



ETSA Utilities

Our Health and Safety story



We do everything in our power to deliver yours

Our Business

- One of South Australia's largest companies
- South Australia's electricity distributor
- Regulated business managing SA network
- Tender in the competitive market for electrical infrastructure projects
- 1,769 FTEs
- Up to 200 apprentices in training
- About 30 business locations across the state



Key OHS&W Drivers

- Social responsibility (employees, community and contractor safety)
- Legal compliance (Licence to Operate)
- Self Insurance Licence (WorkCover Performance Standards)
- Savings = \$ Return to Owner
- Commercial – Winning Contracts
- AS4801 compliance
- SafetyMAP (Advanced Level) compliance



The Safety Challenge – we've got the lot!

- Working with electricity – high risk
- Working from heights (eg 30m towers – 132V B/H)
- Confined spaces
- Extreme conditions (heat, cold and wet etc)
- Vehicle safety -12M kilometres travelled each year
- Manual handling
- Customer demand for speedy restoration
- Fatigue
- Remote and isolated work
- 24/7 workforce
- Heavy mobile plant
- Major construction sites (\$80M single contract)
- Contractor management
- Environmental risks
- Ageing workforce



Whyalla-Pt Lincoln 132kV Live Line Project



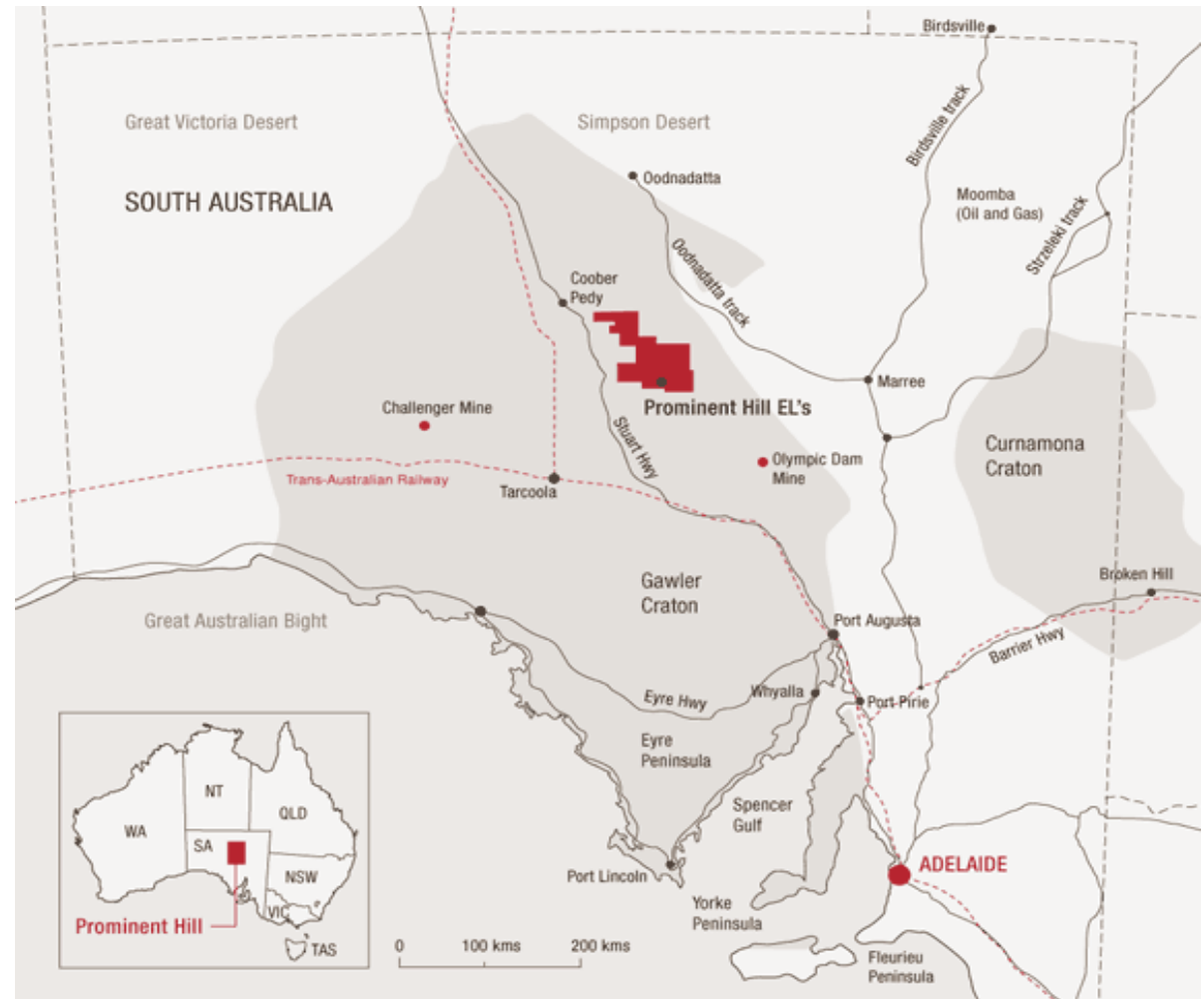
Whyalla-Pt Lincoln 132kV Live Line Project



**30,000 + hrs – 6 weeks ahead of schedule – on budget
– no significant incidents – no outages
– perfect score by client - \$158k bonus**

Oxiana Prominent Hill Project

- The Oxiana Prominent Hill Project Involved Four key components:
 - Upgrade of the Olympic Dam West Substation
 - 185km of 132kV Transmission Line
 - A New 132/11/33kV Substation at Prominent Hill
 - 120km of 33kV Distribution Line to the Aries Borefield



132kV Transmission Line

The 132kV Transmission Line

- 467 structures
- Structures included
 - Ingal Poles (31m, 33m, 37m) within the BHPB mining lease,
 - Stobie Poles
 - Steel Towers,
- ETSA coordinated Track works along the 185km, including upgrade of existing and new track works
- Two remote camps were set up for the construction period



33kV Distribution Line

The 33kV Distribution Line to the Aries Borefield

- 120km of 33kV Line
 - Stobie Poles
 - Ingal Poles
- Main transfer Station
 - 2 x 2MVA Padmount
- Bore Transformer Stations
 - 12 x 200kVA Transformers
 - 7 x 315kVA Transformers
- Protection Systems
 - 4 x 33kV Reclosers
 - 3 x 33kV Sectionalisers



