Sustainability Group

Risk and Sustainability Division

Sustainability Systems (OHS)

Occupational Hygiene and Safety (OHS) Operational Plan

2020/21 – 2021/22

Revision 06

EXECUTIVE SUMMARY

This Operational Plan captures the operational activities that Sustainability Systems OHS will undertake in support of the Eskom Occupational Hygiene and Safety Improvement Plan to ensure that Zero Harm is realised.

Five main plans of action have been developed and will be the pillars of this plan in an effort to mitigate the organisational hygiene and safety risks that have been identified, that is, contractor safety, public safety, vehicle safety, occupational hygiene, and communication plans.

The activities in this plan are embedded in the five key strategic OHS initiatives identified in the Eskom OHS Improvement Plan and can be summarised as follows:

- **Connecting and communicating** – sustain and build on the momentum created by the Zero Harm value campaign.
- **Commitment** to Zero Harm and OHS across Eskom – sustain and build on the successes achieved in the committed leadership initiatives taken.
- **Compliance** – increase our focus on compliance with OHS requirements.
- **Competence** – enhance the competence of the available resources, taking into consideration the current business constraints.
- **Continual improvement** – ensure a cycle of continual improvement, tracking, and monitoring in OHS.

These OHS initiatives are planned and will be taken, taking into consideration the current business context and the safety-operating model. The Eskom Level 1 OHS Management System with its policy, standards, guidelines and procedures which inform the day-to-day operational requirements, will be used as the underlying driver to enable the business to manage proactively the operational risks to safety.

The emphasis will be placed on contractors, capacity building, and connecting with the business through communication interventions, regular engagements with contractors, and surveys of the safety culture.

Internal and external benchmarking has to be improved to ensure that learning takes place and that Eskom is abreast of the best practices for minimising safety risks and sustaining the best safety performance. Robust processes are being put in place to ensure that any gaps are assessed between the initiatives taken and the performance achieved.

APPROVALS PAGE

GROUP RISK AND SUSTAINABILITY
SUSTAINABILITY SYSTEMS OHS
OPERATIONAL PLAN
2020/21 – 2021/22

This Operational Plan has been seen and accepted by:

Name	Designation
Ntokozo Ngubane	Middle Manager (Acting) – Operational Safety
Mpapadi Monyela	Senior Consultant OHS and Middle Manager Occupational Hygiene
Mike Townsend	Middle Manager Human Performance and Training
Sivendri Govender	Middle Manager – Compliance and Assurance

Approved by:

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Miranda Moahlodi

Senior Manager Sustainability Systems OHS

Date:

22 October 2020

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Authorised by:

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Kerseri Pather

General Manager: Sustainability Systems OHS

Date:

22 October 2020

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Information Security Policy

This Operational Plan must be treated in accordance with the Eskom Information Security Policy 32-85.

Policy Statement

"Information resources are Eskom business critical assets requiring a high level of protection. Sufficient measures commensurate with the risk must be taken to protect these information resources against accidental or unauthorised modifications, disclosure and/or destruction, as well as to assure the confidentiality, integrity and availability of Eskom's information resources."

CONTENTS

1. INTRODUCTION

1.1. Scope of the Operational Plan

Occupational Hygiene and Safety (OHS) is part of the Sustainability Systems Department that operates as a corporate office in the Risk and Sustainability Division. The mandate of the department is to formulate (through consultation), facilitate, and monitor the implementation of Eskom's Occupational Hygiene and Safety through this Operational Plan. The Risk and Sustainability Division is fully aligned with, and supports, the Eskom strategic direction and vision, mission and values.

The Operational Plan is a rolling three-year plan, reviewed annually or as required, and it provides an overview of the OHS Department's key operational activities over the period 2019/20 – 21/22.

This Operational Plan contains sufficient details to help achieve our OHS objectives and it is supported by various policies, procedures, and action plans which are referenced in this plan.
Revision 4 of the Operational Plan aims at reflecting on the successes and achievements of the 2018/19 financial year and sets out the deliverables for the next three financial years, while being aligned to the Eskom OHS strategy. .

The progress made with meeting the set objectives and deliverables of this Operational Plan will be tracked on a quarterly basis, and feedback will be given monthly through various forums and reports.

This plan is aligned with the latest Eskom Corporate Plan and the Risk & Sustainability Business Plan, and will be monitored and reviewed on a quarterly basis using the Sustainability Systems Operational Plan Dashboard.

1.2. Supporting documentation

This Operational Plan should be read in conjunction with the latest revision of the following documents:

1. ISO 9001	Quality Management Standard
2. OHSAS 18001	Occupational Health and Safety Management Standard
3. SANS 17020	Conformity Assessment – Requirements for the Operation of Various Types of Bodies Performing Inspection
4. 240-60490979	Sustainability Systems OHS Operational Plan (Revision 3)
5. 240-56927206	Eskom Holdings Corporate Plan FY2019/2020 – FY2021/2022 (Revision 9)
6. 240-75567900	Manual for Internal Quality Assurance Management of the Eskom Occupational Hygiene Approved Inspection Authority, Revision 2
7. 240-112651496	Eskom Occupational Hygiene and Safety Improvement Plan
8. TBC	Risk and Sustainability Business Plan

The Sustainability Systems OHS documentation is available on Hyperwave or from the link below. The main OHS management plans of action referred to in this document (Communication, Vehicle Safety, Contractor Safety, Occupational Hygiene, and Public Safety) are also contained in the OHS Documentation Register on Hyperwave. These plans must be approved at the Sustainability Systems OHS Management Committee.

OHS Documentation Register:

http://hyperwave.eskom.co.za/0x936e3246_0x08ca418f

2. ESKOM'S STRATEGIC DIRECTION

2.1 Introduction

Eskom will strive to ensure that Zero Harm befalls its employees, contractors, the public, and its natural environment.

2.2 Eskom Mandate

The mandate from Government states that Eskom's key role is to assist in lowering the cost of doing business in South Africa, enable economic growth, and provide stability of electricity supply through providing electricity in an efficient and sustainable manner. Furthermore, Eskom will achieve this through an electricity network that includes generation, transmission, and distribution while ensuring that this is done within acceptable benchmark standards.

2.3 Eskom Vision

To drive economic growth by being a financially sustainable provider of energy solutions across Africa.

2.4 Eskom's mission is threefold:

Turn the existing business around and ensure Eskom's financial sustainability.

Drive economic growth in South Africa in a profitable manner through the provision of reliable and efficient energy and energy solutions and services for our customers in South Africa first and then across Africa.

Create a positive social impact on South Africa by driving shared growth through our ring-fenced development fund and leveraging our footprint.

Eskom must therefore achieve and maintain financial sustainability, in order to perform its required role in the economy.

2.5 Eskom Values

Eskom's values include Integrity, Excellence, Customer Satisfaction, Innovation, Zero Harm and Sinobuntu (i.e. caring, we are humane).

Zero Harm	Eskom will strive to ensure that zero harm befalls its employees, contractors, the public and the natural environment
Integrity	Honesty of purpose, conduct and discipline in actions, and respect for people
Innovation	Value-adding creativity and results oriented. Lead through excellence in innovation
Sinobuntu	Caring
Customer Satisfaction	A commitment to meet and strive to exceed the needs of the receivers of products and services
Excellence	Acknowledged by all for exceptional standards, performance and professionalism

2.6 Eskom Assumptions

Eskom's key assumptions for 2020/21 are captured in the Eskom Holdings Corporate Plan for FY2020/21 – FY2022/23, Rev. 9.6.

2.7 Eskom SWOT Analysis

Eskom's analysis of its strengths, weaknesses, opportunities, and threats is summarised in the Eskom Holdings Corporate Plan for FY2020/21 – FY2022/23, Rev 9.6.

2.8 Department of Public Enterprises & Eskom's Strategic Objectives

Strategic Intent Statement	Eskom's Objectives
Provide reliable and predictable electricity in line with the approvals and the regulatory model by the national energy regulator	• Execute approved Turnaround plan as submitted to shareholder in Nov 2018 to create a financially self-sustaining company
	• Ensure Generation Turnaround
Ensure and maintain a financially viable and sustainable company	• Execute approved Turnaround plan as submitted to shareholder in Nov 2018 to create a financially self-sustaining company
	• Improve Operating Model o Separate operations in line with international best practices to support long term evolution of the electricity industry
Ensure that Company Structure is responsive to changing energy landscape	• Improve Operating Model o Separate operations in line with international best practices to support long term evolution of the electricity industry
	• Setup for Growth
Adhering to operating licenses and other legislative requirements In line with Regulatory methodology, Eskom's reporting must be done at divisional level, Generation, Transmission and Distribution as of 1st April 2017	• Improve transparency of reporting to shareholder and to the broader public in order to regain trust in the company
Reduce the impact on the environment through identifying, implementing and/or supporting internal and external options for low carbon emitting generation and transportation and opportunities	• Ensure Generation Turnaround
Consolidate socio-economic contribution to ensure alignment to national transformation imperatives to unlock growth, drive industrialisation and create employment and skills development	

3. CONTEXT OF THE SUSTAINABILITY SYSTEMS OHS OPERATIONS

3.1 Business Overview

The health and safety of employees and contractors is of paramount importance to Eskom. Eskom has a greater role to play in view of its social, moral, and legal obligations to safeguard and protect people and assets, while providing the country with sustainable electricity to grow the economy and improve the quality of lives.

3.2 Risk & Sustainability Mandate

The mandate of the Risk and Sustainability Division is to "provide long-term sustainable business performance and growing stakeholder confidence by providing strategic and functional leadership to Eskom on Zero Harm, Technology Innovation, Quality, Risk and Resilience, Sustainable Development, Low Carbon Growth, and Reducing the Environmental Footprint".

