

ena
energynetworks
association

she
safety, health
& environment
management
conference



NETWORKS

MEET IN 
IRELAND

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Ireland

**Safety, Health
and Environment
Management Conference
2023 programme**

Safety, Health and Environment Management Conference (SHE)

Welcome to Croke Park for the 32nd SHE Management Conference organised by Energy Networks Association (ENA), hosted by ESB Networks, and supported by Meet in Ireland.

The energy industry SHE Management Conference promotes the highest standards for addressing and managing SHE issues within our industry. It provides a forum for all stakeholders – employees, employers, contractors, trade unions and regulators – to network, share best practice and review safety, health and environment challenges and opportunities. The conference aims to foster co-operation and improve contact between, and within, the organisations and companies that comprise our industry.



Contents

<u>Welcome</u>	3
Energy Networks Association	
<u>Foreword</u>	4
ESB Networks	
<u>Programme</u>	6
<u>Biographies</u>	8
Keynote speakers	8
Chairs and speakers	10
<u>Acknowledgements</u>	18

Welcome

Energy Networks Association

This year our conference theme is 'Organisational Culture' and we will be focused on how to develop those aspects of Safety, Health, and Environment culture needed to support the industry's pursuit of continuous improvement and its wider Net Zero ambitions.

The SHE Management Conference continues to promote the highest safety, health and environment standards within the energy industry and provide a place to share the latest best practice. We're excited to be hosted this year by ESB Networks and our supporters Meet in Ireland.

Creating a high-performance workplace culture is vital for any successful business and within the energy sector we know it is crucial if we are going to continue to improve our operational outcomes and meet our net zero goals. At this conference, we'll hear how, by instilling a workplace culture that prioritises health and safety and an individual's responsibility for ensuring it, you can help create a high-performing culture more generally across your organisations. We will also hear how a culture focused on health and safety can support better staff satisfaction, unlock efficiencies and accelerate an organisation's net zero transition. Alongside experts within the sector, we will also be hearing from those in other industries, international research bodies, and specialists from academia.

To make the most of the conference, I'd urge everyone to speak up in the panel sessions, take in the exhibition, and network at the conference dinner. We will be having a variety of online discussions and if you would like to get involved, please use the hashtag #SHE2023.

It's been brilliant working this year with our hosts ESB Networks. We would like to thank them and our exhibitors who help make this event such a success, and hope that the shared learning between businesses at this conference will support the UK energy industry continuing to be a standard-bearer for health, safety and environmental excellence.

We hope you find new ideas, fresh contacts and brilliant practical innovations at SHE 2023, and that you enjoy your time with us.

Lawrence Slade
Chief Executive
Energy Networks Association



Foreword ESB Networks

A positive culture underpins excellence in Safety, Health and Environment performance and outcomes. Culture goes much wider, and it is fundamental to navigating the transformational changes underway in our industry as we tackle climate change.

The central theme of this year's conference is 'Organisational Culture in the Utility Sector' and ESB Networks is delighted to be partnering with the ENA and wider utility industry to promote and share best practice on this increasingly important topic.

I'd like to welcome you all to Dublin for this year's Energy Networks Association Safety Health and Environment (SHE) Management Conference.

Having a unified purpose is an important element of organisational culture. Our culture is a combination of our shared values, beliefs, and perceptions, how we work together and ultimately how we behave and interact with each other.

ESB Networks is committed to creating and embedding a positive, proactive, and engaging workplace and an organisational culture where Safety, Health and Environment is at the centre of everything we do. The ESB Group organisational values are set out in our 2040 strategy *Driven to Make a Difference: Net Zero by 2040*. These values of We're Caring, Trusted, Driven and Courageous relate in a real, tangible, and meaningful way to sustaining and improving Safety, Health and Environment standards across ESB and in the wider utility sector.

In ESB Networks, we launched our "Networks for Net Zero" strategy earlier this year. This strategy sets out our role in enabling the delivery of the Irish Government's Climate Action Plan 2023 and in achieving climate change targets by 2030 and beyond.



