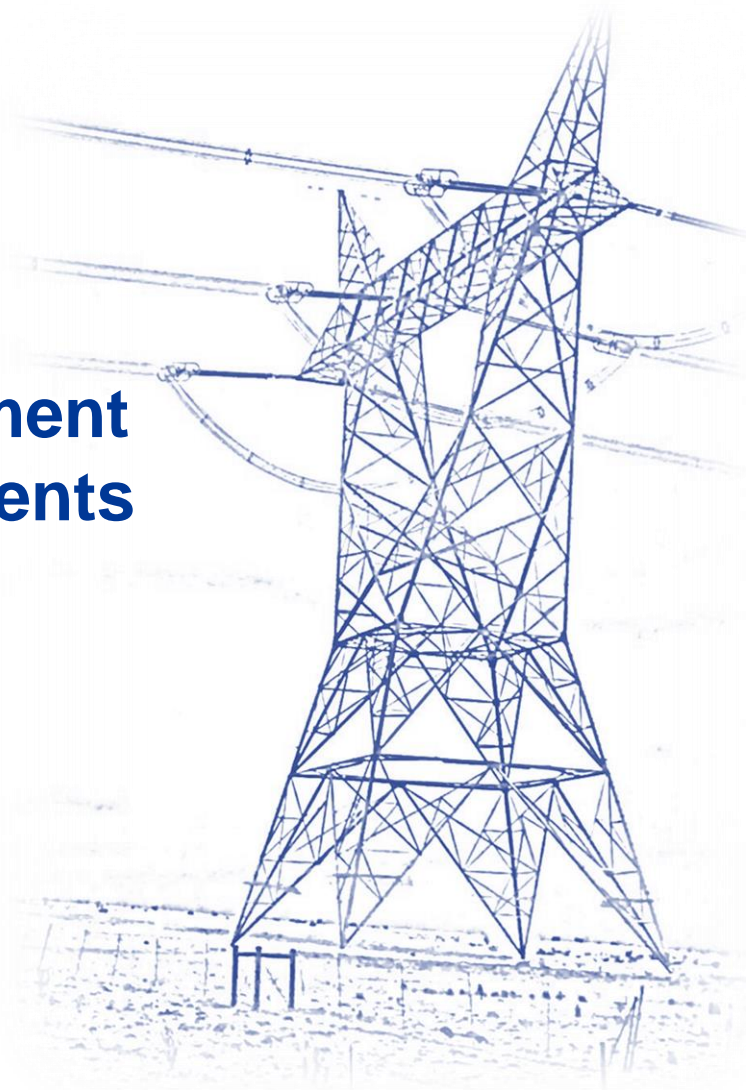




# Supplier Engagement SHEQS Requirements

@ 31 March 2022

Presenter: Geoffrey Small





Objective

SHEQS Strategy Objectives, Initiatives and Actions  
2021 – 2026 FY

ISO 45001:2018; ISO 14001:2015; ISO 9001:2015

Enquiry Stage

Contractor Award

Performance Evaluation & Improvement

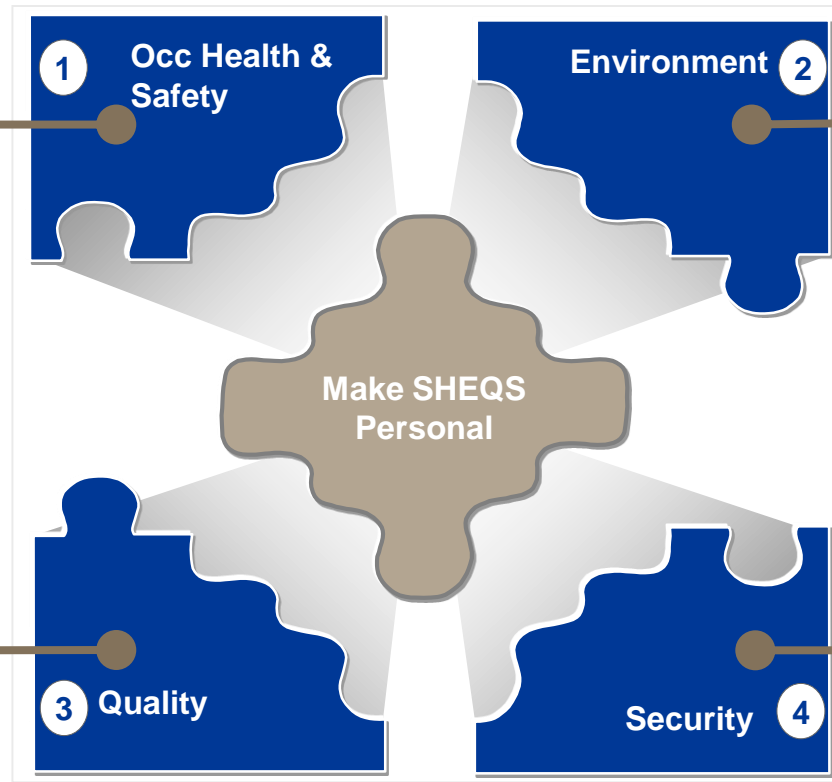
- Transmission Projects Delivery (TPD) is committed to ensure SHEQS and Welfare of its Employees and Contractors who may be affected by Eskom's operations, inclusive to provide a conducive Environment and deliver Quality projects and products/services.
- This presentation is to engage the Contractors/Suppliers in terms SHEQS during the enquiry, contract award and execution stages of the projects and products/services.
- Communicate and collaborate with Contractors/Suppliers, and all stakeholders by entrenching Eskom's value of Zero Harm.

# SHEQS Strategy Objectives, Initiatives and Actions 2021 – 2026 FY

## TPD Mandate

To support the Transmission network availability and reliability through the development and execution of expansion, new build and refurbishment projects.

