

Attachment 2-5-3-Technical Knowledge or Qualifications

## 1.0 Site Management

### 1.1 Management Structure

Indaver will manage the Ringaskiddy Waste Management Facility through its existing senior management structure with both existing and dedicated staff as shown in figure 1. Indaver will also recruit for the specific roles required for the operation of the plant (similar to our Meath facility) and the current Meath site management structure is shown in figure 1 below.

Specific responsibility to co-ordinate the environmental management programme will be assigned to the Compliance Manager in conjunction with the Plant Manager.

All managers, including team leaders, will also be actively involved in the implementation of the environmental management programme. Every manager and staff member in the organisation will be expected and required to accept responsibility for the protection of the environment and ensuring the safety of the area within his/her care. Responsibilities for environmental objectives and targets are clearly defined in the QESH Manual and in all operational procedures as outlined in section 4 and 9 of the application.

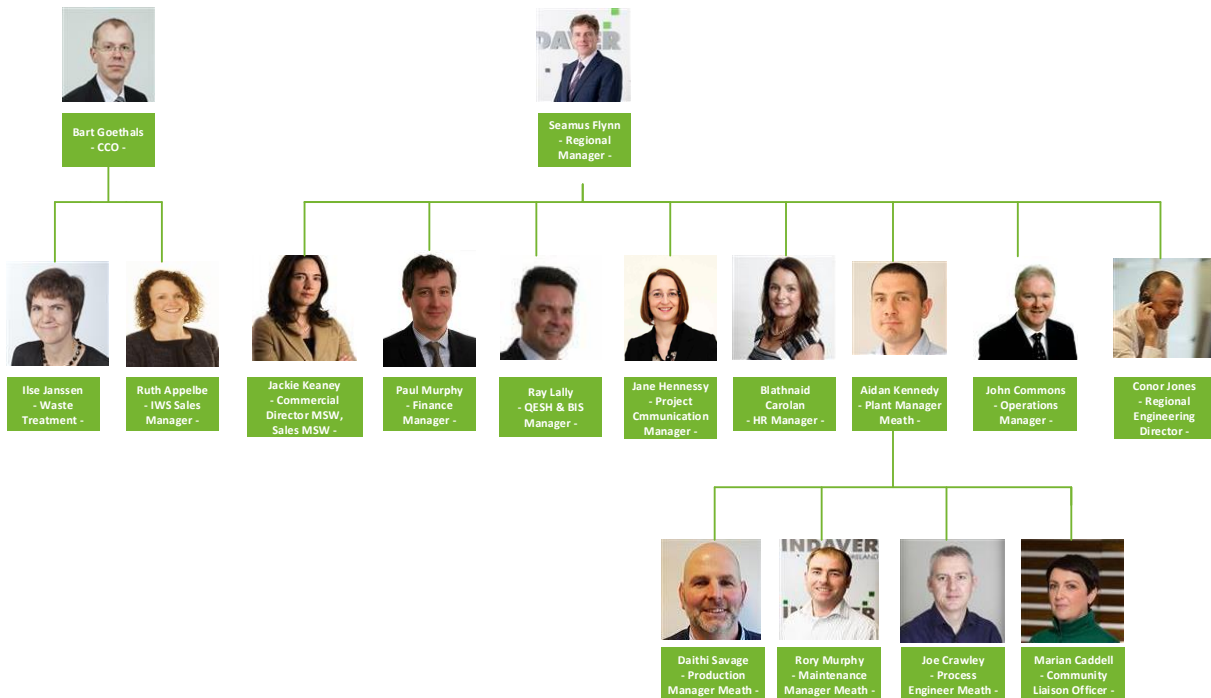


Figure 1: Management Structure Indaver Ireland Limited

## 1.2 Responsibilities, Qualifications and Training

### 1.2.1 Indaver Ireland Limited Management Team

The key management roles at Indaver overseeing the facility's operations are outlined in Table 1 below.

Name	Position	Duties and Responsibilities	Experience /Qualifications
Seamus Flynn	Managing Director	The Managing Director is responsible for ensuring, in so far as is reasonably practicable, that personnel, planning, and investment are adequate to meet the commitments of the QESH policies and the QESH management system, and to ensure, in so far as is reasonably practicable, adherence to the duties laid out in section 8 of the Safety, Health and Welfare at Work Act 2005.	Seamus joined Indaver in 2017 after serving 30 years in highly regulated industries such as Chemicals, Pharmaceuticals, Petroleum, Logistics and Engineering. Seamus holds qualifications in Business, Psychology and Engineering. He has experience in Engineering, Health Safety and the Environment, Finance, Operations, Logistics and Project management.

