	Procedure	Nuclear Operating Unit
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Communication Procedure**

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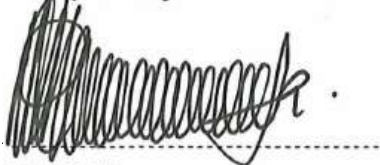
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Functional Responsibility

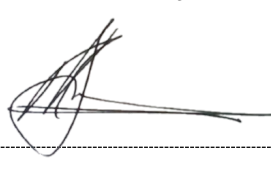


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1. Introduction

This procedure focusses on the information, form, medium, context and content that can be shared with internal and external stakeholders by Eskom staff and management in the nuclear environment. Internal and external stakeholders are key to any organisation and its operations. When they feel negatively impacted by the plans, operations, strategy, and actions of an organisation, these stakeholders can act in a way that can negatively impact an organisation.

This procedure sets up and provides a framework for communication and stakeholder engagement expectations within Eskom's nuclear business.

2. Supporting Clauses

2.1 Scope

The document details the formal processes to be followed in order for the Stakeholder Management Department to render a service to the organisation's internal and external stakeholders. The document covers the necessary internal and external communication and engagement activities performed by the Stakeholder Management Department.

2.1.1 Purpose

The purpose of this document is to provide an outline of the processes which exist in the Stakeholder Management Department. This will enable that effective, coherent and factually correct information is communicated to key stakeholders and members of the public timeously.

2.1.2 Applicability

This document shall apply in Eskom throughout the Nuclear Operating Unit and all nuclear sites.

2.1.3 Effective date

As from the date of authorisation.

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] ISO 9001 Quality Management Systems
- [2] KAA-500: The Process for Controlled Procedures
- [3] 238-6 : Nuclear Documents and Records Management Requirements
- [4] PSIF Act of 2004: Public Safety Information Forum

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- [5] 240-84661605: Process for Manage of Business Communication
- [6] 32-186: Eskom Corporate Social Investment Policy
- [7] CAG PBAAZ 7: Processes and Procedures Manual (CSI)
- [8] ISO 14001: 2015: Environmental Management System
- [9] 240-60343027: Process Control Manual for Manage Stakeholder Relationships
- [10] AA1000 Stakeholder Engagement Standard 2011
- [11] 240-60348756: Process Control Manual for Manage Stakeholder Issues
- [12] KEP 33: Emergency Communication with Media and Employees
- [13] KEP 92: Procedure for Regional Nuclear Emergency Plan
- [14] KSA-038: Requirements for Quality Records
- [15] KAA-811: Integrated Koeberg Nuclear Emergency Plan

2.2.2 Informative

Not Applicable

2.3 Definitions

2.3.1. Corporate Social Investment: Corporate social investment (CSI) forms an integral part of corporate social responsibility (CSR), and as such, these two concepts require clear definition to bring clarity in the application of these policies. The Eskom Corporate Social Investment (CSI) Policy regulates all CSI activities by Eskom Holdings SOC Limited, including its divisions and subsidiaries, which contribute to the benefit, well-being, and development of primarily disadvantaged communities where Eskom operates or is intending to have a presence on the African continent. This policy governs the approval of all donations and grants in Eskom. Eskom considers its CSI programmes as an investment for a developmental return, and as such, the majority of these programmes will take place within the framework of Eskom's business imperatives and the shareholders' developmental initiatives.

2.4 Abbreviations

Abbreviation	Explanation
CAD	Corporate Affairs Division
CAS	Central Alarm Station
CCT	City of Cape Town
CE	Chief Executive
CNO	Chief Nuclear Officer
COO	Chief Operating Officer
CSI	Corporate Social Investment
DG	Director General
DOE	Department of Energy

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Abbreviation	Explanation
DPE	Department of Public Enterprises
ECC	Emergency Control Centre
EIA	Environmental Impact Assessment
EWAP	Eskom Women Advancement Programme
GCE	Group Chief Executive
HOD	Head of Department
HOG	Head of Group
HR	Human Resources
IAEA	International Atomic Energy Agency
INPO	Institute of Nuclear Power Operations
ISO	International Organisation for Standardisation
KORC	Koeberg Operations Review Committee
NOU	Nuclear Operating Unit
NNR	National Nuclear Regulator
OCC	Outage Control Centre
PCM	Process Control Manual
PSIF	Public Safety Information Forum
PSM	Power Station Manager
SANDF	South African National Defence Force
SGM	Senior General Manager
TSM	Technical Support Mission
VC	Visitors Centre
WANO	World Association of Nuclear Operators

