



Wage Bureau Project Scope Statement

Group Capital Division

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	Wage Bureau Project Scope Statement	Group Capital Division
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1 DOCUMENT PURPOSE

This document defines the full scope and boundaries of the Wage Bureau service for deployment across Eskom’s Group Capital Division, establishing the baseline for all project planning, execution, verification, and governance activities throughout the project life cycle. It reflects the strategic repositioning of the Wage Bureau as a centralised assurance function that delivers independent verification of contractor wage information, strengthened financial oversight, statutory and contractual compliance, and audit-ready data to support project governance across multiple capital projects. The Scope Statement incorporates the future operating model approved within Group Capital, under which the Wage Bureau will function as a unified, OPEX-funded service with scalable multi-project capability, and specifies the required functional capabilities of the current multi-system architecture—biometric attendance capture, wage and payroll verification, and an Eskom-owned contractor-engagement platform—expressed in technology-neutral terms to support open-market procurement.

2 NORMATIVE REFERENCE

This Project Scope Statement is to be read in conjunction with the following normative documents, which form an integral part of the governance, continuity, and project initiation framework applicable to the Wage Bureau service:

- 240-69119603: Start up Project
- 240-93317497: Wage Bureau Business Continuity Plan

3 PROJECT DETAILS

Project Name:	Wage Bureau Project		
Project No:	N.FF00036. E.01		
Project Manager:	Abel Mashigo/ Ella Ngwu		
Programme Manager:	Dick Huyser		
Portfolio Manager:	Delivery N/A	Portfolio Owner:	N/A
Division:	Group Capital	Operating Unit:	Eskom Project Management

			Centre of Excellence
Client Representative:	Sunette van der Westhuizen		

4 PROJECT SCOPE DESCRIPTION

4.1 Overview

The Wage Bureau is an enterprise-level assurance function established to provide Eskom’s Group Capital Division with a unified, independent mechanism for validating contractor wage information, strengthening financial governance, and ensuring consistent, audit-ready compliance across multiple construction and refurbishment projects. Originally developed for large-scale projects such as Medupi and Kusile to address systemic weaknesses in contractor wage accuracy and verification, the Wage Bureau has since evolved into a strategic governance tool that supports Eskom’s broader mandate for financial discipline, project predictability, and risk management. Its foundations and operational value are recorded in the Wage Bureau Strategic Memorandum, which formalises its expanded mandate and cross-project applicability.

Operating under the Project Stability function within Group Capital, the Wage Bureau integrates data from biometric attendance systems, contractor payroll submissions, contractual wage schedules, statutory compliance documents, and project governance artefacts. This consolidated environment provides a single, defensible source of verified wage and labour-deployment information, enabling consistent decision-making by Contracts Management, Quantity Surveyors, Commercial Departments, Project Management, Industrial Relations, and assurance bodies. The operating model is designed to be scalable, centrally governed, OPEX-funded, and suitable for deployment across portfolios of capital projects under a unified contracting and cost-allocation framework.

The Wage Bureau therefore provides more than wage-related oversight; it functions as a governance platform capable of enabling financial verification, contractual compliance, transformation reporting, early detection of contractor distress, and forensic-ready data for internal and external audit. Its processes and datasets have been proven through multi-year application and tested governance cycles, supported by structured monthly

validations, exception management, and a stable technology environment comprising the current multi-system architecture.

4.2 Objective Of The Wage Bureau Service

The objective of the Wage Bureau is to provide a standardised, reliable, and independent assurance service that enhances the integrity, accuracy, and compliance of contractor wage information across Group Capital projects. This includes:

4.2.1 Improve Accuracy and Predictability of Wage Information

- Ensuring that hours worked, overtime, allowances, job grades, and wage rates submitted by contractors are accurate and fully validated against independent biometric data and contractual rules.
- Preventing financial leakages arising from inflated hours, non-compliant allowances, or incorrect pay calculations.

4.2.2 Ensure Statutory, Legal, and Contractual Compliance

- Verifying compliance with industry agreements, the BCEA, PA/SSA rules, and statutory obligations such as UIF, SARS, and provident fund contributions.
- Maintaining full audit trails, enabling transparency and regulatory assurance.

4.2.3 Provide Independent Verification of Contractor Invoices

- Supplying Quantity Surveyors and Contracts Managers with validated claims reports, enabling evidence-based verification of cost-plus claims and variation orders.
- Providing a defensible foundation for approving or rejecting wage-based cost recoveries.

