Eskom	Scope Of Work	Generation

Title: **Home-Work-Home Transport services for Eskom employees from Middelburg to Arnot Power Station and back on daily basis for a period of three (3) Years**

Document Identifier	**N/A**
Alternative Reference Number	**N/A**
Area of Applicability	**Arnot Power Station**
Functional Area	**Transport Department**
Revision	**1**
Total Pages	**16**
Next Review Date	**N/A**
Disclosure Classification	**Controlled Disclosure**

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Date:	**Date:**	**Date:** 27/07/2026	**Date:** 19/8/2027

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1. Introduction

This Scope of Work (SOW) defines the requirements for the provision of Home-to-Work-to-Home (HWH) transport services for authorised Eskom employees

Eskom's Arnot Power Station intends to appoint a suitably qualified, experienced, and established transport service provider with the necessary resources and capacity to provide safe, reliable, and efficient Home-to-Work-to-Home transport services The service will transport Eskom employees between designated pick-up points in Middelburg and Arnot Power Station and return them to the designated drop-off points on a daily basis

The contract will be for a period of three (3) years, during which the Contractor shall ensure uninterrupted transport services in accordance with the requirements of this Scope of Work, the conditions of contract, and all applicable legislative and Eskom requirements

2. Background

Arnot Power Station requires a structured, reliable, and efficient transport service to facilitate the safe and punctual transportation of authorised employees between designated pick-up points in Middelburg and Arnot Power Station

Due to the operational nature of the power station and the location of the facility, many employees depend on organised Home-to-Work-to-Home transport to report for duty on time and return home safely after completing their shifts The availability of a dependable transport service is therefore essential to support operational continuity, employee wellbeing, and productivity

The appointment of a competent Contractor is necessary to ensure the continuous provision of transport services that comply with all applicable South African legislation, road traffic regulations, occupational health and safety requirements, and Eskom's Safety, Health, Environment and Quality (SHEQ) requirements, including compliance with the Eskom Life-Saving Rules The Contractor shall provide transport services that meet the required standards of safety, reliability, quality, and customer service throughout the duration of the contract

3. Supporting Clauses

3.1 Scope

This document clarifies the scope of work to be executed at Arnot Power Station Transport services The Contractor shall provide comprehensive Home–Work–Home transport services for employees between designated pick-up/drop-off points and the workplace, including any ad hoc or special transport requirements as instructed by the Employer

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3.1.1 Purpose

The purpose of this contract is to

- Provide safe, reliable, and efficient Home–Work–Home transport services
- Provide safe, reliable, and efficient transportation for special trips as per Employees request
- Ensure employees arrive at work and depart from work timeously
- Promote employee safety and well-being during transportation
- Ensure compliance with all legal and regulatory requirements
- Establish clear service delivery standards and performance expectations

3.1.2 Applicability

This document is only applicable to Arnot Power Station Transport services

2.1.3 Effective date

This document is effective from the date of authorisation

3.2 Normative/Informative References

The Contractor shall comply with the latest editions of the following standards, legislation, and reference documents, unless otherwise specified in the Contract Where amendments or revisions are issued during the contract period, the most recent applicable edition shall apply

3.2.1 Normative

[1] ISO 9001 Quality Management Systems
[2] IS0 14001 Safety Management Systems
[3] National Road Traffic Act 93 of 1996

3.2.2 Informative

[4] Occupational Health and Safety Act (OHS Act) No 85 of 1993
[5] Administrative Adjudication of Road Traffic Offences (AARTO) Act No 46 of 1998
[6] Eskom Safety, Health, Environment and Quality (SHEQ) Policy and Procedures
[7] Eskom Life-Saving Rules
[8] Basic Conditions of Employment Act (BCEA)
[9] National Land Transport Act No 5 of 2009

[illegible]

3.3 Definitions

Definition	Description
National Road Traffic Act	is the primary legislation governing road traffic, vehicle standards, driver licensing, and road safety within the Republic of South Africa
Inspection	Inspection in a transport services contract involves routine and ad hoc evaluations conducted by the Service Provider and/or the Employer to ensure that transport services are delivered in accordance with the Scope of Work (SoW), SHEQ requirements, and agreed performance standards
Testing	Testing in a transport services contract involves planned and routine checks conducted by the Service Provider (and where applicable, witnessed or audited by the Employer) to confirm that all transport services are delivered safely, reliably, and in accordance with the Scope of Work (SoW)
Contractor	means, in terms of this SOW, wherever the word "contractor" is used, the following fixed-term contractors (non-permanent employees)

