



Group Procedure for Service Provider Safety Management (SPSM)

Purpose:

The purpose of the Service Provider Safety Management procedure is to ensure that levels of safety are not compromised by Service Provider activities on Sasol premises, leading to any undesirable events taking place.

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1. Introduction

The One Sasol SHE Excellence approach was implemented to provide Sasol with a management framework to ensure the delivery of goals in a risk-based, standardised and systematic way.

In line with this, Service Providers utilised in Sasol Operational areas, should be evaluated, managed and developed to ensure measures can be taken to address identified risks.

This procedure specifies requirements to assist in achieving Sasol's aspiration of zero harm and preventing undesirable events from occurring that may arise out of the activities of Service Providers on Sasol sites.

2. Scope

All Sasol Operating Model Entities (OME) shall implement this procedure to manage safety during Service Provider activities on a Sasol site, which includes Joint Ventures where Sasol has operational control.

Clarification notes:

2.1 OMEs that cannot adhere to the full requirements of the SPSM procedure due to country specific regulations or other restrictions shall develop an OME specific procedure, approved and signed off by OME SHE VP and OME SVP.

The procedure shall -

2.1.1 Align as far as possible with the processes and principles outlines in this procedure; and

2.1.2 Shall enforce an appropriate level of SHE due diligence that ensures Service Providers are effectively assessed and managed.

2.2 This procedure applies to:

Service Providers performing maintenance or repair, shutdown, major renovation, or specialty work on or adjacent to an operational area; and international service providers rendering above mentioned services.

Example:

A Service Provider based in the United Kingdom is required to do maintenance and shutdown work within the legal accountable geographical area of a specific SVP within the Sasol Group. During these activities the service provider is required to comply with all requirements of this procedure, in addition to prevailing legislation and other specific requirements as may be specified.

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2.3 Service Providers rendering a scope of service under the Construction Regulations 2014 is subject to be managed within the guidelines of this procedure under the direction and management of the responsible OME. The frequency of SHE file audits will be conducted in accordance to prescribed legislative requirements.

2.4 Requirements set out in this procedure are aligned with the OSHA PSM requirements.

2.5 Exclusions:

2.5.1 Suppliers of Goods;

Example:

A service provider required to supply and deliver goods (e.g. a supplier delivering milk to the management building and operational areas; supplier delivering gas cylinders to the mechanical workshop; supplier delivering 10 tons of Lime scale to Sasol Operational areas on a weekly bases etc.).

2.5.2 Suppliers of Services where the work is executed outside of Sasol premises,

Example:

The service provider performs work for and on behalf of Sasol however the work being performed is being executed on the service provider's own premises.

2.5.3 Consultants: if a consultant is required to perform physical work as part of the consultancy service, this would be deemed as services and this procedure will apply;

2.5.4 Temporary workers: the provision of labour for reward to a client, as opposed to a service delivered to a client. The client takes control and supervision of labour provided by a temporary employment service;

2.5.5 Sub-contractors: Any legal entity, contractor, person or individual rendering a service to, or supporting any Service Provider (considered a Principal contractor) on a Sasol site. The subcontractor remains the accountability of the principle contractor / Service Provider and should ideally be but is not limited to a Sasol Approved Service Provider.

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3. Abbreviations and Definitions

3.1 Abbreviations

Terminology	Description
LSR	Life Saving Rules
OME	Operating Model Entity
OSHA	Occupational Safety and Health Administration
PHA	Process Hazard Analysis
PPE	Personal Protective Equipment
PSI	Process Safety Information
PSM	Process Safety Management
PTRA	Pre Task Risk Assessment
SC	Supply Chain
SHE	Safety, Health and Environment
SIL	Safety Integrity Level
SOF	Supplier Optimisation Forum
SMME	Small Micro Medium Enterprises
SP	Service Provider
SPAAF	Service Provider Assessment Adjudication Forum
SPSM	Service Provider Safety Management
SVP	Senior Vice President
TES	Temporary Employment Service
VP	Vice President
ISO	International Organization for Standardisation
OHS Act	Occupational Health and Safety Act of 85 of 1993 (South Africa)
SAATCA	Southern African Auditor and Training Certification Authority

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3.2 Definitions

Terminology	Description
Acceptable accreditation body	Any third party supplier that have been accredited against ISO 19011, or SAATCA registration in South Africa to provide SHE system accreditation against acceptable risk and/or SHE standards or acceptable requirements or similar.
Area SHE specification	This specification is applicable to the area where the work shall be executed and supplements the Sasol Generic and Sector specifications.
ARIBA	Ariba Management software (referred to as ARIBA) is a “Source to Pay” cloud based software solution that offers an open network and web-based application to automate the source to pay process between buyers and sellers.
Contractor (also sub-contractor)	Any company or person rendering a service to, or supporting the Service Provider on a Sasol site. The sub-contractor remains the accountability of the principle service provider and should ideally be a Sasol Approved Service Provider.
Consultant	A consultant is a professional who provides expert advice in a particular area, where no physical work is being conducted on a Sasol site.
Desk top exercise	Documentation verification process
End User	The Sasol representative (may also be referred to as the Client) that utilises the available services provided by Service Providers.
External Certification audit	Audit conducted for certification purposes, by certification bodies accredited by a national or international accreditation body. Certificates issued by accredited certification bodies are recognised by international trading groups. These audits are conducted against International Standards (e.g. ISO 45001 etc.).
Hazard	An inherent property or characteristic of a material, system or process that has the potential for causing serious injury to people and damage to property or the environment.

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Incident	An unplanned event that has an undesirable consequence.
Labour Broker	See temporary employment service.
OME SHE professional	A professional or specialist from the OME SHE function.
Once off supplier of services	Includes a nominated vendor, single execution of intended scope, free text purchase, or Uniquely Applied Suppliers where only purchase orders will be loaded for a specified scope of work for a limited time period, not exceeding 45 days
Operational Area	The physical structure or area where the production, storage, or transfer of products (including waste) takes place. This shall include areas where supporting activities take place (e.g. workshops, office buildings, laboratories etc.).
Operational control	Having control over the equipment, site or area in relation to the maintenance and/or operation thereof.
Permit to Work	An authorisation to perform work safely on, in or around specific equipment, operational facilities or work environment following execution of predetermined precautionary measures.
Process Safety Management (PSM)	Application of management systems and controls (programs, procedures, audits, evaluations) to a manufacturing or chemical process in such a way that process hazards are identified, understood, and controlled to prevent process-related injuries and incidents.
Quantified SHE Management system	A system that obtained 80% against acceptable safety, health and environmental requirements, and assessed by an acceptable and recognised auditing body.
Risk	An uncertain future event that could negatively influence the achievement of objectives or could result in a deviation from the expected outcomes.
Sasol Generic SHE Specification	The document that prescribes the requirements for a Service provider to be recognised as a Sasol Approved Service provider to execute work. This specification is applicable to the Sasol Group and can be supplemented by the applicable Sector and/or Area SHE Specification/s.
Sasol Supplier List	List of Sasol suppliers, approved and registered on the SAP system.