### Toolkit to drive “Zero Harm & Excellence”

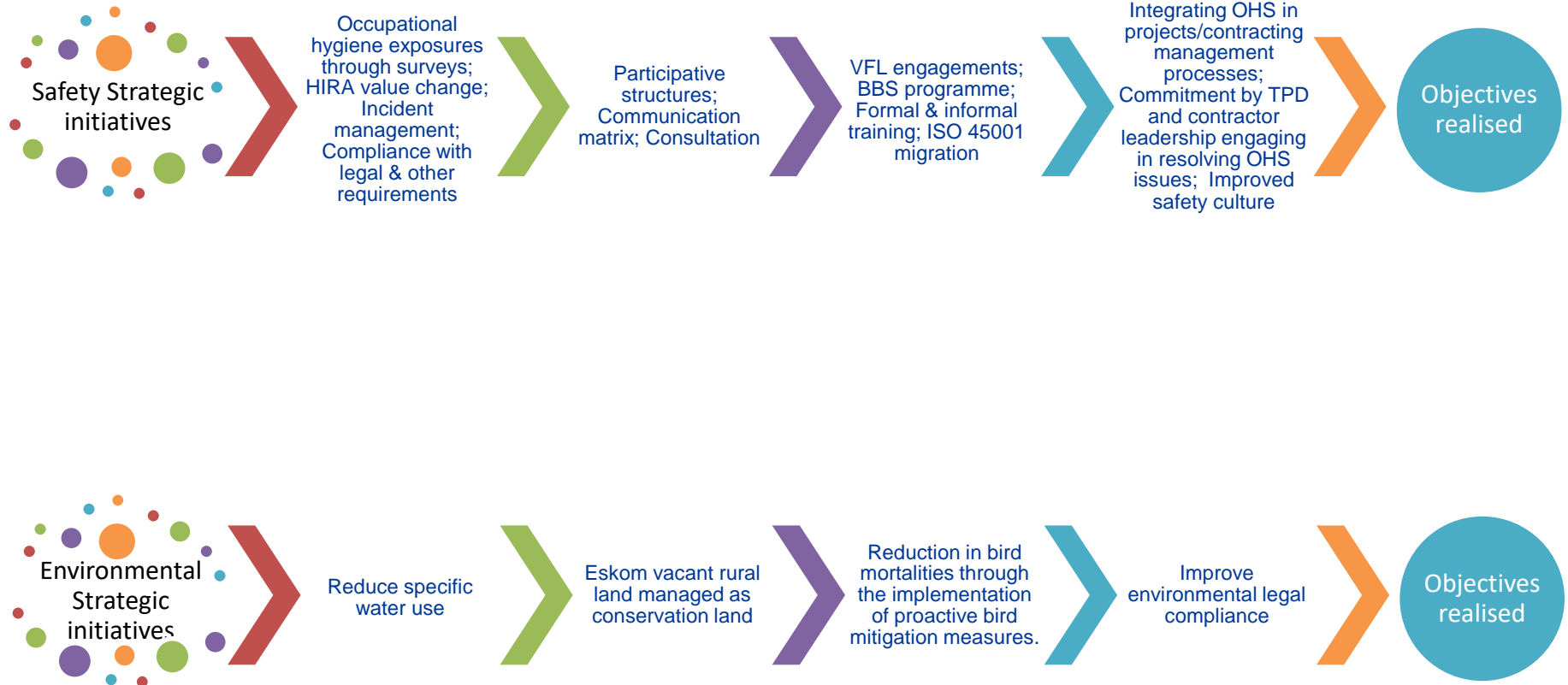


- Reduce the impact of workplace injuries and ill health from a lost-time injury rate (LTIR) tolerance level of 0,30 to 0,24;
- Improve communication, consultation, and involvement by 10% on OHS processes throughout all levels in the organization;
- Ensure that 90% of the workforce understand and proactively and effectively control OHS risks, thereby building a good safety culture in the organization;
- Reduce contractor-related incidents by 30% with more focus on minimizing the level of risk exposure from the current performance.

- Achieve “Zero Defects by 31 March 2023;
- Instill a culture of continuous improvement by 31 March 2023

- Continue to reduce Eskom's environmental footprint by enhancing environmental performance and delivery;
