



Safety, Health & Wellbeing Strategy 2026 – 2030



Energy for
generations



Contents

Message from the Chief Executive	2
Executive Summary	3
Introduction	5
Our SH&W Strategy 2026–2030	6
ESB SH&W 5Cs	7
Culture at the Core: Safe & Sound, Safer Together	8
Our Journey to Developing the Strategy	11
Building on Strong Foundations	12
Our Purpose	14
Supporting Comments	16
Business Units' Safety Improvement Journey	18
Strategic Priority 1 – Compliance	20
Strategic Priority 2 – Competence	22
Strategic Priority 3 – Commitment	24
Strategic Priority 4 – Collaboration	26
Strategic Priority 5 – Culture	28
Measuring Success	30



Message from the Chief Executive

Safety, health & wellbeing is so fundamental and so important in ESB. Thank you for the care and the leadership you consistently bring to safety as we build and operate plants and infrastructure throughout Ireland, Northern Ireland, Great Britain and beyond.

Taking Care acknowledges that, at ESB, we are delivering more projects, building more infrastructure, working in different environments, operating and maintaining more assets, hiring many new colleagues, involving more partners, adopting new technologies, innovating and transforming processes, and doing things quicker than ever.

So, while the safety, health & wellbeing imperative remains constant and fundamental, the challenge is changing. And therefore, it is essential that how we respond must evolve too.

Acknowledging these changes, our safety strategy, **Taking Care**, aims to ensure that each of us working within, or on behalf of, ESB plays our part and can be confident about our own safety and the safety of each other and the public.

Taking Care builds on our strong existing safety foundations. I hope it will support us to maintain the safety focus and energy necessary, and to change and adapt where required, so that we can continue to deliver safely for our customers and the future.

Thank you for your commitment.

Thank you for choosing to bring a positive approach to safety, health & wellbeing.

Thank you for **Taking Care**.



Paddy Hayes
Chief Executive



Executive Summary

The ESB Safety, Health & Wellbeing (“SH&W”) Strategy 2026–2030 is being launched at a time of unprecedented change for our organisation. ESB is experiencing a dynamic and increasingly diverse workforce, with significant numbers of new joiners and a rapidly expanding contractor base, bringing both fresh perspectives and the challenge of preserving critical knowledge and corporate memory. Our culture is evolving as we embed new safety programmes and strive for greater inclusivity and accountability. At the same time, we face heightened regulatory demands, more complex and ambitious work programmes, including major capital investments, and a risk profile that is expanding as our operations and partnerships evolve. Aligned with ESB’s overarching strategy - *Driven to Make a Difference: Net Zero by 2040*, this strategy reinforces the organisation’s commitment to protecting our people (employees & contractors), customers, the public and our future.

In this dynamic environment, the fundamentals of keeping our people (employees & contractors) safe and healthy have never been more important. That's why our strategy is anchored in five strategic priorities (the 5 Cs): **Compliance, Competence, Commitment, Collaboration, and Culture.** These priorities guide our efforts to:

- Ensure robust compliance and risk management across all operations, meeting all applicable legal and regulatory requirements.
- Build a future-ready, competent workforce and contractor base, equipped to manage new risks and deliver safely in a changing landscape.
- Foster leadership commitment and wellbeing-driven decision-making, so that safety health & wellbeing are at the heart of every action.

- Promote cross-functional and external collaboration, driving innovation and shared learning to address emerging challenges.
- Through Our Values and Our Behaviours, embed a caring and inclusive culture where safety, health and wellbeing are part of everyday work empowering everyone to take responsibility.

By focusing on these fundamentals, ESB is committed to protecting its employees, contractors, customers and other members of the public and supporting the delivery of our most challenging programmes including ESB Networks Price Review 6, NIE Networks Regulatory Period 7 and the flagship Generation & Trading decarbonisation projects. The SH&W Strategy 2026–2030 positions ESB to lead by example, ensuring that safety, health, and wellbeing are not just regulatory requirements, but strategic imperatives for a safer and healthier future for all.



