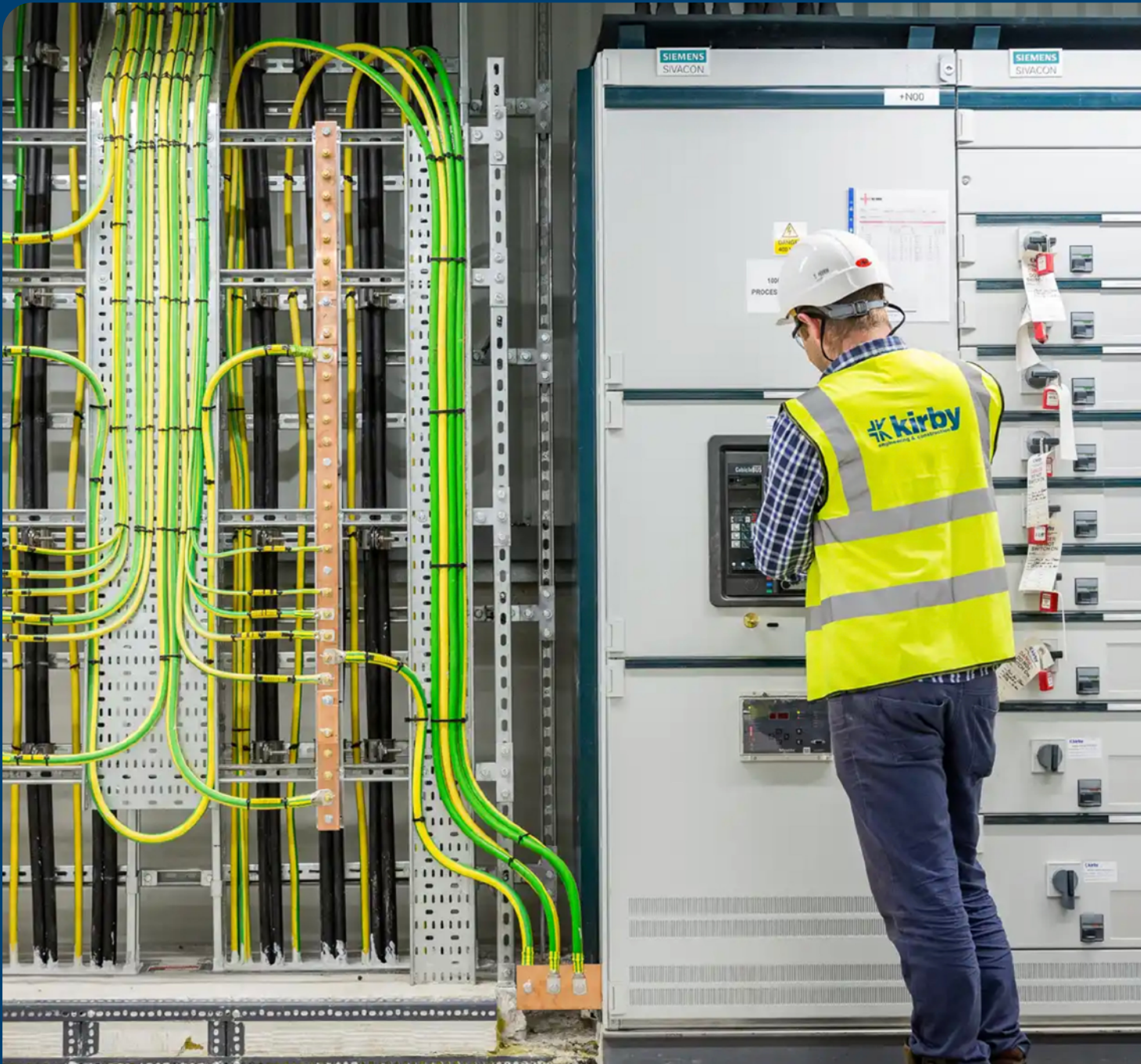


Case Study



CASE STUDY



Solutions

HSI Donesafe EHS Platform

Industry

Engineering and Construction

Size

Approximately 1,900 employees and up to 4,000 including subcontractors

Region

Ireland, UK, the Nordics and Mainland Europe

Kirby Group Engineering scales Zero Harm across Europe, saves 38,000 hours, and transforms safety visibility with HSI Donesafe

