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|  |  | <b>Specification</b> |
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## 1. Introduction

This document was developed to standardise the vehicle safety specifications across the organisation to comply with legislative and Eskom requirements. The minimum vehicle safety specifications stipulate the related requirements that shall be adhered to in order to meet Eskom's internal procedural requirements as well as legislative requirements.

If this document does not include the specifications of certain vehicles or equipment used with vehicles, the division or unit shall ensure compliance with all safety specifications in accordance with the applicable standard, regulations, code of practice, or legislation for that specific vehicle and/or mobile equipment.

## 2. Scope

This document applies throughout Eskom Holdings SOC Limited, its divisions, subsidiaries, and any entity in which Eskom has a controlling interest, for example, contractors employed to transport Eskom employees.

It incorporates Eskom's specifications, the specifications of the National Road Traffic Act (NRTA), and the Construction Regulations, as incorporated in the Occupational Health and Safety (OHS) Act 85 of 1993.

The specifications in this document provide the organisation with an understanding of the vehicle-related specifications that must be adhered to in order to meet Eskom's internal procedural requirements as well as legal requirements. If this document does not cover the specifications of the vehicle or the equipment used with the vehicle, the division shall ensure compliance with all safety specifications under the applicable standards, regulations, or code of practice for that specific vehicle and/or equipment as well as the manufacturer's specifications.

### 2.1 Purpose

This document specifies the basic specifications that shall apply to all Eskom vehicles and to vehicles used to perform Eskom activities (when contracted out to third-party service providers) and includes contractors/subcontractors who are responsible for the transportation of Eskom employees and contractor employees.

The divisions may determine supplementary specifications to suit their needs or work requirements, provided that such changes comply with the original equipment manufacturer's specifications, as well as the applicable legislation, and do not expose an Eskom employee, contractor, or member of the public (when contracted out to third-party service providers) to risk or any vehicle to damage because of a substandard vehicle safety specification.

### 2.2 Applicability

This specification applies to vehicles and equipment throughout Eskom Holdings SOC Limited, its divisions, and subsidiaries, scheme vehicles, or any vehicle that will be utilised for Eskom's business purposes.

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Only newly purchased vehicles and new contracts need to comply with this specification. The vehicles currently in the business will follow a phased approach to replace old vehicles in accordance with the Fleet Services Department's replacement plan, except if otherwise decided by the business. Scheme and non-Eskom vehicles must comply when replacing the specific vehicle.

### 2.3 Effective date

From the date of authorisation.

### 2.4 Normative/Informative references

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

#### 2.4.1 Normative

- [1] National Road Traffic Act 93 of 1996
- [2] Occupational Health and Safety Act 85 of 1993
- [3] Mine Health and Safety Act 29 of 1996
- [4] 240-62582234 – OHS Roles and Responsibilities and Statutory Appointments
- [5] 240-62946386 – Eskom Vehicle and Driver Safety Management Procedure
- [6] 32-109 – Corporate Identity Policy
- [7] Fleet Section technical specifications for various vehicles related to vehicle safety
- [8] Business Scheme (32-129) (C) and Managerial Schemes (32-1108) (X)

#### 2.4.2 Informative

- [1] Administrative Adjudication of Road Traffic Offences Act 46 of 1998 (AARTO)
- [2] National Environmental Management Act 107 of 1998
- [3] 32-129 – Managing Eskom Business Vehicle Scheme
- [4] 32-136 – Contractor Health and Safety Requirements
- [5] SANS 1055 – Rear Under-Run Protective Devices
- [6] SANS 1563 – The Strength of Large Passenger Vehicle Superstructures (Rollover Protection)
- [7] SANS 9001 Quality Management Systems
- [8] SANS 39001 Road Traffic Safety (RTS) Management Systems
- [9] SANS 45001

