

ESKOM HOLDINGS SOC Ltd CONTRACT NUMBER _____
PROJECT MANAGEMENT, CHANGE MANAGEMENT, DEVELOPMENT, IMPLEMENTATION AND OPTIMISATION OF FOSSIL
POWER PLANT MAINTENANCE BASIC SCOPE OF WORK FOR A PERIOD OF 5 YEARS AT KUSILE POWER STATION

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C3.1: EMPLOYER'S SERVICE INFORMATION

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1 Description of the service

1.1 Executive overview

The deterioration of Eskom Generation plant performance has resulted in insufficient available capacity to meet the country's electricity demand. This has resulted in load shedding being required from time to time to protect the integrity of the National Electricity Grid.

Generation R/MWh operations and maintenance costs have significantly increased in the past decade to well above the median of global peers by ~15%. There has been a decline in plant reliability and coal fleet availability due to deviation from planned maintenance, capacity constraints, largely from trips and short-term outages (refer to 20-year outage history) despite an increase in outage duration to well over 100 days on General Overhaul (GO) outages.

Kusile Power Station Management thus decided to partner with a suitably qualified service provider for the Project Management, Change Management, Development, Implementation and Optimisation of Fossil Power Plant Maintenance Basis at Kusile Power Station.

This document specifies the scope of work for the implementation of the maintenance basis program which will in turn improve online and offline maintenance planning based on detailed Work Packages, optimise, and prioritise cost of maintenance, spares readiness, improve work execution effectiveness and quality, and improve post outage effectiveness results.

The service provider shall deliver the Project Management, Change Management, Development, Implementation and Optimisation of Fossil Power Plant Maintenance Basis at Kusile Power Station in accordance with the Industry standard practices, Eskom processes, policies, procedures and work instructions and in adherence to all the Safety, Health, Environment and Quality requirements that govern Eskom.

1.2 Employer's requirements for the service

1.2.1 Overview of employer's requirements for the service

- a) Improve outage planning based on detailed Work Packages that will empower the business in better negotiations during contract establishments, reducing human error, improve quality control and benchmarking. A detailed Work Package contains correct Work Instructions, QCP's, Spares (BOM's with material numbers), Resource requirements and Post Maintenance Testing requirements as a minimum.
- b) Assist Engineering in fixing configuration problems, these include plant walkdowns to confirm plant labelling and KKS's verification using as built drawings, updating SAP masterdata (KKS codes & descriptions) based on the identified defects and liaise with Design and Spec. should there be need for any updates to drawings.
- c) Assist Engineering (system engineers) to classify components in their systems and assign preventative maintenance templates (PMTs) using MBSA.
- d) Attend and give inputs in maintenance strategy challenge sessions as part of the required stakeholders and assist the system engineer to load strategy engineering changes (ECs) in SAP and MBSA.
- e) Reduce the increased cost of spares by ensuring standardised cataloguing of same material numbers for similar spares from different plants and reduce expediting cost by ensuring materials are tracked until delivery through an automated Outage Readiness Indicator (ORI)
- f) Improve work execution effectiveness and quality by monitoring all work requirements from SAP Plant M to reduce outage costs, durations, scope variations and slips
- g) Optimise online maintenance and off-line maintenance (outages) for the return on investment, continued improvement and assist with resource needs (human, financial and materials) that is fact based.
- h) Improve Post Outage Effectiveness results based on available history captured in SAP.
- i) Assist with proper Outage scoping that is captured on the SAP PM system and does not require to be drawn up from a zero base prior to every outage. A standard scope will be drawn from the system and adapted given observed operating or condition monitoring anomalies
- j) Improve outage planning and scheduling by having the scope linked to standard, world class work packages for all work to be executed. These work packages allow the end user to accurately

forecast Outage resource requirements according to world class benchmarks as per Outage PCM timelines

