

EDF IS COMMITTED TO PARTNERING WITH BRAZIL FOR THE NUCLEAR EXPANSION, AS PART OF THE FRENCH NUCLEAR TEAM



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RÉPUBLIQUE FRANÇAISE



The value of experience of leading nuclear players benefiting the Brazilian new build program



STAKEHOLDER INVOLVEMENT A KEY TO PUBLIC ACCEPTANCE

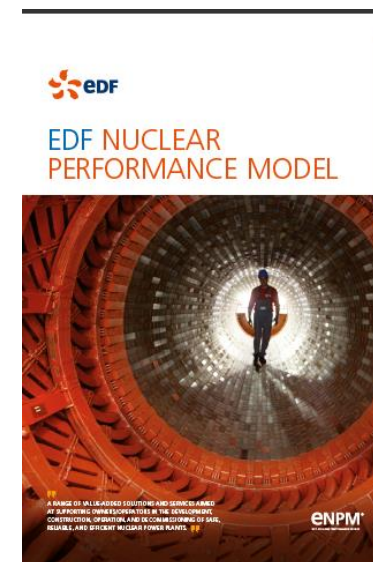
Sao Paulo, Brazil, 5 October 2015

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EDF has designed the EDF Nuclear Performance Model - ENPM

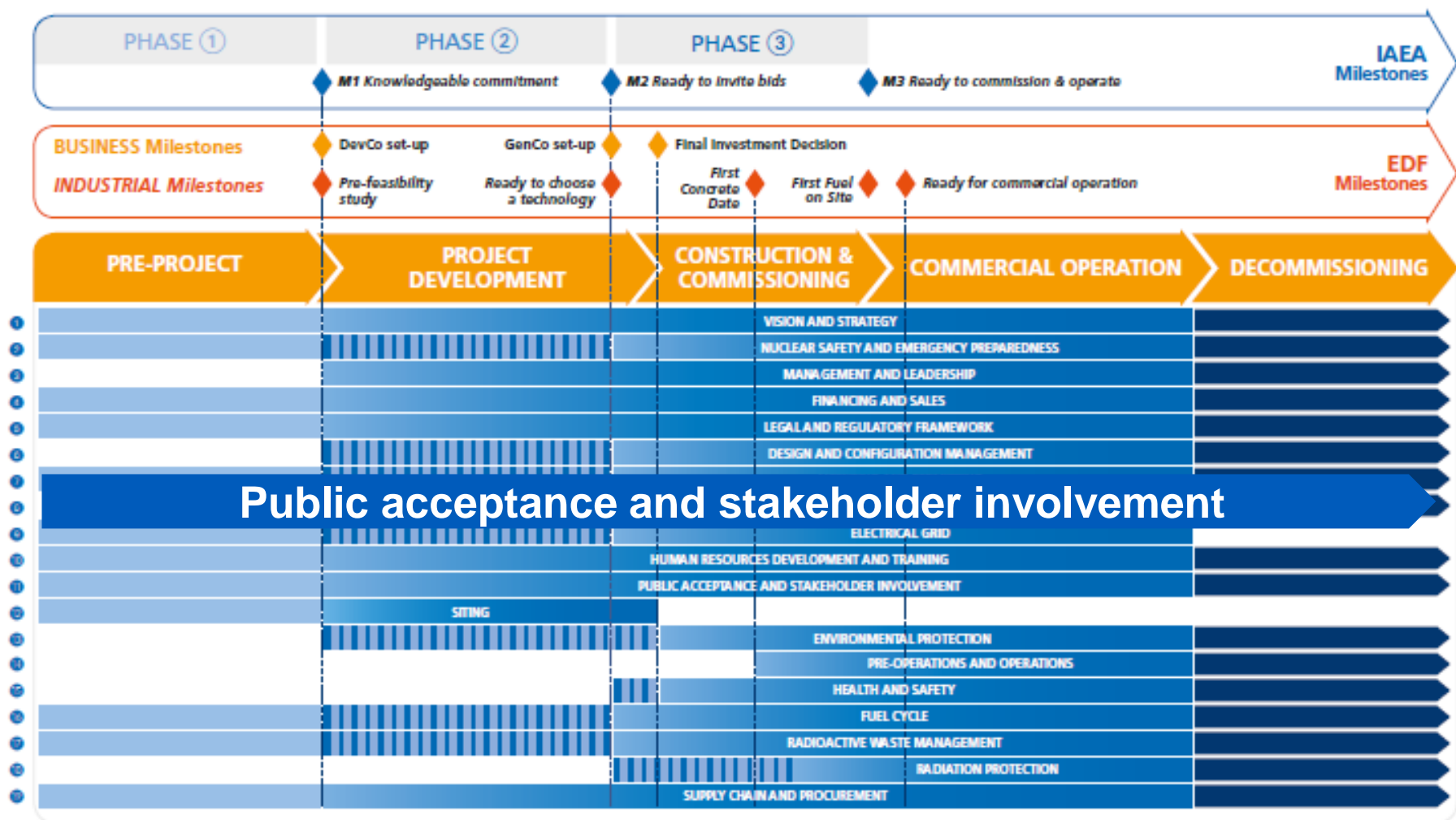
THE ROADMAP

A range of value-added solutions and services aimed at supporting owner/operators in the development, construction, operation, and decommissioning of safe, reliable, and efficient nuclear power plants



PROCESSES





1 – Good Governance

Helps to promote economic prosperity and social cohesion. There are aspects are particularly crucial: **legal framework** that will support **honesty, integrity and transparency** of information, and **stakeholder involvement** with effective mechanisms for stakeholder participation;

- **Legal framework**

- International conventions (Espoo and Aarhus)
- National nuclear law
