

	<b>Scope of Work</b>	<b>Generation Komati Power Station</b>
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Title: **Refurbishment of the Dining Hall (Conference Facility), Foyer, and Sinobuntu Boardroom at Komati Power Station**

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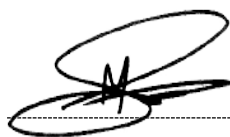
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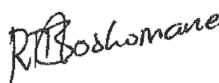


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**CONTROLLED DISCLOSURE**

## **1. INTRODUCTION**

Since the inception of the Just Energy Transition at Komati Power Station, there has been an influx of people to site, consequentially leading to increased usage of the Dining Hall and the Sinobuntu Boardroom to facilitate these engagements. These facilities have been subjected to degradation of critical equipment and infrastructure due to lack of anticipation of its usage prior to construction of renewable energy projects.

Theming the upgrade in line with the Just Energy Transition, will further enhance Komati Power Station, and Eskom's reputation in the transition space – depicting energy transition through the installation of energy efficient equipment.

## **2. SUPPORTING CLAUSES**

### **2.1 Scope**

#### **2.1.1 Purpose**

The purpose of this project is to refurbish and modernize the Dining Hall and Sinobuntu Boardroom at Komati Power Station to create functional, sustainable, and visually inspiring spaces that reflect Komati's transition from coal to green energy. The renovations aim to blend industrial heritage with modern design, enhance productivity and collaboration, and showcase the station's commitment to innovation, sustainability, and community development through upgraded infrastructure, smart technologies, and thematic branding.

#### **2.1.2 Applicability**

The scope of this service is applicable to the Refurbishment of the Dining Hall (Conference Facility) and Sinobuntu Boardroom Project

#### **2.1.3 Effective date**

This document is effective from the authorisation date.

### **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] Eskom Occupational Health and Safety Manual (32-726)
- [2] Eskom Standard: Construction Works Specification (240-61268528)
- [3] Eskom Branding and Corporate Identity Guidelines
- [4] Eskom Project Management and Engineering Procedures (PMBOK/PRINCE2 aligned)
- [5] Eskom Sustainability and Energy Efficiency Policy (GGP 1045)

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- [6] Occupational Health and Safety Act, No. 85 of 1993
- [7] National Building Regulations and Building Standards Act, No. 103 of 1977
- [8] National Environmental Management Act, No. 107 of 1998 (NEMA)
- [9] Electrical Installation Regulations (OHS Act)
- [10] Energy Efficiency Regulations, 2020 (Department of Mineral Resources and Energy)
- [11] SANS 10142-1: Wiring of Premises (Low-Voltage Electrical Installations)
- [12] SANS 204: Energy Efficiency in Buildings
- [13] SANS 10400-XA: Energy Usage in Buildings
- [14] SANS 1186 / SANS 1464: Safety and performance standards for luminaires and lighting components
- [15] SANS 941: Energy Efficiency and Labelling of Electrical and Electronic Apparatus
- [16] SANS 10366: Acoustics and sound insulation in buildings
- [17] SANS 10400-T: Fire Protection Requirements
- [18] SANS 10117: Painting of Buildings (Surface Preparation and Application)
- [19] SANS 10183: Interior Design and Finishes (as applicable to interior quality standards)
- [20] SANS 10114-1: Lighting of Indoor Workplaces

### **2.2.2 Informative**

- [1] ISO 14001: Environmental Management Systems
- [2] ISO 45001: Occupational Health and Safety Management Systems
- [3] ISO 50001: Energy Management Systems
- [4] ISO 9001: Quality Management Systems
- [5] LEED (Leadership in Energy and Environmental Design) Guidelines – for sustainable building design
- [6] WELL Building Standard – for occupant wellness and comfort (air, light, ergonomics)
- [7] ASHRAE Lighting and Ventilation Standards
- [8] Komati Just Energy Transition (JET) Framework
- [9] Eskom Sustainability Strategy and Green Energy Roadmap
- [10] ISO/IEC 30182: Smart City Conceptual Model (useful for smart control system integration)

### **2.3 Definitions**

<b>Word/Phrase</b>	<b>Definition</b>
As-Built Documentation	Final drawings and records reflecting the actual installed conditions after project completion.
Contractor's Representative	The person appointed by the EPC Contractor to act on its behalf in coordinating all works and communications with the Employer.