### 2.5 Definitions

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| Definition                    | Explanation  |
|-------------------------------|--|
| <b>Abnormal vehicle</b>       | Any dimension that exceeds a height of 4.1 m, a width of 2.5 m, and a length of 22 m.  |
| <b>Anti-spray mudflaps</b>    | Mudflaps that reduce the mist spray behind the wheels.   |
| <b>Bus</b>                    | A vehicle that transports more than, or equal to, 35 passengers.   |
| <b>Construction vehicle</b>   | Any vehicle that is used as a means of conveyance for transporting persons or material, or persons and material, on and off the construction site to perform construction work.  |
| <b>Construction work</b>      | <p>Any work in connection with:</p> <p>a) the construction, erection, alteration, renovation, repair, demolition, or dismantling of, or addition to, a building or any similar structure; or</p> <p>b) the construction, erection, maintenance, demolition, or dismantling of any bridge, dam, canal, road, railway, runway, sewer or water reticulation system, or the moving of earth, the clearing of land, the making of an excavation, piling, or any similar civil engineering structure or type of work.</p> <p><i>Notes: “construction work” in the Construction Regulations in the Occupational Health and Safety Act is limited to building works and civil engineering works and must be read with the definition of “structure”.</i></p> |
| <b>Daytime running lights</b> | These are the lights located on the front of a vehicle, which remain on whenever the engine is running. Unlike headlights, daytime running lights are fairly dim and do not illuminate the road ahead. The purpose of daytime running lights is to increase the visibility of your vehicle so that other drivers can see you on the road.  |
| <b>Driver camera</b>          | A video event recorder that monitors the response of a driver behind the steering wheel and then captures such driving behaviour in one event. It captures driving behaviour only on a triggered/manual event (rapid action of the driver) and provides real-time feedback on risky driving.   |

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|                                   |   |
|-----------------------------------|---|
| <p><b>Eskom employee</b></p>      | <p>Any person who has entered into, or works under, a contract of service, apprenticeship, or leadership with an employer, whether the contract is explicit or implicit, oral or in writing, whether the remuneration is calculated by time or work is done and is paid for in cash or in kind or tacitly (by tacit agreement), and includes a case where such a person is under the control, instruction, and supervision of his/her employer, namely, the following:</p> <p>a) Permanent employee, which includes the following:</p> <ul style="list-style-type: none"> <li>• A full-time employee</li> <li>• A person referred to as a learner (section 18.1) or an apprentice in the Conditions of Service for Bargaining Unit Employees</li> </ul> <p>b) Non-permanent employee, which includes the following:</p> <ul style="list-style-type: none"> <li>• A person placed through temporary employment services (TES) (includes a labour broker/personnel agency)</li> <li>• A temporary employee</li> <li>• Third-party contractors</li> <li>• A person under a learnership contract (section 18.2)</li> </ul> <p>c) A bursary holder while under the supervision and/or direction of an employer</p> <p>Note 1: an employee only has one employer at any time. The employer is the person with whom he/she has a contractual relationship of employment, even when he/she performs his/her contractual obligations for another person.</p> <p>Note 2: a pensioner is excluded because he/she is not regarded as an employee, as the employee-employer relationship no longer exists.</p> |
| <p><b>Eskom-owned vehicle</b></p> | <p>Any vehicle purchased or rented by Eskom, excluding scheme vehicles, or any vehicle that an Eskom employee makes available for business purposes and that is insured directly or indirectly by Eskom.</p>  |

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|   |  |
|---|--|
| <b>Heavy vehicle (trucks or yellow plant)</b> | <p>A vehicle with a gross vehicle mass of more than 3 500 kg.</p> <p>“Heavy axle” means an axle whose wheels are fitted with tyres of a size (bead seat diameter) greater than 406.4 mm (16 inches), or an axle with more than two wheels regardless of tyre size, but excluding any axle of a motorcycle, a motor tricycle, or a motor car.</p> <p>“Axle” means a device or set of devices, whether continuous across the width of the vehicle or not, around which the wheels of the vehicle rotate and which is so placed that, when the vehicle is travelling straight ahead, the vertical centre lines of such wheels are in one vertical plane at right angles to the longitudinal centre line of such vehicle. The axle shall also include an axle that is lifted and whose wheels are not in contact with the road surface.</p> <p>“Heavy vehicle” means a motor vehicle with at least one heavy axle and/or any vehicle that has been principally designed or adapted for the conveyance of persons exceeding 16 in number.</p> |
| <b>Light delivery vehicle</b>                 | A motor vehicle designed or adapted for the conveyance of persons and freight with no heavy axle as mentioned above.   |
| <b>Management of change</b>                   | The applicability and suitability (mechanical, electrical) of any changes or modifications to vehicles that affect the vehicle dynamics and safety rating shall be approved by the Corporate OHS Manager and supported by the appropriate fleet manager.   |
| <b>Midi-bus</b>                               | A vehicle that transports more than 16, but fewer than 35, passengers.   |
| <b>Minibus</b>                                | A vehicle that transports up to 16 passengers.   |
| <b>Passenger vehicle</b>                      | A vehicle used for transporting passengers, for example, a sedan, minibus, midi-bus or bus, or a sedan, including a light delivery vehicle (LDV) and a truck (HCV) when these are used for carrying passengers.  |
| <b>Responsible manager</b>                    | A manager of a department, section, or operating/business unit, who has been appointed as part of the Eskom delegation of authority process to assist the applicable 16(2) assigned person in performing his/her duties in terms of the Occupational Health and Safety Act.  |
| <b>Trailer</b>                                | A vehicle that is not self-propelled and that has been designed or adapted to be drawn by a motor vehicle (an unpowered vehicle towed by a vehicle).   |