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Sasol Accreditation assessment	Assessment conducted by SC: Operations Support, supported by at least the Service Owner and other technical specialists, to determine the risk of initiating or continuing with a business relationship with a service provider, based on Sasol requirements.
Sasol Service Provider List	An internal Service Provider database, maintained by SC: Operations Support, of all approved Service Providers, the risk ratings and SHE grading achieved during the Sasol Accreditation assessment.
Sasol re-assessment	Assessments requested by SC: Category Management on existing service providers after: Scope changes; Three serious non-conformances; Any fatal incident or; Before contract renewal
SC: Contract Specialist	A member of the Supply Chain function, responsible to manage a specific supplier contract, based on a specified scope of work.
SCC Supplier Management	Team of Supply Chain employees responsible for coordinating Sasol Accreditation and technical assessments of suppliers.
Scope of work	Specification compiled by the end-user or Service Owner, indicating: The work or services to be provided or performed by a Service Provider on a Sasol site/s or site/s where Sasol has temporary operational control; OME SHE Specification and critical control requirements; Area where such work or services shall be executed.
Sector SHE Specification	The Specification that prescribes the SHE requirements for Service Providers work to be executed in the Petrochemical, Mining or Construction sectors respectively. The Sector SHE Specification supplements the Sasol Generic SHE Specification.
Service Offering SHE Plan	A documented safety, health and environmental management plan that addresses the practices, methodologies, actions, tools, equipment and behaviours to safely execute the intended services for a Service Provider's entire approved suite of services

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Service Owner	A Sasol representative that is accountable for defining the need and scope of work, and participates in the Sasol accreditation and technical assessment prior to contracting. The Service Owner shall also retain accountability for the on-going safety performance management of the service provider. The Service Owner can also be the end user.
Service Provider (SP)	A business entity that supplies services under its own supervision, on Sasol premises, or premises where Sasol has temporary operational control
Small Micro Medium Enterprises	Any entity with a turnover of less than R50mil per annum that employs less than 250 people
SPAAF	A mandated forum with the responsibility to review and approve Service Provider Accreditation assessments. The forum is chaired by SC Supply Chain and consists of dedicated OME representatives (Category Managers and Supplier Managers)
Supplier of Goods	<p>A supplier which supplies and delivers material, equipment and consumables to a Sasol premises and does not perform any physical work on site.</p> <p>NB! This definition excludes Service Providers (Suppliers) delivering goods and required to execute physical work as stipulated by their contract with Sasol.</p> <p>(Example – Service Provider that supplies cranes and is required to do maintenance work on the cranes as required by the contract).</p>
Supplier of Services	A supplier which supplies services under its own supervision on Sasol premises or premises where Sasol has temporary operational control. (See Service Provider)

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Task	A task is a number of activities to be performed on a specific, uniquely identified, item of equipment that shall achieve a desired result.
Technical assessment	Technical assessment of a supplier, coordinated by SC Supplier Management, and conducted by a subject matter expert commissioned by Supply Chain Procurement for evaluation of compliance before placing or renewing of a contract, or after significant business changes.
Temporary Employment Service	The provision of labour for reward to a client, appose to a service delivered to a client. The client takes control and supervision of labour provided by a TES
Third Parties	An independent assessment led by a qualified independent auditor from an external group, registered with SAATCA or similar international accreditation
Undesirable event	Those undesirable events with the potential for material consequences and usually referred to as Sasol's Top SHE risks.(also refer to definition of Undesirable Event)
Zero Harm	No hurt, damage, injury, impairment to any people, property or the environment under Sasol's control.

4. Roles and Responsibilities

4.1 Sasol OME Responsibilities:

Sasol OMEs shall:

- 4.1.1 Provide a safe work environment which remains under its control.
- 4.1.2 Provide health and safety requirements.
- 4.1.3 Obtain and evaluate information about Service Providers' safety performance, including safety systems and current injury and illness incidence rates.
- 4.1.4 Verify that Service Provider employees are trained in the work procedures necessary to perform the work safely and are aware of applicable Sasol procedures.
- 4.1.5 Inform Service Providers of the known potential fire, explosion, or toxic release hazards related to the operational area where Service Providers are executing their tasks.
- 4.1.6 Provide Service Provider employees with access to PHAs and PSI if required for the work they need to perform e.g. if SIL reviews are to be performed.
- 4.1.7 Provide Service Providers with a baseline risk assessment prior to execution of the task or scope of work (only applicable to work that is defined under the Construction Regulations).

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- 4.1.8 Explain to the Service Provider the applicable provisions of the plant and site emergency action plans required by S1.12 Sasol Group PSM Procedure for Emergency Response so that their employees know what to do in an emergency.
- 4.1.9 Develop and implement procedures to control the entry, presence, and exit of Service Providers e.g. Security Access procedure where site / plant induction and medical surveillance might be a prerequisite etc.
- 4.1.10 Establish a system to ensure that Sasol employees and third parties are aware of Service Provider activities that may have an impact on the operational area.
- 4.1.11 Conduct periodic assessments of Service Provider's' safety performance in fulfilling their contractual obligations.
- 4.1.12 Act on any contractual non-compliance which includes Safety; Health and Environmental non-conformances.
- 4.1.13 Retain the right to revoke site access for Service Provider employees who violate any health and safety standard and/or procedure, in accordance with the Industrial Relations guideline and contractual provisions.
- 4.1.14 Attached or included in the main commercial agreements with Service Providers the Toolkit for the Life Saving Rules.
- 4.1.15 Implement a process to communicate all applicable SHE incident learnings to Service Providers.

4.2 Service Provider's Responsibilities;

The Service Provider shall:

- 4.2.1 Ensure that their employees are trained in the work practices necessary to safely perform his/her job.
- 4.2.2 Implement document management system for training to keep records of at least identify the employee, type and date of training, and include a means to verify successful completion and declaration of competence where applicable.
- 4.2.3 Ensure that each of their employees is conversant in the known potential of fire, explosion, or toxic release hazards related to the job, and the applicable provisions of the approved emergency plan.
- 4.2.4 Conduct risk assessments to identify, mitigate and communicate hazards to ensure tasks are executed safely by competent team members.
- 4.2.5 Ensure a pre-task risk assessment is conducted for all tasks.