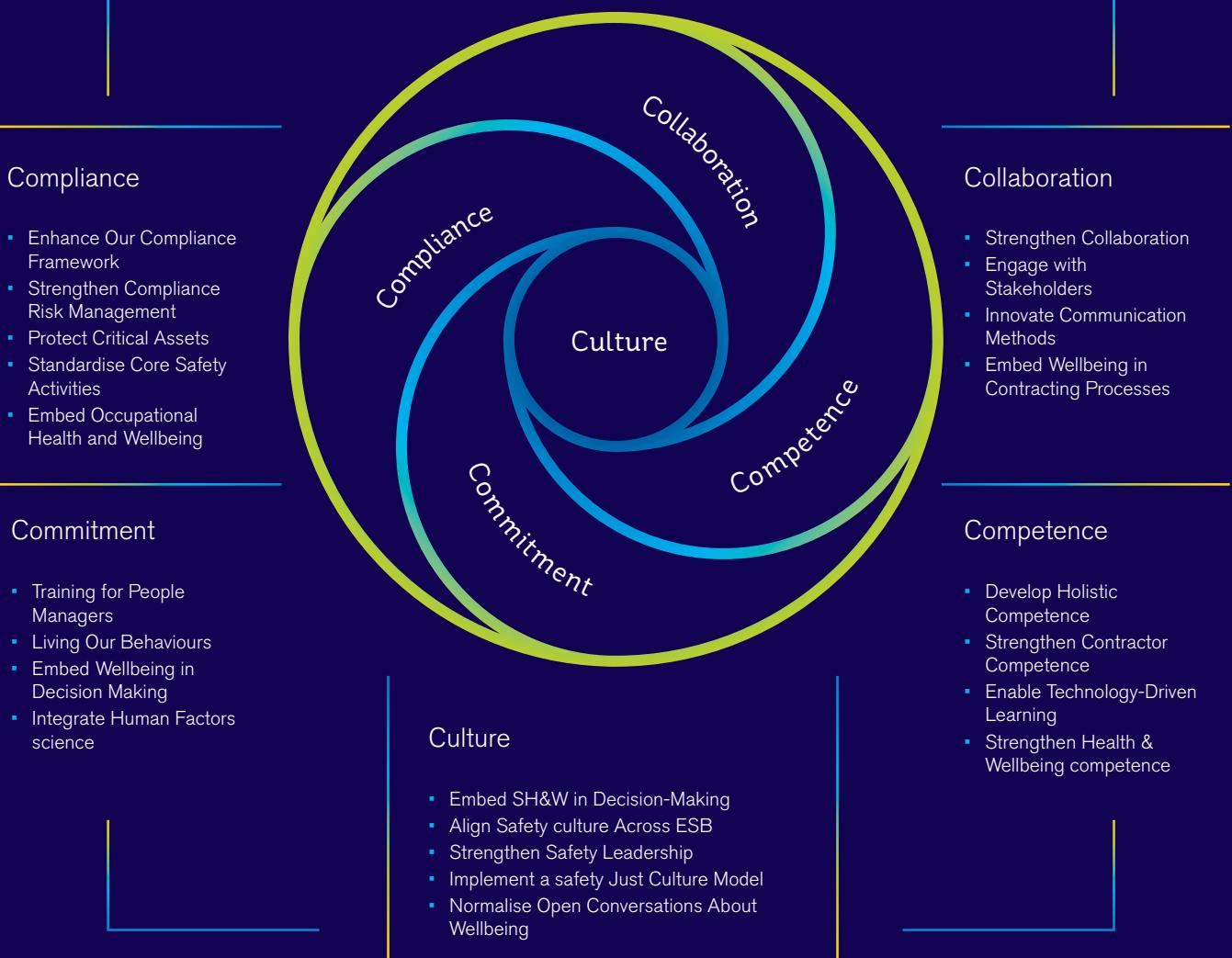
Safety, Health & Wellbeing Strategy

2026-2030

Our Vision

At ESB, safety, health and wellbeing is at the heart of everything we do – we work together with an unwavering commitment to protect and care for our people, customers, the public and our future.

Our Strategic Priorities – 5Cs



Introduction

ESB (Electricity Supply Board) is Ireland's leading energy company, established in 1927 with a mission to deliver a brighter future for the customers and communities it serves. As a vertically integrated utility, ESB operates across the electricity market, from generation and transmission to distribution and supply playing a central role in Ireland's energy transition. With a strong commitment to innovation, sustainability, and public service, ESB is driving the transformation to a Net Zero carbon future by 2040. Its operations span Ireland and the UK, and its strategic focus includes decarbonising the electricity system, building resilient infrastructure, and empowering customers through clean, reliable, and affordable energy solutions.

At ESB, our purpose—to create a brighter future for the customers and communities we serve—is central to our operations. As we deliver our strategy; *Driven to Make a Difference: Net Zero by 2040*, our commitment to the safety, health, and wellbeing of our employees, contractors, customers and other members of the public remains foundational to our success.

This SH&W Strategy outlines how we will support ESB's transformation by embedding a culture of safety, health and wellbeing across all aspects of our operations. It reflects our belief that a just and sustainable energy transition must be safe, inclusive, and resilient.

Aligned with ESB's strategic pillars of 'Decarbonising the Electricity System', 'Building Resilient Infrastructure', and 'Empowering Customers', this strategy sets out our priorities to:

- Protect our employees, contractors, customers and other members of the public by fostering a proactive, values-led safety culture.
- Champion wellbeing as a fundamental part of ESB's culture, supporting a safe, inclusive, and high-performing environment where individuals are empowered to thrive.
- Ensure compliance and continuous improvement through innovation, leadership, and competence assurance.



ESB has committed to Decarbonising the Electricity System. This strategy supports the delivery of a diverse portfolio of technologies and new assets including battery storage, solar energy expansion, onshore and offshore wind projects in Ireland and the UK to support the transition to a zero-carbon economy in addition to maintaining and operating the existing portfolio of assets which underpin a secure and reliable energy system.



In respect of Building Resilient infrastructure, this strategy supports ESB's preparation and delivery of PR6 (Price Review Six), the regulatory framework for 2026–2030 set by the Commission for Regulation of Utilities (CRU). PR6 will shape how ESB plans and delivers investment in a safe, secure, and decarbonised electricity system. Our SH&W strategic priorities are integral to meeting the expectations of PR6, ensuring that safety, health, and wellbeing performance are embedded in every aspect of our regulated operations.



Empowered Customers is the third Strategic Pillar of our Net Zero Strategy. We recognise that SH&W excellence is not just a regulatory requirement, it is a strategic imperative. Through this strategy, we will empower our people, strengthen our systems, and lead by example to ensure that ESB remains a safe and healthy organisation for generations to come.

In alignment with the Foundational Capabilities in our Net Zero 2040 Strategy our people are at the heart of this strategy. By empowering individuals and creating a collaborative culture and embedding SH&W into our decision making, we will create a safer, healthier, and more sustainable ESB for current and future generations.

Our SH&W Strategy 2026–2030

We've chosen the safety vision —

“At ESB, safety, health and wellbeing is at the heart of everything we do – we work together with an unwavering commitment to protect and care for our people, customers, the public and our future.”



because it reflects the deep-rooted values and strategic intent that guide our organisation. This vision recognises that safety is not just a set of procedures, but a shared responsibility and a cultural cornerstone. It emphasises **teamwork, dedication, and a forward-looking mindset**, ensuring that every action we take prioritises the wellbeing of our colleagues and communities. By placing safety, health and wellbeing at the centre of our operations, we reinforce our commitment to creating a sustainable, inclusive and resilient workplace where people thrive, and risks are actively managed. This vision inspires us to lead with care, act with integrity, and continuously improve, safeguarding not only today's workforce, but also the future of ESB.