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|  |  |
|--|--|
| <b>Under-run protection devices</b>    | <p>Side under-run protection devices or “lateral protection devices” occupy larger spaces between axles on a rigid truck or a semitrailer. They are barriers or plates that sit in the space between axles.</p> <p>They are designed for the following purposes:</p> <p>To stop other road users such as other vehicles, cyclists, and pedestrians getting under the rear wheels of a truck or trailer.</p> <p>To minimise the potential damage a roadside obstacle might cause if the truck turns in too early.</p>                       |
| <b>Vehicle</b>                         | <p>Any vehicle propelled by a petrol, a diesel, or an electric energy source, used for performing work and/or for transporting people for Eskom’s business, including scheme vehicles or any vehicle that an Eskom employee makes available for business purposes and that is insured directly or indirectly by Eskom.</p>   |
| <b>Vehicle-monitoring device (VMD)</b> | <p>A vehicle-monitoring device that monitors the speed, distance, location, etc. of a vehicle as well as certain driver actions.</p>   |
| <b>Vehicle type</b>                    | <p>The type of vehicle refers to a sedan, LDV, truck, construction equipment/vehicle, yellow plant, mobile lifting equipment, etc.</p> <p>For example:</p> <p>Class 1 – light vehicles: motor vehicles, other than heavy vehicles as defined below, with or without a trailer, and includes motorcycles, motor tricycles, and motor cars.</p> <p>Class 2 – medium-heavy vehicles: heavy vehicles, as defined below, with two axles.</p> <p>Class 3 – large heavy vehicles: heavy vehicles, as defined below, with three or four axles.</p> |

## 2.6 Abbreviations

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| Abbreviation | Explanation  |
|--------------|--|
| AARTO        | Administrative Adjudication of Road Traffic Offences Act |
| ABS          | Antilock braking system                                  |
| BU           | Business unit  |
| Dx           | Distribution   |
| EDC          | Eskom Documentation Centre                               |
| FTC          | Fixed-term contractor                                    |
| GCD          | Group Capital Division                                   |
| GVM          | Gross vehicle mass                                       |
| HCV          | Heavy commercial vehicle                                 |
| HR           | Human resources  |
| HRA          | Health risk assessment                                   |
| kg           | Kilogram   |
| km/h         | Kilometres per hour                                      |
| LDV          | Light delivery vehicle                                   |
| LED          | Light-emitting diode                                     |
| m            | Metre  |
| mm           | Millimetre   |
| NCAP         | New Car Assessment Programme                             |
| NRTA         | National Road Traffic Act                                |
| OEM          | Original equipment manufacturer                          |
| OHS          | Occupational health and safety                           |
| OU           | Operating unit   |
| R&S          | Risk and Sustainability                                  |
| RTS          | Road traffic safety                                      |
| SANS         | South African National Standards                         |
| SHE          | Safety, health, and the environment                      |
| TES          | Temporary employment services                            |
| Tx           | Transmission   |
| VMD          | Vehicle-monitoring device                                |
| VSWG         | Driver and Vehicle Safety Workgroup                      |

## 2.7 Roles and responsibilities

The delegated employer in terms of section 16(2) of the OHS Act, together with the appointed responsible managers in accordance with the OHS Roles and Responsibilities and Statutory Appointments Standard (240-62582234), shall be responsible for ensuring compliance with this specification in his/her designated area of responsibility.

