 Eskom	Directive	
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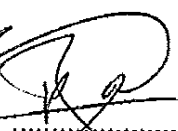
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1 Introduction

Eskom is committed to health and safety excellence, which forms an integral part of our operations. Eskom and its subsidiaries will conduct business with respect and care for people to ensure that no operating condition, or urgency of service, endangers the life of anyone or causes injury or damage to the environment. Eskom is committed to preventing all work related injuries.

At-risk behaviour leads to incidents. Cardinal Rules are non-negotiable safety rules that have been created to enforce zero tolerance of serious at-risk behaviours. These rules have been determined in terms of the consequences of the behaviours they describe, that is, if a particular set of behaviours or actions has a very high probability of causing disabilities or fatalities when performed.

Eskom Cardinal Rules complement our existing safety best practices and address safety procedures to be followed at all locations.

Five Cardinal Rules have been developed that will apply to all Eskom employees, agents, consultants, and contractors.

2 Directive statement

Cardinal Rules are safety rules that describe such extreme behaviour that all reasonable employees would agree that anyone knowingly and wilfully violating one of them is putting his/her life and any other lives in jeopardy and should be dealt with seriously. It must be noted that this does not detract from the requirements for safe behaviour for all other work related activities.

2.1 The Eskom Cardinal Rules

RULE 1: OPEN, ISOLATE, TEST, EARTH, BOND, AND/OR INSULATE BEFORE TOUCH (That is, any plant operating above 1 000 V)

No person may work on any electrical network unless:

- he/she is trained and authorised as competent for the task to be done;
- a pre-task risk assessment to identify all risks and hazards has been conducted prior to any work commencing;
- an equipotential zone is created for each worker on the job site by earthing, bonding, and/or insulating according to approved procedures;
- all conducting material is connected together, all staff on site wear electrical safety shoes, and insulating techniques are applied according to standards; and
- the authorised person (team leader) has certified and shown all team members that the apparatus is safe to work on.

NB: in the case of live work, work is to be conducted according to standards and procedures while maintaining minimum safe working clearance.

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RULE 2: HOOK UP AT HEIGHTS

Working at height is defined as any work performed above a stable work surface or where a person puts himself/herself in a position where he/she exposes himself/herself to a fall from or into.

No person may work at height where there is a risk of falling unless:

- a pre-task risk assessment to identify all risks and hazards has been conducted prior to commencing any work at height;
- he/she is appropriately trained;
- he/she is appropriately secured during ascending and descending; and
- he/she is using an approved fall arrest system where applicable.

RULE 3: BUCKLE UP

No person may drive any vehicle on Eskom business and/or on Eskom premises:

- unless the driver and all passengers are wearing seat belts.

RULE 4: BE SOBER

No person is allowed to work under the influence of drugs and alcohol.

“Under the influence” means the use of alcohol, drugs, and/or a controlled substance to the extent that:

- the individual’s faculties are in any way impaired by the consumption or use of the substances; or
- the individual is unable to perform in a safe, productive manner; or
- the individual has a level of any such substance in his/her body that corresponds to or exceeds accepted medical/legal standards; or
- the individual has a level of alcohol in his/her body that is greater than 0.02% blood alcohol concentration.

This includes any level of an illegal substance in the body, irrespective of when the substance was used.

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RULE 5: ENSURE THAT YOU HAVE A PERMIT TO WORK

Where an authorisation limitation exists, no person shall work without the required Permit to Work (PTW), which is governed by the Plant Safety Regulations, Operating Regulations for High Voltage Systems (ORHVS), etc.

- No plant is to be returned to service without the cancellation of all permits on that plant in accordance with procedure.

NB: in the case of live work, a “live work declaration form” is to be completed by the authorised person who is the person responsible for the safe execution of work according to relevant standards and procedures.

3 Supporting clauses

Index of supporting clauses

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3.1 Scope

This directive shall apply to all Eskom sites with the intention of promoting a safe working environment for all Eskom employees, agents, consultants, and contractors.

3.1.1 Purpose

This directive clarifies Eskom’s intention to enforce “zero tolerance” with respect to behaviour resulting in serious risk at the workplace.

3.1.2 Applicability

This directive shall apply throughout Eskom Holdings Limited, its divisions, subsidiaries, and entities wherein Eskom has a controlling interest, unless specifically exempted by the Eskom Executive Committee (EXCO), where the business transacted may be of a completely different nature to the core business of Eskom.