ETSA Health and Safety Model

Conducting Safety at ETSA Utilities



Establishing an Intrinsic and Resilient Safety Culture

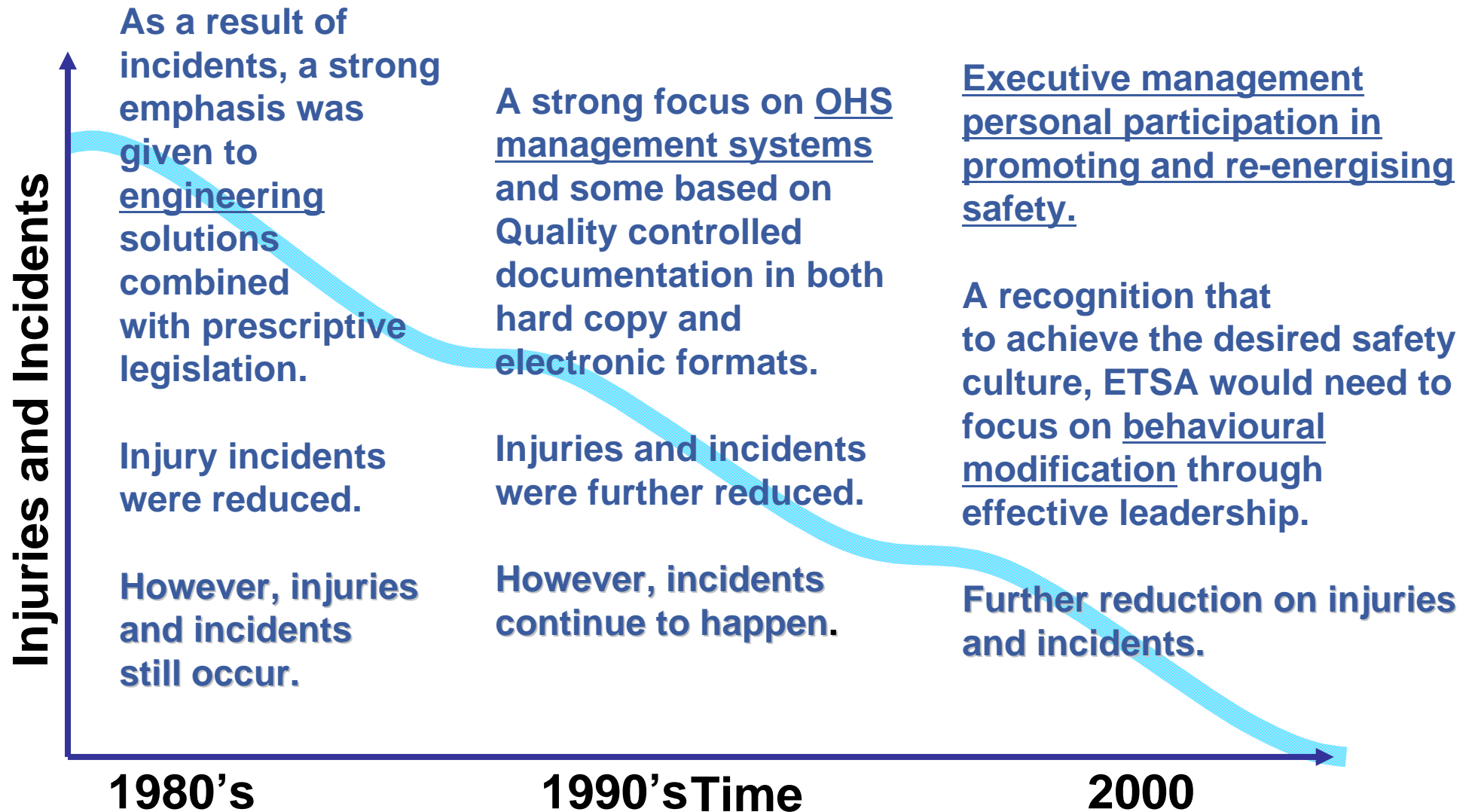
Within ETSA there are three critical levels of leadership in establishing and maintaining an 'Intrinsic and Resilient Safety Culture' are:

1. The Board, CEO and Executive Management Group (GMs) – determine ETSA macro safety culture.
2. Operational line management – determine the workplace Culture.
3. Direct Supervision / Leaders – most effectively influence individual behaviours and determine the micro safety culture.

There must be a consistent message from all levels.

As a leader what you say and do will show your personal commitment to safety.

ETSA's Safety Journey Timeline



ETSA Utilities Strategic Model

To be a financially successful and respected provider of electricity distribution and associated services