Along with the challenge of achieving Net Zero, many ENA member companies are managing the introduction of new technologies and scaling up delivery while also managing a workforce transition with many experienced people retiring from our industry over the coming years. This is a major challenge for all of us as we manage workforce renewal at a time of major change. As we progress these changes, maintaining a strong organisational culture as many new people join our industry is an obvious but vitally important part of this journey.

While Ireland's electricity system has been significantly decarbonised over the last decade, accelerated progress is now needed to transform the electricity distribution network and supporting systems to empower customers and build momentum towards achieving a net zero society. It is a very exciting time for our industry and for all of the people working in our organisations. Embracing and indeed challenging our organisational culture will be critical if we're to safely achieve what we've set out to do.

In 2027, ESB Networks will be celebrating 100 years of serving the people of Ireland through the provision of the electricity infrastructure on which our society and economy has developed. As we approach that significant milestone with great pride, we embrace the role we now play in the transformational changes taking place to address climate change and to support a vibrant modern Ireland for generations to come.

I sincerely hope you find the 2023 conference stimulating and engaging and above all else, that you take some time to connect with other industry experts, champions, and friends while in Dublin.

Sincerely

A handwritten signature in black ink that reads 'Nicholas Tarrant'.

Nicholas Tarrant
Managing Director
ESB Networks



Programme

Wednesday 24 May

18:00-20:00 Welcome Reception

Thursday 25 May

Full-day programme followed by the pre-dinner reception and conference dinner with after dinner speaker, Jim Gavin, Irish Gaelic football manager and former player.

Hosted by ESB Networks.

09:00-09:25

Conference welcome

Conference welcome

Lawrence Slade,
Energy Networks Association

Conference host

Nicholas Tarrant
ESB Networks

09:25-11:00

Session 1 Organisational & Safety Culture

Chair: Mark Madigan,
Safety, Health and Wellbeing Manager,
ESB Networks

Keynote: Why Organisational Culture is important

Sacha Romanovitch OBE

Human Factors in ESB Networks

Dr. Triona Tammemagi,
ESB Networks

Panel session with Q&A (Slido)

11:00-11:30 Refreshments break and exhibition

11:30-13:00

Session 2 Occupational Health Culture

Chair: Dr Sarah Jackson,
Medical Adviser,
EDF Energy

The future of healthy and productive work - what will the healthy organisation look like?

Dr. Richard Heron,
Heron Health Consulting Ltd

How to Integrate Health Management into the Workplace

David Flower, Institute of Occupational Medicine

Fatigue Risk Management

Prof. Fiona Earle,
Hull University

Panel session with Q&A (Slido)

Programme

Thursday 25 May

13:00-14:00 Lunch and exhibition

14:00-15:20

Session 3 Environment Culture

Chair: Anne Marie Casey, Environmental Assurance and Compliance Manager, ESB Networks

Environment & climate change business culture

Steve Kenzie, UN Global Compact

Future Climate Threats to Energy Systems

Sean Wilkinson, Newcastle University

Environmental impact of Streetworks activities

Clive Bairsto, Streetworks UK & David Capon, JAG

Panel session with Q&A (Slido)

15:20-15:50 Refreshments break and exhibition

15:50-17:00

Session 4 Safety Culture

Chair: Richard Gough, SHE Committee Chair, SSEN

ESB approach to safety

Sarah Claxton, ESB Networks

Corporate Memory

Murdo Allan OBE, Interim ENWL SHE Support

Powering Improvement and Safety Culture

Chris Burchell, SSE

Q&A

Evening arrangements

Mark Madigan, ESB Networks

19:00-22:30

Pre-dinner reception and conference dinner

Hosted by ESB Networks

Pre-dinner reception

Dinner and after dinner speaker

Jim Gavin, Irish Gaelic football manager and former player

Biographies

Keynote speakers



Sacha Romanovitch OBE

Sacha Romanovitch became the first female leader of a major accounting firm when she was appointed CEO of Grant Thornton UK and a member of the global board. A radical thinker and leader, her time in charge was marked by concerted efforts to change the organisation into a modern, progressive business typified by diversity, responsibility, personal development, openness and collaboration.