- k) Reduce the increased cost of spares by ensuring standardised cataloguing of same material numbers for similar spares from different plants and reduce expediting cost by ensuring materials are tracked until delivery through an automated spares management reporting and system.
- l) Automate the Outage Readiness Indicator as best as possible to have as many of the criteria being monitored drawn off the relevant system (SAP PM, MM, FIN, HR), so as to instil a culture of data integrity and disciplined execution and accountability.
- m) Improve work execution effectiveness and quality by monitoring all work requirements, resource utilisation, spares usage, standing time etc. from SAP PM for proper post outage effectiveness assessments and continuous improvement to reduce outage costs, durations, scope variations and slips.
- n) The Contractor must comply with the competency level as indicated in the Technical evaluation.
- o) Failure to meet any part of the scope requirements may result in a non-conformance request (NCR) for the supplier to make a corrective action.
- p) The Contractor shall not implement any modifications without an approval from the Eskom Supervisor and the Engineer.
- q) Provide a central system and process driven platform to assess fleet wide maintenance (outage) effectiveness to assist with benchmarking, continuous improvement and business and technical decision making.
- r) Improve Post Outage Effectiveness history based on available information captured in the various SAP modules, which over time will aid with proper data analytics for predictive business decision making.

1.2.2 Work preparation and work management

- a) Adhere to work management system SAP PM.
- b) Adhere to Eskom plant safety regulations (PSR).
- c) Risk assessment shall be done and documented/filed for each task.
- d) Safe work procedures or temporary work procedures shall be available and used for each job.
- e) Job observation shall be done on agreed frequencies.
- f) All documentation required to complete work shall be referenced and filed for future reference (Test results, reports, drawings etc.) All documentation to be completed and filed (test sheets, test results, technical reports, drawings etc.)
- g) The contractor must ensure that he maintains a 24hours standby roster at all times.
- h) Ensure compliance to PSR before any work commence.
- i) Perform toolbox talks, discuss and fill risk assessment, ensure you're in possession of the correct drawings, correct check sheet, correct work procedure, correct QCP's and you're at the correct plant.
- j) Attend various meetings. (Safety, Plant Focus, Production, Maintenance, Commissioning, Outage etc.)
- k) The contractor must identify all potential hazardous tasks in the Works Information and prepare safe working procedures to issue to his staff before any work will start.
- l) The contractor must familiarize himself with the works and must make available his specific "housekeeping" action plans to ensure that the working areas and surroundings are kept safe and tidy during the duration of the works.
- m) The contractor must provide all the required PPE to his staff before the work will start.
- n) The contractor must ensure that all the necessary **Medicals, Induction and Security clearance** have been done before any work will start.
- o) The contractor must ensure before any work is carried out, the correct equipment and hand tools are available to his staff and that it is in a good and safe working condition and complying with all OHSA requirements.

- p) The contractor must provide proof that toolbox talks have been held and a workers register must always be available and kept on date and reported to the Employer on a required basis.
- q) The contractor must ensure that on a daily basis the agreed safety and housekeeping are upheld and that it is reported to the Employer on a required basis.
- r) The contractor must assist the Security Department by providing a name list and copies of identity documents for all the workers at least one day before site establishment.

1.2.3 Standby services

- a) The Contractor shall ensure that staff with adequate expertise is available to manage plant issues on a 24 hour standby service.
- b) Call-outs to site by the relevant plant Employer section supervisor shall be done telephonically and the Contractor is expected to report to site within one hour for emergency work, otherwise at the time given by the client for all pre-planned work.
- c) The Contractor's 'Technical Support Service' staff shall be available as advisory back-up to assist on instances where the staff on site is struggling to solve any technical problem.

