

New Management

On March 29, 2013, TEPCO announced its Reassessment of the Fukushima Nuclear Accident and Nuclear Safety Reform Plan in an effort to reaffirm our commitment to the continuous improvement of nuclear safety, which has no bounds. Based on our deep regret over the Fukushima Nuclear Accident we shall rid ourselves of overconfidence and conceit about safety and continue to implement nuclear safety reforms.

On June 23, 2017, new management took over at TEPCO and announced its management policy. The three keywords of “open,” “create,” and “accomplish” are common to both the management policy and nuclear safety reforms. In its handling of such issues as obscure information disclosure, its nuclear power business, the Niiza underground tunnel fire accident, and the delayed invoicing of wheeling fees, TEPCO has failed to sufficiently address these issues from the perspective of its customers and general public, thereby causing a feeling of distrust amongst the people. Therefore, we will create a corporate culture based on the universal ideas of “prioritizing safety,” “prioritizing the local community,” and “standing in the shoes of our customers,” in order to “look at issues from the perspective of society and our customers, create transparency and regain the public trust.” TEPCO still has many issues to address. Through clarifying internal responsibility and authority, and improving communication and governance, such as the way decisions are made, we will further accelerate reforms and improvements.

TEPCO management has changed, but we shall continue to promote nuclear safety reforms in accordance with our unchanged resolution to “Keep the Fukushima Nuclear Accident firmly in mind; we should be safer today than we were yesterday, and safer tomorrow than today; we call for nuclear power plant operators that keep creating unparalleled safety.”



Tomoaki Kobayakawa
President and Head of Nuclear Reform Special Taskforce

Fukushima Daiichi NPS Progress of reactor decommissioning



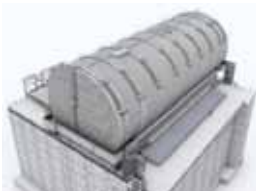
Completion of removal of the pillars and beams from the Unit 1 building cover (May 11)



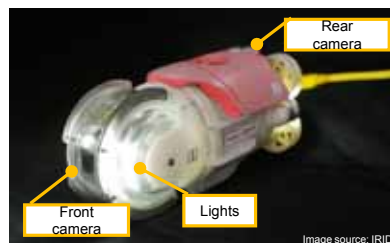
Visit by Secretary Perry of the US Department of Energy (June 4)
[Left: President Hirose (former), Right: Secretary Perry]



Arrival of Unit 3 fuel removal cover (June 27)



Concept drawing of completed Unit 3 fuel removal cover



Submersible remotely operated vehicle (ROV) for exploring the inside of the units 3 primary containment vessel
Image source: IRID

Preparations to remove fuel from the Unit 1 to Unit 3 spent fuel pools is proceeding smoothly and work to remove the pillars and beams from the Unit 1 building cover has been completed. The installation of the Unit 3 fuel removal cover is underway.

In preparation for debris removal, a submersible remotely operated vehicle (ROV) has been used to explore the inside of the primary containment vessel (PCV) (July 19).

As part of work environment improvements, a heliport has been built to enable helicopters to land and airlift sick or wounded parties (put into use on May 9), thereby shortening the amount of time required to get injured parties to a hospital. Training on meeting “Doctor Heli” was conducted on June 20.



Training on meeting “Doctor Heli” (medical airlift) (June 20)

Exchange of opinions between management and the Nuclear Regulation Authority

At the 22nd extraordinary meeting of the Nuclear Regulation Authority (July 10), members of TEPCO's new management, including TEPCO Chairman Kawamura, President Kobayakawa, and General Manager of Nuclear Power and Plant Siting Division (CNO) Makino, exchanged opinions with the Nuclear Regulation Authority. The Chairman and members stated that, “we have not seen any prioritization or independent decision-making when it comes to reducing risks associated with the decommissioning of the Fukushima Daiichi NPS.” In addition to submitting a formal written response to the members of the committee, we will further address this issue by continuing to conduct field surveys and exchanging opinions.



Left of screen: TEPCO management, right of screen: Nuclear Regulation Authority members

Safety measure progress

At Kashiwazaki-Kariwa NPS, we are implementing safety measures based on the lessons learned from the Fukushima Nuclear Accident in preparation for not only earthquakes and tsunami, but other external events as well, such as tornadoes, volcanoes, and terrorism.

In September 2013 we submitted our application for alteration in the installment license in accordance with the New Regulatory Requirements for Units 6 and 7. Then, after more than 140 inspection meetings we were finally able to submit the revised application on June 16. In conjunction with this, we also submitted a comprehensive inspection report on the improvements that have been made in response to those inadequacies at TEPCO that have been pointed out during the inspection meetings. As a latest status, a presentation on this report was given at the inspection meeting on June 20 and at a meeting of the Nuclear Regulation Authority on June 21.

13th Nuclear Reform Monitoring Committee meeting

On June 5, the Nuclear Reform Monitoring Committee met for the 13th time and Chairman Dale Klein commented as follows:

- “Safety culture at Tokyo Electric Power Company Holdings has taken great strides and is taking hold.”
- “I expect to see safety culture permeate through every corner of the organization without dependency on specific leaders or monitoring by this committee, and become a part of the DNA of Tokyo Electric Power Company Holdings.”

