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1. Introduction

The policy governs and directs the business Travel Management Process and Procedure within Eskom Holdings SOC Ltd (Eskom) and its subsidiaries and serves to ensure Eskom's business sustainability by limiting the number of executives, senior management, and groups of Eskom travellers travelling together by motor vehicle, air, or water transport.

It also aims to reduce costs and enhance efficiencies in line with the Eskom Safety Standards.

2. Policy content

2.1. Policy statement

Eskom (the company) is classified as a Schedule 2 listed public entity according to the Public Finance Management Act 1 of 1999 (PFMA). Eskom, therefore, must comply with all relevant sections of the PFMA. Eskom is also subject to the Companies Act.

In terms of section 51(1)(a)(i) of the PFMA, the accounting authority must have and maintain an effective and efficient system of internal controls and financial and risk management.

In terms of section 45(b) and (c) and section 57(b) and (c), the onus is on Eskom employees to take responsibility for the effective, efficient, economical, and transparent use of financial and other resources within that employee's area of responsibility. In particular, the employee must take effective and appropriate steps to prevent any unauthorised, irregular, fruitless, and wasteful expenditure within the employee's area of responsibility.

Compliance with the institution's Travel Policy is the responsibility of all employees, travellers, travel bookers, the appointed travel management company (TMC), and any other person involved with travel-related matters.

This policy is in line with the National Treasury Travel Policy Framework, which came into effect on 8 July 2022. Eskom must manage the TMC to deliver cost-effective and operationally efficient support in achieving Eskom's mandate. The effective and efficient use of resources is particularly relevant in the context of travel management since material amounts are spent on local and international travel while conducting Eskom's business operations. Transgression of the policy may result in the following:

- Fruitless and wasteful expenditure
- Consequence management according to Eskom's disciplinary processes

2.2. Policy principles or rules

2.2.1. The Authorising Official/Delegated Authority must satisfy themselves of the following, before approving travel requests:

- a. The necessity to travel is limited to official business trips in support of the Eskom mandate.
- b. The number of travellers.
- c. The benefit to Eskom.
- d. Other alternatives to travelling (e.g., MS Teams, video conference, teleconference).

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e. Compliance with Eskom's Travel Policy and procedure.

- 2.2.2. Air travel should only be undertaken after remote communication tools, such as teleconferencing and video conferencing, have been considered. The Authorising Official/Delegated Authority and the traveller must make every attempt to reduce travel costs by comparing the cost advantage of using alternative communication tools.
- 2.2.3. Travel shall be conducted in the safest way possible.
- 2.2.4. All role players involved in travel, travel arrangements, authorisations, and approvals must exercise good and ethical judgement when incurring, authorising, and approving travel expenses.
- 2.2.5. The number of employees travelling by air to other Eskom sites (i.e., regional, or provincial offices) to attend an official engagement on the same matter is also limited to three employees unless otherwise approved in advance by the Authorising Official/Delegated Authority
- 2.2.6. Travellers need to plan and book in time to allow for the approvals and the travel booking process to unfold:
- a. All domestic bookings (excluding flights), for example, accommodation and car rental, must be **approved** 48 hours before the service required to guarantee the travel service.
 - b. All domestic flights must be **approved** at least seven (7) calendar days before departure.
 - c. All international bookings, for example, flights and accommodation, must be **approved** in the system at least six weeks before departure.
 - d. Any bookings not meeting these requirements (i.e., late booking) must be motivated and authorised by the GE.
- 2.2.7. All bookings for travel must be made through the Travel Management Self-Booking System ("the system") by the traveller and approved in accordance with Eskom's Delegation of Authority.
- 2.2.8. Travel Accounting will approve bookings in the system where written approval for a booking has been obtained in line with the out-of-policy rules.
- 2.2.9. All travel bookings shall be according to the negotiated government corporate rates or lower rates whenever possible.
- 2.2.10. Travel arrangements should be made so that unforeseen events during travel have the smallest impact possible on business continuity.
- 2.2.11. Travellers must ensure that their travel arrangements are cancelled by notifying the travel agent, service provider, and/or Travel Accounting immediately if he/she realises that they will not be able to use a specific service which has already been booked.
- 2.2.12. Under no circumstances may a booked travel service be utilised by anyone other than the traveller booked.
- 2.2.13. Manual travel requests (DK33 forms) will only be accepted in case of an emergency, offline requests and when amendments must be made to existing travel arrangements.

