

**IAEA – VIENNA – 21/24 October 2013**



**WORLD ASSOCIATION OF NUCLEAR OPERATORS**

**“WANO actions to reinforce the Operators Safety  
Culture worldwide”**

**Jacques Régaldo, Chairman of WANO**



To maximise the safety and reliability of nuclear power plants worldwide by working together to assess, benchmark and improve performance through mutual support, exchange of information, and emulation of best practices.



**WANO** mission



# WANO after FUKUSHIMA

## FIVE STRATEGIC ORIENTATIONS TO STRENGTHEN WANO AND ITS FOCUS ON NUCLEAR SAFETY:

- To expand the scope of WANO's activities
- To develop a worldwide integrated event response strategy
- To improve WANO's credibility including important changes to WANO's peer review process
- To improve visibility and transparency
- To improve internal consistency

# WANO after FUKUSHIMA

## TO IMPROVE THE WANO PEER REVIEW PROCESS:

- Peer Review frequency increased to every 4 years with systematic presence of international experts to emulate best practices
- Corporate Peer Review every 6 years (well adapted to evaluate the Company Safety Culture and the support of the Corporate Level to the Nuclear Plants)
- Pre-start up Reviews for every new nuclear plant and Restart Reviews in Japan

# WANO after FUKUSHIMA

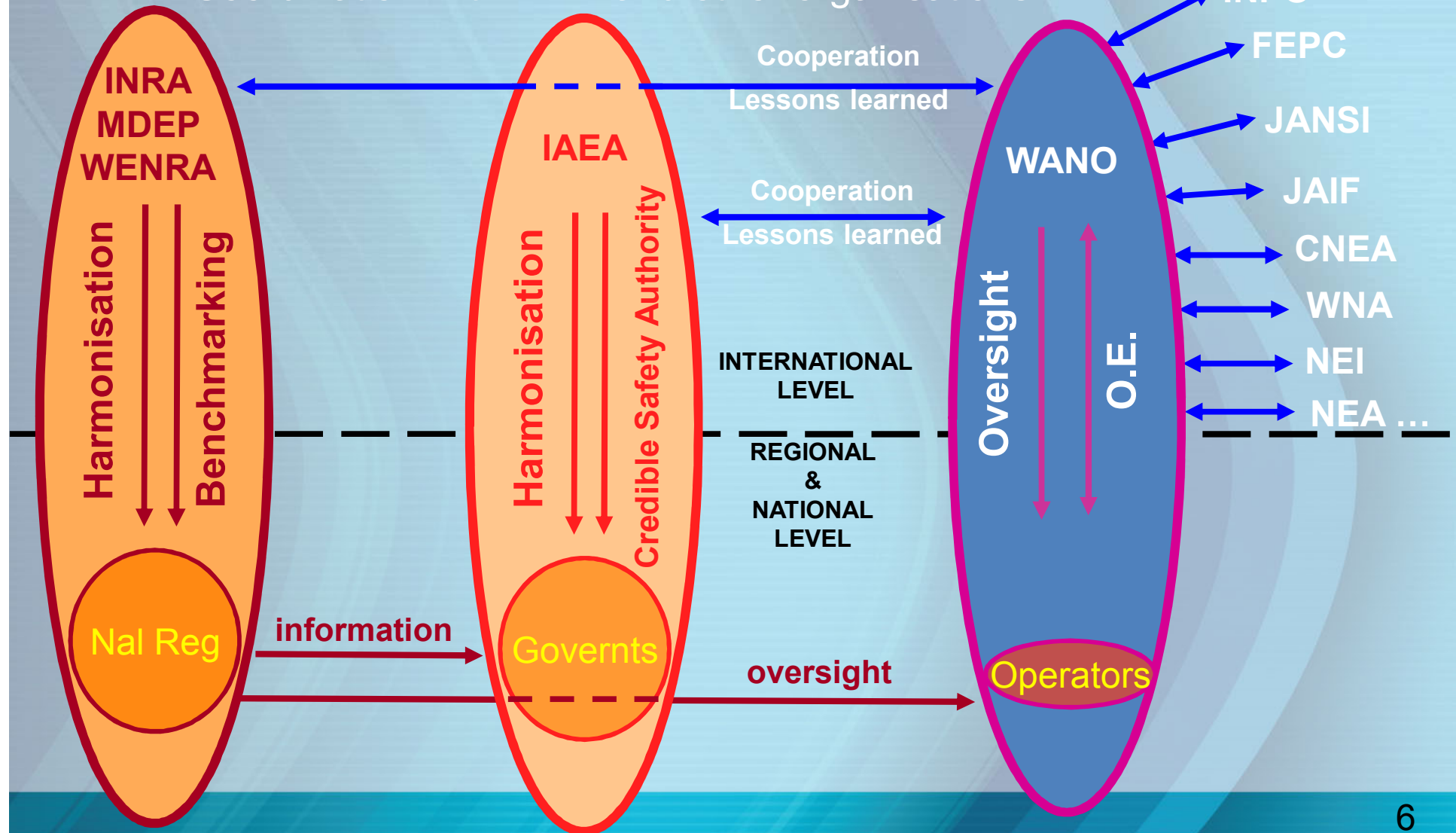
## TO EXPAND THE SCOPE OF WANO'S ACTIVITIES: TO INTEGRATE SOME DESIGN ASPECTS

- For example, to check the ability of each operator to deal with a continuous design improvement process
- For example, to check that New Entrants have the ability to monitor correctly the licensing process

THE ROLE OF A NUCLEAR OPERATOR IS NOT ONLY TO OPERATE SAFELY, BUT ALSO TO BE SURE THAT THE PLANT HE IS OPERATING IS SAFE

# Cooperation with International Safety Organisations

Coordination with IAEA and other organisations





A stronger commitment to Safety to recover the Trust

Nuclear acceptance shaken by Fukushima

**Credibility of Regulators :**

Independence

**Credibility of Operators :**

Skills, Transparency & Financial capacity



High level of Safety

# A stronger commitment to Safety to recover the Trust

## Make sure that :

- No one is isolated in the field of economy, politics or competencies
- No one ignores the events happening elsewhere
- No one deals with a problem without the solution, if it exists elsewhere
- No one is too complacent or refuses openness and self questioning



# Cultural barriers to Nuclear Safety

- The exchange of operating experience at an international level is the foundation of WANO
- The cultural diversity is a real strength if this exchange is based on an open attitude and the confidentiality that WANO guarantees to its members
- However, there are also cultural or political, even economical, barriers to safety culture