3.3.1 Disclosure Classification:

Confidential the classification given to information that may be used by malicious/opposing/hostile elements to harm the objectives and functions of Eskom Holdings Limited

3.4 Abbreviations

Abbreviation	Explanation
AARTO	Administrative Adjudication of Road Traffic Offences
COR	Certificate of Roadworthiness
PH	Public Holiday
ABS	Antilock Brake System
SoW	Scope of works
WS	Weather Station
KPI's	Key Performance Indicators

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Abbreviation	Explanation
SHEQ	Safe Healthy Environmentally Quality
SHE Rep	Safety Health Environment representative
HIRA	Hazard Identification Risk Assessment
OHS	Occupational Health and Safety
PPE	Personal Protective Equipment
SHE	Safety Health and Safety
DoA	Delegation of Authority

3.5 Process for Monitoring

The Employer will monitor the Contractor's performance to ensure compliance with this Scope of Work, agreed Key Performance Indicators (KPIs), and the conditions of contract

Performance Reviews

The Employer will monitor the Contractor's performance throughout the contract period to ensure compliance with this Scope of Work, the Conditions of Contract, and the agreed Key Performance Indicators (KPIs)

Formal performance review meetings shall be conducted at intervals determined by the Employer, or as otherwise required, to evaluate the Contractor's performance, discuss operational matters, review compliance with contractual obligations, and identify opportunities for continuous improvement Where performance deficiencies are identified, the Contractor shall implement corrective actions within the agreed timeframes

Key Performance Indicators (KPIs)

The Contractor's performance shall be measured against agreed Key Performance Indicators (KPIs), which will be used to assess the effectiveness and quality of the services provided

The KPIs shall be agreed upon between the Employer and the Contractor at the commencement of the contract and may be reviewed and amended annually, or as operational requirements dictate, subject to mutual agreement

The Contractor shall meet or exceed the agreed performance targets throughout the contract period Failure to achieve the required KPI targets may result in the implementation of corrective actions in accordance with the Conditions of Contract

The KPIs may include, but are not limited to, the following

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- Compliance with approved transport schedules and on-time pick-up and drop-off performance
- Availability and reliability of vehicles
- Vehicle cleanliness, housekeeping, and general condition
- Preventive maintenance and vehicle roadworthiness
- Compliance with this Scope of Work, contractual requirements, and agreed quality control measures
- Compliance with Eskom Safety, Health, Environment and Quality (SHEQ) requirements and Eskom Life-Saving Rules
- Driver competency, professionalism, licensing, and adherence to traffic legislation
- Passenger safety and the number of transport-related incidents, accidents, and complaints
- Responsiveness to breakdowns, emergencies, and service disruptions
- Customer satisfaction and effective resolution of complaints
- Submission of accurate reports and compliance with administrative requirements

3.6 Related/Supporting Documents

Relevant approve NEC Contract

4. SCOPE APPLICABILITY AND SERVICE REQUIREMENTS

4.1 Summary of Scope

The Contractor shall provide a safe, reliable, and efficient Home-to-Work-to-Home (HWH) transport service for authorised Eskom employees travelling between designated pick-up points in Middelburg and Arnot Power Station

The service shall include the daily transportation of employees from the approved collection points in Middelburg to Arnot Power Station before the commencement of their shifts and the return transportation from Arnot Power Station to the designated drop-off points after the completion of their shifts

The Contractor shall

- Provide roadworthy, licensed, and insured vehicles that comply with all applicable South African road traffic legislation and public transport regulations

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- Ensure that all drivers are suitably licensed, medically fit, trained, and competent to operate the assigned vehicles
- Operate the transport service according to the approved routes, collection points, schedules, and shift times as provided by Eskom
- Ensure punctual pick-up and drop-off of employees to support uninterrupted power station operations
- Maintain high standards of safety, cleanliness, comfort, and vehicle reliability throughout the contract period
- Provide sufficient transport capacity to accommodate all authorised passengers allocated to the service
- Comply with all Eskom safety, security, environmental, and site access requirements applicable to contractors operating at Arnot Power Station
- Promptly communicate any delays, breakdowns, accidents, or service disruptions to the Eskom Contract Manager and implement appropriate contingency measures to minimise disruption to employees