1.2.4 Conditions

- a. The Contractor shall compile improvement programmes to enhance plant performance and achieve cost reductions and the Employer will approve such programmes.
- b. The Contractor shall ensure that all maintenance is executed as per Employer's instructions, processes and systems.
- c. The Contractor shall provide the following complementary services to improve Plant and labour performance
 - 1. Procedure, method statement, rigging studies and documentation writing
 - 2. Compile and improve task list's and QCP's
 - 3. Implement approved design and modification
 - 4. Spares management (Inventory stock holding report, etc)
 - 5. Technical advice
 - 6. Component failure analysis reporting
- d. The Contractor is to ensure that any service rendered does not interfere with the Employer's scheduled work and should align himself with the Employer's work control management process.
- e. Should the Employer become aware of any changes to the activity schedule (programme of notifications), the Employer may issue the Contractor with a revised programme.
- f. Work against this contract can only be performed upon receipt of a task order.
- g. All works will be subject to anytime inspection from the Employer.
- h. This contract is for preventative, predictive, corrective maintenance (breakdowns) and opportunity maintenance when the unit shuts down and when the units are on load.
- i. Spillage is viewed to be very important for plant housekeeping and any spillage caused as a result of the Contractor shall be cleaned by the Contractor.
- j. The Contractor shall ensure the integrity of plant labelling and that deficiency with regards to KKS labelling is reported immediately.
- k. The Contractor must ensure that they have responsible persons (in terms of PSR) for any work performed on plant. All maintenance technically qualified (above semi-skilled) Contractors will be trained and authorised (in terms of PSR) within 6 months of the contract start date.

- l. The Contractor shall assist in the implementation, recommendations and corrective actions which are identified by the Kusile Power Station Condition monitoring programme.
- m. All labour, materials, equipment, tools, transport and consumables for performing the services are to be supplied by the Contractor. All the Contractor's power tools and equipment must be on a planned maintenance schedule and must be inspected before use at Kusile Power Station
- n. The Contractor's Engineer, Competent Person or Site representative will conduct on-site investigative fault-finding surveys, in conjunction with the site maintenance personnel, on all systems. This shall be performed by a competent person and reports containing the results of the survey and recommendations to address the findings, in order to improve the plant health, must be submitted to the Employer within one week after such survey is done.
- o. The Contractor shall report to site at the time planned by the client (Kusile maintenance representative/s) otherwise the response time for a call-out shall not exceed one hour from the first telephonic notification. The respective Contractor must have the required equipment and personnel to provide the appropriate response and services. Low Service Damages without an early warning will be applicable for any deviation to these requirements.
- p. The Contractor must be able to provide baseline programmes on each of the specific tasks which can be used to determine the average duration for a specific type of activity. This will be especially required where work will affect other activities on site, including during outages. Such programme will be in the form of either a Microsoft Excel spread sheet or MS Projects schedule and or any method as advised by Employer with durations and resources stated for all the different activities/levels of work to be undertaken. Programmes must be revised whenever necessary to contain relevant information in terms of plant optimization.

1.2.5 Continuous Improvement

- a) The Contractor shall compile improvement programmes to enhance plant performance and achieve cost reductions and the Employer will approve such programmes.
- b) The Contractor will be responsible for participating in root cause failure investigations as required by the Employer.
- c) The Contractor shall implement a program of continuous improvement to optimise Plant performance and reduce system and equipment failures.

1.2.6 Eskom Standards Specifications

More specifications are listed on the Scope of Work KUS-2408160 and the Contractor shall comply with all these specifications.

1.2.7 Manpower Requirements

The number of staff required to execute the works is to be decided by the contractor after his/her assessment of the scope of work and submitted to the Employer for approval.

1.3 Interpretation and terminology

The following abbreviations are used in this Service Information:

Abbreviation	Meaning given to the abbreviation
BS:	British Standard

BU:	Business Unit
CONTRACTOR	Service provider contracted for supplying specific service to Eskom, Kusile Power Station.
CARAT	Complete, Accurate, Relevant, Accessible, Timely
EDC	Eskom Documentation Centre
ISO	International Standards Organisation
KKS	Kraftwerk-Kennzeichen System
KPI	Key Performance Indicator
O&M	Operations and Maintenance
OEM	Original Equipment Manufacturer
OMO	Operating, Maintenance and Outages
PCM	Process Control Manual
PSR	Plant Safety Regulation
RACI	R - Responsible A - Accountable C - Consult I - Inform
RACM	Risk and Control Matrix
RCM	Reliability Centred Maintenance
SHEQ	Safety, Health, Environment and Quality
SME	Subject Matter Expert
SSC	Structures Systems Components
BOM	Bill of Materials
CoE	Centre of Excellence
EAF	Energy Availability Factor
ECM	Engineering Change Management
ECN	Engineering Change Notification
EL	Element
EPRI	Electric Power Research Institute
ERI	Eskom Rotek Industries
FEG	Functional Equipment Groups
FLOC	Functional Location
GO	General Overhaul
MBSA	Maintenance Basis Standardisation Application
MCoE	Maintenance Centre of Excellence
MGO	Mini General Overhaul
MM	Materials Management