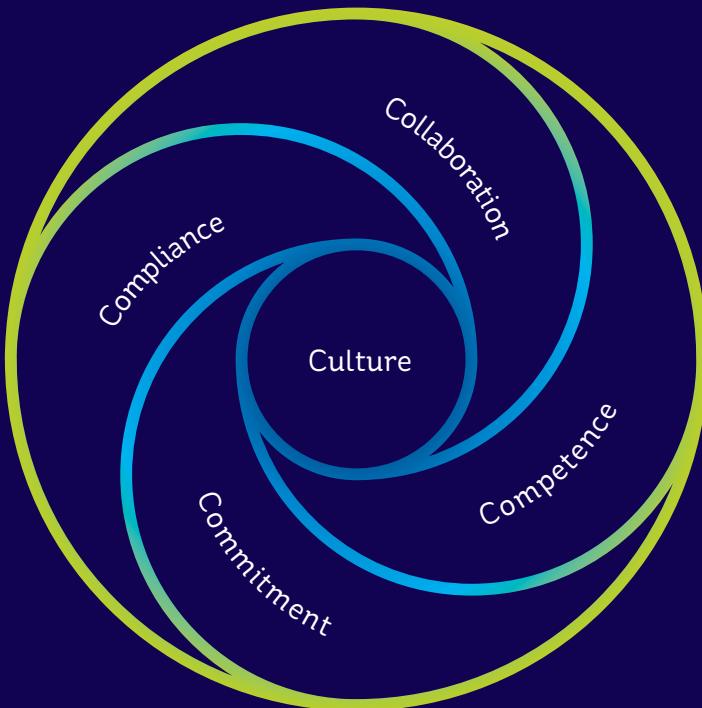
It is underpinned by our **Safe and Sound aligned commitment**:

“We commit to an open and inclusive culture where people feel valued and trusted, and where everyone chooses to take responsibility for their own safety, health and wellbeing and that of others.”

Together, this vision and commitment will guide our actions and decisions from 2026 to 2030, ensuring that our workplaces are safe, our people are supported, and our future is protected.

ESB SH&W 5Cs

To support ESB's transformation and its ambition to achieve Net Zero by 2040, the SH&W Strategy 2026–2030 is anchored in five strategic priorities or the 5Cs. These priorities reflect the foundational elements needed to build a safe, healthy, and wellbeing-focused organisation and align with ESB's behavioural competencies, which are part of the broader career and competencies framework. These are:



In ESB, the strategic safety, health and wellbeing priorities of **Compliance, Competence, Commitment, Collaboration, and Culture** form a cohesive framework that supports a resilient and proactive safety environment. **Compliance** focuses on continuing to identify all SH&W related laws, regulations, licences, and prescriptive codes that are applicable to ESB ensuring that ESBs operations, and the actions of ESB employees and contractors comply with applicable obligations, safeguarding employees, contractors, customers and other members of the public.

Competence focuses on equipping individuals with the necessary training, knowledge and experience to perform tasks safely and effectively. **Commitment** reflects both individual and collective leadership's dedication to the safety of our people driving accountability and continuous improvement. **Collaboration** encourages open communication and teamwork across all levels of the organisation, fostering shared responsibility for wellbeing. Finally, **Culture** underpins the entire strategy, embedding safety health and wellbeing into everyday behaviours and decision-making, creating a workplace where people feel valued, protected, and empowered. Together, these priorities enable ESB to maintain high standards while adapting to evolving challenges in the energy sector.

These five strategic priorities will inform each business line's strategic planning over the next five years. Corresponding work plans will be structured around these priority areas, with progress monitored and reported in alignment with this framework.

Culture at the Core: Safe & Sound, Safer Together

Our **Safety, Health & Wellbeing Strategy** is built on a simple truth: culture drives safety performance. The success of this strategy depends on continuing the transformation we have begun with **Safe & Sound** and **Safer Together**. This is why we have placed culture at the very heart of this strategy.

Our **Positive Culture** programmes have given us a clear framework for the culture we need, to deliver on the vision and commitment set out in this strategy. Core to strengthening our culture around SH&W are our **S&S Principles**. They shape how we describe our culture:



Safety Must Be Why-Based

Connecting safety, health & wellbeing to what truly matters to each of us in our lives creates connection around a common purpose – *“Everybody goes home safe, healthy and well everyday”*.



Safety Is Built on People's Strengths

We unleash the potential in people to do their best work when they are working to their strengths. *“Our People Are Our Strength”*



People Are the Solution

When we see our people as the answer it transforms our relationships, and we move from a place of managing to empowering. *“We Lead Through Our people”*



Treat People Like Family

Empathy, care, honesty, compassion, dignity and respect are words we use to describe how people show up in supportive and trusting families. They describe how we challenge and respond in these families. In an ESB where *“Everybody Matters”*, this is how we expect people to be treated and to treat those in their span of care.

Our culture programs are founded on four powerful ideas that makes them real and human.

1. We create an environment of **psychological safety** - where people feel safe to speak up, share concerns, and learn without fear.
2. We practice **truly human leadership** - leading with empathy, respect, and care for every individual.
3. We embrace **adaptive work** - staying flexible and open to change so we can respond effectively to challenges.
4. We apply **integral thinking** - looking at the bigger picture, considering intentions and behaviours of everybody involved when making decisions that shape our future.

This **work will continue and gather pace through this strategy**. The coaching resource that has worked with, and supported, our local leaders and management teams to make sense of these ideas and their practical application will be grown and strengthened.

We will **collaborate** on our values and our behaviours culture work in the business so that there is “**One Culture**” supporting how we work safely in ESB. We will **sustain and strengthen** these culture programs as essential pillars of our safety, health & wellbeing strategy here in ESB.