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Employer / Client	Eskom Holdings SOC Ltd, acting through Komati Power Station, the entity contracting the works.
Employer's Representative	Same as "Eskom Engineer"; acts on behalf of the Employer in all technical and contractual matters.
EPC Contractor	The appointed Contractor responsible for Engineering, Procurement, and Construction activities as defined in this Scope of Work.
ERA	Eskom Requirements Approval document (CGKM 0115) providing justification and baseline for this Scope of Work.
Eskom Engineer (Employer's Representative)	The person or team appointed by Eskom to administer, review, and approve technical and contractual matters on behalf of the Employer.
HSE	Health, Safety, and Environmental aspects associated with the project.
Implementation Readiness Approval (IRA)	Formal Eskom approval confirming readiness to commence project execution following design and planning completion.
Non-Conformance Report (NCR)	A documented record of deviation from specified requirements requiring corrective or preventive action.
Project Management Team (PMT)	The Eskom-appointed team responsible for overseeing project execution, monitoring progress, and ensuring compliance with Eskom's governance and quality requirements.
Works	All activities, services, and deliverables required to fulfil the obligations defined in this Scope of Work.

## 2.4 Abbreviations

Abbreviation	Explanation
AV	Audio-Visual
EPC	Engineer, Procure, and Construct
ERA	Eskom Requirements Approval
FAT	Factory Acceptance Test
HSE	Health, Safety, and Environment
ICT	Information and Communication Technology
IRA	Implementation Readiness Approval
JET	Just Energy Transition
LAN	Local Area Network
LED	Light Emitting Diode
LTI	Lost Time Injury
O&M	Operation and Maintenance
OHS Act	Occupational Health and Safety Act (No. 85 of 1993)
PMT	Project Management Team
QA/QC	Quality Assurance / Quality Control
SANS	South African National Standard
SAT	Site Acceptance Test

## 2.5 Roles and Responsibilities

### 2.5.1 Employer / Client (Eskom – Komati Power Station)

- Define project objectives, functional requirements, and performance criteria.

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- Review and approve design concepts, materials, finishes, and final layouts.
- Provide access to the site, utilities, and existing infrastructure information.
- Ensure compliance with internal Eskom governance, branding, and safety standards.
- Facilitate coordination between the Contractor, internal departments, and stakeholders.
- Review and approve all deliverables (drawings, designs, reports, visualisations) at each stage.
- Monitor project progress through site meetings, inspections, and milestone reviews.
- Make timely decisions on approvals, variations, and payment certifications.

### **2.5.2 EPC Contractor**

- Execute the full Engineering, Procurement, and Construction scope in accordance with the approved design and specifications.
- Develop detailed engineering designs, drawings, and technical documentation for approval.
- Procure and supply all required materials, furniture, fixtures, and equipment.
- Manage all subcontractors and suppliers to ensure quality, schedule, and safety compliance.
- Perform all construction, installation, and commissioning activities.
- Implement and maintain quality control, environmental management, and safety systems on site.
- Ensure all works comply with relevant SANS, OHS Act, and Eskom standards.
- Conduct pre-commissioning and testing of electrical, lighting, AV, and ICT systems.
- Provide as-built drawings, operation manuals, and warranty documentation at project handover.

### **2.5.3 Project Management Team (Eskom Appointed Representative)**

- Oversee project execution in accordance with contract terms, schedule, and budget.
- Review and verify design submissions and technical documentation.
- Ensure compliance with Eskom's engineering and safety procedures.
- Approve progress claims, variations, and extensions of time (as per contract provisions).
- Conduct regular inspections and witness testing, commissioning, and handover processes.
- Maintain project records, progress reports, and quality documentation.
- Facilitate communication between Eskom and the EPC Contractor.

### **2.5.4 Eskom Engineer (Employer's Representative)**

- Act as the technical authority and representative of Eskom for all engineering and design-related matters.

