

Implementation of New Actions for Information Disclosure

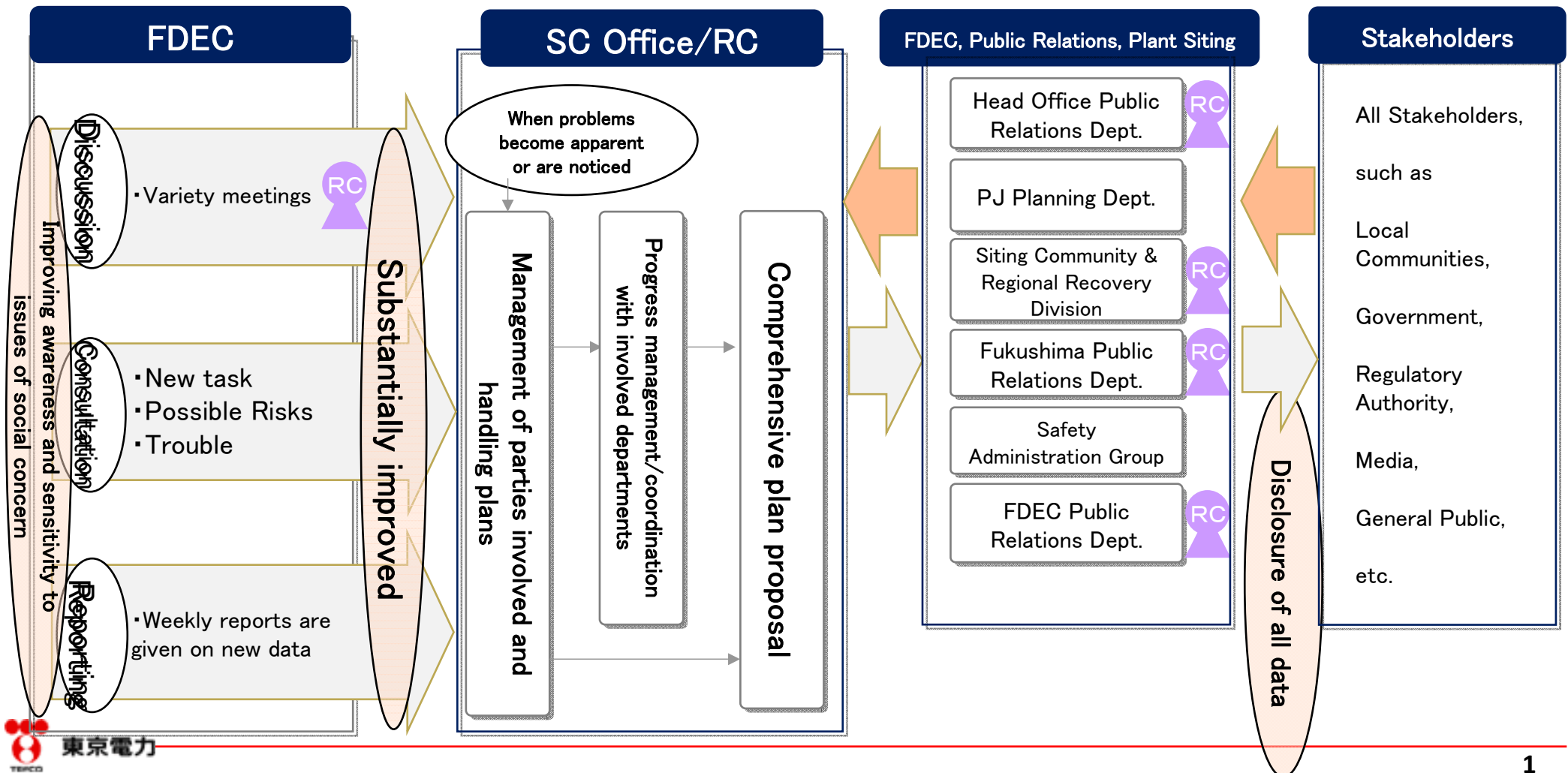
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Tokyo Electric Power Company



1. Improved structure at 1F for gathering, providing and delivering information, and improvements

- In the wake of the drainage K problem that came to light in March of this year efforts are being made to improve the awareness of the FDEC and its sensitivity to issues of social concern, and the quality and volume of communication between the FDEC and SC Office is being largely improved.
- The following efforts are being made to disclose all data



2. Overview : Information disclosure efforts and responsibilities

- The following efforts are being made to divide responsibilities in accordance with the “New Structure for Disclosing Information and TEPCO’s Policy on Information Disclosure” announced on March 30 of this year