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3.2 Normative/informative references

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

3.2.1 Normative

32-196: Eskom Disciplinary Code

32-197: Eskom Disciplinary Procedure

ESKPVAEY6: Operating Regulations for High Voltage Systems

GGR 0992: Plant Safety Regulations (Low Voltage Regulations)

3.2.2 Informative

32-94: Eskom Health, Safety, and Environment Policy

Occupational Health and Safety Act 85 of 1993

National Road Traffic Act 93 of 1996

3.3 Definitions

Cardinal Rule: a rule that, if not adhered to, has the potential to cause serious harm to people. The consequences of violating this rule will result in a disciplinary process.

3.4 Abbreviations

3.4.1 CE: Chief Executive

3.4.2 MD: Managing Director

3.4.3 EDC: Eskom Documentation Centre

3.5 Roles and responsibilities

3.5.1 The Sustainability and Innovation Department shall:

- (a) ensure communication of the Cardinal Rules throughout Eskom Holdings Limited, its divisions, subsidiaries, and entities wherein Eskom has a controlling interest; and
- (b) ensure that the Assurance and Forensic Department monitor implementation of this procedure.

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3.5.2 All business units

The management at business unit level shall be responsible for:

- implementing the Eskom Cardinal Rules in their business units;
- communicating to all their employees the importance of compliance with the Eskom Cardinal Rules and the consequences of non-compliance with them. This includes communicating Cardinal Rules to all new employees;
- developing awareness material and managing the distribution thereof;
- receiving sign-off by all employees on their understanding and the implications of the Eskom Cardinal Rules and retaining copies thereof;
- developing additional Cardinal Rules for their specific high-risk activities if required; and
- identifying, recording, and investigating non-compliance with any of the Eskom Cardinal Rules.

3.5.3 Safety/Risk Managers

Safety/Risk Managers shall be responsible for keeping record of all non-compliances with the Eskom Cardinal Rules as well as other defined site-specific cardinal rules and requirements.

3.6 Consequences of violating a Cardinal Rule

In terms of general health and safety in Eskom, if any of the Cardinal Rules are not adhered to, it will result in a disciplinary process in accordance with the Eskom Disciplinary Code and Procedure, which will have the power of dismissal.

It must be highlighted that Eskom takes a ZERO TOLERANCE stance to violation of these rules and will, therefore, push for a sanction of dismissal during a disciplinary hearing.

3.7 Guidelines for implementation

1. Communicate the rule and the objective behind the rule. This is to ensure that employees comply with the rules.
2. Measure understanding and document acknowledgement of Cardinal Rules.
3. Make sure that all procedures, equipment, and training are in place and that any barriers to compliance are addressed.
4. Track and publish statistics for Cardinal Rule violations.
5. Ensure that there has been proper implementation and communication prior to invoking disciplinary processes. The role of supervisors and middle management in the implementation process is crucial.

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3.8 Process for monitoring

It is recognised that this directive requires a comprehensive roll-out in Eskom. Each division is required to have a process through which Cardinal Rule requirements are communicated and implemented. This includes receiving sign-off by all employees on their understanding and the implications of the Eskom Cardinal Rules and retaining copies thereof. Enforcement of Eskom Cardinal Rules will commence on 1 September 2008.

Business units are responsible for ensuring the understanding of, and compliance with, Cardinal Rules, and Assurance and Forensic Department will audit the implementation of, and adherence to, this directive.

3.9 Related documents

None.

4 Authorisation

This directive has been seen and accepted by:

Name	Designation
PJ Maroga	Chief Executive
B Nqwababa	Finance Director
ME Letlape	Managing Director (Human Resources Division)
E Johnson	Chief Officer (Networks & Customer Service)
MM Ntsokolo	Managing Director (Transmission Division)
JA Dladla	Managing Director (Special Project 2010)
Dr SJ Lennon	Managing Director (Corporate Services Division)
BA Dames	Chief Officer (Generation)
A Noah	Managing Director (Distribution Division)
Dr B Mothebedi	Acting Managing Director (Enterprises Division)

5 Revisions

Date	Rev.	Remarks
1 August 2008.	0	The document with reference number 32-421 was developed and approved.
3 December 2008	1	Annexure 1: Acknowledgement of Eskom Cardinal Rules of this document was removed. The references made to Annexure 1 in paragraphs 3.5.2 and 3.8 were also removed.

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6 Development team

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