	<p style="text-align: center;">Scope of Work</p>	<p style="text-align: center;">Kusile Power Station</p>
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**Title:** Kusile Power Station: The Provision of Physical Security, TRT, and Drone Services for the Kusile Power Station, Kendal Accommodation, Wilge Offices, and Flats

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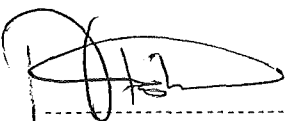



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**CONTROLLED DISCLOSURE**

## **1. Introduction**

Kusile Power Station Project under construction in the Nkangala District of Mpumalanga is Eskom and South Africa's multibillion-rand strategic infrastructure project which falls under the Strategic Infrastructure Projects identified by the Presidential Infrastructure Coordinating Commission.

The Kusile Protective Services Department is responsible and accountable for the overall management of security and stability of the project as well as the management of emergency situations resultant from Contractor employees and Eskom employees protest actions. The department outsources the guarding, patrolling and security systems management component of the departmental output to a registered and accredited security service provider.

## **2. Supporting Clauses**

### **2.1 Scope**

This document outlines the provision of armed and unarmed physical security services at Kusile Power station, Kendal accommodation, Wilge offices and flats.

#### **2.1.1 Purpose**

The purpose of this document is to detail the security requirements that will enhance security and legislation compliance at Kusile Power Station, Kendal accommodation, Wilge offices and flats. The package scope will cover the contracting of a qualified contractor to deploy qualified and competent personnel and operate the 24-hour security control room.

#### **2.1.2 Applicability**

The document shall apply to all security contractors that will be rendering the service at Kusile Power Station, Kendal accommodation, Wilge offices and flats.

#### **2.1.3 Effective date**

This document shall be effective from the authorization date.

## **2.2 Normative/Informative References**

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

### **2.2.1 Normative**

- [1] ISO 9001 Quality Management Systems
- [2] 240-128446346 Kusile Traffic Management Plan
- [3] 240-134592885 EBI and Morpho Databases Specification
- [4] 240- 134737929 EBI and Morpho Databases Data Capturing Work Instruction
- [5] 240-154072555 Handling of Firearms and Ammunition in Shift Safe

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### 2.2.2 Informative

- [6] 32-1134 Eskom Physical Access Control Policy
- [7] 32-37 Management of Substance Abuse in the Workplace
- [8] Control of Access to Public Premises and Vehicles Act, Act 53 of 1985
- [9] National Key Point Act, Act 102 of 1980
- [10] Criminal Procedure Act, Act 51 of 1977
- [11] Firearm Control Act, Act 60 of 2000
- [12] Private Security Industry Regulatory Authority Act, Act

### 2.3 Definitions

Term	Definition
Access control	This means the control of access/exit of authorised and unauthorised persons, vehicle, materials, tools and equipment to and from Kusile Power Station by means of checking and verifying of access card permit.
National Key Point	Is an area declared by the Minister of Police in terms of the National Key Point act 102 of 1980 due to its strategic importance to South Africa.
Alcohol Test	It's a process to test the level of alcohol in a person.
Card Management	Is the process of issuing, activating and deactivating of access cards.
Control Room	A room serving as a central space where the station/site is monitored and controlled from.
Non-National key point	Areas not declared as National Key Points
Legislation Act	Regulations that govern private security industry.
Grades	Level of security training as determined by PSIRA

#### 2.3.1 Document Control

Controlled disclosure.

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## 2.4 Abbreviations

Abbreviation	Explanation
NKP	National Key Point
SAPS	South African Police Service
SACAA	South African Civil Aviation Authority
SANDF	South African National Defence Force
ID	Identity document
PSIRA	Private Security Industry Regulatory Authority
SHEQ	Safety, Health, Environment and Quality
PLA	Project Labour Agreement
SSA	Site Specific Agreement
TRT	Tactical Response Team
UIF	Unemployment Insurance Fund
COID	Compensation for Occupational Injuries and Diseases
SOPS	Standard Operation Procedures
TESETA	Transport Education Training Authority
SASSETA	Safety and Security, Sector Education and Authority
FCA	Firearm Control Act
QCP	Quality Control Plan
SDL&I	Supplier Development Localisation and Industrialisation
SD	Security Department
CEO	Chief Executive Officer
PSIRA	Private Security Industry Regulatory Authority
Abbreviation	Explanation

## 2.5 Roles and Responsibilities

The Contractor shall provide trained and suitable qualified security officers, equipment including vehicles, security administration, and the management thereof.