1. New Information Disclosure Efforts

Plan	Implementation		Status
	【Responsible party: FDEC】	【Support: SC Office】	
<ul style="list-style-type: none"> ① Disclosure of all radiation data from 1F ② Widely disclose data via the Internet. Press conferences held to explain issues of particular concern ③ Improve transparency and reliability through periodic monitoring and assessment by external parties 	<p>The parties responsible have been clarified and efforts to disclose all radiation data from 1F commenced on 4/30.</p> <ul style="list-style-type: none"> • Approx. 13,000 pieces of data have been disclosed via the Internet (4/30~8/17) • A process for having disclosure progress reviewed by the CDO/President has been introduced in an effort to standardize work processes • Issues of concern, such as data fluctuations, etc. are explained at press conferences • Efforts explained to Fukushima Council 	<ul style="list-style-type: none"> • Comprehensive plan creation and continual monitoring of disclosure status. • Proposes methods for disclosing and explaining information via the Internet and at press conferences. Advises opinions and inquiries from outside the company. 	○

2. Organization for risk communication

Plan	Implementation 【Responsible party: SC Office】	Status
<ul style="list-style-type: none"> • Enhance the ability of RC (risk communicators) to monitor and make suggestions 	<ul style="list-style-type: none"> • Enhancement of Fukushima Daiichi RC (dispatching of RC Administrator, doubling of the amount of personnel) • Enlargement of the scope of risk information gathering, more suggestions to FDEC and Public Relations Dept., improvement of awareness about information disclosure. 	○

3. Developing communication with community stakeholders

Plan	Implementation		Status
	【Responsible parties: Fukushima Regional Recovery Division, Siting Community Dept., FDEC】	【Support: SC Office】	
<ul style="list-style-type: none"> ① Create new opportunities to exchange opinions ② More visits to administrative regions and temporary housing to give explanations ③ More visits to stakeholders in the metropolitan area to give explanations 	<ul style="list-style-type: none"> • Opportunities for opinion exchange are being planned (to be held during Q3) • 5 times more visits to administrative districts (monthly average) • Continued promotion of efforts to increase the number of visits to the 12 cities, towns and villages that are subject to evacuation. 	<ul style="list-style-type: none"> • Visits by RC to embassies and experts in the metropolitan area 	△

3-1. Efforts to handle the drainage K disclosure problem

- According to the results of the investigation into and examination of this issue by the Nuclear Reform Monitoring Committee Subcommittee on Information Disclosure, the following two causes led to the Fukushima Daiichi drainage K disclosure problem.
 - ① The sensitivity of disclosing information from the perspective of society had not fully permeated throughout the organization.
 - ② Organizational problems hindered the appropriate implementation of the disclosure policy announced in 2013.



Fukushima Daiichi Decontamination & Decommissioning Engineering Company (hereinafter referred to as, “FDEC”) takes these problems seriously and shall make improvements through the following measures.

- Improve awareness and cultivate social sensitivity (Positioning of information disclosure by FDEC executives and participation in training at the Fukushima Public Relations Dept. held by SC Office.)
- Construction of a mechanism for managing how promises are fulfilled

Efforts will also be made to clarify where responsibility lies and the disclose all radiation data.

3-2. Improving Awareness and Cultivating Social Sensitivity (1)

- Positioning of information disclosure by FDEC executives
 - Hold briefings for employees about efforts to disclose all radiation data, and disseminate this message via the FDEC intranet.
 - The employee briefings and messages shall not only explain the process, but also the significance and importance of these efforts, the problems and background behind these efforts, each employee's responsibility in regard to these efforts and the mental approach to these efforts so as to promote improvements in employee awareness.
 - ✓ Internal briefings (Data Manager gave three briefings in April to a total of approximately 120 people).
 - ✓ Individual briefings given to all GM (The Radiation and Environment Dept. Manager gave two briefings in April to a total of approximately 70 people)
 - ✓ Briefings given when disclosing all data including August dose rate data (The Data Manager has given three briefings)
 - Messages conveyed by executives
 - ✓ Messages were sent out by the Data Manager on 5/7 and by the CDO on 5/15 (posted on FDEC intranet)
 - ✓ A message will also be sent out when all data, including August dose rate data, is disclosed.
 - Reminders about the importance of information disclosure shall be sent out periodically to prevent these efforts from losing substance (Data Manager (once every 1~2 months), CDO (every six months))

3-2. Improving Awareness and Cultivating Social Sensitivity (2)

■ Participation in Fukushima Public Relations Dept. training held by SC Office

● Training Details

- All department managers and GM from 1F will spend 2~3 days working as a Public Relations office in the Fukushima Public Relations Dept. and engaging in the following tasks. It is expected that through this experience actually working in the Public Relations Dept. they will gain social sensitivity and have their awareness changed.
 - ✓ Giving explanations to, and responding to inquiries from, Fukushima Prefecture
 - ✓ Participation in prefectural government press conferences held every morning and evening.