The key focus areas of Risk & Sustainability relating to OHS are: "Lead the initiatives that ensure the Occupational Hygiene and Safety (OHS) of Eskom employees, contractors and members of the public in line with Eskom's Zero Harm and Sinobuntu values" as stipulated in the Eskom Corporate Plan FY2020/21 – FY 2021/22.

3.3 Sustainability Systems Mandate

Eskom is subject to regulatory and licence conditions concerning compliance with the provisions of occupational hygiene, safety and the environmental legislation. The Sustainability Systems (SS) Department is responsible for tracking and monitoring the implementation and outcomes of this legislation. In addition, the department is required to liaise with governmental authorities to ensure that Eskom complies with the various regulations relating to Safety, Health and the Environment (SHE).

3.4 Sustainability Systems Occupational Hygiene & Safety (OHS) Mandate

The SS mandate is to direct a core group of specialist skills in the areas of Occupational Health and Safety and to develop, facilitate, and monitor the implementation of relevant strategy and policy.
The mandate also includes providing overall assurance to the business that risk and opportunities in these areas are being managed.

3.5 Sustainability Systems OHS Statement of Purpose

To formulate, lead, and implement Eskom occupational hygiene and safety according to the best practices that give effect to the achievement of the "Zero Harm" value.

3.6 Sustainability Systems OHS Key Responsibilities and Activities

The Sustainability Systems OHS Department is responsible for the shaping, safeguarding, and servicing functions, as described below.

3.6.1 Shaping (the objective is to standardise and align)

- Setting policy, procedures, guidelines, and standards for occupational hygiene and safety.
- Formulating improvement plans and continuously evaluating the effectiveness of the initiatives taken.
- Influencing and positioning company governance and practices (Eskom OHS Improvement Plan, and decision-making process).
- Identifying appropriate OHS systems.
- Establishing performance indicators and measures.
- Identifying and implementing best practice, based on benchmarking.

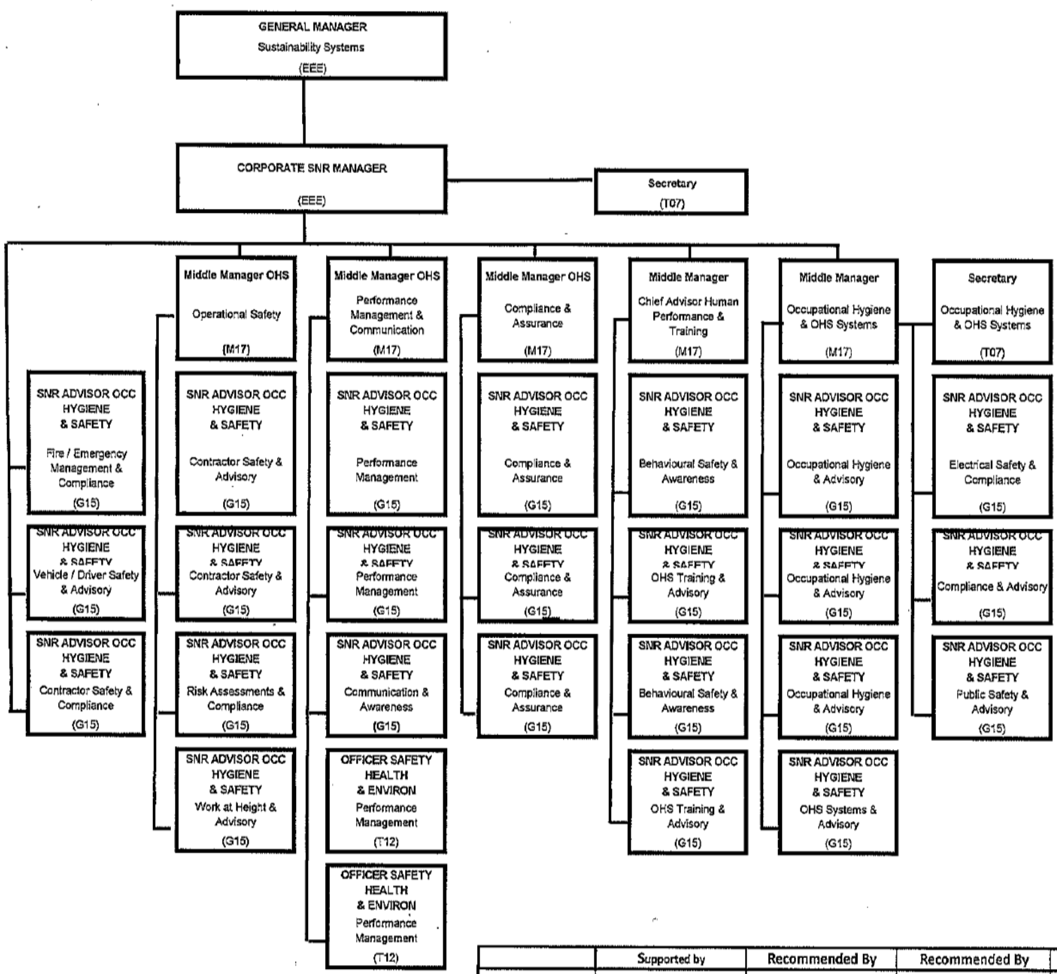
3.6.2 Safeguarding (the objective is to assure and prevent liability)

- Liaison/engagement with government departments and other key stakeholders, including strategic role players.
- Legal compliance – keeping registers for legal compliance and non-compliance.
- Overseeing OHS governance by defining the roles and responsibilities and actions/mechanisms required to implement OHS.
- Conducting OHS inspections/reviews.
- Influencing the legislative framework.
- Monitoring and review of performance.
- Conducting corporate legal investigations and providing related advice in terms of legal matters.
- Specialised servicing – non-repetitive, critical, and economies of scale (though limited, this servicing is of a strategic nature, requiring specialised skills).
- Rendering a corporate consulting/advisory service.
- Ensuring internal and external OHS communication and awareness.
- Rendering an Occupational Hygiene advisory service and Eskom AIA.

3.6 Sustainability Systems OHS Key Challenges

- The cost containment initiative has resulted in the inability to fill critical vacant positions, thereby affecting various functions in the OHS in Eskom's business.
- Legislative changes with additional compliance requirements result in further strain. To alleviate this, the department has had to realign its focus on the critical activities that will have an impact on operational performance and safety.
- Lack of proactive maintenance due to the cost-containment initiative has forced risk management to prioritise administrative and personal protective equipment controls, instead of eliminating hazards and substituting lower risks.
- Inadequate management of occupational hygiene has resulted in a higher number of noise impairments and occupational diseases.
- Inconsistence in driving positive OHS performance due to frequent changes in leadership.
- Misalignment of the business with human performance processes, with particular reference to safety culture, behavioural observations, and visible felt leadership, all of which have a role to play in OHS performance in view of the current business challenges.
- Inability to engage with communities due to their hostile attitude, resulting in limited safety initiatives, poor stakeholder engagement, and a lack of collaboration from these communities. There is a threat of plant shutdowns and project stoppages, due non-compliance with legislation.

3.7 Sustainability Systems – OHS Department's organisational structure



	Supported by	Recommended By	Recommended By	Approved By
	HRBP	Senior Manager OHS	General Manager Sustainability Systems	Group Executive Generation/Acting Group Executive Risk and Sustainability
Name	Mologadi Motshele	Miranda Moahlodi	Kersen Pather	Thava Govender
Signature				
Date	20/11/2018	20.11.2018	25/11/2018	28/11/18

3.8 Sustainability Systems OHS Department

- **Operational and Contractor Safety Section**

  Focuses on the following safety chapters: work at height, fire, risk and emergency management, electrical safety, vehicle and driver safety, etc.

- **Performance Management and OHS Communication & Awareness Section**

  Focuses on Performance Management, OHS Communication and Awareness, and Incident Management.

- **OHS Compliance and Assurance and Inspectorate Section**

  Focuses on ensuring that the OHS Governance Structure exists in Eskom Holdings SOC Ltd and that the organisation is complaint with Occupational Health and Safety legislation in the context of Southern African law.

- **Human Safety Performance and Training Section**

  This section incorporates the existing Behavioural-Based Safety (BBS) centre-of-excellence and furthermore addresses the identified need for introducing Human Performance Improvement, or Integrated Business Improvement (IBI) as it is known in the Generation Division, to the broader Eskom business.

- **Occupational Hygiene**

  This section focuses on the development, facilitation, and monitoring of the implementation of effective Occupational Hygiene programmes, the maintenance of the Occupational Hygiene Approved Inspection Authority (AIA), and the management of reporting the number of occupational diseases in line with the relevant strategy, SHEQ policy, compliance with related requirements, and best practices to provide overall assurance to the business.

3.8.1.1 OPERATIONAL AND CONTRACTOR SAFETY

Operational safety comprises employee and contractor safety, which focuses on the following safety chapters: work at height, fire, risk and emergency management, electrical safety, and vehicle and driver safety, etc. Sustainability Systems OHS has to ensure that these safety chapters are managed by adopting a consistent systematic risk-based approach throughout Eskom, promoting the standardisation and uniformity of Occupational Hygiene and Safety processes.

This includes providing a framework for the selection, engagement, monitoring, and review of the contractors performing work for or on behalf of Eskom, with the emphasis on health and safety and also on ensuring that Eskom –

- provides a safe and healthy workplace and systems of work that uniformly prevent the risk of illness and injury to employees and contractors;
- provides a practical and consistent system for Eskom staff members who manage and oversee the work of contractors;
- embeds health and safety requirements into contractor management; and fulfils Eskom’s OHS legal requirements for itself and for its contactors.

3.8.1.2 OHS COMPLIANCE AND ASSURANCE SECTION

The purpose of this section is to ensure that the OHS Governance Structure exists in Eskom Holdings SOC Ltd and that the organisation is complaint with Occupational Health and Safety legislation in the context of Southern African legislation.