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- 2.2.14. The cost incurred because of changes requested by a traveller for his or her convenience or lack of discipline will be for the traveller's personal account. If the traveller does not immediately settle the additional expense, Eskom will cover the initial cost, and if the traveller is found liable, recover the amount from the traveller.
- 2.2.15. Eskom will carry the cost for changes because of changed business requirements or any circumstances out of the traveller's control, and if such expense is not justifiable, it is fruitless and wasteful expenditure.
- 2.2.16. The travel agent is not allowed to receive rebates, overrides, or any volume-driven target incentives earned for Eskom.
- 2.2.17. Where proof of travel expenses is required, that is, receipts, such proof must accompany the claim for reimbursement, or the traveller must submit an affidavit, administered by a person authorised to do so by law, detailing the cost incurred and justifiable reason(s) for the absence of the receipt or proof of payment, approved by the Authorising Official/Delegated Authority according to the Finance DOA.
- 2.2.18. The double payment of travel expenses and travel advances or travel expense claims without supporting receipts is prohibited.
- 2.2.19. Travellers cannot claim any allowances where Eskom or another party or host is paying for such expenses or the overall cost includes meals and/or accommodation, etc.
- 2.2.20. Travellers must safeguard Eskom's information and assets while travelling on official business and avoid compromising security.
- 2.2.21. For official business purposes, travellers must maintain the validity of necessary personal travel documents, that is, national driver's licence, passport, visa, and international driver's licence, and travellers may claim any justifiable costs of doing so from Eskom where the Authorising Official/Delegated Authority provides prior approval.
- 2.2.22. Where a trip is funded by a sponsor, Eskom will not be responsible for making the travel arrangements and not bear any travel expenses unless otherwise agreed by the two parties (Eskom and the sponsor).
- 2.2.23. Travellers must familiarise themselves with the relevant terms of the Travel Insurance Policy issued by Travel Accounting, especially in the event of international travel, before embarking on their journey and must always adhere to it.
- 2.2.24. Personal travel may be combined with an official business trip and should be declared and not conflict with Eskom's official business. Such travel should be approved by the Authorising Official/Delegated Authority. No additional expenses for leisure travel should be incurred by Eskom as such cost will be for the traveller's personal account.
- 2.2.25. Ad hoc services that are not covered in this policy will require written approval from the GE before acquiring the service(s).

2.2.2.1. Out-of-policy rules and principles

- 2.2.2.1.1. Written approval is required from the Delegated Authority according to the Finance DOA for the travel services that are out of policy as outlined in this document and the Travel Management Procedure. For flights that are out of policy, GE approval is required.
- 2.2.2.1.2. Out-of-policy bookings on travel services because of preference of the traveller can be allowed; however, the traveller will be accountable for settling the additional cost with the

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service providers (i.e., airlines, accommodation establishments, rental companies) before travelling and provide proof of payment to Travel Accounting. Eskom reserves the right to recover these costs from the traveller.

2.3. Employees travelling on the same business engagement

2.3.1. Executives and groups of Eskom employees travelling shall adhere to the following safety principles:

- a. There shall not be more than three Board members, including the Chairman, in any one conveyance.
- b. The following executives shall not travel together:
 - The Eskom Chief Executive and Eskom Chief Finance Officer
 - The Eskom Chief Executive and Chief Operating Officer
 - No more than three Exco members
- c. A Group Executive shall not travel with more than one of his/her direct reports.

2.3.2. Maximum number of Eskom travellers travelling in any one conveyance shall not exceed the legislated design capacity of the mode of transport.

2.4. Operational emergency bookings

2.4.1. Emergency bookings for all travel services will be dealt with on a case-by-case basis based on the following situations according to the divisional emergency process:

- a. Threat to human life/safety.
- b. Threat to interruption in the supply of electricity/plant.
- c. Threat of major expense to Eskom.
- d. Threat of substantial ecological damage.
- e. Threat of serious damage to Eskom's reputation and good name.

2.4.2. Emergency booking processes for each division should be followed.

2.5. After-hours bookings

2.5.1. After-hours requests must be limited to emergencies and can only be authorised by Authorising Official/Delegated Authority.

2.5.2. Amendments to after-hours bookings should be dealt with in the same manner as above.

2.6. Domestic travel (general principles)

2.6.1. Air travel

2.6.1.1. Travel bookings must not be based on personal preferences for a particular travel service provider, access to lounges, or the accumulation of reward and loyalty points.