- Guide the Eskom of tomorrow from an environmental perspective that leads to Eskom being recognized as an environmentally responsible and sustainable organization;
- Reduce crime incidents and occurrences through resilient operations, implementing effective and robust crime prevention strategies and effective investigations.
- Establish an fully integrated Security Business Intelligence capability
- Establish an integrated Cyber-crime detection and prevention capability
- Maintain organizational resilience through incident management and recovery, including business continuity and sustainability

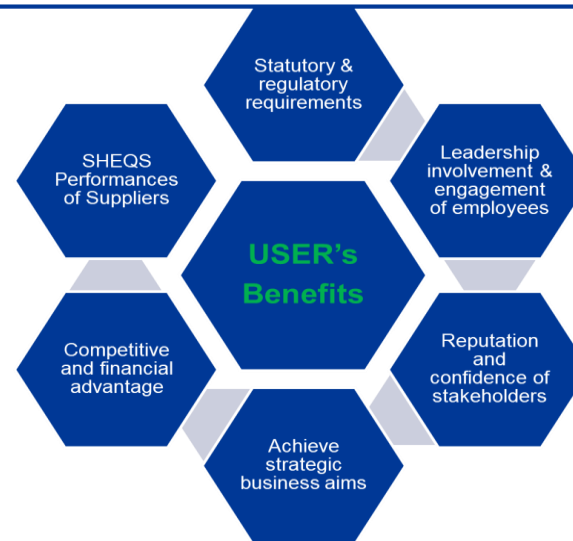
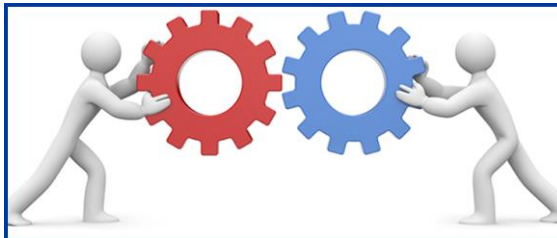
# The SHEQS Strategy Will Also Address The Following Initiatives and Actions