3.8.1.2.1 OHS Compliance & Assurance

- Establish an effective OHS Governance framework to assure that continual business improvement and OHS compliance are embedded in Eskom’s culture and processes, which would encourage Eskom employees and contractors to embrace the “Zero Harm” value as a way of life at work and in their personal lives.

Providing an advisory and consulting service on matters related to OHS, including Fire Risk and Emergency Management

- Provide oversight and guidance in establishing and aligning OHS policies, procedures, and standards to current legislation/regulations and best practices.
- Provide an OHS governance framework, setting out higher-level processes in terms of OHS roles, responsibilities, and the statutory appointments which the organisation must make to enable compliance with OHS legislative and Eskom requirements.
- Liaise with external organisations, including government departments, regarding the new and/or amendments to OHS Legislation which have to be communicated across the organisation to ensure compliance.
- Provide an advisory and consulting service by interpreting and helping others understand the impact of OHS legal and Eskom requirements on the business and its operations.
- Establish and maintain an OHS compliance universe, setting out the OHS legislation with which the organisation has to comply, and obtain feedback from the business regarding OHS compliance.
- Co-ordinate all applications for, and the granting of, exemptions from legal obligations, with particular reference to the provisions of the Occupational Health and Safety Act, Act No. 85 of 1993 and its Regulations, and the Mine Health and Safety Amendment Act, Act No. 74 of 2008 and its Regulations.
- Establish and maintain the Eskom Breaches and Exemptions Register.

3.8.1.2.2 Performance management

Eskom measures Occupational Hygiene and Safety performance continuously. Groups/Divisions report monthly, on the specific required indicators, to Sustainability Systems OHS. This section then consolidates the information and produces reports for various stakeholders.

3.8.1.2.3 OHS Communication & Awareness

One of Eskom's values is Zero Harm and through regular communication we focus on creating safety awareness in the workplace as well as off-the-job safety as follows:

- Sharing information about incidents with the aim of preventing similar incidents from happening in future;
- Sharing the monthly themes derived from the causes of incidents as well as all other OHS-related messages.

This section also manages and facilitates OHS events and campaigns, and provides guidance on managing incidents and performance-related issues to the OHS community and various stakeholders.

3.8.1.2.4 Incident Management

Incident Management also forms an integral part of the section and support is given to Groups/Divisions with regard to incident management as well as providing advice and support during fatalities and serious incidents. Other functions involve –

- reviewing the incident management process and procedure;
- participating in the development of the Eskom-wide Incident Management Process Control Manual (PCM);
- participating in corporate investigations;
- Developing the database for Investigators, Chairpersons and Specialists;
- arranging training for employees investigating Corporate OHS incidents; and
- compiling reviews to provide advisory services for fatality presentations to Exco structures.

3.8.1.3 HUMAN SAFETY PERFORMANCE AND TRAINING SECTION

Human Safety Performance and Training is a section under the banner of Sustainability Systems in the Risk and Sustainability Division.

This section incorporates the existing Behavioural-Based Safety (BBS) centre of excellence and furthermore addresses the identified need for Human Performance Improvement, or Integrated Business Improvement (IBI) as it is known in the Generation Division, to the broader Eskom business. In addition, the section is also accountable for the management of the Health and Safety Agreement, Public Safety, and Safety Capacity Enhancement.

3.8.1.4 OCCUPATIONAL HYGIENE

In line with the Sustainability Systems' mandate of shaping and safe-guarding, the Occupational Hygiene section at Sustainability Systems provides strategic direction to the organisation, advises on occupational hygiene matters, and conducts limited occupational hygiene assessments and surveys (through RT&D), with the ultimate objectives of conserving worker health and ensuring that occupational diseases are prevented.

Functions are focused at the development, facilitation and monitoring of the implementation of effective Occupational Hygiene programs, maintenance of Occupational Hygiene Approved Inspection Authority (AIA) and management of the reporting of occupational diseases in line with the relevant strategy, SHEQ policy, compliance to related requirements and best practices to provide overall assurance to the business.

3.9 Sustainability Systems: key stakeholders

The OHS stakeholder matrix below defines the stakeholders that are directly or indirectly affected by the activities listed in the OHS Operational Plan.

The required end-state of stakeholder engagements is to obtain the necessary inform/support/ influence to recommend/approve and gain commitment to achieving the OHS objectives.

3.9.1 External stakeholders

Key External Stakeholders	Impact/Influence on the Business	The Stakeholder expectations in respect of SS OHS	Communication and consultation needs
Department of Public Enterprises (DPE)	Monitoring of performance with regard to the Shareholder Compact	Delivering the Shareholder Compact	Shareholder Compact Report Quarterly engagement sessions
Department of Employment and Labour	Monitoring of OHS compliance and prosecuting any employers that contravene the legal requirements	Monitoring and Compliance Incidents Management	Licence and Permit compliance with COID & the OHS Act & Regulations
Department of Health	Monitoring of compliance related to health matters	Monitoring & Compliance Incidents & Outbreak Management	Permits & Licence authorisation
Service providers or contractors	Compliance with legal and Eskom requirements	Monitoring of Eskom OHS and legal requirements Managing the OHS contracts efficiently	Compliance with OHS requirements Compliance with legal and contract requirements
Organised labour	Implementation of OHS plans with regard to industrial relations	Engaging with organised Labour on industrial relations	Feedback to union (Bargaining Unit Forum)

3.9.2 Internal Stakeholders

Key Internal Stakeholders	Impact/Influence on the Business	The Stakeholder expectations in respect to Sustainability Systems	Communication and consultation needs
Board Sustainability, Ethics, and Social (SES) Committee	This committee deals with integrated sustainability issues, makes recommendations, and monitors compliance with policies, strategies, and guidelines, particularly related to safety, health, environment, quality, and nuclear issues	Delivery on OHS Performance expectations.	Feedback on performance, approval, and communication to the business.
Divisional Boards			
Eskom Executive Committee	Its function is to assist the Group Chief Executive in guiding and controlling the overall direction of the business, including matters of occupational hygiene and safety	Delivery of the OHS Mandate	Feedback presentations
Group/Divisional Executive Committees	These ensure divisional compliance with occupational hygiene and safety, the Eskom SHEQ policy, and also with the occupational hygiene and safety goals, objectives, standards, procedures, directives, and agreements; and implement division-specific occupational hygiene and safety improvements plans and programmes	Delivery on OHS Organisational targets	Performance management feedback
Occupational Hygiene and Safety Steering Committee	The OHS Steering Committee functions as the governance body, responsible for, and playing a significant role in, making recommendations to Sustainability Systems Mancom, Exco Subcommittees, and the organisation on occupational hygiene and safety management matters, respectively	Delivering the OHS Mandate, organisational targets and areas for improvement, and sharing the lessons learnt	Divisional performance feedback through presentations
Health and Safety Agreement Steering Committee	Engagement with the deliverables related to Health and Safety Agreements by management and organised labour	Delivering the H&S Agreement mandate	Meetings and engagements between Sustainability Managers and FTHSR.

Key Internal Stakeholders	**Impact/Influence on the Business**	**The Stakeholder expectations in respect to Sustainability Systems**	**Communication and consultation needs**
Central Consultative Forum (CCF)	Decisions related to employees	Informing and influencing the procedural and policy changes	Presentation at the committee meetings
Divisional SHEQ/ Risk and Assurance Committee (where available)	Responsible for and playing a significant role in making recommendations on OHS management matters	Delivering the OHS organisational targets	Feedback on performance
Divisional SHEQ Forum/Safety Risk Managers (where available)	Responsible for and playing a significant role in making recommendations on OHS management matters	Delivering the OHS organisational targets	Feedback on performance
Sustainability Systems Management Committee	A structure that is established to address and decide on all OHS, environmental, and quality issues presented to it for a particular defined area of the business	Delivering on OHS Mandate & organisational targets and areas of improvement and sharing of lessons learnt.	Performance feedback through presentations
Sustainability Systems OHS Management Committee	A structure established to address and decide on all OHS matters presented to it for a particular defined area of the business	Delivering the OHS Mandate, organisational targets and areas for improvement, and sharing the information and the lessons learnt	Performance feedback through presentations
Sustainability System OHS staff meeting	A core group of specialist skills in the areas of Occupational Health and Safety in order to direct, develop, facilitate, and monitor the implementation of relevant strategy and policy. The group provides overall assurance to the business that risk and opportunities in these areas are being managed	Providing feedback on the OHS Mandate and targets	Performance feedback through presentations
OHS Workgroups	A group of subject-matter experts or an interested group whose members are tasked to research, gather, evaluate, develop, and recommend solutions to OS management problems.	Influencing, recommending, and informing about the delivery of different OHS requirements, and the applicability of procedures and policies to operations	Feedback on divisional OHS performance
HR Centre of Excellence	Support for employee engagement, recruitment, and development of HR strategies, policies, standards, and procedures	Deliver the organisational HR targets	Performance Management feedback

Key Internal Stakeholders	Impact/Influence on the Business	The Stakeholder expectations in respect to Sustainability Systems	Communication and consultation needs
			Performance appraisals on SS OHS compact
Board Audit and Risk Committee	Conduct legal compliance audits, monitor and advise the business on risk management strategies	Compliance with legal requirements	Shareholder report
Strategy and Risk Management	Facilitate and provide strategic support	Highlight awareness of any risk deviations	Feedback
Commercial	Procurement of the services and goods required in the business	Delivery within contract value and time (on condition that contractor performs accordingly)	Support on issued tenders
Engineering	Technical support with designs, maintenance, and execution	Delivery of scope, subject to minimal deviations and changes	Feedback on tenders and engagements on incident management
Finance	Financial support, cash-flow management, and allocation of funding	Delivery of OHS mandate within the approved budget	Feedback
Employees	Compliance with Eskom and OHS legal requirements	Advisory service, support to management on creating a safe and healthy workplace for employees	Group Bulleting OHS Messaging and notifications on significant OHS issues
OHS Learning Committee			

