for the external communication team
- Overall ability has been upgraded, including the ability to respond to various scenarios

### Findings

**9/29**  
Head Office

- Good**
- Accurate proposals given to the Deputy Chief Nuclear Officer (CNO) based on the procedure for choosing terminology
  - Cooperation with the power station regarding response to harsh requests (installation of a hot line)

**10/26**  
2F

- Issue 1**
- Training on using terms other than "core meltdown" in the program

- Issue 2**
- Superfluous information brought up at round table

- Issue 3**
- Insufficient support for RC during press conferences Training will be scheduled

### Training

**11/29**  
Individual team

- Scenario-based simulations **Issue 1&2**

- Instruction Reiteration practice **Issue 2**

**12/1**  
Head Office

- Situation determination training **Issue 1&2**

- Instruction Reiteration practice **Issue 2**

**12/7**  
1F

### Outcome

- Improved skill level of newly appointed supervisors **Issue 1&2**

### 3. 2016 Q3 Main Dialogue

- Opportunities for management to engage in direct dialogue with both domestic and overseas stakeholders were created, TEPCO's approach to reforms and recovery efforts in Fukushima explained and new knowledge to be leveraged in the future acquired

Tokyo  
Fukushima

- "Sora wo Shiru" ("widen your view") lectures by experts**  
# of attending employees: 2,200 Satisfied: 80%
- Dialogue with female experts and Tepco management**  
"Want to know how management has been reformed since 2011"  
"Information about Fukushima should be correctly conveyed overseas"
- "1 FOR ALL JAPAN" .jp first anniversary**  
More than 90% workers said that this web has improved



Niigata

- Positively invited Kashiwazaki-Kariwa Power Station tour**  
Residents, students, local companies and their families, KOL, Embassy staff (U.S., France, The Netherlands, and Australia)  
70% feel that the power station's reputation has improved
- Dialogue with women small groups (Niigata city, Murakami city)**  
70% understand that TEPCO is moving towards change



Overseas

- Tepco executive dialogue in U.K. and Ukraine with residents, Chernobyl management or former workers (approx. 100 people)**  
Provided lectures about Fukushima Revitalization at local council meetings
- Cooperation case of Tepco & Sellafield**  
The 5<sup>th</sup> Japan-UK Nuclear Dialogue (Tokyo)  
BCCJ "2016 British Business Award- business partner" candidate



# 4. Priority Initiative

With the nuclear safety reform self-assessment\* (September 2016) findings, SC Office will continue to engage in dialogue and disclose risks & information from the social sense and accelerate the rebuilding of trust in TEPCO

\*Desired effect: Sincere approach to disclosing information

## 5 Pillars

**Sustainable risk communication**

**Stakeholders**

**TEPCO reforms**

**Working with Management**

**Disseminating information overseas**

## 6 Actions

- Proactively disclose information and that is accurate and easy-to-understand
- Enable new risk communicators to function effectively and establish the network for ex-risk communicators to keep having risk communication skills
- Convey TEPCO's approach to, and development of, reforms with management through the 2017 New Comprehensive Special Business Plan
- Support to follow up the voice of employees and contract workers
- Convey "recovery efforts in Fukushima" towards Tokyo Olympic Games
- Create a roadmap for "Risk Communication" that the world select as benchmarking

## Fundamentals

**Cooperation & Suggestions to the Nuclear Power Division and PR department**

- Thoroughly engage in risk communication with risk communicators (damage control/ risk management/ dialogue)
- Build trust with communities in the prefecture through direct dialogue and tours of the power stations

# <Reference> Approximate figures (as of January 2017)



- RC & Social Communication Office members has been increased to strengthen dialogue and proposal
- Need to adapt the discontinuous environment of Tepco reform and risk communication

## Operation framework

2013 Social Communication Office was established → As of January 2017

- 8 people → 18 people Head Office (including Executives)
- 8 locations 29 people → 43 people RC (incl. one woman)
- 0 people → About 40 people with experience of SC Office
- 0 people → About 70 people with experience of RC

## Dialogue by risk communicators

2,000 people/month Number of people spoken to directly

- 120 times - 200 people/month individual visits
- 50 times - 600 people/month media activity
- 50 times - 500 people/month 1F, 2F, KK tour
- 20 times - 500 people/month Regional briefings to residents

## conveying information about 1F

30,000 times/month "1 FOR ALL JAPAN" HP views

2,000 copies "Monthly 1F." distribution

## Proposals to Nuclear Power Division/ PR department

180 times or more/year (Average)

- Publication of all 1F radiation data started
- Questionnaire survey of all 1F employees (1,000 people)
- Review, proposals for "Reactor Decommissioning Promotion Forum" and in "Reactor Decommissioning Basic Strategy"
- Improvements to notifications and disclosures
- "Easy-to-understand tools, internal training and awareness-raising activities, and so on

## Excerpt of advice to management

- Tepco executive messages (press conferences, general shareholder's meeting, Internal group meeting, etc.)
- Share the opinions from experts on media exposure
- Enable stakeholders to understand the details of troubles and information disclosure
- Analysis SNS
- Measures for disseminating information overseas
- The opinions of stakeholders / social sense

# Summary activities

- Risk communication has been proactively promoted along with the management for about 4years
- The foundation-laying for an organization that can quickly respond to changes in the company's environment is accelerating

	2013	2014	2015	Jan - Sept 2016
<b>Reform Monitoring Committee comments</b>		February "Efforts should be made to communicate with easy-to-understand methods such as computer graphics"	March "Gap with societal standards should be recognized, and steps taken to ensure thorough information disclosure" November "Global best practices should be learned from and TEPCO initiatives explained/conveyed"	February "Quickly and accurately disclose information from the perspective of society and repeatedly engage in dialogue with stakeholders." September "A system needs to be in place for handling communication (related to initiatives such as the Olympics and Fukushima recovery)"
<b>Topics</b>	Safety Reform Plan  Establishment of Social Communication Office/ RC	-Promote risk communication based on 2014 New Comprehensive Special Business Plan -Suggestion from IAEA (※Scope of dialogue expanded to contract workers)	<ul style="list-style-type: none"> <li>• Recurrence prevention measures and suggestions concerning the delay in disclosing information about contaminated rain water in drainage channel K (1F)</li> <li>• Disclosure of all radiation data</li> </ul>	<ul style="list-style-type: none"> <li>• Switch to holding company system</li> <li>• Collaboration with management/ PR department on the core meltdown issue, disclosure and Third-Party Verification Committee report</li> </ul>
<b>Initiatives for new dialogue (example)</b>	<p>&lt;Internal&gt;</p> <ul style="list-style-type: none"> <li>• Communication Leader Meetings (CLM) started</li> <li>• Key message/ One Voice</li> </ul> <p>&lt;External&gt;</p> <ul style="list-style-type: none"> <li>• Communication with Sellafield U.K. started</li> </ul>		<ul style="list-style-type: none"> <li>• Survey to 1F employees</li> <li>• "Sora wo Shiru" ("widen your view") lectures</li> <li>• Selected as candidate for PIME 2015 award</li> <li>• 1F communication media launched</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal for 3 key business companies</li> <li>• Improvement proposal for Revitalization Headquarters website</li> <li>• Tour by and dialogue with female executives from NEI</li> <li>• Fukushima-West Cumbria Study</li> </ul>
<b>KPI</b>	Improved evaluation of TEPCO information by stakeholders (year on year)	<b>+1.2</b>	<b>+1.0</b>	<b>+0.9</b>