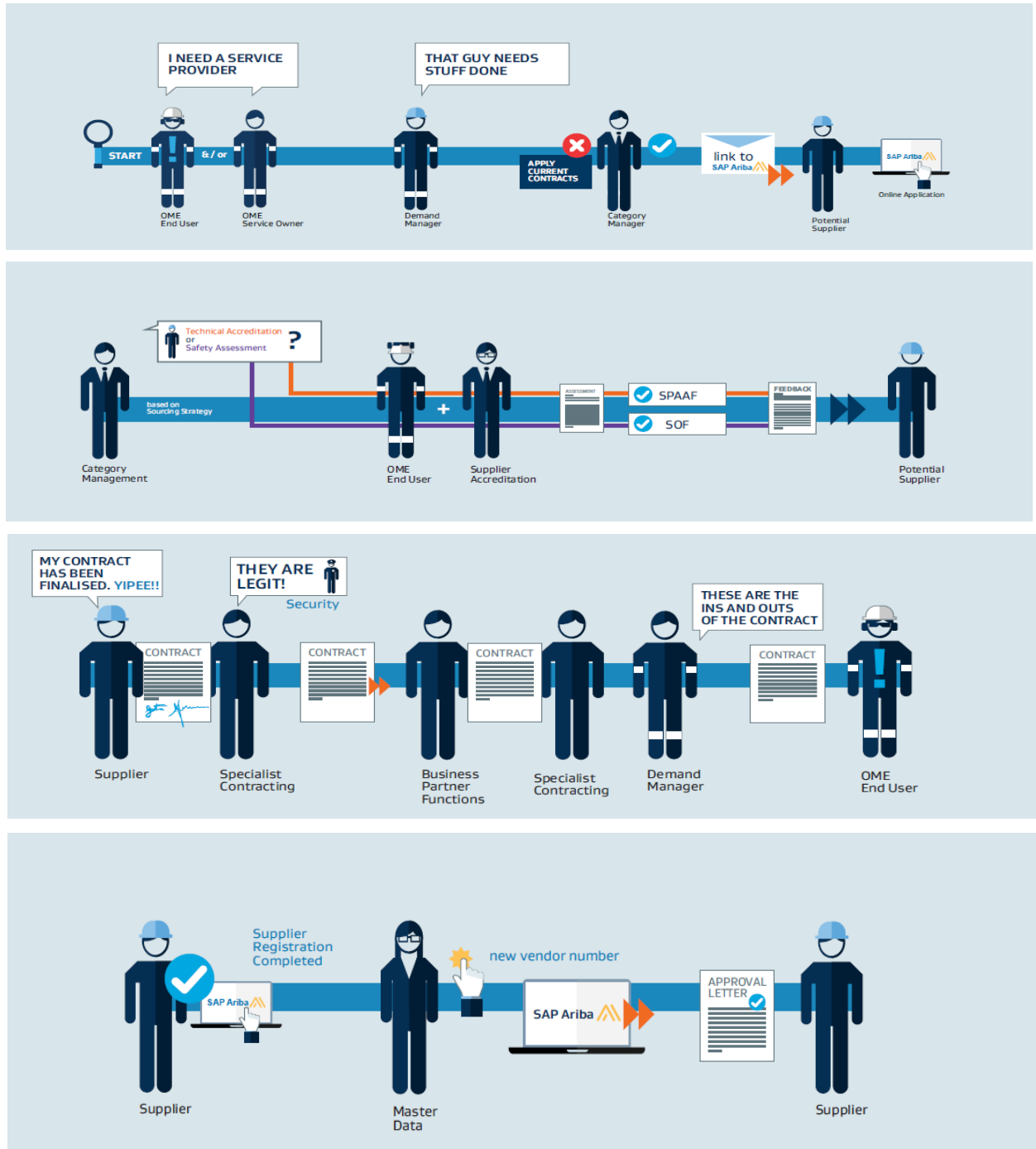
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- 4.2.6 Ensure that the baseline risk assessment and/or health and safety specification provided by Sasol has been explained and communicated to their employees, and that these risks have been addressed in their service offering SHE plan.
- 4.2.7 Ensure that each of their employees follow the safety rules of the facility, including the safe work instructions and site procedures.
- 4.2.8 Advise Sasol of any unique hazards introduced by the Service Provider's work, or of any hazards discovered in the course of their work.
- 4.2.9 Comply and uphold all Sasol rules which encompass the Sasol Life Saving rules;
- 4.2.10 Ensure that all team members are conversant and acknowledge the Life Saving Rules before work commences, during the execution of activities, and post completion of tasks;
- 4.2.11 Ensure the implementation of the Life Saving Rules and all employees attend the Life Saving Rules training as part of the induction training;
- 4.2.12 Be expected to take disciplinary action when non-compliance to the Life Saving Rules are identified for one or more of their employees; and
- 4.2.13 Service provider management will be held accountable for repeat non-compliance of the Life Saving Rules, including those of sub-contractors used to execute part of the contracted scope of work.

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5.1 Identification of the need and Supplier Pre-Qualification and Assessment

Figure 2: Supplier pre-qualification and assessment process



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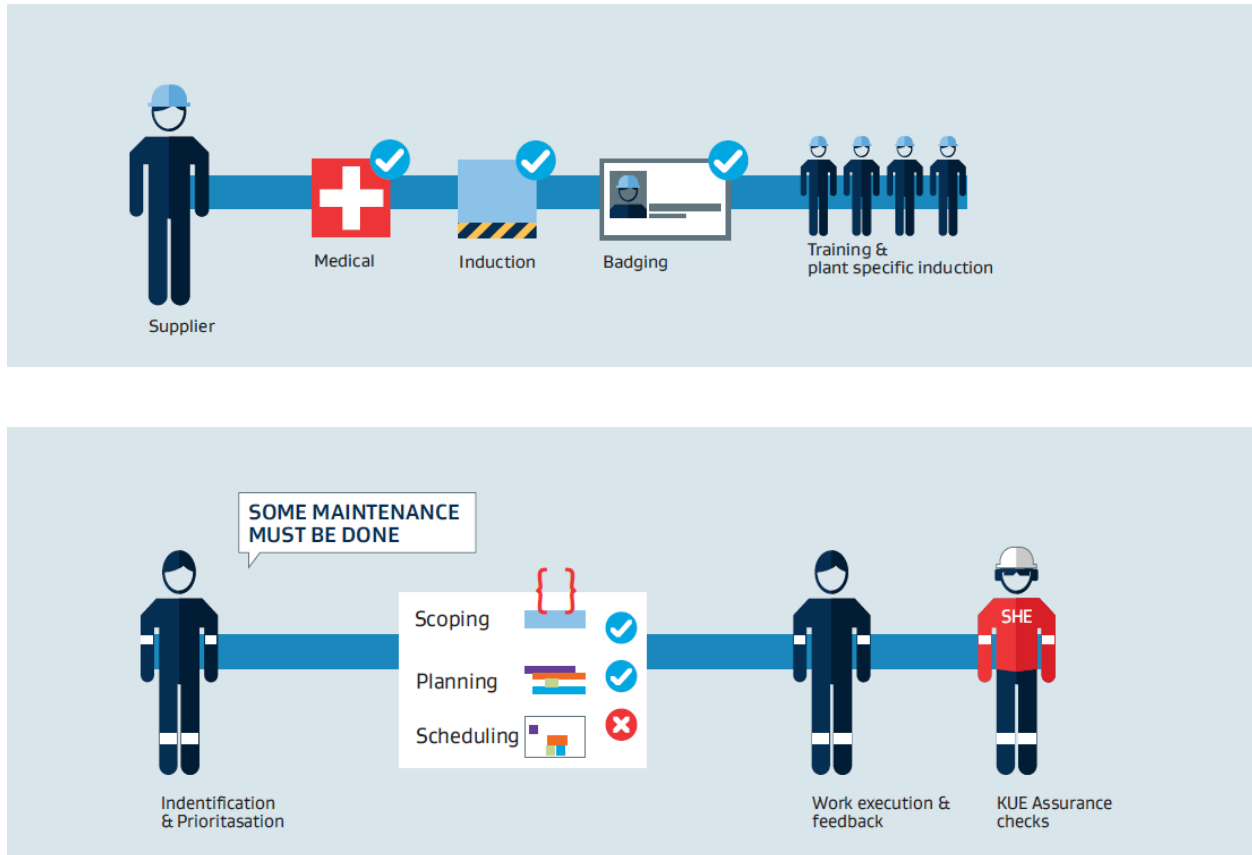
- 5.1.1 All Service Providers will be assessed against the Sasol SHE requirements by the SCC Supplier Management team and certified as compliant before qualifying for consideration as a Sasol approved supplier.
- 5.1.2 Approval for assessments shall be reviewed at the Service Provider Assessment Adjudication Forum (SPAAF) and/or Supplier Optimisation Forum for final approval.
- 5.1.3 No new work is to be allocated to previously accredited/existing non-compliant service providers until compliance has been proven in a re-assessment.
- 5.1.4 A non-compliant Service Provider may only be allowed on site, after completion of the concession process.
- 5.1.5 Roles & Responsibilities:

<p>End user / Service owner</p>	<ul style="list-style-type: none"> a) Shall identify the need for a specific scope of work to be rendered by Service Providers. b) Attend safety accreditation assessments where possible. c) Develop scope of work to be rendered, including baseline risk assessment (for construction related projects) and relevant site specific requirements to be complied with.
<p>OME Demand Management</p>	<ul style="list-style-type: none"> a) The request for a specific scope of work shall be received by the OME: Demand Management for review. b) Once the need is confirmed, OME: Demand Management shall send the request to the relevant SC: Category Manager for action;
<p>SC: Category Manager</p>	<ul style="list-style-type: none"> a) Shall review the request, and identify potential service providers through the relevant Regional Supply Chain procedures, should no suitable entities be available on the current Sasol Supplier List b) Send invitation to identified service providers to apply for placement on the Sasol Supplier List to provide the requested scope of work. c) Conduct risk ranking evaluation. Where the Service Provider provides a suite of services, the risk ranking will be based on the scope of work with the highest risk. d) Shall review and approve the request for re-assessment for non-compliant service providers from relevant stakeholders e) Shall request a re-assessment on existing service providers from SC Supplier Management team, supported by other relevant stakeholders: <ul style="list-style-type: none"> i. After scope changes; ii. After three serious non-conformances; iii. After any fatal incident; or iv. Before contract renewal.

<p>SC Supplier Management</p>	<p>a) Shall facilitate a safety accreditation assessment of the service provider's existing safety performance and their overall management system effectiveness to determine if the service provider complies with or has the ability to comply with Sasol's SHE specifications, based on the submission and evaluation of a service offering SHE management system; and</p> <p>b) Is accountable for the up-keep of supplier information in the Supplier accreditation databases, including relevant scope of work, dates and outcomes of accreditation assessments, applicable OMEs, contract specialist and Category Managers.</p>
<p>SC: Contract Specialist</p>	<p>a) The SC: Contract Specialist shall not award a contract or purchase order to any Service Provider before a safety accreditation assessment has been completed, and the service provider has been deemed compliant, or a properly signed off Annexure A: concession letter has been received;</p> <p>b) the contract shall clearly state that the Service Provider retains the authority to manage their workplace as required, e.g. manage their workforce as required, e.g. hire, fire, discipline, supervise, control and direct the work of Service Provider employees, as well as to modify the terms and conditions of their employment</p> <p>c) ensure that a mandatory OHS Act Section 37(2) agreement is signed by both Sasol and the service provider before any work is executed</p> <p>d) shall provide the Service Provider with the intended scope of work and sector relevant safety and area specifications supplied by the OME: Supplier Manager or OME Demand Management Specialist;</p> <p>e) shall ensure that the deliverables in the scope of work and all safety requirements are contractually binding and enforceable;</p>
<p>OME VP</p>	<p>a) Where an existing Service Provider undergoes a surveillance assessment and fails, the OME Senior Manager SHE and VP of the OME shall approve the continued use of such Service Provider, indicating the management plans to be put in place during the limited scope of work execution.</p>

5.2 Scope execution

Figure 3: Scope execution process



5.2.1 Roles & Responsibilities:

Demand Management	a) Where required discuss with the end user / service owner the content of the contractual agreement
End user / Service Owner	<p>a) When work is to be performed, the End User shall submit a task/project request to the Service Owner or the relevant work management system</p> <p>b) The End User, supported by the OME SHE professional shall:</p> <ol style="list-style-type: none"> i. Participate in the bid/scope clarification and host a site visit for the Service Provider, where required; ii. Supply the necessary baseline risk assessment for construction related work; iii. Supply Process Hazard Assessment and Process Safety Information when required; iv. Specify relevant site hazards and risks including those relating to adjacent or neighbouring sites/plants, after consultation with the