3.10 Governance Forums

Governance Forum	Objective
Board Sustainability, Ethics, and Social (SES) Committee	Influence plans and strategies and provide information about the performance of the business
Divisional Boards	
Eskom Executive Committee	Approve plans/strategies and external communication on Eskom's performance
Group/Divisional Executive Committees	Influence the procedures and performance
Occupational Hygiene and Safety Steering Committee	Recommend and approve the OHS matters applicable to Eskom
Health and Safety Agreement Steering Committee	Influence and inform about the employee (operational sites and divisions) safety matters
Central Consultative Forum (CCF)	Influence and inform about all changes relating to policies and procedures affecting the business
Divisional SHEQ/Risk and Assurance Committee (where available)	Influence and make recommendations on all changes, suggestions, and performance at divisional level
Divisional SHEQ Forum/Safety Risk Managers (where available)	Influence and recommend on internal divisional OHS matters.
Sustainability Systems Management Committee	Make recommendations on business matters and on implementing and maintaining systems and about employee matters (Finance & Human Capital)
Sustainability Systems OHS Management Committee	Influence and make recommendations on all divisional OHS matters
Sustainability System OHS staff meeting	Influence, make recommendations, and inform staff members about OHS matters
OHS Workgroups	Influence, make recommendations, and inform

Other forums	Objective

4. ENVIRONMENTAL ANALYSIS

Perform a further analysis of the external environment (PESTEL i.e. political, economic, social/society, technology, environment, legal, and regulatory) and a SWOT analysis, based on various business assessments and reviews (both internally and externally).

4.1. PESTEL analysis

PESTEL stands for the following:

POLITICAL	• Added governance from National Treasury, affecting the speed of procurement • Protests from the local community and interested groups • Unbundling decision
ECONOMIC	• Global economic crises impacting current and future contracts • Slow economic growth in SA, resulting in liquidation of local companies/suppliers • Downgrade of State & Eskom credit ratings, resulting in higher borrowing costs • Global financial escalation of costs (fuel, electricity, etc.) • National Treasury directives, affecting time and cost Security of supply
SOCIAL	• Unemployment and Eskom's unbundling/separation • Current socioeconomic status in the country and locally • Risk to public safety due to our product posing hazards when people connect illegally • Absenteeism due to work overload from not hiring more staff
TECHNOLOGICAL	• System crashes, leading to loss of important saved information • Unavailability of laptops
ENVIRONMENTAL	• Occupational diseases due to Hygiene environmental stressors, e.g. poor office ventilation and poor ergonomics
LEGAL	• PFMA – irregular expenditure • Non-compliance with Legal requirements, e.g. DoL not happy about incidents • Lawsuits arising from unavailable documentation from SAP to back up information in court

4.2. SWOT Analysis

Strengths (Internal) – to leverage	Weaknesses (Internal) – to overcome
• Zero Harm was successfully implemented as an Eskom value • OHS is communicated at various platforms throughout the organisation, and communication tools and channels are available • OHS management systems are in place • Established and formalised OHS Inspectorate to provide assurance about OHS compliance • Established OHS policies, procedures, and standards • Well-established recording, reporting and monitoring of OHS performance • Well-established platforms for decision making, engaging, and influencing OHS matters by our stakeholders • Good relationships with governmental authorities and external stakeholders	• Some management levels do not walk the talk • Failure to learn and improve from our experiences • Shortage of competent OHS resources (inadequate skills) at operational level • Behavioural issues (indifferent culture and attitude) • Over-regulating in terms of policy/procedure Ineffective planning and taking of occupational hygiene improvement initiatives • Communication is mostly reactive and not outcome-based • Unstable organisational leadership that does not drive a consistent safety message • Lack of proactive identification of risk • Lack of effective corrective actions arising from incident investigations • Gaps in the medical surveillance programmes (lack of HRA, hygiene surveys, etc.)
Opportunities (External) – to take advantage of	**Threats (External) to treat/neutralise/mitigate/accept**
• Planning, standardisation and integration of OHS where new standards and processes are introduced or existing ones changed • Empowerment, behavioural and cultural opportunities • Training, and enhancing skills and competence • Stakeholder engagement: organised labour and • government – leverage relationship to strengthen OHS culture and implement the strategy • Leverage innovation hub (Research & Innovation) for suggestions • Identify emerging opportunities emanating from leading indicators and other initiatives • Proactively position OHS so that it can respond to organisational changes • Make OHS a key consideration in decision making across the board	• Organisation culture may result in poor occupational hygiene & safety performance • Conflicting/misaligned KPIs may lead to compromising occupational hygiene & safety, resulting in fatalities, injuries, etc. • Leadership may be ineffective and disempowered • OHS performance affects Eskom's image, reputation, and liability • Decision that all training must be done through EAL stunts SS ability to deliver OHS (EAL does not have sufficient capacity and competence to deliver) • Social media during industrial action and reports of serious incidents that are in the public eye • Financial constraints may impact on OHS management

• Day-to-day risk management to enhance reliable and safe operations • Continuously clarify OHS roles, accountability, and responsibility • OHS professionals proactively identify and participate in initiative requiring multi-disciplinary teams • Identify high-risk activities across the business and develop a database to monitor the risk control systems, benchmarking, and research	• Lack of succession planning for Eskom and the OHS knowledge pool • Poor strategic management of occupational hygiene • Occupational diseases: increase in chronic illnesses among the workforce

4.3. Planning assumptions

The planning assumptions listed below refer to the assumptions made in the development/review of the OHS Operational Plan. During this period of economic instability, the following key planning parameters are assumed for the planning period:

- Structures and processes are in place for all employees to exercise the right to refuse to perform unsafe work or any instruction where they perceive their health and safety to be at risk.
- Risks are managed as per the safety management hierarchy of controls.
- Occupational hygiene and safety take priority over production, operational, and financial decisions.
- Human resources are allocated according to business needs and requirements.
- Leadership decisions prioritise safety in all circumstances.

4.4. Eskom separation/unbundling

The separation of Eskom into three entities, Generation, Transmission and Distribution, will increase transparency in Eskom's reporting and improve the effectiveness of stakeholder management. The business will definitely take time for the organisation to adjust and stabilise. The implication of the change may force the entire business to perform better in terms of generating revenue, which may also include safety performance. However, the requirement to meet set targets may compromise safety, and production may be perceived as being more important.

5. SUSTAINABILITY SYSTEMS OHS OPERATIONAL OBJECTIVES

5.1. Compliance and Assurance Operational Objectives and Outputs

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
Zero Harm	Ensure compliance with legal and Eskom OHS requirements	**1. Documentation Management** Explanation/Description: Ensure that OHS Level 1 documents are applicable, revised to align with current Eskom practices and OHS legislation to ensure compliance with Eskom OHS requirements and OHS legislative requirements.	1. All Eskom level 1 OHS documents are within review date, and aligned to the current Eskom practices and OHS legislation	1. Monthly – 5th of the following month	1. Sivi Govender
		Documentation Management Explanation/Description: Communicate Eskom OHS Level 1 documents to the organisation to ensure compliance with the Eskom OHS requirements and OHS legislative requirements.	1. Compliance by the organisation with all Eskom OHS documents, which incorporate legislatives requirements.	1. Monthly – 5th of the following month	1. Sivi Govender
	Continual improvement –to ensure the tracking and monitoring of OHS elements of the SS OHS sections to provide direction and support to the organisation for safety improvement	**2. SS OHS Monthly Reporting** Explanation/Description: compiling and circulating the SS OHS Monthly Report to the SS OHS Management to provide an overview of the highlights, challenges, and lowlights for the department as a whole, and to share information where required.	1. Take strategic OHS initiatives and progress so as to share information with other forums using the same standardised information which helps provide direction and support to the organisation for safety improvement	1. Monthly – 25th of the following month	1. Sivi Govender

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
	To provide an emergency medical support service to Eskom and contractor employees	**3. The establishment and maintenance of the National Netcare 911 contract** Explanation/Description: issue the monthly task orders, follow up to ensure that monthly payments are made, and address customer complaints. Monthly utilisation report is compiled	1. Provide an emergency medical support service to Eskom and contractor employees after a work-related incident	1. Monthly – 5th of the following month	1. Sivi Govender
	Ensure compliance with OHS legal requirements	**4. Source and process communication about legislative updates** Explanation/Description: source the OHS legislative updates, draft OHS legislative communication, providing hyperlinks to relevant Government *Gazettes* and submit to the SS OHS Communication Department for communication to the organisation.	1. The organisation is aware of the legislative updates and complies with them, and there are no audit findings with regard to these legislative requirements	1. Within 5 days after new legislation has been promulgated or draft legislation is out for comments	1. Sivi Govender
	Compliance – providing assurance to Eskom on the level of OHS compliance (Eskom and Legal requirements) that is achieved in the business	**5. Compile Monthly Compliance Reports, and distribute to DCOs, SHEQ Managers, and Business Advisors** Explanation/Description: circulate the previous month's Divisions/Operating Units/Business Units Compliance Templates to the	1. Divisions are aware of the OHS Compliance levels, ensuring that OHS compliance is monitored and managed in the organisation, and that no notices are issued by the government, and that legal liability is prevented	1. Monthly – 30th of following month	1. Sivi Govender