The Contractor shall be responsible for the planning, management, operation, maintenance, and administration of the transport service to ensure continuous, safe, and efficient transportation of Eskom employees on a daily basis throughout the duration of the contract

The Contractor will provide the following service:

- 21-Seater minibus to Provide Transport from Ext 18 to Arnot Power Station (PS) and back, Monday - Friday (excl Public Holidays)
- 21-Seater minibus to Provide Transport from Aerorand to Arnot PS and back, Monday - Friday (excl PH)
- 21-Seater minibus to Provide Transport from Dennisig/ Kanonkop to Arnot PS and back, Monday - Friday (excl PH)
- 21-Seater minibus to Provide Transport from Rockdale to Arnot PS and back, Monday - Friday (excl PH)
- 21-Seater minibus to Provide Transport from Eastdene/Aloe ridge/ Hlalamnandi and Rondebosch to Arnot PS and back, Monday - Friday (incl PH)
- 21-Seater minibus to Provide Transport from Mhluzi to Arnot PS and back, Monday - Sunday (incl PH)
- 21-Seater minibus to Provide Transport from Mhluzi to Arnot PS and back, Monday - Sunday (incl PH),
- 13-Seater minibus to Provide Transport from Mhluzi to Arnot PS and back, Monday - Sunday (incl PH), shift change
- 13-Seater minibus to Provide Transport from Downtown to Arnot PS and back, Monday - Sunday (incl PH),
- 13-Seater minibus to Provide Transport from Mineralia to Arnot PS and back, Monday - Sunday (incl PH),
- 13-Seater minibus to Provide Transport from Rockdale/Samrose/Hlalamnandi to Arnot PS and back, Monday - Sunday (incl PH), shift change

"Eskom" means Eskom Holdings SOC Ltd and its subsidiaries, including Eskom Rotek Industries SOC Ltd, Eskom Pension and Provident Fund, Eskom Finance Company SOC Ltd, Eskom Soweto Pipelines SOC Ltd, Eskom Trading SOC Ltd, Eskom Transmission Development Company SOC Ltd, Eskom Uganda Limited, Eskom Zambia Limited, Eskom Zimbabwe (Private) Limited, Eskom Zimbabwe Trust, Eskom Zimbabwe Trust (Private) Limited, Escap Limited, Escap Mauritius Limited, Escap Mozambique Limited, Escap Namibia (Pty) Limited, Escap Zambia Limited, Escap Zimbabwe (Private) Limited, Escap Zimbabwe Trust, Escap Zimbabwe Trust (Private) Limited, Escap Zimbabwe Trust (Private) Limited, Escap Zimbabwe Trust (Private) Limited

- 13-Seater minibus to Provide Transport from Ext 18/Aerorand to Arnot PS and back, Monday - Sunday (incl PH), shift change
- 13-Seater minibus to Provide Transport from Chromeville to Arnot PS and back, Monday - Sunday (incl PH)
- 2x drivers to be based at Arnot PS on a daily basis from Monday- Friday (incl PH and on as and when required basis for overtime) The drivers should have a Professional Driver's Permit (PrDP) and code 14 to be able to operate heavy machinery (e g cranes, forklifts, TLB (yellow plant) etc The drivers will need to have the Eskom drivers permit to be able to operate and drive Eskom vehicles which will be provided by the Employer

Vehicle Requirements (Technical Specifications)

All vehicles utilised under this contract shall comply with the following minimum requirements