● Implementation Status

- Commenced last July with department managers. The training was expanded to GM after seeing great change in the original participants.
- 14 engineering-related department managers and 84 GM and shift supervisors will participate in the training. To date 33 people (13 department managers, 18 GM, +2 others※)
- The program will be accelerated to have two participants a week instead of one with the hope of having all participants complete the training by next summer.

※PJ Admin. Officer, 1 dept. assistant

3-3. Construction of a mechanism for managing how promises are fulfilled

- The status of fulfilling promises made, such as responses to requests from the national and local governments, the reporting of troubles based on regulations, and the disclosure of voluntarily implemented company measures, etc., shall be managed
 - The entire FDEC shall be involved in proposing countermeasures and designating the parties responsible for the implementation of such countermeasures.
 - The status of fulfillment of these promises shall be checked (the department charged with managing each client shall be responsible for checking with the party to which the promise was made, the details of the promise, the progress of promise fulfillment and the deadline for fulfilling the promise)
 - FDEC executives shall periodically perform a check follow-up of the fulfillment status of promises. (The Operation Management G shall give a report to the FDEC Management Committee)
 - Information about this fulfillment status shall be shared with the entire company via the intranet bulletin board.
 - Information on new promises shall be disseminated via the bulletin board
 - In this manner the plans and implementation status of all promises made by the company shall be shared throughout the entire organization.
 - The above efforts will be implemented on a trial basis and improvements made
- Work standardization
 - A guide for managing promise fulfillment shall be created as a standard work procedure (within the year)
 - Making an inventory of all past promises
 - A managing department shall be designated for each client that shall confirm the details of the promise and the implementation status through documents (requests, trouble reports to regulatory agencies, etc.) and meeting minutes (handled by revising deadlines in consideration of the volume)

3-4. Efforts to disclose all radiation data (1)

- The policy to disclose all radiation data was announced and disclosure commenced on April 30 via the Internet

【Policy of disclosing all radiation data as announced at the road map press conference on April 30, 】

- The scope of information to be disclosed shall be gradually expanded after the commencement date of disclosure with the objective of having all radiation data disclosed from the summer.
- Due to the immense volume of data information disclosed from April will be in the form of measurement records.
- In regard to analysis plans, those plans that are important will be disclosed as suitable. All plans will be disclosed after the summer during which the system for disclosing such information will be completed.
- Transparency and reliability shall be improved through periodic monitoring and assessment by third parties.

【Expanding the scope of disclosure】

	Scope of Disclosure	# of pieces of data disclosed (annually)	Disclosure Method
① Current status (prior to countermeasures)	Water, dust, soil (Regular analysis results only) ※1	Approx. 30,000	Posted on WEB (as a list)
② After 4/30 ※2	Water, dust, soil, smear (Regular and irregular analysis results)	Approx. 50,000	Posted on WEB (as a list and with measurement records) ※3
③ After this summer	Water, dust, soil, smear, dose rate (analysis plan, regular + irregular analysis results, measurement results)	Approx. 70,000	Posted on WEB (as a list + measurement records) Issue explanation (monthly)

※1 Measuring surface contamination density by wiping the floors and walls with filter paper. ※3 Switch made to a list as possible

※2 Transition to ② and ③ made as soon as system preparations are complete

- Approximately 13,000 pieces of data (Irregular analysis: Approx. 5,000 pieces, regular analysis: Approx. 8,000 pieces) have been disclosed to date. (4/30~8/17)
- With dose rate data disclosure commencing on August 20th all radiation data※ is now being disclosed.

※Data measured by TEPCO or measurement data submitted to TEPCO by contractors

3-4. Efforts to disclose all radiation data (2)

■ Roles and responsibilities of departments involved in the disclosure of all radiation data

- A person responsible for data disclosure shall be specially assigned to clarify who is responsible for each process

	Main Roles and Responsibilities
Data Manager	<ul style="list-style-type: none"> • Manages the process from planning to result acquisition and disclosure • Quickly consults with SC Office and RC (as necessary) • Checks to confirm that no data to be disclosed has been left out
Radiation & Environment Dept. Manager	<ul style="list-style-type: none"> • Samples analysis and dose rate measurement • Checks that all requested analyses and measurements have been carried out
Manager of Department in Charge	<ul style="list-style-type: none"> • Creates and authorized analysis (measurement) plans • Confirms that analyses and measurements are being carried out without fail
SC Office/RC	<ul style="list-style-type: none"> • Monitors disclosure status • Advise when more instructions necessary