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- Review and approve the contractor's design documentation, drawings, and technical specifications to ensure compliance with the project scope, SANS standards, and Eskom requirements.
- Verify that all materials, equipment, and installations meet the approved quality and performance standards.
- Provide technical clarification and guidance to the EPC Contractor when required.
- Witness factory acceptance tests, on-site inspections, and commissioning activities.
- Confirm compliance of as-built works with the approved design and issue technical acceptance certificates.
- Participate in project progress meetings and assist the Project Manager in decision-making related to engineering and quality matters.

#### **2.5.5 Commissioning and Handover Team**

- Oversee system commissioning (lighting, AV, ICT, etc.) and verify functionality.
- Facilitate training for Eskom end-users on installed systems.
- Verify completion of all snags and issue Final Acceptance Certificates.

#### **2.5.6 Health, Safety, and Environmental (HSE) Officers – Pre-Contract Phase**

- Conduct pre-contract HSE risk assessments and identify potential safety, environmental, and health hazards related to the project.
- Review and endorse the HSE specifications and requirements to be included in the EPC contract documents.
- Verify that the Contractor's HSE Plan and documentation meet Eskom and statutory requirements prior to contract placement.
- Participate in the tender evaluation process to confirm compliance with HSE criteria.
- Provide the Project Management Team with recommendations and mitigation measures to ensure safe project execution.

**Note:** After contract award, ongoing Health, Safety, and Environmental supervision, compliance monitoring, and reporting will form part of the EPC Contractor's responsibilities, under oversight from the Project Management Team.

### **2.6 Process for Monitoring**

The purpose of monitoring is to ensure that all project activities under the EPC contract are executed in accordance with the approved design, specifications, quality, safety, environmental, and schedule requirements through continuous oversight by the Project Management Team.

Further details on the monitoring framework, reporting structure, and escalation process are provided in Section 3.10 (Monitoring and Reporting Process) of this document.

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## 2.7 Related/Supporting Documents

The following documents, records, and templates form part of this Scope of Work and must be used, referenced, or produced during project execution. All records shall be controlled and retained in accordance with Eskom's document management and quality assurance procedures.

Category	Document / Record Name	Description / Purpose
<b>Corporate Governance</b>	Eskom Project Management Procedure (32-726)	Defines Eskom's standard project execution and control processes.
	Eskom Construction Works Specification (240-61268528)	Standard requirements for construction activities and workmanship.
	Eskom Branding and Corporate Identity Manual	Ensures design and branding alignment with Eskom's corporate standards.
<b>Health, Safety, Environment &amp; Quality (HSEQ)</b>	Occupational Health and Safety Act (Act 85 of 1993)	Statutory safety compliance requirements.
	Eskom Safety, Health, Environment and Quality (SHEQ) Policy	Employer's commitment to zero harm and sustainable development.
	Contractor HSE Plan	Site-specific plan detailing safety, environmental, and risk controls.
	HSE Risk Assessment and Method Statements	Pre-contract and activity-specific hazard identification and mitigation.
	Environmental Management Plan (EMP)	Addresses waste handling, emissions, and environmental protection.
	Quality Assurance / Quality Control (QA/QC) Plan	Defines testing, inspection, and acceptance processes.
<b>Design &amp; Engineering</b>	Approved Design Drawings and Specifications	Issued for construction (IFC) drawings and technical details.
	Material Data Sheets (MDS) and Certificates of Compliance	Verifies compliance of products with SANS and Eskom requirements.
	Lighting Layouts and Electrical Schematics	For verification of energy-efficient lighting installations.

