



Greenstar management and staff pictured at the presentation of the Integrated Management System (ISO 14001/OHSAS18001) certificate at Greenstar's Millennium Park facility.

SAFETY IS NEVER WASTED AT GREENSTAR

As Greenstar celebrates 10 years in operation, it is now Ireland's largest provider of environmental, waste management and recycling services. With over 620 people employed in 40 locations throughout the country, Greenstar has developed a good health and safety record through implementing stringent initiatives in the workplace.

Since its inception in 1999, Greenstar has invested €250 million in infrastructure and strategic acquisitions and has increased employment from 100 to over 620 in 40 locations nationwide. In early 2006, Greenstar raised €200 million in debt finance to facilitate the ongoing growth and development of the company.

Greenstar offers customers a fully compliant, transparent and traceable service with respect to collection, materials recovery, recycling, biological treatment, such as composting, and residual landfill. Additional services offered include consultation, education and research, in addition to environmental and waste auditing.

Greenstar operates materials recovery facilities (MRFs) in Wicklow, Sligo, Cork and Dublin, including Millennium Park. This is the country's largest and most sophisticated automated recycling facility, which can divert between 70 and 85 per cent of waste from landfill.

The group owns and operates four EPA licensed, state-of-the-art residual landfill facilities at Kilcullen, County Kildare, Knockharley, County Meath, Kilconnell, County Galway and Ballynagran, County Wicklow. Greenstar

has been awarded the Green Apple Award for excellence in landfill operations.

Domestic waste services are provided by Greenstar in eight counties nationwide, including the start-up of services in Cork in February 2007, Dun Laoghaire-Rathdown County Council in August 2007, and Fingal County Council in January 2008. Greenstar now plans to invest upwards of €250 million over the next four years.

GAP ANALYSIS

Greenstar has grown its business exponentially through the strategic acquisition of 13 individual waste management and recycling companies throughout Ireland and through the organic growth of its business. Due to its acquisitive history, Greenstar had a legacy of different companies, different sites with varying standards of health and safety across the group.

One of the first tasks undertaken by the group's health and safety manager, appointed at the end of 2004, was a gap analysis across Greenstar. Oliver Callan identified four main action areas – Vehicles, Plant and Equipment, Infrastructure, and People.

This analysis and the corresponding accident and incident statistics for 2005 formed the baseline to set improvement targets and

measure performance in the future. The target set by the board, and currently in place, is a 20 per cent reduction in lost time days and reportable accidents per employee, year-on-year over five years.

With a good performance to the end of 2008, this target has been aggressively met. This improvement was brought about by taking a holistic view of health and safety across the group that involved company directors and departments such as Human Resources, Operations, Sales, Marketing and Supply Chain/Logistics. A number of initiatives have been implemented to achieve the following objectives:

- Top down commitment.
- Buy in from site management.
- Up skilling of site safety personnel (H&S education).
- Comprehensive hazard identification and risk assessment.
- Fleet upgrade.
- Robust accident/incident/near misses reporting system.
- Inculcation of a health and safety culture across the Greenstar Group.
- Roll out of an integrated environmental, health and safety management system across the group.

SAFETY AWARENESS

Health and safety is on the agenda at all board and director-level meetings, and is first on the agenda at all operations meetings. The company's safety slogan 'Think Safe Act Safe' coupled with quality on the job training, tool box talks and safety meetings are designed to heighten awareness and ensure people think before they act.

SAFETY LEADERSHIP

The Safety Leadership Team, set up in April 2006, is chaired by the CEO. Team members include the commercial director, operations director, finance director, the human resources director and the group health and safety manager.

The team's brief is to provide a high level overview of health and safety across the group; set strategic targets for improvement, and drive a culture change with the organisation. The team meets on a monthly basis.

TRAINING COURSES

By the end of June 2008 over 90 per cent of all managers and supervisors had attended the new training courses entitled 'Managing Safely' and 'Supervising Safely'. These were organised by the Institution of Occupational Safety and Health (IOSH).

The roll-out of this programme will continue throughout 2009 and into 2010. Other significant training programmes that have been put in place include Safety Representative; UCD and FETAC Certificate; Manual Handling; Driver Safety Awareness; HGV Driver Assessment and Advanced Driver Training; Lock-me/Tag-Out

FLEET UPGRADE

A total of 125 new vehicles were delivered to the fleet between 2006 and 2008. The balance of the fleet has been upgraded and preventative maintenance programmes are now in place for all vehicles.

ACCIDENT/REPORTING & RECORDING

There is now a robust accident and incident reporting system to ensure timely reporting of all accidents and incidents and implementation of corrective actions.

RISK ASSESSMENTS

Greenstar has embarked on a process of system-based risk assessments, using process mapping or process characterisation to identify hazards in the process by observational audit and interview. The company is also developing 'as is' and 'should be' scenarios to identify practical control measures.



Oliver Callan was appointed health and safety manager of the Greenstar Group at the end of 2004.

FIVE-YEAR STRATEGIC PLAN

Greenstar plans to continue to grow a health and safety culture across the group by focussing on the following strategic areas:

Infrastructure

- Develop each site to take account of best practice in relation to layout, process, and traffic management.
- Continue to improve conditions at all facilities.

Vehicles, Plant & Equipment

Continue the policy of providing a 'state-of-the-art' road fleet.

- Develop a strategy for the ongoing upgrading and replacement of mobile plant and equipment.
- Ensure best practice in relation to all service and maintenance contracts.

Employees

- Continue to raise employee awareness by encouraging:
- Full participation in safety committees and as safety representatives.
- Employee participation in process mapping (risk assessment) across the group.

- Safety first on the agenda from five-minute toolbox talks to board meetings.
- Safety training for all levels of staff from directors and managers to safety committee members and safety representatives.

Systems

- Expand the Integrated EHSMS across the group.
- Expand the intranet/internet data base that provides:
 - Speedy reporting of accidents and incidents.
 - The online training matrix that can be accessed and updated by each site.
 - Access to all health and safety documentation across the group.

Group Expansion

- Grow the health and safety organisation in line with group expansion plans.
- Develop a rapid response to the challenge of continued expansion through organic growth and acquisition across the group.
- Build a consistent safety culture despite diverse bolt-on acquisitions.