- Vehicles that is not older than 2 years and must have less than 100 000KM
- Vehicle must have factory-fitted antilock brake system (ABS)
- Vehicle must have Factory-fitted front driver and passenger airbags
- Vehicle must have Factory-fitted power steering
- Vehicle must have Factory-fitted air conditioner
- Vehicle must have Factory-fitted audio system – radio/CD player
- Vehicle must have a fully equipped First Aid box
- Vehicle must have a fully serviced Fire Extinguisher
- Vehicle must have 2 x Emergency warning triangle
- Vehicle must have Three-point safety belts for every seat
- Vehicle must have No fold-up or jockey seats
- There must be a speed warning sign at the back of every minibus
- Yellow reflective tape that must be fitted as per the National Road Traffic Act specification on all minibuses National Road Traffic Act specification
- The minibus must have at least two identified emergency exits for every 12 (twelve) passengers as per the National Road Traffic Act specification
- Vehicle must comply to the National Traffic Act Specifications

Vehicle Requirements (Additional)

- The driver's seat must be adjustable
- The driver's compartment must be partitioned as required

Operational Requirements

The Contractor shall comply with the following

- Special trips may be required from time to time to other locations (strictly for employee transport)

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- The Contractor shall ensure employees arrive at work timeously
- The Contractor shall inform the Employer of any changes or delays (e g late arrivals, emergencies, change of drivers)
- The Contractor shall report and manage employee complaints
- Vehicles and drivers dedicated to this contract must be used exclusively for Arnot Power Station employee transport
- Vehicles and drivers must remain available on-site between trips for emergency or unforeseen requirements
- All drivers should always have a cellular phone and sufficient airtime to be able to communicate with passengers, their company and Eskom in case of an emergency or any other unforeseen circumstances
- The Contractor undertakes to provide a replacement bus of the same standard and quality in the case of a mechanical breakdown or vehicle service and to get the Eskom employees to their destination speedily and safely
- Busses are only allowed to pick up and drop off passengers at he designated bus stops at Arnot Power Station
- Only Eskom Arnot Power Station employees and students will be allowed on the busses as passengers
- Eskom will not be held liable for possible injuries to 'illegal passengers' if allowed onto the busses by the Contractor

Maintenance and Service Requirements

- Arrange regular cleaning and maintenance of all vehicles
- Schedule routine servicing and provide alternative vehicles during service periods
- Ensure all vehicles are clean, roadworthy, and comfortable at all times

Safety, Health, Environment and Quality (SHEQ) Requirements

- Ensure compliance with approved speed limits and the National Road Traffic Act, 1996 (Act No 93 of 1996) and its amendments
- All transport services must comply with the National Road Traffic Act, including valid driver licenses, roadworthy vehicles, and adherence to all road safety regulations
- Prepare, maintain, and keep an updated safety file for the duration of the contract
- Appoint a full-time supervisor to oversee daily operations and report incidents
- Provide weekly inspection checklists and logbooks
- Install tracking devices in all vehicles and provide reports when required
- Adhere to approved speed limits and Employer safety requirements
- Health and safety file should be approved by Safety risk Management department prior to any work commences on site
- Arnot Power Station SHEQ induction must be conducted before access to site can be granted

CONTROLLED DISCLOSURE

- Eskom Holdings Limited reserves the right to inspect the busses at any reasonable time for roadworthiness and it is the responsibility of the Contractor to always maintain the busses in a roadworthy condition

Testing and Inspection

The Contractor shall implement a planned inspection and testing programme to ensure that all vehicles, equipment, personnel, and transport services comply with the requirements of this Scope of Work, the Conditions of Contract, applicable legislation, and Eskom's Safety, Health, Environment and Quality (SHEQ) requirements

The Employer reserves the right to conduct inspections, audits, and verification activities at any time during the contract period to confirm compliance with contractual requirements The Contractor shall provide unrestricted access to vehicles, maintenance records, licences, permits, inspection reports, and any other documentation reasonably required by the Employer

The Contractor shall ensure that all vehicles undergo routine safety inspections, preventative maintenance, and roadworthiness checks in accordance with the manufacturer's recommendations and applicable legislation Any vehicle found to be defective, unsafe, or non-compliant shall be immediately withdrawn from service and replaced with a suitable compliant vehicle at no additional cost to the Employer

Non-conformances or defects identified during inspections may include, but are not limited to