# The SHEQS Strategy Will Also Address The Following Initiatives and Actions







## Operational planning and control – considering Life-cycle perspective

- Establish, implement, control and maintain processes needed to meet SHEQS requirements and implement actions identified (*Safety Plan, TRA, EMP, QCP/ITP, method statements, safe work procedures, procedure for sourcing or procurement of products or services, project execution, etc.*)

## Emergency preparedness & response

- Establish, implement and maintain processes needed to prepare for and respond to potential emergency situations (*Stability Plans, Security Plans, Safety Incidents, wildlife interactions, harsh weather conditions, seismic events, fires, chemical spills*)

## Legal & Eskom requirements are as listed but not limited to:

- The Occupational Health and Safety Act and Regulations, No. 85 of 1993
- Baseline Risk Assessment (BRA) as per Scope of Work
- Form 74 – Specific H&S Specification as per Scope of Work
- Contract and Contractor Health and Safety Requirements Standard, 32-726 (Internal Eskom Document)
- Annexure H&S Tender Evaluation Template C4 – Construction Work, 240-106084699
- Acknowledgement Form B, 240-77471499
- Site Readiness Evaluation Construction Regulations Audit Checklist, 240-75248969
- Legal and Other Requirements (including COVID-19 Requirements)
- Environmental Requirements for Contractors
- Security Requirements

## Tender Returnables:

- Signed Acknowledgement Form – Annexure B
- Health and Safety (H&S) Plan
- H&S costing
- Baseline Risk assessment
- Valid letter of good standing
- H&S policy (must be signed)
- Proof of H&S competency e.g., Construction Manager, Health & Safety Officer (Part/Full-time) etc.
- Registered Construction Manager and Health & Safety Officer (Part/Full-time) with SACPCMP.
- Environmental Method Statements
- Waste Management Plans
- Threat Risk Assessment (TRA)

## Lessons Learnt:

- Lack of understanding of Eskom requirements and responding accordingly.
- Lack of incorporating OHS Act and applicable Regulations/SANS Code requirements.
- Incomplete submission of documents as per Health & Safety Specifications.
- Failure to appropriately cross-reference the legal requirements and/or Eskom requirements.
- Clarification Meeting attended by supplier/contractor management without H&S personnel to ensure that they respond accordingly.
- Failure to package the documents appropriately as per clauses for ease of reading and evaluation.



# CONTRACTOR AWARD

- Site Specific documents must be submitted.
- Site Readiness evaluation will be conducted as per site specific documents submitted.
- Site Readiness Construction Regulations, 240-75248969



Site Readiness  
Checklist

## Note:

- The supplier/contractor must not assume that because they have submitted documents during the enquiry stage then they must not submit on contract award.
- Approval made by Eskom centrally (Head Office) does not provide suppliers/contractors with automatic approval to site.
- The National Contracts and specific contract awarded are not exempted to submit site specific documentation for Site Specific Readiness Evaluation.
- International Companies appointed in terms of Design, Manufacture, Deliver and installation.
- Installation being implemented by local company (SA based).
- International company where applicable to appoint the local company as per Construction Regulations - Duties of Client, sub-regulations 5 (5) or 5 (6)
- Local company must comply with OHS Act and applicable regulations.
- Comply with Construction Regulations requirements.
- Comply with Client (Eskom) requirements.