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	Audio-Visual and ICT Network Layouts	Defines system architecture and integration points.
	As-Built Drawings	Final verified drawings post-installation for record and maintenance use.
<b>Project Control &amp; Management</b>	Project Programme and Milestone Schedule	Baseline and updated schedules for monitoring progress.
	Progress Reports (Weekly / Monthly)	Formal record of project status, risks, and performance.
	Meeting Minutes and Attendance Registers	Evidence of coordination and decisions taken.
	Non-Conformance Reports (NCRs) and Corrective Action Logs	Track and close out deviations from quality or safety requirements.
	Change Control / Variation Orders	Formal record of approved scope or cost adjustments.
	Payment Certificates and Financial Reports	Verification of progress-linked payments.
<b>Testing &amp; Commissioning</b>	Test and Commissioning Reports	Evidence that systems meet performance requirements.
	Factory Acceptance Tests (FAT) / Site Acceptance Tests (SAT)	Verification of key equipment performance prior to acceptance.
	Final Handover / Acceptance Certificate	Confirms project completion and transfer of responsibility.
<b>Training &amp; Handover</b>	Operation & Maintenance (O&M) Manuals	Provide operating instructions for installed systems.
	Training Attendance and Competency Records	Evidence of end-user training and capability.
	Warranty Certificates	Supplier or contractor guarantees for installed equipment.
<b>Normative / Reference Standards</b>	SANS 10142-1, SANS 204, SANS 10400 Series, etc.	Applicable national standards referenced in the SoW.

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	ISO 9001, ISO 14001, ISO 45001, ISO 50001	International management system standards for quality, safety, environment, and energy.
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All project records, including electronic submissions, shall be stored in accordance with Eskom's Records Management Policy and maintained for a minimum of five (5) years after project close-out unless otherwise specified.

### **3. SCOPE OF WORK**

This section defines the full technical and functional scope applicable to the Refurbishment of the Dining Hall (Conference Facility), Foyer, and Sinobuntu Boardroom at Komati Power Station.

It outlines the objectives, execution approach, detailed work requirements, deliverables, and compliance criteria to be undertaken by the appointed Engineer, Procure, and Construct (EPC) Contractor under the direction and oversight of Eskom's Project Management Team.

#### **3.1 General**

This Scope of Work defines the Engineering, Procurement, and Construction (EPC) activities required for the refurbishment and modernization of the Dining Hall (Conference Facility), Foyer, and Sinobuntu Boardroom at Komati Power Station.

The Contractor shall deliver a fully functional, safe, and sustainable facility aligned with Eskom's Just Energy Transition (JET) objectives and the Transition to Green Energy theme.

#### **3.2 Objectives**

The objectives of the works are to:

- a) Refurbish and modernize existing facilities to create smart, energy-efficient, and multi-purpose engagement spaces.
- b) Demonstrate Eskom's commitment to sustainability, innovation, and community development through design and technology.
- c) Provide a venue suitable for training, stakeholder engagement, and public outreach in support of Komati's JET programme.
- d) Enhance visual identity, comfort, and functionality while maintaining compliance with Eskom standards and statutory regulations

#### **3.3 Project Location and Description**

The works shall be executed at Komati Power Station within the Station Service Building, encompassing:

- The Dining Hall (including foyer and lounge areas).
- The Sinobuntu Boardroom.

The Contractor shall limit all work to the identified facilities and immediate surrounds unless otherwise authorised in writing by the Employer.

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### **3.4 Execution Strategy**

- a) The project shall be executed under an Engineer–Procure–Construct (EPC) contract model.
- b) The Contractor shall be fully responsible for detailed design, procurement, installation, testing, and commissioning of all systems.
- c) The Contractor shall coordinate all site activities with the Project Management Team to avoid interference with ongoing station operations.
- d) The duration of the project shall not exceed four (4) weeks from Contract Placement to Project Completion.
- e) Work shall be performed during normal site working hours and over weekends, unless otherwise agreed.
- f) All work shall comply with Eskom’s safety, environmental, and quality requirements.

### **3.5 Detailed Technical Requirements**

#### **3.5.1 Concept and Design**

- The Contractor shall develop conceptual and detailed designs reflecting the Transition to Green Energy theme.
- Designs shall blend industrial heritage with modern sustainability principles.
- Deliverables shall include floor plans, lighting layouts, audio-visual integration, thematic branding concepts, 3-D visualisations, and material/colour boards for Employer approval.

#### **3.5.2 Civil and Structural Refurbishment**

- Inspect, repair, and repaint interior and exterior walls.
- Replace damaged ceiling panels, floors, and doors where required.
- Install sustainable materials (bamboo flooring, recycled panels) as specified.
- Apply low-VOC, eco-friendly paints in approved energy-transition colour schemes.
- Ensure finishes meet Eskom durability and quality standards.
- Refer to Annexure A for the general layout of the area.