After an early entrepreneurial venture at university (where she studied chemistry), Sacha decided to learn how business works and qualified as an accountant. She joined Grant Thornton and ended up staying for over 25 years. Within a decade she became a Partner and, having been a passionate exponent of the value and importance of developing talent, became the first member of the board directly responsible for People and Culture.

As a Partner and later as CEO, Sacha sought to break down barriers in an organisation, and the wider professional services sector, that often resisted change. Key to her work was understanding the values and purpose of a business and its people, and their place in the wider context of society. By engaging with everyone and offering them the chance to develop, even those who are apparently closed to change can be persuaded.

With a focus on changing processes and systems, Sacha's leadership saw Grant Thornton embrace a culture of shared enterprise and profit with purpose. The company reduced its focus on the academic achievements of new applicants, focusing more on what they have to offer. The policy encouraged greater diversity and helped to create a more open, innovative and positive culture. In the final year of her term as CEO Sacha was ranked in the top 50 CEOs in the Glassdoor index (two places behind Apple's Tim Cook) with a 94% employee approval rating. The company also won many awards including the Queen's Award for Enterprise and was ranked number one on the Social Mobility Index of all businesses in the UK.

Drawing on her experience and research into people, change and leadership, as well as time with clients and policy-makers, Sacha considers how companies can be robust, sustainable and fit for the future. She looks at how they implement strategies, how they develop new leaders, and how they can make a positive contribution to the world.

Biographies

Keynote speakers

Sacha now serves as CEO of Fair4All Finance, an organisation that seeks to improve the financial wellbeing and security of vulnerable people. She is also cochair of the Inclusive Economy Partnership, a Government-convened Partnership that focuses on the areas of mental health, transition to work, and financial inclusion, and seeks to bring together business, society and politicians to engender change. She is also on the board of London and Partners, which works with the Mayor of London's office to promote London internationally. She has also been a part of official reviews and reports into areas including diversity, social mobility and a range of issues affecting the auditing industry.



Lawrence Slade
Chief Executive
Energy Networks Association

Lawrence is Chief Executive of ENA. He joined the organisation in February 2023.

He was previously Chief Executive Officer of GIIA, the membership body for the world's leading institutional investors. Prior to his role with GIIA, Lawrence began working with Energy UK in 2011, becoming its Chief Executive in January 2015. Additionally, he served on the boards of Eurogas and Eurelectric in Brussels.

He has been involved in the energy industry since the late 1990s, working in countries all over the world.

Lawrence is a Board member of Connected Kerb, and a Board Trustee of the Money Advice Trust and the St Clare Hospice. He is also a Fellow of the Energy Institute.

Nicholas Tarrant
Managing Director
ESB Networks

Nicholas Tarrant was appointed Managing Director of ESB Networks in September 2021. Prior to this he held the positions of Executive Director, Engineering and Major Projects and Managing Director, NIE Networks. He has held a number of senior management positions including Generation Manager with responsibility for ESB's generation portfolio. He is a chartered engineer at the Institute of Engineers of Ireland, a Chartered Director and holds an MSc (management) from TCD.



Biographies

Chairs and speakers



Murdo Allan OBE
Consultant
Electricity North West (ENWL)

Murdo has over 40 years' experience in the electricity supply industry and has worked across the generation, transmission, distribution and decommissioning sectors.

In the generation sector his roles included Engineering Manager during commissioning and initial operation of the UK's first Pressurised Water Reactor at Sizewell B and Plant Manager at Hinkley Point B Nuclear Power Plant.

In the distribution sector he was Health, Safety, Sustainability & Technical Training Director at UK Power Networks until December 2015. He was responsible for transformation of the Health & Safety performance and lead the Sustainability strategy to an A+ in the global reporting initiative.

He was a board member of the National Skills Academy for Power until the end of 2015 and chaired the Independent Assessment Service for Energy & Utility Skills, the national body for assessing utilities apprentices and trainees until 2021.

Since January 2016 he has been an independent consultant and has worked as interim HS&E Director for several organisations including the Energy Networks Association (ENA), the Nuclear Decommissioning Authority (NDA), and Latterly Electricity North West (ENWL).

