

Country-Specific Safety Culture Forum: Japan Programme



Tokyo International Forum
14-15 December 2023



WANO
GLOBAL LEADERSHIP IN NUCLEAR SAFETY



NEA
NUCLEAR ENERGY AGENCY



Of the many lessons learnt about nuclear safety over the years, among the most difficult to address has been that human and organisational aspects in the sector are as important as any technical issue. It is now widely accepted by the international nuclear community, particularly since the Fukushima Daiichi Nuclear Power Plant accident, that human and organisational aspects, including safety culture, require substantial attention.

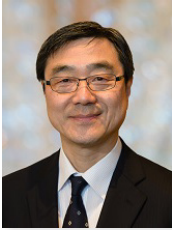
The Nuclear Energy Agency (NEA) has carried out significant work and analysis in this area and one significant conclusion it has reached is that safety culture is influenced substantially by national culture. In other words, the manifestation of cultural traits in an organisation has a critical impact on its safety culture.

With this in mind, the NEA has co-operated with the World Association of Nuclear Operators (WANO) to develop a framework for advancing dialogue and analysis on this topic. This framework is called the Country-Specific Safety Culture Forum (CSSCF) and has so far been held in Sweden (2018), Finland (2019) and Canada (2022).

Each CSSCF involves a fulsome and in-depth assessment of a given country's cultural assets and challenges, as well as measures that may be taken to strengthen the safety culture within its regulatory bodies and operators. CSSCF Japan provides the opportunity to identify and understand elements of the national traits and attributes in the Japanese culture that could either enhance safety and day-to-day operations or provide challenges that should be addressed across the nuclear community.

The participants from the Japanese nuclear community are, of course, the heart of CSSCF Japan and we are happy to see that this CSSCF is the largest yet organised by the NEA. CSSCF Japan is made possible by the commitment of Japan's Nuclear Regulation Authority (NRA), the Federation of Electric Power Companies of Japan (FEPC) and all the affiliated Japanese nuclear operators and organisations that have joined the NEA and WANO on this journey. The NEA team, along with our colleagues from the WANO Tokyo Centre, have worked intensively to develop, organise and co-ordinate the many elements that make up this forum and support the Japanese nuclear sector as it seeks continuous improvement in its safety culture and nuclear safety overall. Everyone involved should be proud of their contributions and of this collective mission of ensuring nuclear safety.

William D. Magwood, IV
Director-General
Nuclear Energy Agency



Please accept my warmest welcome to the Country-Specific Safety Culture Forum (CSSCF). This is the fourth CSSCF that the World Association of Nuclear Operators (WANO) has co-organised with the Nuclear Energy Agency.

WANO has served the commercial nuclear power industry since its establishment in 1989. Our mission is to maximise the safety and reliability of nuclear power plants worldwide. Our philosophy is to unite a competitive industry into a community of nuclear operators that is cohesive, highly collaborative, and fully committed to safe and reliable nuclear plant operations.

Our industry shares a common focus on nuclear safety and on a deep respect for this technology and the individual's role in its safe operation. Nuclear safety culture – which WANO defines as the core values and behaviours resulting from a collective commitment by leaders and individuals to emphasise safety over competing goals, to ensure protection of people and the environment – is fundamental to our industry's operation.

However, our global industry exists within a broad diversity of cultures. We must recognise that local cultural influences are important, and must be considered as we seek to promote best practices and behaviours across the global fleet of nuclear power plants.

During this forum, you will have an opportunity to explore safety culture from various perspectives. You will have discussions with nuclear plant operators, regulators and other experts who are native to Japan. Additionally, you will hear the perspectives of international nuclear professionals from a variety of countries and cultures.

The CSSCF is designed to help broaden your understanding of nuclear safety and better recognise the influence of Japanese culture on our work in the nuclear sector. WANO is pleased to partner with the NEA in the development and implementation of this forum. I appreciate your attendance and encourage you to engage actively in the CSSCF activities.

Naoki Chigusa
Chief Executive Officer
World Association of Nuclear Operators



As nuclear operators, we believe it is important to work proactively and continuously to improve safety without letting the lessons of the Fukushima Daiichi Nuclear Power Plant accident fade away, and have been working to foster a strong safety culture.

We hope that a new perspective on how Japanese culture and customs influence safety behaviour, as well as the learning and insights gained from the exchange of views among nuclear operators, regulatory authorities, local governments and international organisations at the Country-Specific Safety Culture Forum in Japan, will contribute to further developing a culture of safety in our industry.

Kazuhiro Ikebe
Chairman
Federation of Electric Power Companies of Japan



We are pleased to attend the Country-Specific Safety Culture Forum in Japan, co-hosted by the Nuclear Energy Agency and the World Association of Nuclear Operators.

National and regional traits inevitably influence basic assumptions at the deepest level of Schein's model of safety culture. From this perspective, this forum is unique as it delves into safety culture from that perspective. Bringing together operators and regulators, as well as stakeholders from other countries and local governments, for further discussion should provide a valuable learning opportunity for each of them.