2.5 Roles and Responsibilities

2.5.1 Stakeholder Management

This section covers communication roles and responsibilities of different Eskom staff and management to serve and address the needs and wants of Eskom, and key internal and external stakeholders within the nuclear business area.

Stakeholder Management is the custodian of all formal business communication platforms. Stakeholder Management is responsible for facilitating a proper engagement process with key stakeholders with regard to Koeberg, and the implementation of Eskom's nuclear strategy, and nuclear sites engagement strategy, as dictated by the relevant acts and policies.

The Stakeholder Management Department is responsible (and accountable to internal and external stakeholders) for the following:

- Facilitating a proper engagement process with regard to the implementation of the PSIF Act.
- Increasing awareness and understanding of nuclear energy in communities around Koeberg Power Station, ideally the 16km radius.

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- Complying with Environmental ISO 14001:2015 communication requirements.
- Minimising negative perceptions, as well as build and maintain a positive image of the nuclear industry by educating key stakeholders about the benefits of nuclear energy and nuclear technology.
- Ensuring that nuclear engagement with key internal and external stakeholders is effective and complies with two-way communication as a matter of principle.
- Promoting transparency of new nuclear energy plans and operation.
- Addressing public safety, health, and environmental concerns about nuclear energy and the operation of Koeberg Nuclear Power Station.
- Ensuring that the public and all other key stakeholders have clear and accurate information by answering their queries and addressing their concerns formally, where necessary.
- Increasing public awareness of nuclear and radiation safety.
- Promoting transparency about how nuclear installations are regulated in order to ensure both conventional and nuclear safety.
- Assisting the Emergency Planning Group to educate the public about Koeberg Nuclear Power Station's Emergency Plan.

2.5.2 Communication Practitioners are responsible for the following:

- Ensuring direct and ongoing interactions with the senior and plant management team and involved in developing strategic communications for management decisions.
- Assessing potential and emerging communication needs and make recommendations to senior management with regards to communication approaches.
- Ensuring communication strategies include frequent reinforcement of nuclear safety.
- Ensuring that there's an effective process in place to encourage, monitor, and address employee feedback on business initiatives and organisational culture.
- Ensuring that they have the necessary skills to support the communication process.
- Planning communication programmes and projects to meet identified organisational needs.
- Implementing communication programmes and projects.
- Monitoring programmes and activities and evaluating/measuring success.
- Fulfilling a bridging function between managers and employees by supporting and advising them during their communication outputs.
- Participating in the crafting of communication strategies.
- Strategic input into business planning and goal setting.
- Creating channels for communication.
- Assisting management in building employee morale.

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2.5.3 Leadership and Management are responsible for the following:

- Utilising communication to drive safe and reliable nuclear operation.
- Communicating strategically, not just reactively.
- Communicating regularly to their staff by guiding them, providing information to them, explaining objectives, issues, etc.
- Be facilitators of information exchange not just information transmitters.
- Encouraging their staff to communicate upwards by making suggestions, asking for assistance, providing information, in a manner that ensures effective two-way communication.
- Co-operating with, and supporting the formal function and all its outputs.
- Ensuring effective inter-team relationships and fostering cooperation and understanding amongst staff.
- Supporting the communication climate in the organisation through individual management style.
- Cultivating a culture of open communication as a primary tool for both upward communication from employees and downward communication from supervisor and the leadership team.
- Ensuring that communication takes place and sharing with staff the status of the company and its direction.
- Ensuring the establishment of a healthy nuclear safety culture and value system amongst employees, suppliers, and direct reports.
- Ensuring that Nuclear Safety is always the overriding priority of Koeberg Nuclear Power Station, irrespective of external factors.
- Building on a trust relationship with staff through improving transparency and staff awareness.
- Sharing the leadership values with all staff – this is done by explaining decisions, and the principles they are based on.
- Proactively responding to external pressures and decisions which may negatively impact on staff and share relevant information with staff in an open and transparent manner.
- Taking accountability for the effectiveness of the environmental management system and effectively communicating the expectations to staff.
- Communicating the importance of effective environmental management to relevant internal and external stakeholders and conforming to the environmental management system requirements.
- Promoting continuous environmental improvement.
- Ensuring that the environmental policy is communicated within the organisation by effectively communicating expectations.
- Ensuring that environmental nuclear safety and conventional safety objectives are communicated to the relevant internal and external stakeholders.
- Ensuring that communication to internal and external stakeholders is timeous, open, clear and transparent.
- Ensuring that quality, health, safety, and environmental policy and objectives are in place, communicated in the organisation, and tracked for progress.

