

	<b>Procedure</b>	
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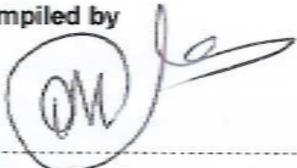
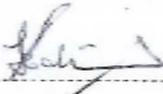
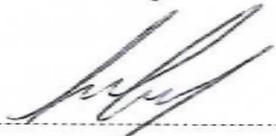
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## 1. Introduction

Eskom has adopted a value of Zero Harm. This requires all business to be conducted with respect and care for people and the environment. Safety, health, environment, and quality (SHEQ) management is an important part of all operations within Eskom and exists to prevent harm to both people and the environment.

Occupational Health and Safety (OHS) risk assessment ensures that Eskom can identify, predict, evaluate, and control the actual and potential impact it's operations may have on the health, safety, environment, socio-economic conditions, and cultural heritage of the country. The risk assessment process allows for the risks, causes, and consequences to be identified and controlled. In turn, this will minimise the negative impact and maximise the benefits of its activities. This promotes compliance with legal requirements and the principles of occupational health and safety.

## 2. Supporting Clauses

### 2.1 Scope

#### 2.1.1 Purpose

This document describes the mandatory processes, requirements, and advisory guidance for managing occupational health and safety hazards and risks. The aim of this procedure is to ensure and facilitate the effective management of hazards and risks.

Compliance with this procedure is mandatory in its area of applicability.

#### 2.1.2 Applicability

This document shall apply throughout Eskom Holdings SOC Limited, its divisions, subsidiaries, and entities in which Eskom has a controlling interest. In cases where Eskom does not have a controlling interest, this procedure shall apply if no such similar document exists.

### 2.2 Normative/Informative References

Parties using this document shall apply the most recent edition of the documents listed in the following paragraphs.

#### 2.2.1 Normative

- [1] 240- 49308149: Process Control Manual for Occupational Health and Safety Management
- [2] 32-136: Contractor Health and Safety Requirements Standard
- [3] 240-62582234: OHS Roles and Responsibilities and Statutory Appointments
- [4] 32-391: Integrated Risk Management Frameworks and Standards
- [5] 32-727: Safety, Health, Environment, and Quality (SHEQ) Policy
- [6] 32-86: Enterprise Risk and Resilience Policy
- [7] ISO 31000:2009: International Risk Management Standard

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- [8] ISO/IEC Guide 73:2009: Vocabulary for Risk Management
- [9] MHS Act: Mine Health and Safety Act, Act 29 of 1996
- [10] OHS Act: Occupational Health and Safety Act, Act 85 of 1993
- [11] OHSAS 18001: Occupational Health and Safety Management Systems, Requirements.

### **2.2.2 Informative**

- [12] ISO 9001: Quality Management Systems.

## **2.3 Definitions**

### **2.3.1 Assurance**

Assurance is a process that provides confidence that objectives will be achieved with a tolerable level of residual risk.

### **2.3.2 Communication and consultation**

Continual or iterative process that an organisation conducts to provide, share, and/or obtain information and to engage in dialogue with stakeholders regarding the management of risk.

### **2.3.3 Consequence**

Outcome of an event/exposure affecting objectives.

### **2.3.4 Control**

Measure that is modifying risk.

Note 1: controls include any process, policy, device, practice, or other actions which modify risk.

Note 2: controls may not always exert the intended or assumed modifying effect.

### **2.3.5 Control owner**

Person nominated as accountable for the assurance of the control to ensure that both the design and the operation of the control are effective. The names of control owners are recorded in risk registers.

### **2.3.6 Event**

Occurrence of, or change in, a particular set of circumstances.

### **2.3.7 Exposure**

Extent to which an organisation is subjected to an event.

### **2.3.8 External context**

External environment in which the organisation seeks to achieve its objectives.

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### 2.3.9 Frequency

Measure of the likelihood of an event, expressed as a number of events or outcomes per defined unit of time.

### 2.3.10 Hazard

Potential source of harm.

