

September 15, 2022

Tokyo Electric Power Company Holdings, Inc.  
Board of Directors

### **Results from the Monitoring of Nuclear Safety Reforms**

The Nuclear Reform Monitoring Committee (NRMC) has monitored and supervised the following issues that were pointed out during the 19<sup>th</sup> meeting of the NRMC on March 9.

- ✓ Initiatives to continually improve safety
- ✓ Control-focused management
- ✓ Communication within the organization and with society

During this time, the NRMC has received interim reports from TEPCO HD (online meetings on July 15 and 20, and September 8, and a face-to-face meeting on September 14), exchanged opinions with upper management (a total of 21 times both in-person and online), and visited the Kashiwazaki-Kariwa Nuclear Power Station (September 12). Furthermore, at the 20<sup>th</sup> meeting of the Nuclear Reform Monitoring Committee held today, the NRMC received a report on the status of improvements pertaining to these key issues from TEPCO HD.

The NRMC's opinions of the improvements made to address key issues are as follows:

- ✓ Initiatives to continually improve safety
  - In regard to risk management, risks are discussed on a daily basis at Headquarters, the Fukushima Daiichi Nuclear Power Station and the Kashiwazaki-Kariwa Nuclear Power Station, and various types of risk maps are used to comprehensively identify, assess, and formulate countermeasures for risks. The NRMC also recognizes that TEPCO HD is engaged in risk-management activities through which risks are swiftly brought to the attention of parties in higher positions (departments/committees) as necessary.
  - Furthermore, the NRMC expects results from the various types of training intended to contribute to continually improving safety, as well as

progress in eliminating, reducing or modifying tasks which does not contribute to safety improvement.

✓ Control-focused management

In regard to management, the NRMC recognizes that TEPCO HD is taking initiatives such as partial function transfer from the Head Office Nuclear Power Division to the Kashiwazaki City office in order to prioritize the local operation when managing projects, increase opportunities to directly hear the opinions of regional residents, and construct a system that can leverage those opinions in the operation of power stations, and the proactive employment of human resources from outside the company that have a plethora of experience. The NRMC also recognizes that much focus has been put on creating a management model systems/mechanisms throughout the entire organization, including departmental reorganization. Maturity of the management model including robust governance & oversight, as well as institutionalization by all employees must be achieved. The NRMC also expects that these initiatives will achieve their goal, and sustain the Plan-Do-Check-Action cycle in a well-developed organization.

There are some areas which the NRMC has seen many improvements and key initiatives in the management model, on the other hand some areas are to be continually improved. The NRMC will continue to be briefed on the management model effectiveness.

✓ Communication within the organization and with society

Open and active communication within the organization and with contractors and other parties plays an extremely important role in ensuring the safety of the nuclear power station. In order to detect and correct signs of defects, failures, potential threats and nonconformance at an early stage, it is imperative that the environment has improved to the point where concerns can be expressed freely. The NRMC recognizes that TEPCO HD is taking initiatives, such as dialogue with upper management, employees and contractors, and activities (by young personnel in particular) to make the power station better, and that, through these initiatives, workers' feedback is taken on-board by the power station's management. The NRMC further recognizes that efforts are being made to improve the

environment in the workplace through the creation of the “purpose of the power station”, which purpose is to create a workplace atmosphere in which management takes the initiative and employees participate, at the Kashiwazaki-Kariwa Nuclear Power Station. The NRMC hopes that these efforts will continue.

In regard to communication with society, the NRMC expects that the TEPCO HD embodies/demonstrates when delivering clear and concise safety-related messages from the perspective of stakeholders, including local residents, regarding safety initiatives at nuclear power plants. Furthermore, the NRMC hopes that through continued honest and sincere dialogue (interactive communication and dialogue) with a range of stakeholders in society, TEPCO HD will be able to restore trust at home and abroad. In order to do so, there is an urgent need to develop and secure diverse human resources within the company who are capable of understanding a wide range of domestic and international perspectives

It is important to continue safe operation at Fukushima Daiichi Nuclear Power Station.

The focus at Kashiwazaki-Kariwa Nuclear Power Station should shift from construction to safe and secure operation.

To ensure certainty in TEPCO HD’s reforms, each individual must continue reforms while remaining alert and being aware that nuclear accidents pose enormous, irreversible risk - a fact that should be realized by reflecting upon the great number of people whose lives were negatively impacted by the Fukushima Daiichi Nuclear Power Station Accident. Moreover, management should continue to objectively examine its own behavior to ensure that TEPCO HD fulfills its responsibilities as a nuclear operator.

The NRMC would like to receive updates on the progress of the reforms engaged in by TEPCO HD, as well as the status of improvements implemented to address the aforementioned key issues, by the first half of FY2023.

Nuclear Reform Monitoring Committee  
Chairman            Dr. Dale Klein  
NRMC Members:  
Mr. Masafumi Sakurai  
Mr. Amir Shahkarami

Dr. Mariko Nishizawa  
Dr. Yoshimitsu Kobayashi  
Mr. Shoichiro Onishi

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