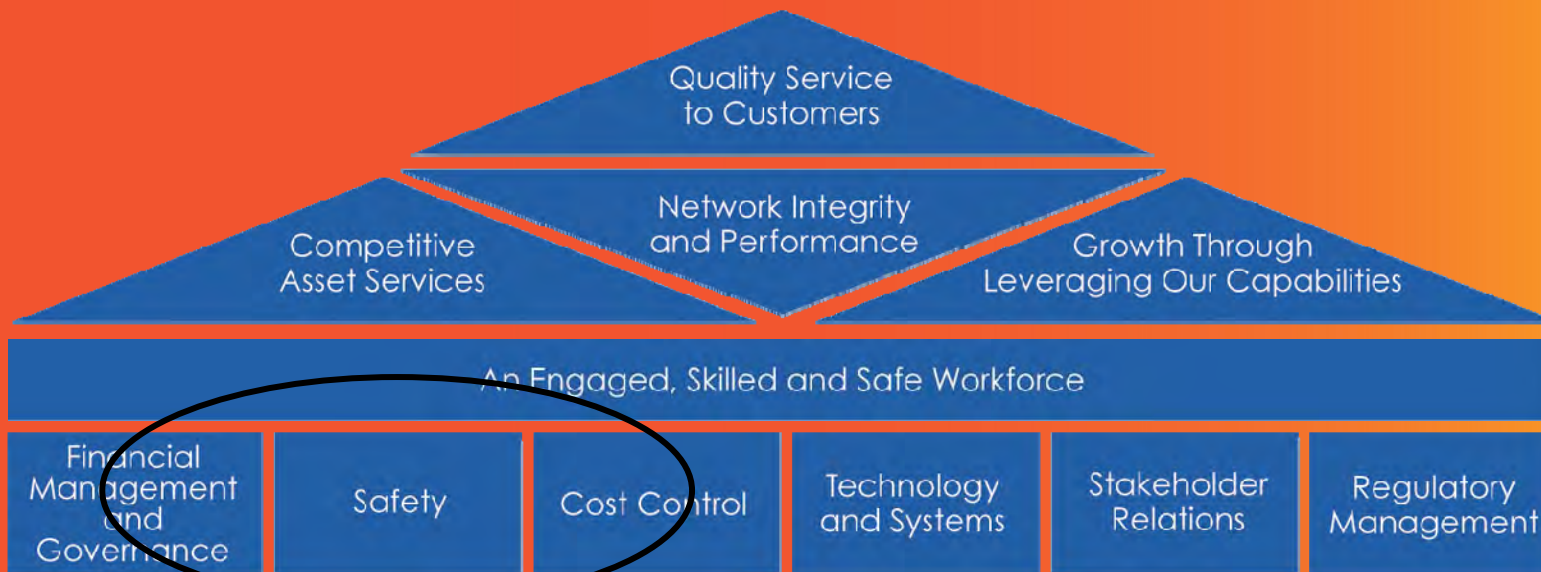
1. **Generating Financial Returns and Growth for Owners**
2. **Delivering Value to Customers and Benefits to the Community**
3. **Ensuring an Engaged, Skilled and Safe Workforce**

STRATEGIC INTENT
(our purpose)

KEY PERFORMANCE INDICATORS
(how we measure success)

CORE BUSINESS OUTCOMES
(what we deliver)

CORE CAPABILITIES
(how we deliver)



Executive Personal Engagement

What is different about Safety at ETSA Utilities?

Management drive safety not just comply with it.

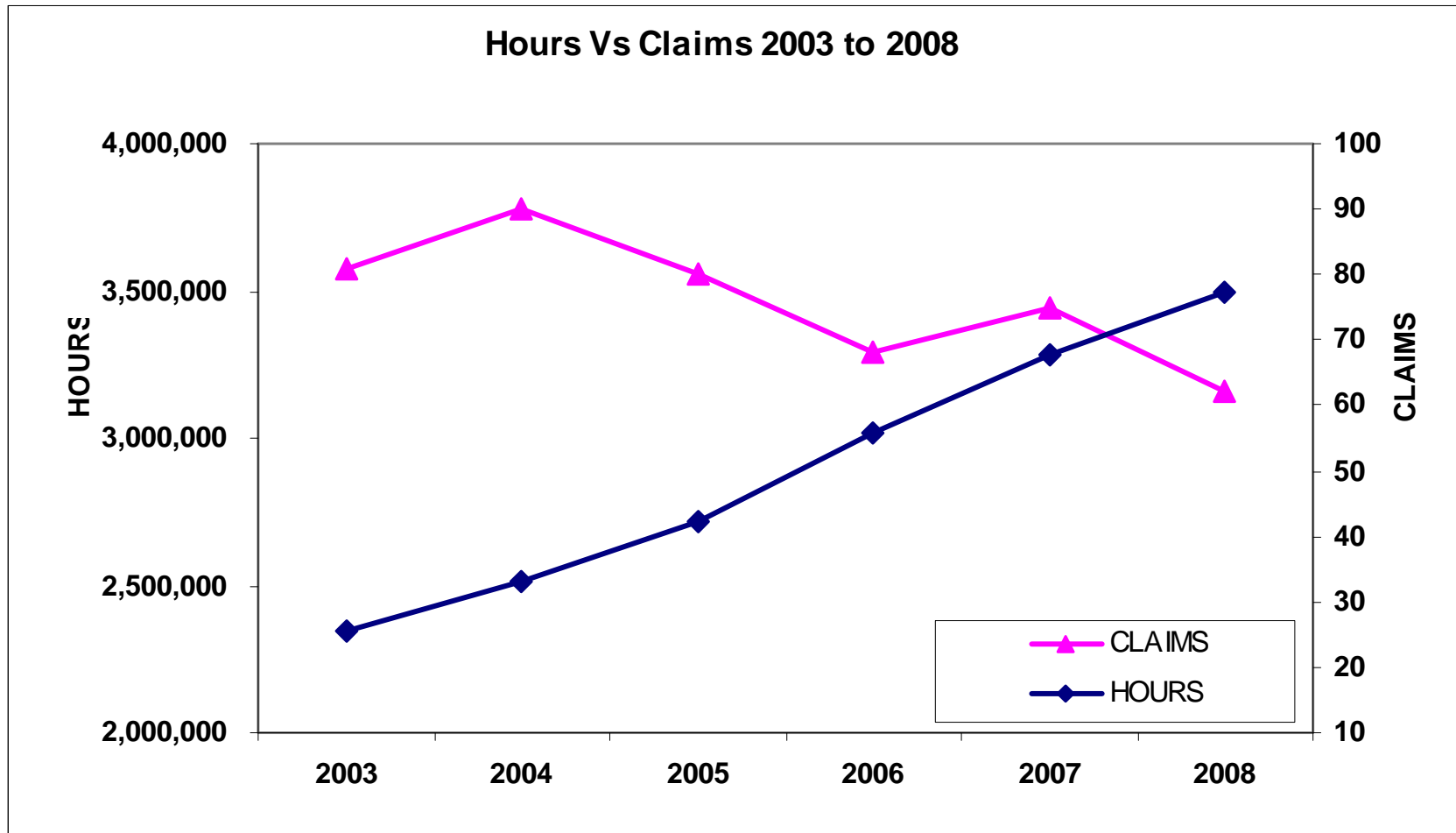
There is a passion for safety generated by leaders.

There is a commitment at all levels to improve.

Safety is an integral part of working and living at ETSA.



Safety Performance



At the same time, our safety performance has improved....

We believe that consequences drive behaviour



Culture Defined

- Definition (*James Reason, 2000*)

“Shared values (what is important) and beliefs (how things work) that interact with an organisation’s structure and control systems to produce behavioural **norms** (the way we do things around here).”