Company Overview

Founded in 1964, Kirby Group Engineering delivers complex mechanical and electrical engineering projects across high-risk sectors including data centres, life sciences, power, and industrial manufacturing. Operating across Ireland, the UK, the Nordics and mainland Europe, the company supports a workforce of up to 4,000 employees and subcontractors across geographically dispersed projects.

As the business expanded across multiple countries and regulatory environments, maintaining consistency in safety execution, engagement, and reporting became increasingly complex and increasingly critical.

The Challenge

Prior to implementing HSI Donesafe, Kirby Group Engineering relied on a combination of paper-based processes, spreadsheets, and disconnected systems to manage safety activities. While these methods supported a strong safety record, they introduced inefficiencies and limited visibility as the business expanded.

Critical workflows such as incident reporting, inspections, and safety tracking were managed across multiple systems. As operations evolved, accessing timely and consistent information became increasingly important to support leadership visibility and informed decision-making around safety performance.

Managing safety across a large, geographically dispersed workforce of employees and subcontractors presented increasing complexity. Establishing greater consistency and visibility across operations became a key priority to support informed decision-making and continuous improvement.

“Month-end reporting was a challenge. We were chasing information across emails, laptops, and other systems. Without real-time visibility, reporting was inefficient and time-consuming.”

— **Barry O'Brien**

Associate Director, EHS - Kirby Group Engineering

The organisation required a more consistent and scalable approach to:

- standardising safety behaviours across projects and regions
- improving real-time visibility of leading indicators
- reducing time spent managing and chasing documentation
- equipping frontline teams with tools that are simple and effective in the field.

The objective extended beyond compliance. It sought to enable proactive risk identification, continuous feedback, and stronger leadership engagement to help prevent incidents before they occur while supporting operational efficiency. Central to this was the evolution of Kirby Group Engineering's Zero Harm programme.

Built on interaction, engagement, and a people-first approach, the programme required a digital platform to make it visible, consistent, and actionable across all projects. The goal was clear. Make safety easier to execute, easier to see, and easier to act on at every level of the organisation.

The Solution

Kirby Group Engineering implemented KSafe on the HSI Donesafe EHS platform to operationalise its Zero Harm programme across all projects and regions.

KSafe is Kirby Group Engineering's internally developed safety framework, built around its Zero Harm philosophy and focused on driving interaction, engagement, and consistent delivery of key safety activities across the business. Rather than simply digitising existing processes, the company rethought how safety should work in practice.

The HSI Donesafe solution was designed around how teams operate on site, making it mobile first, intuitive, and easy to use. This reduced friction and made participation more natural for workers and supervisors in the field.

"It's about getting out and talking to people, interfacing and interacting with the guys on the ground. They're the ones most exposed to risk. If we're not engaging with them, understanding the job, and having those real conversations, then we're not truly managing safety."

— Barry O'Brien

Associate Director, EHS - Kirby Group Engineering

Zero Harm's key indicators were embedded directly into daily workflows, transforming safety from a set of requirements into a system of real time interaction. Activities such as observations, behavioural interactions, and safe plan of action assessments became easier to complete and more meaningful in execution.

Automation introduced a new level of consistency and control. High severity incidents now trigger immediate escalation through structured workflows, replacing informal and unreliable communication methods.

At the same time, real time dashboards and reporting provide leadership with clear, consistent visibility across all projects, something that had not previously been possible.