- Transparency law

- **Stakeholder involvement**

- Public Rights to information
Access to information is a prerequisite for effective public participation
- Participation in decision making
Public participation helps to build public trust and confidence in the decision-making process.

2 – Safety and Security

There is an implied need for the public to feel confident with standards

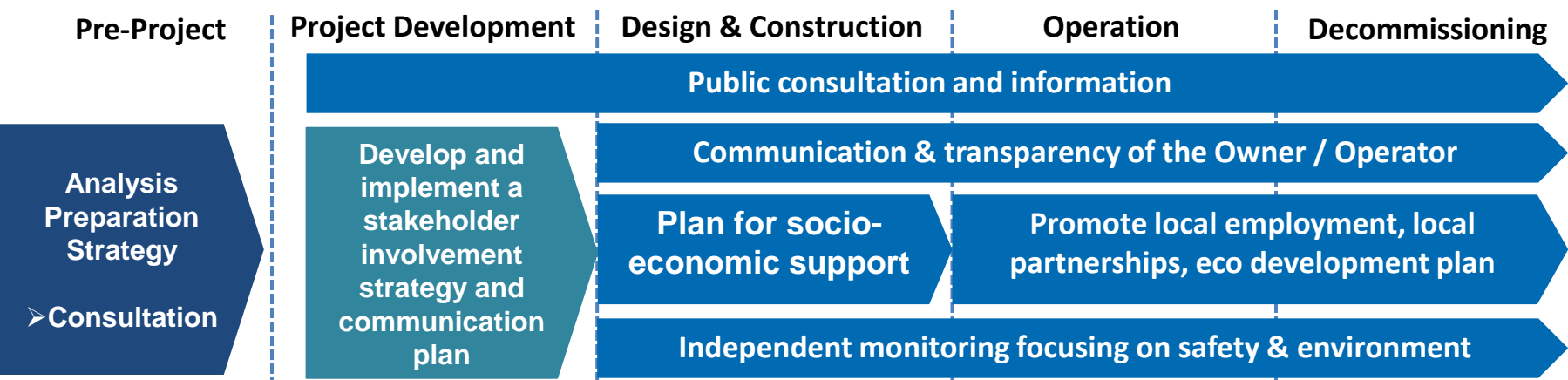
3 – Waste Management

This issue has had a significant impact on public acceptance



- **KEY DRIVERS FOR ALL ORGANIZATIONS (government, regulator, owner/operator)**
 - Develop a well-planned **strategy, roadmap, and communication plan** for gaining public acceptance
 - **Build long-lasting relationships** through dialogue and consultation at the local level.
 - **Build trust with stakeholders** based on good governance, transparency and respect using a solid consultation mechanism
 - Demonstrate the **added value of the NPP** other than the production of electricity (employment, improved quality of life, community development, etc.)
 - Foster activities by **independent 3rd parties**

- **Process for the future owner/operator**





STAKEHOLDER INVOLVEMENT

HOW TO PROCEED?