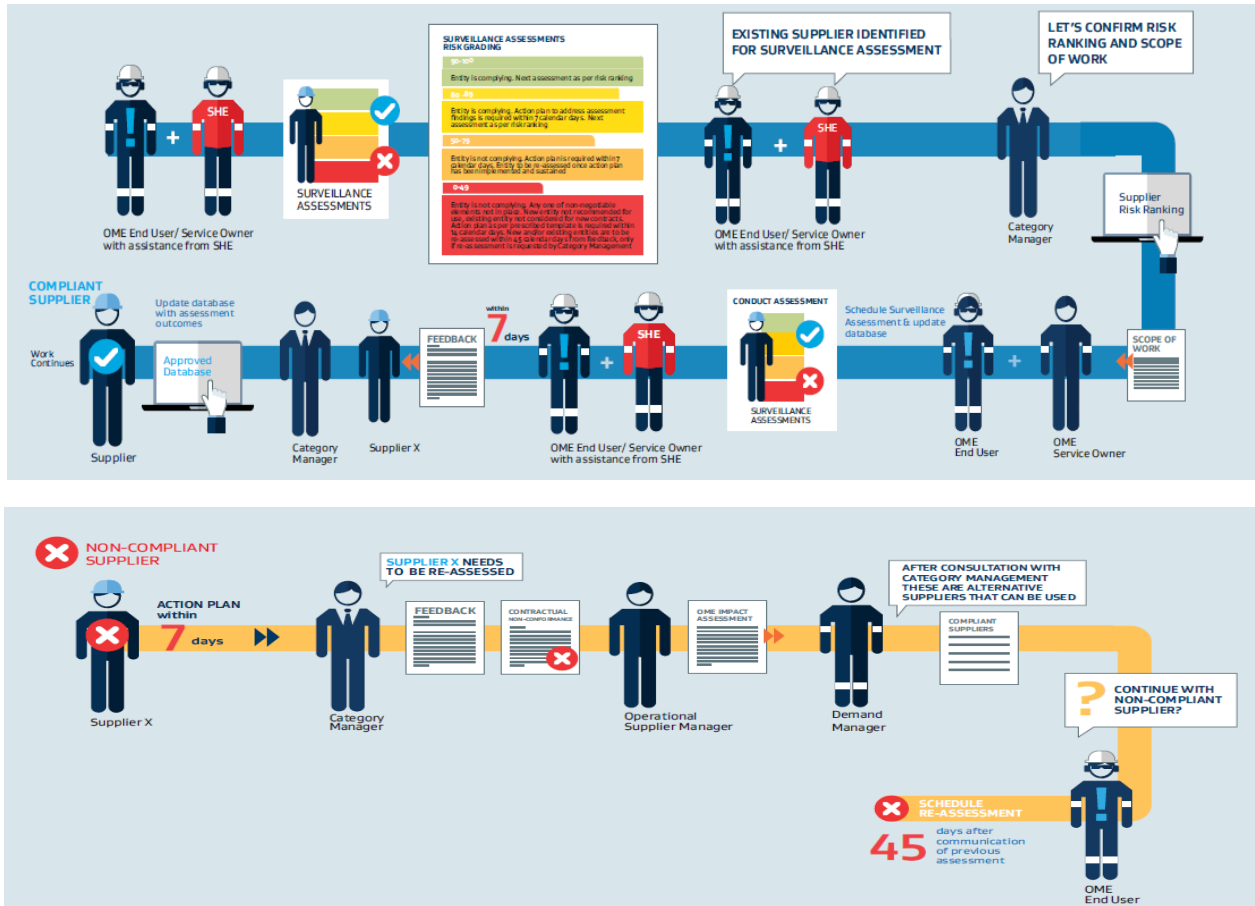
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	<p>Operations representative in the area; and</p> <p>c) Where the Sasol format is used or required by the OME, complete the relevant sections of the Pre-task risk assessment document before supplying it to the Service Provider for completion.</p> <p>d) Ensure:</p> <ul style="list-style-type: none"> i. Effective site access management mechanisms are established to control the entry and exit of authorised Service Provider employees to hazardous process areas in order to reduce exposure to harm. This is over and above the main access control for the site; ii. All Service Providers and sub-contractor employees have attended the site and/or plant specific SHE induction before entering Sasol sites and/or plant. iii. Ensure, Service Provider employees are informed of area emergency plans as part of the induction training. iv. Ensure that identified permit to work recipients are trained and declared competent in the Permit to Work System or other work and task authorisation processes; and v. Monitor compliance of service provider activities while in his area of responsibility, e.g. verify legally required inspections (e.g. lifting equipment) is adhered to, especially in case of hired equipment.
<p>Service Provider</p>	<p>a) A Service Provide shall not perform any work or service before:</p> <p>b) Completing the relevant sections of the Pre-Task Risk assessment document, specifying any unique hazards from the interaction between their tasks, the Sasol working environment or activities from adjacent service providers;</p> <p>c) Obtaining a permit to work from Sasol where required; and</p> <p>d) Obtaining written acknowledgement confirming that service provider employee are aware of the risks and critical controls to be followed based on the pre-task risk assessment;</p> <p>e) The Service Provider shall ensure compliance to the following:</p> <ul style="list-style-type: none"> i. Report all injuries, equipment damage and process safety incidents without delay to the OME: Operations representative and/or end-user and/or Service Owner; ii. Have an SHE incident investigation procedure in line with the requirements of the Sasol Generic SHE Specification iii. Communicate in writing or other auditable method, the results of the incident investigations to their employees and to the relevant Service

	<p>Owner and/or end-user;</p> <ul style="list-style-type: none"> iv. Only allow only employees that are trained in the necessary work practices and have a valid plant specific induction, where required, are allowed to perform work on site; v. Document required safety and competence training, and include a means to verify successful completion of training and declaration of competence, where applicable, as well as medical surveillance records; vi. All changing risk conditions, including those from neighbouring plants are communicated to employees and record of such communication is kept; vii. Continuously monitor and supervise employees to ensure compliance with safety rules of the facility, including the safe work instructions and site procedures; viii. Ensure subcontractors are informed of and complies with relevant SHE and other specifications as is applicable to the principal service provider but relevant to the specific work being undertaken by the sub-contractor; and ix. Immediately inform Sasol of any hazards discovered in the course of the execution of the service offering scope of work;
OME BU SHE	<p>a) SHE Support to the end user / service owner through assurance processes e.g. KUE assurance checks</p>

5.3 Surveillance assessments

Figure 4: Surveillance assessment process



5.3.1 Roles & Responsibilities:

<p>End user / Service Owner</p>	<p>a) Conduct surveillance assessments on Service Provider SHE Management system on a frequency relevant to the risk ranking of the Service Provider</p> <p>b) Surveillance assessment intervals:</p> <ol style="list-style-type: none"> i. T1 (Major risk) – 12 months ii. T2 (Significant risk)– 18 months iii. T3 (Moderate risk)– 24 months iv. T4 (Medium risk) – None required <p>c) Schedule and conduct surveillance assessments on the approved Sasol surveillance assessment protocol</p> <p>d) Communicate the outcome to all identified stakeholders; of which SC: Supplier Management should also be included</p>
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	e) Track the development and implementation of corrective action plans and close-out of audit findings by the Service Provider.
OME BU SHE	a) Provide support to the end user / service owner. b) Coordinate the surveillance assessments.

5.4 Performance management

5.4.1 Roles & Responsibilities:

Service Owner / End user	<ul style="list-style-type: none"> a) Shall continuously review its on-going relationship with its Service Providers, which is dependent on, inter alia their safety performance, and provide this feedback to the SC: Contract Specialist for recordkeeping; b) Shall evaluate the Service Provider's safety performance against the contractual SHE requirements; c) Stop the execution of work on site where the non-conformance experienced poses an immediate threat to the health and safety of employees and inform the necessary stakeholders; d) Complete the approved non-conformance document, and report it on the approved Non-Conformance Management System for tracking; and e) Supply a copy of the non-conformance notice to the Service Provider within 7 days from the date of the incident
SC: Contract Specialist	<ul style="list-style-type: none"> a) The SC: Contract Specialist shall issue a contractual non-conformance letter to the Service Provider, and shall identify alternative Service Providers to provide the scope of work, where necessary. b) Request re-assessment from SCC Supplier Management where three or more non-conformances were reported against a service provider, after consultation with the service owner and relevant stakeholders. c) Temporarily block a service provider that fails a re-assessment based on non-conformances after a discussion with the service owner and relevant stakeholders. d) Refer the service provider to the Supplier Deselection Committee upon the second instance of failing a re-assessment due to non-conformances.