Create and maintain a working environment where all **employees will choose safety above 'at risk' behaviour**

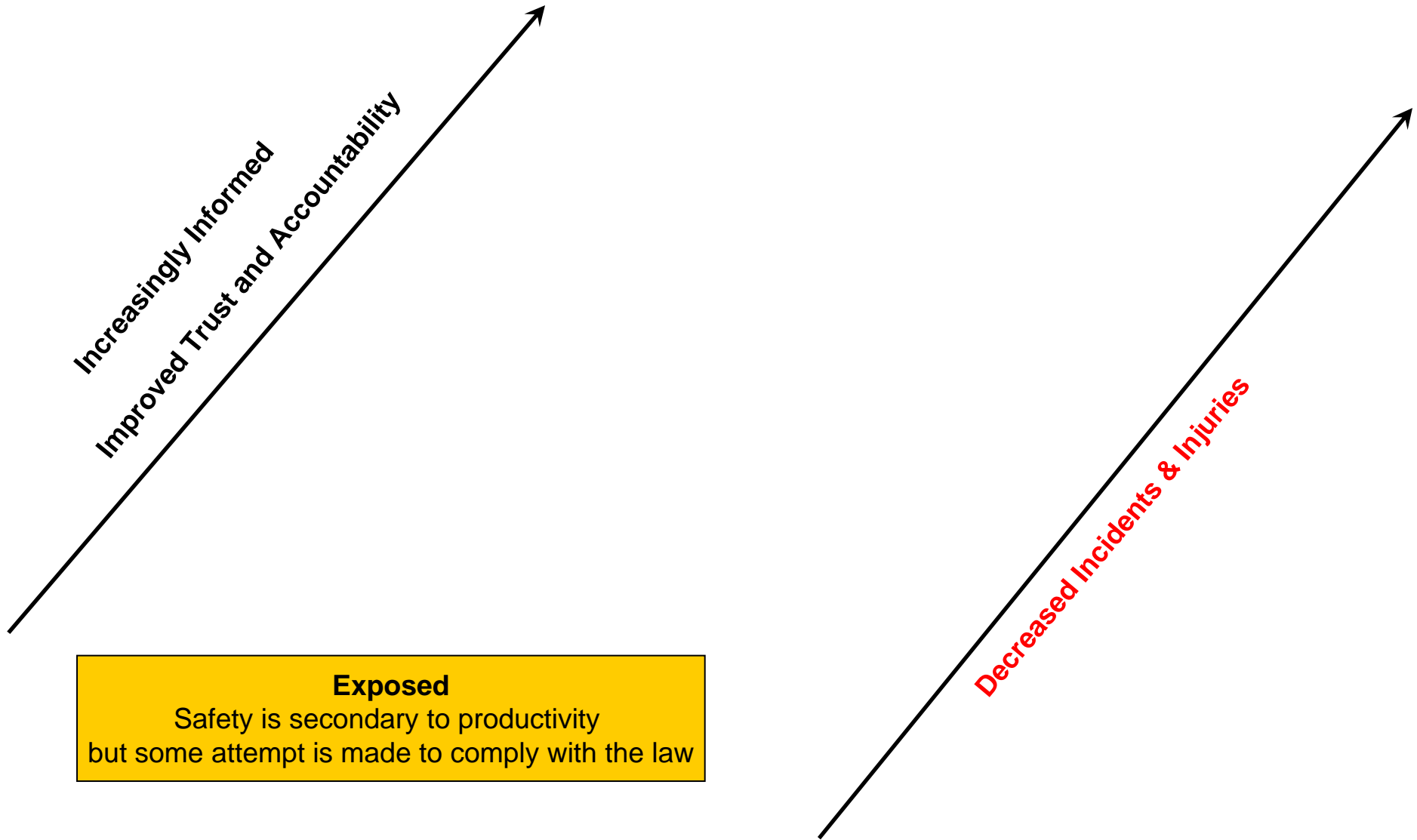
Safety Culture Maturity Indicator – An Example



Remember - we are trying to change the mindset of people which has been developed over years of life's exposure. 'Their risk taking behaviour may indicate that their DNA is hard-wired'.