The contractor shall also be obliged to ensure that the provision of security services is in line with current Eskom Standards and complies with other relevant legislative requirements including site specific requirements (SSA) (PAL)

The contractor provides a full range of security services as determined by the Employer's Representative at the employer's premises. The service includes access and loss control, crime prevention and reaction unit, control room, permit services, traffic control, supervisory and management services

The Service shall entail providing a security service to Kusile Power Station, Wilge offices and flats and Kendal accommodation which includes security personnel, vehicles and necessary equipment to carry out the duties

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### **2.5.1 The Scope of Work is the Services.**

The scope of work is Category C-24/7 all-inclusive physical security services, namely armed/unarmed static guarding and foot patrols, control room monitoring and armed vehicle response, and armed escorting and monitoring services combined to provide for the following:

1. Armed/unarmed Grade C security officers trained to protect NKP and non-NKP sites as applicable.
2. Armed Grade C security officers for vehicle patrols and escorts for Eskom employees/contractors/service providers deployed in high-risk areas or performing high risk tasks (as determined by the risk assessment)
3. Site monitoring (where no Eskom security control room is in operation)
4. 4-day 12-hour shift cycles including holidays and weekends or on as when basis for specific period.

### **2.5.2 Access Control (PSIRA Grade C, B & National Key Point (NKP) guards**

Access control activities consist of the control and management of the movement of employees, visitors and contractors.

1. Access control of personnel by means of positive identification e.g. Eskom Id Card, SA ID, passport, drivers' licence and SAPS/ SANDF's appointments cards.
2. Searching of vehicles, employees, visitors, contractors, containers and bags etc.
3. Alcohol testing of all personnel for possibility of being under the influence, by use of breathalysers. Also carrying out random checks on the site when required.
4. Using metal detectors and mirrors to prevent personnel from removing items from the site or bring them onto site without authorisation.
5. Temperature scanning of all employees, visitors and contractors
6. Recording of visitors details electronically or manually
7. Visitors' confirmation process
8. Screening of persons and articles/parcels through the use of electronic equipment ensuring that prohibited items are not brought on site
9. Ensure that Safety Induction is conducted at Kusile
10. Declaration, recording and movement control of equipment and material
11. The service provider shall ensure that the gates (where applicable) are kept closed and locked at all times to prevent unauthorized entry.
12. The security service provider shall ensure that ONLY Eskom employees or contractors shall enter the assigned areas.
13. The service provider shall check/verify permits issued by Eskom Kusile Power Station before allowing people to enter site.
14. The service provider shall inspect any container/vehicle entering or exiting the site.
15. The service provider shall keep records/registers and make them available when required.

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16. NB: Should there be any unauthorized property found in the possession of persons entering and exiting the mentioned areas, Eskom Security (Security Manager, Officer Investigation or Supervisor on duty) will be contacted for further investigation.

### **2.5.3 Static Guarding (PSIRA Grade C & NKP Guards)**

The provision of static unarmed and armed trained guards to perform guarding duties at a National key point and Non-National key point at Kusile Power Station.

The contractor shall safeguard transformers and other critical Eskom assets within areas mentioned on the scope and report any suspicious activities or criminal activity within their vicinity to Eskom Security Supervisor on duty and Security Manager.

1. To guard the buildings.
2. To patrol the outside the building.
3. Keep records of employees/visitors and contractors accessing the building.
4. Control access and
5. Report any suspicious activities at the Kusile control room.

### **2.5.4 Security Patrol and Armed Response to Security breaches (PSIRA Grade C & NKP Guards)**

1. Execution of crime prevention patrols and armed response at the perimeter fence, hotspot areas and outlying plant areas on foot and vehicles
2. Patrol and guard the Employer's premises by foot and or vehicle.
3. Checking Employer's vehicles, offices, cabins and stores are locked and report any breaches.
4. Inspect Security perimeter protection measures.
5. Report Security irregularities, suspicious activities persons.
6. Inspect vulnerable points (as per requirements)
7. Respond to all activated Security alarms
8. Respond to all Security and operational emergencies.
9. Perform armed response activities to substation, Cable tunnels, Stores, Conveyer belts, Eskom offices, Contractor offices, Unit 1 to 6 and the HV yard
10. The Eskom Security Manager or his delegate reserves the right to re-direct crime prevention activities in his area of responsibility
11. No deviation from the operational plan without the authorization of the Eskom Security Manager or his delegate will be permitted.

**The contractor's duties are not limited to the above, but shall include any other**

legal security activities that Eskom may introduce in order to enhance security at Kusile Power Station, in line with the services outlined here above and such activities shall be communicated to the contractor in writing.

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### **2.5.5 Tactical Response Teams (PSIRA Grade B & NKP Guards)**

Tactical Security Services will be required to respond to potential and emerging risks (public demonstration and labour unrest) on a continuous basis.

The nature of duties shall entail but not limited to the following:

1. Patrolling, monitoring, safeguarding of affected critical and vulnerable plant and other random proactive patrols in and around targeted areas
2. Monitor strike action areas
3. Safeguarding of critical/vulnerable assets
4. Immediate deployment to crime scenes
5. Intervention/reaction to any life-threatening situation at Kusile
6. Patrol cable tunnels, perimeter fence, conveyers and outlying buildings
7. Man, the South, M&R and GE gate used by contractors
8. Escort unruly personnel off site

### **2.5.6 Control Room (PSIRA Grade C NKP Guards)**

1. The controls room needs to be always manned by a minimum of three people that are competent to communicate over the radio and telephone to customers and personnel.
2. Personnel manning this station need to be able to read the layout of the plant maps to direct staff and emergency units to a gridline. Staff manning this need to be conversant with English and can interpret other languages. They also need to be able to document all events as they occur.