4.2.4 Strengthen Financial Oversight and Governance Controls

- Detecting early indicators of contractor liquidity challenges through payroll behaviour, statutory submission patterns, and wage irregularities.
- Supporting contract management decisions with accurate workforce and payroll data.

4.2.5 Enhance Project Governance, Labour Intelligence, and Reporting

- Providing real-time visibility of contractor headcounts, demographic profiles, skills, and labour deployment across projects.
- Enabling transformation, workforce, and compliance reporting for executive oversight and parliamentary requirements.

4.2.6 Enable Cross-Project Standardisation and Scalability

- Establishing uniform wage validation, payroll verification, and reporting processes across Group Capital projects under a single operating model.
- Supporting multi-project deployment under a centralised, OPEX-funded service model.

4.3 Monthly Operational Process

The Wage Bureau operates on a structured monthly cycle supported by daily and weekly controls to ensure the accuracy, completeness, and integrity of wage-related information.

4.3.1 Core Inputs and Data Integration

- Contractor payroll and HR files are submitted through the designated contractor-engagement platform.
- Biometric time and attendance data is captured using on-site devices, forming the independent source of hours worked.
- Data is integrated and consolidated into a centralised warehouse environment.

4.3.2 Validation and Verification Activities

- Reconciliation of attendance data against payroll submissions.
- Verification of overtime, allowances, job grades, and industry-rule compliance.
- Checks against statutory documents and contractor-submitted records.

4.3.3 Reporting and Exception Management

- Generation of dashboards, exception reports, and validated claims reports.
- Engagement with contractors to resolve discrepancies and enforce corrective actions.

- Archiving of all validation outcomes, contractor interactions, and exception-resolution records within a structured evidence repository to support governance processes, internal-control reviews, and compliance assessments.

4.3.4 Executive and Project Reporting

- Provision of consolidated workforce statistics, transformation metrics, site attendance summaries, and payroll-verification outcomes.
- Support for monthly project controls cycles, commercial reviews, and claims adjudication.

4.4 Benefits

The Wage Bureau delivers substantial strategic, financial, and governance benefits to Eskom's capital project environment:

4.4.1 Primary Benefits

- Improved wage accuracy and reduced disputes.
- Stronger financial oversight and reduced overbilling.
- Independent verification supporting contractual and commercial governance.
- Early warning detection of contractor performance risks.

4.4.2 Organisational Benefits

- Cross-project consolidation of workforce and wage data enabling comparative analytics and benchmarking.
- Transformation, skills development, and demographic reporting supported by a unified dataset.
- A consolidated and historically rich dataset that enables trend analysis, forensic interrogation, and independent assurance by internal audit and external oversight bodies.

4.5 System Architecture And Software Components

The Wage Bureau operates on a modular, scalable architecture comprising three core capability groups, reflecting the current systems in use but expressed in

technology-neutral terms for procurement purposes. Equivalent capabilities are required from prospective service providers:

4.5.1 Biometric Time and Attendance Capture Platform

- Provides independent, tamper-resistant attendance data.
- Includes on-site devices, local consolidation environments, and secure synchronisation to central systems.

4.5.2 Payroll Verification and Compliance Engine

- Performs wage-rate validation, comparative payslip generation, rule-based calculations, and statutory compliance checks.
- Integrates with attendance data and contractor-submitted payroll files.

4.5.3 Eskom-Owned Contractor Engagement and Data Submission Platform

- Facilitates secure submission of payroll and HR information.
- Provides dashboards, exception management, contractor workflow tracking, document repositories, and reporting.
- Forms part of Eskom's intellectual property and is undergoing patent registration.

4.6 Data Warehouse Contents

The centralised warehouse aggregates validated data from all capability groups and statutory sources, providing:

- Workforce profiles and demographics
- Attendance and productivity metrics
- Verified payroll elements
- Compliance verification results
- Historical records for audit and forensic purposes

4.7 Infrastructure Requirements

The infrastructure supporting the Wage Bureau includes:

- Local and central server environments
- Redundant and disaster-recovery facilities
- Biometric devices and associated network equipment
- Secure connectivity to contractor payroll and HR systems (20–30 systems currently integrated)

- LAN/WAN infrastructure for multi-site deployment

5 PROJECT SCOPE EXCLUSIONS

The following items fall outside the scope of the Wage Bureau service and will not form part of the functional, technical, or operational obligations of this project:

5.1 Peaking Stations

The Wage Bureau will not be deployed at peaking stations, as these environments do not require structured construction-labour oversight and do not fall within the applicable project portfolio.