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
		Divisions/Operating Units/Business Units for updating their compliance status. Compile the monthly OHS Compliance Report, based on feedback received and circulate to the various Divisional Compliance Officers and SHEQ Managers to advise them of the status of OHS compliance in their divisions.			
		6. Six-monthly Compliance Reporting to Group Compliance Office (GCO) Explanation/Description: draft the Group Compliance Report that reports and provides assurance about OHS compliance to the Group Compliance Office, Audit & Risk Committee, and EXCO, as part of the Governance and Compliance role.	1. Status of OHS Compliance is monitored at Executive Committees in line with Corporate Governance Principles	1. Twice a year in October and April	1. Sivi Govender
		7. Prepare 6-monthly reports in terms of Combined Assurance Plan for the Combined Assurance Forum Explanation/Description: draft the Combined Assurance SHEQ	1. The status of OHS compliance is monitored at Executive Committees in line with Corporate Governance principles	1. Twice a year in October and April	1. Sivi Govender

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
		Reports, reporting on and providing assurance as a 2nd-Tier Assurance Provider about OHS Compliance with the Combined Assurance SHEQ Forum which is a sub-committee of the Combined Assurance Forum managed by A&F. This requirement fulfils the King IV requirements of Corporate Governance. Consolidated feedback is presented at the CA Forum and presentations are made to Risk and Sustainability Mancom, the Audit & Risk Committee, and Exco.			
		8. Develop and maintain an OHS inspection plan <u>Explanation/Description:</u> as part of the SS OHS mandate, an inspection plan is developed in accordance with OHS Inspectorate Standard (240-68572545) to conduct inspections and provide assurance of OHS compliance throughout the business.	1. Status of OHS compliance is monitored. Compliance is achieved	1. 30 March 2019 and updated monthly by the 30th of every month	1. Sivi Govender
		9. Conduct OHS Inspections as per the plan (including Combined Assurance Inspections)	1. Status of OHS compliance is monitored. Compliance is achieved	1. As per the OHS Inspection Plan	1. Sivi Govender

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
		<u>Explanation/Description:</u> conduct OHS inspections/assessments and verifications as per the plan (including Combined Assurance Inspections) to determine the level of OHS compliance in the organisation			
		10. Establish, maintain and report on the database the Inspections/Findings/Notices raised <u>Explanation/Description:</u> establish and maintain a database of the Inspections/Findings/Notices raised across the organisation, giving an overview of the status of OHS compliance in the business. The close-out of notices raised as well as the overdue notices is monitored to achieve OHS compliance.	1. Status of OHS compliance is monitored. Compliance is achieved	1. Monthly – 15th of the following month	1. Sivi Govender
	Continual improvement – to ensure the tracking and monitoring of Eskom's OHS Performance to provide direction and support to the organisation for OHS improvement	Eskom OHS Performance Monthly Reporting: * To unpack the organisational OHS Performance – underlining the highlights and lowlights, and focus areas, Eskom's safety performance, the causes of incidents, near-miss and public safety incidents.	1. The status of Eskom's OHS Performance is monitored at the Executive Committees in line with Corporate Governance principles 2. Create awareness of safety performance and emerging risks through the Eskom	31 March 2021	Sivi Govender

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
		*Compilation and circulation of the Eskom OHS Performance Report to the Organisation	OHS Performance Report so that the business can implement improvement plans to improve safety performance 3. Emerging business risks and trends are identified and highlighted to the business and divisions. These are then directed to SMEs for interventions or initiatives, and trends are identified and highlighted to the business and divisions.		
	Provide Organisational OHS Data Integrity, Assurance and Awareness	OHS Data Workgroup meetings, SDIC and Appeal meetings, sharing of outcomes and updating of SAP EH&S. <u>Explanation</u>: the Data Workgroup provides feedback to the business on changes in SAP EH&S and assists them with the requirements. Groups/Divisions send information about incidents for which they need assistance in classifying, e.g. work-related or not, medical or LTI.	To prevent negative internal and external audit findings and provide assurance of data integrity	31 March 2021	Sivi Govender

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
		Conduct data integrity reviews and desktop reviews to provide assurance of Eskom's OHS performance.	To prevent negative internal and external audit findings and provide assurance of data integrity	31 March 2021	Sivi Govender
		Conduct Data Integrity and Assurance on contractor incidents and report on Divisional Manpower.	To ensure data integrity as regards the quality of the contractor information on SAP EH&S, and assurance of Eskom's OHS Performance Reporting	31 March 2021	Sivi Govender
	Provide Organisational SAP EH&S Data Integrity, Assurance and Awareness	SAP EH&S Capacity Enhancement Explanation: 100% development and training of new SAP EH&S users, and the coaching of existing users where there are challenges in using the SAP EH&S system. Communication of SAP EH&S changes/updates to the business when and if required, and Increase awareness of the OHS data and SAP EH&S requirements, SAP EH&S training, etc.	To ensure data integrity with regard to the quality of the information on SAP EH&S, and assurance of Eskom's OHS Performance Reporting	31 March 2021	Sivi Govender

5.2. Contractor and Operational Safety Objectives and Outputs

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
ZERO HARM is entrenched as a value in people, plant, and Eskom processes, and in how we conduct business	To ensure the uniform and standardised implementation of contracts and contractor OHS management.	1. COHS workgroup is co-ordinated by Sustainability Systems OHS	1. Standardised process for contractor OHS management	1. 2023	Contractor and OPS Manager
		2. Training of OHS functionaries, project managers/end users, designers/engineers, and procurement officials	2. Responsible individual is held accountable for contractor OHS	2. 2023	
		3. Consequence management for fatality incidents (define and develop the consequence management process map for safety violations/transgressions).	3. Integrated system to ensure the effective management of contractors' OHS performance.	3. 2023	
		4. Engage with Commercial to ensure that a database is maintained to identify good/poorly performing contractors.	4. An accessible vendor database of poorly performing contractors and suspended contractors.	4. 2023	
		5. Develop and publish contractor OHS clauses.	5. Publish the safety clauses.	5. 2022	

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
		6. Governance maintenance of standards and procedures for contractor OHS management in Eskom, 7. Track BU/OU initiatives as prescribed / advised by Sustainability Systems	6. Updated governance procedures. 7. Improved contractor OHS performance	6. 2021 7. 2023	
Compliance across the business	To ensure that all divisions comply with operational and contractor OHS legislative and Eskom requirements	1. Inspections are conducted 2. Combined assurance Level 1 assist visit (for every fatality and serious incident, SSCOHS will visit the site to assist with the contractor OHS systems. This will be conducted 30 days after the incident report has been signed off) *Catalyst* report	1. Standardised contractor OHS management process and compliance with this by the business and its contractors. 2. Improved contractor safety performance	1. 2023 2. 2023	Contractor and OPS Manager

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
		3. Conduct fire and EP inspections in Eskom sites to ensure compliance with fire safety and EP requirements.	3. Improved contractor safety performance		
Proactive and effective OHS risk management	To identify gaps in the contracts and in the contract-management system	1. Participate in all investigations of fatalities and serious incidents (roles and guidelines). 2. Interrogate the contracts and OHS requirements for all the fatalities.	1. Improved contractor safety performance	1. 2023	Contractor and OPS Manager
Timeously informed organisation on OHS matters	To share information and engage stakeholders in order to standardise operational and contractor OHS management and entrench safety in the operations.	1. Contractor OHS Workgroup 2. Contractor safety clip 1 per annum 3. Newsletters 1 per annum 4. Contractor OHS operational experience committee	1. Standardised contractor OHS management process 2. Standardised contractor OHS management process 3. A positive change in the contractors' safety culture 4. Share lessons learnt from fatalities with the organisation to eliminate repeat incidents and create awareness in the organisation	1. 2023	Contractor and OPS Manager

		5. Vehicle and driver safety workgroup –manage and facilitate the VSWG to ensure that vehicle and driver safety are consistently and adequately addressed 6. FREMan workgroup	5. Roll out and implement plans, standards, procedures, etc. 6. Roll out and implement plans, standards, and procedures, etc.		
Proactive and effective OHS risk management	To ensure continuous improvement in contracts, and contractor and operational OHS management in Eskom.	1. Manage the Eskom and SS OHS IRM profile, co-ordinate and update department's risks 2. Update policies, procedures, guidelines, standards, and supporting systems 3. Conduct OHS vendor/supplier assessments 4. Quarterly Contractor performance, and analysis of incidents 5. Conduct benchmarking with peer companies	1. Proactively identify OHS business risks, develop and implement controls and treatment plans. 2. Provide guidance documents to the business. 3. Ensure that the suppliers that are registered on the Eskom vendor database comply with OHS requirements. 4. Proactively identify the areas of business risk. 5. Learn from other businesses and improve OHS process	1. 2023 2. 2022 3. 2023 4. 2023 (Done every quarter) 5. 2020	Contractor and OPS Manager

5.3. Human Performance Objectives and Outputs

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
Zero Harm	To provide strategic direction regarding the management of public safety	Monitoring and reporting on compliance with the Public Safety Standard by conducting the necessary inspections and site assist visits	An annual reduction in the total number of public safety incidents and PRFIs	31 March 2022	Mike Townsend
	To render an OHS Business Advisory service	Providing specialised advice to divisions and operating units in the form of – · partnering with our customers to ensure that OHS programmes/plans are developed to enable compliance with legal and Eskom OHS requirements · tracking our customers' progress with OHS programmes/plans and performance (e.g. dashboards); and · performing a mentorship/coaching role.	Development of, and adherence to, the Divisional Operational Plans aligned to the Eskom OHS Strategy	31 March 2022	Mike Townsend
	To manage the Health and Safety Agreement	Managing and monitoring compliance with the requirements of the H&S Agreement	Compliance with the requirements and processes of the Health and Safety Agreement	31 March 2022	Mike Townsend

