

CLARECASTLE SITE DECOMMISSIONING

Project Update No. 2 / Winter 2021

Welcome

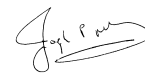
to the second edition of the **Roche Ireland Limited Clarecastle Project Update**.

A lot has happened on-site since the publication of our launch edition in July. The skyline has changed completely and at this stage all of the buildings with the exception of one store area have been removed. The pictures below tell the story and show the tremendous work that has been done by the team over the past few months.

The main focus over the next few months will be removal of the concrete foundations associated with the buildings that have been removed. This work is on track to be completed by March 2022, in line with the project schedule.

The 'Demolition' phase of this remediation project has been a significant undertaking in that it involved the removal of 10 buildings, 300,000 m2 of covered office/ buildings, and approximately 210km of pipework. It requires continuous monitoring and ongoing review of all processes to ensure that the work is being carried out safely and in accordance with required regulatory standards.

It involves many teams with differing functions and responsibilities. In this edition, we will introduce you to the people who are working on the 'Demolition' phase and who, like the Roche leadership team, are committed to workplace safety, the protection of the environment, and minimising any impact on the community.



Joe Murphy
Site Head



Pre and post demolition



June 2021



November 2021

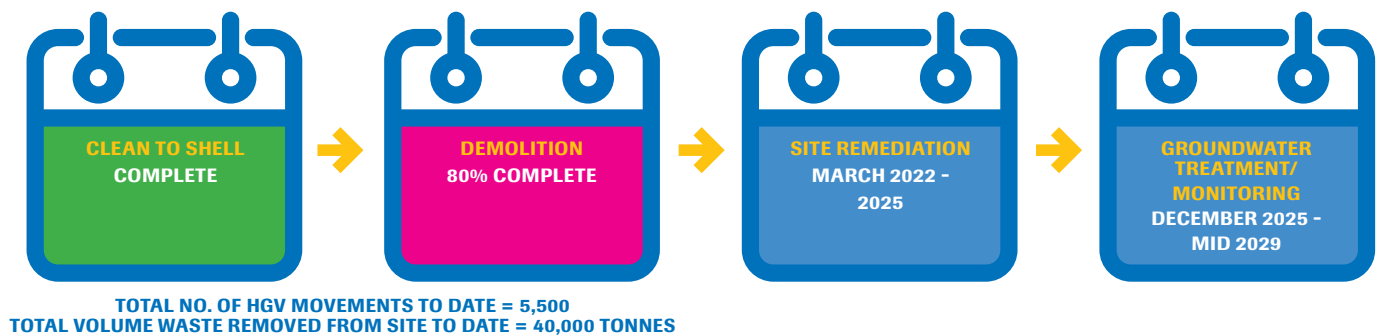


The project
in pictures

See <https://rocheclarecastle.ie/gallery/#images>
for full range of 'Demolition' images.

PROJECT SCHEDULE

Note: Project timelines are indicative only and subject to change based on regulatory requirements and Covid-19 restrictions/requirements.



Advance planning and meticulous attention to detail - Recipe for Success

All work undertaken during the 'Demolition' phase is carefully planned in advance with project management software used to identify all of the work activities. All aspects of demolition must adhere to these work plans and each respective work activity is reviewed daily by all the site teams. This ensures that all site personnel are aware of what is happening on-site daily.

There is a constant two-way flow of information between all teams on-site, most especially between the Roche project team, an oversight team from global consulting, engineering and construction management company, DPS Group, and the primary contractor, Erith, a leader in the provision of demolition services.

The DPS team's function is to ensure that the primary contractor (Erith) completes the demolition to the design specifications and that the safety and quality of all works is managed on a daily basis. As the primary contractor, Erith also ensures that the specialised equipment used by its experienced personnel during demolition is only operated when personnel are outside the working zone of the equipment.

Approximately 10 machines are in use daily. The range of machines includes:

- Long-reach machines: used to demolish the tops of buildings
- Heavy machinery; used to demolish lower floor levels of buildings
- General machinery: used to segregate the materials from the demolition waste

Each machine is fitted with a specialist demolition tool which enables it to undertake its specific function.



Long-reach machine

Heavy machinery

General machinery

See <https://rocheclarecastle.ie/gallery/#video> for videos showing these machines in use on-site.