### **2.5.7 Permit Office (Grade C NKP Guards)**

Ensuring the application forms are complete with the attached medical and identity and proof of induction are attached.

Processing the information on the computer system and issuing the access card.

Returned access cards

1. All cards that are returned due to various reasons are to be deactivated on the system.
2. All cards are to be recorded on a data base.
3. The information needs to be sent to the vehicle permit clerk and finance staff for blocking.

#### **Card Management**

1. There will also be a need to block cards if Contractor's staffs are locked out and when the dispute is resolved to reactivate on the computer system.
2. Verify data on the system and update information when required.

### **2.5.8 Reception (Grade C NKP Guards)**

1. Verify, identify, purpose of visit and appointment.

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2. Compiling the visitors permit form information received on the application form that was submitted.
3. Process and issuing the visitors permit; ensure that the identity of the person collecting the permit is as per the request.
4. Ensure effective hosting and friendliness (Reception)
5. Ensure customer satisfaction by requesting feedback from employees and contractors

#### **2.5.9 Security Officer (Grade B, C & NKP)**

1. All Security officers must be registered with PSIRA at the required Grade.
2. Security officers must be in possession of their PSIRA and company I.D card at all times
3. Armed Security must be in possession of their competency certificate always issued by the SAPS.
4. Armed Security officers must always carry Firearm permits as per the Firearm control Act
5. Armed Security officers must have completed SASSETA training on the specific firearm they are expected to use
6. Armed security officers should have undergone Regulation 21 of Firearm Control Act 60 of 2000 training and continue to do so for at least once per year
7. Security officers will be expected to sign a declaration of Secrecy, before commencement of their duties in terms of this contract
8. Security officers may be subjected to a screening process
9. Security officers should not have been convicted of any criminal offence and should disclose all pending criminal prosecution against them. Non-disclosure of such will result in the officer's automatic removal from Eskom site or duties
10. Security officers should be able to read and write and express themselves well in English
11. Security officers may be required to undergo a polygraph test as and when required
12. Security officers expected to perform driving activities as part of their tasks should have undergone an Advance driver training at an accredited institution
13. Security officer will not be allowed to access IT networks registries, communication networks or any sensitive/zone areas even when responding to alarms
14. Security officers should be trained on Standard Operating Procedure (SOP's) relevant to Kusile or be made available for training by Eskom at no additional cost on any process or procedure necessary for them to do their duties. Proof of training must be kept on file and availed to Eskom on request
15. No security officers are to be deployed in terms of this contract, before undergoing necessary Eskom induction, training and assessments. Eskom reserve the right to remove such Officers that have not complied with this requirement from Kusile Power Station or duties as per this contract at the cost to the contractor.

#### **2.5.10 Traffic Controllers (Grade C guards) trained in accordance with TESETA (Transport Education Training Authority)**

1. Regulate traffic flow (peak hour point duties).

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2. Regulate traffic flow at accident scenes on site if required.
3. Prevent defective vehicles from coming onto site.
4. Cordon off areas if required due to accidents, incidents, breakdowns or labour issues.
5. Carry out traffic law enforcement.
6. Report defective road signs/markings, potholes, spillage's etc. to the Employer's Representative.

#### **2.5.11 Supervision (Grade B & NKP)**

All deployed guards must be supervised by a PSIRA Grade B Supervisor. The supervisor must ensure that guards deployed at remote areas are assisted with transport to reach their posted area. Posting should be always done by the Supervisor (Self posting will not be permitted). All equipment must be tested during every shift change.

#### **2.5.12 Site Security Contracts Manager (Grade A & NKP)**

The Contractors Site Manager must ensure that the contractor's personnel co-operate fully to execute the services to the Employer's satisfaction, comply with the applicable standards, codes and instructions and to achieve specific agreed to objectives.

1. Report all incidents immediately as per applicable incident reporting procedures and submit a report per shift to the Service Manager. Stating:
  2. Number of staff on duty for the shift. With copy of posting sheets and signatures of the staff.
  3. All incidents that happened.
  4. Safety and environmental observation carried out for the shift.
  5. Report any unsafe conditions.
  6. Report any environmental violations.
  7. Number of people found to be under the influence.
  8. Number of permits issued, per category.
  9. Number of removals permits processed
  10. Monthly reports

### **2.6 Process for Monitoring**

Adherence to this document shall be monitored through access control work instruction and relevant security legislations, monitoring through audit processes

### **2.7 Related/Supporting Documents**

- [1] 240- 124874842 Induction Booking Form
- [2] 240-132818936 Termination Application Form
- [3] 240-124872207 Application for individual Visitor Permit
- [4] 240-124871786 Application for Group Visitor Permit

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[5] 240-124872498 Authorization for the removal of equipment

[6] 240-124874068 Application to use Camera

[7] 240-124913036 Waste Removal Form

[8] 240-124874978 Laptop Removal Permit Application

### **3. Document Content**

#### **3.1 Security Requirements**

All Security personnel deployed must be trained in terms of the various legislative requirements (PSIRA-Private Security Industry Regulatory Authority), National Key Point (NKP), Firearm Control Act (FCA). All Security personnel to comply with the continuation and refresher training in term of the National Key Point Act and Firearm Control Act. Specific training required by Eskom for compliance purposes, and which falls outside of the PSIRA or NKP stipulated training for security services shall be undertaken at Eskom's cost.