### 2.3.11 Hazard identification

Process of finding, recognising, and describing hazards.

### 2.3.12 Internal context

Internal environment in which the organisation seeks to achieve its objectives.

### 2.3.13 Level of risk

Magnitude of a risk expressed in terms of the combination of consequences and their likelihood.

### 2.3.14 Likelihood

Chance of something happening.

### 2.3.15 Monitoring

Continuous checking, supervising, critically observing, or determining the status in order to identify change from the required or expected level of performance.

### 2.3.16 Probability

Measure of the chance of occurrence expressed as a number between 0 and 1, where 0 is impossibility, and 1 is absolute certainty.

### 2.3.17 Residual risk

Risk remaining after risk treatment.

### 2.3.18 Review

Activity undertaken to determine the suitability, adequacy, and effectiveness of the subject matter to achieve established objectives.

### 2.3.19 Risk

Effect of uncertainty on objectives.

A risk with a negative consequence can be the result of human interaction with a hazard.

**Note 1:** an effect is a deviation from the expected – positive and/or negative.

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**Note 2:** objectives can have different aspects such as financial, health and safety, and environmental goals and can apply at different levels such as strategic, organisation-wide, project, and product and process levels.

**Note 3:** risk is often characterised by reference to potential events, a consequence or a combination of these, and how they can affect the achievement of objectives.

**Note 4:** risk is often expressed in terms of a combination of the consequences of an event or a change in circumstances and the associated likelihood of an occurrence of the risk.

### **2.3.20 Risk acceptance**

Informed decision to take a particular risk.

### **2.3.21 Risk analysis**

Process to comprehend the nature of risk and to determine the level of risk.

### **2.3.22 Risk assessment**

Overall process of hazard and identification, risk analysis, and risk evaluation.

### **2.3.23 Risk evaluation**

Process of comparing the results of the risk analysis to risk criteria to determine whether the level of risk is acceptable or tolerable.

### **2.3.24 Risk management**

Coordinated activities to direct and control an organisation with regard to risk.

### **2.3.25 Risk management framework**

Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing, and continuously improving the risk management processes throughout the organisation.

### **2.3.26 Risk management information system**

The database operated by Eskom that holds all risk management information, including all risk registers, risk treatment plans, and risk management plans.

### **2.3.27 Risk management plan**

Document in the risk management framework, specifying the approach to, the management elements of, and resources to be applied to, the management of risk.

### **2.3.28 Risk management process**

Systematic application of management policies, procedures, and practices to the tasks of communicating, consulting, establishing the context, identifying, analysing, evaluating, treating, monitoring, and reviewing risk.

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### **2.3.29 Risk matrix**

Tool for ranking and displaying risks by defining ranges for the consequences and likelihood.

### **2.3.30 Risk owner**

Person with the accountability and authority for managing the risk and any associated risk treatment. With regard to Occupational Health and Safety; and in line with the OHS Act, designated 16.1 and 16.2 appointees have this accountability. This includes the Responsible Manager as defined in 240-62582234.

### **2.3.31 Risk profile**

Description of a set of risks.

### **2.3.32 Risk register**

Record of information about identified risks.

### **2.3.33 Risk reporting**

Form of communication intended for particular internal or external stakeholders to provide information about the current state of risk and its management.

### **2.3.34 Risk sharing**

Form of risk treatment involving the agreed distribution of risk with other parties.

### **2.3.35 Risk tolerance**

Organisation's readiness to bear the risk after risk treatment in order to achieve its objectives.

### **2.3.36 Risk treatment**

Process of developing, selecting, and implementing measures to modify risk.

### **2.3.37 Stakeholders**

The people and organisations that may affect, be affected by, or perceive themselves to be affected by, a decision or activity.

### **2.3.38 Task owner**

The person nominated as accountable for the completion of a risk treatment action.