This strategy supports ESB's overall Culture Strategy 2025–2028, which is rooted in the principle: “Because ESB's strategy is so transformative, we want an aligned culture that enables everyone to play their part in delivering Net Zero by 2040.” To achieve this inclusive, values-based culture, ESB is focusing on five priority behaviours – ‘Our Behaviours’. These behaviours bring ESB's values to life through everyday actions, interactions, and decisions, helping us collectively reach Net Zero by 2040. They provide clarity and consistency on how each of us can contribute to shaping our desired future. When ‘Our Behaviours’ become ‘the Way We Work’, we deliver great customer experiences and successfully navigate ongoing transformation and innovation. Leaders and managers play a critical role by visibly role-modelling these behaviours and fostering a work environment that values and promotes them across ESB. But what makes ESB's culture so powerful is the role each and every one of us has in shaping it - every day, in everything we do.





Our Journey to Developing the Strategy

Strategic Context

ESB is navigating a period of significant transformation, bringing both opportunity and complexity. This evolving landscape creates the need for a robust and proactive forward-looking safety, health and wellbeing strategy.



Workforce Shift:

One-third of our current employees have joined in the last five years, while around 1,000 are set to retire by 2030. Preserving corporate knowledge and learning from the past is critical while also leveraging fresh thinking on safety, health and wellbeing.



Evolving Culture:

Safety culture programmes like *Safe & Sound* and *Safer Together* are still in early stages and require continued focus to embed effectively.



Regulatory Developments:

Increasing regulation demands stronger compliance, risk management, and adaptability to changing obligations and requirement.



Major Investment:

Major programme delivery such as the Generation project delivery pipeline and regulated network programmes (ESB Networks Price Review 6 and NIE Networks Regulatory Period 7) representing approximately €15.6 billion in planned capital expenditure.



Changing Contractor Landscape:

A growing and evolving contractor base presents new challenges and opportunities for safety, innovation and integration.



Risk Profile:

- 50% of Priority 1 incidents relate to electricity and working at height.
- There is a human factors element in all incidents highlighting the need for a strong safety culture and leadership.

To support the development of our Safety, Health and Wellbeing Strategy, a dedicated pan ESB strategy development group was established, comprising members from across all business units.

Before developing the strategy, the strategy development group undertook a series of listening tours and engaged in extensive consultation with key stakeholders.

Internally, this included senior managers, network technicians, generating station operatives, engineers staff members from a variety of technical roles and backgrounds, Safe & Sound leadership teams, Safety Committees/Safety Representatives and SH&W managers across the business. Two dedicated conference events for the SH&W community were also run which provided rich insights and significantly informed the direction of the strategy.

Externally, we engaged with key stakeholders both domestically and internationally across the utility and energy sectors and consulted with a range of similarly sized organisations. These conversations helped ensure our strategy was grounded in both internal experience and external best practice.

Building on Strong Foundations

Our safety, health and wellbeing strategy is anchored in a proven framework that prioritises resilience and continuous improvement. We build on the robust foundations of our ISO 45001-certified Safety Management System, ensuring that risk is systematically identified, assessed and controlled. Strong assurance programmes and rigorous auditing processes provide transparency and accountability, reinforcing confidence in our approach. Throughout our history, ESB has demonstrated an ability to adapt to new challenges, whether technological or regulatory while maintaining the highest standards of safety and health and wellbeing. This adaptability, combined with structured governance and a culture of learning, positions us to meet future demands.

ESB operates a **Governance, Risk, and Compliance framework (GRC)**. This is a structured framework that integrates three critical disciplines:



1. Governance

Establishing policies, roles, and decision-making structures to ensure accountability and alignment with organisational goals.



2. Risk Management

Identifying, assessing, and mitigating risks (financial, operational, cybersecurity, etc.) to protect assets and reputation.



3. Compliance

Ensuring adherence to laws, regulations, and internal standards through monitoring, audits, and corrective actions.

The purpose of GRC is to **unify these processes**, break down silos, and provide a single source of truth for governance, risk, and compliance activities. This improves transparency, reduces duplication, and strengthens decision-making.

ESB has adopted a 'Three Lines of Defence' model for compliance management. This approach separates compliance and risk management responsibilities among three groups (or lines) within ESB:



First Line of Defence

The Business Units (BU's) within the company that own and manage the compliance risks.



Second Line of Defence

The roles within the company that assess the compliance systems and programs of the First Line of Defence.



Third Line of Defence

Group Internal Audit provide assurance, independent of the BU's that ESB is operating in a compliant manner.



Turlough Hill 1973.

Given ESB's diverse hazard profile, specific high-risk activities are identified by the business for enhanced Safety and Health oversight. For these priority areas, **Centres of Competence (COC)** are established, comprising representatives from each Business Unit, including internal Subject Matter Experts (SMEs). These COCs are typically sponsored by an Executive Director or Senior Manager, ensuring appropriate resourcing and strategic alignment.

COC SMEs work closely with the Safety, Health & Environment Assurance team to review existing safety, health & wellbeing Standards and contribute to the development of new standards where necessary. They also play a key role in identifying and evaluating emerging risks, technologies, and methodologies that can help reduce residual risk levels in their respective focus areas.

In addition to technical input, COCs support the creation of internal communication campaigns that raise awareness of specific risks and promote associated mitigation and control measures. They also contribute to the planning and delivery of targeted safety events, such as health & wellbeing events, fire safety and safe-driving initiatives.

The cross-functional nature of COCs fosters shared learning across Business Units. Members bring insights and best practices back to their teams, strengthening ESB's collective safety and health culture and enhancing operational resilience.

Our Purpose

Since our establishment in 1927, we have been characterised by a commitment to drive society forward and deliver a brighter future for the customers and communities we serve. This strong sense of purpose is reflected in our unwavering commitment to tackling society's biggest challenges, enhancing people's lives and creating new opportunities for individuals and communities to thrive while upholding the highest standards of safety, health, and wellbeing responsibility in everything we do. Our purpose in SH&W is to:



Protect the safety, health and wellbeing of all employees, contractors, customers, and other members of the public.



Promote a proactive and inclusive safety culture, where everyone is empowered to act responsibly and prevent harm.



Prevent all incidents and unsafe acts, guided by the belief that all work can be planned and executed safely.



Advance ESB's Net Zero by 2040 ambition by ensuring our tools, technologies, and practices are sustainable, innovative, and aligned with environmental standards.



