**Annex**

Table A1: Blame avoidance strategies, S-Bahn chief executive Heinemann

|  | Summary of public statement | Strategy type | Day of crisis |
| --- | --- | --- | --- |
|  | possible consequences are being investigated | B1 | 2 |
|  | the company ensures all safety requirements and legally prescribed inspection intervals; passenger safety is highest priority; the accident was not related to omissions of the company; the causes of the accident are investigated by the railway regulator | A1, B1 | 3 |
|  | safety first; further action will be taken once the investigation has been finalized; inspection intervals are shortened to seven days as a precautionary measure | B1, C2 | 7 |
|  | shorter inspection intervals will have no negative consequences on punctuality | A2 | 9 |
|  | lack of punctuality in April due to unforeseeable events | B3 | 14 |
|  | concept to deploy more maintenance personnel under preparation | C2 | 18 |
|  | the executive director for technology takes on a management position within the DB (though this decision is not explicitly linked to the ongoing problems at that moment) | C2 | 32 |
|  | strange noises were noticed on the train involved in the accident of 1 May the day before; the company reacted and did not put passengers’ safety at risk; need to wait for the investigation report to clarify whether there is a connection between the noise and the accident | B1, C1 | 33 |
|  | announces shorter inspection intervals for motorized axles; passenger safety highest priority; we are sorry for any inconveniences | C1, C2 | 35 |
|  | already in May the company had ordered 1,000 additional wheels; a rapid replacement is necessary for safety reasons, hence shorter trains are inevitable; in cooperation with employee representatives all company policies will be scrutinized | C1, C2 | 38 |
|  | company blames industry for quality problems | B2 | 41 |
|  | safety first; blames industry for faulty design; company announces substantial effort to comply with regulator’s requirements | B2, C1, C2 | 42 |
|  | communication problem with regulator regarding maximum mileage of wheels; safety for passengers comes first | B2, C1 | 56 |
|  |  blames industry for faulty design | B2 | 59 |
|  | CEO will not accept flawed implementation of safety measures anymore; announces internal investigation; apologizes for inconvenience | B1, B2, C2 | 60 |
|  | all managing directors of the S-Bahn are dismissed by the company’s supervisory board; announces compensation of passengers; blames industry for faulty construction | B2, C2 | 62 |

Table A2: Blame avoidance strategies, Minister of Transportation and Infrastructure Junge-Reyer

|  | Statement | Strategy type | Day of crisis |
| --- | --- | --- | --- |
|  | harshly criticizes S-Bahn (‘unbelievable’); calls in DB management board member Homburg for meeting on the next day | B2 | 0 |
|  | sends formal letter to S-Bahn to immediately cease their behaviour (‘Abmahnung’); denounces cancelling the contract as merely symbolic as there is no other service provider available | A3, C2 | 1 |
|  | neglect of guaranteeing safety is unbelievable; asks for expansion of compensation to all passengers; does not comment on calls for resignation; announces start of renegotiation of contract the same week and reduction of payments to S-Bahn by 15 million euros | B2, C2 | 2 |
|  | announces to claim comprehensive passenger compensation by S-Bahn; argues that early termination of contract is not a viable solution; is defended in parliament by prime minister | A3, C2 | 3 |
|  | aims at renegotiation of contract, but rejects early cancellation; announces that all possible options of public tendering from 2017 onwards are being explored; urges DB to expand passenger compensation | C2 | 9 |
|  | reports on ongoing negotiations with S-Bahn and DB and regular negotiations on improvements of the service contract | C2 | 15 |
|  | reports on ongoing negotiations at all levels; exploring public tender from 2017 onwards; a decision could wait until 2011 | C2 | 17 |
|  | still no satisfactory services provided by the S-Bahn | B2 | 20 |
|  | comments compensation plans as a step into the right direction; asks for better consideration of people with disabilities | B2 | 24 |
|  | denounces that present services lack sufficient capacities; asks DB to scale back economic squeeze on S-Bahn | B2, C2 | 31 |
|  | announces that service contract will be made fully available to MPs, despite DB’s resistance | C2 | 64 |
|  | prompts DB and S-Bahn management to follow up on warning by employee representatives that the S-Bahn is not well prepared for cold weather | C2 | 74 |
|  | announces serious investigation into public tender and transfer of services to state-owned enterprise; criticizes S-Bahn for not providing services according to standards specified in service contract; ‘more of the same’ is inacceptable | B2, C2 | 80 |
|  | announces reduction of payments to S-Bahn for December by six million euros | C2 | 100 |
|  | declares that all options are under scrutiny, including public tender and state owned enterprise (as a response to a call for resignation and allegations of inaction by opposition politicians) | C2 | 106 |
|  | announces a ‘calm, but swift’ decision on the future institutional architecture of rapid train services | C2 | 112 |

Table A3: Blame avoidance strategies, DB board member Homburg

|  | Statement | Strategy type | Day of crisis |
| --- | --- | --- | --- |
|  | admits that problem is related to flawed maintenance routines allegedly going back as far as 2004, rather than faulty design; provides excuse; promises emergency schedule; announces comprehensive investigation and tough sanctions against those responsible | B1, B2, C2 | 0 |
|  | announces tough sanctions if investigation reveals that internal regulations were not followed | C2 | 1 |
|  | announces to investigate who is responsible for omission | B1 | 3 |
|  | reports that an audit firm and a law firm have been contracted to investigate the serious maintenance problems and faked workshop protocols and to develop a policy to avoid similar problems in the future; announces comprehensive investigation; declares that irregular practices are unthinkable without management orders; refutes co-responsibility as he was not in charge of the S-Bahn before 1 June 2009 | A3, B1, B2, C2  | 4 |
|  | expects timeline for return to normalcy within one week; describes procedures within S-Bahn as chaos, with overlapping responsibilities and confusion; operating procedures were at discretion of S-Bahn, not imposed by DB; criticizes systematic omission of maintenance routines for brakes since 2004; presents figures according to which maintenance spending has increased from 31 to 50 million euros within the past three years; announces decision on compensation by the end of the month | A3, B2, C2 | 8 |
|  | announces systematic investigation of events; reports that S-Bahn lacks full overview of its rolling stock; assumes that omissions are the result of deliberate management instructions; does not respond properly to questions by MPs in session of parliamentary committee | B1, B2 | 9 |
|  | announces additional compensation package and investments to improve services, including the overhaul of trains that had been withdrawn from service several years ago; declares that questioning of employees and present and former executives will begin shortly; underlines commitment to investigate omissions and announces legal action | B1, B2, C2 | 24 |
|  | questioning of employees and executives has not started yet; spokesperson bemoans limited willingness of industry to provide information | B2 | 35 |
|  | problems similar to those at the S-Bahn are not possible in other cities; the S-Bahn in Berlin has for a long time had a special status within the company; the company-wide standards will be implemented there as well | C1, C2 | 52 |
|  | denounces that services will only be provided as specified in contract in 2013 (as declared by Junge-Reyer); S-Bahn will be back to normal timetable in 2010; exchange of wheels will continue until industry has delivered resilient wheels; timeline back to normal timetable will be announced by the end of January | A3, B2, C2 | 113 |