## 2.8 Process for monitoring

- Compliance with the specifications and requirements of this specification document shall be audited by the operating unit/business unit at least annually as part of an internal OHS

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audit/review process and fleet audit/review process.

## **2.9 Related/Supporting documents**

- 240-62946386 – Driver and Vehicle Safety Management Procedure
- 240-88365419 – Eskom Driver Training Standard
- 240-62989893 – Vehicle Accident Reporting Form
- 240-62990141 – Driver Risk Profile Assessment
- 240-62989991 – Eskom Vehicle Driver Permit Guideline
- 240-84271382 – Temporary Driver Permit Authorisation Letter
- 240-115053509 – Travelling Route Risk Assessment
- 240-115172327 – Eskom Driver Permit Template
- 240-125522494 – Eskom Vehicle Inspection Checklist for Scheme or Private Vehicles

## **3. Vehicle safety specifications**

### **3.1 Standard minimum specifications**

The following standard minimum specifications apply to all Eskom-owned vehicles and vehicles used when performing work for Eskom Holdings SOC Limited and its subsidiaries and driving a vehicle inside or beyond the borders of South Africa.

#### **3.1.1 Private sedans/LDVs**

The use of private vehicles for Eskom business will only be allowed under the conditions set out in the Driver and Vehicle Safety Management Procedure (240-62946386).

- i. Factory-fitted antilock braking system (ABS)
- ii. Factory-fitted driver and passenger airbags
- iii. Emergency warning triangle

#### **3.1.2 Scheme sedans/LDVs**

- i. Factory-fitted antilock braking system (ABS)
- ii. Factory-fitted driver and passenger airbags
- iii. Emergency warning triangle

The procurement of scheme vehicles is dictated by the Business Scheme (32-129) (C) and Managerial Schemes (32-1108) (X).

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### 3.1.3 Hired or leased sedans/LDVs

- i. Hired or leased vehicles will comply with the Treasury Note for a B-Class vehicle fitted with airbags and an ABS braking system.
- ii. Emergency triangle

### 3.1.4 Eskom fleet sedans/LDVs

All Eskom-owned vehicles shall meet the following requirements:

- i. All vehicles that are tested for the New Car Assessment Programme (NCAP) in South Africa/Europe will comply with the Europe NCAP 4 rating.
- ii. Factory-fitted antilock braking system (ABS)
- iii. Factory-fitted driver and passenger airbags
- iv. Alarm/Immobiliser – factory-fitted
- v. Factory-fitted power steering
- vi. Tyres in accordance with the manufacturer’s specifications for the intended work application. Managers must consult Eskom Fleet Services for advice, where needed, for special circumstances.
- vii. Two emergency warning triangles (in all vehicles)
- viii. Factory-fitted air conditioner
- ix. Factory-fitted seatbelt reminder
- x. Daytime running lights for all vehicles travelling on open roads. (When the ignition is in the “on” position, the lights should switch on automatically.) Vehicles not fitted with daytime lights must use the dipped lights (also called driving lights) in the “on” position for daylight driving (all vehicles).
- xi. Reverse-park distance control sensor for all Eskom-owned vehicles
- xii. A reverse beeper shall be standard on all heavy commercial vehicles, buses, and construction equipment or vehicles being used on construction sites.
- xiii. All Eskom-owned vehicles must carry a label containing the wording “Emergency number (applicable contact number)”, affixed to a conspicuous area on the rear right-hand side of the vehicle. The contact number(s) on the label must be the all-hours number(s) of the OU/BU. The labelling must be in accordance with the corporate identity requirements.
- xiv. Vehicle-monitoring devices (VMDs) have to be fitted in all Eskom-owned vehicles (including company vehicles).
- xv. A driver behaviour camera must be fitted in all Eskom-owned vehicles (including company vehicles).

**Please note:** if, based on a divisional risk assessment, the application of smash-and-grab

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prevention to the windows of vehicles has been identified, its purchasing and application must be conducted in consultation with divisional driver and vehicle safety subject matter experts (SMEs) to ensure that its application does not inhibit driver visibility.