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Name	Position	Duties and Responsibilities	Experience /Qualifications
Raymond Lally	QESH Manager	<p>The QESH manager of Indaver has a national responsibility for implementing and ensuring compliance with Waste / IPC Licences, the ISO9002 Quality Standard, the ISO 14001 Environmental Standard and the OSHAS 18001 Safety Standard. The QESH manager will hold responsibility for all health and safety aspects of the Ringaskiddy and Meath Waste to Energy facility, in conjunction with the Health and Safety Officer and the QESH coordinator. This function reports to the Managing Director.</p>	<p>Ray graduated with an Honours Degree in Chemistry/Mathematics from Trinity College Dublin, and a Masters in Operational Research from Sussex University.</p> <p>Ray worked in the areas of Supply Chain, Quality, Operations and Sales in many industries, covering Pharmaceuticals, Automotive, IT, Distribution, Aviation and Banking. Roles were at management level for the past 25 years.</p> <p>Ray has worked at Indaver for 3 years and has been accountable in the areas of Quality, Environmental, Health and Safety (QESH), Business Information Systems (BIS) and Operational Improvements.</p>
Conor Jones	Engineering Director & Future Plant Manager	<p>The engineering director is responsible for the development of capital infrastructure projects in Ireland.</p>	<p>Conor has a degree in Chemical Engineering from University College Dublin and has 20 years of experience in the waste industry. Conor has been involved in the development of Indaver's waste to energy projects in Ireland since 2001. Conor was the Carranstown Plant Manager from 2014 to 2017.</p>
Jackie Keaney	MSW Commercial Director	<p>The MSW commercial director has responsibility for the development of sales activities in the Irish region for municipal solid waste at the existing Carranstown facility, MSW export market and the proposed facility at Ringaskiddy.</p>	<p>Jackie has a Masters Degree in Environmental Science from Trinity College in Dublin and has been working with Indaver since 1998. Jackie has worked in the planning, policy and communications areas of infrastructure project development since 2000. Jackie has also worked on the commercialisation of the projects since 2010.</p>

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Name	Position	Duties and Responsibilities	Experience /Qualifications
Ruth Appelbe	IWS Commercial Manager	The IWS Commercial Manager is responsible to manage and organise the regional sales team to realise the IWS sales budget at the best obtainable sales prices in line with the approved IWS Sales plan of the region he/she is responsible for.	Ruth Appelbe graduated from University College Dublin with a PhD in Organic Chemistry in 1997. She has worked in the Pharmaceutical Industry for more than 15 years in New Product Introduction & Production Management. Ruth joined Indaver, in early 2013. As Sales Manager, Industrial Waste Services (IWS), Ruth is responsible for the pharmaceutical and chemical customers in the Irish Region.
Blathnaid Carolan	HR Manager Ireland & UK	The role of the HR Manager is to develop and realize the HR strategy for the region Ireland/UK, in accordance with HR Group policy and strategy, in order to support line management in the realization of the strategic goals of the region and the Indaver group as a whole. The HR Manager acts as strategic coach regarding HR matters for regional management.	Bláthnaid holds an honours degree in Human Resources Management (HRM) and Industrial Relations from the National College of Ireland, and a Diploma (Masters level) in Strategic Human Resource Management from the Irish Management Institute. Blathnaid has over 16 years commercial experience of which over 13 years are at Senior level HRM roles both regional and international level, across multinational blue chip organisations.

Table 1: Indaver Management Team

### 1.2.2 Ringaskiddy Facility Management

When completed and fully operational, the Ringaskiddy facility will employ approximately 63 permanent personnel. The plant operators will work either in a two 12 hour shift pattern or in three 8 hour shifts. During weekdays, one day shift will control waste acceptance, maintenance and residue/raw materials handling activities. Staffing levels will ensure that the environmental performance of the facility is maintained and that the facility is continuously manned and operational 24 hours per day.

Initially, senior managerial staff will be sourced from experienced personnel either in Belgium or Ireland. Other staff will be recruited locally prior to start-up. The duties of key personnel at the Ringaskiddy facility are outlined in Table 2 below.

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Position	Duties and Responsibilities	Experience /Qualifications
<p>Plant manager</p>	<p>The plant manager will be the management representative with overall responsibility for the operation of the facility and will ensure the whole facility is run efficiently, safely and within all licence requirements. Specific responsibilities will include:</p> <ul style="list-style-type: none"> <li>• Ensuring the acceptance and processing of waste at the facility is carried out in accordance with environmental procedures and operating licence requirements.</li> <li>• Ensuring emissions from the facility are within the limits required by relevant legislation and the operating licence.</li> <li>• Monitoring compliance with the regulations covering the transport of waste to the site.</li> <li>• Ensuring any incident or accident onsite is dealt with appropriately, including any reporting requirements.</li> <li>• Planning and implementing actions that lead to a continuous improvement of the installation.</li> <li>• Giving leadership and motivation to the teams.</li> <li>• Communication with unions, local authorities and local residents.</li> <li>• Ensuring the profitability of the facility and supported by the financial team.</li> </ul>	<p>The plant manager will have an engineering degree or similar qualification with a minimum of 10 years management experience in industry.</p> <p>Thorough knowledge of and wide experience in the process industry is required. In depth knowledge (theoretical and practical) of the chemical, physical and technical principles behind the installation. Good communication skills.</p> <p>The plant manager will receive training in Indaver's facilities in Ireland and/or Belgium, which have similar operations to that proposed for the Ringaskiddy facility.</p> <p>The plant manager will fulfil the role of Facility Manager.</p>
<p>Production Manager</p>	<p>Management, coordination, follow up and supervision of all the production activities in order to meet the production objectives. Consultation with the Process Engineer and the Maintenance Manager of the site will take place in order to have a safe, effective and efficient operations.</p>	<p>The holder of this position will have a minimum of 7 years of experience in a managerial role in a production or similar environment.</p> <p>Very thorough and in depth knowledge of the processes of chemical installations, and the chemical, physical and technical principles behind the installations.</p>