Safety Culture Maturity Ladder



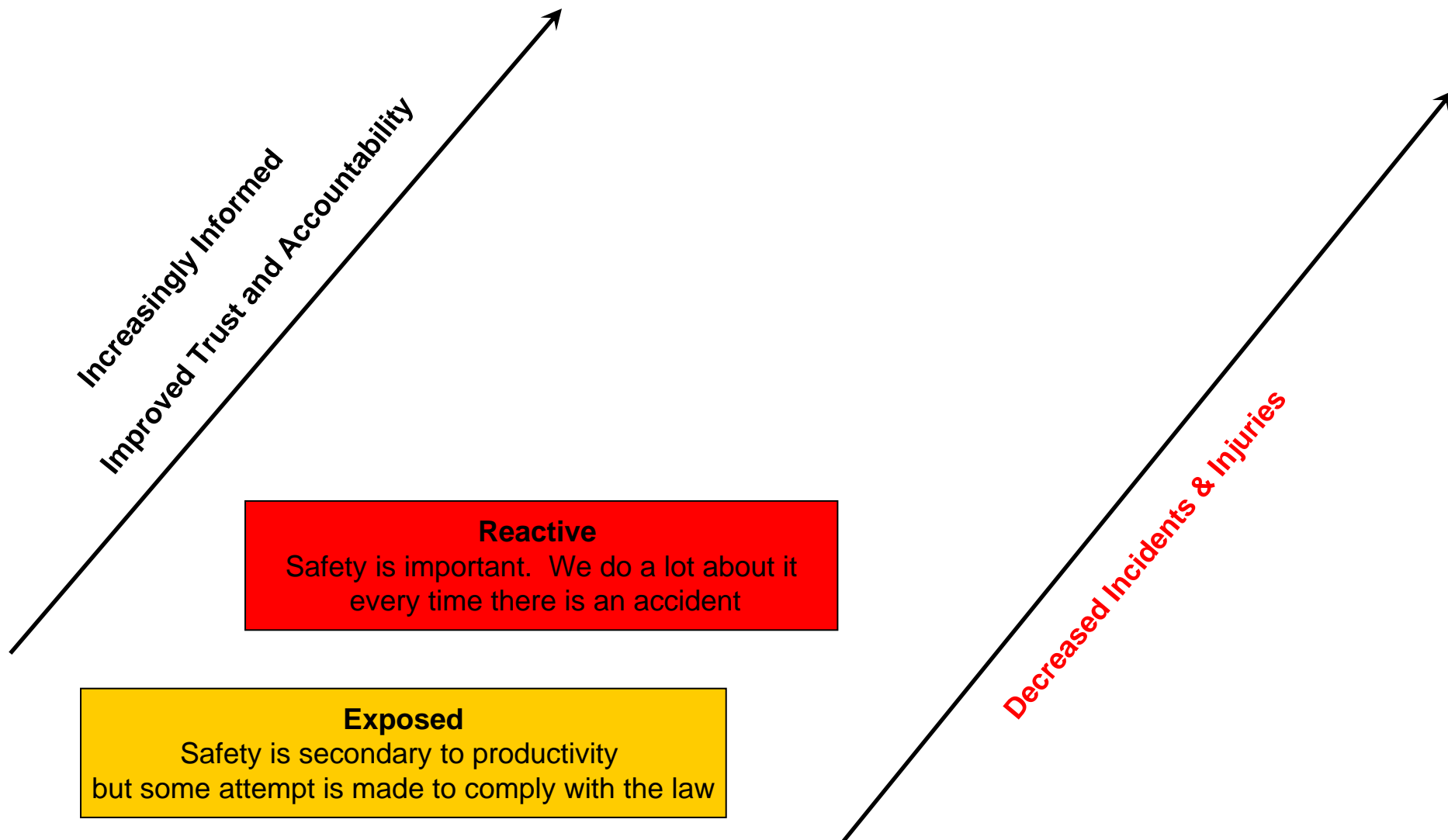
Exposed Safety Culture

Exposed

Safety is secondary to productivity but some attempt is made to comply with the law

- **Complacency is the 'norm' among leaders and employees**
- Complies with legislation by chance
- Displays a behaviour of not wanting to know about safety issues
- Incidents are rarely reported and/or investigated
- Requires employees to devise a safe system of work for themselves
- “Shoots the messenger” for bringing bad news to management’s attention

Safety Culture Maturity Ladder - Reactive



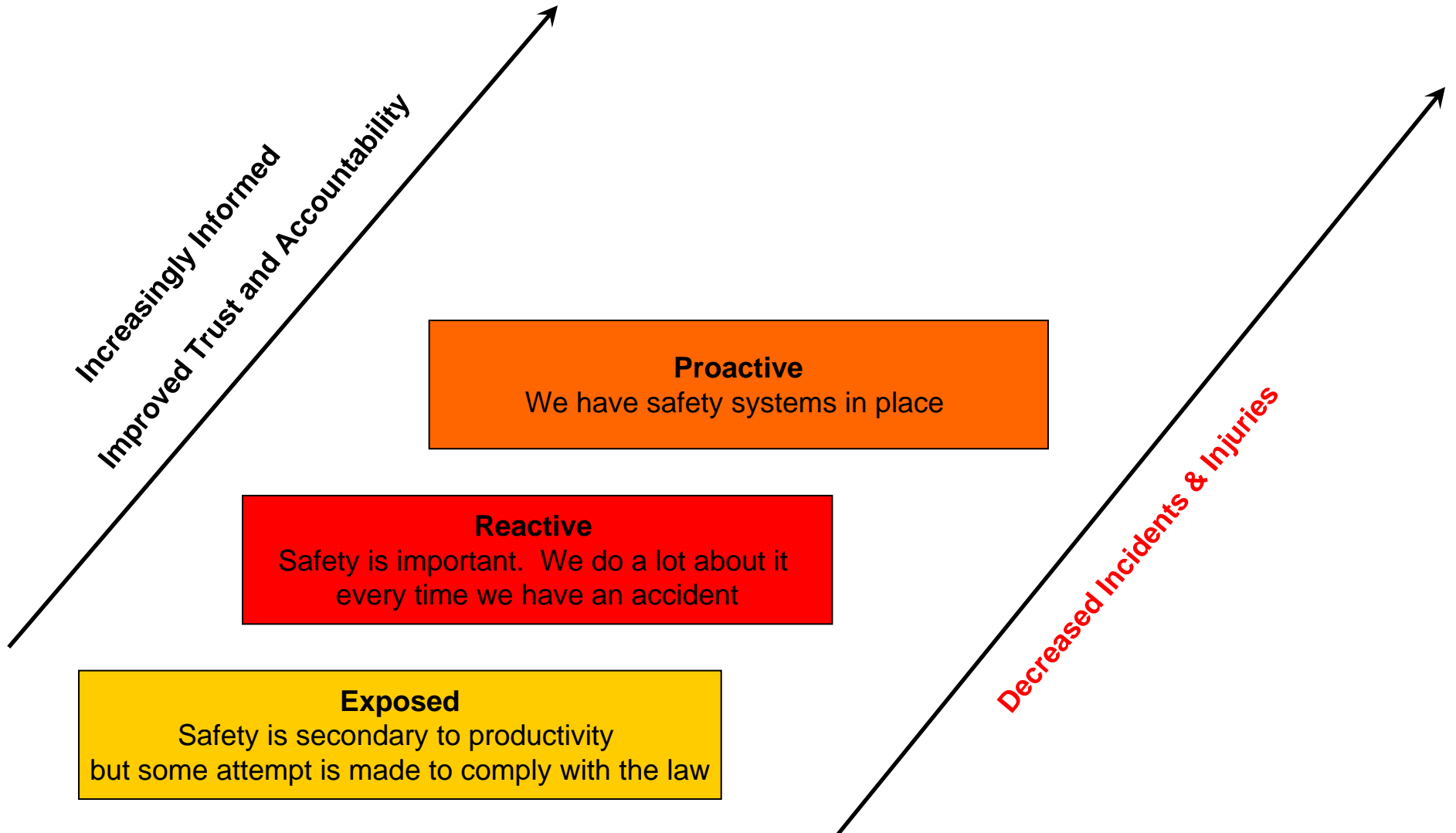
Reactive Safety Culture

Reactive

Safety is important. We do a lot about it every time there is an accident

- There are indicators that both leaders and workgroups are complacent but little is done to improve it
- OHS systems are in place and referenced when an incident occurs
- The norm is to blame the individual and not the system failure
- Leaders may ask for incident feedback but do not really want to know
- Leaders do not encourage bad news to reach senior management

