

Lessons Learned from the TEPCO Nuclear Power Scandal

Hiroyuki Kuroda
Manager

Corporate Communications Dept.
Tokyo Electric Power Company (TEPCO)



TOKYO ELECTRIC POWER COMPANY

Summary of a Series of Cases of Misconduct

- ◆ July 2000: **MITI asked TEPCO** to inquire inappropriate handling of maintenance records and reports
- ◆ May 2002: **GE informed TEPCO** that inspection records might also have been inappropriately handled
- ◆ June 2002: **TEPCO set Internal Investigative Committee** and checked 29 cases by GE btw 1986 and 2001
- ◆ **TEPCO found 16 cases of misconduct and reported to NISA**



PCV Leakage Tests

- ◆ Sep. 2002: A newspaper reported inappropriate conduct of leak test in PCV in Unit 1 in Fukushima Daiichi NPS.
- ◆ A investigation team of external lawyers formed by TEPCO found inappropriate actions during the leak test in 1991 and 1992.



Background to Cases of Misconduct (1)

◆ Deficiencies in fitness for service



Deficiencies in fitness for service

- standards on reporting problems were unclear
- technical standards were established on an 'as-constructed' basis
- The engineers' conservative mentality to avoid reporting problems to the national government as long as they believed that safety was secured



Background to Cases of Misconduct (2)

- ◆ Deficiencies in fitness for service
- ◆ Nuclear engineers' over-confidence of their nuclear knowledge



Internal Factors Resulting in Misconduct

- ◆ Problems in Quality Assurance System
- ◆ Problems in Observance of the Code of Ethics and Corporate Culture
- ◆ Inadequacy of Safety Culture



Consequences of Misconduct

- ◆ Damaged public trust toward TEPCO
- ◆ Forced to shut down 17 nuclear reactors for safety inspection
- ◆ Possibility of power shortage in summer 2003



To Prevent Similar Incidents (1)

- ◆ “Create a mechanism that does not permit people to perform any dishonest act, and create a culture that encourages people to refrain from performing any dishonest act.”



To Prevent Similar Incidents (2)

- ◆ Improvement in the Quality Assurance System



To Prevent Similar Incidents (3)

◆TEPCO set up internal audit function

- the Nuclear Quality Management Department
- the Nuclear Safety and Quality Assurance Conference



To Prevent Similar Incidents (4)

- ◆ **Strict Observance of the Code of Ethics and Reforms in Corporate Culture**
 - rewritten the Corporate Code of Conduct
 - formed Business Ethics Task Force for compliance



To Regain Public Trust (1)

- ◆ Set up local liaison meetings around NPS



TOKYO ELECTRIC POWER COMPANY

Kashiwazaki-Kariwa NPS

Meetings:

held once a month since May 2003

Members:

opinion leaders, anti-nuclear activist, etc.

Secretariat:

Kashiwazaki City

Official website:

<http://www.tiikinokai.jp/>
(only in Japanese)