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
	To provide strategic direction regarding OHS Capacity Enhancement	1. The review and maintenance of the SHE training procedure (32-477), that gives clear direction to the organisation regarding the analysis of training needs and the compilation of training plans 2. The development and implementation of specific OHS capacity enhancement interventions to ensure OHS competency 3.	1. Compliance with the level one requirements 2. Developed and empowered OHS professionals through their participation in the OHS capacity enhancement initiatives and the compilation of a portfolio of evidence	31 March 2022	Mike Townsend
	To provide strategic direction regarding the implementation of Human Safety Performance	1. Conducting organisation-wide surveys of the safety culture, and ad hoc OU/BU surveys 2. Providing assurance on the implementation of Behavioural-Based Safety throughout the organisation	The identification of gaps in safety performance and the development and implementation of action plans to close the gaps and improve safety performance	31 March 2022	Mike Townsend

Risk and Sustainability Strategic Objectives	Sustainability Systems Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
	To ensure OHS Communication and Awareness	Effective OHS communication through the Strategic Communication Plan that will proactively and reactively cover all OHS areas in Eskom by utilising various communication platforms to assist us in our drive for Zero Harm campaigns, and publishing the OHS Magazine, focusing on emerging risks, the organisational influence of OHS performance and behavioural change.	Innovative and relevant communication that stimulates a positive response from employees	31 March 2022	Mike Townsend

5.4. Occupational Hygiene Operational Objectives and Outputs

Risk and Sustainability Strategic Objectives	Sustainability Systems OHS Operational Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
Proactive and effective OHS risk management	To provide a strategic direction for managing Occupational Hygiene and compliance	Occupational Hygiene Hazard Identification and Risk Assessment (OH-HIRA) enhancement.	Effective hazard identification and exercising of control measures in order to prevent work-related ill health, impairments, and occupational diseases	31 March 2022	M Monyela
		Identify, monitor, analyse and provide feedback on the effectiveness of occupational hygiene programmes	Professional engagement in taking measures that can improve the OH programmes in the interest of preventing occupational diseases. Consultation with stakeholders as per schedule or where there is a need to intervene.	As per schedule or request.	M Monyela
		Treating silica exposure control as an emerging risk, and manage the OH statutory reporting (6-monthly) to the Department of Employment and Labour	Early identification and control of risk areas	a)Schedule b) Quarterly	M Monyela

Risk and Sustainability Strategic Objectives	Sustainability Systems OHS Operational Objectives	Deliverables/Outputs	Critical Success Factor	Completion Date	Owner
		Facilitating the measurement of occupational hygiene and control programmes by retaining the approval of the OH inspection authority	Compliance with SANS 17020 accreditation requirements	Schedule/Ad hoc	M Monyela
		Asbestos inventory review and consolidation, and monitoring the asbestos phase-out programmes across Eskom in order to eliminate the risk of asbestos exposure.	Verified asbestos phase-out status and inventory control information, reflecting the current status.	Quarterly 6-monthly	M Monyela
		Management of emerging occupational diseases (ODs) by interfacing with the Health and Wellness section, and monitoring the data integrity of reported ODs	Trends in the progression of ODs and improvement measures. Reflecting the relationship between impairments and NIHL incidents.	Quarterly 6-monthly	M Monyela

5.5. Sustainability Systems OHS Priorities

5.5.1. Compliance and Assurance Priorities

Priorities	Planned Actions	Owners	Target Date
Monitor and report on the status of OHS compliance in the organisation	1. Develop and maintain an OHS Inspection Plan (including a Combined Assurance Inspection Plan)	1. Sivi Govender	1. 31 May 2020
	2. Conduct OHS Inspections as per the plan (including Combined Assurance Inspections) and in accordance with the OHS Inspection Standard	2. Sivi Govender	2. 31 March 2021
	3. Issue notices and Inspection Reports to sites in accordance with the OHS Inspection Standard	3. Sivi Govender	3. Within 14 days of conclusion of inspection
	4. Establish and maintain the database of Inspections/Findings/Notices raised during the OHS inspections conducted	4. Sivi Govender	4. 1 April 2020 and 15th of the month
	5. Monitor and report on the close-out of notices, including the number of overdue notices out of the total number of open notices raised	5. Sivi Govender	5. Monthly – 15th of the month
	6. Circulate Monthly Compliance Templates for the Divisions to populate their compliance activities and updates	6. Sivi Govender	6. Monthly 5th of the month

Priorities	Planned Actions	Owners	Target Date
	7. Receive feedback on the Compliance Template from the Divisions for their compliance activities and updates, for compiling the Consolidated Compliance Report	7. Sivi Govender	7. Monthly 15th of the month
	8. Compile and circulate the Consolidated Compliance Monthly Report to Divisional Compliance Officers and SHEQ Managers to advise them of the status of OHS Compliance in their divisions.	8. Sivi Govender	8. Monthly 30th of the month
	9. Compile and submit to the Group Compliance Office – 6-monthly Compliance Reports for submission to Exco regarding the status of OHS Compliance in the organisation	9. Sivi Govender	9. October 2020 & March 2021
	10. Compile and submit 6-monthly reports in terms of the Combined Assurance Plan to the SHEQ Combined Assurance Forum for presentation on the status of OHS Compliance in the organisation to the Risk and Sustainability Mancom, the Audit & Risk Committee, and Exco.	10. Sivi Govender	10. October 2020 & April 2021
Eskom OHS Performance Management	1. Draw, on the first working day of the month, the Data Verification and Assurance Reports and Overdue Corrective Actions Reports and forward them to the Groups/Divisions.	1. Sivi Govender	1. Monthly: 1st of the month
	2. Compile and submit to the Groups/Divisions monthly reports on the status of incidents on SAP EH&S and the overdue Corrective Actions Reports that are tracked via the OHS Performance Tracker Report	2. Sivi Govender	2. Monthly: 10th of every month

Priorities	Planned Actions	Owners	Target Date
	3. SS OHS has to obtain the Employee Manpower figures from Human Resources by the 3rd working day of the month and forward the figures to all Groups/Divisions	3. Sivi Govender	3. Monthly: 3rd working day of the month
	4. SS OHS has to obtain on a monthly basis the Groups'/Divisions' reports of their year-to-date performance	4. Sivi Govender	4. As per the performance schedule
	5. SS OHS calculates the Eskom Employee, Contractor and Combined LTIR and analyses various matters, e.g. type of contact	5. Sivi Govender	5. Monthly till the 9th
	6. SS OHS reports to the business on the Eskom OHS Performance Report	6. Sivi Govender	6. Monthly: 10th
	7. SS OHS submits the Eskom OHS Performance to the Shareholder on a quarterly basis	7. Sivi Govender	7. July, October, Dec-ember and March of every financial year
	8. SS OHS performs a monthly Verification and Assurance Desktop Review on Fatalities or site-specific fatalities	8. Sivi Govender	8. Monthly
	9. SS OHS performs Quarterly Desktop Data Reviews on medical and non-work-related incidents	9. Sivi Govender	9. Monthly and Quarterly

5.5.2. Contractor and Operational Safety Priorities

Priorities	Planned Actions	Owners (e.g. OU/BU Manager)	Target Date
Competency	Mentoring and coaching through assist visits	Contractor and OPS Manager	2020/2023
	Holding OHS coaching and mentoring workshops	Contractor and OPS Manager	2020/2023
	Conducting Fire and EP inspections	Contractor and OPS Manager	2020/2023
	Rolling out OHS risk assessment training	Contractor and OPS Manager	2020/2023
	Developing Fire and EP training	Contractor and OPS Manager	2020/2023
	Developing MVA awareness training		2020/2023
Standardise operational and contractor OHS management	Participating in the COHS workgroup/COHS, and work-at-heights workgroup	Contractor and OPS Manager	2020/2023
	Establishing the FREman Workgroup	Contractor and OPS Manager	2020/2023
	Rolling out the Vehicle Safety Workgroup	Contractor and OPS Manager	2020/2023
	Reviewing the Contractor and operational OHS documentation	Contractor and OPS Manager	2020/2023

5.5.3. Human Performance Priorities

Priorities	Planned Actions	Owners (e.g. OU/BU Manager)	Target Date
Competency	Mentoring and coaching through assist visits	Contractor and OPS Manager	2020/2023
	Holding OHS coaching and mentoring workshops	Contractor and OPS Manager	2020/2023
	Conducting Fire and EP inspections	Contractor and OPS Manager	2020/2023
	Rolling out OHS risk assessment training	Contractor and OPS Manager	2020/2023
	Developing Fire and EP training	Contractor and OPS Manager	2020/2023
	Developing MVA awareness training		2020/2023
Standardise operational and contractor OHS management	Participating in the COHS workgroup/COHS, and work-at-heights workgroup	Contractor and OPS Manager	2020/2023
	Establishing the FREman Workgroup	Contractor and OPS Manager	2020/2023
	Rolling out the Vehicle Safety Workgroup	Contractor and OPS Manager	2020/2023
	Reviewing the contractor and operational OHS documentation	Contractor and OPS Manager	2020/2023

5.5.4. Occupational Hygiene Priorities

Priorities	**Planned Actions**	**Owners (e.g. OU/BU Manager)**	**Target Date**
Research initiatives	Develop an agreement with RTD on an OHS research programme – plan for 2019/20	M Monyela	September 2019
OHS Communication	Monitor the implementation of the Occupational Hygiene strategy through the dashboard	M Monyela	Quarterly