Safety Culture Maturity Ladder - Proactive



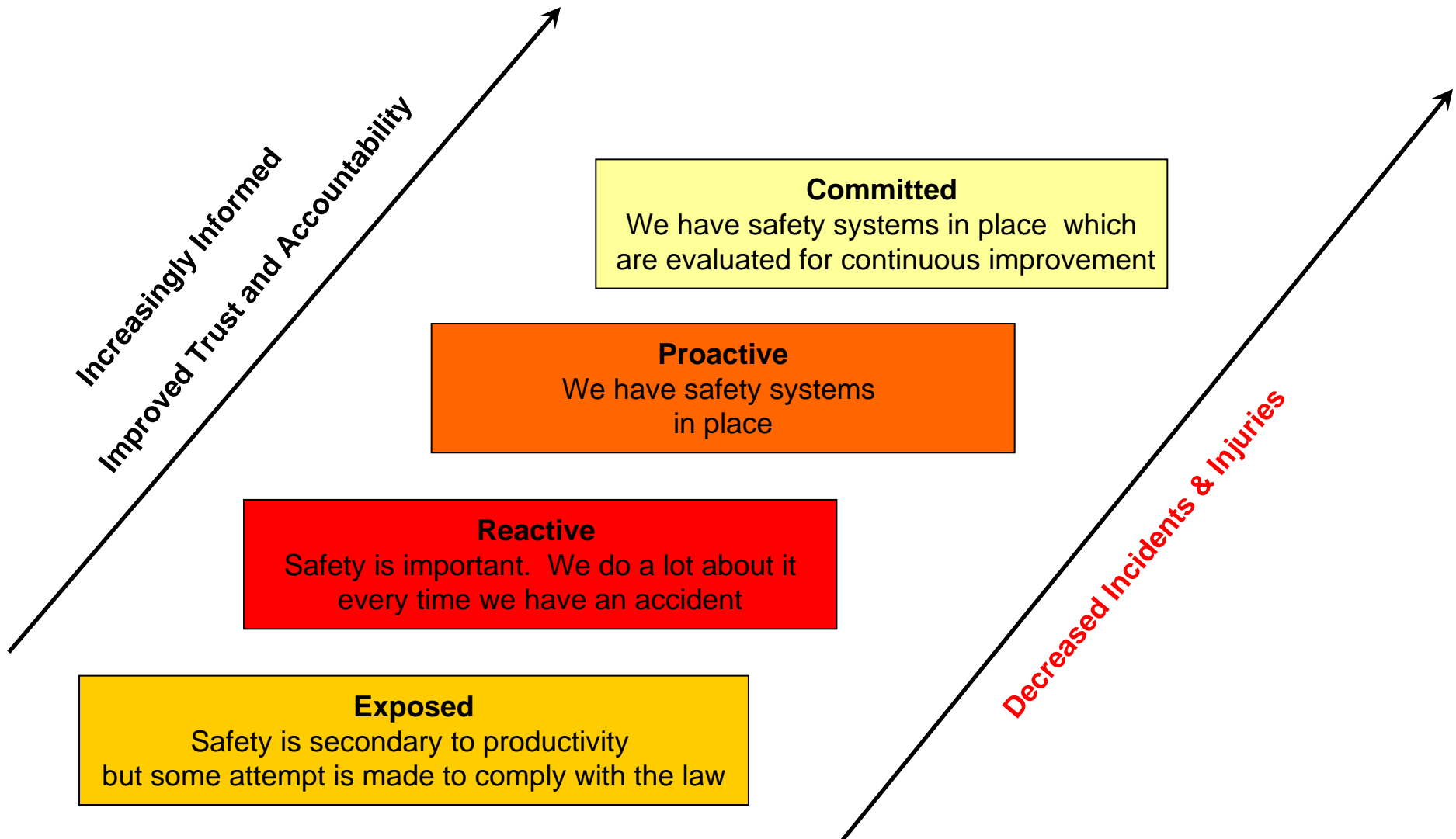
Proactive Safety Culture

Proactive

We have safety systems in place

- Complacent behaviour is addressed when it is identified
- OHS systems are in place and incident statistics are used as the main measure of safety performance
- Some leaders take ownership of the OHS systems
- Audits and observations are conducted
- A contractor management system is in place
- Some bad news (incidents) reaches senior management