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## 2.4 Abbreviations

Abbreviation	Explanation
AIA	Approved inspection authority
BU	Business unit
CBRA	Contractor baseline risk assessment
COID Act	Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993)
HAZOP	Hazards of operations
HRA	Health risk assessment
IRM	Integrated risk management
LTIR	Lost-time injury rate
OHS	Occupational health and safety
OHS Act	Occupational Health and Safety Act 85 of 1993
OHS RAWG	Occupational Health and Safety Risk Assessment Working Group
OHSSC	Occupational Health and Safety Steering Committee
ORHVS	Operating Regulations for High Voltage Systems
OU	Operating unit
PSR	Plant Safety Regulations
RACI	Responsible, accountable, consulted, and informed
SHE	Safety, health, and environment
SHEQ	Safety, health, environmental, and quality
SMAT	Safety management audit technique

## 2.5 Roles and Responsibilities

Eskom and its subsidiaries shall take all reasonably practicable steps to manage risks to an acceptable level.

### 2.5.1 Group Executive (Strategy and Risk Management)

The Group Executive (Strategy and Risk Management) is accountable for the overall direction and function of Eskom's risk management programme and reports back directly to the Holdings Board, through the Board Risk Management Committee.

The Risk and Resilience Strategic Function has developed a common Eskom Enterprise Risk & Resilience framework, supported by appropriate methodologies, one common language, and an executive sponsor (GE – Strategy and Risk Management).

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## 2.5.2 Responsible managers

The Responsible managers of the various operating units, service functions, and strategic functions in Eskom are responsible for, and committed to, the implementation of the OHS risk management standards; including the Occupational Health and Safety Risk Assessment Procedure. These aspects include coordinating the risk management strategy, ensuring compliance with these standards, and the planning and implementation of the procedure in their operating units, service functions, and strategic functions, as well as projects.

Responsible managers are responsible for the development of baseline OHS risk assessments and all other associated risk assessments for all activities and processes in their operating units, the implementation of risk treatment plans, and for ensuring that risk registers are kept up to date.

The Responsible managers are accountable for the monitoring and reviewing of OHS risks, for the assurance of controls, and for the completion of risk treatment tasks.

- Risk owners (16.1 and 16.2 appointees and those delegated with authority, for example, OU/BU responsible managers) are responsible for ensuring that the assessment of that risk is up to date and is properly recorded in risk registers.
- Control owners should ensure that appropriate and periodic assurance takes place to check that the controls on which the organisation relies are in place, are effective, and cannot be cost-effectively improved.
- Task owners will have treatment actions to complete by an agreed date. Of course, these tasks can be delegated, but the accountable manager will remain fully responsible for their completion.

## 2.5.3 Project and contract managers

Project managers and contract managers are responsible for ensuring that OHS risk assessments are conducted during the design phases of the project and for ensuring that baseline risk assessments are conducted for all project and construction activities in their operating units. Project managers should ensure that all contractors working on the projects are informed of, and comply with, Eskom's risk assessment requirements prior to the commencement of construction as well as during construction.

## 2.5.4 Sustainability Division

Sustainability Division's Sustainability Systems and Climate Change Department is responsible for providing support to divisions in terms of the interpretation and understanding of the legal and procedural requirements of this procedure.

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### 2.5.5 On-site SHE personnel

SHE personnel on site are responsible for providing support within their operating units, service functions, and strategic functions in terms of the interpretation and understanding of the requirements of this procedure for their specific processes and activities. They will have to ensure assurance through the periodic verification of control measures and their effectiveness. SHE personnel are also responsible for assisting and supporting Responsible managers in fulfilling their duties by providing necessary advice, expertise, and administrative support where required and agreed to by both parties.

### 2.5.6 Joint ventures

There may be occasions when Eskom and other organisations combine resources to carry out a joint venture. Unless otherwise stipulated, where the work is to be managed jointly with a joint-venture partner, the requirements imposed on the responsible manager in this procedure will also apply to the joint venture and will also be indicated in the memorandum of understanding as such, unless the joint venture contractual agreement specifies, in writing, the health and safety arrangements as required in terms of section 37.2 (if applicable) of the OHS Act.