# PROCUREMENT QUALITY REQUIREMENTS



**Supplier Quality Management Specification 240-105658000 / QM58**  
(This specification is issued with all 4 categories in the tender enquiry)

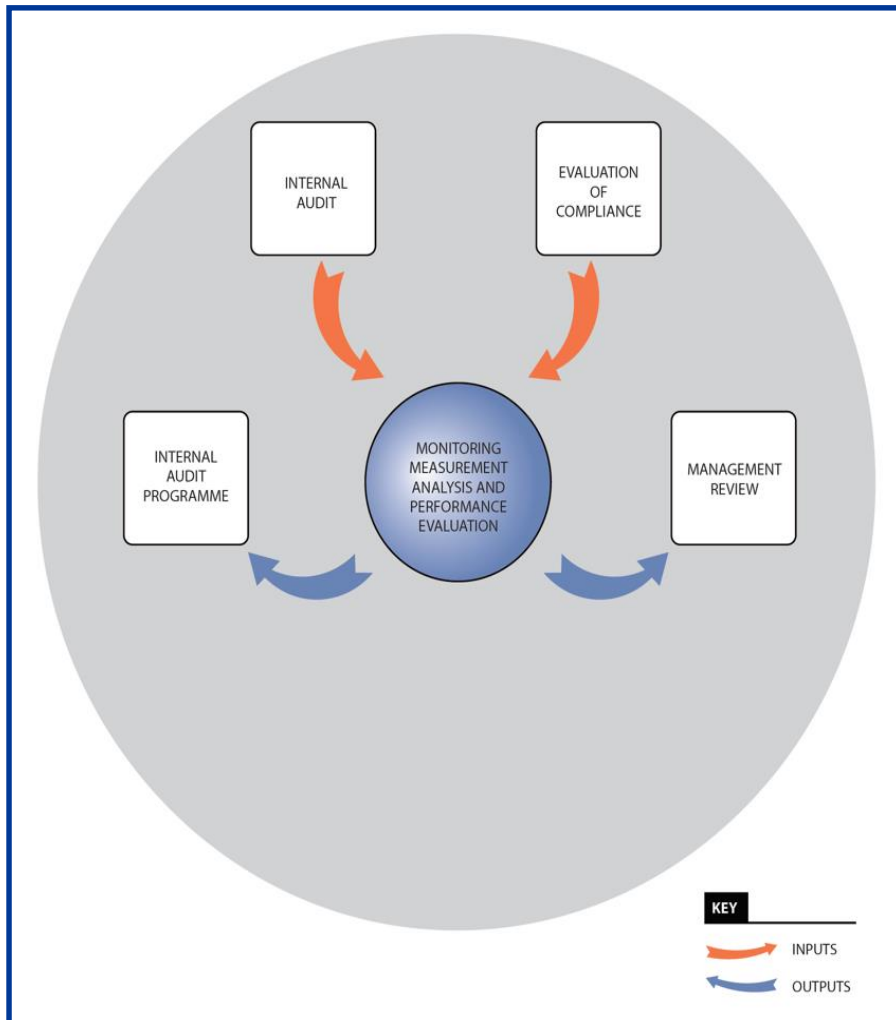
Category 1	Category 2	Category 3	Category 4
240-12248652	240-12248652	240-12248652	240-12248652
<p>Issued for commodities that have stringent technical requirements</p> <p>Mostly used for commodities that are manufactured offshore</p>	<p>Issued for commodities that have stringent technical requirements that are manufactured in SA. This allows for more suppliers to be eligible to participate in the enquiry</p>	<p>Issued for services provided within Tx. Companies that have a certificate should still send through their documentation for Eskom to refer to in case of a discrepancy during contraction phase.</p>	<p>Issued for off the shelf products that Eskom cannot add further value in the manufacturing process. This is also utilized when procuring consulting services.</p>
<b>FORM A</b> 240-68099512	<b>FORM A</b> 240-68099512	<b>FORM A</b> 240-68099512	<b>FORM A</b> 240-68099512

# Post Contract Award Contract Monitoring - Commodities

- During the contractual period, the supplier will have to get their QITP (Quality Inspection and Test Plan) approved before any work commences.
- Eskom indicates Hold and Witness points on the QITP. The attached Inspection Notification Form must be completed 7 days prior to the hold point or witness point.
- This applies to products being supplied to Eskom. Eskom reserves the right to also apply Hold and Witness points to Sub-Supplier as per 240-105658000 QM58 - Supplier Quality Management Specification
- **Inspection Notification Form**