##### **3.1.1 Firearms**

1. Only Eskom approved firearms namely 9mm pistols, Rifles and Shotguns may be allowed for usage in terms of the contract. Revolvers are excluded for use as per contract.
2. Armed Security officers must have competency certificates for the specific firearm in possession thereof.
3. Security Company is responsible for providing firearms, ammunition, firearm safe registers as per Firearm Act.
4. Only company firearms licenced in the security service providers name may be utilised as per contract
5. The contractor must ensure provision of equipment/facilities for making firearms safe. A procedure to that effect, should also be in place
6. Each armed security officer must be provided with two full magazines

**The Contractor must ensure that Security officer's private firearms are not utilised for their business purposes, in terms of this contract.**

##### **3.1.2 Communication**

The Contractor must ensure suitable continuous communication between operational control room and their deployed staff. One or more of the following mediums of communications shall be provided as per user requirements: hand-held radios, satellite radios, contracted cell phones, base radio and push to talk (PTT)

##### **3.1.3 Contingency Plan**

The Contractor must have contingency plans or service level agreement with other security companies in order for the following:

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1. Own Strike/Labour unrest among staff
2. Shortage of Manpower due to e.g. absenteeism, sick leave annual leave
3. Equipment failure e.g. Vehicle breakdown and Communication system

#### **3.1.4 Working Times**

1. Working times as determined by PSIRA (Private Security Industry Regulatory Authority)
2. The security service is required 24 hours a day on a two-shift cycle i.e. 06:00 to 18:00 day shift and 18:00 to 06:00 night shift
3. Security Management team should not exceed 48 hours per week as prescribed by labour Act. The working hours for security management team start from 07:00am to 17:00pm daily.
4. A signed off reviewed list of Security officers deployed in terms of this contract must be provided daily.
5. The contractor is responsible to ensure that posting is in accordance with the required numbers before commencement of the shift.
6. Safe handling of firearms during shift change must be adhered to at all times. The contractor must ensure that a procedure is put in place to that effect
7. Safes must be provided by the contractor for the safe keeping of firearms not in use.
8. Security Officers will be required/ expected to do a pre-job/daily risk assessment and safety talks before commencement of every shift.
9. Please note that the relief shift, firearm and National key point allowance needs to be built into the pricing as Eskom will only be paying for the staff that is on duty.

#### **3.1.5 Security Registers**

1. The Security Service provider will be required to provide security registers e.g. Occurrence books, Visitors registers, after hours etc. where necessary.
2. Occurrence book to be completed correctly by Security officers and Supervisors listing all occurrences on site.
3. Visitors' registers to be completed daily and filed on site for future reference and pages must be numbered.
4. Contractor must ensure that registers are provided. Registers must remain bonded with no loose pages
5. Accurate records of all occurrences are to be kept for a minimum of 12 months post the occurrence and should be made readily available to Eskom at any time

#### **3.1.6 Incident Reporting and Investigation**

1. All incidents and response to incidents must be handled according to the relevant Standard Operational Procedures (SOPS) and/or work instruction for Kusile.
2. All incidents and response must be immediately reported to the control room.

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3. SAPS must be contacted immediately only for criminal incidents or suspected ongoing criminal activities
4. Weekly status report is to be supplied by the service provider.
5. The contractor must ensure that all involved personnel are available for court proceedings, incident investigations and assist Eskom and the Saps in their investigations and when required.
6. All incidents (including incidents of the Occupational Health and Safety Act) should be reported within 24 hours and preliminary investigation report provided within 24 hours and final investigation report within 7 days.

### **3.1.7 Documentation**

The following documentation is to be supplied by the security service provider at least four weeks before a Task order can be issued and commencement of the contract.

1. List of all potential security officers intended to be deployed at Kusile in terms of the contract
2. Certified ID copies and PSIRA certificates of all security officers
3. Certified copies of firearm competency certificate of the security officers
4. List of all firearms to be used and certified copies of the licenses.
5. Certified copies of SASSETA training certificates for all armed Security Officers
6. Certified copies of the company and Directors PSIRA registration certificates
7. Criminal check records as proof that the security officers have not been convicted of any criminal offence
8. Certified copies of advance driving course for all drivers
9. A list of all vehicles and maintenance records for vehicles to be used in terms of this contract.
10. Driver risk profile must be submitted for every driver as per this contract
11. Equipment list
12. Standard Operating Procedure to include the following but not limited to and should be approved by Eskom Security Manager:
  - a) Wearing of uniform standard
  - b) Communication procedure
  - c) Firearm handling procedure
  - d) Shift changes
  - e) Response plan

### **3.1.8 Safety Requirements**

1. All vehicles utilized to transport staff must be fitted with SABS approved seatbelts
2. All security officers should receive safety induction before they can be deployed at Kusile
3. Safety recommendations following an incident shall be implemented by service provider to prevent reoccurrence as per allocated time frames.