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Work as far upstream as possible and at the national level

- Informing on nuclear energy with regard to energy and climate challenges without contrasting it with other solutions (energy efficiency, renewables, etc.)
- Inform about the importance attached to nuclear safety
- Inspire confidence in the long-term management of radioactive waste
- Make people associate nuclear energy with the public interest

Use perfectly ethical means to encourage support

- Inform people of the benefits and opportunities afforded by a nuclear plant
- Mobilise the regional and local components of the enterprise, particularly through consultation mechanisms that the public can clearly see
- And don't shy away from its risks, but demonstrate how those risks are mitigated

The next stage is to work together on the project

- A regulatory obligation that must be met voluntarily and proactively

Empathy

- Put yourself in the place of your stakeholders

Some examples

- Who
- Briefings for specific stakeholder groups (e.g. media, farmers, doctors, business leaders, etc.)
 - Special interest groups that have a specific concerns (e.g. tourism, real estate, etc.)

- How
- Face-to-face meetings
 - “Local Information Committees” / France)
 - Community forums / UK
 - Seminars
 - Media coverage
 - Public debates (e.g. town meetings – there are pros and cons...)





LOCAL ECONOMIC DEVELOPMENT

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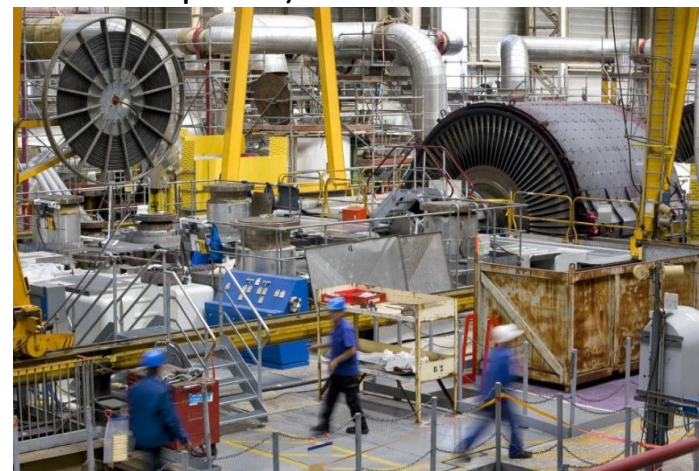
Put in place a socio-economic plan to accompany the project

Main Development Plans:

- Design of **local infrastructures** that meet the needs of the construction project as well as the needs of the local population
- Work with **local businesses to hire locally when possible**
- **Education and training to local employers** concerning the project
- **Host program for site personnel** (housing, services, infrastructure)
- **Long term plan for employment** (support to post-construction phase)

Local integration during operation:

- Foster **partnerships** with local businesses.
- Continue to promote **local employment** for induced jobs
- - Consult with **local stakeholders**





AND DO NOT
FORGET...

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- Internal communications should a priority – if you do not have internal support, how do you expect to gain external support?
- Treat your colleagues like another important stakeholder group and establish dialogue
- Employees’ questions and concerns mirror those of your society
- Your employees are also your “nuclear ambassadors”
- It is crucial to have the most senior officials involved to show the importance of the nuclear programme – and their personal commitment to the government’s choice.