5.2 Contractor Payroll Processing

The Wage Bureau does not perform payroll administration or payroll execution for contractor employees. Contractors remain fully responsible for calculating, processing, and paying wages; the Wage Bureau provides independent verification only.

5.3 Human Resource Management of Contractor Personnel

The management of contractor employees—including recruitment, onboarding, disciplinary matters, leave administration, and any HR-related functions—remains entirely the responsibility of contractors and is not included in the Wage Bureau’s scope. Type text here

5.4 SAP System Development

The Wage Bureau does not undertake SAP system development or SAP enhancement activities, except where such work relates specifically to approved and clearly defined interface points between SAP and the Wage Bureau environment.

5.5 Labour Broking, Recruitment, and Subcontractor Procurement

The Wage Bureau does not participate in or influence the sourcing, contracting, or procurement of subcontractors, labour brokers, or labour-supply entities. These functions remain with contractors and Eskom project teams.

6 PROJECT ASSUMPTIONS

The scope and successful operation of the Wage Bureau service are based on the following core assumptions. These assumptions underpin the functional requirements, process timelines, and assurance mechanisms defined in this Project Scope Statement. They are assessed continually through the daily data-verification processes, and system

adjustments or enhancements are implemented within agreed governance timelines where required.

6.1 Legal and Regulatory Compliance

All participating contractors, subcontractors, and supporting service providers will comply with applicable legislation, industry agreements, statutory obligations, and Eskom governance requirements, including the Basic Conditions of Employment Act, PA/SSA wage rules, and relevant labour and tax statutes.

6.2 Compliance with Bargaining Council and Industry Rules

Contractors are assumed to apply the correct wage rates, job classifications, overtime rules, allowances, and statutory deductions as required by their respective bargaining council or industry agreements.

6.3 Availability and Accuracy of Statutory Records

Contractors will provide complete, accurate, and timely statutory records—including UIF declarations, MIBFA/provident fund submissions, tax documentation, and proof of payroll payments—to enable validation and compliance assessments.

6.4 Standardisation of Processes and Adherence to Deadlines

Contractors and project teams will follow the standardised processes defined for payroll submission, attendance reconciliation, exception reporting, and issue resolution, and will meet all stipulated submission timelines without exception.

6.5 Data Availability and Quality

All parties will ensure completeness and correctness of attendance data, payroll files, HR records, and descriptive employee information (including identities, job titles, wage rates, and contract details) to facilitate accurate verification and reporting.

6.6 Risk Identification and Mitigation

Contractor management and Eskom project teams will cooperate in identifying emerging risks—such as wage irregularities, potential liquidity concerns, inaccurate submissions, or non-compliant practices—and will implement required site instructions or corrective actions in a timely manner.

6.7 Governance of Project Operations

The project operates on the assumption that governance requirements—including validations, process reviews, change requests, and system improvements—will be performed in accordance with Eskom’s project-management and assurance frameworks.

7 PROJECT ACCEPTANCE CRITERIA

The acceptance of the Wage Bureau service is contingent upon satisfying the requirements set out in the Project Statement of Work and the Wage Bureau Business Continuity Plan. Successful delivery of the project depends on the achievement and ongoing maintenance of specific critical success factors, all of which collectively enable the primary project objective of uninterrupted operations and validated wage-related information across participating sites.

The following acceptance criteria apply:

7.1 No Work Stoppages Attributable to Wage Verification Processes

A core success factor is that no project site experiences work stoppages or operational delays arising from failures in the verification, processing, or reporting of wage-related data. This requirement is jointly supported by all parties.

7.2 Accurate Alignment of Pay-Related Amounts

The Wage Bureau’s validated wage calculations must align with the corresponding values recorded in contractor systems. Contractors are responsible for ensuring accuracy and consistency of their submissions.

7.3 Accurate Alignment of Claim-Related Amounts

The wage and time-based elements within contractor claims must correspond to the verified values produced through the Wage Bureau environment. The Commercial Department must support the revised methodology used to calculate and validate these claims.

7.4 Accurate and Complete Supplier Information

Contractors must provide all required data in the correct formats, including payroll files, HR information (names, identity numbers or passport details, wage rates, job titles), statutory records, and any other documentation necessary for validation and reporting.

