

## Review of Eskom's Culture Transformation Programme

Date:

3 November 2025

### 1. Scope of work/supply

Below is a breakdown of the scope of work including key deliverables and associated activities as well as relevant outcomes per deliverable:

**Deliverable 1:** Review of the Eskom organisational culture transformation programme including strategy, framework, implementation plan and tracking mechanisms

**Activities:**

1. Conduct a review of the current Eskom organisational culture programme
2. Conduct a benchmarking exercise of culture transformation programmes implemented by organisations comparative in terms of industry and workforce size, leveraging global and local best practices
3. Identify potential gaps within the existing culture transformation programme that need to be addressed to support Eskom's purpose of powering growth sustainably

**Outputs:**

1. Provide a comprehensive report detailing outcomes and practical, fit-for-purpose recommendations from the review including the benchmarking exercise and the desired organisational culture to support Eskom's purpose.

**Deliverable 2:** Development of an action plan to support the outcomes of the Culture Review

**Activities:**

1. Proposed actions/ initiatives from the review must be simple, relatable and actionable
2. Ensure that priority behaviours and simple actions per employee level that will drive desired organisational culture are specified
3. Ensure that the identified metrics, tracking mechanisms and actions to pursue the desired organisational culture, are relevant and customised per division/subsidiary whilst ensuring alignment to the overarching Eskom parent company
4. Ensure that action plans are aligned to Eskom corporate strategy, Eskom People Strategy and Eskom's Values (Zero Harm, Integrity, Innovation, Sinobuntu, Customer Satisfaction and Excellence)

**Outputs:**

1. Provide customised action plans per division/subsidiary to address any potential gaps to achieve the organisational culture aligned to specific targets identified
2. Provide a report detailing priority behaviours and simple actions per employee level to drive desired organisational culture
3. Provide a report that specifies and details the relevant and customised metrics, tracking mechanisms and actions per division/subsidiary to pursue the desired organisational culture whilst ensuring alignment to the overarching Eskom parent company

**Deliverable 3:** Review of the Eskom Organisational Culture Assessment Tool that supports the Eskom Culture Transformation Programme

**Activities:**

1. Conduct a review of the current Eskom culture assessment tool
2. Conduct a benchmarking exercise of culture assessment tools utilised by organisations comparative in terms of industry and workforce size, leveraging global and local best practices
3. Ensure that any potential gaps within the current culture assessment tool that need to be addressed to support Eskom's purpose of powering growth sustainably, are identified

**Outputs:**

1. Provide a comprehensive report detailing outcomes and practical, fit-for-purpose recommendations from the review of the culture assessment tool, including the benchmarking exercise

**Deliverable 4:** Development of an action plan to support the outcomes of the Eskom Organisational Culture Assessment Tool Review

**Activities:**

1. Proposed actions/ initiatives from the review must be simple, relatable and actionable
2. Ensure that the identified metrics and tracking mechanisms to be utilised by the Eskom parent company as well as the various divisions/subsidiaries to assess organisational culture are relevant, fit-for-purpose and customisable.
3. Ensure that detailed guidelines for the development of culture assessment action plans to address culture assessment gaps are aligned to Eskom corporate strategy, People Strategy and Values (Zero Harm, Integrity, Innovation, Sinobuntu, Customer Satisfaction and Excellence)
4. Ensure that the culture assessment tool roll-out process identified is clearly defined, and developed to be accessible and impactful, reaching all organisational levels
5. Ensure that the culture assessment tool accommodates Eskom's diverse workforce leveraging multi-channel platforms

**Outputs:**

1. Provide a comprehensive report detailing outcomes of the culture assessment review, including practical and fit-for-purpose recommendations including the benchmarking exercise
2. Provide recommendations for the culture assessment tool to be utilised
3. Provide a detailed action planning guideline for divisions & subsidiaries that is aligned to Eskom corporate strategy, Eskom People Strategy and Eskom's Values

**Deliverable 5:** Development of a change management and employee engagement plan to support the action plans for the reviews of the Eskom Organisational Culture as and the Culture Assessment Tool

**Activities:**

1. Ensure that customised change management and employee engagement plans per division/subsidiary are relevant, fit-for-purpose and aligned to Eskom's Change Management strategy and framework as well as the Eskom Employee Engagement Programme
2. All communication media and marketing collateral to support the change management and employee engagement plan must be simple and easy to understand at all occupational levels of the business
3. Ensure that the identified metrics, tracking mechanisms and actions to evaluate the effectiveness of the change management and employee engagement plan are relevant

and customised per division/subsidiary whilst ensuring alignment to the overarching Eskom parent company.

**Outputs:**

1. Provide relevant, customised and fit-for-purpose change management and employee engagement plans for the action plans supporting the Eskom organisational culture Review as well as the review of the Eskom culture assessment tool. This should be done per division/subsidiary aligned to the Eskom parent company and Eskom's Change Management strategy and framework as well as the Eskom Employee Engagement Programme, that will support the culture assessment tool and recommended roll-out process
2. Provide the relevant metrics and tracking mechanisms to support each of these plans, that will enable the business to evaluate the effectiveness of the plans.

