

SUMMARY OF PROCEEDINGS
19th NUCLEAR REFORM MONITORING COMMITTEE MEETING
March 9, 2022

Venue: Web meeting system

Participants:

- Dr. Dale Klein (Chairman)
- Masafumi Sakurai (Member of the Committee)
- Amir Shahkarami (Member of the Committee)
- Mariko Nishizawa (Member of the Committee)
- Yoshimitsu Kobayashi (Member of the Committee)
- Shoichiro Onishi (Member of the Committee)
- Shiro Arai (Secretary General)
- Tomoaki Kobayakawa (TEPCO President and CEO, and Chief of the Nuclear Reform Special Task Force)
- Takeyuki Inagaki (Managing Executive Officer, and Secretary General of the Nuclear Reform Special Task Force)
- Akira Ono (Managing Executive Officer, and President of Fukushima Daiichi D&D Engineering Company [FDEC])
- Ryutaro Yamamoto (Managing Executive Officer)

Chairman's Opening Remarks: by Dr. Klein

We're approaching 11 years now since the accident at 1F and I think TEPCO has made a lot of good progress, but there is still a lot of work to be done. As always, it is very important to do things right, and not necessarily do them quickly. Safety is foremost in the Reform Committee's mind and, I'm sure, in your mind as well. There are certainly some big projects underway. The water discharge at 1F is important, not only for TEPCO but also for the nation of Japan. Safe disposal of the treated water will reduce risks, and it will be a communication issue in addition to a safety issue. But it will be important to proceed so as to reduce risk. I will also compliment you on the progress made at KK. Obviously, there are issues at 1F and at KK that we wish would have been better but there is a lot of progress to be proud of. We look forward to progress in a safe and secure manner.

Comments from Committee Members:

Mr. Sakurai: Looking back over the past year, there have been some incidents related to physical protection, incomplete work related to safety renovations, and a fire protection

pipng issue. There are still investigations going on about these. I have been able to talk to various people, and I feel that the level of awareness on these issues at TEPCO, and also the level of analysis that is being performed, is quite adequate. Having said that, although there's some improvement, I have some examples I would like to share with you. In terms of the safety awareness level, and understanding of some incidents, there are some insufficiencies that I see in some cases. And it was just mentioned by Dr. Klein that it has been 11 years since the accident on March 11, 2011. TEPCO, and also the contractors and other subcontractors, have employees who joined after the earthquake in 2011, and the number of such new employees will increase. So, in this situation, it is necessary to perform the work safely but there's also a need to inculcate in these new employees the necessary level of safety awareness. I do hope that this will be foremost in TEPCO's mind. As I always say, the planning may be very good, but the execution may not always be good. So, I say this repeatedly, but I do hope that you continue to improve on your execution abilities. I have conducted various surveys in various places, and they're very interesting responses. So, please, take a hard look at them to determine future plans. Finally, you have to make sure that the message gets delivered, not just transmit the information. You also have to make sure that the message that you convey is convincing. So, I hope that you do provide training and education on that to your people.

Mr. Shahkarami: It has been several years since I became Chairman of the NSAB. TEPCO has robust processes that have been established to conduct business, and for its management system, but I believe the biggest issue today at TEPCO is a lack of robust oversight, in the field and in internal corporate areas, by external organizations. If there is one driver for me to oversee as part of this committee, it is to see that you put in place oversight at all levels of this organization. If you look at the human performance issues we have seen, if you look at the industrial safety issues that we have seen, if you look at the fire protection being the highest risk to the high frequency core damage from internal events, these are the shortfalls that need a lot of attention. I want to comment that contractors are brought to the site by your organization. They work for you. They have to align with you. They cannot deviate from the processes you have established. As a committee member I look forward to coming to the site personally on this issue and trying to help TEPCO to continue making progress. It's not just making improvements, it's sustaining the improvements. You can make an improvement today but if you don't sustain it, you are going to go back again.

Dr. Nishizawa: I have been looking at that for the past year. There are two things I'd like to say. One is about unification, or consistency. Many people saying a lot of different things will

only cause confusion, so it is important to have "one voice, one message". So, this unification or consistency in communication is very important. Another thing, particularly when it comes to external communication, again, is to make sure your message gets across, gets understood and is accurate. But having a consistent message and having communication that is understandable are both important. There's one thing that's missing on both counts, which is well-designed communication. But even before designing your actual communication content, when you think about what risk communication or communication is, you have to really understand what the nature of that communication is. Based on that understanding, you need to design that communication. At the same time, you are in haste to just communicate. That's what I observe. So, you need to perhaps take a step back and really think about what you're going to communicate and decide "when?", "in what manner?", and "for what purpose?". And after that, you need to always do a review. This is very logical and scientific. But that process needs to be implemented for communication tools when you have technological safety. You need to share that information internally and externally, and you design your communication content. It is very, very important.

