

Corporate Responsibility



In 2008 50 staff volunteers travelled, at their own expense, to Ghana to refurbish the Teshie Primary Schools on the outskirts of Accra. Pictured above is Daragh Mulligan, one of the team from ESB in Teshie.

The project, which was a partnership between ESB and ElectricAid (ESB Staff's social justice and developing world fund) was a great success and brought electricity, water and sanitation to the schools for the first time. The Teshie schools cater for 4,500 children.



In 2008 ESB assisted **Mark Pollock** in his bid to navigate across 1,000 km of the Antarctic Plateau in temperatures which could reach as low as -50 degrees Celsius while pulling a 70 kg sled. No mean feat in itself, but to add to the challenge Mark, from Holywood, Co. Down, is blind.

Sustainability

Under the 2020 Strategic Framework, ESB is committed to leadership in carbon management and energy efficiency. This requires that we also become exemplary in energy efficiency and environmental performance in how we carry out our internal business activities. To underline the importance of this, ESB has put in place a sustainability programme responsible to an Executive Director of Sustainability.

ESB Sustainability Charter

We will achieve our objectives by:

- ★ Adopting a target of a 30% reduction in carbon emissions from our internal business activities by 2012, in addition to our targets for the performance of Network and Generation assets;
- ★ Committing to Leadership in Sustainability through partnership at all levels in the organisation;
- ★ Reducing our impact on the environment to a practicable minimum by the prevention of pollution, reduction of waste and the efficient use of energy, water and other resources;
- ★ Identification and dissemination of Best Practice in Sustainability throughout ESB, including our international operations;

- ★ Integrating sustainability considerations into our procurement activities as well as in our investment and expenditure decisions;
- ★ Ensuring that all new ESB buildings will be built to best sustainable standards;
- ★ Actively and effectively communicating and involving staff and contractors in identifying and implementing performance improvements;
- ★ Adopting appropriate management structures, management systems and targets;
- ★ Assessing the impact of our operations on biodiversity and implementing opportunities for enhancement; and
- ★ Openly reporting on our environmental performance in a verifiable way.

ESB's strength is in its people; working together we can provide national leadership and demonstrate how the challenges of climate change can effectively be addressed for the benefit of everyone.

Change and Communications

In addition to the projects outlined, the programme has embarked on a comprehensive change and communications process. The main elements of this are as follows:

- ★ A leadership plan for the Executive Team to make significant and visible commitments both as a team and individually;
- ★ Engage with the partnership process to drive a bottom-up approach to complement leadership from the top;
- ★ Encourage staff to volunteer to become "Sustainability Champions" and to carry out local initiatives and to be the "eyes and ears" of sustainability on the ground; and
- ★ Establish Sustainability Managers in each Business Unit / Business Line to provide the continuity necessary to embed sustainability in the organisation.

Environment

- ★ Scientific evidence of human induced climate change continues to accumulate with increasing concern that the planet is approaching a "tipping point". Beyond such a point rapid, irreversible and globally destructive climate change is projected. The pressures on other key environmental resources – air, water and land – also continue to increase.

Cúl Green (www.culgreen.ie)

In August we launched an environmental initiative with the GAA aimed at making Croke Park carbon neutral.

To date 20,000 pledges have been made equating to a carbon saving of over 2,200 tonnes. The site has won two prestigious internet awards since.



- ★ ESB engaged actively in discussions on the climate energy package of proposals issued by the Commission in January 2008. Amended versions of these proposals were adopted by the European Parliament and Council in December 2008.
- ★ Of most significance is the fundamental revision of the Emissions Trading Directive. A reducing, top down, EU-wide cap is now set from 2013 rather than the current system of national caps. Emission allowances (EUAs) will be auctioned to the power sector by Governments from the same date rather than being issued free of charge. An important directive setting the framework for licensing future CO₂ storage sites was also adopted and a scheme to part-fund carbon capture pilot plants was created.
- ★ ESB also engaged in discussions through Eurelectric on the Commission's proposal to revise and extend the Integrated Pollution Prevention and Control (IPPC) Directive. This will require additional reductions in sulphur and nitrogen oxides emissions after 2016 and has the potential to severely reduce ESB's flexibility in meeting targets for existing generating plant.
- ★ ESB Power Generation emitted 9.04 million tonnes of CO₂ in the first year of the 5-year Kyoto period. This was 0.26 Mt CO₂ above the amount of free emissions received. A purchasing strategy is in place to acquire emission credits to offset any shortfall in allocated allowances.
- ★ Implementation of the agreement with the Department of Environment,

Heritage and Local Government and the EPA on a national plan for emissions of sulphur and nitrogen oxides (SO_x and NO_x) and particulate matter proceeded.