- I will give a few examples in relation to recent events, but the list could be much longer if I had considered other incidents or older accidents

# Cultural barriers to Nuclear Safety

“Based on the lessons learned from the accident, to enhance the nuclear safety so that a similar accident never happen again:

- It is necessary for operators themselves to engage in continuing measures to improve safety, and to engage in an untiring pursuit of the world’s highest levels of safety with questioning attitudes.
- Safety improvement must not become a self-centered, self-satisfied activity of the operator alone. Rather, it requires constant evaluation from different perspectives”.

Mr Yagi - FEPC  
during the 2013 WANO BGM

# Cultural barriers to Nuclear Safety

“The cause of the accident is not the inevitable result of Nuclear Power technology, but rather the inevitable result of the management system”

## Institutional defect / Lack of imagination

insufficient robustness and preparations:

- design height of tsunami
- prolonged Station Black Out
- loss of Ultimate Heat Sinks
- Severe Accident in multi-units
- emergency preparedness, etc.

It is a matter of Safety Culture

...“questioning attitude”

Mr Hattori - JAIF  
during the 2013 WANO BGM



# A stronger commitment to Safety to recover the Trust

## CEO Responsibility / involvement



- => Necessity to continuously show that Safety is the first priority
- => Necessity to improve skills and to renew and train competencies
- => Better use the WANO programmes (Peer Reviews, Technical Support Mission, ...) in order to be open to the best practices

# WANO Member Obligations

WANO membership is voluntary; however, with membership comes the following obligations:

- ☐ CEOs actively participate in WANO
- ☐ WANO Governors are member CEOs or senior executives
- ☐ Safeguard confidential information
- ☐ Provide resources – fees and personnel
- ☐ Host peer reviews – operating, pre-startup, and corporate
- ☐ Correct performance issues in a timely manner
- ☐ Share operating experience and implement SOERs
- ☐ Provide participants for seminars and workshops
- ☐ Participate in technical support missions, report performance indicators, and use Guidelines/Good Practices

## Conclusion

IAEA ↔ States

Regulators ↔ Other Regulators & States

WANO ↔ Operators

(All without exception, including New Entrants)

### **WANO PEER PRESSURE TO PARTICIPATE TO THE HIGHEST STANDARD OF SAFETY**

WANO facilitates direct links between CEOs

If a CEO does not meet his obligations, the WANO Board or a team of Peer CEOs will discuss directly with him (escalation process)



**We all rely on each other to improve safety !**



**Thank you**

**W A N O**

<http://www.wano.info>