7.5 Consistent Use of Wage Bureau Information Across All Parties

Both Eskom project teams and contractors must consistently use the validated data, reports, dashboards, and exception insights produced by the Wage Bureau systems as the authoritative source of wage-related information. Uniform adoption is essential to maintain a single version of the truth.

7.6 Maintenance of a Single Source of Truth

A single, authoritative dataset must be maintained for timesheet information, wage rates, and all other payroll elements forming the basis for payment and claims verification. This dataset will be derived from the Wage Bureau's consolidated environment.

7.7 Conformance to an Acceptable Systems Development Life Cycle (SDLC)

The service provider must follow an approved and acceptable SDLC in delivering system changes, ensuring that system enhancements, fixes, and upgrades are managed in accordance with formal governance and quality-assurance standards.

8 PROJECT CONSTRAINTS

The implementation and ongoing operation of the Wage Bureau service are subject to the following constraints, which may influence project timelines, resource utilisation, and the overall governance environment:

8.1 Budgetary Constraints

The project is contingent upon the availability of approved funding within the applicable budgeting and governance cycles. Limitations in budget allocation, timing of approvals, or delays in Execution Release Authority (ERA) processes may affect the scheduling of activities, system continuity, and resource deployment.

8.2 Data-Security and Legislative Requirements

All systems, processes, and data flows must comply with applicable data-protection legislation, including the Protection of Personal Information Act (POPIA). The implementation of appropriate security controls, encryption standards, access restrictions, and governance mechanisms may impose constraints on the design, configuration, and operation of the Wage Bureau environment.

8.3 Resource Availability

The project relies on the availability of appropriately skilled resources—including technical specialists, business analysts, project personnel, and site-based attendance-assurance staff—from both Eskom and contractors. Constraints on resource capacity or availability may impact project timelines, validation cycles, and the ability to support multi-site deployment.

9 PROJECT REFERENCES

The following legislative and regulatory instruments are referenced in support of the Wage Bureau's verification, compliance, assurance, and governance functions. These Acts provide the statutory framework within which wage-related oversight, contractor assurance, financial verification, and labour-compliance activities must be executed across Group Capital projects:

- Basic Conditions of Employment Act, No. 75 of 1997 — establishes minimum terms and conditions of employment in South Africa.
- Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993 — regulates compensation for work-related injuries and diseases.
- Constitution of the Republic of South Africa, 1996 (Section 23 — Labour Relations) — guarantees fair labour practices and rights relating to collective bargaining and union participation.
- Employment Equity Act, No. 55 of 1998 — governs employment equity, non-discrimination, demographic reporting, and equitable remuneration.
- Employment Services Act, No. 4 of 2014, including amendments introduced through the Employment Services Amendment Bill aligned with the National Labour Migration Policy — regulates employment services, registration of employers, and oversight regarding the employment of foreign nationals.
- Immigration Act, No. 13 of 2002 — prescribes requirements for work authorisation, visas, documentation, and employment conditions relating to foreign nationals.
- Income Tax Act, No. 58 of 1962 — governs statutory tax obligations relevant to payroll verification.
- Labour Relations Act, No. 66 of 1995 — regulates collective bargaining, dispute resolution, organisational rights, and labour stability.

- National Labour Migration Policy (White Paper), 2025 — sets out policy directives applicable to the employment of foreign nationals, quotas, and documentation compliance.
- Occupational Health and Safety Act, No. 85 of 1993 — requires safe working conditions and influences verification of attendance and workforce deployment.
- Promotion of Access to Information Act, No. 2 of 2000 — regulates access to information and supports the transparency standards applied to contractor wage assurance.
- Protection of Personal Information Act, No. 4 of 2013 — governs the secure handling, storage, and processing of personal and biometric data used in wage verification.
- Skills Development Act, No. 97 of 1998 — regulates skills development reporting and forms the basis for transformation and labour-market data analysis.
- Unemployment Insurance Act, No. 63 of 2001 — requires verification of UIF compliance as part of statutory payroll validation.

These legislative instruments collectively define the statutory and regulatory environment within which the Wage Bureau must operate, ensuring that wage verification, contractor-compliance checks, statutory assurance activities, and audit-readiness processes comply with applicable South African law and Eskom governance requirements.

Electronic copies of these Acts may be obtained from the following authoritative websites:

Department of Employment and Labour – Acts Repository

<https://www.labour.gov.za/DocumentCenter/Acts>

(Official source for labour-related statutes).