#### **3.5.3 Electrical and Lighting**

- Upgrade electrical wiring and distribution boards to accommodate new systems, if required.
- Supply and install LED and solar-powered lighting with programmable smart controls.
- Provide ambient, accent, and feature lighting to highlight green-energy displays.
- Integrate motion sensors and dimmers to optimise energy usage.
- Ensure compliance with SANS 10142-1 and Eskom electrical standards.
- All electrical installations must comply with the Site Electrical Reticulation System.

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### 3.5.4 Audio-Visual and Smart Technology Systems

- Supply and install smart control panels for lighting, sound, and display equipment.
- Provide interactive digital screens showcasing Komati's transition journey.
- Install projection systems in the Boardroom and Hall with associated control interfaces.
- Integrate a high-quality sound system including wireless microphones, speakers, and mixers.
- All systems shall be centrally controllable, and network integrated.

### 3.5.5 Thematic Branding and Green Energy Features

- Develop visual storytelling panels depicting Komati's history and renewable future.
- Install 3-D wall features (e.g., turbine blades, solar panels, LED-lit globes).
- Include infographics on solar, wind, and battery technologies and community initiatives.
- Introduce biophilic elements (indoor plants, natural textures) to enhance sustainability aesthetics.

### 3.5.6 Furniture and Interior Fixtures

- Supply and install ergonomic, modular, and eco-friendly furniture.
- Dining Hall: provide audience seating, lounge area, podium, and elevated stage with JET-themed background.
- Sinobuntu Boardroom: provide modern conference furniture for minimum 20 persons, with integrated power/data access.
- All furniture shall be sustainably sourced or manufactured from recycled materials.

### 3.5.7 ICT and Network Integration

- Upgrade Wi-Fi and LAN infrastructure to support high-speed connectivity and smart systems, if required.
- Provide secure network integration for IoT and AV devices.
- Ensure compliance with Eskom ICT and cybersecurity requirements.

### 3.5.8 Project Management and Professional Services

- Provide design consultancy, supervision, quality assurance, and commissioning services.
- Include architectural, electrical, and AV specialists as required.
- Maintain a project schedule, risk register, and quality control records throughout execution.

## 3.6 Deliverables

The Contractor shall provide the following deliverables:

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- a) Approved design drawings and specifications.
- b) Material and product data sheets with compliance certificates.
- c) Installation, testing, and commissioning reports.
- d) Operation and Maintenance manuals.
- e) As-built drawings in electronic and hard-copy format.
- f) Warranty and guarantee documentation.
- g) Training records and hand-over certificates.
- h) Warranties and guarantees where needed.

### **3.7 Exclusions**

The following are excluded from this Scope of Work unless otherwise stated in writing:

- a) Major structural modifications or building extensions.
- b) Works outside the Dining Hall, Foyer, and Sinobuntu Boardroom footprint.
- c) Upgrades to external utilities not directly associated with this project.
- d) Furniture or equipment not specified in Section 3.5.6.

### **3.8 Schedule and Milestones**

The indicative schedule shall align with the approved ERA timeline:

- Contract Placement – 24 February 2025
- Detailed Design Completion – 01 March 2026
- Materials on-Site – 15 March 2026
- Implementation Readiness Approval (IRA) – 17 March 2026
- Project Completion – 31 March 2026
- Final Acceptance (Handover) – 14 April 2026

The Contractor shall submit a detailed Gantt schedule within ten (10) working days of Contract Award.

### **3.9 Quality and Compliance**

- a) All works shall comply with applicable Eskom standards, SANS, and the Occupational Health and Safety Act (Act 85 of 1993).
- b) The Contractor shall implement a Quality Management System conforming to ISO 9001.
- c) Environmental management shall conform to ISO 14001 and Eskom sustainability requirements.
- d) Safety management shall conform to ISO 45001 and the Eskom Safety Manual (32-726).
- e) All materials and workmanship shall be subject to inspection and acceptance by the Eskom Project Management Team.