Continuously improve through innovation, learning, and collaboration ensuring our SH&W performance evolves with the needs of our people, our planet, and our business.



Comply with all SH&W related laws, regulations, licences, and prescriptive codes that are applicable to ESB.



Promote health into every aspect of our operations by embedding proactive initiatives and services that support both physical, mental and social wellbeing while empowering every individual to take ownership of their health.



Supporting Comments



Boopathy Rathinavelu **Substation Electrical Design Engineer EMP**

“Being a Specialist Lead in EMP Transmission & Distribution Delivery, I take pride and am **Committed** to embedding ESB SH&W’s 5Cs throughout each and every phase of my projects—right from design to delivery. I **Comply** with ESB’s safety standards, apply my technical **Competency** to develop innovative and sustainable solutions, and foster a **Culture** of care. In **Collaboration** with our internal teams and external partners, I strive to support our customers and communities on the journey of Learning from the past to Powering our Safer Tomorrow.”



Oistín McGrath **Senior Project Manager EMP**

“As a Senior Project Manager in E&MP Generation Projects, I see the new Safety, Health & Wellbeing Strategy as a clear affirmation of ESB’s commitment to keeping safety, health, and wellbeing at the forefront as we navigate the technical, organisational, and societal challenges on our Net Zero 2040 journey. By prioritising compliance, fostering a strong safety culture, building competence, and encouraging collaboration, this strategy reassures me that ESB will uphold the highest safety standards while continuing to support and develop our staff, contracting partners, and the communities we serve. On a personal level, it will enable me to further integrate safety, health, and wellbeing into every project I lead, ensuring we build not only a safer and healthier workplace but also a more resilient One ESB into the future.”



Mike Casey **CPG Safety Manager ESB Networks**

“I believe the Safety, Health and Wellbeing Strategy 2026 – 2030 which focuses on the 5Cs - is absolutely the right strategic model for ESB and our contracting partners now and into the future. ESB will continue to onboard new contractors ensuring they have the right competence to deliver challenging work programmes, contractors understand the safety and wellbeing implications of compliance, continuing to share and learn from incidents through strong collaboration while also demonstrating both personal and organisational commitment to safety, health and wellbeing. I also like that the strategy does not differentiate between ESB and contractor staff which ultimately will foster a positive culture and true partnership across all groups of people working for, or on behalf of, ESB.”



Abaigh Cahill **NT Apprentice ESB Networks**

“From day one in the NTC, it was clear that safety is the top priority here. Everything starts with a safety discussion with the focus on doing things the right way makes you feel confident and supported. It’s great to see such a focus on competency, clearly a high priority in ESB.”



Olliver Courtney **NT Apprentice ESB Networks**

“What’s impressed me most is how much safety is built into everything we do. The trainers take time to explain the risks, check the gear, and make sure we understand why things are done a certain way. It shows there’s a proper plan and culture behind it all. I can see why compliance is a priority in our industry, it makes sense.”



James McHugh **NT ESB Networks**

“At ESB, fostering a strong safety culture is paramount. It ensures that every Network Technician and indeed team member feels valued and protected, empowering us to perform our best work while prioritizing the wellbeing of ourselves and others. A robust safety culture not only safeguards our physical health but also nurtures a positive and productive work environment. I am delighted to see culture as a central theme in the Safety Strategy 2026 – 2030.”



Carol Murphy **Area Manager ESB Networks, Dundalk**

“At a time of unprecedented transformation within ESB, our commitment to safety must remain unwavering. The new Safety, Health & Wellbeing Strategy recognises that while we are embracing new technologies, expanding our teams, and navigating complex projects, the basics of safety, doing the right things, every day are more important than ever. As we upskill and adapt to change, there’s a risk that complacency could slip into our daily safety checks and procedures. It’s on each of us to remember that behind every policy and procedure are real people, our colleagues, friends, and families counting on us to come home safe. By focusing on the fundamentals and supporting each other, we can ensure that safety remains at the heart of everything we do, now and into the future. “



Noleen Scullion **Chief Risk Officer NIE Networks**

“The benefit of defining the 5Cs is that it creates a systematic and people-centred approach to risk management. These help me to embed safety and risk awareness across the organisation and enable proactive risk identification to support our strategic goals to deliver a sustainable energy system for all.”



Alex Houston **East Regional Manager NIE Networks**

“The SH&W Strategy strengthens frontline safety and competence, enabling safer delivery of our work programmes, and embeds wellbeing and safety into our daily operations at NIE Networks, further supporting resilient customer connections and empowering our employees to lead with care and accountability.”



Chris Hyndman **Operations Technician Coolkeeragh Station G&T**

“The SH&W Strategy is addressing the challenges we face in the future and putting measures in place to learn from the past. By investing in our people, I feel this strategy will strengthen our competence and reinforce our commitment to safety excellence. Most importantly, this strategy is a catalyst for cultivating the positive safety culture we all deserve—one that empowers individuals, promotes accountability, and prioritises wellbeing.”



Fergus Daly **Front Line Manager Electrical MoneyPoint Station G&T**

“The 5 Year (26-30) Safety, Health & Wellbeing Strategy is designed to help steer us, working for ESB, through the challenges we will be facing while delivering on our Net Zero 2040 Journey. Together we can ensure working safely will remain our top priority by embracing the 5Cs Vision.”



Margaret Browne **Business Support Manager, People & Sustainability**

“By fostering a caring and inclusive culture and prioritizing robust risk management and wellbeing-driven decision making, the SHE Strategy 2026 – 2030 empowers all of us to ensure that safety, health and wellbeing are embedded in every aspect of our work - whether we are working in our offices, remotely or at our assets. The strategy champions a future-ready, resilient ESB where everyone takes responsibility for protecting people and delivering our most challenging programmes safely on our journey to Net Zero.”



