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1 Introduction

The strategic intent of Eskom Holdings Limited is to build the powerbase for sustainable growth and development – generating a sustainable foundation for growth and creating value for stakeholders and society, while reducing the safety, health, and environmental impact of our operations. Through this policy, we commit ourselves to excellence in safety, health, and the environment and confirm to all employees, contractors, visitors, stakeholders, and the public that we will conduct our business in a caring, responsible manner. We will implement sustainable strategies to develop and manage the entire electricity value chain so as to deliver high-quality, affordable electricity in a changing business, social, natural, and political environment, without compromising future sustainability.

We will continuously advance our business practices in line with international best practice, legislative requirements, and corporate best practice innovations. The implementation of this policy will be measured progressively to ensure sustainable excellence in safety, health, and environmental management. Accountability for safety, occupational health, and environmental management will be held by the Board of Directors, including the Chief Executive. Compliance with the Safety, Health, and Environment Policy and applicable regulations shall be the responsibility of every employee and contractor.

2 Policy statement

2.1 Policy principles (guiding principles by which we operate)

- We are committed to safety, health, and environmental excellence and will conduct business with respect and care for people and the environment and, in so doing, will ensure that adequate resources are available for SHE management.
- We believe that all injuries and occupational illnesses, as well as safety and environmental incidents, are preventable, and our goal for all is zero. We will also promote off-the-job safety for all our employees.
- We will engage key stakeholders, including employees and organised labour, on all elements of SHE issues.
- We will continuously appraise our SHE performance with the objective of continuous sustainable improvement.
- We will ensure that SHE is an integral part of our operations and that no operating condition, or urgency of service, can justify endangering the life of anyone or cause injury or damage to the environment.
- Management in each business will be responsible for educating, training, and motivating employees and contractors in relation to SHE issues.
- We will work with suppliers and customers to integrate SHE issues into their operations, and contractors working under our supervision, or on Eskom premises, will comply with this policy.
- This policy will apply wherever Eskom operations exist or Eskom operates, including subsidiaries.
- This policy will apply during the evaluation of all contracts, projects, and proposals.

2.2 Policy

Eskom, as a provider of energy and associated services, will:

1. establish appropriate management systems to address safety, occupational health, and environmental issues with a view to minimising risk and ensuring duty of care and the management of pollution and environmental degradation, performance monitoring, and continuous improvement;

2. comply with all legislative and policy requirements and, in the absence of appropriate principles, set standards to meet the objectives of this policy;
3. promote open communication on SHE issues with employees and all stakeholders;
4. educate, train, motivate, and develop its employees in terms of occupational health, safety, and environmental issues;
5. provide and maintain a safe and healthy work environment and protect individuals against risk associated with occupational health and safety arising out of Eskom's business; and
6. contribute towards sustainable development through cost-effective resource use and efficient production, distribution, and use of energy.

Details relating to the implementation of these elements are included in Annexure A.

2.3 Supporting documents

Additional policies and procedures may be developed in support of the aims and objectives of this document and are seen as equal in stature. Provisions of this document will apply to all policies developed in terms of this clause, except where specifically stated. Controlled documents developed in terms of this clause are listed in Annexure B.

3 Supporting clauses

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3.1 Scope

3.1.1 Purpose

This policy serves as the basis for environmental, occupational health, and safety management in the Eskom Group inside and external to South Africa and relevant subsidiaries and to ensure uniformity in the application thereof in all applicable operations.

3.1.2 Applicability

This policy shall apply throughout Eskom Holdings Limited and its divisions, subsidiaries, and entities wherein Eskom has a controlling interest, including identified contractors, suppliers and service providers, and customers of Eskom and Eskom subsidiaries, where significant impacts and risks may occur.

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Where Eskom has significant influence in entities and/or operations, including instances where Eskom may be contractors, this policy will be applied in those areas directly under the control of Eskom, and due process will be followed to influence the entity or operation to comply with the requirements of this document.