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### 3.10 Monitoring and Reporting Process

#### 3.10.1 Monitoring Framework

Phase	Monitoring Focus	Responsible Party	Verification Method
<b>Design Planning &amp;</b>	Review and approval of design documentation, material specifications, and layout proposals.	Eskom Engineer / PMT	Design review meetings, comment registers, sign-off sheets.
<b>Procurement</b>	Validation of material quality, supplier compliance, and sustainability criteria.	EPC Contractor → PMT	Supplier QA documents, factory inspection reports, certificates of origin.
<b>Construction / Installation</b>	Monitoring site progress, quality control, and adherence to safety standards.	PMT	Site supervision, QA/QC checklists, safety inspections, progress photos.
<b>Testing &amp; Commissioning</b>	Functional and performance verification of all systems (lighting, AV, ICT, etc.).	EPC Contractor → Eskom Engineer	Commissioning test results, witness inspections, certificates.
<b>Handover &amp; Close-Out</b>	Final inspection, documentation, and sign-off of all works.	Eskom Engineer / PMT	Snag list closure, as-built drawings, O&M manuals, acceptance certificate.

#### 3.10.2 Reporting Requirements

- **Weekly Progress Reports:**  
The EPC Contractor shall submit a concise report to the PMT detailing completed works, planned activities, site issues, resource utilization, and mitigation measures.
- **Monthly Progress & Coordination Meetings:**  
The PMT shall convene meetings with the EPC Contractor and Eskom Engineer to review project status, milestones, financial progress, and risk items.
- **Quality and Safety Audits:**  
Conducted at key milestones to verify compliance with SANS standards, OHS Act, and Eskom procedures. Audit findings and NCRs must be formally closed before proceeding to the next phase.
- **Non-Conformance Reports (NCRs):**  
All deviations shall be documented and tracked through corrective and preventive action logs, with verification by the PMT.

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- Photographic and As-Built Documentation:

The EPC Contractor shall maintain photographic progress evidence and update as-built documentation throughout the project lifecycle.

### 3.10.3 Performance Measurement Indicators

- Compliance with approved schedule and milestone dates.
- Adherence to quality standards and material specifications.
- Safety performance (zero LTI target).
- Environmental compliance and waste management.
- Completion of deliverables and documentation to satisfaction of Eskom Engineer.

### 3.10.4 Corrective and Preventive Actions

- Any non-conformance or safety deviation identified will trigger immediate notification to the EPC Contractor.
- The Contractor must implement corrective measures within a defined timeframe and report closure to the PMT.
- Repeated or critical issues may lead to escalation to Eskom management and affect payment certification or contract performance evaluation.

### 3.10.5 Communication and Escalation Flow

A clear reporting and communication structure shall be maintained throughout the project lifecycle to ensure accountability and timely issue resolution:

Level	Reporting Path / Communication Flow	Purpose
Site Level	EPC Site Supervisor → PMT Site Representative	Daily coordination, safety, and progress reporting.
Technical Engineering Level	EPC Design Lead → Eskom Engineer	Design clarifications, drawing approvals, technical decisions.
Project Coordination Level	EPC Project Manager → Eskom Project Manager / PMT Lead	Weekly progress, resource allocation, schedule adherence, risk updates.
Management Escalation Level	PMT Lead → Komati Management / Senior Engineer	Escalation of unresolved issues, variation approvals, or delays.
Final Oversight	Komati General Manager / Stakeholder Forum	Strategic review, milestone validation, and project close-out endorsement.

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Communication Channels:

- Formal correspondence via email and document control system.
- Minutes of all meetings to be recorded and distributed within 3 working days.
- Urgent site issues (HSE, technical) to be communicated immediately via phone or direct messaging, followed by written confirmation.

#### 4. ACCEPTANCE

This document has been seen and accepted by:

Name	Designation
Shoki Mbowane	Operating and Production Manager
Thevan Pillay	Risk & Assurance Manager

#### 5. REVISIONS

Date	Rev.	Compiler	Remarks
11 November 2025	0	M Sott	First Issue
19 January 2026	1	M Scott	Duration, Schedule & Milestones amended.