Southern African Legal Information Institute (SAFLII) – Consolidated Acts

https://www.saflii.org/za/legis/consol_act/

(Provides consolidated and updated versions of South African legislation).

10 PROJECT ADDITIONAL INFORMATION

The following additional information supplements the scope and operational requirements of the Wage Bureau service. It reflects key implementation considerations and identifies areas where the Wage Bureau supports project execution, contractor assurance, governance, and reporting across participating Group Capital projects.

Description	Projects	Support Service Providers
Implementation of standardised, optimised, and simplified processes, including detailed procedures where required.	Yes	Yes
Implementation of a unified software capability to calculate changes to employee wages (e.g., standardised wage-rate structures).	Yes	Yes
Import of employee information and associated leave records from all contractors, subcontractors, and service providers into the time-and-attendance and payroll-verification environments.	Yes	Yes
Import of employee wage-related information from contractors, subcontractors, and service providers into the central data warehouse for verification against calculated wage elements	Yes	Yes — including wage-rate data
Production of dashboards reflecting wage-accuracy results, enabling effective contractor and service-provider management.	Yes	Normal time and overtime are prioritised
Ability to generate audit-type reports to identify irregularities such as ghost employees through standardised reporting.	Yes	Yes
Implementation of KPIs for business processes and system utilisation, with automation to enhance contractor oversight and performance management.	Yes	Yes
Implementation of skills-training records and qualifications data in alignment with Eskom’s Shareholder requirements.	When applicable	When applicable
Retention of contractor employee data, monthly wage information, and records of employee queries within the data warehouse.	Yes	Yes
Optional use of the time-and-attendance and payroll applications by contractors for production purposes (mandatory for future new-build programmes; optional for existing sites such as Medupi and Kusile).	Yes	Yes
Use of electronic time-and-attendance systems by contractors to verify manual attendance records.	Yes	When applicable
Standardisation of a single payslip format through contractor-operated applications used on site.	Yes	When applicable
Submission of data in either a native system format or in Wage Bureau-approved user-populated formats.	Yes	Yes

11 DOCUMENT ACKNOWLEDGEMENT

By signing this document, the individuals listed below record their agreement with the contents of this Project Scope Statement and confirm that it accurately reflects the agreed-upon scope, objectives, responsibilities, and requirements of the Wage Bureau Project.

12 ROLES AND RESPONSIBILITIES

The following roles and responsibilities apply to the effective implementation, operation, and governance of the Wage Bureau service across Group Capital projects. These responsibilities ensure that the assurance, compliance, and verification functions of the Wage Bureau are executed consistently and in accordance with Eskom's management, commercial, and statutory frameworks.

12.1 Project Manager (Wage Bureau Project Manager)

The Project Manager is responsible for the overall coordination, delivery, and operational performance of the Wage Bureau service. Key responsibilities include:

- Ensuring the availability, performance, and integrity of the Wage Bureau environment across all participating projects.
- Managing the delivery of technical, operational, and business-assurance functions and resolving escalations.
- Coordinating cross-functional inputs from Project Stability, Commercial, Contracts Management, Project Controls, and Industrial Relations.
- Ensuring contract compliance, service-level adherence, and alignment with the approved operating model.
- Reporting on project performance, risks, issues, and workforce metrics to relevant governance structures.

12.2 Project Stability (Group Capital)

Project Stability provides strategic oversight and ensures the alignment of the Wage Bureau with Group Capital's governance mandates. Responsibilities include:

- Defining and maintaining standardised processes, verification rules, and compliance measures for the Wage Bureau service.

- Ensuring continuity of service across multiple projects under the centralised operating model.
- Overseeing risk-management activities and early-warning mechanisms relating to contractor stability and performance.
- Ensuring transformation, workforce, and assurance reporting supports executive and shareholder requirements.

12.3 Contract Manager / Contracts Management

The Contracts Manager is responsible for:

- Ensuring that contractor obligations relating to payroll submission, attendance compliance, statutory documents, and wage rules are met.
- Using validated Wage Bureau reports to verify claims, variation orders, and cost-plus recoveries.
- Issuing site instructions where contractor non-compliance is identified.
- Supporting dispute resolution using Wage Bureau evidence for contractual decision-making.

12.4 Quantity Surveyors (QS)

The Quantity Surveyor's responsibilities include:

- Using validated Wage Bureau claims reports to verify man-hours, allowances, overtime, job grades, and other wage-based claim components.
- Applying Wage Bureau verification results to monthly payment certificates and commercial adjudications.
- Ensuring that only verified, compliant wage elements are considered for contractual cost recovery.

