

Welcome to the ESB Health & Safety Report 2010

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ESB Corporate Affairs
& Zahra Media Group



Our core value



ESB Health & Safety - our core value

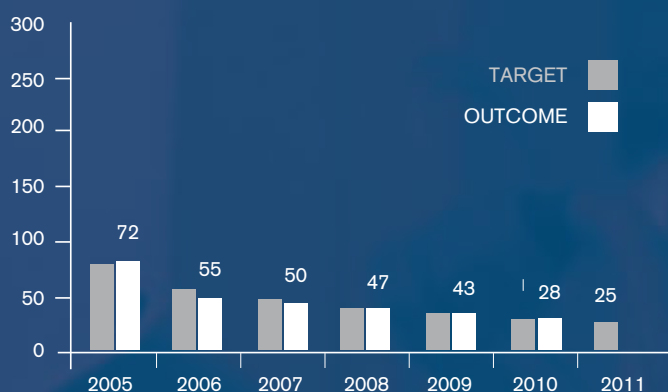
Health and safety are core ESB Group values. Safe working is an integral part of how we plan, organise and undertake our business activities and operations.

As a responsible business ESB is committed to:

- ▶ Implementing the highest standards of safe design, construction, operation and maintenance
- ▶ Making continuous improvements in the safety and health impact of all its activities
- ▶ Maintaining awareness of advances in knowledge, changes in laws and the changing expectations of the public as regards safety, health and well-being and taking timely account of these developments
- ▶ Participating appropriately in discussions with policy and regulatory authorities, trade associations and other bodies in the development of improved laws, codes of practice and public understanding
- ▶ Requiring contractors engaged by ESB to comply, as a minimum, with ESB's safety standards as part of their contract
- ▶ Complying with all health and safety, employment and equality legislation and the requirements of energy regulators
- ▶ Promoting public safety through schools, trade and representative associations and other partnerships

Our progress

Staff LTIs 2005-2010



Over the last number of years we have seen an improving trend in the number of lost time injuries.

Key highlights

50%

The Safe Driving programme 2009-2011 aims to reduce Class A collisions by 50%

3000+

We issued 3,300 safety promotional packs to schools in 2010

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For our full safety policy visit
www.esb.ie/safety



I welcome the recommendation of the cross-company review of risk assessment processes. This project has promoted a better understanding and will lead to improved staff involvement in their own risk assessments ...



Foreword by Chief Executive

HIGHLIGHTS

- We have maintained focus on delivering Health and Wellbeing programmes
- We have reduced both staff and contractor LTIs
- We have implemented a Safe Driving programme
- We have continued with OHSAS 18001 throughout ESB businesses



Regardless of the economic climate, the safety of employees, our contracting partners and the public will never be compromised. Safety remains an immutable core value of ESB and we will continue to build on our safety and health performance

ESB makes safety and health our absolute priority. In this latest Safety and Health Review Report, I am pleased again to note continuous improvements in the Company's performance – a reflection of our vigilance and attention to detail in this regard.

Lost Time Injuries to both staff and contractors were significantly reduced in 2010. Unscheduled absenteeism also decreased in line with our stated objective of 15% over a three year period. These figures demonstrate our constant focus on improving safety and health and the obvious value of working hard to achieve the highest possible standards.

We must, however, remember that in our business danger and risk are always at a short distance. We recall, with deep regret and sympathy, the tragic death last May of one of our timber cutting contractors who was electrocuted when his extended pole saw came in contact with an overhead line in Cratloe, Co Clare.

We also extend our sympathy to the family of another person who was electrocuted after entering a metering substation in Naas, Co Kildare where he made contact with live 10kV apparatus. We are working with An Garda Síochána and continue to closely monitor and review our security measures to prevent unauthorised access to our facilities.

The ESB Safe Driving programme continues to hugely benefit the company, our staff and the national road safety effort. Despite the significant dangers ever-present on the roads, including a very severe winter, I am pleased to report no fatalities or Lost Time Injuries as a result of road traffic collisions involving ESB staff or our contracting partners during 2010.

Our Safe Business Management system is moving towards full accreditation to recognised industry standards. Over half our staff operates within an OHSAS 18001 safety management system. The remaining businesses, which are presently subject to our internal safety management system, will achieve registration to this standard before the end of 2012. These provide continued assurance to the Board and other stakeholders that safety and health are being effectively managed.

I welcome the recommendation of the cross-company review of risk assessment processes. This project has promoted a better understanding and will lead to improved staff involvement in their own risk assessments.

The current economic uncertainty provides new challenges for ESB. However, regardless of the economic climate, the safety of employees, our contracting partners and the public will never be compromised. Safety remains an immutable core value of ESB and we will continue to build on our safety and health performance.

Padraig McManus

Chief Executive

For a full overview of 2010 Health & Safety performance see page 06

01

GROUP REVIEW

OVERVIEW

Health and safety are core values of ESB. We believe that all injuries can be prevented. We do not accept that injuries are the result of accidents but that they result from a sequence of oversights, any one of which could have prevented the occurrence. We strive to ensure our activities avoid injury or ill health. We continue to make progress towards our goal of zero injuries and will extend our efforts as we move closer to this aim.

The commitment to health and safety is not only a management responsibility. Each person has a responsibility to act safely and cooperate with others to prevent injury or harm.

60%
REDUCTION IN STAFF
INJURIES SINCE 2005

27%
REDUCTION IN DAYS
LOST TO UNSCHEDULED
ABSENTEEISM SINCE 2008

OUTLOOK

2010 was a significant year for improvements in staff safety and health at work in ESB. Looking forward, key priorities for the Group include:

- ▶ Continue to reduce staff and contractor LTIs
- ▶ Continue to focus on the implementation of OHSAS 18001 throughout ESB and maintain certification at all accredited locations
- ▶ Maintain our focus on Advanced Driver training and Advanced Driver Audits
- ▶ Ensure we review safety risks and processes on a constant basis
- ▶ Maintain improvements in unscheduled absenteeism
- ▶ Continue health promotion by targeting most prevalent causes of ill-health



I AM PLEASED TO NOTE THAT STAFF SAFETY AND HEALTH PERFORMANCE DURING 2010 IS THE BEST ON RECORD

John Campion, Executive Director Sustainability and Human Resources



Staff LTI Severity

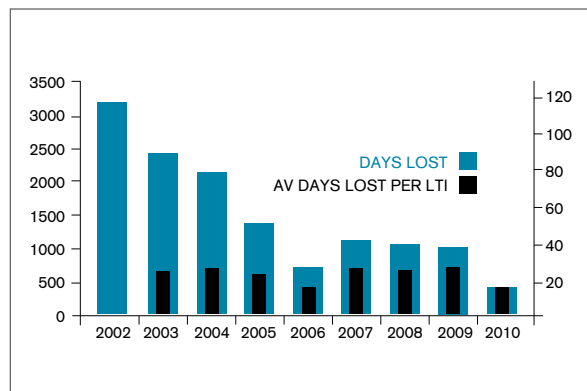


Figure 1

Overview

2010 was a really significant year regarding improvements in staff safety and health at work in ESB. There were 28 Lost Time Injuries (LTI) to staff and 15 LTIs to contractors during the year. However, this exceptional performance improvement is muted by the death of a timber cutting contractor working on behalf of Networks last May. He was fatally injured when his extended pole saw came in contact with an overhead live 20kV line in Cratloe, Co. Clare. This was the first contractor fatality since 2005.

Staff health as measured by unscheduled absenteeism has also improved significantly in the last two years. The number of days lost due to unscheduled absenteeism (sickness, third party injury, occupational injury and absent without leave) reduced from 58,000 in 2008 to 42,507 in 2010. This equates to an average of 6.56 days per person, or a 20% improvement on our 2008 outcome.

Contractor LTIs and Fatalities

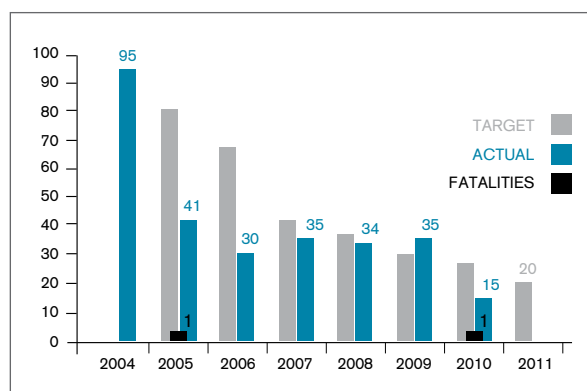


Figure 2

In public safety, there were no fatalities in relation to Road Traffic Collisions involving ESB fleet or that of our contracting partners. However, one member of the public died in an incident involving the attempted theft of copper from an ESB metering substation in Naas. He had made contact with a live 10kV conductor. Two members of the public were also fatally injured on the customers' side of the meter.

Lost Time Injuries to staff and contractors as well as being less in number are also less in severity than in previous years. See figures 1, 2 and 3.

Figure 1 shows the relationship between ESB staff LTIs and days lost from 2002 to 2010. The average number of days lost per LTI each year has ranged between 14 in 2006 and 23.9 in 2004, except in 2010 when the figure was 13.3 days average absence per staff LTI. This is significant considering the average age of ESB staff is 42 and injuries tend to take longer to heal when people get older.

Staff LTIs and Fatalities

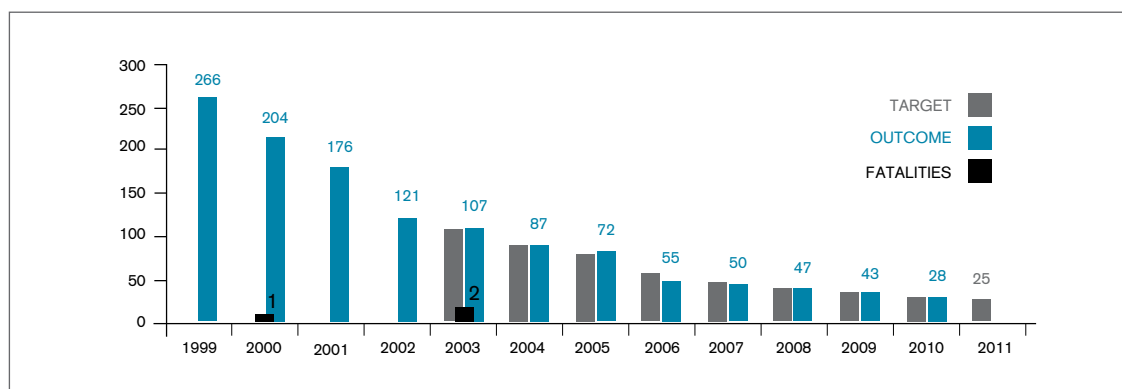


Figure 3

Actions

- Continue with implementation of OHSAS 18001 throughout ESB businesses and maintain certification at all accredited locations
- Maintain focus on delivering the Health and Wellbeing programme with an emphasis on organisational and personal stress
- Reduce both staff and contractor LTIs
- Improve classification of safety incidents to increase knowledge and risk management
- Complete the review of risk assessment in ESB
- Undertake a review of process safety in the relevant business areas
- Continue the implementation of the Safe Driving programme 2009 – 2011
- Review IT systems that support safety management

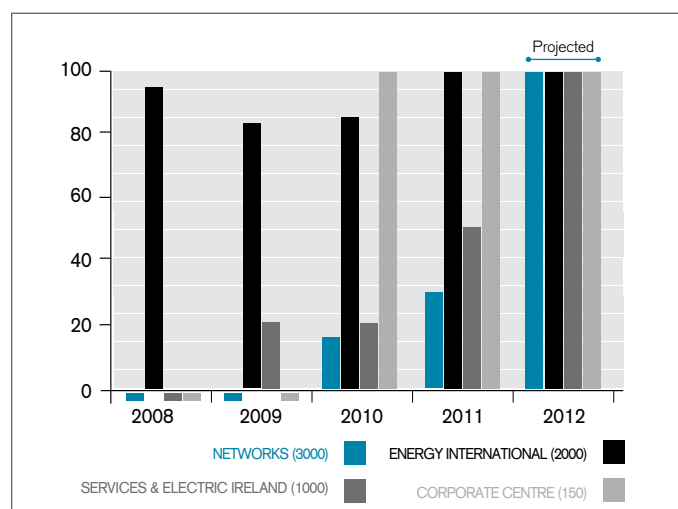
2010 Safety and Health Improvement Objective

The following initiatives were launched during 2010 to help achieve the safety and health improvement objective of zero injuries and a 5% reduction in unscheduled absenteeism:

1. Continue with implementation of OHSAS 18001 throughout ESB businesses and maintain certification at all accredited locations.