Murdo was awarded an OBE for "Services to skills in the Energy Industry" in the 2016 New year's honours list.

He is a Chartered Engineer and Fellow of the Institute of Engineering Technology, and his qualifications include an MBA and a B.Eng (Honours) in Engineering.



Clive Bairsto CBE
Chair
Street Works UK

Clive has chaired Street Works UK since April 2018. He has a background rooted in multiple sectors from defence to utilities, security to education, and latterly including the drinks industry.

From 2012 to 2017, Clive was a Global Head at National Grid PLC, and running up to that served for two years in government as the Director of Integration and Readiness for the LONDON 2012 Olympics.

Biographies

Chairs and speakers

Preceding this, Clive was the MOD's worldwide Director of Strategic Contingency Planning.



Chris Burchell BIO
Managing Director & PI Champion
SSE

Chris joined SSE in November 2020 as the MD for SSEN Distribution from Arriva, where he served as Managing Director – UK Trains for six years.

He began his career at Railtrack in 1996 and following a period as an official in the Foreign and Commonwealth Office, joined the Go-Ahead Group, where he was Director of Operations, Thames Trains and Managing Director for the Southern Rail franchise.

In 2013, Chris spent a three-year term as a non-executive Director for the water regulator, Ofwat, and served as non-executive Chair of the national industry body, the Rail Delivery Group for four years.



David Capon
CEO
JAG

David has undertaken various roles within the UK street works industry since 1987 in both the private and public sector and has played a central role locally, regionally and nationally as the legislation changed from PUSWA to NRSWA and now the TMA. This has included the development of National Policy and Legislation, the development of Electronic Transfer of Data and the delivery of training nationally.

He undertook the role of JAG(UK) Manager in 2009 JAG(UK) Manager and became CEO of JAG(UK) in April 2020. JAG(UK) provides strategic direction to authorities in terms of their approach to street and roads works. Working at several levels nationally, regionally and locally and both politically and operationally, JAG(UK) aims to influence new legislation and policy, represents the interests of members when engaging with devolved and national governments and works to share good practice on existing legislation.

Our Vision is one which builds on the strong collaborative working which both Street Works UK and the Joint Authorities Group believe in passionately. This was the purpose behind the

Biographies

Chairs and speakers

Highways Authorities and Utilities Committee (HAUC(UK)), and we continue to champion this approach. Utilities and highways authorities can work together, and our Vision seeks to reinforce this cooperation as we look to the future.

Over the next five years, the working practices of the street and road works sector will evolve as we play our part in building an economy fit for the digital age. The nature of future infrastructure expansion means that we will need to be cognisant of new and emerging drivers that will impact our work. As we look ahead to building an infrastructure to support an economy fit for 2025 and beyond, we believe that our future work will be defined by: digitalisation; innovation; skills and workforce; collaboration; and environment and decarbonisation.



Anne Marie Casey
Environmental Assurance and Compliance Manager
ESB Networks

Anne Marie Casey is the Environmental Assurance and Compliance Manager with ESB Networks. Since attaining her Masters M.Sc. in Environmental Engineering from Trinity College Dublin, she has gained over 20 years' experience working in Ireland, Northern Ireland, England, Azerbaijan, Liberia and America.

She is a Chartered Environmentalist and a Chartered Scientist in the UK & Ireland with the Chartered Institute of Water and Environmental Management (CIWEM). Her areas of expertise include environmental liability management, hydrology, hydrogeology, environmental engineering, contaminated land management and waste management.

In her current role in ESB Networks, Anne Marie plays a leading role in delivering the sustainability goals set out in the ESB Networks Strategy; Networks for Net Zero . The Networks strategy commits to delivering a clean electric future; make ESB net zero by 2040 and supporting Ireland's Climate Action Plan goal of net zero by 2050.

Biographies

Chairs and speakers



Sarah Claxton
People and Organisation Capability Manager
ESB Networks

Sarah is an Engineer with over 24 years' experience with ESB. Having initially worked in technical engineering and line management roles, she has worked in the area of Strategic HR & Organisation Development for the past 10 years.