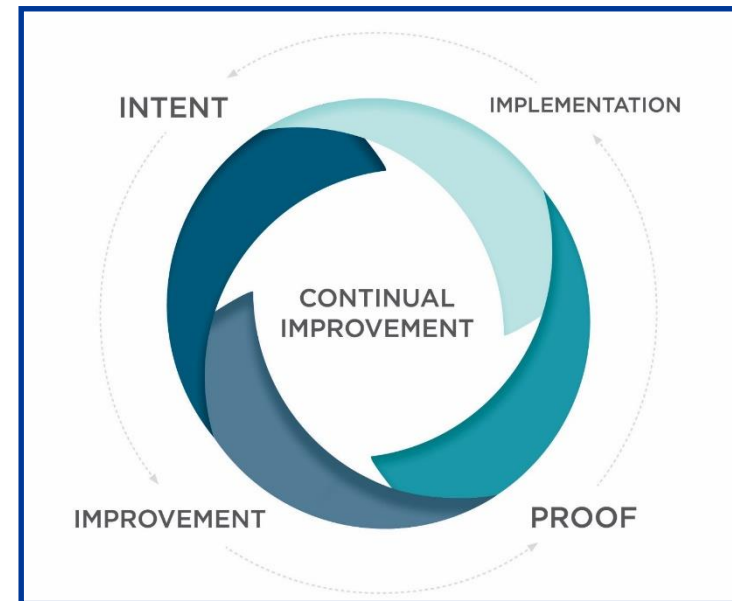


**Inspection  
Notification**



- Internal audits – to conform with Eskom Tx. Requirements, STD requirements > implemented and maintained
- What needs to be monitored?
- What methods?
- Criteria against which the organisation will evaluate....
- Determine when the results from monitoring and measurement be analysed & evaluated.
- Calibration of monitoring Equipment.
- Frequency for the evaluation of compliance.
- Establish – internal audit programme
- Management Review of SHEQS on a defined intervals (monthly, quarterly and annually – depending on levels). BUs conduct MR – annually. Consideration is made on status on actions, changes in **significant aspects, risks & opportunities**, extent to which **SHEQS objectives** have been met, NCs and CAs, Monitoring and measurements results among others.
- MR Outputs – continuing suitability, adequacy and effectiveness, decision related to CI opportunities, opportunities to improve implications on organisation strategic directions etc.