SUMMARY

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- Anticipate, anticipate, anticipate
- Public and political support are key to success
- An ambitious and significant communication plan needs to be included in the project from the start
- All major stakeholders should support the national nuclear programme and communicate within their framework
- Establish strong 3rd party communication
- Stakeholder involvement and dialogue is an essential part of the public acceptance process
- Senior level must be strongly engaged
- Get support from experienced partners
- Use best international practices / while adapting to your national and local culture



EDF GROUP ACTIVITIES IN THE FIELD OF PUBLIC CONSULTATION FOR NEW NUCLEAR BUILD (FRANCE & UK, ETC.)

Lessons Learned for Newcomers and Expanding Countries

Karen Daifuku

Senior Nuclear Project Manager

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KEY FACTORS FOR PUBLIC ACCEPTANCE

- Legal framework
- Consultation
- Visitors centers
- Local economic development

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LEGAL FRAMEWORK

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International conventions

Espoo (1991)
Aarhus (1998)



Principle of provision of information on environmental impact

French environmental code

- Act of 2 February 1995
- Act of 13 June 2006 on Transparency and Security in the Nuclear Field
- Act of 26 June 2006 on Radioactive Waste



Ensures that a Public Debate takes place for all projects that will have major impact on the environment



“All of the provisions adopted to ensure the public’s right to reliable and accessible information”

National level:

- Nuclear Safety Authority /regulator
- Government (in charge of emergency planning)
- The prefects



Provides information to the public on the methods and results of nuclear safety and radiation protection controls

- High Committee for Transparency and Information on Nuclear Security (HCTSN) / parliament



Body for information, consultation and debate about nuclear risks and their impact

Local level

Local Information Commissions (CLI)



Oversight, information and consultation in relation to nuclear safety, radiation protection and the impact of NPP activities locally

The Operator / utility / licensee



Annual report, public access to documents concerning nuclear installations

A KEY PART OF THE FRENCH CONSULTATION PROCESS

➔ *Independent body that acts as an interface between the NPP operator and the local population for questions of nuclear safety, radioprotection and the installation's impact on personnel and the environment*

❖ In France each NPP (and nuclear waste repository) has a CLI :

- The decision to create a CLI is taken by the president of the Departmental Council of the area where the nuclear unit is located → he nominates the members and is himself president of the CLI ;
- Each CLI is **located less than 5 km away from the NPP** ;
- Each CLI **meets at least twice a year** and publishes an **annual report** ;
- The CLI has the right to **put in place independent environmental controls**.

❖ CLI members are :

- **Any qualified person**: representatives of departmental councils, members of Parliament elected in the district hosting the NPP, local mayors, town council members, -- within 5 km radius, NGO representatives, labor unions, chambers of commerce, representatives of medical professions, etc. ;
- Nominated for a **mandate of maximum of 6 years**, renewable once.

=> The Local Information Commission organizes regular information with the public on its work and on information provided by the operators, the regulator, by government agencies, etc.



CONSULTATION

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- Public debates (national and local)
- EDF Local Information Committees
- Public exhibitions in NPP visitor centre
- Open-house events
- Business supplier events



-  EDF Energy Community Forum: Transport and Main Site Neighbourhood Fora
- Public exhibitions near development sites and in shopping malls
- Workplace exhibitions at towns halls and Hinkley Point site
- Town/Parish group meetings
- ‘Drop in’ events (e.g. At the local pub, Fridays from 11:00 to 13:00)
- Stakeholder workshops
- Business supplier events



- Local nuclear project office opened very early in the project, followed by visitor centres
- Community newsletter with full postal delivery in 'inner' consultation zone
- [Dedicated project website](#)
- Local media coverage and advertising
- Consultation summary documents
- Questionnaires, toll free numbers
- Interactive consultation tool at events
- Later – Twitter and social media



HPC Flythrough.xspf

Flamanville-3



National public debate



Flamanville-3
Construction began in 2007

- 6-month preparation
- Meetings in 21 cities around the country
- Over 4,000 participants
- 800 questions answered on EDF website
- 111,000 documents published