Key innovations included:

- **Mobile-first, field-ready operating model**
Designed for use on phones and tablets, including offline capability, enabling consistent execution in real working environments.
- **QR-code-enabled observation reporting**
Lowered barriers to reporting by enabling public access via QR codes, increasing participation and real-time hazard visibility.
- **Balanced behavioural system (BNCs)**
Replaced traditional disciplinary approaches with a system that supports both recognition and corrective feedback, reinforcing positive safety behaviours.
- **Real Time Observations**
Publicly available observations, through QR codes, allowing everyone in the supply chain to report on what is good and what needs to be improved.
- **Enhanced SPA assessments**
Shifted from tick-box compliance to assessing understanding through practical engagement and discussion, improving the quality of risk conversations.
- **Automated escalation workflows**
Introduced structured “30-minute reportable” processes to ensure immediate visibility of high-severity incidents.
- **Leadership visibility and accountability**
Real-time dashboards, weekly scorecards, and participation tracking ensure sustained engagement at all levels.
- **Platform consolidation and integration**
Replaced multiple systems with a single platform while enabling integration with a centralised data environment to support long-term analytics and governance.

By aligning technology with human interaction and cultural intent, Kirby Group Engineering has transformed safety into an integrated, organisation-wide system that supports proactive risk prevention.

The Results

The implementation delivered measurable operational efficiencies and a step change in safety performance.

Kirby Group Engineering estimates that transitioning to a fully integrated digital platform has saved approximately 38,000 hours annually, driven by the elimination of paper-based processes, consolidation of systems, and a significant reduction in administrative effort.

At the same time, safety performance has continued to improve. Incident management has shifted to structured digital workflows with real-time tracking, significantly reducing reporting delays and improving data reliability.

Kirby Group Engineering has reduced their Total Recordable Incident Rate and their All Injury Frequency Rate through stronger execution of its Zero Harm programme, increased digital participation and extra time now available to be with the workers.

Operationally, the shift has been significant. What was once delayed, manual reporting is now real-time and transparent. Leaders can see incidents, actions, and trends as they happen, enabling faster and more informed decision making.

Engagement across the workforce is also increasing. With simplified mobile access and reduced barriers to reporting, more workers and subcontractors are actively participating in safety processes, strengthening proactive risk identification across projects.

As adoption increases, Kirby Group Engineering expects leading indicator activity to continue to grow significantly, with observations and safety interactions becoming more consistent and standardised across all projects.

Transitioning to a fully integrated digital platform has saved approximately 38,000 hours annually.

Looking Ahead

With a strong digital foundation in place, Kirby Group Engineering is focused on continuing to scale and embed its approach to safety across the EMEA region.

They have seen increased adoption throughout the business, expanded participation and now with the ability to further leverage AI from this data and analytics, the next phase is to transform their preventative programmes.

As engagement grows, Kirby Group Engineering is well positioned to strengthen its proactive safety culture, ensuring Zero Harm is not just a principle, but a measurable and scalable reality across every project.

“This is just the beginning. The more people engage with the system, the more value we get. This has been a game changer for us.”

— **Barry O'Brien**

Associate Director, EHS - Kirby Group Engineering

Why it Matters

Across the EMEA region, engineering and construction organisations are under increasing pressure to move beyond compliance and demonstrate proactive, measurable safety performance across diverse sites and distributed workforces.

For Kirby Engineering Group, safety is deeply rooted in its Zero Harm philosophy, focused on interaction, engagement, and care for people. As the organisation scaled, leadership recognised that culture alone was not enough. To truly embed Zero Harm across every project, they needed a way to make it practical, measurable, and consistent.

“We used the HSI Donesafe platform to improve our Zero Harm programme. Our programme was built around interacting with people and focusing on key indicators, but we needed a way to make it easier for people to engage with it and deliver it consistently across all our projects. That is what HSI Donesafe has allowed us to do.”

— **Barry O'Brien**

Associate Director, EHS - Kirby Group Engineering

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