



**PEAKING OU
CONTRACTOR OHS&Q
MANAGEMENT PLAN**

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**PEAKING OU
CONTRACTOR OHS&Q
MANAGEMENT PLAN
2024/25 to 2026/27**

Revision 2

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EXECUTIVE SUMMARY

Contractors play a major role at Eskom, and significant efforts are necessary to adopt and improve safe systems of work throughout the organization in order to ensure continuous improvement on safety performance in the quest for Zero Harm. Eskom relies heavily on contractors to provide specialized expertise and services for various scopes of work/projects. According to Eskom incident analysis, a considerable majority of work-related fatalities are due to contractor activities that are inherently involving high risk. This has highlighted the need for a greater emphasis on occupational health and safety (OHS) in contractor management.

Supplier quality management (SQM) is a critical activity for any business that relies on suppliers in the provision of their product or services. It involves managing, monitoring and responding to changes in the supplier's ability to fulfil customer's needs on time and to the agreed specifications (legal; statutes; regulatory; technical; product performance and client specific requirements).

The contractor Occupational Health Safety and Quality (OHS & Q) management plan describes the roles and responsibilities, the key focus areas, and the initiatives that will be prioritised over the short to medium term (three years) in line with the Peaking objective and targets as listed below:

- 1 Reduce contractor-related medical incidents from two to zero.
- 2 Reduce struck against/stuck, contact with fumes/electricity and wasp insect bites incidents by analysing the root causes contributing to the incidents encountered by the business.
- 3 Create a strong safety culture and improve workplace morale by strengthening partnership between the business and its employees through behaviour-based observations.

As a result, Peaking leadership should demonstrate commitment by taking the lead in implementing this Contractor OHS & Q Management Plan through developing a Business Unit specific action plan to implement this Peaking Contractor OHS & Q Management Plan. To ensure the success of the plan, relevant and applicable contractor and Eskom employees must be informed about the plan and execute their responsibilities and tasks at all levels.

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APPROVAL's PAGE

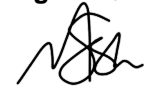
PEAKING OU CONTRACTOR OHS & Q MANAGEMENT PLAN 2024/2025 TO 2026/2027

This Contractor OHS & Q Management Plan has been accepted and approved by:

Name	Designation
Nathi Ndlovu	Risk and Assurance Manager
Avi Singh	General Manager (GM)

Signed off by:

Date:



2024-10-21

Avi Singh

General Manager (GM)

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 unauthorized modifications, disclosure and/or destruction, as well as to assure the confidentiality integrity and availability of Eskom's information resources."

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1. INTRODUCTION

1.1 Scope of the Contractor OHS & Q Management Plan

This document was developed to proactively and effectively design feasible systems and procedures for managing Peaking contractor management process and, as a result, improve overall contractor health, safety and quality performance. The plan will be implemented over three years and will be reviewed annually to ensure compliance with Eskom, legal and other requirements and when necessary.

The requirements contained in this document shall apply throughout Peaking OU. The plan's effectiveness is dependent on competent resources, management commitment, and the availability of finances.

1.2 Supporting Documentation

This Contractor OHS & Q Management Plan - should be read in conjunction with the following documents:

1. ISO 9001	Quality Management System
2. ISO 14001	Environmental Management System
3. ISO 45001	OHS Management System
4. ISO 31000	Risk Management – Principles and Guidelines on Implementation
5. 240-112651496	Eskom OHS Strategy
6. 240-5430191841T	OHS Contractor Management Model
7. 240-56926886	Improvement plan
8. 32-136	Eskom Contractor Health and Safety Requirements Standard
9. 32-726	Contract and Contractor OHS Management

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1.3. Occupational Health, Safety and Quality background

As part of Eskom, Generation has a social, moral, and legal obligation to safeguard and protect people and assets, as well as to supply the country with dependable electricity, increase the economy, and improve people's lives. In terms of Generation's Eskom's Occupational Health and Safety (Fire Risk Management and Hygiene), Head office provides guidance and support in terms of advice, reporting and assurance, the Business Units have OHS & Q and other resources to manage day-to-day routine and compliance activities.

Managing supplier quality can bring many benefits to an organisation such as increase in product quality; boost bottom line; enhance business' performance and reputation. On the contrary, poor management of supplier quality can lead to lost sales, costly recalls, penalties for non-conformity or legal action.

1.4 Current state

In the past financial year, Peaking contractor performance was below the tolerance level; however, the number and nature of injuries continues to be a concern.

Peaking is on a journey towards achieving Eskom's Zero Harm value. Committed leadership, effective incident management, under-reporting of near-misses, non-compliance with policies, standards, and procedures, and gaps in risk management processes such as risk assessments, non-adherence to PPE and OHS training are just a few of the challenges that Peaking faces.