Alan Kealy **Project Delivery Team Smart Energy Services, Customer Solutions**

“As the manager of the Project Delivery Team in Smart Energy Services (SES), Customer Solutions, I see firsthand every day how critical it is to protect our employees, contractors, and our customers and the public when delivering projects. The focus on the 5C’s in our Safety, Health & Wellbeing Strategy is key component in helping us to create environments where work can progress efficiently without compromising anyone’s safety and wellbeing. On a personal level, the five strategic priorities of Compliance, Competence, Commitment, Collaboration, and Culture in our Safety, Health & Wellbeing Strategy give me great comfort that our employees are empowered and provided with the resources to work in conjunction with our customers and contractors to deliver a safer, more sustainable, and healthier future for all.”

Business Units' Safety Improvement Journey

As part of the SH&W Strategy 2026–2030, each ESB business unit will develop its own tailored Safety Improvement Plan aligned with the SH&W Strategy's five strategic priorities of Compliance, Competence, Commitment, Collaboration, and Culture (the 5Cs). These plans will reflect the unique operational context, risk profile, and workforce needs of each business unit, while ensuring consistency with ESB's overall safety, health, and wellbeing vision. By embedding the 5Cs into local planning, each business unit will be empowered to take ownership of its SH&W performance, drive continuous improvement, and contribute meaningfully to ESB's transformation towards a safer, healthier, and more sustainable future.





Strategic Priority 1 – Compliance

Compliance is the backbone of operational integrity. Our approach to compliance ensures that we identify all SH&W related laws, regulations, licences, and prescriptive codes that are applicable to ESB, and that we put in place standards, policies, processes and systems to ensure that ESBs operations, and the actions of ESB employees and contractors comply with applicable obligations. In addition, at ESB, compliance is more than just following rules; it's about building trust, maintaining consistency, and setting the benchmark for excellence in the energy sector.

We achieve this through strong governance and compliance frameworks, continuous training, proactive risk management, regular focused audits, and a culture that empowers individuals to take ownership of doing the right thing.

This culture of accountability and high standards is reflected in our expectation:

“We expect and support our people to work safely, driven by our standards and procedures.”



To deliver on our Strategic Priority 1 – Compliance and our Safety, Health and Wellbeing Strategy for 2026–2030

Actions we will take

1. Enhance Our Compliance Framework

Continue to identify all SH&W related laws, regulations, licences, and prescriptive codes that are applicable to ESB, and required standards, policies, processes and systems to ensure that ESBs operations, and the actions of ESB employees and contractors comply with applicable obligations

2. Strengthen Risk Management

Strengthen and enhance ESB's risk management processes ensuring enterprise-level and site/task specific risk assessments remain robust, comprehensive, responsive to evolving business needs and consistent across the Group.

3. Protect Critical Assets

Ensure asset health indices and maintenance schedules are in place for all critical assets across ESB Group and that yearly work plans take account of asset downtime required to ensure strategic assets remain safe, reliable, and fit for operational use.

4. Standardise Core Safety Activities

All cross-business activities such as incident investigation, statutory competency assessments & appointments, regulatory inspections (including public safety programmes), and group assurance will be standardised and delivered across the organisation.

5. Embed Occupational Health and Wellbeing

Further enhance and embed Occupational Health and absence management protocols and procedures with people managers to ensure all staff feel valued and supported.

Expected outcomes

1. Better awareness and assurance of all applicable obligations, with enhanced standards, policies, processes and systems in place to ensure compliance, together with enhanced training, monitoring and reporting.

2. Improved Risk Management

Strengthened and enhanced Risk Management will lead to a more integrated consistent and effective risk management process where latent hazards, risks and controls are continually assessed, and emerging hazards are identified and actioned without delay.

3. Enhanced Asset Integrity

Asset integrity and health scores are actively managed by reviewing inspection and maintenance records, tracking key performance indicators such as reduction in unplanned downtime, completion rates of scheduled maintenance which are supported by periodic audits.

4. Consistent Safety Processes Across the Group

Introduction of standardised cross business processes such as incident investigation, appointment of statutory role holders, percentage on time completion of statutory inspection programmes (i.e. lifting/pressure equipment), and consistent application of ESB processes across the organisation as evidenced by auditing.

5. Stronger Occupational Health and Wellbeing Support

All recorded cases of occupational injury, illness and absenteeism are reported to Occupational Health promptly and consistently, as measured by Occupational Health KPIs in absence management and proactive health surveillance.

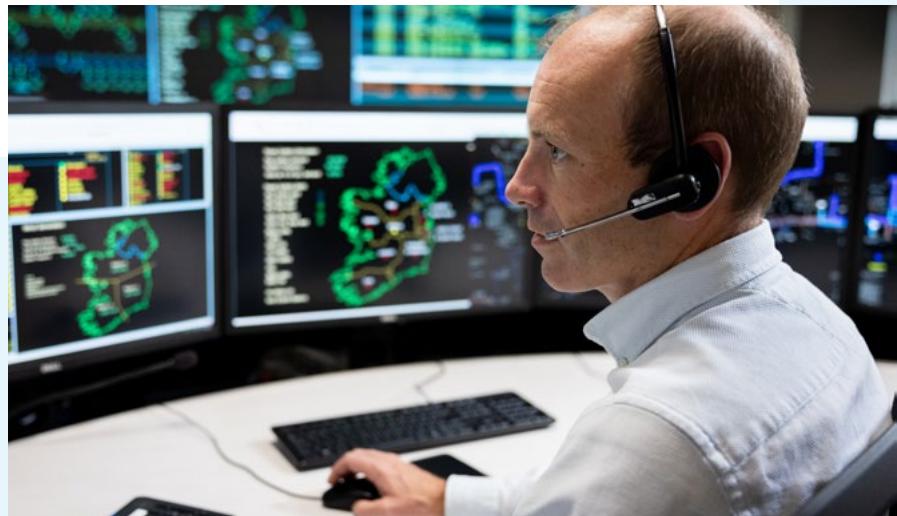
Strategic Priority 2 – Competence

Competence ensures that individuals are equipped to act safely, responsibly, and effectively. It encompasses the knowledge, skills, experience, and confidence needed to manage risks, respond to challenges, and contribute to a culture of excellence.