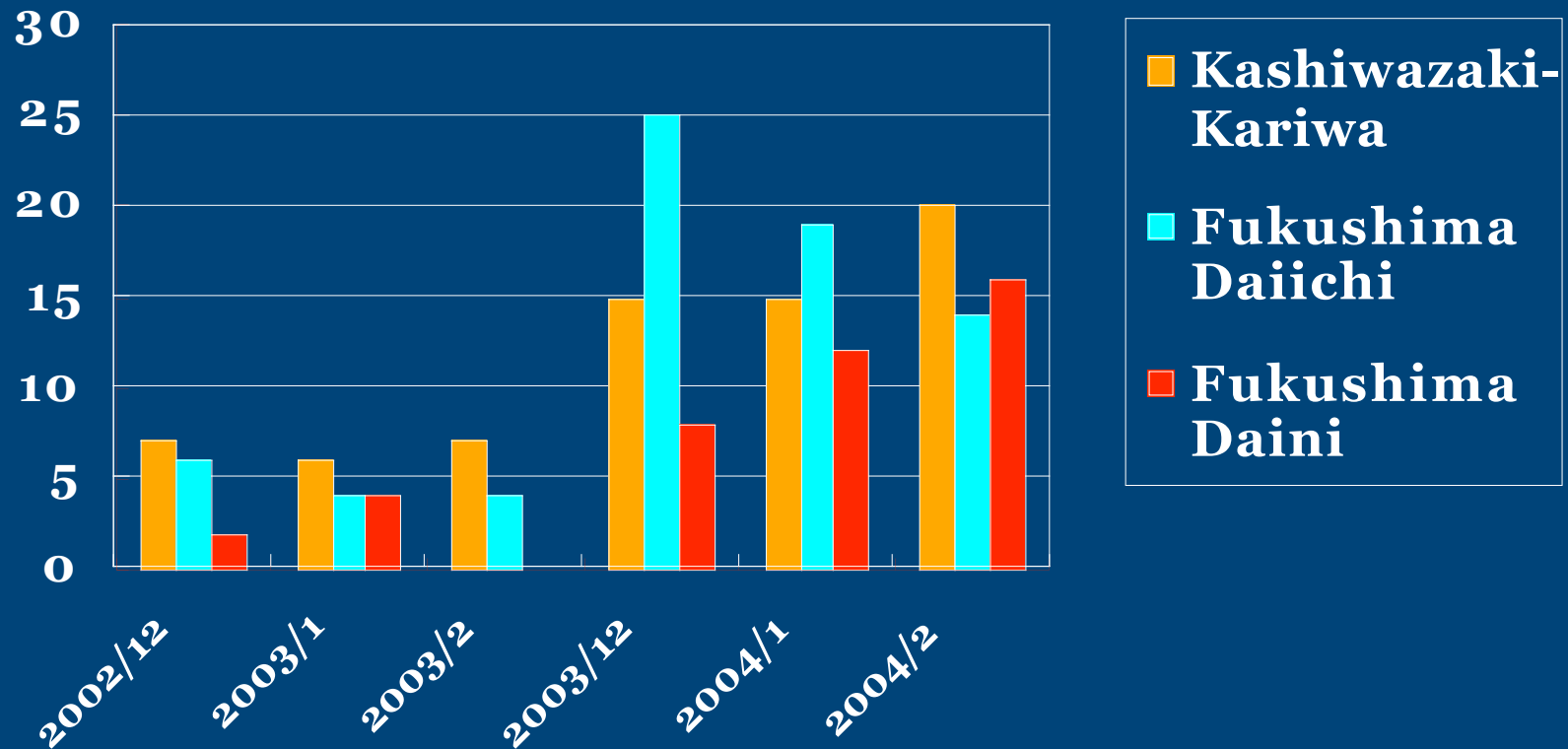
TOKYO ELECTRIC POWER COMPANY

To Regain Public Trust (2)

- ◆ Improved the disclosure standard of nuclear incidents in TEPCO (November 2003)



Increase in the numbers of press releases



TOKYO ELECTRIC POWER COMPANY

Disclosure on the website (1)

On the TEPCO Website:

www.tepco.co.jp (in Japanese)

- topics, nuclear data, press releases, etc
- New content

On demand video titled “I am working at NPS” introduces how he or she works at NPS by interview

English version: www.tepco.co.jp/en/ will be renewed on March 27, 2004. It will have topics, nuclear update and press releases



TOKYO ELECTRIC POWER COMPANY

Disclosure on the website (2)

On the website of nuclear power stations:

www.tepco.co.jp/fukushima1-np/

www.tepco.co.jp/fukushima2-np/

www.tepco.co.jp/kk-np (all only in Japanese)

- operation status
- radiation data on real time base
- activities with local community
- press release
- minor troubles



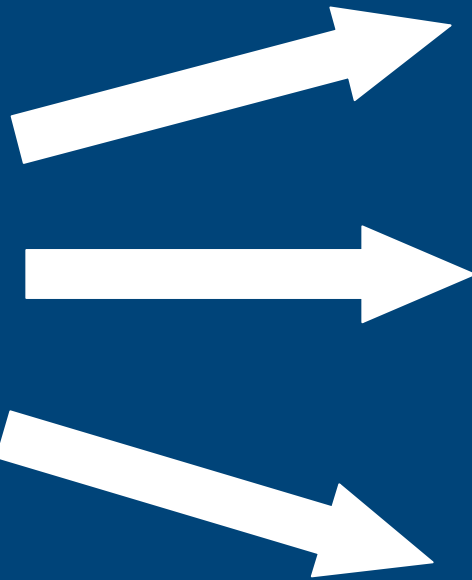
TOKYO ELECTRIC POWER COMPANY

Lessons Learned from the Scandal

- ◆ Share nuclear information (even minor information) with stakeholders



Share nuclear information with stakeholders



Local governments
(Prefecture, City, Village)

Local Community

Media



TOKYO ELECTRIC POWER COMPANY

Lessons Learned from the Scandal (2)

- ◆ More communication with local community
 - listen to the voice of local residents
 - participate in local activities



More communication with local community



The voice of local residents



Local activities



TOKYO ELECTRIC POWER COMPANY