## 2.6 Process for Monitoring

The Occupational Hygiene and Safety Steering Committee(OHSSC) and Occupational Health and Safety Risk Assessment Workgroup members are responsible for providing guidance on the risk management process. Responsible managers and OHS personnel are responsible for the day-to-day coordination of risk management activities and information sharing between operating unit, service, and strategic functions.

Compliance with the requirements of this procedure has to be reviewed internally by the operating unit, service function, and/or strategic function at least annually as part of an internal review process.

Records shall be audited by the Assurance and Forensic Department or any person appointed on its behalf at planned intervals. The focus areas of such monitoring process will include training in OHS risk assessment, previous risk assessment reviews, general adherence to the OHS risk assessment process, and determining the adequacy of risk assessment.

## 2.7 Related/Supporting Documents

240-70044602 Occupational health and safety risks assessment template.

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### 3. OCCUPATIONAL HEALTH AND SAFETY RISK ASSESSMENT PROCEDURE

#### 3.1 Types of Occupational Health and Safety Risk assessments

##### 3.1.1 Baseline risk assessment

- Baseline risk assessment refers to the OHS hazards and risks that are identified and assessed before the inception of a new project and commencement of operations. The baseline risk assessment shall include both routine and non-routine tasks.
- The output of baseline risk assessments is a set of OHS risk profiles, per operation and/or process and/or activity, which is used to prioritise action programmes.
- The OHS baseline risk assessments template 240-70044602 shall be the tool used to perform baseline risk assessments within Eskom Holdings.

##### a) Project baseline risk assessments

###### i. Client risk assessment

- The OHS Act, Construction Regulations 5.1, and Mine Health and Safety Act (section 11) require the client to provide the principal contractor or his or her agent with any information that might affect their health and safety while performing work on behalf of the client.
- The baseline risk assessment should be submitted as part of the tender documents or during negotiations, so that the potential contractor can make provision for the cost of health and safety measures during construction.
- A multidisciplinary risk assessment needs to be performed during the planning or design phase of the project, so as to eliminate hazards and implement OHS engineering controls before the project is executed amongst other controls that will enhance our ability to achieve the desired objectives.
- Baseline risk assessments should take into consideration hazards and risks that could have an impact beyond the site borders as well as external factors that could affect the health and well-being of persons on site and employees off site (for example, roads).
- The baseline risk assessment must be periodically reviewed based on, for example, project life-cycle changes, incident trend analysis or changes to scope of work, and newly introduced risks due to residual risks.

###### ii. Contractor baseline risk assessment (CBRA)

- The contractor shall, based on the client risk assessment, develop a baseline risk assessment for all planned activities, which shall form part of the OHS plan submitted to the client.
- The contractor baseline risk assessment will be an essential consideration during the tender evaluation/ adjudication/negotiation and/or clarification processes prior to contract award.

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- A contractor baseline risk assessment must be carried out for all planned project elements/activities/tasks regardless of the frequency and duration with which those tasks are expected to be carried out.
- The contractor baseline risk assessment must be periodically reviewed based on, for example, changes to scope of work, changes to work methods/procedures/equipment, organisational changes (including personnel), incident trend analysis, or new/revised technology.
- The CBRA shall be submitted to the client at the agreed times.

#### **b) Baseline risk assessments for routine tasks**

- Baseline risk assessments need to be developed for routine activities that the business performs on a daily basis. These will assist the business in developing treatment measures such as standard operating procedures or work instructions to reduce the hazards and risk attached to these activities.
- Occupational exposures with potential health effects must be identified, assessed, documented, treated, and communicated.
- The hazards and control measures from this baseline risk assessment shall be communicated to all affected employees, so as to inform them of hazards attached to the work they are to perform.
- The hazards identified from this baseline shall be incorporated in employee man-job specifications, so that proper medicals can be conducted.
- This baseline risk assessment shall be reviewed periodically based on, for example, changes in the scope of work, new technology, etc.