3.2 Normative/informative references

Parties using this policy shall apply the most recent edition of the documents listed below:

- The United Nations Global Compact
- Constitution of the Republic of South Africa Act, No 108 of 1996
- International Conventions, including but not limited to Basel, Kyoto, etc.
- National legislation, including but not limited to NEMA, OHSA, and COID
- SANS 14001: 2005, Environmental management systems – Specification with guidance for use

3.3 Definitions

3.3.1 Compliance audit: any audit designed in such a way that it will measure/evaluate compliance with legal and Eskom requirements, including identified good practices.

3.3.2 Contractor: registered business or employer to whom a contract is awarded to conduct business on behalf of Eskom.

3.3.3 Controlling interest:

- a) the ownership or control (directly or indirectly) of more than 50% (fifty per cent) of the voting share capital of the relevant undertaking;
- b) the ability to direct the casting of more than 50% (fifty per cent) of the votes exercisable at general meetings of the relevant undertaking on all, or substantially all, matters; or
- c) the right to appoint or remove directors of the relevant undertaking holding a majority of the voting rights at meetings of the Board on all, or substantially all, matters.

3.3.4 Incident (environmental related): "incident" means an unexpected sudden occurrence, including a major emission, fire, or explosion, leading to serious danger to the public or potentially serious pollution of, or detriment to, the environment, whether immediate or delayed.

3.3.5 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 the physical, chemical, aesthetic, and cultural properties and conditions of the foregoing that influence human health and well-being.

3.3.6 Event: SHE happenings reported by BUs to groups and ELC, including all media and occurrences and issues in contravention of legislation and within legal parameters.

3.3.7 Hazard: means a source of, or exposure to, danger.

3.3.8 Incident (occupational health and safety related): undesired accidental event that results in injury, damage, or loss.

3.3.9 Occupational health and safety: includes occupational hygiene, occupational safety, occupational medicine, fire safety, and public safety and emergency preparedness.

3.3.10 Pollution: means any change in the environment caused by:

- i) substances;
- ii) radioactive or other waves; or
- iii) noise, odours, dust, or heat;

emitted from any activity, including the storage or treatment of waste or substances, construction, and the provision of services, whether engaged in by any person or an organ of state, where that change has an adverse effect on human health or well-being or on the composition, resilience, and productivity of natural or managed ecosystems or on materials useful to people, or will have such an effect in the future.

3.3.11 Risk: the probability that injury or damage will occur.

3.3.12 Safety: the management and control of associated risks to provide an environment that is safe for people to work in.

3.3.13 Significant influence: the power to participate in the financial and operating policy decisions of the entity, but not control over those policies.

3.3.14 Subsidiary: Eskom Enterprises and the line divisions, should they become incorporated, or any other company in which Eskom Holdings Limited is a holding company controlling a majority of the votes (that is, more than 50%).

3.3.15 Sustainability: the integration of sustainable development into business strategy, practices, and operations.

3.3.16 Sustainable development: meeting the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is also defined as the integration and consideration of three pillars, namely, economic, social, and environmental issues.

3.4 Abbreviations

3.4.1 BSC: Board Sustainability Committee

3.4.2 COID: Compensation for Occupational Injuries and Disease

3.4.3 ELC: Environmental Liaison Committee

3.4.4 ExCo SSC: Executive Committee Sustainability Sub-committee

3.4.5 GMCS: General Manager Corporate Sustainability

3.4.6 EXCO: Executive Management Committee

3.4.7 OHSA: Occupational Health and Safety Act

3.4.8 OHSLC: Occupational Health and Safety Liaison Committee

3.4.9 SHE: Safety, Occupational Health, and Environment

3.4.10 SLC: Sustainability Liaison Committee

3.4.11 CTAD: Corporate Technical Audit Department

3.4.12 BUs: Business Units

3.5 Roles and responsibilities

3.5.1 The Chief Executive, as the Chief Safety Officer of Eskom, has the accountability to ensure that this policy is implemented.

3.5.2 Managing Directors shall be responsible and accountable for the development, implementation, and performance of the appropriate SHE management systems in their respective divisions.

3.5.23.5.3 The General Manager Corporate Sustainability (GMCS) shall establish mechanisms to ensure an Eskom coordinated and aligned approach to SHE management and shall ensure that issues relating to SHE performance are monitored and recorded. All areas of the organisation shall report on sustainability issues, and the GMCS shall complement the assurance function provided by CTAD to the SLC, ExCo SSC, and the BSC.