#### 6. DEVELOPMENT TEAM

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

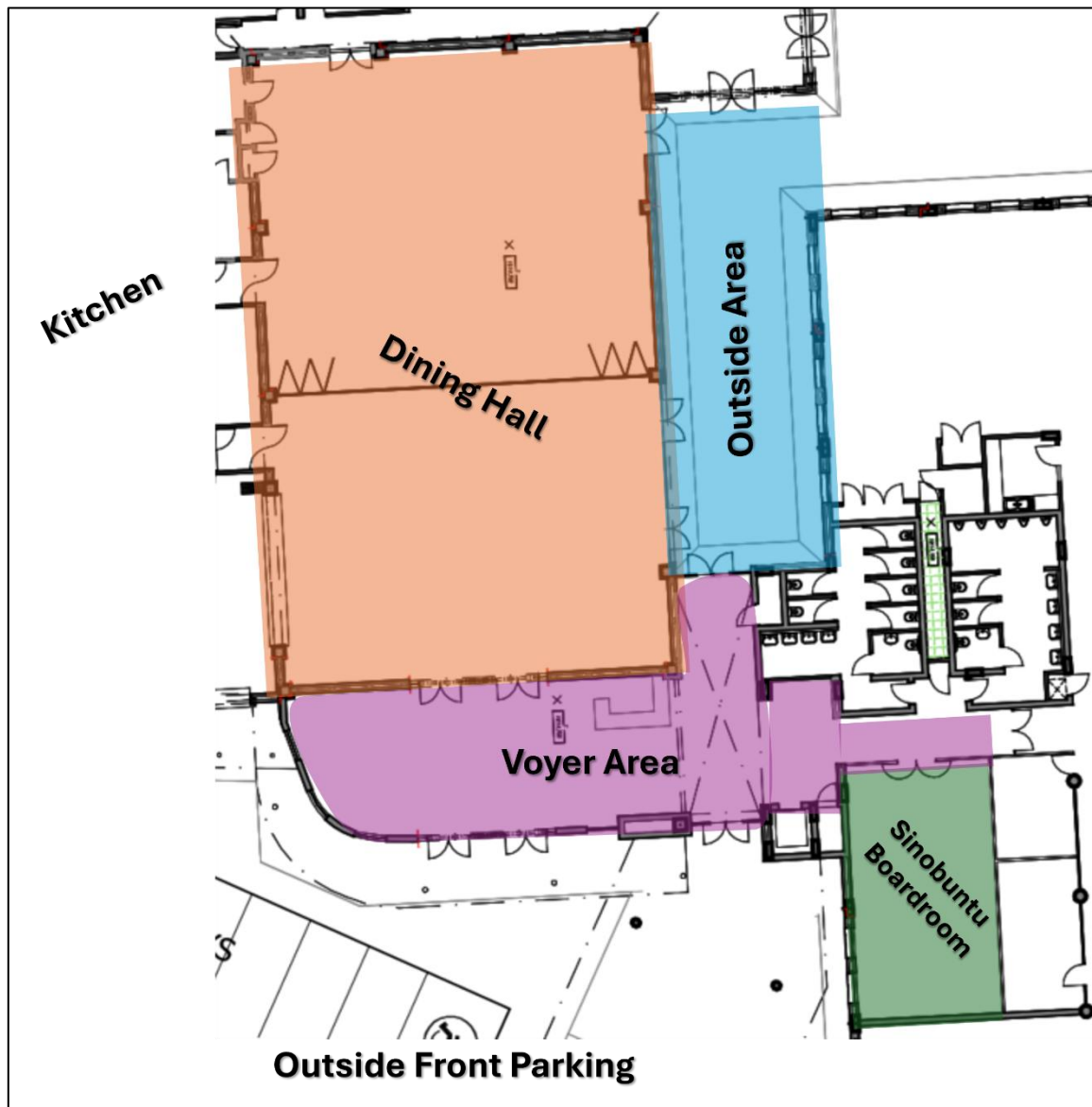
None

#### 7. ACKNOWLEDGEMENTS

None

#### CONTROLLED DISCLOSURE

## Appendix A – GENERAL LAYOUT



### Estimate Area Dimensions:

Dining Hall: 24.390m x 15.000m

Sinobuntu Boardroom: 9.700m x 5.600m

Voyer Area: 4.000m 20.000m

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