- Unroadworthy, unsafe, or poorly maintained vehicles
- Failure to comply with applicable road traffic legislation, permit requirements, or vehicle licensing requirements
- Failure to comply with Eskom SHEQ requirements, site rules, or Eskom Life-Saving Rules
- Failure to adhere to approved collection times, routes, or transport schedules
- Inadequate cleanliness, housekeeping, or passenger comfort within the vehicles
- Failure to provide or maintain mandatory safety equipment, including fire extinguishers, first-aid kits, emergency exits, seat belts, warning triangles, and any other legally required equipment
- Use of vehicles that have not been approved by the Employer
- Use of drivers who are not appropriately licensed, medically fit, authorised, or suitably trained
- Failure to submit required reports, inspection records, maintenance records, or other contractual documentation
- Failure to achieve the agreed Key Performance Indicators (KPIs) or other contractual performance requirements

The Contractor shall promptly rectify all identified defects or non-conformances within the timeframe specified by the Employer Where a defect presents an immediate safety risk or may compromise the continuity of the transport service, the Employer may instruct the Contractor to suspend the use of the affected vehicle or driver until the non-conformance has been satisfactorily addressed The

CONTROLLED DISCLOSURE

Contractor shall implement appropriate corrective and preventive actions to prevent recurrence of similar defects

Mandatory Equipment Requirements

The Contractor shall ensure that every vehicle used to provide the Home-to-Work-to-Home transport service is equipped with all mandatory safety equipment required All equipment shall be maintained in good working order, readily accessible, and available for inspection by the Employer at any time

Each vehicle shall, as a minimum, be equipped with the following

- A fully serviced and legally compliant fire extinguisher of the appropriate type and capacity, securely mounted within the vehicle and maintained in accordance with the manufacturer's specifications
- A fully stocked first-aid kit that complies with the requirements of the Occupational Health and Safety Act and applicable regulations The contents shall be inspected regularly and replenished as required to ensure readiness for use
- Serviceable spare wheel suitable for the vehicle
- Each vehicle shall, as a minimum, be equipped with the following
- A fully serviced and legally compliant fire extinguisher of the appropriate type and capacity, securely mounted within the vehicle and maintained in accordance with the manufacturer's specifications
- A fully stocked first-aid kit that complies with the requirements of the Occupational Health and Safety Act and applicable regulations The contents shall be inspected regularly and replenished as required to ensure readiness for use
- One serviceable spare wheel suitable for the vehicle

The Contractor shall inspect all mandatory equipment before each vehicle is dispatched for service and shall immediately replace or repair any defective, damaged, missing, or expired equipment Vehicles that do not meet the minimum equipment requirements shall not be used to transport Eskom employees until all deficiencies have been rectified

Employer's Responsibilities

The Employer shall

- Provide access to Arnot Power Station and facilitate the issuing of site access permits, subject to the Contractor's personnel complying with Eskom's security, induction, and access control requirements

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- Provide office space at Arnot Power Station for operational purposes where required Such office space shall be made available on an as-needed basis and shall not constitute *permanent or exclusive accommodation* for the Contractor
- Designate a Contract Manager or authorised representative to administer the contract, monitor performance, and serve as the primary point of contact for all contractual matters
- Conduct inspections, audits, and performance reviews of the Contractor's vehicles, equipment, records, personnel, and transport operations to verify compliance with this Scope of Work, the Conditions of Contract, applicable legislation, and Eskom's Safety, Health, Environment and Quality (SHEQ) requirements
- Notify the Contractor of any identified non-conformances or performance deficiencies and *provide reasonable opportunity for corrective action in accordance with the Conditions of* Contract
- Communicate changes to operational requirements, transport schedules, designated collection points, or employee numbers within a reasonable timeframe to enable the Contractor to adjust the service accordingly
- Monitor the Contractor's performance against the agreed Key Performance Indicators (KPIs) and verify compliance with all contractual obligations

The Employer reserves the right to inspect any vehicle, equipment, documentation, or operational activity associated with the transport service at any reasonable time

4.2 COMMERCIAL AND CONTRACTUAL CONDITIONS

- All services shall be executed under an approved Eskom contract or term agreement
- Pricing shall be in accordance with approved Eskom rate schedules
- Variations shall require written approval in line with Eskom DoA
- At the end of every calendar month, the Contractor shall furnish Eskom Arnot Power Station's fleet management services with a detailed statement/invoice as per the contract together with a copy of his safety meeting minutes
- Failure to provide these documents will lead to the withholding of payments until the required documents are submitted
- Any claim to non-scheduled journeys and/or distances must be supported by properly kept records of such occurrences, but any of these trips should have been pre-approved by the contract manager/service manager
- The Contractor shall always comply with all legal requirements in respect of the required transportation services and shall be the holder of all licenses, permits and insurance that may be required in terms of the contract and all applicable legislation
- The bus drivers must always be in possession of valid Public Transport permits (PDP operator's card) The bus drivers must be able to produce their permits on demand to the Arnot Power Station fleet officer or his representative