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- 2.6.1.2. If exceptional circumstances necessitate a change to a booking, it must be authorised by the Authorising Official, irrespective of whether it has a cost implication or not. The Authorising Official/Delegated Authority must keep these changes to a minimum to mitigate incurring fruitless and wasteful expenditure.
- 2.6.1.3. The cost associated with changes will be subject to the rules of the particular airline and may include penalty fees.
- 2.6.1.4. The standard of air travel for domestic air travel of five hours or less must be in economy class. Any exceptions to this rule must be approved by the Authorising Official/Delegated Authority, who satisfy themselves of principles of 2.2.1 of this policy, before approving travel requests.
- 2.6.1.5. Business class is permitted in exceptional cases for trips less than five hours (from the origin airport to the destination airport) but requires prior approval of the GE.
- 2.6.1.6. Business class tickets may be purchased for the following travellers subject to approval by the GE:
 - a. for travellers with disabilities.
 - b. for travellers with special needs based on medical grounds.
 - c. where business class tickets are the same price or cheaper than economy class tickets to the same destination.
- 2.6.1.7. If economy class flights are unavailable, the traveller or the travel agent are not allowed to book business class unless approved by the GE in advance, where it has been confirmed that the airline class was full, and no other applicable flights are available.
- 2.6.1.8. No first-class travel is allowed.
- 2.6.1.9. If travel service for domestic air flights and charters is requested and a procurement contract has not been established, the principles outlined in the Finance DOA will apply.
- 2.6.1.10. The traveller is responsible for notifying the travel agent and Travel Accounting of any cancellations of booked flight(s) as soon as the traveller becomes aware of the fact. The traveller must inform the travel agent immediately if they realise that they will not be able to take a specific flight that has already been booked.

2.6.2. Accommodation and meals

- 2.6.2.1. Eskom will carry the cost of accommodation for all travellers on official business.
- 2.6.2.2. All domestic accommodations must be approved 48 hours before the required service to guarantee the travel service.
- 2.6.2.3. Accommodation booking must be done in accordance with the maximum allowable rates set out in the Accommodation Rate and Star Grading according to Annexure A of the 32-1042 Business Travel Management Procedure or the latest reviewed National Treasury Instruction.
- 2.6.2.4. Cancellation/No-show fees not approved by the Authorising Official/Delegated Authority will be for the employee's account, and these costs may be regarded as fruitless and wasteful expenditure

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- 2.6.2.5. The traveller is responsible for notifying the travel agent of any cancellations of reserved accommodation as soon as he/she becomes aware of the fact. Each establishment has different rulings in terms of cancellations. This means that last-minute cancellations can still result in the payment of a cancellation fee.
- 2.6.2.6. The traveller should inform the travel agent or the accommodation establishment if she/he expects to arrive later than the expected arrival time to ensure that the reservation is not cancelled, or a cancellation fee is charged.
- 2.6.2.7. The senior manager (E-band) may, depending on the urgency of the business travel, only approve accommodation costs that exceed the maximum allowable rates as follows:
- a. During peak holiday periods.
 - b. When the demand is high, and the accommodation establishments are sold out.
 - c. The accommodation that is still available is priced higher than the maximum allowable rates. In this case, the traveller/travel Booker must book the most reasonable option and retain a record of why the maximum was exceeded.
 - d. When employees are required to stay over in the accommodation establishment where the official business is conducted to avoid additional travelling costs.
 - e. If there is an operational requirement.
- 2.6.2.8. Overnight accommodation may only be booked where the return trip exceeds 300 kilometres (km) unless otherwise approved (i.e., manager's discretion required when the employee's safety is affected by this requirement).
- 2.6.2.9. Expenses that are not pre-approved are for the account of the traveller. Reimbursement of these expenses may be approved by the Authorising Official/Delegated Authority upon motivation.
- 2.6.2.10. Non-reimbursable expenses shall be for the traveller's own account and must be settled by the traveller at the time of departure.
- 2.6.2.11. Laundry/Ironing/Dry cleaning for domestic travel while staying in a star-graded establishment:
- a. Reasonable, actual expenditure for laundry, ironing, or dry cleaning may be reimbursed to a traveller when staying in an accommodation establishment for longer than five calendar days. Travellers must submit receipts at all times with the claims, and Eskom may not accept affidavits instead of receipts.
 - b. Should a traveller move to more than one accommodation establishment during the same official business trip, reasonable, actual expenditure for laundry, ironing, or dry cleaning may be claimed at each establishment subject to a minimum stay of five days at an establishment. Travellers must submit receipts at all times with the claims, and affidavits instead of receipts may not be accepted.
- 2.6.2.12. Double claiming of allowances is not allowed, that is, the traveller may not claim for actual meal expenses where the meals are included in the accommodation arrangement or conference fee.
- 2.6.2.13. If the traveller fails to settle the additional charges at the time of check-out, Eskom will recover the money from the traveller's salary and then take disciplinary action against the traveller for non-compliance.