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- | **3.5.23.5.4** Each business unit manager shall provide his/her Managing Director with the assurance that all SHE issues that are appropriate to his/her business are being addressed. Each Managing Director will, in turn, provide the Chief Executive with a letter of assurance to this effect.
- | **3.5.23.5.5** Supervisors shall be responsible for SHE issues at work. This primarily means the prevention of accidents and injury to staff, contractors, and visitors and prevention of damage to the environment. It shall be the supervisors' responsibility to issue clear and explicit working instructions and to ensure, through good supervision, that work is carried out in accordance with SHE rules, practices, and instructions.
- | **3.5.23.5.6** Supervisors who are responsible for SHE at a work site shall be trained accordingly. Managers shall satisfy themselves that this training is adequate and that the supervisors' knowledge regarding SHE management is kept up to date.
- | **3.5.23.5.7** Employees have a duty as a condition of employment to reasonable care for their own safety and health and the safety and occupational health of their fellow workers and other persons who may be affected by their work.
- | **3.5.23.5.8** Employees and contractors shall report all incidents, near misses, unhealthy situations, unsafe acts and/or conditions, dangerous occurrences, legal contraventions, risks, pollution, etc. that come to their attention.
- | **3.5.23.5.9** Employees, contractors, and visitors shall wear all necessary personal protective equipment provided and ensure that it is kept in good condition.
- | **3.5.23.5.10** Each BU manager is to ensure that inspections and audits are conducted in the workplace to ensure SHE system success and to monitor effectiveness of safety programmes and continuous improvement.

3.6 Implementation

The implementation date is 1 January 2007.

3.7 Process for monitoring

Detailed monitoring requirements are through CTAD, the Environmental Liaison Committee, and the Occupational Health and Safety Liaison Committee.

3.8 Related documents

This policy works in conjunction with the Eskom Sustainability Strategy ESG 32-167. It supersedes the following documents:

- ESKPBAAD6, *Environmental Management Policy*
- ESKPBABN0, *Eskom Occupational Health and Safety Policy*

4 Authorisations

This policy has been seen and accepted by:

Name	Designation
TS Gcabashe	Chief Executive
B Nqwababa	Finance Director
EN Matya	Managing Director (Generation Division)
PJ Maroga	Managing Director (Transmission Division)
MM Ntsokolo	Managing Director (Distribution Division)
JA Dladla	Managing Director (Key Sales and Customer Service Division)
NL Angel	Managing Director (External Relations Division)
Dr SJ Lennon	Managing Director (Resources and Strategy Division)
ME Letlape	Managing Director (Human Resources Division)
PD Mbonyana	Managing Director (Corporate Division)
BA Dames	Managing Director (Enterprises Division)

5 Revisions

Date	Rev	Remarks
January 1995	5	Original number EVD1011. A policy with reference number ESKPBAAD6 was developed and published on the Eskom Documentation System.
November 1997	6	ESKPBAAD6 was revised and published.
March 2001	7	ESKPBAAD6 was revised and published.
January 1995	0	A directive with reference number ESKADAAQ9 was developed and published on the Eskom Documentation System.
July 1999	1	ESKADAAQ9 was revised and published.
October 2003	0	ESKADAAQ9 was converted into a policy, allocated a new reference number ESKPBABN0, developed, and published.
October 2005	0	The contents of policies ESKPBAAD6 and ESKPBABN0 were revised and incorporated into one policy, which was reallocated reference number 32-94 in accordance with the Eskom documentation requirements.

6 Development team

This document has been developed on behalf of the Environmental Liaison Committee, the Occupational Health and Safety Liaison Committee, and the Sustainability Liaison Committee, members of which have contributed at all levels of development.

7 Distribution

This policy is a public document and shall be published on the Eskom external website. Copies of the single-page summary of this policy, signed by the Chief Executive and Managing Directors, shall be displayed in strategic places.