6. RISK MANAGEMENT

Risk Rating	**Operational Objective**	**Risk Title**	**Causes**	**Impact on the Business/ Consequences**	**Risk Owner (e.g. GM Outage Management)**
II	Continue to build a culture of safe behaviour	Eskom *employee* safety may be compromised	1. Disconnect between commitment from senior leadership, middle management and supervisors to the principles behind the Zero Harm value, taking into account the current operational risks and challenges. This specifically refers to integrating the operational and OHS requirements. 2. Lack of operational discipline, a strong risk appetite, and tolerance of non-compliance by employees and supervisors with the OHS requirements. 3. Inadequate understanding and meeting of OHS requirements by leadership as a result of the high turnover in leadership and inadequate leadership coaching. 4. Lack of understanding of the OHS role and responsibility during task execution and emergencies, e.g. acting supervisor still performing his normal operational duties but not supervising, even though he is an acting supervisor. 5. Insufficient change management in meeting the OHS requirements (systems, standards, people, and human performance practices).	1. Fatalities. 2. Harm to people. 3. Production loss. 4. Repeat incidents. 5. Financial loss. 6. Litigation. - Increase in section 31 & 32 investigations by the Department of Labour. - Contraventions of the National Prosecution Authority (NPA), and Mine Health Safety Acts (MHSA). - Civil claims.	GM Sustainability Systems

Risk Rating	Operational Objective	Risk Title	Causes	Impact on the Business/ Consequences	Risk Owner (e.g. GM Outage Management)
			6. Inadequate internalisation and application of the lessons learnt from incidents.	7. Loss of stakeholder confidence. 8. Negative Eskom reputation. 9. Internal labour unrest. 10. Adverse implications for funding.	
I	Continue to build a culture of safe behaviour	Eskom's contractor safety may be compromised	1. Inadequate skills, competency, and effective training at all levels for employees and contractors. 2. Operational discipline and high tolerance of non-compliance with requirements. 3. Disconnect between commitment from Eskom and contractors to implement the Contractor Safety Plan 4. Inadequate integration of safety into commercial processes. 5. Inability/reluctance of employees and contractors to adhere to OHS requirements (OHS is not a priority).	1. Fatalities. 2. Harm to people. 3. Production loss. 4. Repeat incidents. 5. Financial losses and expenses. 6. Litigation. 7. Loss of stakeholder confidence.	GM Sustainability Systems

Risk Rating	Operational Objective	Risk Title	Causes	Impact on the Business/ Consequences	Risk Owner (e.g. GM Outage Management)
			6. Leadership commitment and understanding of requirements. 7. Insufficient change management in meeting the requirements (systems, standards, people, human and performance practices). 7. Poor planning and performance of site activities. 8. Production and operating pressures in conflict with OHS requirements. 9. Capacity of contractors to comply with the Eskom and legal requirements. 10. Inadequate internalisation of the lessons learnt.	8. Negative Eskom reputation. 9. Labour unrest. 10. Adverse implications for funding. 11. Civil claims. 12. Increase in reportable incidents in terms of the Occupational Health and Safety Act, sections 31 and 32, and more investigations into transgressions of the Mine Health and Safety Act by the Department of Labour, the National Prosecution Authority (NPA), as well as the Department of Minerals and Resources.	

Risk Rating	Operational Objective	Risk Title	Causes	Impact on the Business/ Consequences	Risk Owner (e.g. GM Outage Management)
I	Continue to build a culture of safe behaviour	Potential harm to members of the public due to exposure to Eskom products	1. Illegal activity (e.g. unauthorised connections and theft). 2. Unauthorised access to Eskom installations. 3. Low-hanging and/or dropped conductors/lines. 4. Objects into lines (e.g. crop spraying, irrigation systems, aircraft). 5. Fires (e.g. in buildings, veld fires). 6. Encroaching on and building under power lines. 7. Trees growing under power lines. 8. Motor vehicle accidents. 9. Unsafe excavations. 10. Explosions of equipment. 11. Adverse weather conditions (e.g. storms). 12. Lack of awareness (knowledge of the dangers of electricity). 13. Urbanisation which raises the demand for power and increases the number of illegal connections.	1. Injury/fatalities. 2. Legal liability. 3. Damage to Eskom's image and reputation. 4. Financial liability. 5. Interruption of supply.	GM Sustainability Systems
I	Continue to build a culture of safe behaviour	Potential harm to Eskom and contractor employees due to exposure to crystalline silica	1. Exposure to the crystalline silica present in dust, exceeding the OEL (Standard) over a prolonged time. 2. Lack of measurement and control measures (e.g. strange people working in coal stockyard).	1.Occupational diseases/fatalities 2. Legal liability/ Investigations by a third party (DoL, CC),	GM Sustainability Systems

Risk Rating	Operational Objective	Risk Title	Causes	Impact on the Business/ Consequences	Risk Owner (e.g. GM Outage Management)
		while handling coal in power plant and construction activities.	3. Lack of awareness (knowledge of the hazards of crystalline silica) and of how to prevent exposure. 4. Lack of appreciation of the long-term effects of exposure to crystalline silica by management and employees. 5. Lack of urgent maintenance on the failed engineering control measures that endanger the health of employees. 6. Lack of training and monitoring of the correct use of PPE, e.g. wearing respirators over a beard.	possible class actions. 3. Damage to Eskom's image and reputation. 4. Insurance claims/ Financial liability. 5. Possible action by labour/unions.	

7. SUSTAINABILITY SYSTEMS OHS FINANCIAL PLAN

7.1. Operating Expenditure Plan for Sustainability Systems OHS

Operating Expenditure	Previous Year Actuals 2018/2019	2019/2020 Current Year Budget	2019/2020 Current Year-end Forecast	2020/2021 Plan Target (Year 1)	2021/2022 Plan Target (Year 2)	2023/20xx Plan Target (Year 3)
Opex before OH and tax (R'000)	R55 m	R46,9 m	R46,9 m	R38,5 m	R40,0 m	
Capex (R'm)	0	0	0	0	0	
Total	R55 m	R46,9 m	R46,9 m	R38,5 m	R40,0 m	

7.2. Capital Expenditure Plan

7.2.1. Capital Expenditure for the three-year planning period

Performance indicators	2018/2019	2019//2020 Current	2020/2021 Plan (Year 1)	2021/2022 Plan (Year 2)
Manpower total	40	34	32	32
Racial equity: African White Asian Coloured	 55% 25% 13% 8%	 75% 20% 13% 10%	 75% 20% 13% 10%	 75% 20% 13% 10%
Gender equity: Female Male	 47% 53%	 50% 50%	 60% 40%	 60% 40%
Employees with disabilities (%)	3%	2%	2%	2%

7.2.2. Sustainability Systems OHS Major Projects

Project Description	20xx/20xx (Year 1)	20xx/20xx (Year 2)	20xx/20xx (Year 3)
Not applicable			
Total			

8. SUSTAINABILITY SYSTEMS HUMAN CAPITAL PLAN

8.1. Sustainability Systems OHS Manpower Plan

Business Area/ Function	2019/2020 Actual Current Year	2020/2021 Current Year-End Forecast	2021/2022 Plan (Year 1)	2022/2023 Plan (Year 2)	2023/2024 Plan (Year 3)
SS OHS Management (EEE & M17)	2	2	4	4	4
SS OHS (Specialists S18 & S14)	2	2	2	2	2
SS OHS (Senior Advisors P&G 15)	26	26	26	26	26
SS OHS Officers (T12)	2	2	2	2	2
SS OHS (T07)	2	2	2	2	2
Total	**34**	**34**			

8.2. Sustainability Systems OHS Human Capital Key Performances Indicators

Key Performance Indicator	Unit of Measure	2019/2020 Actual Current Year	2020/2021 Current Year-End Forecast	20212022 Plan (Year 1)	2022/2023 Plan (Year 2)	2023x/2024 Plan (Year 3)
Artisans	Artisans					
Engineers (Bursary Holders/EIT)	Engineers (Bursary Holders/EIT)					
Technicians	Technicians					
Disability Equity (in Total Workforce)	%					
Racial Equity in Senior Management	%					
Gender Equity in Senior Management	%					
Racial Equity in Professional and Middle Management	%					
Gender Equity in Professional and Middle Management	%					

9. KEY PERFORMANCE AREAS AND INDICATORS

Compliance and Assurance

KPA	KPI	Unit of Measure	Previous FY Actual 2019/2020	Current FY Projection 2020/2021	Target Y1 2020/2021	Target Y2 2021/2022	Target Y3 2022/2023
Compliance – providing assurance to Eskom about the level of OHS compliance (Eskom and Legal requirements) achieved in the business	Conduct OHS Inspections as per SS OHS Inspection Plan in accordance with OHS Inspection Standard as well as ad hoc inspections conducted at the request of the business and SS OHS Management. Proviso: if an inspection is rescheduled at the request of the site with a reason and evidence in the form of an e-mail and/or any other form of written communication is	Number	**Total number of 42 of the 45 inspections scheduled were conducted** as per the SS OHS Inspection Plan.	**Total number of 43 inspections are scheduled** as per the SS OHS Inspection Plan.	**Total number of 43 inspections** are planned to be conducted out of the 48 inspections scheduled as per the SS OHS Inspection Plan, which will also include ad hoc inspections/reviews conducted at the request of the business and SS OHS Management.	**Total number of 45 inspections** are planned to be conducted out of the 48 inspections scheduled as per the SS OHS Inspection Plan which will also include ad hoc inspections/reviews conducted at the request of the business and SS OHS Management.	**Total number of 45 inspections** are planned to be conducted out of the 48 inspections scheduled as per the SS OHS Inspection Plan which will also include ad hoc inspections/reviews conducted at the request of the business and SS OHS Management.