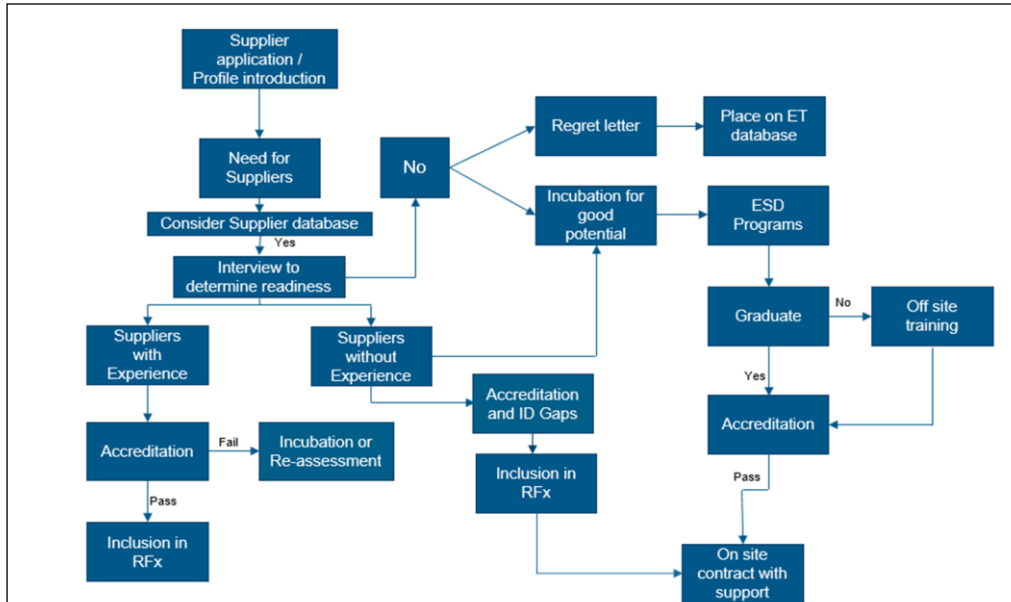
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<p>Service Provider</p>	<p>a) The Service Provider may be demobilised from the site as per relevant Sasol procedure when their contract period has expired, or the contract can be renewed if a need for the services still exists; and</p> <p>b) Where non-conformances are identified during the contract execution period, the Service Provider management representative shall</p> <ul style="list-style-type: none"> i. Investigate the non-conformance; ii. Implement the necessary corrective and preventative measures; and iii. Provide feedback and an action plan on the proposed corrective and preventative actions within 7 days to the complainant.
<p>Demand Management</p>	<p>a) Inform the SC: Contract Specialist to identify an alternative Service Provider to render the scope of work until the original non-conformance is addressed and corrected, where required</p>

6. Procurement Process for Small Medium Micro Enterprise Service Provider

The process where SMME service providers are identified, developed and enabled to determine readiness of prospective suppliers to render a service to Sasol.

Figure 5: Procurement Process for Small Medium Micro Enterprise Service Provider



<http://inet.sasol.com/en-za/LegalandIntellectualPropertyServices/CompetitionLaw/Pages/newsarticle.aspx>

7. Concession for service providers without a valid / compliant Sasol safety assessment

7.1 This concession process shall only be applicable where a limited scope of service is required and no existing contracts for the intended scope is in place:

7.1.1 New: once off supplier of services: e.g. nominated vendor, single execution of intended scope, free text purchase, sole suppliers, etc. that are unable to comply with Sasol minimum SHE requirements; or

7.1.2 Existing: once off supplier of services: e.g. nominated vendor, single execution of intended scope, free text purchase, sole suppliers, etc. who does not have a valid Sasol safety assessment, but whose services are critical to the OME to address operational risks; or whose services are critical to the OME to address operational risk, and are unable to comply with Sasol minimum SHE requirements and need to complete existing purchase orders.

7.2 Roles & Responsibilities:

End user / Service Owner	a) The requestor of the services shall identify the need for the service and confirm with Demand Management if the services
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	<p>are available via existing contracts with compliant service providers;</p> <p>b) If so, the requestor shall continue to make use of the available services through these existing contracts;</p> <p>c) Where services cannot be rendered through compliant service providers, the requestor shall:</p> <p>i) Complete the Concession application form.</p> <p>d) Confirm that the following risk mitigation actions have been implemented:</p> <p>i. Task risk assessments related to limited scope of service;</p> <p>ii. Procedures/method statements related to the limited scope of service;</p> <p>iii. Competency verification of employees intended to execute limited scope of work;</p> <p>iv. Inspection of vehicles/tools/equipment/PPE used for execution of limited scope of work.</p> <p>v. Availability of a signed Section 37(2) agreement</p> <p>vi. Inform the relevant stakeholders that only a limited scope of work will be executed;</p> <p>vii. Ensure the service provider's pre-task risk assessment is completed and controls maintained during execution of limited scope of work.</p> <p>e) Ensure the service provider's pre-task risk assessment is completed and controls maintained during execution of limited scope of work.</p>
Demand Management	<p>a) Where the scope of work would be expected to be rendered again, the Demand Manager shall engage with SC: Category Management to initiate the process to put a contract in place;</p> <p>b) Communicate the approved Annexure A document to Procurement to ensure a purchase order is released and that the services can be rendered.</p>
SC: Category Management	<p>a) Where applicable the Category Manager will take note of the application for concession.</p>
SC: Supplier Management	<p>a) Where applicable Supplier Management will take note of the application for concession.</p>

OME SHE Professional	a) Provide SHE support to the requester.
OME Senior Manager	a) Take note of the risk as indicated in the Annexure A document and acknowledge the mitigation in place; and b) Sign in the space provided.
Service Provider	a) The service provider shall acknowledge the Annexure A and the requirements related to the signed document during the execution of the limited scope of work; and b) The service provider acknowledge the mitigation measures as stated in Section 3 has been implemented and his responsibility to maintain for the duration of the execution of the scope of work indicated in Section 2 above.
OME VP	a) Take note of the risk as indicated in the Annexure A document and acknowledge the mitigation in place; and b) Sign in the space provided.

8. Record management

Record matrix							
Record nr.	Record description	Responsibility	Medium	Storage location	File	Retention period	Disposal method
Completed	Group Procedure Service Provider Safety Management	Snr Specialist SHE: Occupational Safety	Paper Electronic	Scanned to DMS DMS	N/A	5 years	Paper copy: Shredded Electronic copy: Archive on DMS

Note: Files with hard copies are kept in the document store while the product / customer are active - thereafter it is archived.

Electronic data is stored on the server and is backed up as per the IT procedures.

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9. Amendment record

Revision No	Detailed description of revision
Rev 0	Original document.
Rev 1: 15 Jan 2007	Edited document.
Rev 2: 18 Apr 2007	Changed Section 3, par 3, as per PSM Steering Committee decision of 18 April 2007.
Rev 3: 1 Sep 2008	Revised document in order to align it with the Service Provider Safety Management Procedure and converted it to the new procedure format.
Rev 4: 1 Feb 2013	Changed format of document.
Rev 5: 1 June 2015	Revised document to be aligned to SPSM process workflow and the One Sasol SHE Excellence Approach. Combination of S1.6 Process Safety Management Standard and SPSM Procedure revision 4
Rev 6: May 2018	<ul style="list-style-type: none"> • Applied new Group procedure template; • Included definition for once off supplier of services; • Included revised Global SPSM approach process flow diagram; • Replaced “Business Unit (BU)” with “Operating Model Entity (OME)”; • Replaced “supplier” with “service provider”; • Replaced Principal Specialist SC with SC: Contract Specialist; • Aligned procedure with revised Global SPSM approach flow diagram; • Updated paragraph 2.4 to include International Operations in scope of application of procedure, which was excluded in previous wording; • Updated paragraph 6.1 to include name of SPSM TWG mandating committee; • Updated paragraph 7.1.4, 7.1.5, 7.2.5 and 7.2.7 to include OME Demand Management Specialist; • Replaced “will” and “must” with “shall”; • Removed the requirement for SCC Supplier Management to do a pre-qualification assessment on safety management documentation submitted by service provider before the accreditation assessment is conducted due to current, approved Supply Chain process; • Replaced “certification assessment” with “accreditation assessment”; • Updated paragraph 7.1.17 to confirm that Category Management has responsibility to request ad-hoc safety assessments; • Updated paragraph 7.1.18 to include process for non-compliance service providers who have failed their accreditation assessment, but is critical for business;