- ★ An international workshop on the preservation and protection of Atlantic eels was successfully organised with academic, government and electricity industry participation.
- ★ Further progress was made in expanding ESB's portfolio of renewable generation. During 2008 ESB increased its installed wind generation capacity to 122 megawatts (MW) with a further 70 MW under construction. ESB plans to expand its wind portfolio to 600 MW by 2012, and is on target to meet this objective.
- ★ Accreditation to the ISO 14001 environmental management system standard was retained at all ESB generation sites and ESB fisheries. Further progress was made in bringing ESB Networks' environmental management system to this international standard.
- ★ A programme of internal energy efficiency initiatives, aimed at delivering the Government's 33% public sector energy efficiency improvement target by 2020, has already resulted in a 12% reduction in energy consumption across all ESB buildings since 2006.

Workplace

- ★ The third annual Group wide survey of staff opinion took place in 2008. This

survey attracted over 3,000 responses which was very encouraging. The survey elicits employee views in the areas of Communications, Relationships, Partnership, Training and Development and Health, Safety & Environment. While in general trends are positive, the survey also identified areas for improvement.

- ★ The results of a diversity awareness survey of 300 managers in ESB were communicated in 2008. Among the findings were that 98% of respondents believe there are benefits associated with having a diverse workplace. The aspects of diversity thought to contribute most to a positive workplace are diversity in relation to skills, experience, disposition and work motivation.
- ★ Training and Development programmes continue to provide core skills including mandatory technical and safety training, personal development and competence in emerging areas. We continue to encourage continuous professional development and work with accrediting professional bodies such as Engineers Ireland to support this. Significant senior and middle management training and development was delivered during 2008. As an example, 20 staff commenced the 'HR for Line Managers' programme. This is one of very few in-house HR programmes in the UK or Ireland accredited by the Chartered Institute for Personnel and Development (CIPD). This brings the number who has completed the programme to date to over 80.

- ★ ESB announced a scholarship programme with Engineers Ireland to route more



As part of our sports sponsorships ESB continued to support the U20 Rugby home international matches at Buccaneers in Athlone and continues to be the main sponsors of girls and womens hockey in Ireland.

students into Electrical Engineering degree programmes over the next few years to help address an emerging shortage in the numbers qualifying in this discipline.

- ★ A new executive coaching initiative was launched in 2008. This initiative is to provide 10 hours coaching over the 'first 100 days' to people appointed to senior management positions. Over the last few years a significant number of employees have been trained to deliver executive coaching within the company. A study was also carried out which evaluated the impact of coaching in ESB.
- ★ The three year disability traineeship programme was completed in 2008. This was designed to give people with disabilities a six month work placement with ESB. 15 people participated in the programme this year, bringing the total to over 30 in the three year period. A number of these have found permanent employment since.
- ★ 2008 was the first full year of implementation of the updated ESB Partnership Strategy which was reviewed in 2007 and launched at the Annual National Partnership Conference in September 2007. During 2008 there were many supporting actions and activities across the five strategy development areas – Partnership Structures, Partnership Training, Communications, Business Issues and Publicity & Promotion. These development areas are targeted at supporting the development of local Partnership Groups and providing better links with the Group Level Partnership Forum which continues to function

effectively providing a role model to local Partnership Groups.

Community

- ★ ElectricAid and ElectricAID Ireland form a partnership which is at the core of the ESB's social responsibility policy.

ElectricAid is a staff-led developing-world charity, with almost 2,800 contributing members. In 2008, they delivered 144 separate development projects in 42 different countries, funding them with a total of €1.2 million (This does not include funding of the Teshie project).

A typical project was the co-funding with Aidlink of a revolving micro-credit programme for micro-enterprise in Nyanza, Kenya. A grant of €10,000 provided seed capital for more than 150 micro-entrepreneurs, lifting them and their families into self-reliance and out of poverty.

- ★ In Ireland (North & South), ESB ElectricAID Ireland focuses on two specific issues – homelessness and suicide. In 2008, 90 separate projects were funded with €900,000 and included the Life Centre in Cork, an educational centre for out-of-home and troubled young people. An initial funding of €14,000 provided woodwork equipment and a counselling programme. The second funding of €15,000 provided the materials for a magnificent display of enthusiastic volunteerism by 30 ESB staff and friends, who painted the imposing exterior of the Life Centre, rehabilitated and painted

seven classrooms and fitted out an IT room – all over one glorious weekend in September!