#### **3.1.2 Issue-based risk assessments**

- Although most standard activities should already be covered by a baseline risk assessment, the circumstances surrounding the activities may vary from day to day; therefore, each task or activity needs to be assessed and analysed before work starts.
- Issue-based risk assessment can also be conducted for a specific hazard, for example, fire risk assessment.
- All relevant stakeholders need to be involved when an issue-based risk assessment is conducted.
- Issue-based risk assessment looks at assessing the risks attached to each activity and hazard; for instance, if chemicals were identified as part of the baseline risk assessment, the task-specific risk assessment needs to assess and analyse each chemical individually.
- If there is no baseline risk assessment, the issue-based risk assessment must cover all aspects of the job, the core activity, as well as circumstances.
- Issue-based risk assessment needs to be performed prior to every activity or task, and it shall be informed by the baseline risk assessment.

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- The issue-based risk assessment is essential for the development/review of SOPs/SWPs, method statements, emergency plans, and so forth, as it addresses work-specific hazards and risks.
- On construction projects, the contractor shall conduct the issue-based risk assessments and submit them to the client prior to the commencement of work.
- The client shall sign acknowledgement that risk assessments have been reviewed; however, this does not absolve the contractor of his/her duties in terms of the OHS Act.

**a) Pre-task (daily) risk assessment**

- As part of the issue-based risk assessment, there is a requirement that a pre-task risk assessment be conducted before any task, as circumstances may change, for example, the weather and site location.
- The pre-task risk assessment is also required as part of the work permit, required by the Life-saving Rules, ORHVS, and PSR.
- The pre-task risk assessment shall be completed as part of the pre-job planning processes by the responsible and authorised person(s), together with all the people who will perform the task.
- The pre-task risk assessment shall be conducted at the location where the activity takes place to ensure that all circumstances can be evaluated properly.
- All people who participate in the activity must be trained on the contents of the risk assessment to ensure that they understand the hazards associated with the task.
- A qualitative, simple checklist method is advisable for a pre-task risk assessment, as staff at all levels in the organisation should be able to perform this task with quality. As a minimum, the checklist should consider the following areas:
  - Work area
  - Unsafe conditions
  - Environmental conditions
  - Health conditions
  - Condition of PPE, tools, and equipment
  - Ergonomics risks
  - Personal risks
  - Emergency response risks
  - Work permit (ORHVS, PSR)
- When circumstances change during the course of the activity, activities must be stopped, and risk assessments must be again updated and discussed with all involved in the task.

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### 3.1.3 Continuous risk assessment

Occupational health and safety risk assessments should take place continuously, as an integral part of day-to-day health and safety management. This form of risk assessment is an important tool for ensuring the reduction of OHS hazards and risks in the workplace, as it addresses day-to-day changes in the activity.

It is the duty of all supervisors to ensure that effective continuous risk assessment actually takes place in the workplace. The employer must ensure that all employees are competent to perform continuous risk assessments.

### 3.1.4 Health risk assessment (HRA)

The health risk assessment shall be conducted for all activities, and the process shall be led by Occupational Hygiene (OH) professionals.

The HRA shall consider, but not be limited to, the type, health effects, physical form, and route of entry of the stressor(s), exposure patterns, and the effectiveness of the existing controls.

The outcome of the HRA shall inform the OH monitoring programme, medical surveillance programme, training, and PPE matrix.

## 3.2. Occupational Health and Safety Risk Assessment Process

Note: before conducting risk assessments, proper planning and preparation shall be done.

### 3.2.1. Communication and consultation

- Conduct a stakeholder analysis to define the relevant stakeholders, their roles, and communication needs.
- Identify who is exposed to risks, who is responsible and accountable for the management of risk (risk owner), who needs to be included in the risk analysis process, and who needs to be consulted and informed.
- Communicate information on OHS risks to management, the employees, and other affected stakeholders.

