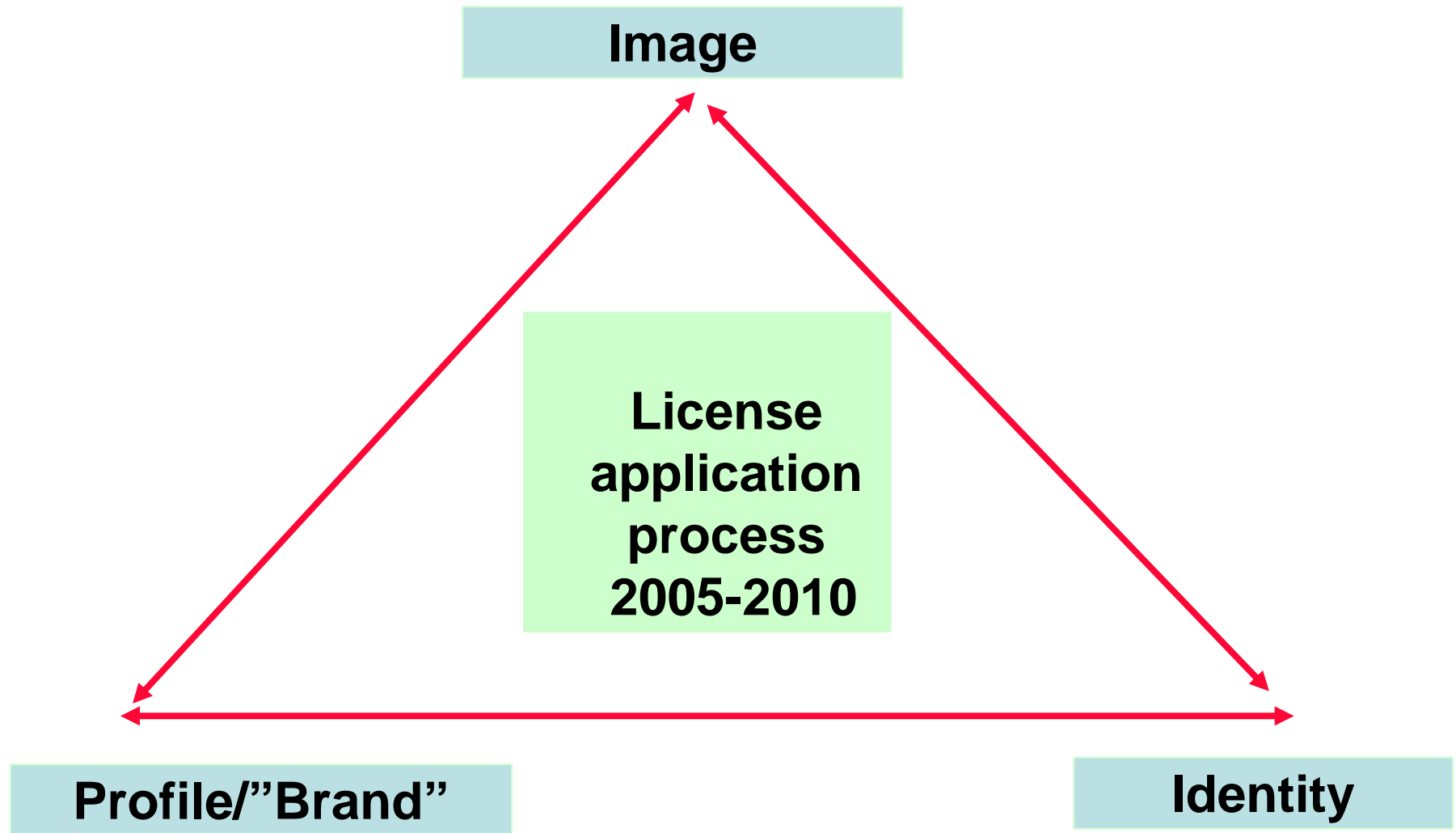


Communications model



SKB and media



Incident/issues management routine

Some basic assumptions

- Bad news is good news, good news is no news...
- Huge knowledge gap media vs. nuclear expertise
- Anything could lead to a (media) crisis: media vs public opinion
- SKB in siting phase – will face harder debate than the nuclear power plants