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- All contract drivers will be tested for an Eskom driver's permit and will be issued with such a permit Failure to comply with this requirement will lead to the immediate cancellation of the contract as well as compensation claims by Eskom Holdings Limited against the contractor for consequential recovery/extra expenditures

Staffing Requirements

In the execution of its duties the *Contractor*

- Provides adequate human resources to execute the tasks as required by the *Employer*, including outside normal working hours E g administration, management, SHEQ and quality control
- Provides constant supervision in all areas where work is performed
- Provides for a SHEQ/Quality Controller for all safety, environmental and quality control activities
- Remunerates all employees as per legislation and industry norms
- Continuously develops all employees in key areas of service and on Safety, Health, Environmental and Quality matters

Administration Requirements

The Contractor

- Keeps all tills in good working condition
- Submit to the Employer an automated month end report in a format agreed with the Service Manager
- The Employer reserves the right to full access of all records and may require further verification or change to supporting documents at any given time

Personal Protective Equipment (PPE) and Uniform

The Contractor provides its employees with PPE and uniform that meets the requirements facility, this includes work wear for cold weather PPE`s shall be company branded

All uniform and PPE are kept in a neat condition Employees are provided with enough PPE and uniforms to ensure a clean set for each shift
The Contractor provides T-shirts and winter jackets and keeps a register of PPE issued

Emergency and Risk

Within 12 days of the commencement date the Contractor shall provide the Employer with a comprehensive risk analysis for the complete operation

Other requirements

CONTROLLED DISCLOSURE

The Contractor shall comply with the following additional requirements throughout the duration of the contract

- Conduct independent quarterly audits of the transport service to assess compliance with this Scope of Work, applicable legislation, contractual obligations, and Eskom's Safety, Health, Environment and Quality (SHEQ) requirements
- Maintain accurate records of all audit findings, corrective actions, and close-out activities, and submit the audit reports to the Employer's Service Manager within the agreed reporting period
- Conduct comprehensive quarterly inspections of all vehicles utilised under the contract to verify roadworthiness, safety, cleanliness, maintenance status, and compliance with statutory requirements
- Maintain detailed records of all vehicle inspections, defects identified, repairs undertaken, and maintenance activities, and submit the inspection reports to the Employer's Service Manager for review
- Ensure that all identified defects or non-conformances are corrected within agreed timeframes and that appropriate corrective and preventive actions are implemented to prevent recurrence
- Develop, implement, and maintain a documented Business Continuity and Contingency Plan to ensure the uninterrupted provision of transport services during emergencies or disruptions The plan shall address, as a minimum
    - Labour unrest, community protests, or industrial action
    - Road closures, traffic incidents, and adverse weather conditions
    - Vehicle breakdowns and road traffic accidents
    - Security threats, civil unrest, or any other event that may affect service delivery
- Ensure that contingency measures include the availability of replacement vehicles, alternative routes, emergency communication procedures, and response protocols to minimise disruption to Eskom operations
- Review the Contingency Plan at least annually, or following any major incident, and update it where necessary to ensure its continued effectiveness

The Contractor shall immediately notify the Employer's Service Manager of any incident or circumstance that may adversely affect the provision of the transport service and shall implement the approved contingency measures without delay to maintain continuity of service

5. Acceptance

This document has been seen and accepted by

CONTROLLED DISCLOSURE

Name	Designation
Daniel Mahlangu	Manager Business Services
Sakhe Sinde	Acting Finance Manager Business Services

6. Revisions

Date	Rev.	Compiler	Remarks
June 2026	Rev 0	Busisiwe Sedibe	Scope of Work

7. Development Team

The following people were involved in the development of this document

Name	Designation
Busisiwe Sedibe	Officer Business Support
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8. Acknowledgements

None

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