MSMW	Maintenance Strategies & Manage Work
ORI	Outage Readiness Indicator
PM	Plant/Preventive Maintenance
PMT	Preventive Maintenance Template
PSGM	Power Station General Manager
QCP	Quality Control Plan
RBI	Risk Base Inspections
SAP PM	System Applications Products Plant Maintenance
WP	Work Package

2 Management strategy and start up.

2.1 The Contractor's plan for the service.

- The Contractor shall provide the methods of carrying out of all services as described in the Scope of Work KUS-2408160
- The work schedule shall be issued by the Employer to the Contractor.

2.2 Management meetings

- Before work starts on site, an inaugural meeting shall be held between the Contractor and the Employer, to explain in detail all requirements of the Site Regulations.
- The Contractor is issued with a file of current Site Regulations on arrival. The file remains the property of the Employer, and the Contractor is responsible for its maintenance and updating to include new or revised regulations as issued by the Employer.
- The Contractor and Employer shall use the techniques of partnering to manage the contract by holding meetings designed to pro-actively and jointly manage the administration of the contract with the objective of minimising the adverse effects of risks and surprises for both Parties.

Regular meetings of a general nature may be convened and chaired by the *Service Manager* as follows:

Title	Approximate Frequency	Location	Attended by:
Risk register and compensation events	Monthly	Kusile Power Station	Employer, Contractor
Overall contract progress and feedback	Monthly	Kusile Power Station	Employer, Contractor
Adhoc meetings	As and when required	Kusile Power Station	Employer, Contractor
Toolbox Meetings, Safety, Outage, Commissioning, etc	As and when required	Kusile Power Station	Employer, Contractor

- Meetings of a specialist nature may be convened as specified elsewhere in this Service Information or if not so specified by persons and at times and locations to suit the Parties, the nature and the progress of the *service*. Records of these meetings shall be submitted to the *Service Manager* by the person convening the meeting within five days of the meeting.

- e) All meetings shall be recorded using minutes or a register prepared and circulated by the person who convened the meeting. Such minutes or register shall not be used for the purpose of confirming actions or instructions under the contract as these shall be done separately by the person identified in the *conditions of contract* to carry out such actions or instructions.

2.2.1 Management and Reporting

- a) The type of reports, level of detail and frequency of reporting will be mutually agreed by the Employer and the Contractor. These may change from time to time on request by the Employer.
- b) The Contractor to be represented at any ad-hoc meetings that may arise in order to address any production or safety related matters.
- c) Liaison meetings shall be held between the Employer's representative or his/her delegate and the Contractor's representative or his/her delegate on a monthly basis or when necessary to discuss any technical details, or concerns.
- d) The Contractor will be responsible for implementing an employee performance management system that is consistent with the Employer's management requirements

2.3 Contractor's management, supervision, and key people

- a) The Contractor shall employ staff who meet minimum requirements of Eskom job descriptions, with additional requirements to be specified by Employer.
- b) All staff brought onto site in connection with this work scope should be able to fluently speak, understand and write in English.
- c) The Contractor shall submit proof of qualifications and CV (experience records) on request by the Employer.
- d) The Contractor ensures that all staff being brought onto Kusile site has a valid fitness certificate based on the specified plant man-job specification.