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- Promoting health, quality, environmental, nuclear, and conventional safety within the organisation.
- Communicating the importance of effective quality, health, environment, conventional and nuclear safety management and conformance to such requirements.
- Promoting continuous improvement with regard to quality, health, environment, conventional and nuclear safety performance.
- Communicating the quality, health, safety (conventional and nuclear), and environmental audit results, corrective and preventative action to relevant internal and external stakeholders.
- Clear, open and transparent communication about the roles and responsibilities with regard to quality, health, safety, and environmental systems expectations and importance.
- Clearly communicating the importance of meeting internal and external customer and stakeholders' needs and expectations.

Managers are required and expected to communicate effectively any issues which have the potential to impact staff morale, such as (but not limited to):

- Internally communicating information relevant to the environmental management system among the various levels and functions of the organisation, including changes to the environmental management system.
- Annual Performance bonuses and how Eskom's financial situation impacts the business.
- Reviewing exit reports of employees who have left the business and the reasons why, and implementing strategies to ensure that the percentage of exits is either reduced or in line with the overall HR/business strategy.
- Providing understanding on the Eskom approach to retirement packages and voluntary separation practices.
- Understanding salary and benefit concerns which affect employees.
- Determining the necessary staffing changes and communicates this as soon as possible, which ensures that rumours are eliminated around this.
- Decisions taken within the business, which affect employees (positively or negatively) and the short and long-term effects thereof.
- Technical decisions made by management are to be communicated as a vehicle to demonstrate the values of leadership and the organisation. This may include modifications for outages or significant KORC decisions.
- To assist with the change management communication required for significant business changes. These may include changes to work processes or business transformation, particularly those that impact on staff.
- Communication on station calendar events, such as WANO TSMs, Peer Reviews, GCE and COO visits, etc.
- Ensuring that effective communication takes place.
- The Nuclear Environmental Manager must compile and provide the content and context for the Environmental Impact Assessment engagement plan with internal and external nuclear stakeholders.

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- The Nuclear Environmental Manager must provide environmental information, date, content, and context to be communicated to relevant internal and external stakeholders.
- The manager responsible for Occupational Hygiene and Safety must provide information and content to be communicated to the relevant internal and external stakeholders.
- The Nuclear Quality Manager must provide information and content to be communicated to the relevant internal and external stakeholders.
- The Health and Wellness Manager must provide information and content to be communicated to the relevant internal and external stakeholders.
- The manager responsible for Nuclear Safety Culture must provide information and content to be communicated to the relevant internal and external stakeholders.

2.5.4 Employees are responsible for the following with regard to internal and external communication:

- Utilising the tools and mediums available to provide feedback.
- Actively attend and participate in activities/events that encourage feedback and engagement;
- Engaging in two-way communication.
- Providing feedback on policies, procedures, issues, activities, etc.
- Extending their information base by using all the communication mediums, channels and tools.
- Personally benefiting from formal interventions (e.g. goals workshop) by actively participating and communicating.
- Ensuring that their managers convey information.
- Adherence to communication and stakeholder management protocols.
- Providing information needed by stakeholders through organisational channels.
- Speak on behalf of the organisation/section/project/or activity as a subject matter expert or appointed person (if identified as such).

2.6 Related/Supporting Documents

This process generates non-permanent records.