Safety Culture Maturity Ladder - Committed



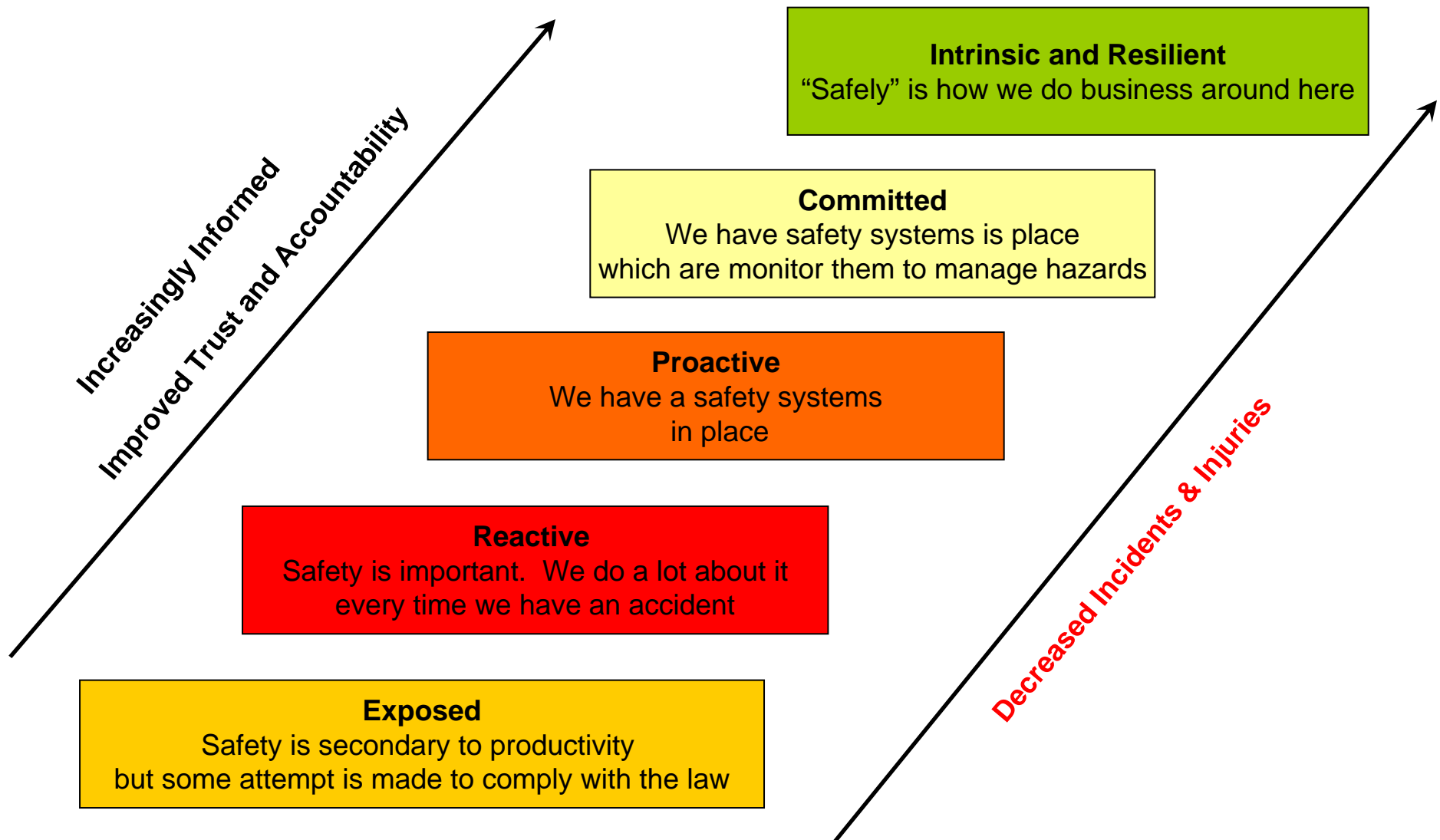
Committed Safety Culture

Committed

We have safety systems in place which are evaluated for continual improvement

- Leaders take safety seriously and do not accept complacent behaviour
- Safety is discussed at appropriate forums and plans are in place to manage OHS. Leaders regularly validate the plans are effective
- A high level of hazard management, incident and near-miss reporting is evident
- Leaders conduct audits and observations and *believe* in their value (including all medium/high risk contractors)
- Leaders encourage reporting of both good and bad news and share this with senior management to improve the safety performance

Safety Culture Maturity Ladder



Intrinsic and Resilient Safety Culture

**Intrinsic and Resilient
“Safely” is how we do business around here**

- All leaders are personally committed to achieve a complacency free workplace and actively implement strategies to prevent it
- Safety is intrinsic in all business plans and activities (the norm here)
- Employees keep leaders well informed of safety issues
- Leaders actively promote safety and hold everyone accountable in a ‘just’ manner
- Employees display an obvious trust in management
- Leaders keep senior management well informed on safety matters
- Managers are personally involved in auditing, recognise good performance and treat bad news as a learning experience