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2.6.3. Subsistence allowance

- 2.6.3.1. Allowances for domestic travel apply when travellers are away from their place of work for 24 hours or longer.
- 2.6.3.2. Fixed daily allowance for domestic travel shall be claimable in accordance with the Eskom Conditions of Service

2.6.4. Car rental

- 2.6.4.1. Employees are required to make use of travel arrangements, including public transport (shuttle, Uber, taxi services, etc.), or use of their own or departmental transport that is practical, cost-effective, and safe rather than the cost of renting a car.
- 2.6.4.2. Vehicles categorised as Group B ("Mini, Economy, or Compact") should be booked, subject to availability and cost-effectiveness.
- 2.6.4.3. A higher-class vehicle (categorised as "Intermediate, Standard, Premium, or Luxury") may be booked for Executive and Non-Executive Directors unless the person elects to hire a "Mini, Economy, or Compact" type of vehicle.
- 2.6.4.4. The GE may approve the hiring of a different class of vehicle ("Intermediate, Standard, Premium, or Luxury", minibus, 4x4 bakkie) in instances where:
 - a. Three or more travellers are travelling together.
 - b. The return journey to be travelled exceeds 400 kilometres to and from the destination (return journey).
 - c. The special needs of a traveller (based on medical grounds) are to be catered for.
 - d. Employees with disabilities.
 - e. Restrictions on driver's licence.
 - f. The vehicle is required for a particular terrain (that is, 4x4 bakkie).
 - g. Extra luggage must be accommodated.
 - h. Transportation of more than 16 passengers.
 - i. Transportation of foreign dignitaries.
- 2.6.4.5. Hiring of vehicles should be capped at a maximum of 30 days, for exceptions an approved motivation from the GE is required and must be attached to the long term booking request.
- 2.6.4.6. Where more than one traveller is attending the same event or meeting, they must co-ordinate the renting of cars or shuttle services to reduce the cost.
- 2.6.4.7. The traveller must take every precaution to safeguard a rental or pool vehicle against damage, theft, or irregular use while driving it and when it is parked.
- 2.6.4.8. A PDP is required to drive a minibus or bus for more than 12 passengers, including the driver, and a copy of the PDP of the designated driver is to be submitted when booking a minibus or bus to transport travellers for official business.

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- 2.6.4.9. The minimum safety requirements for any rental vehicle will include power steering, airbags, and Anti-lock Braking System (ABS). Vehicles must also have air-conditioning.
- 2.6.4.10. The traveller should only book a rental vehicle for the period required for official business and ensure that they have a valid driver's licence at the time of booking.
- 2.6.4.11. The traveller must ensure that the vehicle is returned within the specified rental period. If the vehicle is not returned in time without any notification to the rental company and travel agent, the traveller could be held responsible/liable for the additional charges for the late return of the vehicle
- 2.6.4.12. Only the designated driver is allowed to drive the rented vehicle at any time.
- 2.6.4.13. Any fines or penalties payable because of the contravention of traffic rules and regulations while driving a rental vehicle will be for the traveller's personal account. The traveller is accountable for settling the amount within stipulated timeframes set within the fine or penalty issued. The administration fees charged by the travel agent to Eskom will be recovered from the traveller.
- 2.6.4.14. Where a different class of vehicle is required for a particular terrain (i.e., bakkie) or to cater for employees with disabilities, special needs, and/or restriction of driver's licence, such vehicle may only be hired with the prior written approval of the Authorising Official according to the Finance DOA.
- 2.6.4.15. The rental of an automatic vehicle is treated as an exception. If the request for an automatic vehicle is based on a permanent requirement, standing approval should be obtained from the Authorising Official according to the Finance DOA and attached to each travel authorisation when booking a vehicle.
- 2.6.4.16. In the event of the unavailability of the scheme vehicle for managerial and bargaining unit employees, please refer to the 32-1108 Car Scheme Procedure
- 2.6.4.17. Use of private vehicle for business purposes shall adhere to the following:
 - a. When a traveller is required to use his or her private vehicle for official business purposes, the traveller must obtain travel authorisation before commencing the journey if the use of the private vehicle will save time and reduce costs and a pool vehicle is not available.
 - b. Authorisation can be granted for a specific period based on a work plan or as agreed with the Delegated Authority/Authorising Official.
 - c. Where a traveller travels to an official business event in their private vehicle without prior approval, Eskom may not reimburse the traveller.
 - d. Fuel advances for the use of privately owned vehicles are not permitted.

2.6.5. Travel advances

- 2.6.5.1. To avoid undue hardship to travellers, Eskom may grant Subsistence and Travel (S&T) advances to qualifying travellers to defray travel and subsistence costs under the following conditions:
 - a. Where possible, the advance should be approved seven calendar days before the trip.
 - b. Advances may not be paid out more than 10 calendar days before departure.