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Position	Duties and Responsibilities	Experience /Qualifications
	<p>The thermal treatment production objectives are defined by the plant manager.</p> <p>Activities connected with these duties and responsibilities can be divided into the following fields :</p> <ul style="list-style-type: none"> <li>• safety (developing and monitoring – supported by the QESH team)</li> <li>• environment (compliance with licence requirements – supported by the QESH team)</li> <li>• personnel (leadership)</li> <li>• production</li> <li>• quality (initiating and implementing - supported by the QESH team)</li> </ul>	<p>Strong managerial skills required for team leadership.</p>
<p>Process Engineer</p>	<p>The purpose of this function is analysing and studying the processes and techniques of all the installations on the site, along with the peripheral utilities, in order to gain deeper insight and knowledge to be able to assist the Production Manager to meet the operational objectives.</p> <ul style="list-style-type: none"> <li>• safety: advice on procedures/installations to ensure safe processing of new waste products</li> <li>• environment: analysing the parts of the installation that control the environmental parameters and drawing up proposals for optimisation</li> <li>• quality: drawing up and correcting procedures to ensure and continuously improve the quality of the processing facilities</li> </ul> <p>In addition, a conceptual preliminary study will be carried out of the improvement projects and of the strategic growth projects for the installations.</p>	<p>The engineer will be educated to a minimum of diploma or degree level in mechanical, chemical or process engineering.</p> <p>Advanced analytical abilities needed to acquire in-depth insight into complex processing processes. A high level of creativity to develop improvements and innovations.</p> <p>The process engineer will receive training in Indaver's facilities in Ireland and/or Belgium, which have similar operations to that proposed for the Ringaskiddy facility.</p>

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Position	Duties and Responsibilities	Experience /Qualifications
Maintenance Manager	<p>The holder of this position is responsible for structuring, managing and optimising the maintenance cycle for the assigned installations of the site with a view to maximising the availability of the installations.</p> <p>This relates to the following main domains:</p> <ul style="list-style-type: none"> <li>• curative maintenance</li> <li>• preventive and predictive maintenance and technical safety management</li> <li>• shutdown maintenance and servicing</li> <li>• developing maintenance expertise</li> </ul>	<p>Industrial engineer with at least 7 years of experience in a maintenance environment. Good knowledge of the structure and the process of productions facilities. In depth knowledge of the technical equipment and the maintenance techniques, knowledge of civil engineering work, electricity and instrumentation. Analytical and problem solving capabilities are also essential.</p>
Community Liaison Officer	<p>The community liaison officers has the responsibility to liaise with local community on complaints /issues/communications and is also a member of the Indaver Community Liaison Committee. The job includes to co-ordinate tours and visitors to the site as well as leading site tours and welcoming the parties concerned and to be the “face of Indaver”. Another part of the role includes to be the office manager and a purchase administrator for the site.</p>	<p>A minimum of 3 – 5 years of experience in an office environment is required for this role. The community liaison officer should have excellent planning and organisational skills as well as good verbal communication. Taking initiatives and ensuring transparency in their communication is crucial. The person should be very customer orientated and willing to share their knowledge.</p>

Table 2: Ringaskiddy Facility Management Team

### 1.2.3 Employee Training

Indaver Ireland staff will be prepared for every stage of construction, commissioning and operation of the facility. Training will be managed by means of the Training and Staff Competence Procedure, an example of which is provided in Attachment-2-5-3-1-Training and Staff Competence.

Key operations staff will be recruited prior to the commissioning of the Meath Waste Management Facility. They will undergo extensive training by experienced personnel at the Meath waste-to-energy plant or at a comparable waste-to-energy plant operated by Indaver in Belgium.

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In addition, all plant personnel will undergo training in co-operation with the waste-to-energy plant manufacturer and equipment designers and suppliers. The contractors will also be involved in the commissioning and testing of the plant and will contribute to the smooth start up and running of the plant. As part of the contractual agreement, representatives from the contractor will be required to remain on-site until the facility has been fully commissioned and are required to be on call for 24 months after commissioning. This will enable the operators to become familiar with the equipment and train directly with the equipment's design engineers.

In addition, the contractor will have remote read only access to the plants central control system. Hence, operational difficulties may be resolved instantly with the contractor even after they are no longer required to be present on site.