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	<ul style="list-style-type: none"> • Updated paragraph 7.1.19 to indicate that re-assessments shall take place “within 6 months”, not “only after 6 months”; • Updated paragraph 7.2.3 to include allocation of purchase orders, and make provision for Annexure A Acknowledgement of interim SHE process letter; • Included interim SHE process and acknowledgement letter in Annexure A.
Rev 7: July 2019	<ul style="list-style-type: none"> • Lay out changes throughout the document; • Included definition for Small Micro Medium Enterprises; • Included abbreviations for LSR, SMME and TES; • Included in the introduction and scope examples; • Included in the introduction and scope 1.9 requirements of the construction regulation; • Included in the introduction and scope 1.10 waiver for OME’s that cannot comply to the this procedure; • Change to the naming conversion of the Annexure A process and signatories; • List of figures added; • List off supporting documents added; • Change in the risk ranking and inclusion of non-negotiable elements; • Change: T1 certification non-negotiable requirements to: certification or grading status.

10. References

Sasol (2008), *Sasol Process Safety Management Standards* [Online], Available at: <http://inet.sasol.com/en-za/RiskandSHE/SafetyHealthandEnvironment>

OSHA (1992), *Process Safety Management of Highly Hazardous Chemicals (CFR 1910 – 119)*, United States of America.

U.S. Department of Energy (2004), *DOE Handbook: Process Safety Management for Highly Hazardous Chemicals*, Washington, D.C.

SCSS-OPSSM-000003: Work Instruction: Supplier Accreditation and Service Provider Safety Management

SCSS-OPSSM- 000001: Work Instruction: Supplier Application and General Communication

CM-W0001-C: Work instruction: Contract Approval

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SCSS-SP-0000002: Work Instruction: Procurement of services

Sasol Supply Chain Governance Frame work

Sasol Group Functions, Supply Chain Process Execution, Works Instruction

SSC-SAF-GPR-00016: Sasol Generic SHE Specifications for Service Providers

SAR-SAF-RPR-0001: Construction Sector SHE Specifications

MGG MMG-000002: Sasol Mining Discretionary Code of Practice: Dealing with Service Providers

Service Provider SHE Assessment Protocol

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Annexure A:

Service Provider Safety Management: Concession for service providers without a valid / compliant Sasol safety assessment

From: OME: Vice President

To: OME Senior Manager SHE / Occupational Safety

Cc: SC Supplier Accreditation, SC Category Management; OME Demand management

Date

Service Provider Safety Management: Concession for service providers without a valid / compliant Sasol safety assessment

1. At the time of this confirmation letter, [Company]:

Does not meet the minimum Sasol Group Service Provider Safety Management Standards (existing suppliers)	<i>Tick applicable</i>
Does not have a valid Safety grading (new suppliers)	<i>Tick applicable</i>
<i>Motivation: Reason for continued use of a non-compliant Service Provider / Service Provider not having a valid Safety Grading</i>	

2. It is hereby stated that [Company] are required to render the following service:

Requestor name and surname	
Requestor designation	
Requestor Control number	
Requestor contact number	
Limited scope of work to be executed / Purchase order number/s	
Proposed start date	
Proposed end date: (not exceeding 45 days)	

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3. Confirmation by the requestor that the following risk mitigation measures for the specific service was put in place and verified:

Task Risk Assessments related to the service	Yes / No	Signature
Procedures / Method Statements related to the service	Yes / No	Signature
Competency verification of employees required to render the service	Yes / No	Signature
Inspections of all vehicles/tools/equipment/PPE that will be used during rendering of the service	Yes / No	Signature
Section 37(2) agreement has been signed by the service provider	Yes / No	Signature

4. Duration of scope execution:

- 4.1 The arrangement as described and accepted as per this document is effective from the date of signature of this document and will remain in effect until:
- Such time as the Service Provider indicated in this document is assessed / re-assessed and graded to either a Yellow or Green safety rating, or
 - 45 days have expired.

5. Acknowledgement by Service Provider Owner / Site Manager:

- 5.1 As legal representative of the company indicated above, I hereby acknowledge that the mitigation measures as stated in Section 3 has been implemented and is my responsibility to maintain for the duration of the execution of the scope of work indicated in Section 2 above

Initials & Surname:	
Signature:	
Date:	

6. Acknowledgement by OME Responsible Senior Manager:

- 6.1 The work to be performed as indicated in this document falls under my area of responsibility;
- 6.2 I acknowledge that I have taken note of the risk of:
- Engaging the services of a service provider who are unable to meet Safety, Health, Environmental (SHE) and other requirements of Sasol (existing suppliers);
 - Suppliers, who do not meet contractual and/or operational obligations, expose Sasol to risks due to non-compliance to applicable legislative and regulatory requirements as well as non-performance in terms of obligations.

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Initials & Surname:	
Signature:	
Date:	

7. OME VP acknowledgement:

7.1 I acknowledge that I have been informed that an interim SHE process has been put in place for a limited scope of work for an existing service provider that is unable to comply with the Sasol Group Service Provider Safety Management Standards (existing suppliers).

7.2 I acknowledge that I have taken note of the fact that failure to execute the limited scope of work could result in:

- a. Equipment breakdowns / process conditions that could impair personnel safety or pose an environmental risk;
- b. Unforeseen breakdown or damage to equipment, where possible exposure to dangerous goods could impair the safety of the general public or pose an environmental risk e.g. unexpected gas compressor station failure, pipeline leakage or vehicle / loading facility breakdown.

Initials & Surname:	
Signature:	
Date:	

Annexure B: Risk Ranking and Non Negotiable Items

1. Risk Ranking

- a) Risk ranking will be done by Category Management using a Risk ranking tool, (with assistance from the OME SHE and/or service owner/end user) and where the Service Provider provides a suite of services, the risk ranking will be based on the scope of work with the highest risk;
- b) Exemption is possible in all Tiers where risk or exposure is below the threshold (Less than 20 000 hours on site per annum);
- c) Minimum SHE requirements, based on risk ranking.

Note: As from date of publication:

- External safety system accreditation is compulsory for existing service providers from 1 Jul 2019;
- New suppliers will have 12 months after accreditation to provide proof of external safety accreditation;

Tier 1 Major risk	Tier 2 Significant risk
<ul style="list-style-type: none"> • Externally certified management system, based on ISO45001 requirements or compliance on an externally quantified safety system assessment • Compliance to list of seven non-negotiable items • 12 monthly surveillance assessments by service owners <ul style="list-style-type: none"> • Verification Protocol: To be used when certification or quantified safety system can be confirmed as available and valid. 	<ul style="list-style-type: none"> • Externally quantified safety system accreditation • Compliance to list of five non-negotiable items • 18 monthly surveillance assessments by service owners <ul style="list-style-type: none"> • Verification Protocol: To be used when certification or quantified safety system can be confirmed as available and valid.
Tier 3 Moderate risk	Tier 4 Minor risk (Less than 20 000 hours on site per annum)
<ul style="list-style-type: none"> • It will be an advantage for Service Providers ranked as T3 to have a valid, externally assessed quantified safety management system • List of three non-negotiable items • Link provided to Sasol risk assessment and SHE specifications; 	<ul style="list-style-type: none"> • No external certification, no accreditation or surveillance assessments required; • Annual online induction on Sasol basics, and • Work on JCE or purchase order basis, with PTRAs completed for each task.

