

Title: **Management of SHEQ Objectives
Work Instruction**

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1. INTRODUCTION

It is the requirement of the Safety, Health Environment and Quality (SHEQ) Management system to set achievable SHEQ objectives with the means to periodically measure progress, demonstrating continuous improvement. Objectives and targets will be set at various levels and functions of the organisations. This procedure stipulates how Eskom Rotek Industries (ERI) establishes, implement and maintain the SHEQ related objectives are set at various levels and functions.

2. SUPPORTING CLAUSES

2.1 Scope

2.1.1 Purpose

The purpose of this procedure is to define the process for the establishment of objectives, targets, performance indicators and management programmes applicable to the identified risks for continual improvement of the SHEQ management system.

2.1.2 Applicability

This document shall apply throughout Eskom Rotek Industries SOC Ltd.

2.1.3 Effective Date

This document shall be effective once authorised.

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

- a) ISO 9001 Quality Management Systems Requirements.
- b) ISO14001 Environmental Management Systems Requirements.
- c) ISO 45001 Health and Safety Management Systems Requirements.
- d) 32-727: Eskom Safety, Health, Environmental and Quality Policy.
- e) ERI Operational Plans.
- f) ERI Statement of Commitment to SHEQ.

2.2.2 Informative

- a) Stakeholder compact.

2.3 Definitions

Definition	Explanation
Objective	Goals, in terms of SHEQ performance which an organisation sets itself to achieve.
Target	A detailed performance requirement, quantified wherever practicable, pertaining to the organisation, that arises from objectives and that needs to be met in order to achieve those objectives.
SHEQ Performance Indicator	A value that provides an indication of the condition or direction over time of Safety, Health, Environmental and Quality performance.

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Definition	Explanation
Aspect	Element of an organization's activities, products or services that can interact with the environment.
Impact	A change to the environment due to an aspect.
Worker representatives	Recognised Organised Labour and SHE Committees structures

2.4 Abbreviations

Abbreviation	Explanation
ERI	Eskom Rotek Industries SOC Limited
SHE	Safety, Health and Environment
SHEQ	Safety, Health, Environment and Quality
SHEQ BP	Safety, Health, Environment and Quality Business Partner
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
BMS	Business Management System
SMART	Specific, Measurable, Achievable, Relevant and Time-specific

2.5 Roles and Responsibilities

2.5.1 Responsible Manager

- Ensuring overall compliance with this work instruction;
- Ensuring that SHEQ Objectives and actions to achieve objectives are established and documented for their relevant project/department/function/section; using Objectives and Targets Monitoring Programme (Form: 240-140259325).
- Ensuring that when SHEQ Objectives are established, that they are considered during the business planning process. For example, incorporated in the Operational Plans vice versa;
- Ensuring that the required resources to achieve the SHEQ objectives are available; and
- Ensuring that SHEQ Objectives are communicated to the relevant stakeholders and monitored regularly.
- Ensuring that the SHEQ Objectives are SMART (Specific, Measurable, Achievable, Realistic and Time-specific).

2.5.2 SHEQ BP

- Ensuring that SHEQ objectives, targets and SHE performance indicators are established and documented for each Product Group in consultation with the Responsible Manager/s.
- Ensuring that the requirements of this work instruction are understood by all stakeholders.

2.5.3 Regional SHEQ Manager/SHEQ Officers

- Coordinating the process for the development and monitoring of SHEQ objectives and targets in their area of responsibility.

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2.6 Process for Monitoring

This Work Instruction will be monitored through audit processes.

2.7 Related/Supporting Documents

- 2.7.1 ERI Objective and Target Monitoring Programme (240-140259325).
- 2.7.2 Environmental aspect and impact register.

3. SHEQ OBJECTIVES

3.1 Objectives set must be consistent with the following principles

- 3.1.1 Address ERI specific significant risks/aspects and opportunities.
- 3.1.2 Be consistent with the SHEQ Policy and the contained commitments.
- 3.1.3 Address the commitment to Zero harm to employees and the environment.
- 3.1.4 Identification of suitable indicators for each objective.
- 3.1.5 Indicators must be SMART (Specific, Measurable, Achievable, Relevant and Time-specific).
 - a) Specific and Measurable - allowing for the monitoring of the implementation of the SHEQ Objectives;
 - b) Achievable – they can be reached within the specified timeframe and with the resource available;
 - c) Relevant: Relevance ensures the objective is in line with the strategic direction of the business
 - d) Time specific – reasonable and achievable timescale (Target date) must be defined for the realisation of each objective.
- 3.1.6 Take into consideration all levels of the organisation (Departmental, Functional, Project and Sectional level).
- 3.1.7 Be relevant to conformity of products and services

3.2 Input for setting SHEQ Objectives

Some of the factors that can be used as input to develop objectives are as follows, but not limited to:

- 3.2.1 Applicable compliance obligations,
- 3.2.2 Significant risks/environmental impacts,
- 3.2.3 SHEQ system requirements,
- 3.2.4 Business risks and opportunities,
- 3.2.5 Economic factors, e.g. budget,
- 3.2.6 SHE incidents investigation results,
- 3.2.7 Customer satisfaction results,
- 3.2.8 Audit,
- 3.2.9 KPI,

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- 3.2.10 Project plans,
- 3.2.11 Scope of work,
- 3.2.12 Needs and expectations from interested parties, and
- 3.2.13 Results of consultation with worker representatives.