Annexure A

Strategies for the implementation of the Safety, Health, and Environment (SHE) Policy

- 1 Establishing appropriate management systems to address safety, occupational health, and environmental issues with a view to minimising risk and ensuring continual improvement. This will include the prevention of pollution and environmental degradation and, where sustainable, will be supported by:**
 - ensuring compliance with SANS ISO 14001 or other appropriate quality standards;
 - integrating SHE issues into all aspects of the organisation;
 - determining, managing, and measuring the SHE impacts of Eskom activities;
 - monitoring, managing, and reporting incidents, accidents, and events;
 - setting and reviewing SHE performance targets;
 - ensuring that compliance audits are conducted;
 - ensuring the thorough investigation of accidents and incidents and taking appropriate corrective actions in case of deviations to prevent recurrence of similar incidents;
 - researching and instituting ways to improve SHE operations and impacts;
 - including environmental and safety considerations in procurement processes;
 - reporting on performance in terms of this policy;
 - benchmarking performance against other utilities; and
 - divisions will establish and implement procedures for identifying significant risks and impacts along the extended electricity value chain, as appropriate, in order to communicate and encourage continual improvement in SHE practices beyond the traditional boundaries of the Eskom group, for example, with contractors.

- 2 Complying with all legislative and policy requirements and, in the absence of appropriate principles, setting standards to meet the objectives of this policy will be supported by:**
 - ensuring that all legally required occupational health and safety and environmental factors and modern practices are taken into account in the design, construction, operation, and maintenance of all plant, machinery, equipment, and places of work;
 - taking best practice and local needs and conditions into account when setting standards;
 - while operating outside of South Africa (SA), local legislation or other mandatory standards will be applied if these exceed Eskom policy, without derogating from the local laws;
 - while operating outside of SA, where standards imposed by local legislation are lower than those specified by Eskom, Eskom standards and policies and SA legislation will be used, without derogating from the local laws;
 - in the absence of local legislative requirements while operating outside of SA, applying Eskom policy and South African legislative requirements to operations;
 - ensuring that the required statutory appointments are in place and that these appointees fulfil their duties in terms of the relevant legislation and standards; and
 - ensuring that incidents and events are reported to the necessary authorities as required by legislation and when appropriate.

Annexure A
(concluded)

- 3 Promoting open communication on SHE issues with employees and other stakeholders** will be supported by:
- communicating with employees, communities, and other concerned parties and stakeholders about Eskom's SHE programmes and performance; and
 - publishing verified SHE-related information, including major incidents or legal contraventions, in the Eskom Annual Report.
- 4 Educating, training, motivating, and developing its employees about safety, occupational health, and environment issues** will be supported by:
- ensuring that employees are aware of safety, occupational health, and environmental standards, rules, procedures, regulations, codes, and guidelines;
 - communicating on lessons learnt from incidents from a SHE perspective and revising procedures or policy where appropriate;
 - encouraging staff to develop a sense of SHE responsibility; and
 - giving due recognition to individuals and business units for exemplary occupational health, safety, and environmental performance.
- 5 Providing and maintaining a healthy and safe work environment and protecting individuals against risk to occupational health and safety arising out of Eskom's business** will be supported by:
- providing, evaluating, and maintaining all operational procedures and methods of work in the light of experience and new knowledge to proactively improve the management of occupational health, safety, and environmental risks;
 - ensuring that all the risks are identified and that measures are taken and implemented as may be reasonably practicable to eliminate or mitigate any hazard or potential hazard to employees before resorting to personal protective equipment;
 - maintaining discipline; and
 - ensuring that managers are accountable.
- 6 Contributing to sustainable development through efficient resource use and efficient production, distribution, and use of energy** will be supported by:
- striving for cost-effective and efficient production, transport, and use of energy, by monitoring performance, setting targets, and highlighting the impact of inefficient operations;
 - promoting the efficient use of materials, products, and services; and
 - sharing lessons learnt and striving for continual improvement.

Annexure B

Supporting documents

Following are policies and procedures developed in terms of paragraph 2.3:

Policy/procedure

- Climate Change Policy
- Renewable Energy Policy
- Land Policy
- Environmental Procedure
- Health and Safety documents