Preparing for the 'Remediation' Phase

With the 'Demolition' phase well underway, planning for the 'Remediation' phase of the project is at an advanced stage and is being prepared in line with the conditions set out in the 'Notification of Grant of Permission (Subject to Conditions)' issued by Clare County Council in February 2021.

Condition 2 therein specified that the 'proposed staging area be omitted from the development'. This condition has required the project team to source an alternative type HGV to that envisaged in the planning application as it is not technically feasible to use eHGVs on journeys greater than the first 4 kilometres of the route, i.e., from the site to the staging area.

All HGVs used to remove waste from the site will now have 'Euro 6' engines and be a maximum of three years old. Euro 6 diesel engines have been developed using sophisticated technologies and meet new European Union emission limits.

A detailed Traffic Management Plan will be prepared to minimise the impact of traffic movements on the community. This Plan will be submitted to and agreed with Clare County Council in advance of the commencement of the 'Remediation' phase. It will also be shared with the Community Liaison Group (CLG).

Teamwork the cornerstone of on-schedule and precise project delivery

A remediation project of this nature, the first of its kind to be undertaken by a pharmaceutical company at end-of-life stage in Ireland, requires input from a wide variety of companies whose teams contribute skills at many and varying levels.

Whether it is controlling access to the 88-acre site and monitoring the movements of site traffic and personnel, cleaning contractor compounds and on-site offices, undertaking facility maintenance, waste management, landscaping or road sweeping or being part of the teams that are leading the various aspects of the project overall, each and every one of the current 100 people on-site daily understands their specific contribution to the successful and on-time delivery of the project. Each is equally committed to adhering to the exacting standards that must be complied with at all times and each is respectful of the community in which they operate.

Meet the on-site teams

The Clarecastle Site Remediation Project is led by a team from Roche Clarecastle. This team is led by Ennis native, Sean O'Loughlin, a chemical engineering graduate of University College Dublin (UCD). Sean joined Roche Clarecastle in 1995, working in various roles during his 25 years with the company including as production manager and, since 2011, leading specialist projects. Sean is well qualified to lead the delivery of a project of this scale. He is ably supported by a team comprising project managers, engineers, cost control, finance and document control.



The Roche team, led by Sean O'Loughlin (front centre).



The DPS team, led by Dermot O'Halloran (2nd left front).



The Erith team, led by Chris Foley (3rd left front).



Uwe Bank, Roche Basel (4th left front), visited the site in early November to thank the teams from Roche, DPS, Erith, Verde and FMC for the priority given to safety throughout the 'Demolition' phase.



Strict adherence to Health and Safety Protocols and Environmental Standards

Roche is committed to ensuring that the decommissioning of its Clarecastle site does not impinge negatively on the environment. All work undertaken on-site is therefore guided by Roche's Global Remediation Policy and the principles of its Corporate Social Responsibility, which exceed current Irish legal requirements and the Environmental Protection Agency's (EPA) requirements.

The Clarecastle site operates within the confines of an EPA-issued Industrial Emissions Licence, which imposes strict Emission Limit Values (ELVs) for all emissions to atmosphere, ground and water.

The National Standards Authority of Ireland (NSAI) has awarded the site ISO 14001:2015 certification for its Environmental Management System, verifying that environmental protection is at the forefront of all activities onsite.



A sustainability focused project.



The highest standards are maintained across the site.



Entry-level restrictions posted throughout the site.



On and off-site monitoring locations.

Meet the Verde team

A dedicated environmental management team, provided by Verde Environmental Consultants, is permanently located on-site. Their role is to ensure that all activities carried out by contractors on-site comply with the site's Industrial Emissions Licence, issued by the EPA and all relevant environmental legislation and regulations.

The team is led by Kevin Cleary who has 20 years' experience in environmental management and an in-depth knowledge of contaminated land, licensing, waste management, the Clarecastle site and the proposed remediation. Kevin lives in Ennis and is accessible 24/7.

Verde's on-site team members include Caoimhín Curran, Lorraine Rynne and Priscilla Sales. Caoimhín and Lorraine are environmental scientists, both with 10+ years' experience and expertise in environmental compliance, licensing, waste management, enforcement and licensing. Lorraine is a former Roche Clarecastle employee with specific expertise in laboratory analysis.



The Verde team (from left): Kevin Cleary, Caoimhín Curran, Priscilla Sales and Lorraine Rynne.



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