She currently leads People and Organisation Capability at ESB Networks as the business transforms to enable wide-scale electrification of society in support of the National Climate Action Plan.



Professor Fiona Earle
Director, Centre for Human Factors
University of Hull

Fiona is a Chartered Occupational Psychologist, Professor in Psychology and Director of the Centre for Human Factors at the University of Hull. Her field of expertise is work-related stress and fatigue, working with a broad range of organisations to understand their sources of work-place stress and fatigue, and to implement solutions to manage these risks.

She is currently working in partnership with organisations from the Wind Industry, Emergency Services, Utilities and Local Government and collaborates with the HSE to enhance practices in work-related stress risk assessment.



David Flower
Occupational Hygienist
Institute of Occupational Medicine

As experienced occupational hygienist David Flower has been practicing for over 20 years. He has an in-depth working knowledge of industrial issues and has led from the front advising the NHS during COVID-19 pandemic on measures to ensure that patients and staff were protected.

He leads on IOM's Workplace Protection business development team who use a mix of ventilation, occupational hygiene techniques along with training to help protect people from hazards to health.

Biographies

Chairs and speakers



Richard Gough
SHE Committee Chair
Scottish & Southern Electricity Networks (SSEN)

Richard joined the electricity supply industry in 1987 and worked as a Craft Apprentice/ Overhead Line Person for a period of 10 years before progressing to complete an engineering development scheme. Since then Richard has worked in a variety of different engineering and management roles in the UK, Europe, and Australia.

He has been a prominent member of electricity sector collaboration committees for more than 20 years, and he is the Chair of the ENA SHE Committee. Richard currently works for Scottish & Southern Electricity Networks (Distribution) as Head of Thames Valley Region and Designated Engineer.



Dr. Richard J L Heron MB ChB FRCP, FFOM FACOEM
Independent Chief Medical Adviser
Heron Health Consulting Ltd

For over 15 years, as VP Health and Chief Medical Officer, Richard led bp's global health agenda. This included wellbeing, occupational health, industrial hygiene, and public health in over 65 countries. He trained in internal medicine in the UK and New Zealand before specializing in Occupational Medicine has held prior health, safety, and risk management leadership roles with AstraZeneca.

Now consulting, Richard is an expert Advisor on Work, Health and Wellbeing at the World Economic Forum and co-chairs the International Occupational Medicine Society Collaborative (IOMSC), a WHO collaborating Centre comprised of 47 National OH Societies. He is a member of the UK National Wellbeing Forum, the NHS Expert Advisory Group for employee health and wellbeing and the Industrial Injuries Advisory Council (IIAC) for UK government DWP.

Richard recently joined the Global Wellbeing Advisory Board at Champion Health, is an associate with RAND Europe and Cognacity (Mental Health and Performance) consultancy.

A past-President of both Faculty and Society of Occupational Medicine, he is a Fellow of the Royal College of Physicians (London and Edinburgh), the American College of Occupational and Environmental Medicine (ACOEM) and a Senior Founding Fellow of the Faculty of Medical Leadership and Management.

Biographies

Chairs and speakers

Richard is a visiting professor of Health, Work and Organizations at the University of Surrey and honorary professorial fellow of International Business and Health, University of Nottingham. His specialist interests include leadership, health, work and organisations, and work-related mental health.



Dr. Sarah Jackson MBBS MSc PhD FFOM MRCP DMCC DRCOG
Chief Medical Officer
EDF Energy

Sarah Jackson is a Consultant in Occupational Medicine. Sarah joined the British Army whilst at Medical School at the University of Newcastle Upon Tyne, initially training as a GP before completing her training in Occupational Medicine in 2010. She has served in Canada, Bosnia, Iraq and Cyprus and left the Army in the rank of Lt Colonel.

Academically, Sarah completed an MSc in Occupational Medicine with the University of Manchester in 2010 and a PhD with the University of East Anglia studying the effect of micronutrient deficiencies on health and performance in Army recruits and in December 2018 was awarded a Fellowship with the Faculty of Occupational Medicine.