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- c. Advances will not be granted to travellers with any outstanding advances.
- d. If an official trip is cancelled and the traveller does not pay the full advance amount to Eskom within 14 calendar days after the cancellation date, the amount will be deducted from the traveller's salary.
- e. Twenty-one calendar days for advances must be justified, or they will be deducted from employees' salaries.
- f. Failure to settle within the timeline will result in an administration fee of R150 charged against the traveller for each trip. This fee is non-refundable.

2.6.5.2. If the travel advance is more than the claim, the difference shall be deducted from the traveller's salary in one amount, or the amount can be refunded by the traveller.

2.6.6. Travel expenses and claims

- 2.6.6.1. Travellers must adhere to the reimbursable and non-reimbursable expenses as listed in 32-1042 Business Travel Management Procedure.
- 2.6.6.2. All claims for travel and subsistence with an advance must be completed within 21 calendar days from the date of the traveller's return.
- 2.6.6.3. Travel claims older than 30 calendar days must be accompanied by a written motivation for late submission recommended by the Authorising Official/Delegated Authority.
- 2.6.6.4. Travel claims relating to completed trips for a specific financial year (1 April to 31 March) must be submitted and approved before the end of the first month of the new financial year (30 April).
- 2.6.6.5. Travel claims not accompanied by the relevant proof of payment (i.e., invoices, receipts) will be regarded as non-compliant and will not be paid.
- 2.6.6.6. Travel claims for the use of a private vehicle are payable as outlined in the Travel Management Procedure and 32-1108 Car Scheme Procedure.
- 2.6.6.7. Travel insurance claims will be dealt with as outlined in the NT Framework and the Travel Insurance Policy.

2.7. International travel (general principles)

2.7.1. Air travel

- 2.7.1.1. Requests for international travel must include the following:
 - a. A formal invitation or motivation or both for the visit and its benefit for the Eskom mandate.
 - b. An indication of whether the trip is fully or partially sponsored (i.e., a letter from the sponsor/host).
 - c. The financial implications of the visit; and
 - d. Any support staff, or other officials, including the roles of each official.

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- 2.7.1.2. If exceptional circumstances necessitate a change to a booking and it has a cost implication, it must be authorised by the Authorising Official/Delegated Authority, irrespective of whether it has a cost implication or not. These changes should be kept to a minimum to mitigate incurring fruitless and wasteful expenditure. Travel bookings must not be based on personal preferences for a particular travel service provider for accrued benefits and rewards from loyalty programmes.
- 2.7.1.3. Economy class tickets shall be booked for international flights exceeding five hours. However, the GM may approve a higher class based on the merits of each request.
- 2.7.1.4. Business class tickets for flights **exceeding five hours** may only be purchased for the following employees unless the employee selected to travel economy class:
- a. Members of the Eskom Board of Directors
 - b. Employees at the level of management that report directly to the Chief Executive Officer
 - c. Employees at the level of management that report directly to the employees referred to in (b) above
 - d. Non-executive Board members serving on any governance committee (e.g., audit committee)
- 2.7.1.5. The purchase of business class tickets may be approved for the following:
- a. Employees with disabilities
 - b. Employee with special needs based on medical grounds
 - c. In cases where economy class tickets are not available
 - d. Where the business class ticket is the same price or cheaper than the economy class ticket
- 2.7.1.6. In the cases where economy class flights are not available, the traveller or travel agent are not allowed to book business class unless approved by the GE, when it has been confirmed, by the travel agent, in writing, that the airline class was full, and no other applicable flights are available.
- 2.7.1.7. No first-class travel is allowed.
- 2.7.1.8. The traveller is responsible for notifying the travel agent and Travel Accounting of any cancellations of booked flights as soon as he/she becomes aware of the fact.

2.7.2 Accommodation and meals

- 2.7.2.1. Eskom will carry the cost of accommodation for all travellers on official business.
- 2.7.2.2. Accommodation booking must be done in accordance with the maximum allowable rates set out in the Accommodation Rate and Star Grading according to 32-1042 Business Travel Management Procedure or the latest reviewed National Treasury Instruction.
- 2.7.2.3. Cancellation/No-show fees may be for the employee's account, and these costs may be regarded as fruitless and wasteful expenditure.
- 2.7.2.4. The traveller is responsible for notifying the travel agent of any cancellations of reserved accommodation as soon as he/she becomes aware of the fact. Each establishment has

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different rulings in terms of cancellations. This means that last-minute cancellations can still result in the payment of a cancellation fee.