### 3.1.5 All other sedans/LDVs

All other sedans and LDVs that are used by, for example, fixed-term contractors (FTCs), contractors, and consultants:

- i. Factory-fitted antilock braking system (ABS)
- ii. Factory-fitted driver and passenger airbags
- iii. Emergency warning triangle
- iv. Any additional requirements set out in the contract specification
- v. Compliance with the minimum legal requirements if not mentioned above

### 3.2 Light delivery vehicle (LDV) safety specifications – medium commercial vehicles < 3 500 kg

- i. LDVs shall meet the minimum specification mentioned in 3.1 above.
- ii. Where a risk assessment indicates that there is a risk of rollover such as travel on an excessive gravel road, those LDVs shall be fitted with a roll bar suitable for cab protection in accordance with the Fleet Services Technical Specification.
- iii. Where other LDVs are used for Eskom business purposes, it is proposed that a risk assessment be conducted to establish what type of roll bar is required to provide adequate cab protection in case of an accident.
- iv. Any other apparatus (including large toolboxes) shall be fitted in such a manner that it would be sufficiently secured in the event of vehicle rollover or collision and would not create a risk by weakening the structure of the vehicle.
- v. Applicable warning signs for the type of transportation should be fitted in accordance with legislation.

### 3.3 Heavy commercial vehicle specifications – gross vehicle mass (GVM) 3 500 kg and above (including heavy commercial vehicles with GVM above 16 000 kg and abnormal vehicles)

All heavy commercial vehicles shall comply with the provisions of the National Road Traffic Act, as amended, and shall meet the following basic specifications in addition to the standard minimum specifications mentioned in 3.1 above:

- i. Factory-fitted antilock braking system (ABS) where applicable in the market
- ii. Factory-fitted driver and passenger airbags where available in the market
- iii. Alarm/Immobiliser – factory-fitted if available in the market

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- iv. Factory-fitted power steering if available in the market
- v. Reverse lights
- vi. Yellow reflective tape that must be fitted in accordance with the National Road Traffic Act specification
- vii. Anti-spray mudflaps
- viii. Under-run protection device in accordance with the SANS 1055 standards
- ix. Chevron warning plates in accordance with the National Road Traffic Act specification
- x. A speed limit warning sign in accordance with the National Road Traffic Act specification
- xi. Any other apparatus (including large toolboxes) shall be fitted in such a manner that it would be sufficiently secured in the event of vehicle rollover or collision and would not create a risk by weakening the structure of the vehicle.
- xii. Applicable warning signs for the type of transportation should be fitted in accordance with legislation.
- xiii. Crew cabs may not be fitted or used if one is fitted.

### 3.4 Minibus safety specifications

In addition to the standard minimum specifications and according to the provisions of the National Road Traffic Act, as amended, all minibuses shall also meet the following basic extra specifications:

- i. SANS-approved three-point safety belts for every seat
- ii. No fold-up or jockey seats
- iii. A speed warning sign shall be displayed on the back of the minibus in accordance with the National Road Traffic Act.
- iv. Yellow reflective tape shall be fitted in accordance with the National Road Traffic Act requirement.
- v. The driver's seat shall be adjustable and partitioned in accordance with the National Road Traffic Act specification.
- vi. The tyres shall comply with the manufacturer's specifications for commercial use. No two different makes or models of tyres may be fitted on the front axle. The front tyres should always be the same.
- vii. The minibus shall have at least one emergency exit for every 12 passengers.
- viii. Panel vans or vehicles designed for goods delivery may not be converted into minibuses.
- ix. A sign should be affixed to the vehicle to indicate that the bus is equipped to transport people with disabilities.

### 3.5 Midi-bus and bus safety specifications

In addition to the standard minimum specifications and according to the provisions of the Road Traffic Act, as amended, all midi-buses and buses shall meet the following basic specifications:

- i. SANS-approved safety belts for every seat
- ii. No fold-up or jockey seats
- iii. A speed warning sign shall be displayed on the back of every midi-bus/bus.

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- iv. Yellow reflective tape shall be fitted in accordance with the National Road Traffic Act specification.
- v. The driver's seat shall be adjustable. The driver's compartment shall be partitioned in accordance with the National Road Traffic Act specification.
- vi. The tyres shall comply with the manufacturer's specifications. No two different makes or models of tyres may be fitted on the front axle. The front tyres should always be the same.
- vii. The midi-bus/bus shall have at least two identified emergency exits for every 12 passengers.
- viii. Steps shall have anti-slip treads.
- ix. A panel van or vehicle designed for goods delivery may not be converted into a midi-bus.
- x. Identified buses and midi-buses transporting employees with disabilities should be wheelchair-friendly to accommodate a wheelchair entering the vehicle. A sign should be affixed to the vehicle to indicate that the bus is equipped to transport people with disabilities only if the vehicle has been designed to transport disabled people.