TEPCO will work together with contractors in an effort to permeate nuclear safety culture.



(Counterclockwise from the upper right) Chairman Klein, Member Sakurai, Deputy Chairman Judge, General Manager of Nuclear Power and Plant Siting Division Anegawa (CNO)(former)

Nuclear Safety Reform Plan Management Reform Progress

In order to enhance alignment in the organization in regards to reform/improvements, which was suggested by the Nuclear Reform Monitoring Committee toward nuclear safety reform initiatives, a management model was created to serve as a common guideline. In conjunction with this, the ideal behaviors desired for each position and structural element were compiled as "fundamentals," and activities have begun to foster understanding of these fundamentals throughout the Nuclear Power Division.

In the course of dealing with the main anti-earthquake building problem, coordination between Head Office Nuclear Power Division personnel, who are dedicated to handling inspections at Kashiwazaki-Kariwa NPS, and the communications division, which deals with the local community, is being strengthened. Since July, Head Office Nuclear Power Division management has been participating in initiatives aimed at directly addressing the uneasiness that the siting community harbors toward nuclear power generation and TEPCO, such as visits to Kashiwazaki City and Kariwa Village, and explanations given at communications booths located at various places within Niigata Prefecture.



Activities aimed at better alignment in the organization



Former General Manager of Nuclear Power and Plant Siting Division (CNO) Anegawa explains the management model to managers (June 13)



A management model has been created (June 22) to enable each department and individual to understand the overall goal and each other's roles, and to engage in their duties with a common understanding. The management model clearly states objectives, important factors for success, and achievement level indicators for each structural element (business field). The aim is to accelerate improvements and cultivate a sense of unity by enabling each department and individual to refer to the management model in order to understand the relationship between one's own duties and the duties of others as the organization works to achieve a common goal thereby fostering cooperation in the course of one's duties.

In conjunction with above, the ideal behavior (basic behavior) of individuals and positions according to the business field of the management model have been compiled as a pamphlet which is named "Fundamentals." The pamphlets have been delivered to all employees in the nuclear power division. Each person refers to the pamphlet in daily work and managers use it for field observation, coaching, etc.

Furthermore, in order to revitalize communication between departments and eliminate our "top-down mentality," internal communication teams made up of primarily younger employees have been created.



Initiatives to improve safety consciousness



New Executive Officer training (June 17)
[Right: President Kobakawa]

Management must be strongly aware of the special risks associated with nuclear power and committed to bearing that responsibility. The new executive officers were assigned to training aimed to increase their knowledge of nuclear safety and deepen their understanding of primarily safety design, safety management, and preparedness of the nuclear power.

The Nuclear Safety Oversight Office (NSOO) has observed emergency response framework training and pointed out that there is room for improvement of governance from structural aspects, such as setting priorities for work, and to all departments, the chain of responsibility, and management methods.



Meeting for NSAB preparations (May 29~31)

Five overseas experts have been invited to be on the newly created Nuclear Safety Advisory Board (NSAB) that was established in order to learn from exceptional nuclear operators overseas and provide advice and guidance to Nuclear Power Division management in regards to department management and management in general. Preparations are in progress for the planned commencement of activities of the advisory board in the second quarter.

Initiatives to improve technological capability



Important operation experience (OE) information study group (Kashiwazaki-Kariwa)



On-site observation coaching (Kashiwazaki-Kariwa)



In-house skill competition (Fukushima Daini)

Overseas experts are being invited to serve as lecturers at study sessions on operation experience (OE), and giving guidance about on-site observation thereby enabling us to learn about approaches and methods considered standard in the rest of the world and develop our skills to improve nuclear safety.

Initiatives aimed at improving in-house technological capability during emergencies, such as generator replacement and the operation of heavy equipment, continue, and at the Fukushima Daini NPS, the third technical skill competition (commenced in FY 2015) was held.

Initiatives to improve the ability to promote dialogue



This communication lecture given by Prof. Paul Argenti (May 31)

Dartmouth College Professor Paul Argenti, a leading authority on corporate communication, was invited to give a lecture to corporate communication staff and risk communicators. Participants learned that managers have to be good communicators, and that communication strategies can be achieved through simple messages.



Info-magazine *Hairo Michi* (first issue)

On April 1, the first issue of *Hairo Michi*, an info-magazine intended to tell the siting community about the progress of decommissioning at Fukushima Daiichi and introduce them to the people involved in decommissioning, was released (approximately 10,000 copies). The second issue will be released on June 10.

In order to enhance the understanding of the decommissioning, the power station has been opened to the public, allowing people to see it with their own eyes. (Q1: Fukushima Daiichi: 2,956 people; Kashiwazaki-Kariwa: 1,423 people).

KPI results

Data sampling began in FY2017 Q1 and trends will be continually monitored

Nuclear power leader safety consciousness: **62.1** points

Nuclear Power Division safety consciousness: **60.7** points

Non-emergency technological capability: Assessed at the end of the fiscal year

Emergency technological capability: **97** points

Internal communication: **65.3** points

External communication: Assessed at the end of the fiscal year