MEMORANDUM

To:	All Contract Custodians, Contractor Companies, Safety Practitioners, Supervisors, and Plant Managers.	Reference:	PPE NON-COMPLIANCE
From:	Avi Singh, General Manager, Peaking Operating Unit	Version:	1
Date:	04 February 2026		

SUBJECT: IMPLEMENTATION OF ROLES, RESPONSIBILITY, AND CONSEQUENCE MANAGEMENT FOR PPE NON-COMPLIANCE

PURPOSE

1. The purpose of this memorandum is to reaffirm and clarify the roles, responsibilities, and consequence management processes related to Personal Protective Equipment (PPE) compliance for all contractor employees and Eskom Peaking employees. This directive aims to ensure consistent application of the Eskom PPE Standard (240-44175132), promote safety, and prevent operational disruptions resulting from non-compliance.

BACKGROUND

2. Persistent PPE non-compliance by Eskom and contractor employees remains a concern in the stations, regularly identified during BSO activities, housekeeping, and routine plant walkdowns. These issues also consistently feature in monthly outage management reports. Business Units are therefore required to issue clear PPE compliance instructions, reinforcing standards and outlining consequence-management measures.

3. ROLES AND RESPONSIBILITIES

3.1 Contract Custodians

Ensure that the PPE Standard is included in all Pricing Schedules/Bills of Quantities (BoQ) and enforce compliance.
Identify minimum PPE requirements for contractor employees based on contract duration.
Ensure non-compliance clauses are included in all new contracts to prevent contractors from charging standing time resulting from work/activity stoppage.
Ensure contractors apply consequence management for non-compliant employees.
Ensure full compliance with the Eskom PPE Standard.

3.2 Contractor Companies

Issue PPE based on risk assessments.
Ensure PPE procured complies with Eskom PPE Standard (240-44175132).
Regularly inspect employee PPE for suitability and compliance.
Provide training on PPE usage and maintenance.
Apply consequence management for employees not complying with PPE requirements.
Sign off on PPE verification.
Ensure PPE is issued free of charge as per General Safety Regulations

3.3 Safety Department

Ensure PPE costs are included in tender Pricing Schedules/BoQs.
Create awareness on PPE compliance and Eskom procedure requirements through SHE induction.
Conduct contractor audits and inspections to monitor PPE compliance.

CONSEQUENCE MANAGEMENT

4. Contractor Employees

4.1 Employees not complying with PPE requirements must stop work immediately and leave the site. Supervisors, Site Managers, and Contract Custodians must be informed.
An enquiry must determine whether PPE was issued. If PPE was issued, the employee must be suspended, and consequence management implemented.
If the company failed to issue PPE, work must stop until PPE is issued, proof submitted, and an NCR issued.

5. **Eskom Employees**

5.1 Employees not complying with PPE requirements must stop working until an inquiry determines facts.
Should it be determined that the employee failed to use issued PPE willfully, the manager responsible must initiate consequence management and submit the outcomes to the Safety Department.

CONCLUSION

6. Compliance with PPE requirements is mandatory and essential for maintaining safety across all operational areas. All stakeholders are required to uphold these responsibilities. Failure to comply will result in strict consequence management actions in line with Eskom standards and contractual obligations.

Compiled by:

Nene Mkhize
SAFETY MANAGER
04 February 2026

Recommended/~~Not recommended~~

Nathi Ndlovu
RISK AND ASSURANCE MANAGER
04 February 2026

IMPLEMENTATION OF ROLES, RESPONSIBILITY, AND CONSEQUENCE MANAGEMENT FOR PPE NON-COMPLIANCE

Approved/~~Not approved~~

Avi Singh
GENERAL MANAGER PEAKING OU
Date: 2026-02-04