

SUMMARY OF PROCEEDINGS
THE 15th NUCLEAR REFORM MONITORING COMMITTEE MEETING
October 5, 2018

Venue: TEPCO Headquarters, 10F West Conference Room

Participants:

- Dr. Dale Klein (Chairman)
- Lady Barbara Judge (Deputy Chairman)
- Masafumi Sakurai (Member of the Committee)
- Takashi Kawamura (TEPCO Chairman, Member of the Committee)
- Kazuhiro Suzuki (Secretary-General)
- Tomoaki Kobayakawa (TEPCO President and CEO, Chief of the Nuclear Reform Special Task Force)
- Shigenori Makino (Managing Executive Officer, Secretary General of the Nuclear Reform Special Task Force)
- Ryutaro Yamamoto (Managing Executive Officer)
- Masaya Kitta (Managing Executive Officer, Representative of Niigata Headquarters, Deputy General Manager of Nuclear Power & Plant Siting Division)
- Naoto Moroo (Vice President of Fukushima Daiichi D&D Engineering Company)

Chairman's Opening Remarks: by Dr. Klein

The Committee has been impressed with the positive progress that TEPCO has made but it appears that some communication issues are still a challenge.

The Committee is looking forward to hearing the update on the Self-Assessment in this meeting.

Comments from Committee Members:

Lady Judge said that the Committee had been briefed on recent initiatives at Kashiwazaki-Kariwa and Fukushima-Daini and the Committee's understanding is that the initiatives are moving smoothly.

Mr. Sakurai noted that the Committee will review the Self-Assessment, including recent issues that have occurred in TEPCO, and would like to contribute to Nuclear Safety Reform.

Mr. Kawamura noted that TEPCO has two missions, "fulfilling TEPCO's responsibilities to Fukushima" and "providing an affordable and stable supply of electricity", and that to accomplish the two missions, TEPCO needs to pursue four action plans, "Projectized Organization", "Risk Management", "Cooperation between group companies and other companies" and "Human Resource Development". Mr. Kawamura thinks that these four action plans can be adopted in Nuclear Safety Reform.

Comment from the Chief of the Nuclear Reform Special Taskforce:

Mr. Kobayakawa expressed his appreciation for the support from the Committee. He quoted his statement made to the Nuclear Regulatory Authority in August 2017 and said that in order to realize the statement, we will steadily produce results one by one to

accumulate achievements.

Safety Minutes:

Mr. Makino shared his experience from the meeting regarding the Corrective Action Plan (CAP) with the executives of the Nuclear Power Stations

and said that it is difficult for new activities, such as CAP, to take root; that it is important to have common understanding as a whole; and that it is also important to share information and take note of each other's actions?.

Self-Assessment of Key Issues related to Nuclear Safety Reforms

Mr. Makino reported on the Self-Assessment of Key Issues.

Dr. Klein praised TEPCO's work regarding the Self-Assessment and requested TEPCO to provide periodic updates on progress.

He pointed out that there were two recent issues caused by lack of communication. The first issue was how to communicate with the Nuclear Regulatory Authority (NRA) on drills, and the second was the disposal of ALPS-treated water.

He noted that TEPCO must recognize that information and data differ with regard to communication.

He asked Mr. Makino about TEPCO's efforts to cultivate a culture of doing the right thing. Mr. Makino answered that there are two aspects: one is the Corrective Action Program (CAP) for the work and the other is an internal hot-line for the corporate ethics.

Lady Judge asked about the future direction of the Nuclear Safety Oversight Office (NSOO) after Dr. Crofts' (former Chief of NSOO) resignation. Mr. Yamamoto answered that he is responsible for the NSOO and he would like to continue the work of Dr. Crofts.

Lady Judge noted that TEPCO's personnel rotation cycle is too short to develop specialists in the Nuclear Division. Mr. Makino answered that TEPCO is now preparing two career paths: one is to be a specialist in the Nuclear Division and the other is to enter management.

She asked Mr. Makino about the progress in cooperation between the Nuclear Engineering Center (NEC) and the Nuclear Education and Training Center. Mr. Makino answered that the NEC is still at the application stage for permission from the NRA and the Nuclear Education and Training Center is fostering Engineers and System Engineers.

She also asked about the progress of safety culture inculcation for middle management. Mr. Makino answered that middle management is taking 2-day classes on safety culture and said he is expecting middle managers to develop a continuous improvement mindset, learn self-improvement and become thoroughly versed in the Management Model.

Mr. Sakurai asked about the recent role of Risk Communicators (RC) after the organizational structure reform. His concern was that the role of the RCs has not been kept as it originally was because of the reform. Mr. Makino answered that RCs participate in communication-related meetings, and that their opinions are noted and practiced in the dialogue activities.

Mr. Sakurai noted that role sharing between the Communication Office and RCs is not clear and asked for the roles to be clarified.

Mr. Kobayakawa responded to the points that the Committee made. He said that TEPCO recognized that it is important to clarify the roles of RCs and the NSOO in order to prevent severe issues occurring, and that TEPCO will heed the Committee's suggestions in future efforts.

Mr. Kawamura said that in-house establishment of various roles, such as the Nuclear Engineering Center, is one of the most important issues at TEPCO.

Corporate Communication/Public Hearing Initiatives in the Niigata Region

Mr. Kitta reported on Corporate Communication/Public Hearing Initiatives in the Niigata Region.

Dr. Klein asked about the progress of application to the NRA. Mr. Kitta answered that it is moving along. Dr. Klein commented that communication is still very important, and that TEPCO should communicate with the Niigata and Fukushima regions through various channels.

Decommissioning Initiatives at the Fukushima Daiichi Nuclear Power Station

Mr. Moroo reported on Decommissioning Initiatives at the Fukushima Daiichi Nuclear Power Station.

Concluding Remarks:

Dr. Klein noted that the foundations of nuclear reform are being enhanced, but there is room for further improvement. The committee concluded that the results of the Self-Assessment are currently good on the whole.

Lady Judge said that nuclear reform is progressing as expected so far, and that the committee would like TEPCO to continue Dr. Crofts' safety mindset in the NSOO.

Mr. Sakurai said the Self-Assessment is a turning point but that it is important to conduct self-assessment continuously.

Comment from the Chief of the Nuclear Reform Special Taskforce:

Mr. Kobayakawa announced again his declaration that TEPCO will bring a strong will to achieve safety through its own endeavors.