Non-permanent records (as per KSA-038, Requirements for Quality Records, for non-plant records): letters of correspondences, newspaper, advertisements, Emergency Plan calendars, PSIF attendance registers, PSIF minutes, and issues register.

3. Maintenance of internal and external communication

3.1. Key messages

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The key messages for nuclear business will include the following core areas to address public concerns and issues, and other issues will be addressed via the Integrated Communication Strategy for the NOU:

3.1.1. Safety

Eskom has appointed approximately 1800 nuclear professionals, with more than 80% of them on the Koeberg site, and the rest at Megawatt Park in Johannesburg.

Koeberg's operators are world class, undergoing regular training at in-house facilities, and accredited by the National Nuclear Regulator (NNR) of South Africa. Koeberg Power Station is also the first nuclear power station outside the United States of America to receive initial accreditation and retain accreditation for its Operator Training Programmes from the Institute of Nuclear Power Operations (INPO). This is a reflection of the station's high standards of operation.

The station regularly undergoes peer reviews, which places it under scrutiny by international and local experts to benchmark its performance against international best practice. Being the only nuclear power station in South Africa, and on the African continent, this is an important part of its journey to being amongst the top echelon of power stations. During the first quarter of 2017, the World Association of Nuclear Operators (WANO) conducted a Peer Review at Koeberg, and the station report was the best that it has ever achieved for a WANO Peer Review in all its years of operation.

Since its synchronisation to the national grid for the first time in 1984, the station has operated safely, with a credible nuclear safety record and culture. The station is currently executing its life extension programme, which will see the enhancement of nuclear safety features and replacement of some of its older equipment – these projects include amongst others, the steam generator replacement, and the spent fuel storage project. The steam generator replacement will both extend the operating life of the units, and increase their power output by up to 10%.

In anticipation of and preparation for the expansion of the nuclear programme in South Africa, Koeberg has structured its operator training pipeline to ensure that it has sufficient operators to meet the station and the country's needs. The station has increased its corporate social responsibility, while at the same time ensuring that nuclear skills development is achieved in the areas such as operating, engineering, and artisan training.

The station has won the highest award in Eskom for a power station, namely the Jan H Smith Award several times for being the most effectively run, reliable, and best performing station amongst Eskom's 28 power stations. Koeberg's Unit 2 holds a record of having run for 492 days consecutively, and Unit 1's best performance to date is 474 days of continuous operation. The station currently has the best availability factor of above 93%, which is the best in Eskom's fleet of power stations. In 2017 the station achieved its second-best ever duration for a refuelling outage in its quest of achieving short duration outages.

Key messaging will also include:

- Nuclear generation is safe and continues to improve.

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- Nuclear safety barriers exist to protect employees, members of the public, and the environment, against potential incidents and accidents.
- The industry is subjected to stringent safety standards, guidelines, regulations and the focus is on the continuous improvement of such.
- Koeberg Nuclear Power Station has a long-term operation programme to ensure its safe operation beyond forty (40) years to a sixty (60) year lifespan.

3.1.2. Environmental

Within Koeberg's private nature reserve of 3000ha, great care has been taken to conserve and restore the coastal landforms, wetlands and different vegetation of the area, as well as the animal life. The nature reserve is home to a diverse number of animal species, including birds, reptiles, steenbok, duiker, springbok, eland, Burchell's zebra, gemsbok, blue wildebeest, caracal, and the small grey mongoose. There is a 19km mountain biking trail, and several hiking trails of varying lengths through the reserve, which visitors are welcome to explore. The Koeberg site also houses a visitors centre, which hosts thousands of visitors per year, where people from near and far can go to enhance their knowledge about nuclear energy generation technology.

Key messaging will also include:

- Nuclear generation is a climate change and global warming friendly technology, and plays a significant role in achieving a greener planet.
- Nuclear energy generation has minimal negative impact on the environment, and contributes positively to the overall quality of human life.
- Nuclear energy's reduced greenhouse gas emissions when compared to other energy sources.
- Nuclear energy generation takes care of the environment before, during, and beyond operation of nuclear power plants.
- The nuclear industry is the only industry on earth that takes care of its waste from cradle to grave.
- Koeberg Nuclear Power Station has a robust, effective and credible environmental management system.
- Eskom has a robust environmental management policy, processes, procedures informed by industry best practices and regulations, that take care of environment from sitting, operation and maintenance until post decommissioning stages
- The station continues to produce clean, reliable energy, which is environmentally friendly, with an availability rate of more than 93%.