Mr. Kobayashi: During this period for the decommissioning of Fukushima Daiichi, we have seen certain progress and improvements in the field environment. But I'd like to take this opportunity to reaffirm that TEPCO will continue to believe that fulfilling our responsibilities to Fukushima is our mission, and that we will make all efforts for the reconstruction of Fukushima to fulfill those responsibilities, which directly means compensation, decontamination, reconstruction and the decommissioning of the Fukushima Daiichi nuclear power plant. To complete that truly, the Group as a whole needs to come together and exert its full efforts. And each and every member needs to have a sense of ownership as they diligently execute their tasks so that the local community can live in comfort and with confidence, and we also need to create a path for the future of energy. And in that regard, it is so regrettable that a series of incidents happened at KK regarding PP, physical protection, and incomplete safety enhancements. As well as seriously compromising the trust of society in our company it also affected the fundamental work quality. Whatever we do needs to put the highest priority on safety and we have to gain the understanding of the local community and all the stakeholders.

Mr. Onishi: This time at KK, the NRA gave us a "red" in their STP significance determination process, and TEPCO obviously has been working on finding the root cause and implementing countermeasures. So far, we believe that those countermeasures have been steadily implemented. One reason for this is that management is really seen on the front line of work

in the field, so there's now a stronger sense of unity among the people working at the plants and those at the corporate level. There was previously a distance between Tokyo and Niigata, or even within a site between the frontline workers and the managers. But that distance has narrowed in my observations, through the sense of crisis and through driving countermeasures. That has been the case but you can't stop at that. Because then you will only repeat having one crisis, then addressing that, and then another occurring. The important thing is that all the countermeasures implemented this time really need to take root and become part of day-to-day routines, meaning that the employees, as well as the contractors, working in the field really have a sense of unity and work together. To make that happen, you really need to ensure the psychological sense of safety. If someone spots something strange or wrong or dangerous, there needs to be a psychological environment that allows that concerned party to raise it to anyone and speak out. We might take time to have that fully instilled, but we need to continue efforts, sustained efforts, so that that system or that environment is built and is sustained.

Comments from the Chief of the Nuclear Reform Special Task Force:

Mr. Kobayakawa expressed his appreciation to the NRMCM members and shared lessons learned from the Fukushima Daiichi nuclear accident. He said that in order for TEPCO to fulfill its responsibilities to Fukushima, it is extremely important to properly handle the ALPS treated water, and that TEPCO will continue to provide accurate and understandable information from the perspective of the local people and take measures to reduce reputational damage. He also said that the top priority is to re-establish trust through nuclear reforms, including measures to solve the series of incidents at KK.

Safety Minutes:

Mr. Yamamoto shared information on nuclear security culture. He said that "Monitoring and advising on activities to enhance nuclear security" has been added to the NSOO's job description, and that they will also actively provide oversight and advice on nuclear security to help develop the nuclear security culture.

Status of Nuclear Safety Reform Initiatives and FDEC initiatives:

Mr. Inagaki and Mr. Ono reported on the status of Nuclear Safety Reform Initiatives and FDEC initiatives.

Summary of the 19th NRMCM meeting:

Dr. Klein summarized the discussion in the 19th NRMCM meeting as follows:

- Management should be more actively involved in reform activities
- TEPCO should improve internal and external communications
- TEPCO should maintain high standards to regain trust
- Safety should be the top priority. Safety is important to all employees and contractors

Dr. Klein also stated the following: I personally continue to believe that nuclear energy is important for Japan. It should be a part of your energy mix and it can be done safely. I think TEPCO has a role to play in making sure that public trust is maintained so that nuclear energy can be a part of the energy picture. With the world events that we are seeing now with Russia and Ukraine, energy security is a very important aspect and, certainly for Japan, nuclear can be a part of that energy security.

Comments from the Chief of the Nuclear Reform Special Task Force:

Mr. Kobayakawa stated that he would take on board the discussions at the 19th NRMC meeting and address nuclear reform. He also stated that it is important to establish an overall structure for future progress in nuclear reform. Regarding the situation at Fukushima Daiichi, he stated that it is important to balance reconstruction and decommissioning, and that it is extremely important to make the situation more secure for people in the local community.