**Deliverable 6:** Knowledge management and transfer of skills to the relevant internal stakeholders.

**Activities:**

1. Development of a multi-channel Knowledge Management and Skills Transfer strategy and accompanying plan
2. Conduct/ execute Knowledge Management and Skills Transfer in accordance with strategy and plan
3. Ensure that the relevant metrics and tracking mechanisms are developed and optimised throughout the process, to evaluate the effectiveness of the Knowledge Management and Skills Transfer strategy.

**Outputs:**

1. Knowledge Management and Skills Transfer strategy and action plan
2. Provision of a Knowledge Management repository
3. Monthly report detailing the effectiveness of the Knowledge Management and Skills Transfer strategy
4. Relevant metrics and tracking mechanisms as per activity 3 above.

**2. Technical criteria**

Category	Weighting	Criteria	Scoring Guide (Tiers)
<b>1. Organisational Culture Transformation expertise</b>	20%	Able to demonstrate experience and expertise in conducting organisational culture transformation processes across organisations comparative in industry and workforce size to Eskom.	<b>0%</b> – No relevant experience <b>25%</b> – Worked with a minimum of 4 comparative organisations <b>50%</b> – Worked with a minimum of 6 comparative organisations <b>75%</b> – Worked with a minimum of 8 comparative organisations <b>100%</b> – Worked with 10 or more comparative organisations
	15%	Ability to design fit-for-purpose assessment tools	<b>0%</b> – No assessment tool design experience <b>25%</b> – Beginner experience, ready-made

			<p>assessment tool with no customisation</p> <p><b>50%</b> – Intermediate experience, ready-made assessment tool with some customisation</p> <p><b>75%</b> – Advanced experience, ready-made assessment tool with substantial customisation</p> <p><b>100%</b> – Expert experience, fully customised, fit for purpose assessment tool</p>
	15%	Experience in developing relevant and fit-for-purpose change management and employee engagement plans	<p><b>0%</b> – No relevant experience</p> <p><b>25%</b> – Evidence of change management and employee engagement plans with 4 comparative organisations</p> <p><b>50%</b> – Evidence of change management and employee engagement plans with 6 comparative organisations</p> <p><b>75%</b> – Evidence of change management and employee engagement plans with 8 comparative organisations</p> <p><b>100%</b> – Evidence of change management and employee engagement plans with 10 or more comparative organisations</p>
	15%	Experience in designing fit-for-purpose metrics and tracking mechanisms to evaluate the effectiveness of plans/ deliverables	<p><b>0%</b> – No relevant experience</p> <p><b>25%</b> – Evidence of designing fit-for-purpose metrics and tracking mechanisms with 4 comparative organisations</p> <p><b>50%</b> – Evidence of designing fit-for-purpose metrics and tracking mechanisms with 6 comparative organisations</p> <p><b>75%</b> – Evidence of designing fit-for-purpose metrics and tracking mechanisms with 8</p>

			comparative organisations <b>100%</b> – Evidence of designing fit-for-purpose metrics and tracking mechanisms with 10 or more comparative organisations
<b>2. Global and local benchmarking with comparative organisations</b>	10%	Experience in conducting global and local benchmarking exercises with organisations comparative in industry and workforce size	<b>0%</b> – No comparative experience <b>25%</b> – Limited comparative experience (minimum of 4 contactable references) <b>50%</b> – General comparative experience (6 contactable references) <b>75%</b> – Substantial comparative experience (8 contactable references) <b>100%</b> – Extensive comparative experience (10 or more contactable references)
<b>3. Delivery Approach &amp; Project Plan to support the deliverables</b>	15%	Clarity, structure, and realism/ pragmatism of project approach and methodology, aligned to scope of work guidelines provided	<b>0%</b> – No clear plan <b>25%</b> – Generic process only <b>50%</b> – Some customisation <b>75%</b> – Phased and milestone-driven <b>100%</b> – Phased, role-based, with measurable outputs, customisable as per scope of work guidelines provided
<b>4. Team Qualifications &amp; Experience</b>	10%	Experience and expertise of all resources allocated to the project, with emphasis on experience working within large scale utilities/ SOC's comparative to Eskom in industry and work-force size and diversity.	<b>0%</b> – Junior team only with minimal experience <b>25%</b> – Mixed team, limited exposure to scope of work as well as sector experience (minimum of 4 companies) <b>50%</b> – Moderate organisational culture experience present. Moderate utility or SOE experience (minimum of 6 companies) <b>75%</b> – Senior organisational culture experience present. Moderate utility or SOE experience (minimum of 8 companies) <b>100%</b> – Director-led team expert team with

			>10 yrs organisational culture experience and utility/SOE expertise (10 or more companies)
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Compiled by:

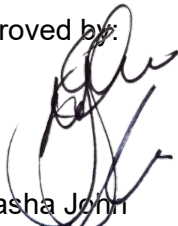


Shelley George

**MIDDLE MANAGER: HUMAN CAPITAL**

03 November 2025

Approved by:



Natasha John

**SENIOR MANAGER: HUMAN CAPITAL**

Date: 03 November 2025