- 2.7.2.5. The traveller should inform the travel agent or the establishment if she/he expects to arrive later than the expected arrival time to ensure that the reservation is not cancelled, or a cancellation fee is charged.
- 2.7.2.6. Expenses that are not pre-approved are for the account of the traveller. Reimbursement of these expenses may be approved by the Authorising Official/Delegated Authority upon motivation.
- 2.7.2.7. Non-reimbursable expenses shall be for the traveller's own account and must be settled by the traveller at the time of departure.
- 2.7.2.8. All additional expenses, as indicated, shall be for the traveller's own account and must be settled by the traveller at the time of departure.
- 2.7.2.9. If the traveller fails to settle the additional charges at the time of check-out, Eskom will recover the money from the traveller's salary and then take disciplinary action against the traveller for non-compliance.

2.7.3. Subsistence allowance

- 2.7.3.1. Subsistence allowance for international travel is payable to the traveller before travel as prescribed by SARS Foreign Subsistence Allowances stated in 32-1042 Business Travel Management Procedure.
- 2.7.3.2. The traveller shall not claim for actual expenses if it is covered by an allowance. Meals included in accommodation arrangements will be excluded from the allowance, for example, reimbursement of claims is not permitted where breakfast and/or dinner is included in the accommodation rate. The allowances according to Annexure B will be reduced by the following percentages according to the Financial Manual:
- Breakfast 20%
 - Lunch 20%
 - Dinner 45%
 - Incidental expenses 15%. This covers tips, newspapers, room service, private telephone calls, and soft drinks that are not part of meals.

2.7.4. Car rental

- 2.7.4.1. The traveller needs to ensure that they are in possession of a valid international driver's licence when booking a rented vehicle.
- 2.7.4.2. Refer to 2.6.4 Car Rental under Domestic Travel above for all other principles the traveller needs to adhere to.

Approvals

The approvals and delegations relevant to this policy are according to the Eskom DOA.

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3. Supporting clauses

3.1. Scope

The policy covers all domestic, regional, and international travel arrangements for staff, Board members, and contractors travelling for business on behalf of Eskom.

3.1.1. Purpose

The purpose of this document is to specify Eskom's policy with respect to processing business travel requests and all its components. This document sets out the policy with regard to the criteria that should be applied to business travel request processes and activities.

In addition, this document aims to:

- Serve as a means of defining and clarifying the responsibilities associated with all personnel responsible for originating and processing travel documents and records.
- Serve as a point of reference for all Eskom staff to ensure that accounting policies and procedures are properly and consistently applied.
- Provide management with a tool to address travel-related issues.
- Serve as a point of reference for all staff to ensure that PFMA requirements are properly and consistently applied.

3.1.2. Applicability

This policy shall apply throughout Eskom Holdings SOC Ltd and its subsidiaries. This policy applies to all Eskom employees travelling on duty for business purposes, non-executive Board members, and contracted staff travelling on duty for Eskom business purposes.

3.1.3. Effective date

This policy is effective from the date of signature.

3.2. Normative/Informative references

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

3.2.1. Normative

- [1] 32-1046 Cash Management Procedure
- [2] 32-1108 Car Scheme Procedure
- [3] 32-1113 Eskom Disciplinary Procedure

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- [4] 32-1230 Process Control Manual (PCM) for Travel Services
- [5] 35-3 Eskom Group Finance DOA Policy
- [6] 240-125397 Manage Travel Services Business Continuity Plan
- [7] 240-42048051 Local Travel and Accommodation Booking Form (DK33)
- [8] 240-62072907 Eskom DOA Policy
- [9] 240-97192186 Procedure for Events Management
- [10] Distribution Emergency Callouts After hours
- [11] Emergency Travel Request – Transmission
- [12] Eskom Conditions of Service
- [13] Generation Emergency Callouts After Hours
- [14] National Treasury Instruction No. 6 of 2022/2023: Cost Containment Measures
- [15] National Treasury Instruction No. 7 of 2022/2023: Cost Containment Measures
- [16] Policy Schedule for Corporate Travel Insurance

3.2.2. Informative

- [1] ISO 9001 Quality Management Systems
- [2] Public Finance Management Act 1 of 1999 (PFMA)

3.3. Definitions

- 3.3.1. **Accommodation** means the rental of lodging facilities while away from one's place of abode, while on official business.
- 3.3.2. **Accounting Authority** means the Board of Directors.
- 3.3.3. **After-hours reservation** refers to a travel request that is actioned after normal working hours.
- 3.3.4. **Air travel** means travel by airline on authorised official business.
- 3.3.5. **Amendments** refers to changes requested by the traveller to the approved travel request.
- 3.3.6. **Approved travel request** refers to a travel request approved according to Delegation of Authority.
- 3.3.7. **Authorising Official/Delegated Authority** means an employee appointed to authorise travel in respect of travel requests and expenses in terms of Delegation of Authority.
- 3.3.8. **Booked travel request** refers to a travel request booked on the system.
- 3.3.9. **Car rental** means the rental of a vehicle for a specified period by a traveller for official business purposes.