At ESB, we are committed to enabling competence assurance across our organisation. We will ensure that our leaders, employees, and contractors are supported in continuous learning and development in safety, health, and wellbeing management—building a future ready workforce capable of delivering safely and sustainably.

We will achieve this by ensuring that:

“Our people will have the safety competence needed to meet evolving demands, embracing technology as a driver of excellence and future readiness.”



To deliver on our Strategic Priority 2 – Competence and our Safety, Health and Wellbeing Strategy for 2026–2030

Actions we will take

1. Develop Holistic Competence

ESB will focus on all aspects of Competence (training, knowledge & experience) to ensure our people are equipped with the relevant training and knowledge while also gaining valuable experience to manage and deliver assigned tasks and activities safely.

2. Strengthen Contractor Competence Management

ESB will strengthen its Contractor Management Competence systems from procurement through to design, construction and commissioning by embedding best industry practices that align with the evolving needs of the business.

3. Enable Technology-Driven Learning

We will enhance training and competence to ensure employees can effectively adopt new technologies and evolving work practices, supporting operational excellence and continuous improvement.

4. Strengthen Health & Wellbeing Competence

We will proactively strengthen and invest in the health and wellbeing function to ensure it is fully resourced, expertly trained, and strategically positioned to enable and support each business area in achieving its objectives.

Expected outcomes

1. Future-Ready Capability

Enhanced future competence capability in terms of succession planning and change management across ESB to ensure our people have sufficient training, knowledge and experience to safely deliver, at pace, critical infrastructure projects and business as usual activities while embracing new technology.

2. Improved Contractor Performance

Enhanced Contractor Assessment will drive stronger contractor performance, enhance project delivery standards, and reinforce ESB's commitment to the safe delivery of projects.

3. Competent Workforce

Our people are trained and certified in key competencies to meet the evolving requirements of the business as evidenced by leading KPI's.

4. Stronger Health and Wellbeing Support

Enhanced visibility, accessibility, and effectiveness of absence management and health and wellbeing supports resulting in a more resilient, engaged, and supported workforce as evidenced by increased interactions with support services, the Occupational Health department and positive improvement in absenteeism figures.

Strategic Priority 3 – Commitment

Commitment is the catalyst for change and the foundation of a strong safety, health and wellbeing culture. At ESB, we expect everyone to be leaders and actively shape this culture by creating open and inclusive environments, modelling safe behaviours, championing wellbeing, and promoting environmental responsibility. Leadership in SH&W means being visible, accountable, and proactive, setting clear expectations that align with our values and strategic goals. It's about fostering workplaces where safety is actively managed and care for people are embedded in everything we do.

Through strategic direction, ethical governance, and a strong focus on people development, ESB's leadership drives transformation ensuring that every employee feels empowered to contribute to a safer, more sustainable, and inclusive future.

We are committed to ensuring:

“Everyone working for ESB will role model our behaviours, demonstrating their commitment to taking responsibility for their own safety and wellbeing and the safety and wellbeing of others”.



To deliver our Strategic Priority 3 – Commitment and our Safety, Health and Wellbeing Strategy for 2026–2030

Actions we will take

1. Training for People Managers

All people managers will complete safety, health & wellbeing management & leadership training to support them in understanding their responsibilities and setting clear safety, health & wellbeing expectations.

2. Living Our Behaviours Through Safety, Health & Wellbeing

ESB will develop a framework which clearly defines how our behaviours are lived through the lens of safety, health & wellbeing for all staff across the organisation.

3. Embedding Wellbeing in Decision-Making

All leaders will integrate health and wellbeing into strategic and operational decisions to ensure that how we treat our people reflects our values and responsibilities.

4. Integrating Human Factors science into the design and delivery of safety processes

ESB will integrate human factors analysis into incident investigations and safety planning (including task analysis), ensuring that the design and delivery of processes accounts for human capabilities and limitations.

Expected outcomes

1. Improved Manager Engagement in Safety, Health & Wellbeing

All people managers complete this training as measured by training attendance and supervisors and managers interacting with Synergi Life, OKRs, monthly briefings, safety improvement plan implementation, and health & wellbeing seminars.

2. Our Behaviours Across the Organisation improving

Clear understanding for all people across the organisation of how the 5 behaviours impact safety, health & wellbeing as measured by our voice survey results, audit data and OKRs.

3. Informed Leadership Through Wellbeing Insights

Health and wellbeing are embedded in how we plan, lead and deliver work. Health and wellbeing supports leaders in making informed decisions, plan workloads, as measured by Our Voice Survey Health and Wellbeing scores.

4. Improved identification and mitigation of risks related to human error and performance

This will lead to safer work practices, reduced incidents, and a committed culture that values continuous learning and adaptation.

Strategic Priority 4 – Collaboration

At ESB, collaboration fosters shared ownership and collective problem-solving, enabling teams to work across boundaries, share insights, and support one another in achieving safety, health & wellbeing goals. We actively promote cross-functional collaboration to harness diverse perspectives, drive innovation, and strengthen our SH&W performance. Through open communication and shared learning from incidents, successes, and best practices, we continuously improve our approach, ensuring knowledge is transferred across businesses, risks are reduced, and everyone is empowered to contribute to a safer, healthier, and more sustainable workplace.

In addition, ESB will cultivate strategic external partnerships that enhance safety and wellbeing, by collaborating with industry peers, regulators, academic institutions, and other organisations to share knowledge, adopt best practices, and drive innovation that benefits both our operations and wider society.

To support this:

“We collaborate openly to learn from one another and drive continuous improvement”.



To deliver our Strategic Priority 4 – Collaboration and our Safety, Health and Wellbeing Strategy for 2026–2030

Actions we will take

1. Strengthen Cross-Business and Industry Collaboration

Continue to strengthen safety, health & wellbeing cross-business and industry collaboration to ensure we learn from incidents, foster shared learning, mirror industry best practice and build on our successes.