- ★ ESB continues to develop its suite of corporate sponsorships. In 2008 we formed a partnership with Feis Ceol and will sponsor this for the next 3 years. We continue to sponsor the ESB Minor Hurling and Minor Football Championships, ESB Ladies and Girls Hockey, ESB International Under 20's Rugby home internationals and the ESB BEO Celtic Music Festival.
- ★ In August, ESB along with the GAA launched an environmental initiative aimed at making Croke Park carbon neutral. The Cúl Green (www.culgreen.ie) website encourages fans to make energy saving pledges. A €20,000 grant will be awarded to the county that makes more carbon-saving pledges per head of population and this will go towards funding sports equipment for juvenile clubs in the county. To date over 20,000 pledges have been made on the site, which range from switching off lights that are not in use to installing a woodchip boiler and an impressive 11,000 pledges have been completed. To date this equates to a carbon saving of over 2,200 tonnes. Croke Park has also entered into a renewable energy contract for electricity at the stadium.

The Cúl Green website has also won two awards – the iReach Green IT Project of the Year and the Irish eGovernment Marketing award.



ESB partnered with St Catherine McAuley's National School (beside ESB Head Office) to brighten up the school yard by painting a mural on the wall. The theme for the mural was on green / sustainable energy.



During the year ESB formed a partnership with the Feis Ceol and will have title sponsorship for the next three years. The community based element of the competition appeals strongly to ESB, as involvement in local communities is an integral part of our activities throughout Ireland.

- ★ An environmental management system, focusing on energy, waste and water management, is also being implemented at Croke Park Stadium. A thorough environmental audit undertaken in June 2008 identified a number of opportunities for improvement in each of the three areas. By December 2008 recycling and composting had been introduced, water meters were installed on all water tanks within the stadium and energy monitoring and submetering has been installed.

It is projected that energy usage at the stadium will be reduced by approximately 20% in 2009 compared to 2008.

- ★ The fundamental aim of Business in the Community's (BITC) Schools Business Partnership Programme is to address educational disadvantage in Ireland.

This is done by bringing the strengths, talents and skills that business has and uses on a daily basis into the lives of young people in identified schools throughout Ireland. There are over 150 schools already matched and ESB currently have three school links currently running with an aim to have a total of five before the end of 2009. The three schools are Pobalscoil Rosmini Dublin (partnered with Corporate Centre), Tarbert Comprehensive School (partnered with Tarbert Power Station) and St. John's De La Salle

Clondalkin (partnered with Fleet and Equipment in Tallaght). The Fleet and Equipment link is unique in that it is run by the local Partnership Group which has sole responsibility for managing the relationship with the school. Irish business is positively influencing educational inclusion in Ireland and ESB is helping to play a part through our support for this programme.

Marketplace

- ★ ESB Customer Supply provides a customer charter which contains seven key commitments on customer service performance. In 2008 the business achieved the resolution of 93% of queries/complaints/refunds within 10 days. A total of 2,999 payments were made under our customer charter during the year.
- ★ ESB Networks charter payments dropped again in the year to 5,030, a 40% reduction on the previous year. This is still well within the target of 11,000 set by the Commission for Energy Regulation (CER). Independently measured customer satisfaction ratings have also improved to 74% for 2008.

During 2008 ESB Customer Supply continued to support and promote a number of community based partnerships which included:

- ★ Continued support of Macra na Feirme's "Know your Neighbour" weekend. The initiative was designed to foster community spirit across the country by providing people with the opportunity to meet their neighbours at a variety of local social events.
- ★ Warmer Home Plan Support to help low income families and the elderly to become more energy efficient and reduce their energy costs by providing 40,000 energy saving bulbs (CFLs) & 4,000 Lagging Jackets through Community based Partnerships, in support of the Sustainable Energy Ireland Warmer Home Plan;
- ★ Saint Vincent de Paul (SVP) support: ESB provided CFLs in December 2008 for installation in homes of SVP clients with bill paying difficulties;
- ★ Age Action support: ESB Customer Supply sponsored Age Action's Positive Ageing Week and Positive Ageing Photography Competition; and
- ★ Reachout support: ESB supported the development of a website for Reachout (www.reachout.ie).

Children having fun at the launch of the Green Schools Energy initiative by ESB Independent Energy (ESBie).



Health and Safety

- ★ ESB met its objective of reducing the number of Lost Time Injuries (LTI) to staff (injuries involving over one day's absence from work) to 47 compared to 50 in 2007 as part of our goal of achieving a zero injury workplace. The objective in 2009 is to reduce staff injuries to no more than 43. In addition 34 contractor LTI were recorded against an objective of no more than 36. The goal for 2009 is to reduce contractor injuries to no more than 30.
- ★ The welcome reduction in the number of injuries has also had the impact of reducing the opportunities to identify and address unforeseen risks. In order to counter this trend a programme to encourage reporting and investigation of "near misses" has been put in place. 2,485 "near misses" were reported in 2008 providing a valuable opportunity to identify and address risks before they could trigger injuries.
- ★ Further progress was achieved in implementing the OHSAS 18001 safety management system standard across the organisation in 2008. 22 of ESB's 44 main management areas are now accredited to this standard including all ESB Power Generation activities. It is planned to accredit a further six locations in 2009.

- ★ Transport remains a significant safety risk factor for ESB. The "Safe Driving" programme has continued and a range of further initiatives is underway. These seek to improve driver behaviour and ensure vehicle road-worthiness. New operational guidance and training requirements on working on roadways have been introduced. However, we regretfully note that four people died in traffic accidents involving vehicles related to ESB in 2008.
- ★ Programmes and initiatives aimed at improving staff Health and Wellbeing continued in 2008 including health awareness seminars and a major Health and Wellbeing Conference. ESB canteens co-operated in promoting healthy diets by providing and highlighting healthy eating options.
- ★ A "Healthy Minds" pilot programme was launched. A special presentation aims to assist staff identify and manage both general and work-related mental stress. This programme will be rolled out to cover 60% of staff in 2009. In addition the Health and Safety Authority sponsored "Work Positive" initiative will be implemented in 14 locations in 2009 following a pilot in 2008. This initiative assists in ensuring mental stress is appropriately managed in the workplace.

Report on ESB's implementation of the provisions of the Official Languages Act (2003)

Under the provisions of the Official Languages Act (2003) ESB received notification in September 2007 from the Minister of Community, Rural and Gaeltacht Affairs to prepare its first Scheme (a three year plan detailing actions to be taken to improve the accessibility of services to customers in the Irish language).

ESB was already complying with its obligations under the Act with regard to stationary headings, recorded oral announcements, signage and publication of official documents simultaneously in both the Irish and English language (e.g. Annual Reports).

A Project Leader was appointed in 2007 to co-ordinate the preparation of the Scheme, supported by a Project Board headed by the Company Secretary.

After a process of external and internal consultation, the Scheme was presented to and approved by the Minister in March 2008 and was officially launched to staff and the public by the Chief Executive of ESB.

The Scheme covers the services supplied by ESB Customer Supply and ESB Networks and includes the period from March 2008 until March 2011.

The main elements of the Scheme completed in 2008 are outlined below.

Commitments	Action
Proactively increase the awareness among customers of the availability of Irish language electricity bills	We continue to place advertisements in Irish language media and to publicise this service on electricity bills produced.
Media communications	All our advertisements and communications are broadcast in both Irish and English.
Provision of all publicity material in a bilingual format	We make all forms of publicity material (brochures, application forms, standard letters, notices, by lines on e-mails, etc.) available in both Irish and English.
Provision of Irish language service to customers from our National Customer Contact Centre (NCCC)	We are continually training staff at our NCCC to ensure a sufficient number are available at all times to provide an Irish language service.
Management of customer contacts outside the NCCC	We are updating automatic systems to ensure that all communications are issued in both the Irish and English languages. This process is being phased in over the duration of the Scheme.
Ensure availability of documents in both the Irish and English language	We have put in place a panel of translation companies to provide support.
Staff training / Capacity building	<p>We encourage our staff to engage with the Irish language by organising regular social events outside working hours.</p> <p>We assist our staff who choose to attend Irish language classes through the staff Professional Development Programmes.</p> <p>On our internal website (intranet), we provide resources and learning opportunities for staff.</p> <p>We include Irish language articles in the staff magazine 'Electric Mail'.</p> <p>We promote the Irish language in the work place.</p>
Monitoring the implementation of the scheme	<p>During the year we included questions on levels of satisfaction with Irish language services included on our customer satisfaction surveys. Results show 75% satisfaction rate with current services.</p> <p>The Project Leader has a role in working closely with the Business Units to assist and support them in the implementation of the provisions of the Scheme.</p>