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4. Open fires, the use of bar heaters and hotplates are totally prohibited at Kusile, only security personnel are allowed to carry firearms.
5. Security Officers should observe the provision of the Criminal Procedure Act and all relevant legislation regarding the use of minimum force. Security Officers should at all times use the minimum force sufficient to bring the situation under control and such force shall cease as soon as the situation is brought under control. No deliberate assault on suspects will be condoned.

### **3.1.9 Salaries and Payment**

The contractor shall pay security guards at least the minimum wage specified on the Sectoral Determination, of the Private Security Sector, South Africa. Register all security guards with the Department of Labour, UIF, COID and Provident Fund.

The contractor would continue to facilitate their staff payment even when there is a dispute that arises between the Contractor and the Employer. This is to avoid any potential of a strike and the disturbances to the Site stability.

### **3.1.10 Uniforms**

1. The contractor must comply with legislative requirement (PSIRA regulation 13). Uniform items must be kept in clean, neat and good condition at all times.
1. Uniform must be functional in terms of the environment where security officers are posted
2. Bullet proof vests shall be worn as part of uniform by all security officers. For hygiene and safety reasons, each security officer must be issued with his/her own bullet proof vest.
3. PPE shall be worn by all security officers posted in the plant.

### **3.1.11 Manpower Requirements**

#### **First year (12 Months)**

Year 1	Day shift	Night shift	Firearms per shift	Bullet proof vest
Site Manager Grade A Mon to Fri	01	0		178
Grade B Supervisors	2	2		
TRT	10	4	Shotgun 10	
Grade C	77	80	9mm 30	
Safety Officer Mon to Fri	01	0		

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Drone Pilot	02	02		
Technicians Mon to Fri	01	0		
Home-work-home	182			
PPE	182			

**Second year (12 Months)**

Year 2	Day shift	Night shift	Firearms per shift	Bullet proof vest
Site Manager Grade A Mon to Fri	01	0		175
Grade B Supervisors	02	02		
TRT	10	4	Shotgun 10	
Grade C	76	76	9mm 30	
Safety Officer Mon to Fri	01	0		
Drone Pilot	02	02		
Technicians Mon to Fri	01	0		
Home-work-home	177			
PPE	177			

Patrol vehicles

4x 4.2 DC Bakkies and 1x Quantum for contract duration

Drone

Ad hoc Manpower Requirements: (As and when required)

Additional manpower requirements are required for activities outside the normal scope of work that has been approved for the provision of security services at Kusile Power Station. The duties include but not limited to the following ad hoc activities.

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1. Escorting of employees and vehicles
2. Patrol and guard duties where Eskom Kusile is hosting a function.
3. Plant security resources in case of emergency e.g cable installation or suspected tampering.
4. Stores duties

24 months	Resources	Day and Night shift members	Firearms per shift	Bullet proof vest
Grade B	01	As per the client's request	As per the client's request	30
Grade C	29			
Home-work-home	01			
Vehicles 4x2 DC	01			

**3.1.12 Home-work-Home Transport.**

Due to the remoteness of the Project Site, the Contractor is required to provide suitable mass transportation facilities to and from the Kusile Power Station (and/or to and from other places, if any, as may be specified under the Contract as forming part of the Site) for Contractor's Personnel. The transport service providers appointed by the Contractor must incorporate the principles of localisation and empowerment of local business, local transport associations/industry, as determined by Eskom.

**3.1.13 Security Equipment**

All security officers' equipment/site requirements listed below shall be covered in the overhead fee and profit percentage payable to the supplier to ensure that the officers are fully equipped to perform their duties.

1. Baton
2. Pepper Spray
3. Torches per officer
4. Communication devices e.g. PPT (incl SMART PTT and iTALK devices), Two –way radios and or cell phone.
5. Handcuffs
6. Fire extinguishers for vehicles.
7. First aid kits
8. Real time guard monitoring devices/system and reporting capability
9. Access control services such as Breathalyzer testing and access control monitoring
10. Bullet proof vests (Level 111 Special SA Mix)
11. Security uniforms

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12. Firearms (9mm pistols and 12 bore Shotguns)

### **3.2. The Employer's Requirements**

#### **3.2.1. General**

The Employer's requirements in general are:

1. The Employer requires the Contractor to provide personnel with appropriate and suitable skills to perform the scope in accordance with this scope.
2. The Employer requires the Contractor to adhere to the applicable schedules.
3. The Employer requires the Contractor to attend kick-off, reviews and progress meetings.
4. Provisions must be made by the Contractor in the tender for replacement and replenishment of equipment to be supplied. Asset registers of such equipment shall be maintained by the contractor and shall be audited by Eskom from time to time.
5. The Contractor to adhere and support the SD and L to purchase local (Nkangala District) within limits regarding availability.
6. The Employer will provide access to the Contractor at a designated area determined by the Employer.
7. The Contractor maintains the Working Areas and appropriate access roads in a safe and workmanlike condition.
8. The Employer's safety officers inspect the Contractors' Working Areas and Facilities for compliance to Eskom standards.