2. Engage with Stakeholders and Experts

Engage collaboratively with industry stakeholders and organisational subject matter experts to ensure a consistent and company-wide understanding of safety, health & wellbeing responsibilities and awareness, particularly in the area of design and setting to work.

3. Innovate Communication Methods

We will continue to develop innovative communication methods to support informative and engaging cross-business collaboration on all aspects of safety, health & wellbeing.

4. Embed Wellbeing in Contracting Processes

We will strengthen our specifications and requirements for all contract tenders to ensure that safety, health & wellbeing is embedded and incorporated into our contract award process.

Expected outcomes

1. Enhanced Safety Structures Across the Organisation

Further develop and embed effective centres of competence, safety committees, safety culture teams, contractor safety forums, IT Safety support systems, strategic alliances and industry forums.

2. Improved Leadership Understanding of SH&W Responsibilities

Ensure all people managers understand their safety, health and wellbeing responsibilities through informed and engaging leadership development collaboration with a particular focus on the area of design risk management and setting to work requirements.

3. Increased Engagement Through Collaboration Technology

We will embrace new collaboration technology to keep our people fully informed and engaged on all aspects of safety, health & wellbeing as evidenced by our voice survey score and engagement interactions with IT systems/platforms.

4. Incentivise Contractor Wellbeing Initiatives

Safety, health & wellbeing programmes and supports are incentivised and implemented across our contractors/delivery partners as evidenced by embedded contractor safety, health & wellbeing initiatives and supports resulting in better outcomes for the people working for our contractors.

Strategic Priority 5 – Culture

Safe & Sound has become a cornerstone of ESB's evolving safety culture, fostering greater awareness, accountability, and care across the organisation. Through its focus on leadership engagement, behavioural safety, and open dialogue, it has laid a strong foundation for embedding safety, health, and wellbeing into everyday work practices. However, to fully realise its potential, it is essential that we continue to build on the positive momentum achieved so far. This means deepening its integration into local safety management systems, expanding participation, and ensuring that its principles are consistently applied across all business units and contractor relationships. By doing so, *Safe & Sound* will remain a vital driver of cultural transformation and help us achieve our SH&W Strategy for 2026–2030.

At the heart of our strategy is a culture where people collectively create an open and inclusive culture, care for one another and take responsibility for their actions. This culture is the glue that binds our SH&W efforts—ensuring that safety, health, and wellbeing responsibility are embedded in our values and our behaviours. The SH&W team will support each business to develop and implement programmes such as *Safe & Sound* and integrate Human Factors science to create a culture of caring and accountability.

This reinforces our belief that:

“Safety, Health and Wellbeing is the foundation of our culture and protecting people is our priority”.



To deliver on our Strategic Priority 5 – Culture and our Safety, Health and Wellbeing Strategy for 2026–2030

Actions we will take

1. Embed Safety, Health & Wellbeing in Decision-Making

We will ensure that all key business decisions impacting people are made with full consideration of their safety, health, and wellbeing. We will drive the organisation to consistently uphold the highest safety standards and hold ourselves accountable at every level.

2. Align Safety Culture Across ESB and Contractors

Integrate safety culture principles and practices across all ESB business units ensuring employees and contractors are aligned on all aspects of safety, health & wellbeing.

3. Strengthen Safety Leadership Through Competence and Trust

We will shape and direct the safety culture of our organisation through a team of resourced and competent professionals who support an environment where people feel valued and trusted and choose to take responsibility for their own safety and the safety of others.

4. Implement a Safety Just Culture Model

A just culture model will be implemented to ensure fair and consistent handling of incidents, encouraging open reporting, learning from mistakes, and supporting accountability across the organisation.

5. Normalise Open Conversations About Wellbeing

Leaders actively cultivate an environment where wellbeing is prioritised and open conversations about health are normalised, ensuring people feel safe to share openly without fear or stigma.

Expected outcomes

1. Measuring Progress in Safety Culture Adoption

Progress will be measured through a combination of safety performance indicators, Our Voice survey, training completion rates, and cultural assessments to ensure the philosophy is both adopted and sustained across the organisation.

2. Embedding Safety Culture Locally

Percentage of business units with safety culture actions embedded in their safety improvement plans, number of staff briefings conducted monthly with safety culture themes, staff survey results showing increased awareness and ownership of safety.

3. Advancing Safety Culture Maturity

Demonstrated improvement in safety culture maturity, evidenced by increased positive safety behaviours, increased staff participation in safety training, improved learning reporting and improvement in safety climate survey scores.

4. Implementing a Safety Just Culture

Just culture model and documented process fully implemented across the organisation as evidenced by investigation decision tree being followed in all investigation outcomes.

5. Integrating Health and Wellbeing into Daily Work

Normalise health and wellbeing as part of how we work by integrating it into routine interactions such as 1:1s, team meetings, and safety briefings as evidenced by Our Voice survey responses.

Measuring Success

Measuring success is a critical component of the SH&W Strategy 2026–2030. To measure progress and drive accountability, ESB have developed a comprehensive suite of Safety, Health and Wellbeing pan-ESB Key Performance Indicators (KPIs). These KPIs provide clear visibility of performance across all business units, supporting informed decision-making and continuous improvement.

These KPI's are:

- SHE Leadership Activity
- 2 x good catches/near miss or positive intervention per employee
- P1 incident investigation on-time closure
- P1 action on-time closure
- Audit non-conformance on-time action closure

Recognising the distinct risk profiles across our pan-ESB business units, we will introduce a tailored suite of business unit specific KPIs to complement the pan-ESB measures identified above. These KPIs will be dynamic, evolve over time to reflect the changing nature of each business unit's operations and emerging challenges. Regular review and refinement will ensure they remain relevant, aligned with strategic objectives, and responsive to new risks. By embedding these indicators into governance and reporting processes, we will enhance our ability to monitor performance, identify trends early, and proactively manage risk, strengthening both accountability and resilience.









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