■ CDO/Superintendent Governance

- Governance shall be implemented in the form of periodic reviews by the CDO and Superintendent of the disclosure process.
 - Confirmation of the data disclosure implementation (daily reports from the Data Manager)
 - Periodically reviews the disclosure process and gives instructions as necessary
(Number of pieces of data disclosed, confirmation that nothing was left out, delays if any, exceeded action levels, etc.)
- Superintendent: Monthly ○ FDEC CDO: Quarterly (FDEC Management Committee)

■ Work Process Standardization

- A Work manual shall be created for the radiation data disclosure process (in August)

4-1. SC Office Analysis and Improvement

- Based on analysis and improvement of the drainage K problem, key is “communication with the FDEC needs to be greatly improved”

Problem Analysis

The promise made two years ago of “quickly disclosing measurement data” was not upheld

SC Office/RC were not aware of information that was being reported at internal FDEC meetings

RC was not consulted in regard to whether or not information should be disclosed regardless of the importance of the data

The attitude of “disclosing information on issues of concern to society” had not permeated throughout the company

Point to improve

SC Office should not have become complacent after assigning a Data Manager, but rather continually followed-up with his/her activities

RC should have been more developed to ensure attendance of all meetings

RC should not have waited to be consulted with, but rather proactively sought out and gathered information

There should have been more communication and training with engineers in order to stress the importance of information disclosure

4-2. Status of efforts

- Since April 2015, RC at Fukushima Daiichi has been enhanced and communication with the FDEC has been greatly improved.
- Efforts are underway to create and manage mechanisms to ensure information disclosure and cultivate social sensitivity.

Issue		Status of Efforts
I . Information Disclosure	1. Disclosure of all radiation data	<ul style="list-style-type: none"> ▪ <When creating the structure> Policy creation and support the implementation ▪ <After commencement of use> Disclosure status monitoring, and the provision of instructions as necessary
	2. Enhancement of Fukushima Daiichi RC	<ul style="list-style-type: none"> ▪ Appointed General RC (from April 2015) ▪ Doubling of personnel (from July 2015, 4 RCs → 8 RCs)
II . Reputation risk information management	3. Expansion of scope of risk information collection	<ul style="list-style-type: none"> ▪ Increased attendance in internal FDEC meetings ▪ Structure for getting weekly reports from all 1F GM's on information of great concern to society
	4. Enhancement of function to make information disclosure-related suggestions	<ul style="list-style-type: none"> ▪ Doubling of proposals to FDEC 【Q1: 27 times）】 ▪ Doubling of proposals made to communication-related departments【Q1: 20 times】
	5. Cultivation of social sensitivity at the FDEC	<ul style="list-style-type: none"> ▪ Increased on the job training (participation in Fukushima Public Relations Dept. activity by 1F department managers and GM) ▪ Creation of opportunities for opinion dialogue

4-3. Responding to the changing concerns of society

- The head of SC Office was recruited from outside the company (2014). The Office cultivates RC's and engages in awareness activities concerning social sensitivity.
 - A communications leaders meeting has been established, the input of female KOL has been gathered [due to the tendency of women to be more sensitive to nuclear power issues], activities aimed at cultivating social sensitivity within the FDEC are being carried out, and easy to understand tools are being improved.
 - The way of thinking to information disclosure are being proposed (July 2015: Disclose information both good and bad, disclose information of concern to the local community, make corrections on-the-spot if something is wrong)

- Enhance communication through new channels
 - Start the special homepage and a news letter for 7,000 people who work at 1F and their families. (Scheduled in September)
 - The Niigata Office Representative/Nuclear Safety Monitoring Department Manager will start Facebook (Scheduled in September)

- In preparation for the company split planned for April of next year, SC Office give proposals the presidents of all three companies (PGC, FPS, CSC) in addition to the TEPCO president in order to reduce reputation risk.

4-4. Enhancing RC communication ability

<Selection>

- RC's shall be selected from among primarily nuclear engineers in management positions that have a variety of expert skills

<Career>

- Flexible human resource management shall be achieved by promoting workers in clerical positions to RC's, reinstating former RC's, and transferring RC's between different offices.

<Regular Training>

- Training will be held for all RC's every six months. Instructors from outside the company give lectures and examine case studies.

RC Selection

8 offices, 39 people RC management

60 people per 3 years experience.

RC Assessment

+1.2 2014 communication KPI ※1

4.5 Assessment by foreign embassies in Japan ※2

※1. Assessment by local governments and embassies (±3)

※2. Assessment point out of a total of 5 points

RC Training