NOTE: objectives may also be set for environmental aspects with a low rating, if these aspects could lead to legal contraventions in the long term.

3.3 Setting SHEQ Objectives

The SHEQ objectives will be set at various levels within ERI. The ERI Objectives and Targets Monitoring Programme (Form: 240-140259325) will be used to document and monitor SHEQ Objectives.

3.4 Setting SHEQ Objectives at ERI level

- 3.4.1 The SHEQ Centre of Excellence shall establish SHEQ Objectives for ERI in consultation with top management, and
- 3.4.2 The SHEQ objectives shall be presented to the Top Management team for approval and signed off by the Risk and Resilience General Manager.

3.5 Setting SHEQ Objectives at Product Group and Support Services level

- 3.5.1 The SHEQ BP shall coordinate the process for establishing the SHEQ Objectives within the relevant Product Group and Support Services,
- 3.5.2 Product Groups and Support Services must set Product Group/Support Services-specific SHEQ Objectives, and
- 3.5.3 The Product Groups/Support Services must adopt the system-related objectives set by ERI, and align these to their business needs. Example: ERI objectives may require that 100 environmental awareness sessions have to be conducted. A BU will set an objective of 60 awareness sessions. A site will set an objective of 10 sessions. These objectives will be in addition to their operational specific objectives.

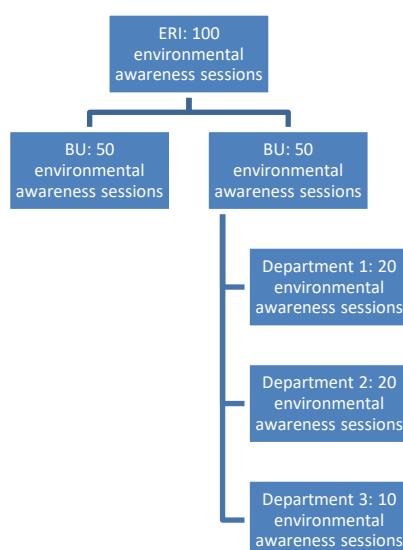


Figure 1 Example of aligning Objectives and Targets

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3.6 Setting SHEQ Objectives at Project/Function/Departmental level

- 3.6.1 The SHEQ BP shall determine the Functions/Department that must have their SHEQ Objectives taking into account the significance of impact to the achievement of the overall business objectives by a project/function/department,
- 3.6.2 Functions/Departments that are identified as required to have their SHEQ objectives will be required to document those objectives, and
- 3.6.3 The SHEQ Objectives set at project/function/department level must align with the overall Product Group Objectives over and above their operational specific objectives

3.7 Planning actions to Achieve Objectives (Management Programmes)

- 3.7.1 Actions to achieve SHEQ objectives will be recorded on the ERI Objectives and Targets Monitoring Programme (Form: 240-140259325),

3.8 Monitoring and Review of SHEQ objectives

- 3.8.1 Progress on SHEQ objectives will be monitored during the departmental meetings as well as during Management reviews, and
- 3.8.2 SHEQ Objectives shall be reviewed annually or when significant changes occur in the aspects, risks or context of organisation, or when they are found to contradict SHEQ Objectives set by a higher function of the organisation.

3.9 Communication, Participation and Consultation on SHEQ Objectives

- 3.9.1 The SHEQ Objectives for ERI and Product Groups/Support Services must be presented to the worker representatives (SHE Committee and Organised Labour) for input before they are approved,
- 3.9.2 The approved SHEQ Objectives must be communicated to all employees using any suitable platform as per document number 240-111519336 (SHEQ Communication, Participation and Consultation), and
- 3.9.3 The approved SHEQ objectives shall be documented and displayed on the relevant communication platforms.

4. ACCEPTANCE

This document has been seen and accepted by:

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Angelene Govender	Quality Manager SHEQ CoE
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5. REVISIONS

Date	Rev.	Compiler	Remarks
8 June 2021	2	Y. Gantsho	Include 3.1.5 c & 3.1.7 Reviewed the list on 3.2: inputs for setting objectives. Reworded 3.5.3 and 3.6.3 3.7 Removed the requirement to have as separate action plan from the monitoring programme.

6. DEVELOPMENT TEAM

The following people were involved in the development of this document:

- Yonela Gantsho
- Anelia Bothma
- Joyce Leshiba

7. ACKNOWLEDGEMENTS

Contributions of members of the Eskom Rotek Industries ISO 45001 Workgroup is acknowledged and appreciated.

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