1.5 Contractor management OHS & Q key challenges.

Some of the key challenges are as follows:

1. Lack of accountability by contract custodians regarding effective management of occupational health and safety.
2. Poor processes and systems in terms of understanding and application of procedures, policies, and standards by BU.
3. Misalignment regarding human performance processes, with reference to human error prevention, defence in depth, safety culture, behavioural observations, and visible felt leadership.


1.6 Emergency work

The nature of the business sometimes creates conditions where emergency work must be performed and whenever this type of work is carried out, safety tends to be compromised.

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1.7 Constrained resources

Safety & quality may be neglected as a result of the business's need to use its resources as efficiently as possible due to resource constraints.

1.8 Contractor Safety & Quality culture

Although contractors carry out a variety of tasks, their financial viability takes precedence above their employees' safety & quality and Eskom also does not adequately monitor or oversee the work of contractors.

1.9 Emerging contractors/risks

Eskom is a State-Owned Corporation (SOC) that is anticipated to boost the economy of the country. This includes using emerging contractors that frequently lack a safety & quality conscious attitude while working for or on behalf of Eskom.

1.10 Strategic Objectives and Initiatives

The objective outlined below is aligned with the objective as mentioned in the Generation Improvement plan as objective number 5 with the aim to sustainably manage OHS risks, position OHS within Eskom, and enhance contractor OHS & Q performance by 2026/27FY.

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Action Required	Responsible Person	Comments	Target Date
<p>BUs to have safety engagements between BU leadership and contractor leadership.</p> <p>All stations OHS professional to support and ensure that their contractors attend the engagement and follow-up on the actions that came out of the engagement.</p>	<p>OHS Practitioners</p> <p>OHS Practitioners</p>	<p>Peaking to conduct safety engagement with the contractor on bi-annual basis.</p> <p>All OHS professional to remind their contractor's representative to attend the scheduled meeting.</p>	<p>30 April 2025</p>
All Contract Managers to ensure that contractor KPI's for performance monitoring include OHS compliance requirements on	OHS Practitioners	During tender process there should be contractor KPI's reflected on works information or on the NEC.	30 April 2025

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all contracts entered into from 1 May 2024.			
BUs to categorise all contractors according to site-specific risk categories based on the scope of work, and effectively manage the risk associated with contract deliverables (H, M and L) .	OHS Manager	OHS manager to provide the Peaking template for contractor risk profile and audit schedule to all OHS practitioners.	30 April 2025
Conducts audits on contractor safety and provide assurance that suppliers are effectively managing OHS on ongoing basis as per the OHS requirements and specification.	OHS Manager	OHS Manager to update the OHS requirement/specification	30 April 2025
	OHS Practitioners	OHS practitioners to do internal audit as per the model/ audit schedule	1 June 2025
Analyse the trends for incident on quarterly basis, communicate findings and appropriate actions to contractors' action, and monitor regularly.	OHS Practitioners	OHS practitioner to do trends analysis on contractor incidents	30 April 2025
GMR 2.1 to conduct outage permit reviews regularly to determine level of compliance	GMR2	The issuing and management of permits during outages is the exclusive responsibility of the Maintenance and Ops departments from the site.	30 April 2025

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		<p>In addition, we already have the following controls in terms of our perimetry:</p> <ul style="list-style-type: none"> • Weekly sampling and checks by Ops Supervisors (Station level) • 6 Monthly self-assessments (Station level) • Periodic PSR/ORHVS peer-reviews (Gx level) <p>GMR2 will ensure that the above takes place during his site visits to stations.</p>	
<p>BUs to coordinate and monitor the implementation of the Legal Liability Training (LLT) and ensure that all site contract custodians are trained by 30 January 2024.</p>	OHS Practitioners	<p>OHS Practitioners to identify the site contract custodian if they attended the LLT if not EAL should be involved for requesting training</p>	30 April 2025
<p>BUs to implement and monitor competency matrix guideline for contractor representatives.</p>	OHS Practitioners	<p>Contractor site manager & contractor supervisor (HIRA, Incident investigation training, Supervisor training, Legal liability), Safety Officer (SAMTRAC, HIRA, Incident investigation training, Legal liability training, knowledge and understanding of ISO 45001,</p>	30 April 2025

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		Minimum work experience of 2yrs, OHS Diploma (applicable to contracts which are 3 years and more). The competency requirements have been included in the Peaking OHS specifications Rev 2	
BUs to standardise OHS file requirements for all new contracts and conduct audits quarterly to verify standardisation of OHS requirements/Safety file across the BU.	OHS Manager	OHS Manager to conduct regular audits to verify standardisation on sites	30 April 2025
BUs to implement and regularly monitor compliance with the dashboard, submit dashboard on quarterly basis.	OHS Manager and OHS Practitioners	OHS Manager to send dashboard at quarterly basis to all OHS practitioners for them to complete and send back to the manager for consolidation.	30 June 2025
BUs to identify members that will be appointed as members of the work group.	OHS Manager	OHS Manager and one OHS Practitioner has been appointed as members of the workgroup representing Peaking.	30 April 2025