Our goal is that all businesses will have an externally validated and certified safety management system by the end of 2011. Due to significant organisational changes in both Networks and Services & Electric Ireland this is likely to extend into 2012. The graph below shows the progress made to date in each directorate and projects the growth of OHSAS 18001 over the next two years.

OHSAS 18001 Percentage Implementation in each Business (headcount)



Presentation of OHSAS 18001 certificate to John Campion, Executive Director Sustainability and HR with members of the Corporate Centre OHSAS implementation group

2. Maintain focus on delivering the Health and Wellbeing programme with an emphasis on organisational and personal stress

To date we have used 'Work Positive', the HSA tool for identifying and managing organisational stress, for stress risk assessment. The tool has been used in Electric Ireland, ESBI, Corporate Centre, sections of Shared Services and Generation Operations. During the year it was extended to remaining sections of Services and piloted in some parts of Networks.

ESB Health Services, supported by our EAP officers and our Health and Wellbeing Coordinators in each business, continues to promote the uptake by staff of cardiovascular health screening, bowel cancer screening, flu vaccination, quit smoking advice and other campaigns aimed at improving their health and that of their families.

Statistics from the above programmes are shown in the following table, which compares 2010 findings with the 2008/09 programme (figures from 2008/09 are shown in brackets). Significant improvements are noted in relation to weight, triglycerides, and exercise. Areas requiring further monitoring and awareness programmes are blood pressure, stress and bowel cancer screening.

Test	Offered to	Availed of	% Availed of
General Health Screening	3180 (3387)	1196 (1516)	38%* (45%)
Bowel Cancer Screening	4227 (2118)	1668 (1367)	39% (65%)
Seasonal Flu Immunisation	6848 (7048)	1138** (929)	12% (13%)

Health Screening key findings

* 22% insufficient exercise (29%)	* 42% borderline/raised cholesterol
* 52% overweight (66%)	* 20% stress (12%)
* 20% raised BP (12%)	* 16% smokers
* 60% normal BP	* 10% excessive alcohol

* Programme continuing to March '11

3. Reducing both staff and contractor LTIs

- ▶ *Refreshing the safety leadership approaches currently in place.* Safety leadership workshops were held with the Executive Director team and senior management safety auditing training took place in a number of businesses.
- ▶ *Testing new methodologies to improve behaviours.* Energy International is developing a personal awareness programme. The aim of the programme is to encourage staff to improve their level of

consciousness of the safety hazards in their environment and couple it with the practice of dynamic risk assessments. Networks are implementing the Code of Best Practice on Safe Behaviours. This is a shared union/management set of principles for safe working in Networks.

- ▶ *Focusing on slip and trip prevention.* Targeted campaigns focused on stair safety (Electric Ireland and ESBI), winter walking (Corporate Centre and Networks), Safety Audits and Near Miss/Good Catch programmes in each business.
- ▶ *Developing an ergonomics programme to reduce musculoskeletal disorders.* A group policy on ergonomics was developed. This aims to ensure that manual handling and VDU workstation use, the common causes of work-related musculoskeletal disorders will be appropriately assessed and controlled to reduce the incidence of injuries and ill-health and that all upper limb injury cases will be effectively managed.
- ▶ *Implementing the recommendations of the Contractor Safety Review 2009.* An Executive Director sponsored programme includes the appointment of a group coordinator to oversee the consistent implementation of the recommendations across ESB. In particular, significant work has been completed in Networks and Generation Operations in relation to smaller contractors and also the simplification of documentation and engagement.

4. Improving classification of safety incidents to increase knowledge and risk management

A Group Incident Reporting Policy was developed during the year. This clarifies what each type of safety incident is and how it should be reported and recorded. All incidents that result in physical injury to individuals must be recorded on CARS, the Corporate Accident Recording System. All Lost Time Injuries must be reported to the Chief Executive within 24 hours of their occurrence. All incidents whether or not they incur personal injury, property damage or loss are classified from S1 to S3, depending on the actual degree of severity of the incident, or P1 to P3 depending on the potential degree of severity.

5. Completing the review of risk assessment in ESB

A cross-company review of risk assessments was undertaken by a project group sponsored by an Executive Director. The review established the level of staff involvement and understanding of risk assessments, examples of good risk assessment templates and a need for general awareness and



A safe work environment requires continuous commitment from all managers, staff and contractors to ensuring their own safety and that of their colleagues

advanced risk assessment skills for key staff. The recommendations from the project group are as follows:

- ▶ Demystify and simplify risk assessments. Develop a group risk assessment policy and guidance to facilitate ease of use. Review existing forms to ensure they are easy to use.
- ▶ Address shortfalls in awareness and competence. Everybody in ESB will get basic training in risk assessments. Formal risk assessment training to be given to all who complete risk assessments. Provide specialist support for risk assessment for sensitive groups.
- ▶ Ensure that staff at all levels are involved in Risk Assessments. Insist that all staff participate in risk assessments. Emphasise hazard identification at individual level. Provide guidance information to staff on relevant risk assessments.
- ▶ Learn/Unlearn/Relearn. Investigate all Lost Time Injuries to ensure that appropriate learning is applied. Each business will review its own risk assessment process to ensure that it is appropriate. Implementation of agreed safe actions are a function of line management.



6. Undertaking a review of process safety in the relevant business areas

Process safety is the prevention of major incidents arising from the sudden and uncontrolled release of dangerous substances during their production, storage or handling. These include hazardous chemicals, energy or other potentially dangerous materials that can have

serious effects on people, plant or environment and that can negatively affect efficiency, productivity and corporate image.

Examples of disastrous process safety incidents include the BP Texas City explosion in 2005, the BP Deepwater Horizon blowout in the Mexican Gulf in 2010, and the Union Carbide toxic gas release in Bhopal in 1984. While process safety incidents are infrequent, the damage is usually catastrophic. Process safety risks exist in both Energy International and Networks. This cross-directorate review of existing controls and indicators for managing process safety risks is sponsored by an Executive Director. Background studies have taken place in Generation Operations, ESBI O&M and in Networks. The project will continue into 2011.

7. Continuing the implementation of the Safe Driving programme 2009 – 2011

This Executive Director-sponsored programme continued its rollout. Incidents involving road transport have continued to decrease in severity and numbers. There were no driving fatalities or lost time injuries associated with road use by either ESB staff or our contracting partners during the year.

8. Reviewing IT systems that support safety management

There are currently 37 systems in use to assist safety management in ESB. Some are common like CARS, Corporate Safety Audits, and PHR but many are business-specific or even person-specific. A review of existing systems and business needs was conducted during 2010. It concluded that three projects were needed to bring ESB's Safety Management System in line with best practice. These are:

- ▶ Knowledge management and collaboration
- ▶ Better reporting and
- ▶ The implementation of a Corporate Environmental Health and Safety system.

The project will extend to 2013.



We try to achieve and maintain zero fatalities and we are constantly reviewing our public safety campaigns and contractor safety management processes

Results

Staff Safety

The number of Lost Time Injuries (LTI) to staff fell from 43 in 2009 to 28 in 2010. This is the most significant improvement since 2006. The breakdown by business area can be seen in the accompanying chart.

Contractor Safety

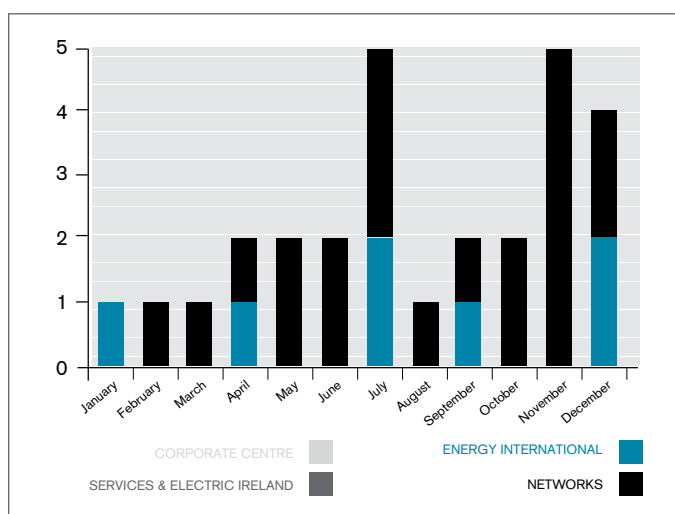
Contractor Lost Time Injuries fell dramatically in 2010 to 15 from 43 in 2009. While this is an excellent outcome, the decreased level of contractor activity during the year did have some impact. The breakdown by business area and month can be seen in the accompanying chart.

Lost Time Incident Severity

Lost Time Incident severity has decreased significantly for both staff and contractors. The following chart compares the number and severity of all LTIs and fatalities to both staff and contractors. It also shows the reduction in minor injuries and the increase in near miss/good catch reporting.