Penly-3



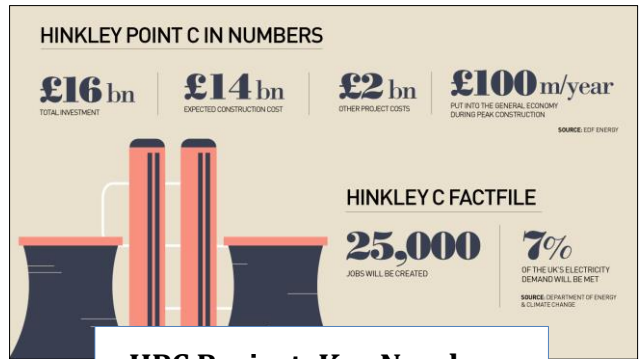
Regional public debate



- **14 town meetings** from March to July 2010 organized by an independent commission with the owner (EDF), independent experts, authorities, and general public (2,000 persons with an average of 160 persons per meeting)
- Meetings only in **the regions near of the plant**
- Only one meeting was cancelled because of opponents.
- 24,500 visits to the **dedicated website**:
<http://www.debatpublic-penly3.org/>
- **33 Position Papers** submitted by stakeholder groups expressing their opinions.



Hinkley Point C (HPC) in UK



HPC Project: Key Numbers

2 EPR Reactors (Generation 3+) 3200 MW

- Total investment: £ 16 bn

- Construction cost: £14 bn

- Other project cost: £ 2 bn

+ Contribution to the regional economy during peak construction: £ 100 m/year

+ £ 40 m/ year during the operation

+ 5 600 workers at construction, 900 permanent jobs created for 60 years

+ 7% of the UK's electricity demand will be met

+ over 12 000 trees will be planted



£ 1 = € 1.3 = US\$ 1.5 = RM 5.5

STAGE 1

November 2009 – January 2010

STAGE 2

July 2010 – October 2010

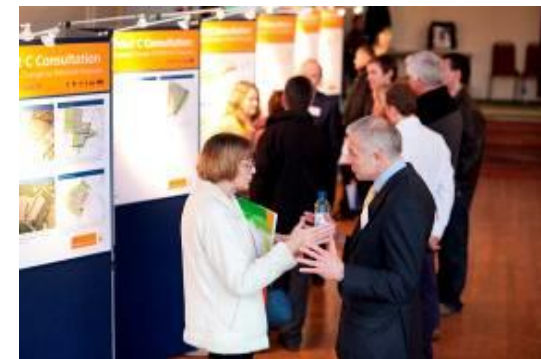
STAGE 2(a)

February 2011 – March 2011

STAGE 2(b)

July 2011 – August 2011

- Almost **2 years** of formal consultation
- **34** public exhibitions
- Direct engagement with **6,480** consultees
- More than **2,000** responses



- Directly shaped final proposals
- Engaged with almost 6,500 consultees
- 34 public exhibitions and well over 100 meetings
- 109,000 unique visitors to project website
- Prompted more than 2,000 responses, from which almost 33,000 comments were extracted
- 5% of comments related to “nuclear” matters
- Traffic a key issue
- Consultation Report part of DCO Application

Public acceptance & stakeholder involvement

HPC consultation outcomes & engagement

Public voices were heard

Community consultation refines the proposals by taking account of local concerns:

- Remove some sites that were originally proposed for workers' accommodation and scale down others
- Remove some sites that were originally proposed for park & ride and freight handling, scale down others
- Improve package of measures to mitigate construction and operational impacts
- Improve community benefit package and measures to facilitate local training, employment and wider economic benefits

As a consequence, it helped to reduce opposition and to mobilise support !



STAKEHOLDER INVOLVEMENT

TARGETING SPECIFIC GROUPS

An example

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Observation

- French doctors were identified as a key stakeholder group as they are highly trusted in French society
- The French people have a close relationship with their principal care physician

Goals

- *Start a durable relationship with an authoritative and influential target*
- *Consolidate the positive attitudes of this target, more open to nuclear technology*

Proposals

- *Constitute a technical internal unit, directed by Chief Medical Officer, leading and representing Operator and its activities in the health sector*
- *Constitute a Medical Commission, made by a pool of professionals to act as consultants for nuclear issues at a national level; providing specific communication tools*