#### **3.2.2. SHEQ Tender Deliverables**

The tender shall provide the following:

- a. Provide a current copy of your Company Safety, Health & Environmental Policy (signed by Chief Executive Officer)
- b. Provide the name and CV of your Corporate (Head Office) Safety and Health Manager(s)
- c. Provide baseline Hazard Identification & Risk Assessment for works to be performed at the Kusile Power Station Project
- d. Provide SHEQ Plan for the Kusile Power Station Project (roles & responsibility, generic organogram, Curriculum Vitae and SHEQ appointments for Safety officer and E/O)
- e. Provide copies of the Company procedures for the following:
  1. Safety & Health Method Statement Methodology (in addition, provide a sample of method statement)
  2. Safety & Health Risk Assessments Methodology (in addition, provide a sample risk assessment)
  3. Medical Surveillance Procedure for Employees
  4. Incident Management Procedure

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5. General Safe Work Procedures (PPE, working at heights etc.)
6. Emergency preparedness Plan
7. Hygiene Monitoring Plan
8. Equipment Inspections
9. Hazardous Chemical Management Procedure
- f. Provide the following statistics for the last 3 years
  1. Fatal Accidents
  2. Lost Time Accidents \*\*including occupational diseases
  3. Medical Treatment Injuries
  4. Hours worked
  5. Total Recordable Incident Rate (TRIR)
  6. Lost Time Incident Rate (LTIR)
- g. Indicate if the company or individuals employed by the company have been issued with a prohibition notice for failing to comply with Safety and Health Legislation from the Department of Labour within the past five years
- h. Provide a written drug free workplace program that includes drug & alcohol testing
- i. Provide letter of good standing (workers compensation) from workers compensation commission
- j. Provide a proposed SHERQ Management Plan
- k. Provide proof of ISO 14001, OHSAS 18001 and NOSA certification, if any

### **3.2.3. First Aid Facilities**

The Contractor provides and maintains first aid in the Working Areas. First Aid cases or on-job injuries to be reported to the Employer's Representative within one (1) hour of incident.

### **3.3. Contractors' Management**

#### **3.3.1. The Contractor is responsible for:**

1. Management and Supervision of all activities in execution of the contract
2. Management and Supervision access to the Working Areas and the Site.
3. Management of his activities on the Sites to ensure that no interference takes place between his work and that of the Employer and Subcontractors
4. Maintaining and promoting labour harmony on the Sites and the Working Areas and the working environment in general
5. Immediately reporting of any potential labour disharmony to the Employer's Representative.
6. Liaison with the Employer regarding utilities and facilities required for the supplier for site establishment
7. Liaison with the Employer regarding the location of waste disposal sites and rubbish dumps.
8. Providing of transport of material, equipment and staff to the site

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9. Ensuring that the Contractor adheres to Quality Control Plan (QCP) requirements.
10. Transportation on and off Site

### **3.3.2. The Contractor's activities and duties are the following:**

1. Update control base budget with accepted compensation events.
2. Report on all possible and accepted compensation events
3. Compile and manage compensation event/early warning registering.

### **3.3.3. Cost Management**

The Contractor manages all costs and replacement values applicable to this Project in conjunction with the Employer's inputs. All changes or issues resulting in changes to the prices of the various outputs managed by the Contractor is discussed and agreed with the Employer prior to being implemented.

### **3.3.4. Risk Management**

1. The Contractor ensures that all risks are managed to enable the successful execution of the project.
2. Any risk that occurs or develops during any phase of the project is brought to the Employer's attention in writing immediately or at the latest within 1 day. A risk register is kept for the duration of the project.
3. A general risk assessment to be conducted prior to starting with the work and at end of shift.

### **3.3.5. Quality Management**

During execution of the contract no actions to provide the scope are implemented before the relevant quality control documentation is submitted and the Employer's acceptance of the procedures is given.

The Contractor compiles and submits copies of the Quality Management Plan and Quality Control Plan (QCP) which includes the necessary hold and witness points, for acceptance to the Employer. The Employer may use or modify the Contractor's existing QCP.

The Employer reserves the right to perform quality audits at any time during the execution of the scope.

## **3.4 Program and Planning**

### **3.4.1 Reporting**

The Contractor submits reports to the Employer.

Written reports as per milestone dates has been agreed between the Contractor and the Employer.

This contains the following information as a minimum:

1. Feedback on the programme and deliverables
2. Activities completed during current reporting period
3. Activities to be undertaken during next reporting period

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4. Areas of concern, and appropriate mitigation actions.
5. Cost report, including amount expended to date, and an updated projection of expected expenditure.

### **3.4.2 Meeting**

The Contractor attends daily, weekly & monthly progress meetings on Site, which will be arranged by the Employer, to exchange information and establish progress

### **3.4.3 Communication with the Employer**

The Contractor should direct all communication to the Employer and/Employer's representative. The Sub-Contractor should direct all communication directly to the principal Contractor.