Sarah joined EDF in October 2018 and was appointed as the Principal Medical Officer for Generation and recently took over from Dr David Brown as the Chief Medical Officer for EDF in May 2022. Sarah chairs the Nuclear Industry and Ionising Radiation Occupational Physicians Forum (NIIROPS) and the Health and Technical Committee for the Energy Institute.



Steve Kenzie
Executive Director
UN Global Compact Network UK

Steve has managed the Secretariat of the UN Global Compact Network UK since 2007, connecting UK companies and other organisations in a global movement dedicated to driving corporate sustainability and the Sustainable Development Goals.

He has been Chair of the UN Global Compact's Global Network Council and was a member of the UN Global Compact Board.

He was previously a Programme Director at the International Business Leaders Forum (IBLF) leading projects across a wide range of responsible business issue areas. Prior to joining IBLF, Steve was the founder and Managing Director of a successful retail sports equipment business in Canada.

Biographies

Chairs and speakers



He has a B.Comm from the University of British Columbia and an MSc in Business & Environment from Imperial College London.

Mark Madigan
Head of Safety Health and Wellbeing
ESB Networks

Mark is currently Head of Safety Health and Wellbeing with ESB Networks where he manages a dynamic team of safety professionals providing leadership and strategic direction to the ESB Networks Managing Director and ESB Networks Senior Management Team across a range of challenging work programmes involving ESB staff and approved contractors. These programmes include all aspects of electrical network reinforcement, extensive construction capital projects and renewable energy solutions set in the context of the Irish Government's National Climate Action Plan, the Energy Regulator, ESB's 2040 Strategy - Net Zero by 2040, ESB Networks Strategy: Networks for Net Zero and ESB's Safety Health and Environment Strategy. In this complex environment, Mark is responsible for developing, leading and implementing technical, people and culture solutions at strategic and operational levels to ensure the safety health and wellbeing of all staff, contractors and members of the public.

Mark's early career was spent with the Irish Health and Safety Regulatory (the Health & Safety Authority) where he enjoyed a successful career trajectory including fulfilling Competent Inspector roles relating to the Construction, Pharmaceutical, Chemical and Biological industries. In later years, Mark worked as a Serious Incident Forensic Investigator and delivered a number of successful prosecutions in both District and Circuit Court settings.

Dr Triona Tammemagi
ESB Networks

Dr Triona Tammemagi is a behavioural psychologist in ESB, Ireland's leading sustainable energy company, comprising Power Generation, Networks, Supply, and International divisions.

Triona's background is in Cognitive Science and Behavioural Science. Triona's PhD research examined the effects of goal setting and feedback on performance.

Triona has applied behavioural principles to improve leadership skills, staff communication, motivation, and performance,



Biographies

Chairs and speakers

and prior to joining ESB Triona worked primarily in clinical, educational, and academic settings.

Triona joined ESB in 2012 working in the area of safety culture, and continues to apply behavioural psychology, particularly around Human Factors, examining variables that impact on safety behaviour and implementing interventions to improve and maintain a strong safety culture.



Dr. Sean Wilkinson
Professor in Structural Engineering
Newcastle University

Dr Sean Wilkinson is a Professor in Structural Engineering at Newcastle University specializing in the resilience of critical infrastructure and how disruptions to these systems impact on society.

He was Co-I on the European FP7 ECLISE project where he helped develop a wind storm model for resiliency assessments of spatially distributed infrastructure to both current and future climate.

He was sponsored by the UK research Council (EPSRC) in the RESNET project to assess the future resilience of the UK National Grid to climate related hazard, by NERC to develop an early warning system to predict storm related faults on electricity networks and is currently working on the DESNZ funded CS-NOW project where he leading work package D3 Enhancing the Resilience of Energy Networks.

Acknowledgements

The Safety, Health and Environment Management Conference is an Energy Networks Association event.

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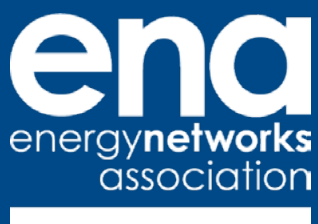
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