Actions

- *Map the health system and main sector organisations*
- *Organise seminars and participate in conferences*
- *Collaborate with health faculties and support training for students and teachers*
- *Assign and support ad hoc research projects*
- *Public communication materials*
- *Train spokespersons*
- *Produce ad hoc publications*
- *Dedicated workshops*



VISITOR CENTERS

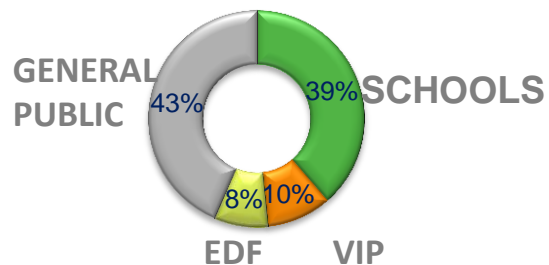
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Visitors centers :

- A **powerful means of communications** toward the general public
- Aim : **explain the company's activity**, help understand the energy challenges, discover the NPP
- A visitor center next to every NPP in France (19 sites) and the UK (7 sites)
- Educational exhibits combining analogue and digital media, and a lecture hall
- Each visitor center is run by a **team of tour guides** to handle most questions and take care of general visitors and VIP guests
- Questions from the visitors are systematically reported to the communications team so EDF can prepare answers and include them in the training module



Who visits our sites ?



If your stakeholders are not coming to you, you must go to them!

- Portable structure to take into schools, colleges and community events
- 25 m² exhibition space
- Interactive and computer displays
- Used at a number of internal and external events (party political conferences, medical conventions, agricultural fairs, etc.)
- UK and Italian science festivals
- UK also has mobile visitor centre that fits in the boot/trunk of a car

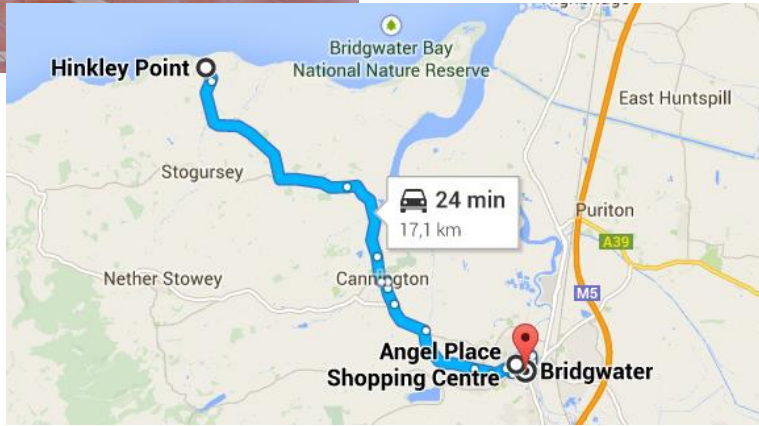


In UK



In Italy

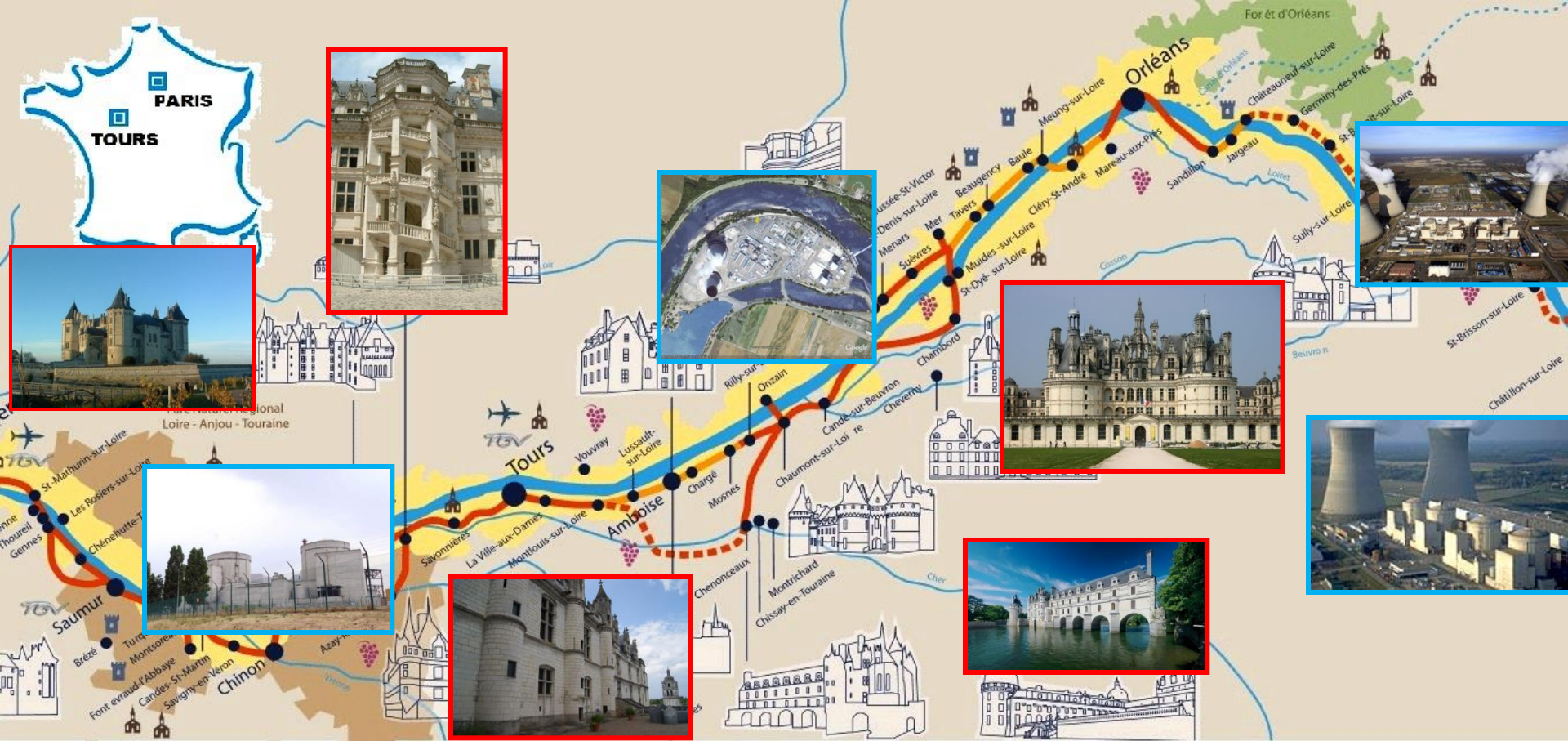






LOCAL ECONOMIC DEVELOPMENT

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France's famous Loire Valley