The Contractor will only accept instructions from the Employer and/Employer's representative.

### **3.4.4 Invoicing and Payment**

At each assessment interval, the Contractor submits to the Employer a forecast rate of invoicing that includes all the expected payments by the Employer to the Contractor as per activity schedule.

Invoices:

The invoices from the Contractor contain the following information:

1. Invoice must be addressed: [Invoiceseskomlocal@eskom.co.za](mailto:Invoiceseskomlocal@eskom.co.za)
2. Must read "Tax Invoice"
3. Contractor's VAT registration number
4. Employer's Vat registration Number is **4740101508**
5. Invoice Number
6. Invoice Date (not later than last day of month of assessment)
7. Purchase Order Number
8. Contractor Name and Address
9. Vat % to be indicated separately
10. Assessment to be attached to invoice with backup documents
11. Rate/Activity to be claimed in terms of contract Price List
12. Where retention/delay damages are applicable, need to be deducted before VAT
13. CPA need to refer back to Basic Invoice, together with calculations in accordance with contract
14. CPA needs to be claimed on a separate invoice
15. Where Contractor has claimed incorrectly, they have to cancel their invoice with a credit note referring to incorrect invoice and issue a new invoice.
16. Invoice to be delivered electronically not later than last day of month of assessment

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### **3.5 Supplier Development Localization and Industrialization (SDL&I) requirements**

#### **3.5.1 B-BBEE Recognition Level**

The Contractor shall maintain and/or improve its B-BBEE Recognition Level for the duration of the contract.

#### **3.5.2 Local Content**

##### **Local Production and Content (Designated Commodities)**

The contractor shall maintain records relating to all designated commodities.

##### **Local Procurement Content**

The overall scope is expected to be 100.

#### **3.5.3 Procurement**

The contractor is obligated to subcontract at least 30% of the contract value to the following categories of suppliers:

1. EME or QSE entities at least 51% owned by Black People; and/or
2. EME or QSE entities at least 51% owned by Black Youth; and/or
3. EME or QSE entities at least 51% owned by Black Women; and/or
4. EME or QSE entities at least 51% owned by Black People with Disability; and/or
5. EME or QSE entities at least 51% owned by Black People who are military veterans.

The Contractor is further encouraged to utilize local to site suppliers when procuring items as much as possible.

The Contractor shall provide a detailed SDL&I implementation plan within 4 weeks post contract award.

#### **3.5.4 Recruitment**

The Contractor shall follow Kusile Project recruitment process, which will be made available post contract award

#### **3.5.5 Skills development**

The Contractor is required to provide the following skills, preferably for people in the Nkangala region:

<b>Skill type</b>	<b>Obligation</b>	<b>In take</b>	<b>Output</b>
Security Officers	12	PSIRA Certificate Level 2	PSIRA Certificate Level 3

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### 3.5.6 SDL&I Reporting

The contractor shall submit a monthly report on SDL&I status as per the templates.

### 3.6 Key Performance Areas

The Contractor will be measured in the following Key Performance Areas (but not limited to):

No	KEY PERFORMANCE AREAS
1	Compliance
2	Housekeeping
3	Operations/ Productivity
4	Health & Safety
5	Customer Satisfaction
6	Turnover
7	Training & vetting records
8	Meetings & Attendance
9	Adherence to meetings/resolutions & tasks
10	Negligence /Omissions

### 3.7 Staffing and Associated Penalties

#### 3.7.1. Overfills

Overfills occur when the service provider supplies too many individuals or individuals for longer periods than required, or at a higher level than defined by the schedule mutually agreed upon during the term of the contract. Eskom will only pay for the services requested as per the Task Instruction.

#### 3.7.2. Shortfills

Shortfills occurs when the service provider supplies unqualified personnel. Eskom reserves the right to refuse contractors personnel whom it deems not to be qualified. No payment will be due to the service provider in the event of a shortage of personnel.

#### 3.7.3. Shortfalls

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Shortfalls occur when the required services are not supplied at any post on the work site. Eskom will only pay for time worked. If a security officer arrives late for work or leaves early for any reason, the period of absence will not be paid unless the contractor fills the vacancies so created. Moreover, the absence of a security officer at a designated post without a replacement constitutes a shortfall for a portion of the shift.

### **3.7.4. Double Postings**

Whenever it becomes necessary to assign or reassign an individual to a post for the first time, the contractor shall arrange, at its expense, to have the new individual "double bank" with an experienced employee for at least a period of two (2) days before having the inexperienced individual take over any post on his or her own. The contractor will bear the associated expense for the double postings.

### **3.7.5. Turnover**

Turnover is the number of security personnel hired to replace those leaving or dropped from the contractor's workforce. The turnover rate will be expressed in terms of actual number of hired replacements. Turnover will be calculated on an annual basis and a turnover rate in excess of the established rate will be considered unacceptable and may lead to penalties being imposed against the company. The acceptable turnover rate is thirty percent (30%) or less of total number of personnel assigned to Eskom.