Incident/issues management

- Implemented in 2001
- As little bureaucracy as possible
- Time and effort to explain and to put in practise
- About 40 reports since 2001
- Basic goal: maintain public confidence
- May imply tough decisions at times
- Two-way street: no guarantee of outcome

Case study 1- SFR

- Minor incident technically/radiologically
- Underlying image problem (rusty containers)
- Reported according to the routine
- Different opinions on judgement of the issue
- We **did** follow the openness policy....but we
 - were not prepared for the aftermath
 - failed to provide proper background information
 - failed to organise a common media strategy
 - had lacking information to other concerned parties about what really had happened

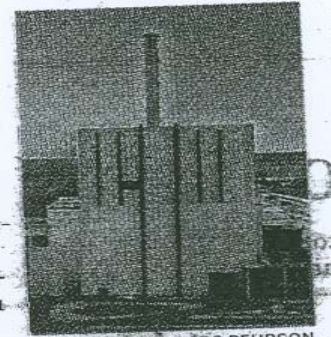
Kritik mot SKB efter läckage

**Tiodubblade
radioaktiva
värden
i Forsmark**

**Radioaktivt avfall
läckte ur tunnor**

Forsmark läcker cesium

Radioaktivt cesium från kärnkraftverket i Forsmark läcker ut i grundvattnet. Statens strålskyddsinstitut, SSI, kräver att saken åtgärdas. Troligtvis har plåt-tunnor som innehåller slutförvaringsavfall rostat och börjat läcka. Halterna av cesium ligger långt under tillåtna värden. Svensk kärn-



THE WORLD'S NUCLEAR NEWS AGENCY
News in Brief / No. 63 / 30th June 2005

Storage Tank Leak
nark

**SKB
prob
under**

Höga cesiumhalter

SKB

PIME Conference Vienna Feb
2006

Case study 2- Clab

Expanded interim storage

- Major setback in an important project
- Urging questions raised by Nuclear Authority SKI
- Clear that mistakes had been made
- Could jeopardise ability to handle fuel in the facility if proper actions were not taken
- Economical and organisational consequences
- Obvious risk of media catching up the news

Case Study 2- cont.

- Common judgment in the organisation
 - honest admittal of mistakes a must
 - tough decisions needed to be taken
 - communications to all groups and not only to media must be integrated
- Management aware of the confidence issue
- Communication group formed early only for this issue
- Organisation still ready to handle the issue at short notice



Press release

1 February 2006

SKB wants to strengthen the structure of the expanded interim storage facility for spent nuclear fuel



Stockholm
Dåliga fogar i
Fogarna mellan två k
kärnbränsle, Clab 2,
De uppfyller inte säke
konstaterar Svensk k



NYHETER LEDAR
Kultur Sport Nöje
helagotland.se
Dåliga fog
Fogarna mellan två
kärnbränsle, Clab 2,
De uppfyller inte säke
konstaterar Svensk k

Torsdag 2 februari 2006 | Hamngatan 9, Box 73, 231 21 Trelleborg. Telefon 0410-545 00 | redaktionen.ta@



Trelleborgs Allehanda

Startsida	Ledare	Insändare	Trelleborg	Vellinge	Skåne	Sport	Resultat
Lustkortet	Trafikläget	TV-guide	Lunchguide	Väder	Prenumerant	SMS	Anno

» Senaste inrikes: Vittne misstänks för mened (10:16)

» Senaste utrikes: Militanta pale

TT Inrikes

**STOCKHOLM (TT):
Dåliga fogar i kärnbränslelager**



Final comments and reflections

- Do not underestimate the power of media
- Do not fall in to the *"If they only knew what we know"* - attitude. It will trap you sooner or later
- Managing media is not a one-way street
- Openness pays but issues must be managed also in the long run
- This takes time and effort and may be questioned at times but...
... is still worth while