2.4 Documentation control

- a) The Contractor shall ensure that any witness, hold, and inspection points are strictly adhered to.
- b) The Contractor to ensure that all measuring and test equipment is calibrated at all times & proof thereof must be readily available.
- c) All Quality References and Standards as stipulated in this document will be adhered to.
- d) The Contractor should influence the compiled QCPs and method statement submitted to employer for influence and approval
- e) The Contractor shall utilise the Employer's quality documentation management system and processes.
- f) Contractors shall supply their standards and procedures regarding this scope of work to the employer for approval.
- g) A Quality Control Procedure (QCP) must be prepared, approved, available and used for each activity according to the scope of work. The completed QCP will be handed over to the client upon completion for filing.

2.5 Invoicing and payment

Within one week of receiving a payment certificate from the *Service Manager* in terms of core clause 51.1, the *Contractor* provides the *Employer* with a tax invoice showing the amount due for payment equal to that stated in the *Service Manager's* payment certificate.

The *Contractor* shall address the tax invoice to

_____ and include on each invoice the following information:

- Name and address of the *Contractor* and the *Service Manager*;
- The contract number and title;
- *Contractor's* VAT registration number;
- The *Employer's* VAT registration number 4740101508;
- Description of service provided for each item invoiced based on the Price List;
- Total amount invoiced excluding VAT, the VAT and the invoiced amount including VAT;
- (add other as required)

Add procedures for invoice submission and payment (e. g. electronic payment instructions)

2.6 Management of work done by Task Order

Work is to be done in accordance with the written Task Order issued by the *Employer*.

All work done is valued in accordance with the Price List unless otherwise specified. Actual quantities will be determined where applicable based on the requirements of each Task Order. The *Contractor* provides all necessary information required by the *Employer* to determine the cost at the assessment date for monthly costs and for each Task Order.

3 Health and safety, the environment and quality assurance

3.1 Health and safety risk management

The *Contractor* shall comply with the health and safety requirements contained in Annexure **SHE Specification Project Management, ChangeManagement, Development, Implementation and Optimisation of Fossil Power Plant Maintenance Basis Scope of work KUS-202408160** to this Service Information.

3.2 Environmental constraints and management

The *Contractor* shall comply with the environmental criteria and constraints stated in Annexure **SHE Specification Project Management, ChangeManagement, Development, Implementation and Optimisation of Fossil Power Plant Maintenance Basis Scope of work KUS-202408160**

3.3 Quality assurance requirements

The *Contractor* shall comply with the quality assurance requirement and constraints stated in Annexure **SHE Specification Project Management, ChangeManagement, Development, Implementation and Optimisation of Fossil Power Plant Maintenance Basis Scope of work KUS-202408160**

3.4 People

3.4.1 Minimum requirements of people employed

- a) The *Contractor* shall employ staff members who meet the minimum requirements of **Eskom job descriptions** with additional requirements to be specified by the Employer.
- b) All staff brought onto site in connection with the scope of work of this contract should be able to fluently speak, understand and write in English.
- c) The *Contractor* shall submit proof of qualifications and CV (experience and records) on request by the employer
- d) The *Contractor* shall ensure that all staff members brought onto Kusile Power Station site have valid medical fitness certificate based on the plant Man Job Specification and security clearance. The *Contractor* staff members must also have a valid site induction conducted on an annual basis.
- e) The *Contractor* key persons must have a minimum of **three - five** years' experience working with belt cleaning systems

3.4.2 BBBEE and preferencing scheme

The *Contractor* shall maintain a minimum **BBBEE QSE level 1** score for the duration of the contract.

3.5 Subcontracting

3.5.1 Preferred subcontractors

- All Subcontractors are to be *Employer* approved *Contractors* / vendors / suppliers. If the *Contractor* is uncertain of the approval status of the *Contractors* / vendors / suppliers the *Contractor* formally requests from the *Service Manager* confirmation of the status.
- The *Contractor* does not procure the services of *Contractors* / vendors / suppliers without the prior approval of the *Service Manager*. Furthermore the contract between the *Contractor* and the subcontractor must be aligned with these contracts.
- No work shall commence without all employees having done safety and medical checks prescribed by the *Employer*.
- The *Contractor* must submit a safety file at the inception of this contract.
- The *Contractor* complies with all site regulations issued by the *Employer*.