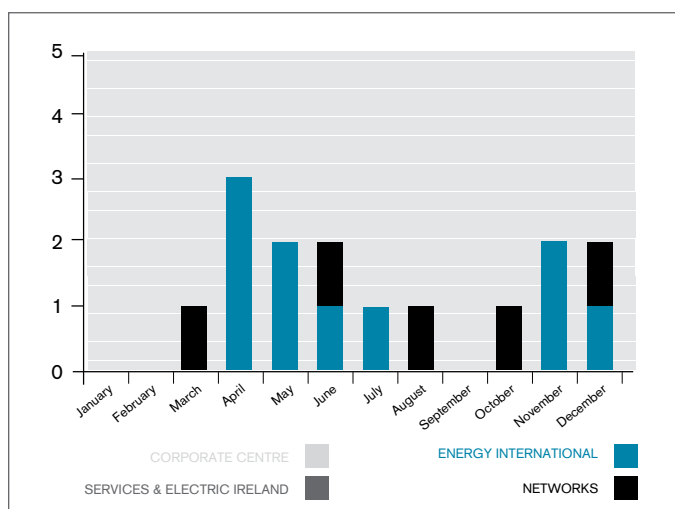
Staff LTIs by Business Unit

- ESB Group 2010 LTIs



Contractor LTIs by Business Unit

- ESB Group 2010 LTIs



LTI Severity Rating (S1-S3) (Staff & Contractors)

4 x S1
1 x electrocution, 1 x quad bike, 2 x unexpected movement/machinery

16 x S2
6 x slips & trips, 3 x falls from height, 3 x lifting, 2 x tools & equipment, 1 x scald, 1 x inhalation of dust

24 x S3
11 x slips & trips, 6 x tools & equipment, 3 x handling, 2 x falls from height, 1 x striking, 1 x electricity

150 Minor Injuries

4844 Near Miss/Good Catch

2010

10 x S1
3 x falls from height, 2 x electricity, 2 x unexpected movement, 2 x falling object, 1 x road traffic collision

29 x S2
10 x handling, 8 x slips & trips, 3 x RTC, 3 x tools & equipment, 1 x unexpected movement, 1 x scald, 1 x falling object, 1 x fall, 1 x electricity

51 x S3
18 x slips & trips, 15 x handling, 8 x tools & equipment, 5 x unexpected movement, 1 x sting, 1 x fall, 1 x dust in eye, 1 x walking, 1 x running

199 Minor Injuries

3575 Near Miss/Good Catch

2009

Road Safety

Road Traffic Collisions

A total of 206 collisions were reported to the ESB Safe Driving Bureau during 2010. All of these were from commercial fleet vehicles in ESB Networks and Telecoms Services.

Road Traffic Collision Severity Description

Class A

Serious or potentially serious injury e.g. van overturning or major head-on collision; lost time injuries; or fatality.

Class B

Material damage not likely to be potentially serious; intermediate injury; minor injury, e.g. cuts, scratches, bruises; material damage in excess of €2,000.

Class C

Minor material damage, e.g. no potential injury to people; minor, e.g. broken mirror; material damage less than €2,000.

There has been a steady reduction in collisions involving ESB fleet vehicles since 2005. The trend is positive, although the number of Class A collisions remains high at 19. None of these collisions resulted in fatalities or Lost Time Injuries. The Safe Driving Programme 2009 – 2011 aims to reduce Class A collisions by 50%. This means that by the end of 2011 the number of Class A collisions in fleet vehicles should be below 10.

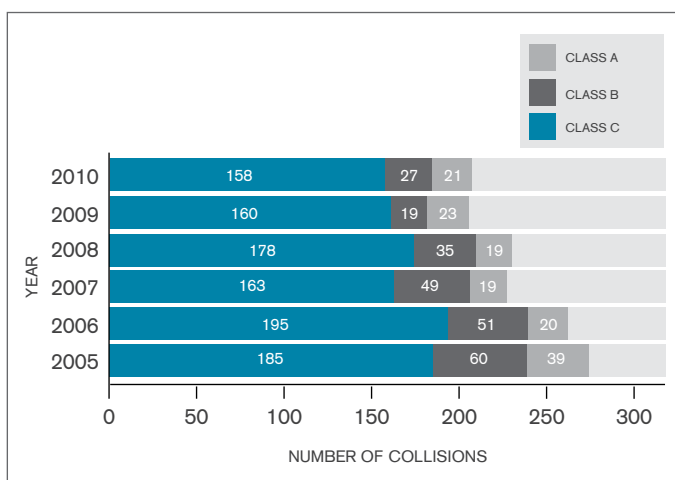
Communication and Consultation

The ESB Board Health, Safety and Environment Committee met four times during 2010. Topics reviewed included OHSAS 18001, ESB Safety policy, directors' responsibilities for safety and health, corporate social responsibility, safety performance and incident reports.

The Chief Executive Health and Safety Committee met twice during the year. Workshops were held to discuss developing key performance indicators for safety and health, ergonomics policy considerations and risk assessments. Presentations were made to the committee on dam and bridge integrity and theft of copper.

Fleet	Collision severity (ESB staff)			
	Fatalities	Class A	Class B	Class C
Commercial	0	21	27	158
Grey (private cars on ESB business)	0	0	0	0

ESB Fleet Collision Analysis 2005 - 2010

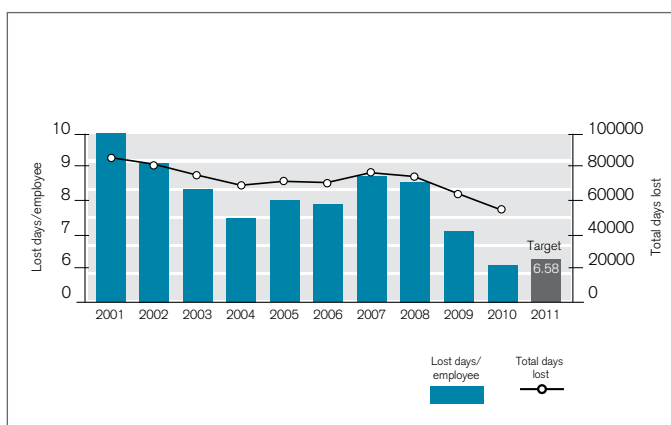


The Chief Executive Health and Safety Committee pictured at their meeting at the ESB Networks depot in Newcastle West



At ESB, we believe that all injuries are preventable and we are dedicated to ensuring the safety of our staff and the public, both at home and abroad

ESB Staff Absenteeism 2001 - 2010



Absenteeism and Ill-health

We have set an objective of reducing absenteeism by 15% over three years from 2008. The graph (above right) shows the improvements achieved to date. The significant improvements achieved during 2009 and 2010 are a result of a combination of factors including the effect of voluntary severance in Q4 '09 and Q1 '10, the implementation of a new ESB attendance policy, improvements in hand hygiene as a result of the flu pandemic programme, and generally observed decrease in absenteeism during economic downturns.

2011 Safety and Health Priorities

The continued quest for zero injuries remains our focus. The Lost Time Injury objectives for 2011 are 25 for staff and 20 for contractors. Absenteeism of 6.96 days per full-time equivalent staff member will bring ESB to a 15% improvement on the 2008 unscheduled absenteeism outcome. Existing programmes for risk assessment, contractor safety management and process safety will be maintained and a project to replace existing outdated IT systems that support safety will be progressed to procurement of new systems. The recommendations from a review of ESB's compliance with both REACh and CLP chemical safety regulations will be implemented.

Future Outlook

Our significant safety and health KPIs for ESB during 2011:

1. Staff LTIs: No more than 25
2. Contractor LTIs: No more than 20
3. Unscheduled Absenteeism: 6.96 days per FTE
4. Near Miss Incidents: 5280
5. OHSAS 18001 Certifications: 50% of staff covered by OHSAS
6. Advanced Driver Training: 1000 newly qualified drivers
7. Advanced Driver Audits: 700 peer audits by existing advanced drivers
8. Monthly Safety Briefings: 11 briefings in each business area

To see the health and safety performances for each business unit individually, see sections 02-04

02

ESB NETWORKS

OVERVIEW

Many locations in ESB Networks have achieved considerable injury-free days. This performance did not happen by accident, it happened due to the commitment of staff and managers.

4000

**TULLAMORE DEPOT
HAS ACHIEVED OVER
4000 LTI FREE DAYS**

21

**LOST TIME INJURIES
HAVE DECLINED FROM
156 IN 2000 TO
21 IN 2010**

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**WE CONTINUE TO FOCUS ON CONTINUAL
IMPROVEMENT AND OUR MOTTO 'WE ARE PROUD
OF OUR WORK, WE GET IT RIGHT FIRST TIME AND
WE LOOK OUT FOR EACH OTHER'**

Jerry O'Sullivan, Managing Director ESB Networks Ltd





To achieve zero injuries we must move towards an interdependent culture

Introduction

In ESB Networks, the protection of Health, Safety and Welfare are core values of our business and their management is an integral part of our daily activities. We promote an open and proactive Health, Safety and Welfare culture with the full involvement of all our staff and through strong and visible leadership. Through the commitment of all, we strive to achieve and maintain our safety goal of zero lost time injuries. We comply with all relevant legal and regulatory Health, Safety & Welfare requirements.

2010 was a very challenging year for ESB Networks. It saw the successful completion of the PR 2 work programme. A key priority and driver in how we plan and approach work programmes is our commitment to the safety of our staff, contractors and members of the public. Our management of safety is driven by our focus on Continuous Safety Improvement.

ESB Networks has changed to meet the demands of a more competitive electricity market and the PR 3 work programmes. This realignment will bring fresh challenges to the management of Safety, Health and Quality in our business. The Safety and Health of our staff, contractors and the public will not be compromised.

Moving Safety to the Next Level

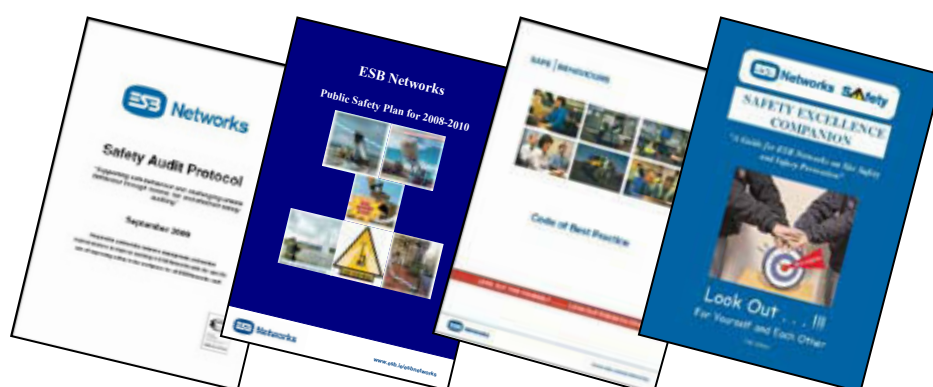
ESB Networks has made significant progress in Safety, Health and Quality over the years. Our staff Lost Time Injuries are at an historic low and again in 2010 we had a reduction in the number of Lost Time Injury incidents, down from 24 in 2009 to 21 in 2010. This outcome, despite the

great efforts of our staff, safety committees, safety representatives, safety champions, and our line management, indicates the big challenge we face in our quest for a zero injury workplace. To achieve this, we must move towards an interdependent culture that will provide the significant momentum needed to achieve the very important goal of zero.

Contractor safety performance has also dramatically improved in 2010 with a sharp decline in Lost Time Injuries. Sadly however, a timber-cutting contractor's staff member was fatally injured when the extending pole saw he was using came in contact with a 20kV overhead line. This was the first fatality to a contractor since 2005 and demonstrates that we can never be complacent with safety.

We have had significant public safety challenges during the year. In particular there was an increase in the HV and MV substation break-ins. Two people received electrical injuries from contact with ESB Networks in 2010. One incident involved a man who gained unauthorised entry to a 110kV station compound while the second arose due to indirect contact with a 10kV overhead line by a man using timber-cutting equipment. A member of the public was fatally injured when he came into contact with the live network in an MV substation.