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- 3.3.10. **Designated driver** refers to the person identified by Eskom to take possession and responsibility for the rental vehicle at the car rental company for the defined period or any other additional person designated to drive such a rental vehicle.
- 3.3.11. **Domestic travel** refers to travel within the border of the Republic of South Africa or within the borders of the foreign country where the employee is based.
- 3.3.12. **International travel** refers to travel outside the borders of the Republic of South Africa or outside the borders of the foreign country where the employee is based.
- 3.3.13. **In policy** refers to travel rates that follow the National Travel Guidelines
- 3.3.14. **Emergency** means an event where unforeseen and unavoidable circumstances (either personal and, or business-related), including but not limited to, a death, illness, health risk, disaster management operations, or a business environmental risk, require a booking for travel or a diversion from the originally planned trip.
- 3.3.15. **Emergency reservation** means booking of travel when unforeseen circumstances necessitate an unplanned trip or a diversion from the originally planned trip.
- 3.3.16. **Fixed daily subsistence allowance** is an allowance or advance granted paid to a traveller travelling on Eskom's business to cover meals and other incidental expenses incurred while the traveller, by reason of his or her duties of employment, is obliged to spend at least one night away from his or her usual place of residence.
- 3.3.17. **Offline request** refers to a service offering not available on the travel management system or in the event that the travel agent is booking a travel request on behalf of the traveller. Offline requests have a cost implication incurred by Eskom.
- 3.3.18. **Out of policy** refers to a travel service requested that is not in line with the travel management guidelines regarding cost and time.
- 3.3.19. **Shuttle service** means the service offered to transfer a traveller from one point to another, for example, from the place of work to the airport.
- 3.3.20. **Subsistence allowance** means any allowance paid by Eskom to the traveller for expenses incurred or to be incurred in respect of personal subsistence and incidental expenses.
- 3.3.21. **Special needs** refer to a distinctly different need of a traveller that requires the Authorising Official/Delegated Authority to make a judgement call to provide for such a need. A medical certificate noting the medical need and the applicable period must be provided.
- 3.3.22. **Transfers** refer to shuttle services required when making a travel booking.
- 3.3.23. **Traveller** refers to an Eskom employee or contracted staff travelling on official business on behalf of Eskom Holdings SOC Limited and its subsidiaries.
- 3.3.24. **Travel advance** refers to the funds paid to the traveller before going on an official trip. An advance would typically cover reimbursable expenses such as meals, transportation, lodging, and incidental items.
- 3.3.25. **Travel Booker** refers to a traveller or someone that makes travel bookings for himself or on behalf of a traveller.
- 3.3.26. **Travel expenses** refer to expenses incurred by the traveller on an official business trip.

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- 3.3.27. **Travel management company (travel agent)** refers to the company contracted to provide travel management services.
- 3.3.28. **Travel services** refers to services required for travel (i.e., accommodation, car rental, flight, FDA, transfers, forex),
- 3.3.29. **Travel request** refers to services initiated for authorisation before the travel approval.
- 3.3.30. **Travel voucher** means a document issued by the travel management company to confirm the reservation or payment, or both, of specific travel arrangements.

3.4. Abbreviations

| Abbreviation | Explanation |
|--------------|--|
| DOA | Eskom Delegation of Authority |
| Exco | Eskom Executive Committee |
| FDA | Fixed Daily Allowance |
| GE | General Executive |
| PFMA | Public Finance Management Act 1 of 1999 (PFMA) |
| TMC | Travel Management Company |

3.5. Roles and responsibilities

a) The traveller is responsible for the following:

- Ensuring that the line manager supports the travel before submitting a request and or making travel arrangements.
- Obtaining the appropriate approvals according to Finance DOA.
- Submitting all relevant documents for domestic, out-of-policy, and international travel.
- Ensuring that the travel request is timeously verified and approved before travelling.
- Ensuring that they have a valid passport and/or visa for international travel.
- Ensuring that they have a valid driver's licence for car rental requests.
- Ensuring that they are aware of and or comply with any health requirements and recommended precautions relevant to the travel.
- Familiarising themselves with the relevant terms of the policy schedule for corporate travel insurance before embarking on their journey and always adhering to them.
- Making the necessary travel arrangements with Eskom's appointed travel agent for international travel.
- The traveller is expected to:
 - a) exercise good judgement with respect to expenses.
 - b) spend Eskom's money as carefully and judiciously as they would their own; and
 - c) report all expenses and advances promptly and accurately with the required documentation.