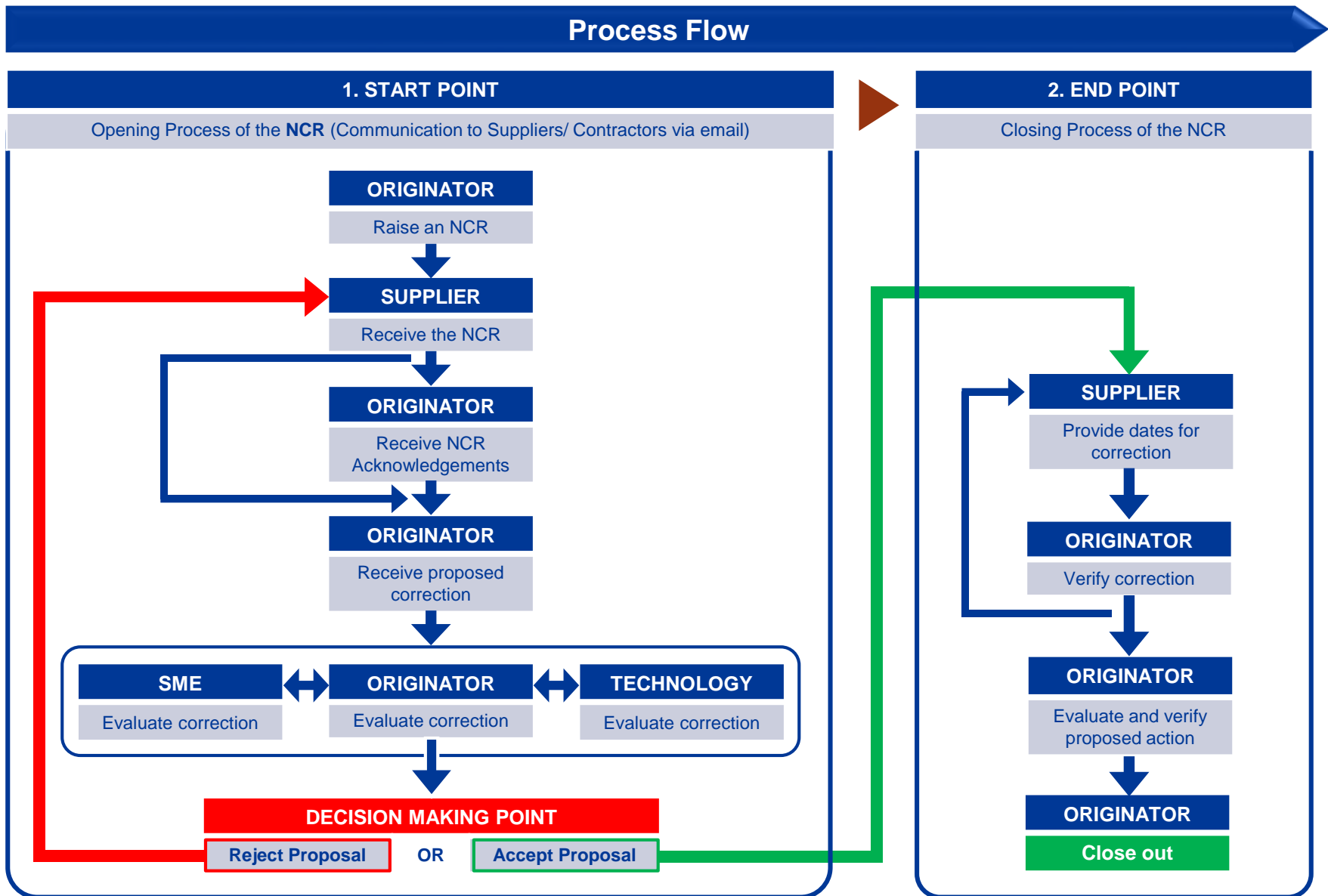
- Post Contract Award – Non-conformances (NCR)
- When NCR occurs;
- React by taking actions to control and correct (CORRECTIVE ACTION), review the NC, determine the causes, implement action, review effectiveness and make changes if necessary
- Appropriate corrective action to the significance of the effects of NCR



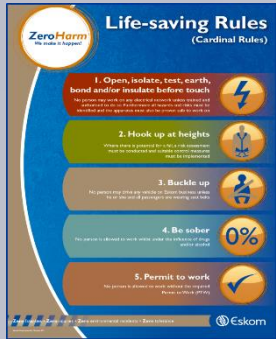
...continually improve the suitability, adequacy & effectiveness of the SHEQS to enhance environmental performance

# ESKOM NCR PROCESS

## Process Flow







**Make SHEQS Personal**



**Raise SHEQS awareness, and encourage individual employee commitment,**

- Talk to the hearts of the people.
- Revive Zero Harm
- Hold regular stakeholder engagements, contractor forums
- communicate to all employees and contractors the recommendations emanating from incident investigations.

**Risks managed through proper Leadership, Organization, Stakeholder engagement and partnerships**

- TPD management always prioritize the health, safety, and welfare of employees, contractors, members of the public, and anyone affected by Eskom activities.

**Ensure cycle of continual improvement in tracking and monitoring of SHEQS is maintained**

- Conduct inspections and audits, and measure the effectiveness of the SHEQS systems
- Certification and recertification systems



**Powering South Africa's Growth**

**SHEQS competencies in terms of qualifications (education), experience, and ability to apply in the job (at all levels)**

- Verify competency of contractor employees prior to contract award and throughout the project execution
- Good SHEQS leadership (all management levels)



*Thank  
you*