### **3.7.6. Length of Daily Assignment**

No security person will be allowed to work more than **12 consecutive hours**. Only Eskom can declare an emergency and authorise the service provider to hold their security personnel beyond the 12-hour requirement. Nor shall any security officer report for duty with **less** than 12 hours rest from having worked a previous shift, unless such reporting is necessitated by an emergency.

### **3.7.7. Subcontracting and Assignments**

The contract shall not be assigned or subcontracted in whole or in part, by the contractor without prior approval from Eskom. Any attempted assignment or subcontracting hereunder without the prior written consent of Eskom shall be void.

### **List of offences and the required interventions**

<b>Item</b>	<b>Deficiency</b>	<b>1<sup>st</sup> offence</b>	<b>2<sup>nd</sup> offence</b>	<b>3<sup>rd</sup> offence</b>	<b>Comments</b>
1	Guards not posted on duty as agreed, i.e. short posting	One shift payment deducted	Written notification of non-compliance or termination of the contract (depending on the sensitivity of the site)	Termination of contract agreement	Depending on the severity of the case, a contract may be terminated even if it is a first offence. Apart from any warnings or fines, the Contractor must rectify the deficiency within one hour of notification.

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		Written notification of non-performance or non-conformance to the signed contract	Eskom Security and Project Manager must call for a meeting with the security contractor owners.		
2	Guards intoxicated or under the influence of liquor / drugs	Contractor must replace security guard Guard(s) shift cost	Replacing guard + written notification of non-compliance Eskom Security and Project Manager must call for a meeting with the security contractor owners.	Contractor must remove the guard and replace him / her (that guard must never be used on an Eskom site again) + letter of non-performance.	If this practice continues, the contract must be terminated.
3	Refusal to comply with lawful instructions	Contractor must remove the security guard immediately and replace him / her within two hours	Contractor must remove the security guard immediately and replace him / her within two hours. A non-performance letter must be issued to the company. Eskom Security and Project Manager must call for a meeting with the security contractor owners.	Contractor must remove the guard and replace him / her (that guard must never be used on an Eskom site again).	If this practice continues, the contract must be terminated.
4	Sleeping on duty / deserting the post / negligence in the performance of his / her duties.	Sleeping on duty – removing the guard from the site and deduction of shift payment.	Contractor must remove the guard from the site. Shift payment deducted + letter of non-performance	Contractor must remove the guard and replace him / her (that guard must never be used on an Eskom site again)	If this practice continues, the contract must be terminated.

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		Deserting post – deduction of shift  Neglecting duties – guards must be warned	Eskom Security and Project Manager must call for a meeting with the security contractor owners.		
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### 3.7.8. Unmanned Aerial Surveillance Operations

#### Legal and Regulatory Compliance

All drone operations must comply with:

1. South African Civil Aviation Authority (SACAA) regulations.
2. Remote Pilot License (RPL) requirements for all operators.
3. Aircraft registration and operational certificates.
4. Third-party liability insurance (minimum R2 million coverage).
5. Visual Line of Sight (VLOS) operational parameters.
6. Restricted airspace compliance (military installations, schools, public areas).
7. Flight altitude restrictions (maximum as per SACAA guidelines).

#### a) Drone Specifications and Requirements

1. Maximum weight: 7kg (unless special permits obtained).
2. Night vision capabilities (thermal and infrared technology).
3. High-definition recording capabilities.
4. GPS tracking and flight logging systems.
5. Weather-resistant operational capability.
6. Minimum 2-hour continuous flight time.
7. Real-time video transmission to control room

#### b) Operational Parameters

1. Coverage Areas (5 – 10km) radius from Kusile Power Station):
2. Complete power station infrastructure.
3. Ash Dam and substations.
4. Perimeter fencing and access points.

#### c) Operational Schedule

1. Night operations: 8-10 hours maximum flight time.
2. Day operations: 1-8 hours as required.

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3. Emergency callout services available 24/7.
4. Mandatory rest periods for equipment and operators.

d) **Pilot Qualifications and Requirements**

1. Valid SACAA Remote Operator Certificate.
2. Clean criminal record with disclosure requirements.
3. English language proficiency.
4. Secrecy declaration agreement.
5. Security screening clearance.
6. Site-specific SOP training.
7. Eskom safety induction completion.

#### 4. Acceptance

This document has been seen and accepted by:

Full Name and Surname	Designation
Christopher Nani	General Manager
Sipho Shabangu	Risk and Assurance Manager
Nico Nyambe	Security Manager
Dorothy Ntshwane	Officer Security Operations

#### 5. Revisions

Date	Rev.	Compiler	Remarks
January 2026	2	Mapheta Dorothy Ntshwane	Drone added
27 months	1	Progress Chiloane	First Issue

#### 6. Development Team

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

1. Name	2. Designation
Nico Nyambe	Security Manager
Dorothy Ntshwane	Officer Security Operations
Reuben Maunye	Officer Security Investigations

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## **7. Acknowledgements**

None

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## **Appendix A – Eskom Document Hierarchy**

### **A.1 Document Hierarchy (an example of a picture /photos /diagram etc.)**

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