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- Ensuring that subsistence allowances are not:
 - a) enabling a traveller to entertain.
 - b) compensating the traveller for any discomfort; and
 - c) supplementing the traveller's salary.
- Ensuring that travel expenses are settled within the stipulated timeframes upon completion of the trip and FDA is acknowledged, where selected before travel.

b) The traveller's line manager is responsible for:

- Ensuring that there are funds available and that travel costs are budgeted for.
- Ensuring that travel services are cost-effective.
- If the traveller decides to make use of public transport (e.g., Gautrain, taxis, municipal bus services, Uber, etc.), the institution has the responsibility to exercise a "duty of care" in managing and mitigating the risks to officials, operations, business continuity, reputation, and safety.
- Line managers are accountable for all the travel requests they approve.
- Ensuring that all approved travel requests comply with Eskom Policies and Procedures.
- Investigating the reported irregularities on cancellation or no-show fees charged to Eskom. Based on the outcome of the investigation, the line manager is to advise Travel Accounting to recover the cost from the traveller.
- Ensuring that disciplinary action is taken against the traveller if he/she fails to settle the additional charges at the time of check-out from the establishment booked.

c) The verifier is responsible for:

- All the travel requests they verify.
- Ensuring that the travel services are approved in accordance with the Finance DOA.
- Ensuring that all travel bookings or claims are within the agreed timelines and supporting motivations are required for late bookings or claims.
- Ensuring that travel claims, and expenses are in line with the travel services requested.

d) Travel Accounting is responsible for the following:

- Ensuring that international travel requests are verified, and forex values confirmed with the appointed travel agent.
- Refunds and deductions from the traveller and liaising with Payroll to effect such.
- Reporting no-shows/cancellations to FBP and the line manager for further action, for example, investigation.

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- Ensuring that any bookings outside the agreed timelines are accompanied by a late motivational memo.
- Payment of travel services invoices to the appointed travel agent.
- Issuing an insurance letter for international travel to the traveller.

e) The Eskom-appointed travel agent is responsible for the following:

- Ensuring that all travel and accommodation bookings are made in line with the 32-1041 Business Travel Management Policy.
- Ensuring that at least three quotes, for budget purposes, are provided for international flight bookings and to book the most direct route and/or most cost-effective tickets where applicable/possible.
- Ensuring the correct foreign currency is ordered.
- Obtaining a copy of a valid ID or passport from the traveller for international travel.

3.6. Process for monitoring

- There are automated controls built into SAP and the Travel Management Self-Booking System.
- Cancellation/No-show fees that are charged and confirmed as fruitless and wasteful expenditures are deductible from the employee's salary.
- Reconciliations for domestic and international flights against bank statements are done and reviewed for all travellers' trips.
- Travel advances not settled within 21 calendar days from completion of the trip will be deducted from the employee's salary, including a non-refundable administration fee of R150.
- Internal Audit may conduct regular audits to ascertain compliance with this policy.

4. Authorisation

This document has been seen and accepted by:

| Name | Designation |
|-------------|--|
| R John | Acting General Manager Finance Shared Services |
| M Buys | Group Financial and Management Reporting |
| S Cronje | Subsidiaries and Services, Group Capital, and Properties |
| Ngoako Huma | Acting Finance Business Partner – Generation |
| R Abramia | Acting Finance Business Partner – Distribution |
| S Nagar | Finance Business Partner – Primary Energy |
| R Ramkumar | Finance Business Partner – Transmission |

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5. Revisions

| Date | Rev. | Compiler | Remarks |
|---------------|------|------------|--|
| November 2022 | 6 | N Naidoo | Business Travel Policy revised, implemented new travel management booking tool, and incorporated NTI requirements |
| July 2017 | 5 | SSM Mgaga | Incorporate NTI requirements |
| November 2015 | 4 | SSM Mgaga | Incorporate missing NTI requirements |
| August 2014 | 3 | SSM Mgaga | Incorporate NTI requirements |
| January 2013 | 2 | MR Khomola | Business Travel Policy revised and incorporated the Policy for Executives, Senior Management and Groups of Eskom employees travelling by Motor Vehicle, Air or Water Transport 32-394. |
| April 2011 | 1 | J Payne | Business Travel Policy revised |
| October 2010 | 0 | J Payne | Business Travel Policy developed |

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