### 3.6 Trailer and caravan safety specifications

- i. All Eskom-owned rented and hired trailers and caravans shall meet the National Road Traffic Act specifications.
- ii. A trailer risk assessment and inspection must guide the process of ensuring compliance with the specifications.

### 3.7 Yellow plant

Yellow plant must be treated in accordance with its own unique safety specifications as for each type of equipment. The responsible manager must ensure that the user understands the minimum safety specifications of the equipment.

### 3.8 Construction vehicles/equipment

#### 3.8.1 Minimum safety specifications

All construction vehicles and equipment shall meet the legislative requirements of the OHS Act Construction Regulation 23, the NRTA, the Mine Health and Safety Act, and the National Environmental Act.

- i. Where appropriate, a construction vehicle must be fitted with structures designed to protect the operator from falling material or from being crushed should the vehicle overturn.
- ii. Should be of an acceptable design and construction.
- iii. Must have safe and suitable means of access and egress.
- iv. Should be provided with adequate signalling or other control arrangements to guard against the dangers relating to the movement of vehicles and plant in order to ensure their

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continued safe operation.

- v. Should be equipped with an acoustic warning device that can be activated by the operator.
- vi. Must be equipped with an automatic acoustic reversing alarm.
- vii. Must be equipped with telescoping whips with triangle flags for vehicles that travel on mining sites and/or construction sites.

### 3.8.2 Specialised vehicle categories

Golf carts, quad bikes, self-balancing scooters, etc. must comply with the applicable OEM standard and Eskom's fleet safety specifications.

## 3.9 Other specifications

**3.9.1** The following must be retrofitted in vehicles, where applicable:

Where necessary, lights must be fitted at an elevated height on LDVs, minibuses, midi-buses, buses, tractors, and all vehicles fitted with canopies to ensure effective warning capabilities.

### 3.9.2 Modifications to vehicles

- a) Changes or modifications to any Eskom-owned vehicles must be managed according to the Fleet Management Policy and should be certified safe by the manufacturer in accordance with the relevant specifications. Any items added to the vehicle shall be approved by the Fleet Section and must meet any prescribed legal requirements.
- b) These must be supplied and installed by the dealer or at approved fitment centres.
- c) All modifications by contractors for vehicles/equipment used for Eskom business must be certified safe by the manufacturer in accordance with the relevant specifications.

## 4. Acceptance

This document has been seen and accepted by:

| Name  | Designation                                       |
|---|---|
| National Driver and Vehicle Safety Workgroup      |   |
| Occupational Health and Safety Steering Committee |   |
| Mike Townsend                                     | Chief Advisor OHS, R&S                            |
| Miranda Moahlodi                                  | Senior Manager, Corporate Hygiene and Safety, R&S |
| Risk and Sustainability OHS Mancom                |   |
| Risk and Sustainability Management Committee      |   |

## 5. Revisions

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| Date           | Rev. | Compiler     | Remarks  |
|----------------|------|--------------|--|
| May 2010       | 1    | PR Raophala  | Revision of an existing document.  |
| May 2013       | 2    | TJ Mabeleng  | Revision of an existing document to align it with amended legislative and Eskom specifications.  |
| December 2014  | 3    | OC Swanepoel | Revision of an existing document to align it with amended legislative and Eskom specifications.  |
| September 2015 | 4    | OC Swanepoel | Revision of an existing document to align it with amended legislative and Eskom specifications in line with the Business Productive Process (BPP).   |
| November 2020  | 5    | OC Swanepoel | Revision of an existing document to align it with amended legislative and Eskom specifications in line with the Business Productive Process (BPP) and as guided by the risks identified during the incident investigation and changes in technology. |
| January 2024   | 6    | MT Townsend  | Revision of an existing document.  |

## 6. Development team

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

- Ockert Swanepoel (Dx)
- Freddy Matotoka (Tx)
- Henry Rust (Bulk Material Services)
- Mary Tshabalala (Fleet Legal)
- Richard van Zyl (GCD)

## 7. Acknowledgements

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