We have great expectations that the participants will take the experiences of this forum back to their respective organisations and reflect them in their daily activities, leading to the maintenance and development of a strong nuclear safety culture in Japan.

Shinsuke Yamanaka
Chairman
Nuclear Regulation Authority, Japan

General information

Background

National and cultural contexts have a direct impact on nuclear safety, and there has been an increased focus on this since the 2011 Fukushima Daiichi Nuclear Power Plant accident. The World Association of Nuclear Operators (WANO) and the Nuclear Energy Agency (NEA) have decided to support their member countries by offering this two-day Country-Specific Safety Culture Forum (CSSCF) designed to explore the impact of national contexts on nuclear safety culture. Japan will be the fourth country to hold the forum after Sweden, Finland and Canada. Participants will engage in self-reflection on their national cultural attributes in relation to safety culture and will participate in role-playing and plenary sessions.

Time/venue

Date: 14-15 December 2023

Location: Tokyo International Forum (〒100-0005, Marunouchi 3-5-1, Chiyoda-ku, Japan)

Plenary room: D block – Hall D5, 5th floor

Language: The CSSCF will be held in Japanese with simultaneous translation into English for international observers.

NEA contacts

Ms Anaïs Nouailles-Mayeur, PhD
CSSCF Technical lead
Tel.: +33 (0) 1 73 21 29 32
Anais.NOUAILLES-MAYEUR@oecd-nea.org

Ms Minori Kato
CSSCF Technical Secretariat
Tel.: +33 (0) 1 73 21 29 45
Minori.KATO@oecd-nea.org

Ms Ursula Arnal Diffu
Project and Events Co-ordinator
Tel.: +33 (0) 1 73 21 29 31
Ursula.ARNALDIFFU@oecd-nea.org

Programme

Thursday, 14 December 2023	
08:30	Registration
Opening session <i>*open to the public</i>	
09:00	Welcome remarks - NEA / DG Magwood - WANO / CEO Chigusa
09:20	Regulator's perspective - NRA / Chairman Yamanaka
09:30	Operator's perspective - Chubu Electric Power / CNO Ihara
09:40	Overview of the forum: Logistics, structure, objectives and expected outcomes
Japanese context session	
09:55	Lecture by a social commentator Dr Robert Campbell
10:40	Coffee break and group photo
11:00	Breakout session 1 Group breakout discussion and a “yellow post-it” exercise to determine the key Japanese traits noted by the social commentator
12:00	Reflections Facilitators’ wrap-up of the findings from each group (in plenary)
12:45	Lunch

13:30	Overview of role-playing and instructions
ACT 1 session	
13:45	Role play: Scenes 1, 2
14:05	Breakout session 2
15:05	Reflections
15:35	Coffee break
ACT 2 session	
15:55	Role play: Scenes 3, 4
16:15	Breakout session 3
17:15	Reflections
18:15	CSSCF reception
20:15	End of day 1

Friday, 15 December 2023

ACT 3 session

08:20 [Opening](#)

08:30 [Role-playing: Scenes 5, 6A&B](#)

08:50 [Breakout session 4](#)

09:50 [Reflections](#)

10:20 Coffee break

ACT 4 session

10:40 [Role-playing: Scenes 7, 8, 9, 10](#)

11:00 [Breakout session 5](#)

12:00 [Reflections](#)

12:30 Lunch

Wrap-up session

13:30 [Local government perspectives](#)

13:45 [International perspectives in panel discussion format](#)
- China (People's Republic of), Korea, United Kingdom and United States

14:30 Coffee break

14:50 [WANO's observations](#)
- WANO-TC / DG Kim

15:00 [Home organisation discussion](#)
Participants meet with colleagues from their home organisations to reflect on the forum

15:45 [Open dialogue - key takeaways, reflections and commitments](#)

17:00 Coffee break

Closing session **open to the public*

17:20

Closing remarks

- NRA / Commissioner Ban
- Kansai Electric Power / CNO Mizuta
- WANO / CEO Chigusa
- NEA / DG Magwood

17:40

End of CSSCF

Room information

Breakout groups	ROOM
Group 1	G401
Group 2	G403
Group 3	G404
Group 4	G405
Group 5	G407
Group 6	G408
Group 7	G410
Group 8	D503
Lunch room	G409
Reception	G block, 7 floor

Acknowledgements

The NEA thanks the Federation of Electric Power Companies (FEPC) and the Japan Nuclear Regulation Authority (NRA) for their valuable contribution to the realisation of the Country-Specific Safety Culture Forum.

Notes



The Nuclear Energy Agency (NEA) is an intergovernmental agency under the framework of the Organisation for Economic Co-operation and Development (OECD) headquartered in Paris, France. Its main objective is to promote international co-operation assisting member countries in maintaining and further developing the scientific, technological and legal bases required for a safe, environmentally friendly and economical use of nuclear energy for peaceful purposes.

Nuclear Energy Agency (NEA)

46, quai Alphonse Le Gallo
92100 Boulogne-Billancourt, France
Tel.: +33 (0)1 73 21 28 19
nea@oecd-nea.org www.oecd-nea.org