12.5 Industrial Relations (IR) and Labour-Stability Specialists

IR and labour-stability roles support labour governance by:

- Using Wage Bureau data to identify early indicators of wage-related disputes, non-compliance, or contractor distress.
- Providing proactive interventions to reduce instability and workforce disruptions.
- Ensuring contractor engagement aligns with labour agreements, bargaining-council rules, and project-level commitments.

12.6 Contractors (All Principal Contractors and Subcontractors)

Contractors remain responsible for:

- Submitting complete, accurate, and timely payroll, HR, statutory, and attendance information.
- Ensuring compliance with industry wage schedules, BCEA, PA/SSA rules, and statutory obligations.
- Responding to Wage Bureau queries, correcting data discrepancies, and implementing required actions.
- Maintaining accurate job-grading, employee identity, rate, and contractual labour records.

12.7 Wage Bureau Technical Teams (T&A, Payroll Verification, and Platform Support)

Technical teams support the operation of the Wage Bureau by:

- Managing biometric device functionality, data consolidation, and synchronisation across sites.
- Performing attendance-to-payroll reconciliations, wage-rate validations, job-grade verification, and rule-based calculations.
- Maintaining system availability, security controls, backups, and disaster-recovery processes.
- Supporting contractors in file submissions, data-format compliance, and technical fault resolution.

12.8 Data Analytics and Reporting Teams

These teams are responsible for:

- Generating dashboards, exception reports, claims reports, and workforce metrics.
- Providing project-level and consolidated reporting across Group Capital.
- Ensuring the integrity, accuracy, and completeness of the data warehouse.
- Supporting internal audit, external audit, forensic requests, and assurance processes.

12.9 Project Controls and Commercial Governance

Project Controls ensures that:

- Verified labour-deployment and claims data is incorporated into project cost-control, forecasting, and financial governance.
- Wage Bureau outputs support schedule performance analysis and contractual change-management processes.
- Commercial frameworks remain aligned to verified wage and attendance data.

12.10 Internal Audit and Assurance Bodies

Internal Audit and project-level assurance structures:

- Use Wage Bureau outputs to perform independent assessments of contractual compliance, wage accuracy, governance, and financial control.
- Rely on the consolidated dataset for investigations, forensic reviews, and statutory audit processes.

13 GLOSSARY

The following terms and abbreviations are used throughout this Project Scope Statement. They are defined here to ensure clarity, consistency, and uniform understanding across all project participants.

13.1 PA/SSA (Project Agreement / Site Services Agreement)

A category of industry wage agreements setting out minimum wage rates, allowances, job classifications, overtime rules, and other conditions applicable to contractor employees. Used by the Wage Bureau to verify compliance with contractual and statutory wage requirements.

13.2 Payroll Verification Engine

A functional component of the Wage Bureau environment responsible for validating wage-related information, generating comparative payslips, applying wage rules, detecting anomalies, and confirming that contractor payroll submissions meet statutory and contractual requirements. (Derived from the "Payroll Verification and Compliance Engine" capability group.)]

13.3 T&A (Time and Attendance)

Biometric time-capture information recorded through on-site devices and consolidated into local and central systems. Forms the independent source of truth for hours worked, overtime, and attendance-based wage elements, and is critical to invoice verification.

13.4 Warehouse (Data Warehouse)

The centralised repository where all validated time, attendance, payroll, HR, and statutory data from multiple contractors and systems are consolidated. Used for analytics, reporting, compliance verification, historical tracking, forensic interrogation, and audit assurance.


13.5 Transformation Metrics

Workforce-related indicators such as demographics, local participation, skills categories, and employment equity dimensions. Generated through consolidated Wage Bureau datasets to support transformation reporting aligned with Eskom and shareholder requirements.

13.6 Exception Report

A system-generated report identifying anomalies, inconsistencies, or deviations in wage-related submissions (for example: missing hours, inconsistent job grades, abnormal overtime patterns, or statutory non-compliance). Used to enforce corrective actions

Client Representative:

: **Name** : Sunette van der Westhuizen
: **Signature** : 
: **Date** : 13 Apr 2026

Stakeholder 1:

: **Name** : Dick Huyser
: **Signature** : 
: **Date** : 10.04.2026

Stakeholder 2:

: **Name** : [Name Surname]
: **Signature** : _____
: **Date** : _____