**Better if
dead and
earthed
than you.**

ETSA Utilities

Always prove it's dead, tested and earthed before working. Work to live

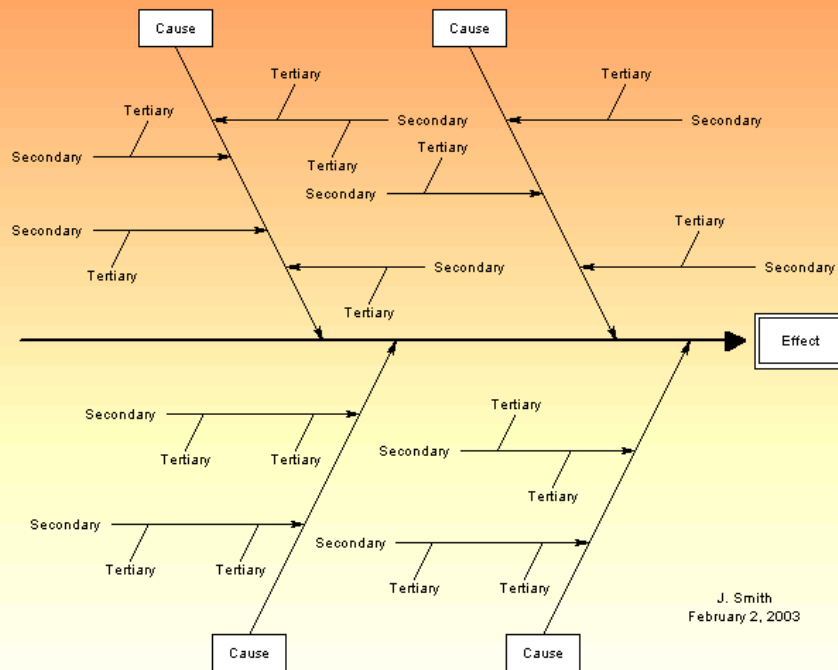


Keeping Safety as a High Profile



Leaders & Employees - Engagement is the Key

Cause-Effect (Fishbone) Diagram



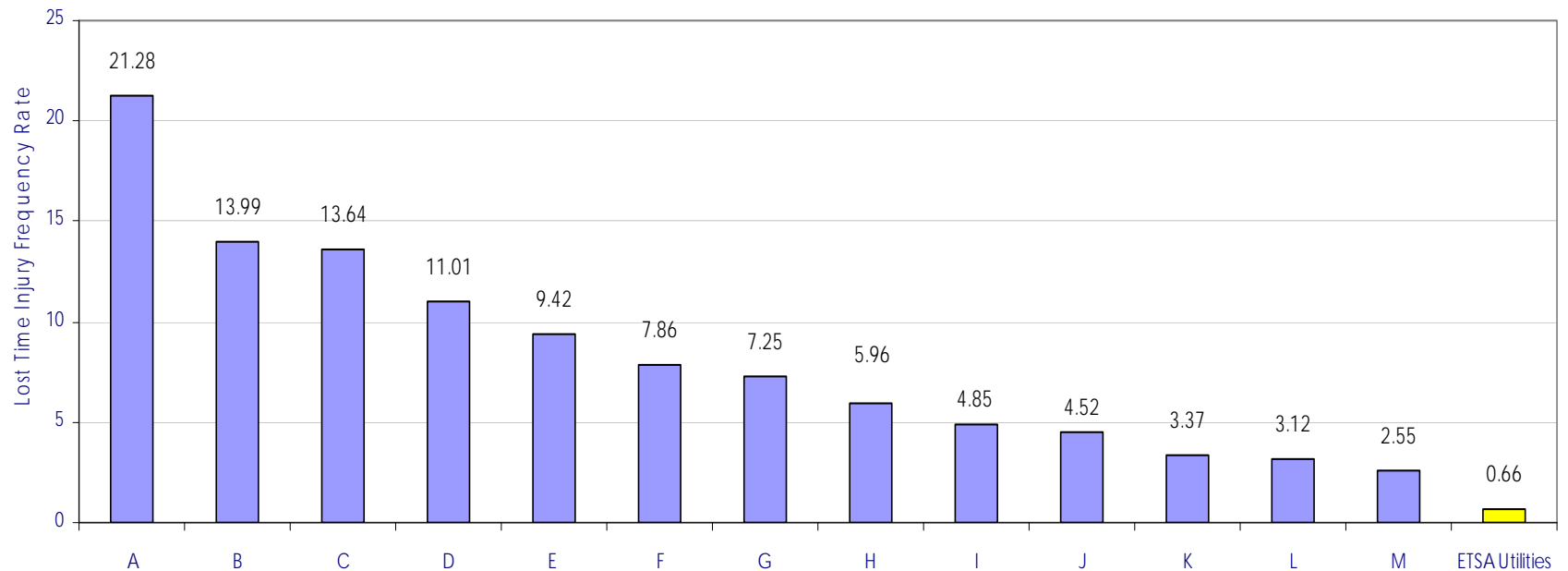
Safety is not about the paperwork or promotional items.



It's about engaging leaders and employees and convincing them that safety is non-negotiable - winning their hearts and minds to choose safety every time.

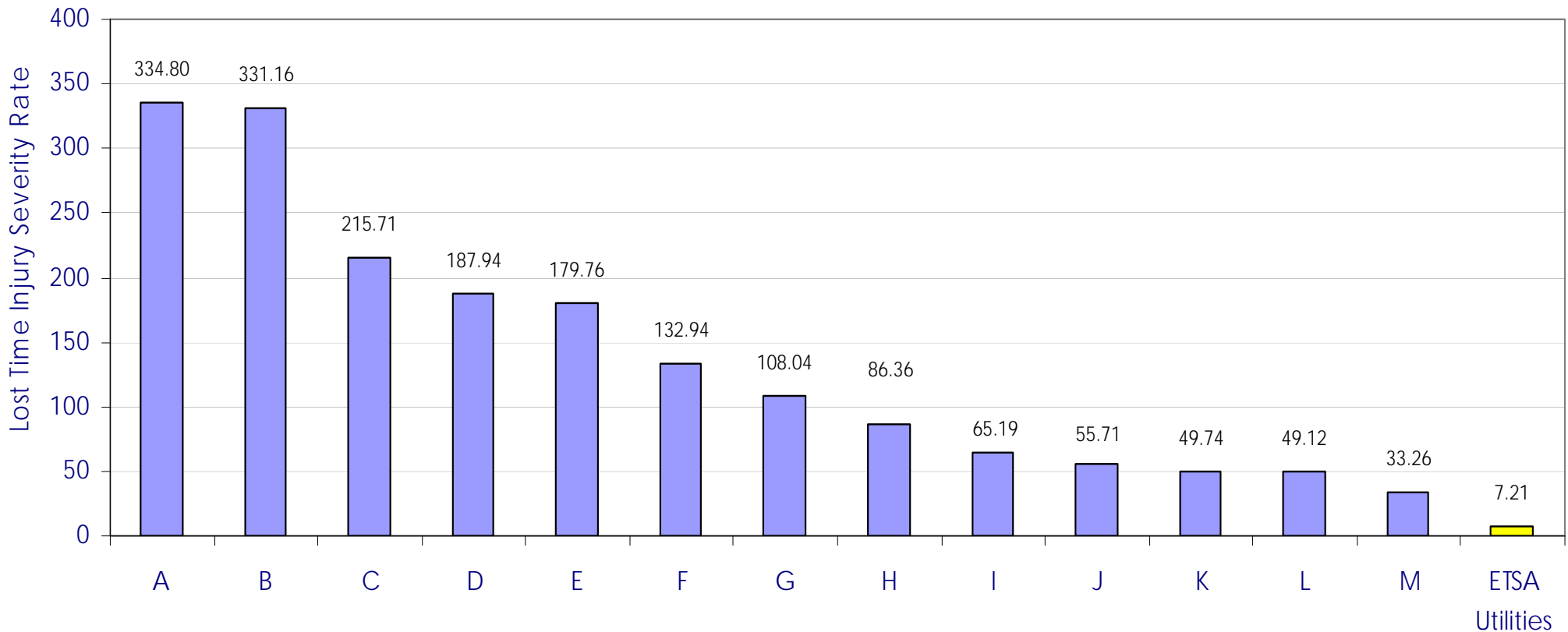
How does ETSA measure up?

- Energy Industry (2007-08) Lost Time Injury Frequency Rate (LTIFR) – Field Staff (**Industry Average 6.05**)



Leading Edge Safety Performance

- Energy Industry (2007-08) Lost Time Injury Severity Rate (LTIFSR) – Field Staff (**Industry Average 106.10**)



'If its to be its up to me'

1. What am I responsible and accountable for?
2. What are the high risks in my area of responsibility?
3. What are the critical controls that manage these risk?
4. Are these controls actually in place, are they effective and how do I test them?
5. How do I demonstrate my personal commitment to safety?
6. How do I engage my employees and contractors in safety?
7. How do I go about maintaining a clear picture of these risks?





To effectively lead change, you have to be a true believer.

The real measure of safety culture is what happens when you are not there!

And those that wonder what's happened, those that see the headlines and wonder what's happened!