3.5.2 Limitations on subcontracting

The *Contractor* may not subcontract more than **15%** of the total value of this contract. Subcontractors that are submitted by the *Contractor* for the approval of the *Employer* must have a similar or better BBBEE score than the *Contractor*.

4 Working on the Affected Property

4.1 *Employer's* site entry and security control, permits, and site regulations

The *Contractor* provides security necessary for the protection of the works at all times until the Completion of the whole of the works.

The *Contractor* is informed of the access procedures through Site Regulations and note that such procedures may change depending on the prevailing security situation.

All persons entering the Kusile Power Station site pass through the control points at the main access gates and are required to have temporary permits that are issued to *Contractor's* staff on request. All persons submit ID documents with the application for temporary permits. If it is necessary to bring equipment onto site a list is submitted which is verified by security staff prior to equipment entering the security area.

If any *Contractor's* staff are transferred from Kusile Power Station or leave site, the person's permit is handed over to the Supervisor. The *Contractor* ensures that personnel leaving site are transported out of the security area and that the permit is returned.

No firearms, weapons, alcohol, illegal substances and cameras (including cell phones with cameras) are permitted on Site. No 'Private Work' is carried out for or on behalf of any Eskom employee. Kusile Power Station has zero tolerance to alcohol and drugs. There is 100% alcohol breathalyser testing for all persons coming to site. Any person that tests positive will not be granted access to site and shall be considered to be in violation of the Eskom's Life Saving Rules. If an employee or *Contractor* employee is suspected of being under the influence of alcohol is tested and if proved positive, he/she is refused entry to site. Formal disciplinary action shall be constituted by the *Contractor*.

The generator area and the other units are barricaded and out of bounds and only authorised persons are permitted. Areas outside the site are out of bounds to the *Contractors* staff.

All the assets must be declared and registered with security upon entering site. This includes portable assets such as a laptop. The record must be kept on the OV18 form. No asset shall be removed from site if the OV18 form is not attached.

The *Contractor* shall have no claim against the *Employer* in respect of delay at the security main gate

N.B: Under no circumstances shall the *Contractor* recruit outside Kusile Power Station's security gate. An applicable local office for recruitment shall be used. Enquiries must be directed to HR Department

4.2 People restrictions, hours of work, conduct and records

The normal working hours are as follows:

Mondays – Thursdays: 07h00 – 16h15

Fridays: 07h00 – 12h00

Lunch breaks are 30 minutes from 12h00

4.3 Records of *Contractor's* Equipment

All materials, tools and equipment brought onto site are the responsibility of the *Contractor*, and shall comply with the *Employer's* policies and procedures. A proper system of recording these materials, tools and equipment must be in place and submitted for approval by the *Service Manager*. Differentiation must be made between materials, tools and equipment owned or hired by the *Contractor*.

Any Equipment, or appliances, used by the *Contractor* conforms to the applicable OHS Act safety standards and is maintained in a safe and proper working condition. The *Service Manager* has the right to stop the *Contractor's* use of any Equipment which, in the opinion of *Service Manager*, does not conform to the foregoing.

5 List of drawings

5.1 Drawings issued by the *Employer*

This is the list of drawings issued by the *Employer* at or before the Contract Date and which apply to this contract as per scope of work.

Drawing number	Revision	Title
N/A	N/A	N/A

Annexure A

Criteria	Unit	Target	Penalty 3%	Penalty 5%	Penalty 10%
Slip of Maintenance Program	Days	0	One (1)	Five (5)	Ten (10) & max
Rework after completion of Maintenance Program	Number	0	One (1)	Three (3)	Five (5)
Non-conformance reports (NCR) issued to Contractor/ NCR Response overdue	Number	0	One (1)	Two (2)	Three (3)
SHEQ audit findings	Number	0	One (1)	Two (2)	Three (3)

Penalty percentage is based on the specific Task Order value

Contractors Name:	Service Manager Name:
Signature:	Signature:
Date:	Date: