

	Policy	
---	---------------	--

Title: **Safety, Health, Environment,
and Quality (SHEQ) Policy**

Document Identifier: **32-727**

Alternative Reference Number: **Not applicable**

Area of Applicability: **Eskom Holdings SOC Ltd**

Functional Area: **Group Strategy and
Sustainability**

Revision: **5**

Total Pages: **14**

Next Review Date: **November 2030**

Disclosure Classification: **Controlled Disclosure**

Compiled by

Functional
Responsibility

Authorised by





K. Pather
General Manager
Risk and Sustainability

N. Hadebe
Group Executive
Strategy and
Sustainability

D. Marokane
Group Chief Executive
Eskom Holdings SOC Ltd

Date: 11 November 2025

Date: 26/01/2026

Date: 29/01/2026

Content

	Page
1. Introduction.....	3
2. Supporting clauses	4
2.1 Scope.....	4
2.1.1 Purpose.....	4
2.1.2 Applicability	4
2.1.3 Effective date.....	4
2.2 Normative/Informative references.....	4
2.2.1 Normative.....	4
2.2.2 Informative.....	5
2.3 Definitions	6
2.4 Abbreviations	9
3. Policy content.....	9
3.1 Policy Statement	9
3.2 Policy principles or rules.....	12
3.3 Process for monitoring.....	13
4. Authorisation	13
5. Revisions.....	13
6. Development team	14
7. Acknowledgements	14

CONTROLLED DISCLOSURE

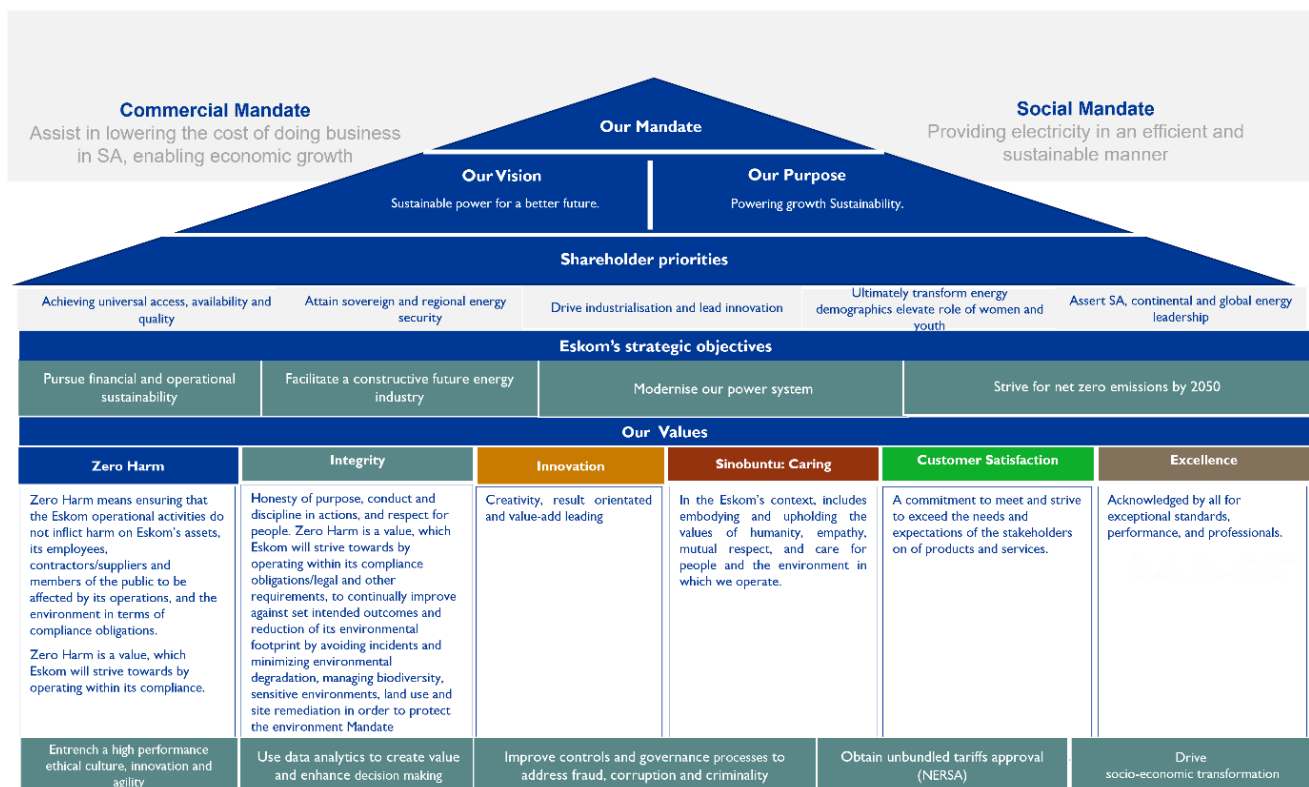
1. Introduction

Eskom Holdings SOC Ltd, Registration Number 2002/015527/30, is South Africa's primary electricity supplier and is wholly owned by the South African Government.

Eskom's mandate is to efficiently ensure a stable electricity supply, contributing to lower business costs and enabling economic growth. Given this mandate, Eskom has a considerable impact on the economy and the everyday lives of all South Africans and the region. In the same way that the concept of sustainable development is understood, it is recognised that there is always a relationship and thus influence between financial, technical, environmental, social and governance risks and opportunities. Eskom's approach to occupational health, safety, the environment and quality is entrenched in its values and living the purpose of 'powering growth sustainably' to achieve the vision of 'sustainable power for a better future'.

Eskom is committed to upholding safety, health, environmental, and quality principles to ensure that no operating condition or service urgency justifies exposing anyone to risks that could lead to incidents with health, safety, environmental, and quality consequences. This Safety, Health, Environment & Quality (SHEQ) Policy governs principles and rules to fulfil Eskom's commitment to people, the environment and quality.

Eskom's operations are underpinned by the organisation's mandate, vision, purpose, shareholder priorities, strategic objectives and values



CONTROLLED DISCLOSURE

2. Supporting clauses

2.1 Scope

This policy addresses safety, health, environment and quality across the Eskom Holdings SOC Ltd and its subsidiaries.

2.1.1 Purpose

The intent of this policy is to affirm the commitment to excellence in safety, health, environment, and quality management, encompassing the ESG framework within Eskom Holdings SOC Ltd, and to ensure uniformity and compliance with legal and other requirements across the organisation.

2.1.2 Applicability

This policy shall apply throughout Eskom Holdings SOC Ltd divisions, subsidiaries, and entities in which Eskom has a controlling interest or influence.

2.1.3 Effective date

Implementation of this policy shall take effect from the date of its official authorisation and communication.

2.2 Normative/Informative references

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

2.2.1 Normative

- [1] Constitution of the Republic of South Africa Act, No. 108 of 1996.
- [2] National Environmental Management Act, No. 107 of 1998.
- [3] Occupational Health and Safety Act, No. 85 of 1993.
- [4] Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993.
- [5] Climate Change Act 22 of 2024.
- [6] 559-1176736448 Eskom Environmental, Social and Governance (ESG) Framework.
- [7] 240-77569976 Eskom Climate Change Strategy.
- [8] Eskom Environmental, Social and Governance (ESG) Plan.
- [9] 240-62196227 Life-saving Rules Standard.
- [10] 32-716 OHS Communications Standard.
- [11] 240-121768701 Quality Management Communication and Change Management Plan.
- [12] 240-53413860 Business Management System Auditing Standard.
- [13] 240-53458685 Management System Review Standard.

CONTROLLED DISCLOSURE

- [14]240-62582234 OHS Roles and Responsibilities and Statutory Appointments.
- [15]240-163949531 Eskom Quality Control Procedure.
- [16]32-1122 Health and Wellness Policy.
- [17]240 - 89609040 Physical Wellness Standard.
- [18]240-91258590 Employee Assistance Programme (EAP) Standard.
- [19]ISO 9001 Quality Management Systems – Requirements.
- [20]ISO 14001 Environmental Management Systems – Requirements with guidance for use.
- [21]ISO 45001 Occupational Health and Safety Management System Standard — Requirements with guidance for use.

2.2.2 Informative

- [1] ISO 9000 Quality Management Systems – Fundamentals and Vocabulary.
- [2] Health and Safety Agreement between Eskom and Organised Labour.
- [3] ISO 9004 Managing for the Sustained Success of an Organisation – A Quality Management Approach.
- [4] ISO 31000 Risk Management - Principles and guidelines on implementation
- [5] Mines Health and Safety Act, No. 29 of 1996.
- [6] 240-77569976 Eskom Climate Change Policy
- [7] 240-101714742 Eskom Quality Strategy
- [8] 32-391 Eskom Integrated Risk Management Standard
- [9] 240-50054140 Subsidiary Governance Framework Policy
- [10]32-86 Enterprise Risk and Resilience Policy
- [11]240-82410629 Environmental Strategy
- [12]240-60490979 OHS Operational Plan

CONTROLLED DISCLOSURE

2.3 Definitions

2.3.1 Accident: Any unplanned event, arising out of and during, an Eskom or contractor employee's employment and resulting in personal injury, ill-health, or death of the employee, including damage and/or environmental pollution or degradation, as well as death of, or injury to, any member of the public.

2.3.2 Climate Change definitions:

2.3.2.1 Climate Change Act 22 of 2024: A change of climate that is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and that is in addition to natural climate variability observed over comparable time periods

2.3.2.2 The global phenomenon marked by substantial and enduring shifts in temperature, weather patterns, and environmental conditions. These changes are primarily driven by human activities, such as the burning of fossil fuels, deforestation, and industrial processes, which release significant amounts of greenhouse gases (GHGs) into the atmosphere. These gases trap outgoing longwave radiation, increasing the average global temperature – a warming effect that leads to a range of climate-related impacts.

2.3.3 Competence: Process of attaining competence in terms of (knowledge, experience, skill)

2.3.4 Conformity: Fulfilment of a requirement

2.3.5 Consultation: Seeking views before making a decision.

2.3.6 Continual improvement: Recurring activity to increase the ability to fulfil requirements.

2.3.7 Contractor/Supplier: Any employer formally contracted (directly or indirectly) by Eskom and who performs work and supplies a service, product, equipment or material to advance Eskom's business or other interests is classified as a contractor. This includes Eskom non-executive board members, personal contractors (that is, consultants) and third-party contractors (that is, vendors, suppliers, agents, joint ventures, principal contractors and subcontractors). (The OHS Act section 1 refers to the definition as mandatory).

2.3.8 Customer: person or organization that could or does receive a product or a service that is intended for or required by this person or organization.

2.3.9 Environment: The surroundings within which humans exist and that are made up of:

- i. The land, water, and atmosphere of the earth.
- ii. Micro-organisms and plant and animal life.
- iii. Any part or combination of (i) and (ii) and the interrelationships among and between them; and
- iv. The physical, chemical, aesthetic, and cultural properties and conditions of the foregoing that influence human health and well-being.

CONTROLLED DISCLOSURE

2.3.10 Environmental, social and governance¹: These are called pillars in the ESG Framework and represent the three main topic areas that companies are expected to report on. The goal of ESG is to capture all the non-financial risks and opportunities inherent to a company's day-to-day activities. Note: In the ESG context, environmental risks refer to how a company impacts the environment; social risks refer to actions that affect the communities around them; governance risks refer to how a business operates, including its governing policies.

2.3.11 Eskom: Eskom Holdings SOC Ltd.

2.3.12 Incident: Any unplanned event that could or does result in harm, injury and ill-health, damage, and/or environmental pollution or degradation or gives rise to an accident or has the potential to lead to an accident.

2.3.13 Interested party: Person or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity.

2.3.14 Lean: A business approach that focuses on maximizing customer value by minimizing waste and using a mindset of continuous improvement

2.3.15 Nonconformity: Non-fulfilment of a requirement

2.3.16 Occupational health and safety: Deals with the prevention of occupational injuries and diseases as well as the protection, promotion and maintenance of the health of all employees and other workers (including temporary workers, contractors and visitors). It includes occupational hygiene, occupational safety, occupational medicine, occupational health nursing, fire safety, public safety and emergency preparedness.

2.3.17 Objective: Result to be achieved - An objective can be strategic, tactical, or operational

2.3.18 Participation: Involvement in decision-making.

2.3.19 Quality: quality degree to which a set of inherent characteristics of an object fulfils requirements

determined by comparing a set of inherent characteristics with a set of requirements.

If those inherent characteristics meet all requirements, high or excellent quality is achieved.
If those characteristics do not meet all requirements, a low or poor level of quality is achieved.

2.3.20 Rework: Action on a non-conforming product or service to make it conform to the requirements.

2.3.21 Requirement: A need or expectation that is stated, generally implied or obligatory

2.3.22 Risk: Effect of uncertainty

2.3.23 Six Sigma: A standard deviation from the mean

¹ <https://www2.deloitte.com/ce/en/pages/global-business-services/articles/esg-explained-1-what-is-esg.html>

2.3.24 Subsidiary: A company of another juristic person if that juristic person, one or more other Subsidiaries of that juristic person, one or more nominees of that juristic person or any of its Subsidiaries, alone or in any combination -

a. is or are directly or indirectly able to exercise, or control the exercising of, a majority of the general voting rights associated with issued securities of that company, whether pursuant to a shareholder agreement or otherwise; or

b. has or have the right to appoint or elect, or control the appointment or election of, directors of that company who control a majority of the votes at a meeting of the Board.

"Subsidiary" in the context of the SGF refers to Eskom's wholly owned subsidiaries

2.3.25 Top Management: Person or group of people with directs and controls an organisation at the highest level.

2.3.26 Zero defects: Aimed at the reduction of defects through prevention. It is designed to motivate people to prevent mistakes by cultivating a consistent, conscious desire to do their job right the first time.

2.3.27 Zero Harm: Ensuring that the Eskom operational activities do not inflict harm on Eskom's assets, its employees, contractors/suppliers and members of the public to be affected by its operations, and the environment in terms of compliance obligation

2.4 Abbreviations

Abbreviation	Explanation
EDC	Eskom Documentation Centre
ESG	Environmental, Social and Governance
Escap	Eskom Captive
ERI	Eskom Rotek Industries
EXCO	Executive Management Committee
ISO	International Organisation for Standardisation
ISO 9001	Quality Management System requirements
ISO 14001	Environmental management systems - Requirements with guidance for use
ISO 45001	Occupational health and safety management systems - Requirements with guidance for use
GHG	Greenhouse Gases
LTD	Limited
NTCSA	National Transmission
OHS	Occupational Health and Safety
PDCA	Plan, Do, Check, Act
SHEQ	Safety, Health, Environment and Quality
SOC	State-Owned Company

CONTROLLED DISCLOSURE

2.5 Roles and responsibilities

- 2.5.1** Eskom's leadership is accountable for leading the practices and processes needed to control and manage safety, health, environment and quality risks, opportunities and impacts as an integral part of Eskom's operations.
- 2.5.2** Eskom leadership is accountable and responsible for reviewing, maintaining and ensuring the implementation of the SHEQ Policy and driving SHEQ initiatives.
- 2.5.3** Eskom employees are responsible for understanding and incorporating safety, health, environment and quality into daily work activities by ensuring adherence to standards, procedures, rules, regulations and participating in SHEQ improvement efforts.
- 2.5.4** Eskom's external service providers have a duty to fulfil all relevant safety, health, environmental, and quality compliance obligations, including conformity to standards and organisational requirements.

3. Policy Content

3.1 Policy Statement

Eskom will integrate and/or incorporate safety, health, environmental, and quality requirements into its operations through the Plan-Do-Check-Act (PDCA) quality cycle. This approach will ensure that decisions are made with consideration for economic development, environmental duty of care, social equity, continuous process performance improvement, and the achievement of key stakeholder requirements.

- 3.1.1** Fulfilling compliance and conformity to legal and other requirements to which Eskom subscribes and sets to meet the intent of this policy.
- 3.1.2** Establishing, documenting, implementing and review of the management systems in accordance with, but not limited to ISO 9001, ISO 14001, and ISO 45001 requirements.
- 3.1.3** Setting safety, health, environment, and quality objectives to achieve intended outcomes and measuring performance against these to ensure continual improvement.
- 3.1.4** Taking overall responsibility and driving accountability for ensuring safe and healthy workplaces and operations, with the clear aim of preventing work-related injuries and ill-health through the consistent provision of safe practices, environments, and activities.
- 3.1.5** Consultation and participation of workers and/or worker representatives on safety, health, environment, and quality management systems matters.

CONTROLLED DISCLOSURE

- 3.1.6** Engaging interested parties and stakeholders by promoting open communication that is purpose-driven in line with safety, health, environment, and quality requirements
- 3.1.7** Conducting safety, health, environment and quality training and creating employee awareness.
- 3.1.8** Minimising the impact of our business on the environment, encouraging the development and implementation of environmentally friendly technologies. This will ensure the preservation of natural resources, sustainability, and the setting and achievement of environmental targets and objectives in line with the environmental strategy.
- 3.1.9** Proactively managing Eskom's environmental footprint. This will be achieved by minimising pollution and environmental degradation, pursuing a low-carbon future, and prioritising energy and water conservation and demand management with Eskom stakeholders.
- 3.1.10** Ensuring the Eskom vision of 'sustainable power for a better future' is realised through, among others, the ongoing determination of the environmental, social and governance (ESG) risks it face, and opportunities presented. Eskom will treat identified risks and pursue opportunities through plans and initiatives with the oversight of appropriate governance structures, and measure effectiveness against key performance indicators (KPIs).
- 3.1.11** Addressing climate change, with a combined focus of:
- (i) reducing GHG emissions, whilst maintaining grid stability, meeting electricity demand, minimizing electricity supply costs and supporting financial sustainability; and
 - (ii) protecting and securing Eskom's assets and operations from the adverse impacts of climate change to promote resilience
- 3.1.12** Addressing the needs and expectations of Eskom's employees, customers, interested parties and stakeholders using methodologies from frontline to executive leadership, utilising digital innovation and proactive communication to achieve consistent operational reliability and intended outcomes.
- 3.1.13** Eskom's approach to quality is underpinned by the principles of Lean, Six Sigma, to drive continuous improvement and operational excellence. The organisation is committed to the proactive elimination of waste, zero rework, the reduction of variation and the optimisation of processes to enhance value.
- 3.1.14** Ensuring the opportunity for SHEQ management systems improvement by applying risk-based assessment methodologies (e.g., conducting risk assessment, emergency preparedness and disaster responses, response to emerging outbreaks and medical surveillance.

CONTROLLED DISCLOSURE

- 3.1.15** Eskom external service providers (contractors/suppliers) should establish, develop, and implement a relevant management system that conforms to, but is not limited to, ISO 9001, ISO 14001, ISO 45001 or other applicable standards.
- 3.1.16** Supporting the establishment and functioning of safety, health, environment and quality committees.
- 3.1.17** To contribute to effective management of SHEQ requirements, Eskom and its partners are committed to developing skills and enhancing employee competency at all organisational levels through continuous training, education and awareness.
- 3.1.18** Ensuring that adequate structures and resources are available for safety, health, environment and quality management.
- 3.1.19** Ensuring the management of safety, health, environment, and quality during the procurement and supply chain of the goods, services, and products that are sourced from external service providers(contractors/suppliers).
- 3.1.20** Ensuring continual improvement in SHEQ systems to enhance Eskom's business performance

3.2 Policy principles or rules

Eskom's principles and rules that underpin the way in which the organisation approaches safety, health, environment and quality, embracing risk, resilience and climate change, are as follows:

1. Poor quality performance and occupational health, safety and environmental incidents are preventable through effective management and proactive measures.
2. SHEQ performance is achieved through a Zero Harm, Minimal aspects leading to impacts and zero-defect culture.
3. Management is accountable for setting safety, health, environment and quality policy and where every employee is expected to ensure compliance, conformity and implementation and within the scope of their duties.
4. Conducting business with respect and care for people, the environment, and assets, by fostering a culture of ethical leadership, accountability, and sustainability.
5. Eskom will support national government to achieve the objectives that are set to ensure a low-carbon, climate resilient future by mainstreaming climate change initiatives throughout the different business divisions and subsidiaries.