KPA	KPI	Unit of Measure	Previous FY Actual 2019/2020	Current FY Projection 2020/2021	Target Y1 2020/2021	Target Y2 2021/2022	Target Y3 2022/2023
	available from the site, the inspection will be counted as if it had been conducted as scheduled.						
Desktop Data Reviews	Conduct Desktop Data Reviews on all injury-related incidents at specific sites as per the Performance Management SAP EH&S Tracker document.	Number	OHS Performance Management Tracker and SAP EH&S Medical and Non-work-related incidents	Total number of Site Reviews 18; and total number of medical and Non-work-related incidents	Total number of Site Reviews 18; and total number of medical and Non-work-related incidents	Total number of Site Reviews 24; and total number of medical and Non-work-related incidents	Total number of Site Reviews 24' and total number of medical and Non-work-related incidents
	Conduct Desktop Reviews on all medical and non-work-related incidents	Number	Quarterly Medical and non-work-related incidents	All medical and non-work-related incidents will be captured as at end of each quarter.	All medical and non-work-related incidents will be captured as at end of each quarter.	All medical and non-work-related incidents will be captured as at end of each quarter.	All medical and non-work-related incidents will be captured as at end of each quarter.

Contractor and Operational Safety

KPA	KPI	Unit of Measure	Previous FY Actual 2018/2019	Current FY Projection 2019/2020	Target Y1 2020/2021	Target Y2 2021/2022	Target Y3 2022/2023
SS OHS management	Assist visit	Number of assist visits made	0	12 per month	12 per month	12 per month	12 per month
Training	Training Contracts and contractor management Contractor OHS self-assessment training e-learning (OHS professional)	Number of attendees	0	0	Contracts and contractor management 100 Self-assessments for OHS 70% of all OHS professionals	Contracts and contractor management 100 Self-assessments for OHS 30% of all OHS professionals	Contracts and contractor management 100
Contractor OHS competency enhancement	Mentoring and coaching workshops	Number of workshops held	1	4	2	2	2
Fatalities	Fatalities recorded	Number of fatalities	4	9	0	0	0

9.1 Human performance

KPA	KPI	Unit of Measure	Previous FY Actual 2018/2019	Current FY Projection 2019/2020	Target Y1 2019/2020	Target Y2 2020/2021	Target Y3 2021/2022
Providing strategic direction regarding OHS Capacity Enhancement	Portfolio of evidence	% satisfaction of participants attending all OHS interventions concerning course content, facilitation, etc.			85%	85%	85%
Provision of strategic direction regarding Human Safety Performance	Consolidation and analysis of organisation-wide BSO data and make recommendations on actions to address the emerging risks	Reduction in identified trends			85%	85%	85%
Provision of strategic direction regarding the management of public safety	Percentage reduction in the number of reportable public fatality Incidents	Percentage	15%		3%	3%	3%

9.2 Occupational Hygiene

KPA	KPI	Unit of Measure	Previous FY Actual 2018/2019	Current FY Projection 2019/2020	Target Y1 2019/2020	Target Y2 2020/2021	Target Y3 2021/2022
Ensure effectiveness of OH programmes	Verification of compliance with the implementation of OH HIRA programmes (HRA, proper categorisation of people exposed to OH hazards)	Percentage	70%	90%	90%	100%	Monitoring
Asbestos management and phase-out	Asbestos inventories and monitoring of phase-out	Number	-	1 Quarterly	1 Quarterly	1 Quarterly	1 Quarterly
	Compliance inspections for the asbestos standard (32-303)	Number	1	6-monthly reports	6-monthly reports	6-monthly reports	6-monthly reports
	Feedback to management (6-monthly reports) and	Number	-	1 Quarterly	1 Quarterly	1 Quarterly	1 Quarterly

KPA	KPI	Unit of Measure	Previous FY Actual 2018/2019	Current FY Projection 2019/2020	Target Y1 2019/2020	Target Y2 2020/2021	Target Y3 2021/2022
	monitor the implementation of strategies to control exposure						
Hearing conservation (prevention of NIHL)	Verify compliance with the hearing impairment requirements and also with the implementation of the investigation outcomes (actions)	Number	100% As per schedule	100% As per schedule	100% As per schedule	100% As per schedule	100% As per schedule

10. ABBREVIATIONS

AIA	Approved Inspection Authority
B2B	Back to Basics
BBS	Behavioural-Based Safety
BU	Business Unit
EAL	Eskom Academy of Learning
CHS	Construction Health and Safety
CR	Construction Regulations
DMR	Driven Machinery Regulations
DoL	Department of Labour
Dx	Distribution Division
EP	Emergency Preparedness
EPMO	Eskom Project Management Office
EPLMO	Eskom Project Life-Cycle Model
Exco	Executive Committee
FREMan	Fire Risk and Emergency Management
GCD	Group Capital Division
GM	General Manager
GMR	General Machinery Regulations
Gx	Generation
HIRA	Hazard Identification and Risk Assessment
KPA	Key Performance Area
KPI	Key Performance Indicator
ISO	International Organisation for Standardisation
LTIR	Lost-time injury rate
LSO	Learning Solutions
Mancom	Management Committee
NPA	National Prosecuting Authority
OH	Occupational Hygiene
OHP	Occupational Hygiene Practitioner
OHSAS	Occupational Health and Safety Assessment Series
OHS	Occupational Hygiene and Safety
OU	Operating Unit
ORHVS	Operating Regulations for High-Voltage Systems
PCM	Process Control Manual
PLCM	Project Life-cycle Model
PPE	Personal Protective Equipment
PSR	Plant Safety Regulations
QMS	Quality Management System
SANAS	South African National Accreditation System
SAIOH	South African Institute for Occupational Hygiene
SHE	Safety, health/hygiene, and the environment
SS	Sustainability Systems
SWOT	Strengths, weaknesses, opportunities, and threats
Tx	Transmission

11. GLOSSARY

Term	Description
Business model	The means and methods that an organisation uses to convert opportunities to sustainable value for stakeholders.
Corporate Plan	This is a consolidated group strategic plan that guides the Eskom business.
Constrained system	The supply of electricity is not able to meet the demand without compromising the planned maintenance.
Days	Reference to "days" shall be construed as calendar days, unless qualified by the word "business", in which instance a "business day" will be any day other than a Saturday, Sunday, or public holiday, as gazetted by the government of the Republic of South Africa from time to time.
Employee	Any person employed by Eskom as defined in its Conditions of Service.
Fatality	A fatality is an incident occurring at work or arising out of, or in connection with, the activities of persons at work, or in connection with the use of plant or machinery, in which, or in consequence of which, any person (that is, employee, contractor, or member of the public) dies, regardless of the time intervening between the injury and/or exposure to the cause and death. This excludes the death of a person (employee or contractor employee) while at the workplace and on duty who dies as a consequence of any activity not directly related to the course and scope of the deceased's employment (for example, death from natural causes).
Full-time Health and Safety Representative	A person designated as a representative in terms of clause 6 of the Health and Safety Agreement.
Health and Safety Committee	A committee (statutory) established in terms of section 19 of the Occupational Health and Safety Act.
Improvement initiative	Project, action or initiative aimed at increasing an organisation's capability.
Improvement Plan	A plan that captures the OHS strategic objectives for the planning period, and details the measures for achieving those objectives.
Interventions	Interventions/projects or campaigns/programmes/initiatives form a plan of action aimed at accomplishing a clear business objective, with details of what work has to be done, by whom, when, and where.
Key Performance Indicators	Financial or non-financial (including technical) performance measures used for quantifying the achievement of the division's or business area's mandate or objectives.
Lost-time incident rate	A proportional representation of the occurrence of lost-time injuries over 12 months.
Medical surveillance	A planned programme of periodic examination (which may include clinical examinations, biological monitoring, or medical tests) of employees by an occupational health practitioner or, in prescribed cases, by an occupational medicine practitioner.
National Health and Safety Committee	A duly constituted committee (non-statutory) established for health and safety in terms of the Health and Safety Agreement.

Term	Description
Occupational health	This includes occupational hygiene, occupational medicine, and biological monitoring.
Occupational hygiene	The anticipation, recognition, evaluation, and control of conditions arising in or from the workplace, which may cause illness or adverse health effects to persons.
Operational plan	A document summarising the business area's operational objectives and describing how these objectives will be achieved.
PESTEL	Framework to analyse an organisation's external environment so as to detect early signs of the opportunities and threats that may influence its current and future strategy: • P – Political • E – Economic • S – Social • T – Technological • E – Environmental • L - Legislative
Planning Assumptions	Assertions about certain characteristics of the future (demand growth rate, life-cycle of assets, etc) underlying an organisation's planning.
Standard	Any provision in a specification, compulsory specification. code of practice, or standard method as defined in section 1 of the Standards Act, 1993 (Act No. 29 of 1993), or in any specification, code, or any other directive having standardisation as its aim and issued by an institution or organisation inside or outside the Republic, which, whether generally or with respect to any particular article or matter and whether internationally or in any particular country or territory, seeks to promote standardisation.
Strategy	A plan of action designed to achieve an organisation's goals or objectives.
Strategic objectives	Objectives that are specifically aimed at achieving the organisation's strategy.
Trade union	A trade union registered in terms of the Labour Relations Act, 1995, duly registered as a representative trade union by Eskom in line with the Recognition Agreement dated 12 May 2000, as amended from time to time.
Trade union representative	A member of a trade union who is elected to represent employees in Eskom in terms of the Recognition Agreement dated 12 May 2000, as amended from time to time.
Workplace Health and Safety Representative	A person designated as a representative in terms of section 17 of the Act.
Zero Harm	Ensuring that harm is not inflicted on the environment, Eskom's assets, employees, contractors, and members of the public affected by our operations, infrastructure, and operational activities to ensure the protection of human lives, the environmental duty of care, and the protection of assets.
Environmental Scanning	Environmental Scanning is the process where Eskom scans the environment to identify changing trends and patterns, monitor specific trends and patterns, forecast the future direction of these changes and patterns, and assess their potential organisational impact, and identify any emerging risks. Merged with the internal analysis of the organisation's vision, mission, strengths, and weaknesses, this external analysis assists Eskom in formulating its strategic direction and prioritising the options for strategic plans.

12. APPENDICES

12.1. Not applicable.