ESB Networks continues to highlight the dangers of electricity through a comprehensive public safety advertising campaign. We are involved with other stakeholders in the development of Guidance documents and Codes of Practice. There were also two fatalities to members of the public on the customer side of the meter.



2010 Objectives and Performance

2010

21 LTIs

52 Minor Injuries

3541 Near Misses

3756 Safety Deviations

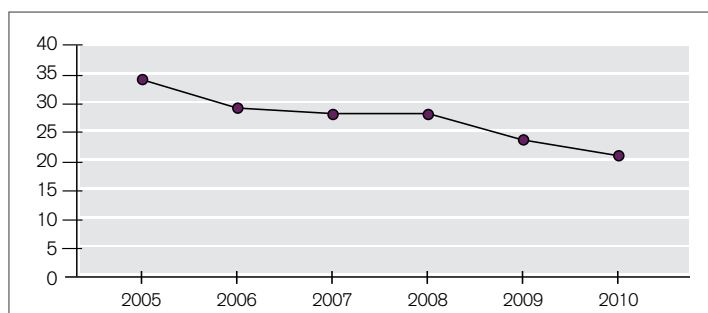
ESB Networks Safety Performance 2010

	Actual	Target
Contractor Fatalities	1	0
Staff Lost Time Injuries (LTI)	21	20
Near Misses	3541	1500
Safety Audits	3756	3000
Contractor Lost Time Injuries	6	10

Over the last number of years, we have seen an improving trend in the number of Lost Time Injuries in ESB Networks. Lost Time Injuries (LTIs) have declined from 156 in 2000 to 21 in 2010.

2010 safety performance showed improvement on the 2009 figures, however, we remain focused on our target of Zero Lost Time Injuries. Many locations have already achieved this milestone with Tullamore depot having achieved over 4000 LTI free days.

Staff LTIs by Year 2005 - 2010



2010 safety performance showed improvement on the 2009 figures, however, we remain focused on our target of Zero Lost Time Injuries

ESB Networks Safety Programme in 2010

Site and Workplace Safety Folder

Our primary on Site Safety folder contains information that is specific to the type of work being carried out by ESB Networks staff. Each Person in Charge of Work (PICW) is responsible for maintaining the folder and ensuring that the information in each section is relevant to their work activities. The folder was formally launched during Safety Week 2010.

It contains:

- ▶ Site Safety Statement
- ▶ Preliminary and Construction Health and Safety Plans
- ▶ AF1 and AF2 forms
- ▶ Method Statements
- ▶ Risk Assessments
- ▶ Safety Training Records
- ▶ Risk Assessments - JSSP/SSWP

Monthly Briefings

The existing policy in Networks is that each month all teams received a safety briefing which focused on the following:

- ▶ Safety Critical Incidents are included in all monthly briefings
- ▶ Safety Alerts
- ▶ New Procedures
- ▶ Near Misses
- ▶ Safety Critical Good Catches
- ▶ The Local Safety Plan is reviewed at briefings to keep it alive and decisions, actions and tasks are recorded in the plan

Safety Week

The European Safety Week programme was developed and delivered to all staff. The programme included:

- ▶ Safe driving awareness
- ▶ Site and Workplace Safety folder
- ▶ Asbestos Awareness
- ▶ Safety Statement update
- ▶ Safety Audit Protocol
- ▶ Office Safety

Safe Driving

The ESB Safe Driving Excellence programme includes a Strategic Alliance with the Road Safety Authority. The number of road traffic collisions remains high, however, none of these resulted in a fatality or lost time. The severe weather at the start and at the end of 2010 posed additional risks to our staff and contractors while driving.



Presentation of the Site and Workplace Safety folder to NTs in Customer Services Mid-West



Kippure driving in the snow

Safety Auditing

A joint Union/Management/Safety Committee review accepted that auditing is important and necessary in Networks. Auditing must be accepted by all and an audit protocol was agreed. The Safety Audit Training was delivered to Front Line Managers (FLMs) and Middle Managers in 2010 and included the audit protocol. The Safe Behaviours and the Code of Best Practice on Safe Behaviours was also included in the training. The focus of future audits will be on the Safety Critical end of the spectrum.

Contractor Management

A Contractor Safety Library was developed as an online application which contains all relevant documentation and is available to all managers in Networks. Appendices have been added to CMP13 to cover all contract types and are being phased in for the small contractors.

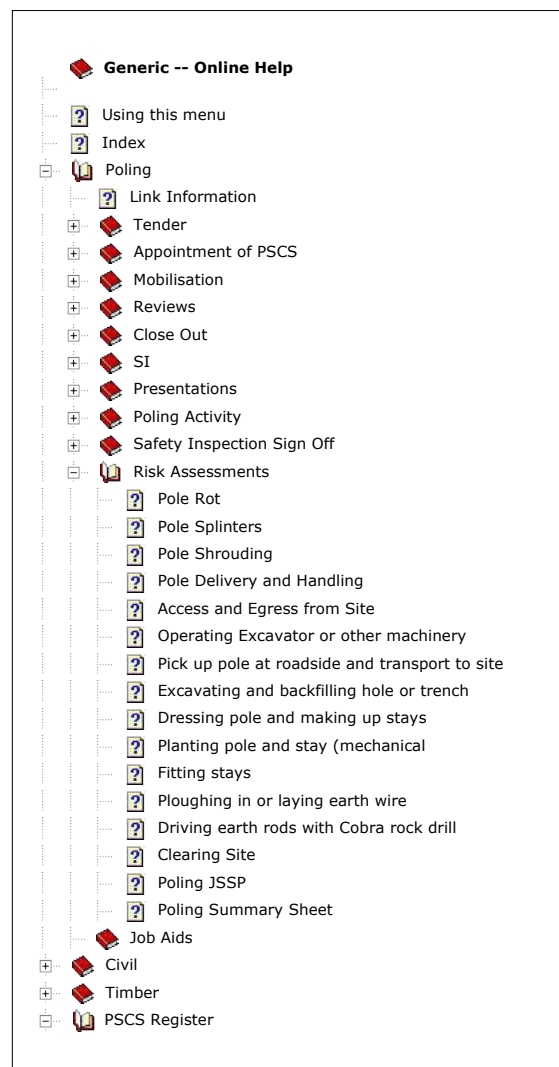
ESB Networks policy is to appoint all relevant contractors as PSCS or to accompany them on site. A PSCS register has been developed to track PSCS appointment letters.

OHSAS 18001

Five areas in ESB Networks have achieved OHSAS 18001 accreditation and surveillance audits were carried out to ensure compliance with OHSAS 18001. All locations retained their accreditation.

- ▶ Safety Function
- ▶ Training Centre
- ▶ Fleet & Equipment
- ▶ Supply Store
- ▶ Telecoms Ltd

Customer Services and Network Project functions in Dundalk, Drogheda and Navan have received OHSAS 18001 certification audits and were subsequently successful in achieving accreditation.



An online Contractor Safety Library



The Safety Audit Training was delivered to Front Line Managers (FLMs) and Middle Managers during 2010

Technical Developments

New Procedures

► Cable Identification:

Eight new Cable Identification Job Aids were developed – one for each of the Cable Identification instruments that are available to Cable Identifiers.

► Catenary Stringing Equipment:

Trials were carried out during 2010 to determine the feasibility and practicality of using Catenary Stringing Equipment when stringing over roads and other obstacles. The pilot was a success and culminated in the development of a procedure to be used in conjunction with this equipment. A decision was taken to purchase additional equipment and when it is delivered in mid-2011; staff will be trained in the deployment of the equipment. Initially, the Catenary equipment will be used to string over roads. Subsequently, when staff have gained the necessary experience, it is hoped that it can also be used to string over live Overhead lines.



The stringing of conductor using the Catenary method

Job Aids

A number of other Job Aids were developed as follows:

- Climbing and Working on Towers and Pole-sets fitted with Antenna
- Using the S&C Earth Adaptor on 10kV and 20kV Overhead Lines
- Replacing Cut-Outs using Live Work Procedures
- Synching On / Off of LV Generators
- Operating Tesmec Compression Equipment
- Cleaning of Existing ACSR Conductor prior to Compression Jointing
- Procedure for testing of HV cable fluid alarms
- Mobile Ground-Based Work Short Duration Tasks on or about Roads and Footpaths - Working Aloft & Fixed Ground-Based Work
- Mobile Ground-Based Work Short Duration Tasks on or about Roads and Footpaths - Mobile Ground-Based Work
- Stringing Under Live Power lines

Have a look at our safety management process diagram on page 23

HTLS Conductors

High Temperature Low Sag Conductors were installed for the first time in 2010, on the Killonan and Knockraha 220kV line. The installation of these conductors is similar in many ways to the installation of traditional ACSR conductors. However, there are key differences that are critical to ensure the conductors can be operated as per design, thereby ensuring ESB Networks obtain the maximum benefit from them.

Due to these key differences, Technical Development in conjunction with Asset Management, ESB Networks and ESBI developed the following new procedures (based on the manufacturer's criteria) which were successfully implemented on this line.

- ▶ Guidelines for Restrunging and Sagging High Temperature Low Sag (HTLS) Conductor on the Killonan - Knockraha 220kV Single Circuit Line
- ▶ Sagging Procedure for HTLS Conductors



Tensioning the HTLS Conductor

Revised Procedures

▶ Cable Identification Procedure:

A work group was set up to revise the Cable Identification Procedure and workshops were held around the country involving practitioners. It is expected that the procedure will be rolled out in the third quarter of 2011.

Overhead Line Conflicts

A policy document was developed which deals with overhead line conflicts associated with the design and construction of both new lines and alterations to existing lines. The BX 254 form was revised to facilitate implementation of the policy by both Designers and Construction staff.



Stringing the new HTLS Conductor

A policy document was developed which deals with overhead line conflicts associated with the design and construction of both new lines and alterations to existing lines

Cable Fault Location Manual

The Cable Fault Location Manual was revised and issued in November 2010. This manual sets out the key concepts of Cable Fault Location and also addresses some of the pitfalls and issues that can arise while trying to Diagnose, Locate and Repair Cable Faults.

Safety Videos/DVDs

A number of videos/DVDs were developed in 2010 and briefed to all staff as part of the monthly briefing.

- ▶ Two New Videos were developed on the fitting and operating of ABB Safelink which will replace the Magnefix Units installed in outdoor Kiosks. Replacement of the Magnefix Unit and Kiosk with a new Kiosk and Safelink Switch
- ▶ ABB Operation Update
- ▶ ESB Working on Sensitive Sites
- ▶ Opening Cable Ducts
- ▶ Applying Earths at an S&C MV Link/Fuse (Staff Initiative - Jackie Cummins, Limerick)
- ▶ Erecting GZT Conductor
- ▶ Driving DVD for Safety Week
- ▶ A Video demonstrating the importance of wearing all the required PPE to prevent burns to the face, hands and body was developed. The photos show the importance of wearing arc-protective clothing as standard issue overalls and rainwear do not protect.
- ▶ A driving awareness DVD was produced which included braking distances of a number of Yellow Fleet. It was communicated to staff during Safety Week 2010.