### 3.2.2. Hazard identification and context setting

- Determine the scope, purpose, or objective of risk assessment.
- List all the activities that are to be performed by the business, taking into account third-party stakeholders such as the community.
- Identify hazards or stress factors that have an impact on the health and safety of employees, the environment, and third-party stakeholders. Note: hazards are generally tangible and can be seen, heard, felt, measured, smelt, or determined through the use of one's senses.

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- Classify the OHS hazards into one of these broad areas (but not limited to them):
  - Physical, for example, light, heat and cold, or vibration
  - Chemical, for example, hazardous substances, poisons, vapours, or dust
  - Biological, for example, plants, bacteria, parasites, or viruses
  - Mechanical/electrical, for example, working from heights or plant and equipment
  - Ergonomic, for example, posture, weight, or repetition
  - Psychological, for example, stress, boring/repetitive work, or violence/aggression

### 3.2.3. Risk identification

- Identify risks attached to listed hazards, and list the implications and causes of such risks.
- Describe the risks in terms of an event, changes in a situation, circumstances, and how these lead to consequences.
- Record the identified risks in the risk registers, with the following information:
  - A description of the risk, its possible cause, and consequence
  - The risk owner (typically a responsible manager)
  - The risk category (safety or health)

### 3.2.4. Assess and Analyse risk

- This is a step where risks are analysed in order to determine the effectiveness of existing control measures and implement further control measures to minimise the consequences of those risks for the health and safety of employees and the environment.
- Both qualitative and quantitative techniques can be used to assess and analyse risks, for example, qualitative incident investigation reports or quantitative data/measurements.

#### 3.2.4.1. Determine existing controls

- Through walk-throughs, inspections, records, interviews, and observations, existing controls are recorded.
- Controls will include systematic controls and elimination, engineering, administrative, or personal protective equipment controls.

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### 3.2.4.2. Determine consequence rating

When determining the consequences of the risk, take into account existing controls and their adequacy and effectiveness.

Consequence rating	Description
	<b>Health and safety</b>
6	Multiple fatalities
5	Fatality or life-threatening health effects
4	Lost-time injury; Irreversible health effects/occupational disease with permanent consequence
3	Medical treatment case; occupational disease with reversible/non-permanent effect
2	First-aid treatment case and temporary discomfort case
1	No injuries or health effects (near misses)

### 3.2.4.3. Determine likelihood rating of risk

The likelihood considers the probability that the consequences will be experienced will occur as well as the frequency of exposure to the hazard.

This is determined by using the likelihood table below:

Score	Descriptor	Safety	Occupational hygiene	
			Exposure	Probability of exceeding OEL
1	Highly unlikely	<ul style="list-style-type: none"> <li>▪ &lt; 5% probability, or</li> <li>▪ occurrence requires exceptional circumstances, or</li> <li>▪ exceptionally unlikely, even in the long-term future, or</li> <li>▪ only occurs as a "100-year event"</li> </ul>	Rare (once a year)	No exposure (or exposure < 10% of OEL)

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2	Unlikely	<ul style="list-style-type: none"> <li>▪ &gt; 5% probability, or</li> <li>▪ may occur, but not anticipated, or</li> <li>▪ occur in “years to decades”</li> </ul>	Short periods of time, a few times per day/intermittent (once in six months, three months, or a month)	Low exposure (< 50% of OEL)
3	Possible	<ul style="list-style-type: none"> <li>▪ &gt; 20% probability, or</li> <li>▪ may occur shortly, but a distinct probability it will not, or</li> <li>▪ could occur within “months to year(s)”</li> </ul>	Continuous for between one and two hours (often/weekly)	Moderate exposure (chronic exposure > 50% of OEL or acute exposure ≥ OEL)
4	Likely	<ul style="list-style-type: none"> <li>▪ &gt; 50% probability, or</li> <li>▪ balance of probability it will occur, or</li> <li>▪ could occur within “weeks to months”</li> </ul>	Continuous for between two and four hours (frequent/daily)	High exposure (chronic exposure > OEL, or exposure exceeding OEL-STEL)
5	Unavoidable	<ul style="list-style-type: none"> <li>▪ 99% probability, or</li> <li>▪ impact is occurring now, or</li> <li>▪ could occur within “days to weeks”</li> </ul>	Continuous for eight-hour shift	Very high exposure (chronic exposure > 2 x OEL or exposure exceeding OEL-C)

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### 3.2.4.4. Determine risk rating

Plot the consequence and the likelihood on the risk matrix below to determine the risk priority level.