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2. OHS CONTRACTOR/SUPPLIER MANAGEMENT KEY PERFORMANCE INDICATORS (KPI'S)

1. Maintain Health and Safety file and compliance to the health and safety plan, Eskom OHS specification and applicable legislation as amended.
2. Always maintain good housekeeping where the task is being executing and/or within the area of responsibility.
3. Implement and monitor near miss reporting strategy / programme (reporting of near misses).
4. Develop and comply to Behavioural Safety Observation (BSO) and Planned Job Observation programmes(PJO).
5. Maintain zero fatalities for the duration of the contract.
6. At any given point, the OHS performance must be within the lost time injury (LTI) tolerance level as amended.
7. All incidents must be reported immediately or before the end of the particular shift during which the incident occurred.
8. All incident investigations shall be completed within 30 days of the occurrence of an incident.
9. Incident investigation recommendations shall be closed within the recommended time frame recorded in the Incident investigation report.
10. Close audit findings as per the Eskom procedure or audit report recommended time frames.
11. Close Non-conformance as per the recommended time frames.

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3. QUALITY CONTRACTOR/SUPPLIER MANAGEMENT KEY PERFORMANCE INDICATORS (KPI'S)

Contractor quality key performance indicators (KPIs) are metrics that measure the success of quality management activities of working on a specific contract. These indicators help to ensure that contractors are meeting the quality requirements of the project and delivering the quality of work that is expected.

1. Compliance with project specifications and contract requirements.
2. Zero defects in workmanship.
3. Contractor personnel to have the qualification and training for the job.
4. Contractors and their teams to effectively communicate and be responsive.
5. Contractor to adhere to project budget and timelines.
6. Contractor to have effective quality management system.

These KPIs will help Eskom to monitor and evaluate contractor performance, identify areas for improvement, and ensure that the project is delivered with the desired level of quality.

3.1 Quality Management System

To assure the quality of products and services for customers, the contractors shall establish, document, implement, and maintain a quality management system (QMS) that complies to ISO 9001:2015 and continually improve its effectiveness.

3.2 Management Commitment

- The commitment of Contractor management to quality shall be stated in the contractor quality or SHEQ policy. In addition, this commitment must be ensured by conducting management reviews and making the required resources available.

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- The contractor shall supervise the quality system in order to ensure continuous compliance with the applicable laws, regulations and standards.

3.3 Risk and Opportunities

The contractor management team performs project risks and opportunities review and analysis regularly during the project execution in line with the Peaking Integrated Risk Management Plan (167A/8493).

3.4 Resources

In order to meet employer requirements and project management needs, contractors must ensure that the necessary resources, including personnel, materials, and infrastructure, are available and allocated to the project.

3.5 Competence, Training and Awareness

The contractor recruitment and job allocation process ensure that the personnel employed have the necessary competence to perform the work in an effective and efficient manner.

The contractor to ensure that each employee undergoes an annual assessment to gauge their effectiveness in performing their duties, identify areas requiring additional training, and identify any necessary changes or actions.

3.6 Quality Audits

Contractors must conduct internal quality audits to verify compliance of all project activities with the ISO 9001 Standard and planned programs, as well as to assess the effectiveness of the quality system. Contractors must forward a copy of the audit report to Eskom.

4. ROLES AND RESPONSIBILITIES

4.1 Peaking OHS & Quality Senior Advisors shall:

- Ensure that Peaking BU has the contractor OHS & Q Management Plans in place.
- Monitor progress on the plan.
- Provide support to various departments in the implementation of the plan.

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4.2 Contract/Project /Outage Managers shall:

- Communicate the BU plan to their contractors.
- Provide direction and guidance on how contractors should implement their processes so that they are in line with the Peaking Contractor OHS & Q Management Plan.
- Track and review contractors progress on implementation of the plan and present in BU Management and SHEQ meetings

4.3 BU General Manager shall:

- Review and approve the BU specific Contractor OHS & Q Management Plan.
- Hold departmental managers accountable for the implementation of the plan and OHS&Q performance.

4.4 Eskom and contractor employees shall:

Cooperate with the employer to ensure achievement of objectives of the Contractor OHS&Q management plan.

4.5 Risk and Assurance Manager shall:

- Provide resources to the department to ensure the effective implementation of the plan.
- Ensure that mitigation plans to address any deviation from the plan are in place.

5. ABBREVIATIONS

Abbreviation	Explanation
OU	Operating Unit
OHS	Occupational Health and Safety
PPE	Personal Protective Equipment
OHS&Q	Occupational Health, Safety and Quality

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6. DEVELOPMENT TEAM

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

- Nathi Ndlovu
- Nelisiwe Zwane
- Pumi Tengani

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