Operating the Magnefix Unit (top) and the ABB RMU (above)



ARC Protective PPE (Left) and non ARC Protective PPE (Right)



Above left: Vehicle Stopping Distances over 3 Speeds
Above right: Comparing Stopping Distance between Wet and Dry Conditions

Independent Quality Audit Team

It has been established that there is a direct link between quality work and safety performance. The quality team independently carry out technical audits on all aspects of ESNB activities. The number of major defects with Poling activities is high and this activity was targeted by the Quality Audit team.

A number of areas were selected to ensure compliance with ESB Networks Poling standards and communications took place with all relevant stakeholders, which were audited extensively by the quality team.

The findings were communicated to the relevant management team, staff, and contractors. The findings included

- ▶ Poles: Incorrect Depths, Reinstatement not adequate, Pole numbers missing, Danger Notices, etc. not attached to the pole.
- ▶ Earths: Incorrect Length, Separation, Depth, Conductor size, Not installed per designed, etc.
- ▶ Stays: Incorrect number, Spread, Depth, Angle, etc.

These deviations have the potential to seriously impact on the safety of our staff, contractors or members of the public and continuity of supply. Ensuring ESB Networks assets are constructed and installed to the design specifications will increase the life expectancy of the asset.

Safety Critical Incidents and Near Misses in 2010

There was a number of very serious safety critical Lost Time Injuries, Critical Near Misses, Critical Incidents and Good Catches by staff. The following incidents highlight the importance of always implementing the procedures and not losing our safety focus.

- ▶ An NT received 1st degree burns following a flashover at a minipillar
- ▶ An NT received a serious cut to his hand when he caught the transformer by a damaged insulator.
- ▶ Safety critical good catch where a contractor's staff discovered a rotten pole.
- ▶ While climbing down a pole one of the climbers broke and the NT fell two metres

Rubber Glove and Bail & Clamp

A Finger on the Pulse survey was carried out to identify safety issues and concerns of MV Live working crews.



Ensuring ESB Networks assets are constructed and installed to the design specifications will increase the life expectancy of the asset

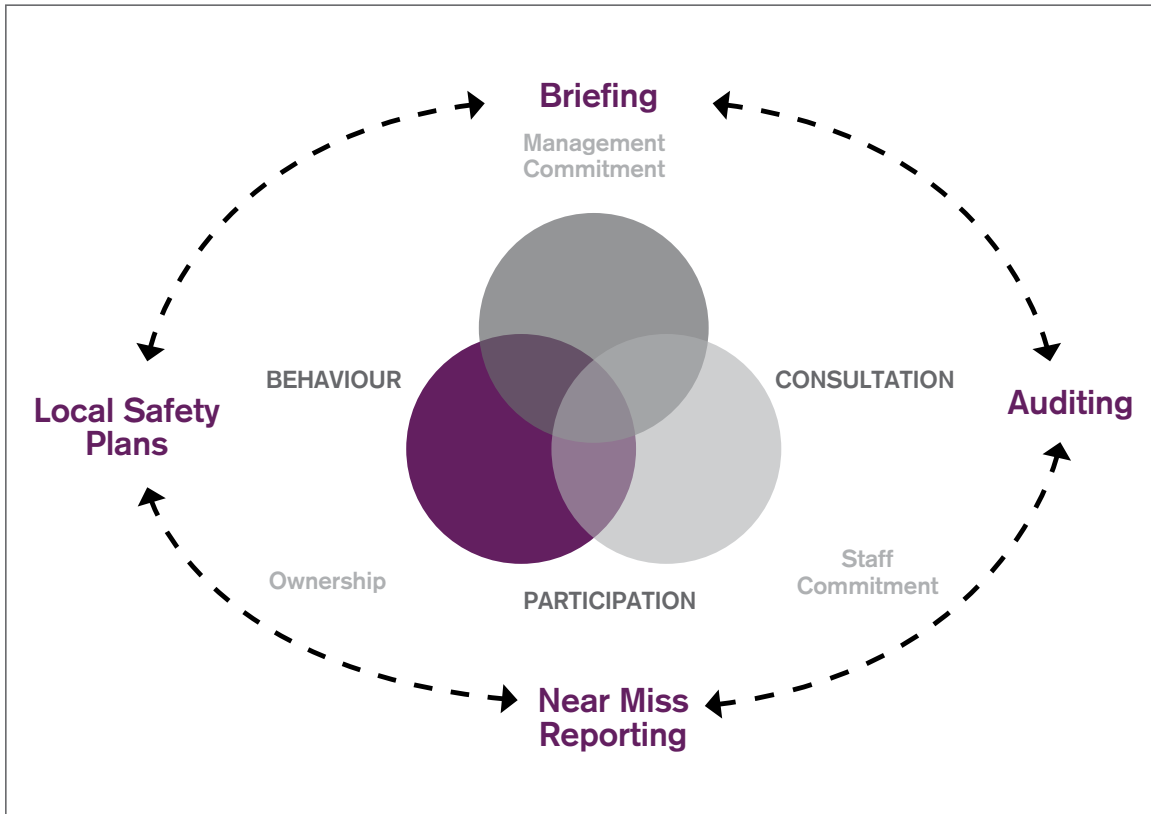


Live Bail & Clamp



Live Rubber Glove Work

Safety Management



Participation, Communication and Consultation

As part of this process, the Networks Safety Committee met four times and each local Divisional Safety Committees met six times in 2010.

Public Lighting

- ▶ Documents issued for signature to all 34 local authorities
- ▶ Three separate training courses developed:
- ▶ One new contractor approved
- ▶ Updated schedule of charges for public lighting-related chargeable work Specification
- ▶ Auditing of AUS
- ▶ Public Lighting Newsletters within ESB Networks and to the Local Authorities and their contractors

HEALTH & SAFETY

continues to be a primary value of the business and will remain so into the future

Public Safety

Public Safety Audit

A Public Safety audit was carried out by Lloyds Register in 2010. The overall findings were very positive. The following are some of the recommendations arising.

- ▶ Manage better the Recording of as built records
- ▶ Sample audit the hazard patrol findings to ensure standards
- ▶ Produce Job Aids on barricading of worksite in public places
- ▶ Implement procedures for ensuring that Regulatory Warning Signs are always up to standard

Keep Safe Programme for Primary School

ESB Networks made a significant input into the development and delivery of a schools safety programme in co-operation with the Health and Safety Authority and other interested parties. This 'Keep Safe' programme was delivered to fifth and sixth class students by the STSS group and NTs around the country.

Primary School Teachers Resource Pack with Agri Aware and FBD

Development of safety promotional packs completed and issued to 3,300 schools in 2010. This is aimed at raising safety awareness across a range of farm and countryside hazards including the potential dangers that can arise from electricity.

Public Safety Media Campaign

- ▶ 1500 - Radio Ads across national and local stations
- ▶ 500 - Farm TV screenings across 21 national livestock marts
- ▶ 20 - Seasonally targeted national press ads
- ▶ 25 - Technical press ads
- ▶ 10,000 rulers and pens issued to children through the school programmes and at the Agri shows
- ▶ 15,000 Cab stickers issued on request and at the Agri shows

Bord Gais Gas Pipeline Networks

The Transmission Gas Network records are on ESB Networks design application (GeoDart) since November 2009. New Map Sharing Agreement with Bord Gais for holding Gas Pipeline Records on Web FRAMME is completed.

ESB Stand at National Ploughing Championship 2010

ESB Networks staff are involved with the Health and Safety Authority in manning the safety stands at the National Ploughing Championship and at the National Livestock Show in Tullamore. ESB Networks also has a stand at the NPC.



Matt Davis, STSS at the Keep Safe School Programme



ESB stand at the National Ploughing Championship 2010

Programme and Challenges and Safety Targets 2011

ESB Networks Safety Targets 2011

Description	Networks Targets
Staff Lost Time Injuries	16
Contractor LTI's	6
Staff Minor Injuries	50
Contractor Minor Injuries	20
Staff Near Misses	2,000
Contractor Near Misses	2,000
Hold Safety Committee Meetings	4 per Senior Manager (minimum)
Advanced Driver Audits	2 per Advanced Driver
Seat Belt, Mobile Phone and RIDO Audits	1 per quarter per Depot
Public Safety Audits (of Large Sites)	8 per Customer Services Manager organisation

Safety Targets per Manager

Action	Annual Target per Manager
Safety Audits	24
Team Briefings	12
Review & Update Local Safety Action Plan	4
Live MV Work Audits (Bail & Clamp and Rubber Glove)	4 (per MV Live Work Crew)
Contractor Review Meetings	2 per Contractor (minimum)

Quality Targets per Manager

Description	Networks Targets
Quality Audits per manager across all work	2 per month
Rectify all A and B Defects	Within 3 months
Team Briefings	12 per annum

01

GROUP REVIEW

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ESB NETWORKS

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ESB ENERGY INTERNATIONAL

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SERVICES & ESB ELECTRIC IRELAND

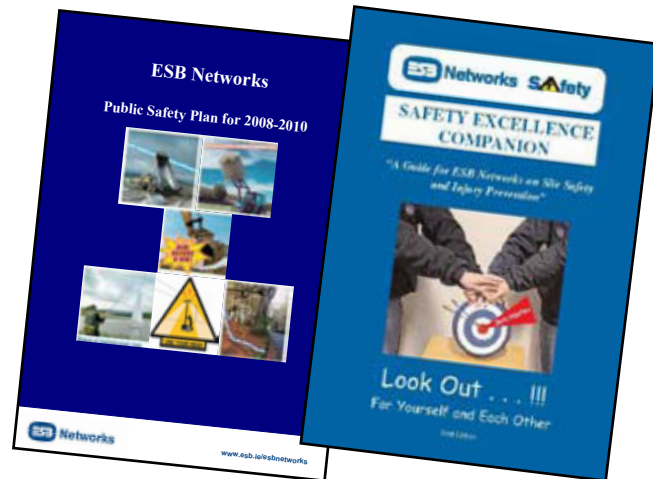
OHSAS 18001

A project team has been established to support achievement of OHSAS on a pilot basis in Customer Services and Network Projects - Dundalk, Drogheda, and Navan. This process will be used as a template for other locations within ESB Networks. The goals of the project are to:

- ▶ Achieve Accreditation in pilot locations
- ▶ Identify and agree optimum delivery model for all ESNB
- ▶ Achieve OHSAS for ESNB based on a determination of the optimum scope
- ▶ Retain OHSAS in safety function

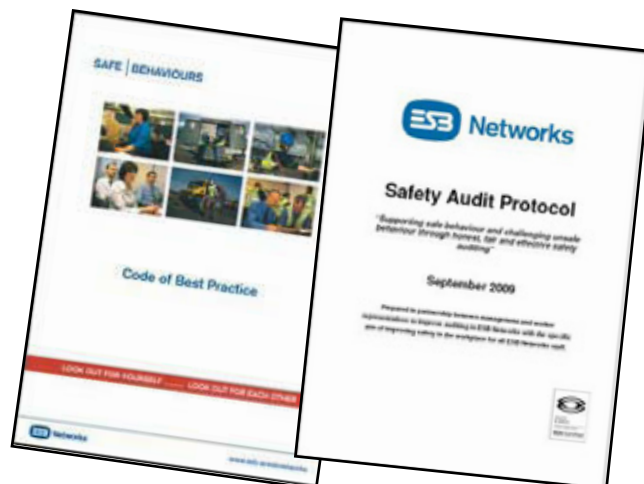
Public Safety

- ▶ Networks Public Safety Plan 2011 - 2012
- ▶ PS Plan sets out the PS policy, responsibilities and programmes to manage PS 2011-12 Plan and reflects Price Review revisions to hazard maintenance cycles and refurbishment programmes.
- ▶ Divisional PS Plans to be updated in line with the Networks Plan
- ▶ Target eight Divisional PS Audits of large sites in 2011



Public Lighting Key Deliverables for 2011

- ▶ Ensure each local authority fulfils their obligations
- ▶ Ensure ESB fulfils its obligations
- ▶ Establishing safety processes for communication and control between ESB and third party contractors
- ▶ Revision of the ESB requirements document
- ▶ Delivery of training for contractors and local authorities
- ▶ Facilitating the sharing of safety-related information and learning between Stakeholders
- ▶ Identification of post project issues



Participation, Communication and Consultation

As part of this process the Networks Safety Committee will meet four times and each local Divisional Safety Committees will meet up to six times in 2011.

A project team was established to support the achievement of OHSAS on a pilot basis in Customer Services and Network Projects



We can achieve Zero Injuries in ESB Networks, however, it will take commitment and determination by everyone, you the staff who carry out the work, your supervisor and manager and your colleagues all working together

Future Outlook

1. Reduction in LTI's over 2010 figure
2. Achieve OHSAS Accreditation in pilot location and have agreed process in place to achieve OHSAS accreditation across all of ESB Networks
3. Complete Advance Driver Training for 450 staff

03

ESB ENERGY INTERNATIONAL

OVERVIEW

At ESB Energy International we are committed to establishing and maintaining a safe and healthy working environment for our staff, our contractors and those impacted by our work. We believe that Health and Safety are a core values of our business. Its management and continual improvement are an integral part of all our activities. With management and staff working in partnership, it is through our people we achieve excellence in safety and success in our business.

...WE WILL ADHERE TO THE HIGHEST STANDARDS IN ALL WORK PRACTICES TO ENSURE THE PROTECTION OF STAFF, CONTRACTORS AND THOSE IMPACTED BY OUR WORK

“..NO BUSINESS RESULT IS MORE IMPORTANT THAN THE SAFETY OF THE INDIVIDUAL”

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ESB ENERGY INTERNATIONAL MAINTAINED STRONG SAFETY PERFORMANCE IMPROVEMENT DURING 2010 DESPITE SIGNIFICANT CHALLENGES ...

Pat O'Doherty, Executive Director, ESB Energy International



Introduction by Pat O'Doherty

ESB Energy International maintained strong safety performance improvement during 2010 despite significant challenges. The two businesses of ESB International and Power Generation have come together, bringing their corresponding cultures with them to create a stronger, more enlightened safety climate.

I am particularly pleased to note the significant reduction in Lost Time Injuries for both staff and contractors. We incurred six staff and eight contractor lost time injuries. In comparison with 2009 when we had 39 LTI's (14 Staff and 25 Contractor), we have clearly made significant progress.

This, together with the fact that there were no Lost Time Injuries incurred during any of the major projects this year, proves that a Zero injury objective is achievable.

The classification of significant Near Miss incidents into P1 or P2 has been very beneficial not only to ESB Energy International but right across the ESB organisation. I expect that this learning opportunity will become a more prevalent feature of our future safety communications.

2010 in Review

Reflecting on 2010, we incurred six staff and eight contractor Lost Time Injuries. In comparison with 2009 when we had 39 LTIs (14 staff & 25 contractor), significant progress has been made. In 2010, for the first time, we also began to focus on classifying severity and potential severity of injuries and incidents. With 70 P1 (high potential severity) events reported, it is clear that we still have significant work to do in order to minimise risk exposure across the business. The information and learning gained from these P1 events is critical in informing and directing our safety management actions into the future.

It is equally vital that we all realise the importance of ensuring that all incidents are reported. Without these reported incidents, we lose our capability to learn from such events and it therefore makes it difficult for us to ensure an injury-free work environment.



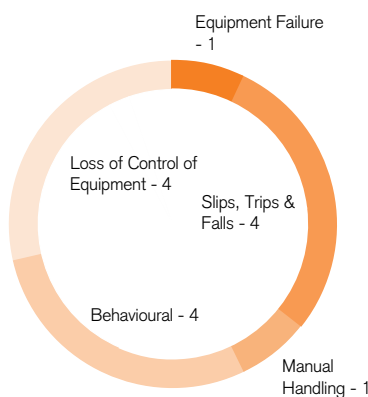
Poolbeg Station, overlooking Dublin Bay



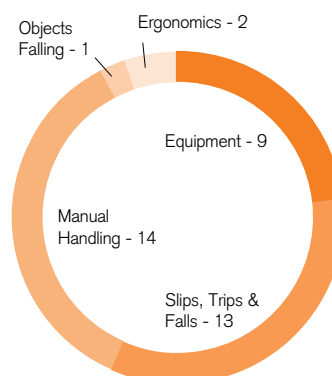
Eadacín Farrell, Windfarm Manager at Mountain Lodge Windfarm



Look up - It's a wind turbine!



2010 Performance



2009 Performance

ESBEI Group Safety - Early Focus on Infrastructure

Since the amalgamation of ESB International and Power Generation the focus has been on integrating reporting and management systems and aligning the safety, health and wellbeing functions.

1. Reporting and Management Systems Integration

OHSAS 18001 registrations are being consolidated where practicable, under a project which will bring together the four existing office-based certifications. A new monthly briefing mechanism using Webex allows all stations and locations to participate and to discuss items of mutual interest, recent safety performance and forthcoming challenges. This forum has proved helpful in the dissemination of learning from the High Potential Severity (P1) incidents occurring in the business. This has the added benefit of reducing travel to meetings thereby improving safety and sustainability.

A common reporting template has been developed for the directorate, which is reported on and distributed monthly, ensuring all staff have access to the most up-to-date safety performance information. Other Communications include issuing of Safety bulletins and Safety Alert Notifications.

2. Functional Alignment

Best practices and critical incidents are shared both within ESB EI and more widely across ESB. Support is provided for a range of cross-company initiatives. The ESB Group Health and Wellbeing programme is supported throughout ESB EI, as is the Safe Driving programme. A cross directorate Safety Working Group includes representatives from both ESBI and Generation Operations. Issues of common interest are explored and addressed at this forum.

3. Energy International SharePoint Portal

A significant focus of Group Safety has been ensuring ease of access to safety-related information for all staff. The establishment of a new ESBEI portal Sharepoint site ensures that the most relevant safety information is easily accessible to all staff, from the front page of the portal.

ESBEI Successes and Businesses in Brief

During the year, there were major outages at Amorebieta, Coolkeeragh and Lough Ree. Hydro projects were also progressing. There were also minor outages at other sites. There were no Lost Time Injuries associated with any of these outages.

All annual OHSAS surveillance audits were completed and accreditation maintained for each. The Health

and Safety Authority advised on Seveso and the recommendations were implemented.

The annual Plant Managers conference had a strong focus on safety, while ESB Generation Operations held a specific safety conference and Safety awards ceremony.



Coolkeeragh ESB CCGT overlooking the Foyle Estuary



Evening at Lough Ree Power Station



Pat O'Doherty and Ollie Brogan undertaking a safety audit in Bahrain

O&M Wind

A tragic incident occurred where a contractor suffered a major heart attack and died while climbing down the access ladder of a wind turbine in Derrybrien. There were major delays in emergency services arriving on site. This event highlighted the difficulties in coordinating rescue with external agencies. As a learning process, emergency response days were subsequently held in various wind farm sites during the latter stages of 2010. These exercises included participation from ESBI, HSA, Gardai, Ambulance and Fire Services and Health Service Executive (Emergency Control Centres) as well as contractors operating on the Windfarms. Other local wind farm operators were invited to attend also.



Eadaoin Farrell at Emergency Response Day



Participants at a Windfarm Emergency Response Day



Attendees from the Emergency Services and adjacent Windfarms at Emergency Response Day



Discussing rescue methods at Emergency Response Day



A view of Mountain Lodge Windfarm



Emergency Response Day

Errigal Country House Hotel, Cootehill, Co Cavan
13th September 2010

Difficulties of Rescue Inside Wind Turbine



Carrying out a ladder rescue inside a wind turbine



Simulation of a ladder rescue



The ESB Group Health and Wellbeing programme is supported throughout ESB and EI - as is the Safe Driving Programme

See page 35 for our outlook and targets for 2011



Since the amalgamation of ESB International and Power Generation, the focus has been on integrating reporting and management systems and aligning the safety, health and wellbeing function



Wavebob's wave energy converter deployed at the ocean energy test site in Galway Bay

Wind Developments/Aertech

Significant construction activities are in progress in the area of wind farm development and construction.

The following windfarms were completed during 2010:

- ▶ Garvagh Glebe
- ▶ Tullynahaw
- ▶ Crockagarron
- ▶ Hunter's Hill

Works were on-going on the following wind farm sites:

- ▶ Grouselodge
- ▶ Woodhouse
- ▶ Carrickatane

Other Safety Improvements In Brief

- ▶ A Departmental review on Design Coordination/PSDP Competence was undertaken
- ▶ ESBI Asset Management Services & Power Plant departments conducted local safety and technical conferences
- ▶ ESBI Civil and Structural department conducted Lunch & Learns for staff covering Safety in Excavations and Hazards associated with moving plant and equipment on Construction sites
- ▶ The Garda Road Safety Unit attended and presented on road safety to staff

Health and Wellbeing

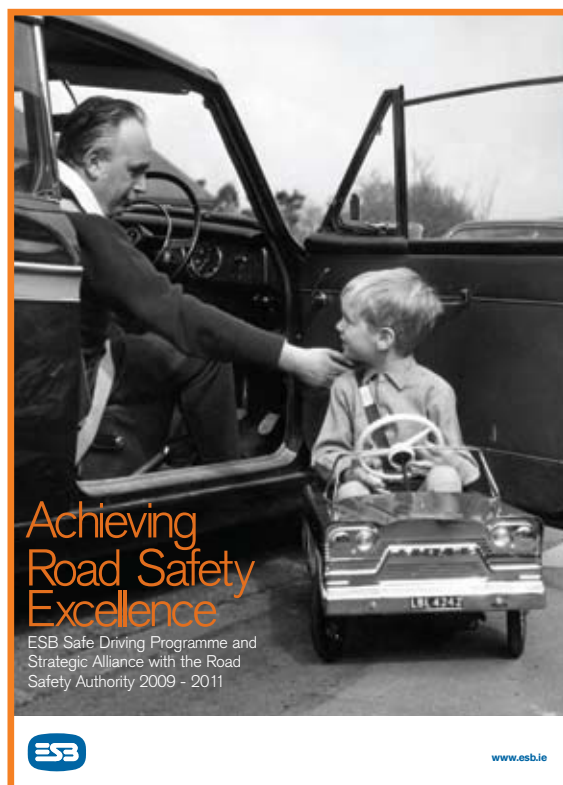
The area of Health and Wellbeing strongly supported the activities promoted through ESB Health Services, which included:

- ▶ Cardiovascular health screening was offered in all Dublin office locations
- ▶ Over 250 staff have availed of the Cycle to Work scheme, which is viewed as having a significant contribution to the general health of staff
- ▶ A Men's Health awareness delivered at O&M Solutions Plant Managers conference, targeting improvement of health services offered to staff overseas and implementation of health screening programmes on overseas sites
- ▶ The Irish Cancer Society delivered Cancer Awareness Presentations to staff
- ▶ Flu Immunisation was completed on-site in all ESBI offices and ESB Head Office



ESB Health Services and Claymon Biomnis launch Health Screening in Stephen Court





Safe Driving Programme

With the Advanced Driver programme on hold in 2010, there was a strong emphasis on raising general road safety awareness amongst staff.

The following initiatives were undertaken;

- ▶ Road safety messaging an integral part of staff briefings and specific Bank Holiday news items
- ▶ Road Safety Authority Awareness pilot delivered to over 50 staff
- ▶ Acquired Brain Injury foundation (BRI) presentations
- ▶ Continue to promote driving audits by qualified advanced drivers
- ▶ Priority drivers have been identified for the relaunched Advanced Driver programme
- ▶ Safety bulletins on winter driving

2011 Corporate Safety and Health Targets

- 5 Staff LTIs, 9 Contractor LTIs, reduce both staff and contractor LTIs
- 1000 Near Miss/ Good Catch incidents
- Reduce prevalence of recurring P1 incident types
- Maintain existing OHSAS 18001 accreditations and consolidate where appropriate
- Reduce unscheduled absenteeism to 6.96 days per FTE
- Provide Advanced Driver training to 160 ESBEI staff
- Provide road safety awareness training to all staff (through briefing process)
- Conduct 360 Peer Audits with existing Advanced Drivers
- Continue to implement recommendations of risk assessment improvement project
- Implement recommendations of contractor safety review project
- Complete review of process safety and develop recommendations for continuous improvement
- Conduct monthly safety communication with all staff



At ESB Energy International we are committed to establishing and maintaining a safe and healthy working environment for our staff, our contractors and those impacted by our work



In discussion at the annual ESBEI Safety Conference are (l-r): Ollie Brogan, Mick Mackey and Jacinta Ryan

Future Outlook

ESBEI Safety Improvement Focus for 2011

In 2011 the ESB Energy International level Safety Improvement Plan will focus on the following improvement areas

Process Safety Review current systems that support Process Safety Management and check the suitability of these systems for the provision of ongoing assurance on the control of process safety risks. Develop a system based on <http://www.hse.gov.uk/pubns/books/hsg254.htm>. This ensures that process safety management performance is monitored and reported against key leading and lagging performance indicators

Risk Assessment Implement the findings of the risk assessment project to raise levels of participation in risk assessment preparation and to address shortfalls in awareness and competence through training

Behavioural Safety Understand and create awareness about what the 'why' of accidents and injuries can teach us about the human factor element of safety in ESBEI. Objective is to promote a safety culture of continuous improvement with an emphasis on leading indicators (e.g. promoting a "step in" approach through effective skill building in giving and receiving feedback) rather than lagging indicators (e.g. reporting safety outcomes, Lost Time Incidents)

Safety Communications Raise safety awareness and improve safety communications by placing emphasis on injury prevention rather than compliance with legislation and ensuring that appropriate safety messages are delivered down to the level of the individual most exposed to risk. Develop communications resources to support safety communications within the business

OHSAS18001 Align office-based SMS into a single ESBEI OHSAS SMS to be certified in 2011

Contractor Safety Management Programme Roll out findings of the CSM Project Manager to drive improvements in the area of contractor safety management

Health & Wellbeing To promote Health and Wellbeing through the rollout of the ESB Corporate health & wellbeing plan

04

SERVICES & ESB ELECTRIC IRELAND

OVERVIEW

In Services and ESB Electric Ireland we have demonstrated a commitment to ensuring that health, safety, environment and sustainability are positioned within the directorate to support each of its businesses and with effective leadership and the involvement of staff, we continue to ensure both our safety management systems and safety and health performance are maintained at the highest level for the benefit of all our staff, contractors, visitors and members of the public.

0%

**We had no Lost Time Incidents
to staff or contractors
during 2010**

**WE TAKE RISK
ASSESSMENT SERIOUSLY!**
All the risk assessments that we
carried out for 2010 have been
framed and displayed

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**I WOULD LIKE TO CONGRATULATE ALL STAFF,
MANAGERS, SAFETY AND HEALTH SUPPORT
PERSONNEL AND OUR CONTRACTING PARTNERS
FOR THIS OUTSTANDING OUTCOME...**

Brid Horan, Executive Director Services and Electric Ireland

Introduction by Brid Horan

I am delighted to report that 2010 was a very significant year in terms of health and safety in Services and Electric Ireland. The business model changed during the year to prepare for re-entry into the competitive electricity supply market in April 2011 and the setting up of a Business Services Centre. This allowed for a reorganisation of safety and health structures so that the new safety, health and sustainability organisation could provide the relevant services to each of the businesses within the directorate. With such significant change in personnel, organisation and procedures, it is with great pride that I can report that there were no Lost Time Injuries to either staff or contractors working on behalf of Services and Electric Ireland during 2010. This is the first year that this has been achieved in a commercial directorate in ESB. I would like to congratulate all staff, managers, safety and health support personnel and our contracting partners for this outstanding outcome. This proves and strengthens our belief that the achievement of an injury-free ESB is possible and we strengthen our resolve to achieve this aim.

Leadership Policy and Objectives

To strive individually and collectively to achieve a zero-injury environment and prevent harm happening to ourselves and to any of our colleagues was the main objective for Services and Electric Ireland in 2010. It aimed to provide a workplace that would be free from all serious recognised hazards and this was aided by a series of on-site health promotional activities throughout the year.

Overall in 2010, the annual safety, health & wellbeing plans were substantially implemented. A detailed programme of safety audits, risk assessments, accident reporting and regular communication meetings with SMTs helped in achieving the overall plan.

During 2010, OHSAS accreditation was maintained in the Finglas area of Electric Ireland and also in the Facilities Division, Business Services Centre. As part of this process, regular safety performance management meetings along with safety management reviews took place and involved staff from all sections within these areas.



With such significant change in personnel, organisation and procedures it is with great pride that I can report that there were no Lost Time Injuries

During late 2010, a re-organisation of the safety structure within the directorate took place. The integration of a combined Safety, Health & Wellbeing team across the new Services and Electric Ireland directorate was introduced combining the areas of Health, Safety, Environment & Sustainability. This organisation provides structure to assist in the provision of an effective management system covering all aspects of Health, Safety, Environment and Sustainability within the directorate.

Our strategic health and safety goal for the directorate will be to continue to develop and sustain an injury-free and healthy working environment by putting safety first and ensuring visible safety leadership from line managers and by engaging with staff.

Risk Management and Legislative Compliance

During 2010, the Cross Company Risk Assessment Project was tasked with examining the more effective use of risk assessment as a means of reducing workplace injuries.

The first stage outcome was the production of a DVD titled 'Risk Assessment – A Skill for Life'. It creates an awareness of risk assessment both at home and in the workplace. Specific Risk Assessment guidance documents were also developed for Pregnant Employees, Young Persons, Lone Working, Shift work and Sensitive groups. These will be rolled out to all staff during 2011.

As part of our obligation to comply with all safety and health legislation that applies to the directorate, building risk assessments were carried out across most areas of Services & Electric Ireland during the year. These assessments identified hazards/risks that may potentially affect the safety of staff in these areas, and they highlighted control measures that staff are required to adhere to in order to protect not just themselves but their colleagues and contractors/visitors in these areas.

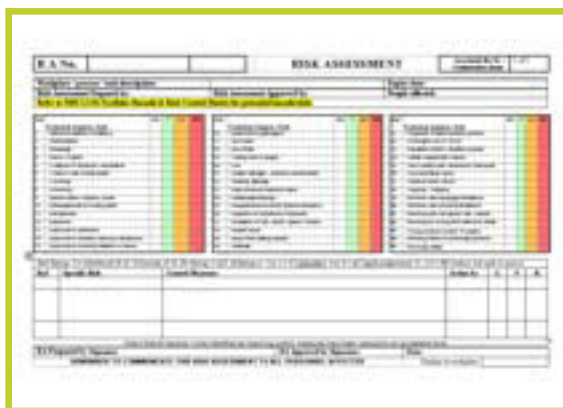
All risk assessments have been positioned prominently in framed hard copies around the buildings in each area.

Legislative compliance was documented with the assistance of an external provider service, 'Register of Legislation' and through independent formal assessments.

People, Ownership and Accountability

Within Services and Electric Ireland safety accountability and responsibility is allocated to the management and personnel involved in safety-related tasks. These are primarily discharged through the safety, health and wellbeing improvement plan with co-ordination from a directorate perspective. The managers and team leaders act as the principal contact for staff to address health and safety issues or concerns. They work along with the Safety Manager and the health and safety team to identify potential hazards associated with their work activities. A visible leadership approach has been adopted towards health and safety incorporating an attitude of 'Don't walk by', encouraging staff to report and action immediately any potentially unsafe practices or conditions that they encounter.

As part of Safety Week, a wide range of events were co-ordinated and organised which focused on both safety and health promotion. The three main safety topics were office cleanliness, transportation of hot drinks and stair safety. The two main health topics were substance abuse awareness and blood pressure monitoring. All staff were given full encouragement to participate in the week's activities.



Hazard Identification and Risk Assessment' proforma



James O'Loughlin, Manager, Facilities & Project Management accepts the OHSAS 18001 certificate at an awards ceremony in January 2011

Operational Control

During 2010, both Finglas (Billing & Payments, Electric Ireland) and Facilities (Business Services Centre) successfully obtained their surveillance accreditation to the OHSAS 18001 Safety Management System Standard. This entailed significant internal and external auditing processes.

This accreditation is more than a piece of paper. It is more than a certificate.

- ▶ It is about our value system and what is important to us
- ▶ It is recognition that as an organisation we believe in the safety of ourselves, our customers and all others we impact on
- ▶ That together we as employers and employees can rely on a safe place of work and safe systems to carry out our work
- ▶ That at the end of the day we go home as safe and intact as we came in

This accreditation is the proof that not only do we believe this but that we live it

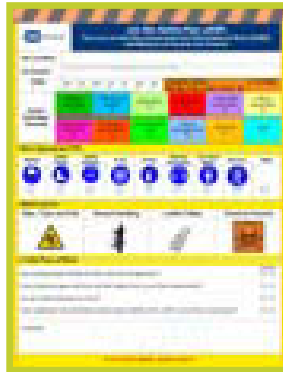
Other business areas in the directorate performed a wide range of behavioural auditing, whereby both the quality and the observation of hazards remain key to incident prevention.

Information Support Processes

The major information support processes that are used within the directorate include local intranet sites, Corporate Accident Reporting System (CARS), Corporate Safety Audits and the integrated Safety Management System (SMS) as part of OHSAS.

Along with this, briefing documents in the form of newsletters, safety alerts and job aids were issued.

One new initiative was the introduction in Facilities (BSC) of a Job Site Safety Plan that is integrated into the job card that is issued with every job. This enables staff to engage in the process of hazard identification and determination of risk and helps them to select appropriate control measures to ensure the task is completed safely.



Facilities Job Site Safety Plan / Task Risk Assessment

Performance Measurement and Improvement

The continued importance of Health, Safety and Welfare of all of our people, visitors, the public and contractors was evident in our performance in relation to Lost Time Injuries in that we successfully encountered no Lost Time Injuries (LTIs) and no P1 Near Misses (potential for fatality or very serious injury). We continued to examine closely all minor injuries and to review all Good Catches/Near Misses as a way of further learning in injury prevention. These efforts will continue strongly for 2011 in this area.

It was identified that slips/trips/falls and the transporting of hot substances were the most significant hazards. As a result of this, initiatives in these areas during Safety Week were a major part of the week's programme and continued to be emphasised during the year.

Quarterly review meetings took place with the SMT and a number of key performance items were reported and discussed in detail at these meetings.

These include:

- ▶ Lost Time Injuries
- ▶ Minor Injuries
- ▶ Good Catches/ Near Misses
- ▶ VDU Work Station Risk Assessments
- ▶ Behavioural and site audits
- ▶ Fire Drills
- ▶ Safety Training
- ▶ Health Initiatives

Along with this, performance was mapped against the annual health and safety improvement plan which was closely monitored and reviewed.

An example of a Near Miss that occurred in 2010 was when a multimedia projector was left switched on over a number of days in a locked room. It was propped up on some paper that had begun to overheat and gave off a burning smell. This alerted staff outside who reported it and had the issue resolved immediately.





A series of workshops was organised for staff that highlighted the importance of having the skills to deal with these situations ...

Linkages and Best Practice

In 2010, various health initiatives were reviewed in the context of both the organisation and the environment. One of the initiatives established as a result of this review focused on the fact that dealing with the challenges of our work and personal lives can often be difficult. A series of workshops were organised for staff that highlighted the importance of having the skills to deal with these situations to assist in their ability to cope and their overall wellbeing.

The workshop offered practical ideas, tips and advice on how to deal with change and difficult periods in our lives. Below is a list of some of the health initiatives held throughout parts of the directorate during 2010:

- Healthy diet: free fruit programme
- Health screening
- Health talks: cancer awareness, substance abuse, stress awareness, respect and dignity workshops
- Healthy minds workshops
- Work positive risk assessment programmes

Results

The 2010 outcome in relation to key safety indicators for Services & Electric Ireland staff included the following:

The table below displays the safety incident classifications used within the directorate.

This classification enables incidents to be prioritised in order that further emphasis can be placed on the more severe events which will thereby improve learning opportunities and assist in the prevention of further incidents from taking place.

Safety Statistics	2010 Total
Staff Lost Time Injuries	0
Contractor Lost Time Injuries	0
Minor Injuries	17
Good Catches/ Near Misses	159
Commuter Accidents/Incidents	4



Working Sustainably in Challenging Times

ESB Safety Incident Classifications

Class (S or P) / Priority (1,2 or 3)	Actual Safety Outcome/Potential Safety Outcome (S/P)	Management Priority Actions (1,2,3)
S1/P1	Fatal injuries; amputations; loss of eye; multiple injuries; major fractures second/third degree burns; being unconscious (Serious, Major)	Prepare incident investigation report for Executive Director; policy; leadership direction; availability of resources; address process failure; weak process or unidentified/unmanaged risk
S2/P2	Lacerations; serious sprains; minor fractures; first degree burns (Moderate)	Review priorities, resource allocation
S3/P3	Superficial injuries; minor cuts and bruises; slight scald from hot liquid. Property or equipment damage only. Near Miss (Negligible, Minor)	Achieve correct safe behaviour or safe action

Continuous Improvement and key occupational safety and health objectives (2011)

The most significant development is the amalgamation of the combined health, safety, environment and sustainability team within the directorate and our main objective will be to ensure all staff are committed to health & safety. This will partly be achieved through regular on-site audits across all areas involving as many of our staff and managers as possible. Providing health & safety messages in a language that is easily understood by all will also assist in the achievement of our overall objective of ensuring that all staff return home after work safely and as healthy as when they arrived into work that day. In addition, there will be a greater emphasis placed on Contractor Safety Management in 2011. This will be achieved through the procurement process, management monitoring, safety auditing and reviewing.

Future Outlook

The Services and ESB Electric Ireland Safety, Health and Wellbeing Improvement Plan for 2011 will focus on following improvement areas:

2011 Safety and Health Targets

1 Staff LTI, 1 Contractor LTI
170 Good Catch / Near Miss incidents
250 Safety Audits
60 Advanced Drivers Trained
28 Advanced Driver Audits

Support business change process

Support the change process by ensuring that all safety and health requirements are met in the new Electric Ireland headquarters in Swift Square, Santry, Dublin, and in the new Business Service Centre for ESB.

Health and Safety Auditing

A full auditing schedule will be drawn up for the SMT, line managers and team leaders to include behavioural, site, process and office audits.

Risk Assessment

Implement the findings of the Cross Company Risk Assessment Project Group by rolling out Risk Assessment Awareness, Risk Assessor training and Work Station Risk Assessment Assessor training across the directorate. Integrate the risk assessment process into all activities, including the introduction of new initiatives such as Job Site Safety Planning/Risk Assessment as part of facilities maintenance.

Communications

Issue a monthly Health, Safety, Environment and Sustainability Newsletter to all staff.

REACH and CLP

Ensure compliance with REACH and CLP chemical safety legislation by compiling a Chemical Register and carrying out a Risk Assessment of all chemicals used in the directorate.

OHSAS 18001

Maintain existing OHSAS 18001 accreditations and initiate implementation the OHSAS Safety Management System across the directorate.

Contractor Safety Management

Continue to drive improvements in Contractor Safety Management, from procurement stage, to induction, management monitoring, safety auditing and reviewing.

Training

All mandatory safety training will be managed by the Health, Safety, Environment and Sustainability Team and all training records will be maintained on the Corporate PHR system.

2010 Health and Safety Review Report

Glossary of terms

ACSR Conductors

Aluminium Conductors Steel Reinforced

AUS

Airtricity Utility Solutions

A Defects

ESB Networks potential high risk defect outside the required standard. Needs to be taken off the system very quickly

Advanced Driver

The Institute of Advanced Motorists (IAM) driver skills programme which ESB used to upskill road going vehicle drivers.

AF1 Form

The form used by the client to notify of any project covered by the Safety, Health and Welfare (Construction) Regulations 2006

AF2 Form

The form used by the Project Supervisor Construction to notify of any project covered by the Safety, Health and Welfare (Construction) Regulations 2006.

B defects

ESB Networks medium risk defect outside the required standard.

Board

The Board of ESB.

Business Services Centre (BSC)

A business division within the Services and Electric Ireland directorate.

Cardiovascular Health Screening

Cardiovascular health screening is available to all employees (and spouses/partners) on a three yearly basis as part of ESB's commitment to health and wellbeing. The programme includes: Blood sampling (for glucose, cholesterol, tryglicerides), Blood Pressure, Weight/height, and a Lifestyle questionnaire.

CLP

The Classification, Labelling and Packaging of Chemicals regulations 2010

CMP13

ESB Networks Ltd Contract Management Procedure 13. Contractor Safety Regulations.

Code of Best Practice on Safe Behaviours

An joint Union/Management agreed code on implementing safe behaviours in ESB Networks Limited.

EAP Officers

Employee Assistance Programme officers.

Energy Regulator

The Commission for Energy Regulation (CER) is the independent body responsible for overseeing the liberalisation of Ireland's energy sector.

ESB

The Electricity Supply Board was established by the Irish Government in 1927 under the Electricity Supply Act to manage Ireland's electricity supply. ESB is one of the largest companies in Ireland and currently employs approximately 6,700 people.

ESBI

ESB International is a business division within Energy International.

ESBN

ESB Networks.

Good Catch

A situation where a worker has either, by applying correct work procedures, identified a hazard and acted accordingly to ensure the work was completed safely or through high safety awareness, recognised a hazard and acted to ensure the hazard was eliminated or controlled to protect themselves and others.

HV

A voltage normally exceeding 600 Volts AC between phase and earth or 1000 Volts AC between phases. A voltage normally exceeding 900 Volts DC pole to earth or 1500 Volts DC between poles.

IT Systems

Information technology or electronic hardware and software to capture and store information and produce reports.

kV

kV Kilovolt (1,000 volts) AC Example 10kV = 10,000 volts AC

JSSP

Job Site Safety Plan is a work site risk assessment approved for use in ESB Networks Limited.

LTI

Lost Time Injury is a work-related injury that prevents a person from coming to work for at least one day (not including the day the injury occurred).

LTI Severity

The average number of days lost for each Lost Time Injury (per full time equivalent staff) in a given period. This gives an indication of the relative severity of injuries.

LV

A voltage not normally exceeding 600 Volts AC between phase and earth or 1000 Volts between phases.

Near Miss

An unplanned event which may result in material damage to property or where material damage and/or personal injury was narrowly avoided.

O&M

Operation and Maintenance is a business division of ESB.

OHSAS 18001

The Occupational Health and Safety Assessment Series 18001, 2007 is a standard for safety and health management. It is available from the British Standards Institute.

P1 incident

An incident with potential for fatalities or major injuries. Such incidents are fully investigated.

P2 incident

An incident with potential for moderate injuries or material damage in excess of €2,000.

P3 incident

An incident with potential for minor injuries or material damage up to €2,000.

PHR

The Human Resource software application for personnel management.

PR2 and PR3

Contract Price Reviews by the Energy Regulator of ESB Networks Ltd costs associated with developing, maintaining and operating the electrical distribution system.

PSDP

Project Supervisor Design Process is a role required by the Safety, Health and Welfare at Work (Construction) Regulations 2006.

REACH

The Registration, Evaluation, Authorisation and Restriction of Chemicals Regulations 2006.

Safe Behaviours

A joint Union/ Management agreed set of safe behaviours for ESB Networks Limited.

Seveso

An EU Directive aimed at prevention of major accidents. It is associated with sites and facilities who have quantities of dangerous substances.

SSWP

Safe System of Work Plan is a Health and Safety Authority developed system for work site risk assessment.

SMT

Senior Management Team that report to either a director or head of a business division

STSS

ESB Networks Safety and Technical Services Supervisors.

Unscheduled Absenteeism

Work absences which include uncertified sick leave, certified sick leave, occupational injury, third party injury, and Absent With Out Leave.

VDU Workstation

Visual Display Unit is a computer workstation. Also known as Display Screen Equipment (DSE).