Consequences	6	III	II	I	I	I
	5	III	II	II	I	I
	4	IV	III	II	I	I
	3	IV	III	II	II	I
	2	IV	IV	III	II	II
	1	IV	IV	III	III	III
		1	2	3	4	5
		Likelihood				

### 3.2.5. Evaluate risk

- Rank the risks in different categories based on the level of risk that has been determined as well as the effectiveness of the current risk controls, that is, very high, high, medium, or low, using the qualitative method below:

Priority	Risk ranking	Action required
I	Very high	Immediate action required
II	High	Strong mandatory action required
III	Medium	Action required, possibly at administrative level
IV	Low	Minor or no action required

- Test the identified risk against safe limits, internal requirements, and external requirements, including legislation and other requirements, limits and conditions of authorisations issued for that activity, and any other possible requirements to ascertain whether the risk exists or not.

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- Depending on the risk ranking, determine the degree of control and tolerance against the defined limits.
- Determine whether the risk is acceptable; if acceptable, no further assessment is required.

### 3.2.6. Eliminate and reduce risk

- Develop a risk management strategy to treat the impact, consequence and/or likelihood/exposure of assessed risks.
- Establish the actions to be taken, where the highest-order type of preventive measure will be the most effective and sustainable, using the hierarchy of control.
- Different approaches can be taken that are aligned with the agreed risk-tolerance level. Consider treatment/ hierarchy of control measures in terms of the following priorities:
  - Risk elimination or avoidance totally removing the risk.
  - Risk reduction: involves methods that minimise either the impact or the likelihood of a risk, or a combination of both.
  - Risk sharing/transfer: means causing another party to accept the risk fully, for example, by transferring the risk to a contractor who is better equipped to deal with the risk.
  - Risk tolerance or risk retention: involves accepting the risk as it occurs. This is a viable option for minor risks where the total “cost” of treatment exceeds the expected benefits in terms of loss reduction.

### 3.2.7. Monitor risk

- On a continuous basis, review/re-analyse the identified risks and control measures at intervals determined by the applicable legislative requirements or if there is a change in the risk.
- Where a frequency of review is not prescribed by specific regulations or standards, the risk assessment shall be reviewed every two years.

### 3.2.8. Report risk

- Document all assessment results irrespective of the risk rating.
- Risk assessments shall be discussed with all employees, and implementation of control measures is to be supervised.
- The risk assessment shall be reported to all affected stakeholders to ensure that corrective measures are implemented.

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### 3.3. Training and Support

A major component of implementation is the awareness and training of all staff members in the OHS risk management processes in Eskom. Divisions and projects should have a training plan that covers the following:

- Awareness briefings for all staff members

Training for OHS personnel, line managers, project managers, and contractor managers in the principles of OHS risk management, line management responsibilities, and the use of risk assessment tools.

## 4. Acceptance

This document has been seen and accepted by:

Name	Designation
Alex Stramrood	Senior Manager OHS (Operational)
Jace Naidoo	Senior Manager OHS (Contractor and Skills Development)
Occupational Health Safety Steering Committee	
Distribution SHEQS Managers Committee	
Generation SHE Managers Forum	

## 5. Revisions

Date	Rev.	Compiler	Remarks
September 2009	0	Sandile Seme	New procedure
August 2011	1	Pulane Raophala	This document was compiled to address the PCM in line with the objectives of the Back to Basics project. Changes to the document include alignment with the mapped business process.
January 2014	2	Ntokozo Ngubane	The document was due for revision and was developed to standardise the OHS risk assessment processes in Eskom and to align them with IRM.

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## 6. Development Team

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