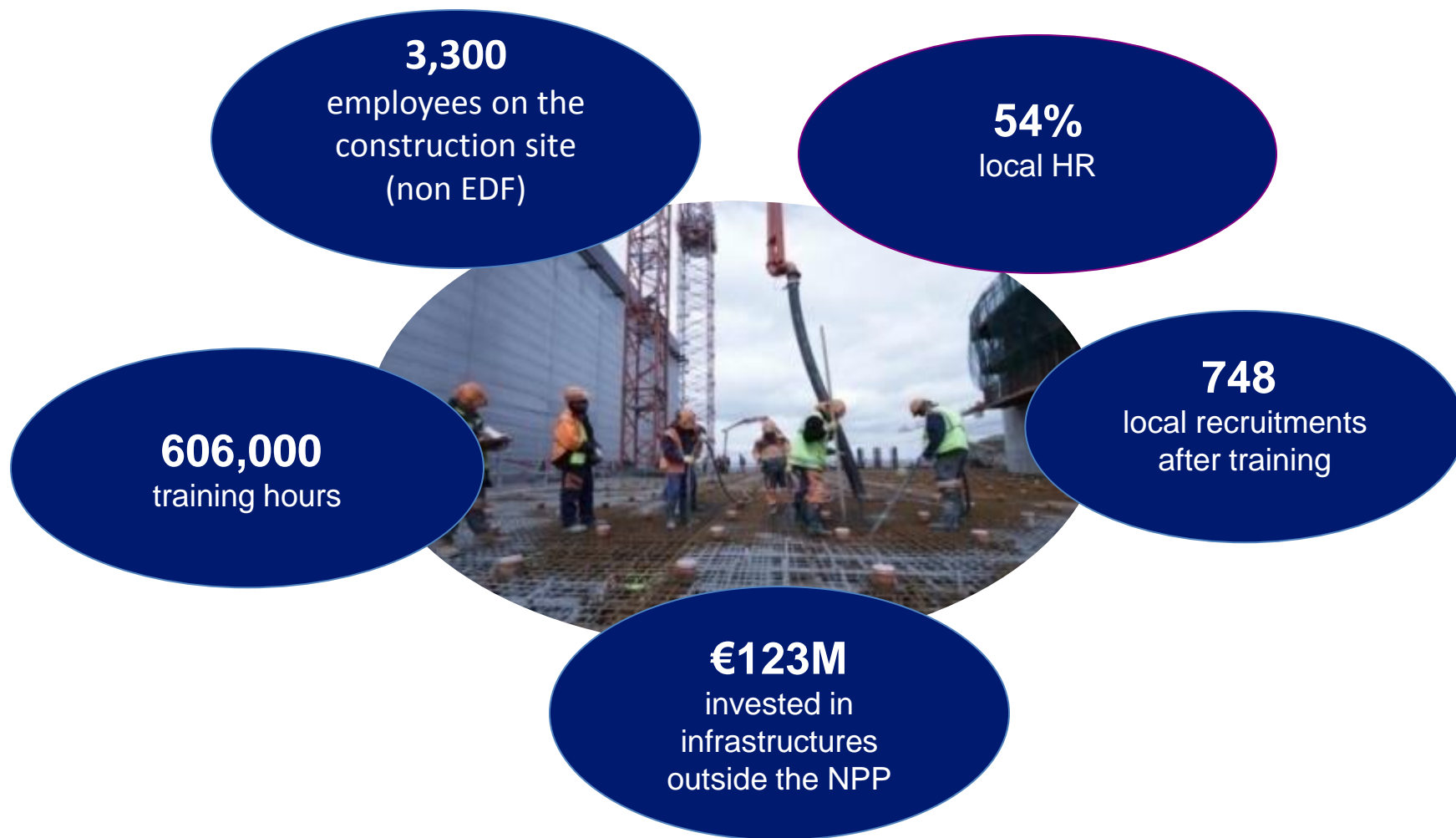
Modernizing and expanding the capacity of host communities in terms of hosting, educational, sporting and cultural facilities, etc.

Securing roads and local delivery, improving road safety as well as arranging transportation for large heavy equipment, etc.

Developing privileged contacts with the population living around the plant : involvement in the social and economic local life through cultural & sports sponsorships, solidarity actions, etc.

- State and local **taxes paid by the NPP** annually **benefit schools, roads and other regional and local infrastructure**.
- Introduction of a NPP **serves the local economy** (work in conjunction with local employment office, training of local forces, project financing etc.) and **increases knowledge capacities** (use of new technologies).

- At the local level
 - Organize regular meetings with local business leaders to inform them of the progress made on the Nuclear Project
 - Identify and meet with companies that want to work on the NP
 - Provide information regularly on the procedures for responding to an invitation to bid
- EDF asks its sub-contractors to make a commitment to hire locally as much as possible





WHAT DOES THIS MEAN?

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- A lot of work... Several years of preparation from the start of the project!
- With significant results:
 - No strong opposition to Flamanville-3 or Hinkley Point C
 - Local public acceptance levels significantly higher than the national level!

Based on good governance, establishing trust, consultation, and transparency



THE BOTTOM LINE...

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**Communication is often considered “superfluous”
by senior management**

**Without public acceptance, a nuclear
programme will not take off!**

**Therefore, sufficient resources are necessary
(budget, HRD, training, etc.)**



**THANK YOU
FOR YOUR
ATTENTION**

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