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<ul style="list-style-type: none"> • 24 monthly surveillance assessments. <ul style="list-style-type: none"> • Comprehensive Protocol: To be used in the absence of a formal certification or grading status • Verification Protocol: To be used when certification or grading can be confirmed as available and valid 	
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2. Non-negotiable elements for each risk ranking

a) Tier 1 Major risk

- i. Externally certified management system, based on ISO45001 requirements or compliance on externally quantified SHE management system assessment;
- ii. Risk assessments and procedures covering intended scope of work;
- iii. Proof of technical and safety competence of employees;
- iv. Incident management system implemented;
- v. Comprehensive equipment maintenance and inspection system implemented;
- vi. Fall protection plan where working at heights where applicable, and
- vii. Proof of assessment of subcontractors where applicable.

b) Tier 2 Significant risk

- i. Externally quantified SHE management system assessment;
- ii. Risk assessments and procedures covering intended scope of work;
- iii. Proof of technical and safety competence of employees;
- iv. Incident management system implemented, and
- v. Comprehensive equipment maintenance and inspection system implemented.

c) Tier 3 Moderate risk

- i. Risk assessments and procedures covering intended scope of work;
- ii. Proof of technical and safety competence of employees, and
- iii. Comprehensive equipment maintenance and inspection system implemented.

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Annexure C:

Service Provider accreditation and surveillance assessments and assessment outcome criteria:

1) External certification or external quantified safety system assessment (T1 Major Risk & T2 Significant Risk):

- a) Externally certified management system, based on ISO45001 requirements or compliance on externally quantified SHE management system assessment;
- b) These assessments shall be done by a reputable certification/accreditation body, registered with SAATCA as a minimum, or with international credentials.

2) Legal compliance audits (T3 Moderate Risk)

- a) It will be an advantage for Service Providers ranked as T3 to have a valid, externally assessed quantified safety management system.

3) T4 Minor Risk (Less than 20 000 hours on site per annum)

- a) No external certification, no accreditation or surveillance assessments required;
- b) Annual online induction on Sasol basics, and
- c) Work on JCE or purchase order basis, with PTRAs completed for each task;
- d) Service providers rendering services on site at work less than 20 000 per annum, may also be regarded as T4.

4) Sasol Accreditation assessment (safety and technical)

- a) These assessments are coordinated by SC Supplier Management;
- b) It is mandatory for all potential service providers to undergo an accreditation assessment before placement on the Sasol Supplier List;
- c) An assessment report and certificate of compliance shall be issued to all approved Service Providers within 30 days from the date of assessment, but within 7 days from approval at the SOF and/or SPAAF;
- d) Service providers that do not comply with the relevant requirements of this assessment will still receive an assessment report and rejection letter.

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5) OME surveillance safety assessments

- a) Each OME Senior Manager Occupational Safety shall designate a responsible person in their entity to coordinate the surveillance assessments in accordance with the risk categorization of the Service Provider;
- b) Surveillance assessments shall be arranged and conducted by service owners, in conjunction with BU SHE representative; unless otherwise agreed in the OME;
- c) This assessment will be based on the full service offering SHE Management system to ensure Sasol standards are being met on an ongoing basis during contract execution;
 - a. Comprehensive Protocol:
 - i. To be used in the absence of a formal certification or grading status for T3 vendors
 - b. Verification Protocol:
 - i. To be used when a valid certification /grading status can be confirmed
- d) Assessment reports will be provided to the Service Provider within 14 days of the assessment;
- e) It is the responsibility of the Service Owner to monitor implementation of corrective action plans.

6) Assessment Outcome criteria:

Green	<ul style="list-style-type: none"> a) The Service Provider will be awarded a green grading if a score of $\geq 90\%$ is achieved in the assessment; b) Green graded Service Providers are considered to possess the commitment, organisational ability and competencies to manage their safety (and integrated SH&E) performance effectively and efficiently; c) A Green graded Service Provider has: <ul style="list-style-type: none"> • an RCR less than the Sasol RCR target; • auditable proof of close-out on recordable incident findings; • a score of at least 90% on the Service Provider Safety Accreditation Assessment. d) A new service provider with a Green grading may be placed on the Sasol Supplier list and a contract or purchase order placed; and e) An existing Service Provider with a Green grading may be awarded a contract renewal or scope extension.
Yellow	<ul style="list-style-type: none"> a) The Service Provider will be awarded a yellow grade if a score of between $\geq 80\%$ and $< 90\%$ is achieved in the assessment; b) An existing Service Provider with a yellow grading may be awarded a contract renewal or scope extension and work can continue; c) A new service provider with a Yellow grading may be placed on the Sasol Supplier list and a contract or purchase order placed.
Orange	<ul style="list-style-type: none"> a) The Service Provider will be awarded an orange grade if a score of between 50% but $< 80\%$ is achieved in the Certification assessment;

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	<ul style="list-style-type: none"> b) New service providers that receive a score less than 80% will not be placed on the Sasol Supplier List and will receive a rejection letter, unless the end user or service owner has provided a signed Annexure A letter; c) Where existing Service Providers are given an orange grading, the service provider shall submit a recovery plan within 14 days to the relevant Category Manager, indicating the time frame necessary to implement actions to comply; d) The Category Manager may use the assistance of the service owner and/or BU SHE specialist to evaluate the recovery plan; e) Only the Category Manager will request a re-assessment from SC: Operations Support, if the recovery plan is deemed sufficient; f) If the re-assessment still does not show an acceptable compliance improvement the Service Provider shall be suspended until appropriate measures have been introduced; g) The Principal Specialist SC will execute the suspension, after consultation with all business units role players and after agreement on the way forward is confirmed; h) An Orange Service Provider will be allowed to continue completion of existing purchase orders, but no new purchase orders may be allocated during this period.
Red	<ul style="list-style-type: none"> a. The Service Provider will be awarded a red grade if a score of <50% is obtained; b. New service providers will receive a rejection letter upon being awarded of a red grading; c. where existing Service Providers are given a RED grading, work that is in progress may be completed under supervisor of the end user / service owner (Annexure A document); d. No new work may be allocated, until such time as a re-assessment has confirmed compliance, unless an Annexure A is available and signed by all stakeholders for a limited scope of work; e. Re-assessment within 45 days; f. Where existing Service Providers are given an RED grading, the service provider shall submit a recovery plan within 14 days to the relevant Category Manager, indicating the time frame necessary to implement actions to comply; g. The Category Manager may use the assistance of the service owner and/or BU SHE specialist to evaluate the recovery plan; h. Only the Category Manager will request a re-assessment from SC: Operations Support, if the recovery plan is deemed sufficient; i. If the re-assessment still does not show an acceptable compliance improvement the Service Provider shall be suspended until appropriate measures have been introduced; j. The Principal Specialist SC will execute the suspension, after consultation with all business units role players and after agreement on the way forward is confirmed; k. A red Service Provider shall not be considered for further work or service during this period.

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