CONTROLLED DISCLOSURE

6. Eskom strives to ensure that Zero Harm befalls its employees, contractors, the public and the environment by pursuing:
 - i. Open, isolate, test, earth, create an equipotential zone bond, and/or insulate before touch.
 - ii. Zero fatalities.
 - iii. Zero injuries, ill-health.
 - iv. Zero environmental incidents.
 - v. Zero tolerance.
 - vi. Zero defects.
 - vii. Ensure safe live working.
7. Eskom's Life-saving Rules support the intent of the policy and applies to all employees, external service providers (contractors/suppliers) and visitors:
 - i. Open, isolate, test, earth, create an equipotential zone bond, and/or insulate before touch
 - ii. Hook up at heights
 - iii. Buckle up
 - iv. Be sober
 - v. Permit to work
 - vi. Ensure safe live working
8. Top management's commitment to translating the strategic objectives into measurable safety, health, environment, and quality goals and robust processes to demonstrate and support sustainable outcomes.
9. No operating condition or urgency of service justifies exposing anyone to negative risks arising out of Eskom's business, causing an incident with safety, health, environmental and quality consequences.
10. Governance, decision-making processes and plans are based on safety, health, environment and quality intended outcomes and criteria in line with Eskom values and promote efficiency.

CONTROLLED DISCLOSURE

3.3 Process for monitoring

The implementation of this policy throughout Eskom Holdings SOC Ltd and its subsidiaries shall be audited in accordance with the respective audit schedules.

4. Authorisation

This document has been seen and accepted by:

Abbreviation	Designation/Committees
OHS	Occupational Health and Safety Steering Committee
Environmental Management	Environmental Steering Committee
EQSC	Eskom Quality Steering Committee
EOQF	Eskom Operational Quality Forum
ERI REXCO	Eskom Rotek Industries Executive Committee
ERI SHEQ COE	Eskom Rotek Industries Safety, Health Environment Quality-Centre of Excellence
NTSCA EXCO	National Transmission South Africa Executive Committee
ESCAP SES	ESCAP Social & Ethics Committee Meeting

5. Revisions

Date	Rev	Coordinator	Remarks
May 2025	5	P Dondashe	Reviewed as per document review cycle to ensure alignment with the latest ISO 9001, ISO 14001 and ISO 45001 standards, including new business requirements practices for its operations and processes.
October 2020	4	K Modiole	Adding the word "environment".
August 2020	3	K Modiole	Align to the requirements of the latest ISO 9001, ISO 14001 and ISO 45001 standards and new business requirements.
August 2016	2	L Cloete	Update of policy based on revised ISO 9001 and 14001 standards; change in Eskom's registration name; changed to refer to other standards as may be applicable; aligned to Corporate Plan; and the appointment of a new Group Chief Executive.
August 2013	1	S Sambo	Update of policy based on revision date, while taking into account Eskom's strategic imperatives, changed structure and additional Eskom values.

CONTROLLED DISCLOSURE

Date	Rev	Coordinator	Remarks
August 2010	0	TL Ndlela	This policy supersedes 32-94 and 32-7 SHE and Quality Policies. The contents of both policies were revised and incorporated into one policy, which was reallocated the reference number 32-727 in accordance with the Eskom Documentation Centre (EDC) requirements.

6. Development team

The policy was reviewed by the Risk and Sustainability Business Unit, incorporating inputs from the divisions/groups across Eskom Holdings SOC Ltd and its subsidiaries.

7. Acknowledgements

A special thanks to the review team for their valuable contribution and dedication in shaping and reviewing this policy and the SHEQ structure.

CONTROLLED DISCLOSURE