3.1.3 Health

- Nuclear energy has no effect on the health of Koeberg Nuclear Power Station staff, and the surrounding communities.
- Storage, distribution and disposal of Potassium Iodate (KIO_3) tablets to Koeberg staff and other stakeholders is subjected to a stringent governance process, which prevents any illegal or unhealthy usage of the tablets.

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- Effective health measures exist to prevent exposure to the environment, staff and public from a combination of internal (Koeberg Nuclear Power Station) and external operational factors.

3.1.4. Security

- Nuclear generation materials (for example fresh fuel, and spent fuel, including nuclear vessels) are secured in strictly security controlled areas.
- Nuclear reactors are secure and protected, and access to it and other critical zones is subject to a stringent security regime.
- Koeberg has an effective and integrated security system.
- A Koeberg Nuclear Power Station Security Plan exists, which takes care of different security scenarios, including potential acts of sabotage.
- Koeberg security personnel are highly trained to protect the facility during operation, and maintenance, including during and after decommissioning.
- Koeberg's security culture is on par with industry-best practices, and is part of the station's overarching nuclear safety culture.

3.1.5. Social and economic impact

Koeberg Power Station spends millions of rands in its corporate responsibility and social investment programmes aimed at enhancing the well-being of communities around the station. These programmes are funded by Eskom, and employee funding schemes, and are mostly focussed on skills development, the economic development of women and youth, community health, including disabilities, HIV AIDS, health facilities, and hygiene.

South Africa's 2010 Integrated Resource Plan (IRP2010) indicated 9 600MW of nuclear energy generation being planned for the country, and the Koeberg site is currently the only site (of five potential sites in total) approved for the new nuclear capacity programme. The implementation of the programme will increase South African industrialisation at a rate that has not been seen in South Africa before, including the industrialisation during the 1980s and 1990s, during the construction of the coal-fired power plants.

Overarching message: nuclear energy is a safe, sustainable, reliable, and environmentally friendly technology that is an important part of the South African energy mix.

3.2. Internal communication

Internal communication is the custodian for communication within the Nuclear Operating Unit. Where messages need to be communicated, contact the internal communication practitioners for advice as to how best to communicate the message using the platforms available.

The internal communication practitioners will identify the message and target audience, package as appropriate, identify the best platform for communication of the message(s), and will plan the communication accordingly.

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3.2.1. Publications

Stakeholder Management via Internal Communication is the custodian of all formal business publications. Stakeholder Management will assess the viability of these publications, the need for others, and reduce or add publications as appropriate. All publications listed below are internally-focussed, however, should the need arise, external publications may be added after the same evaluation process. These publications are communication tools to supplement and support other communication platforms, including face-to-face communication, which is the preferred means of communication.

Communication Medium	Content	Responsible Person	Frequency	Format	Distribution
Newsflash	Short messages of interest or importance to staff with dedicated space for nuclear and industrial safety, as and when required.	Compiled by Internal Communication Editor: Stakeholder Management-appointed senior editor/peer editor	Daily	Electronic	All NOU employees, Secretaries, HODs, and HOGs (for further distribution) and saved on g:drive
BUF Bulletin	Feedback from Business Unit Forum (meeting between Trade Unions and Management)	Compiled by Internal Communication Review: IR Editor: Stakeholder Management-appointed senior editor/peer editor	Monthly (following BUF)	Electronic	All NOU employees, Secretaries, HODs, and HOGs (for further distribution) and saved on g:drive
Shutdown Times	Outage-related updates and information obtained from the outage meetings, project leaders, safety, and other station stakeholders	Compiled by Internal Communication Review: Outage Manager or delegated outage representative Editor: Stakeholder Management-appointed senior editor/peer editor	Daily during outage	Electronic	All NOU employees, Secretaries, HODs, and HOGs (for further distribution) and saved on g:drive
Nuclear News	Urgent operational or administrative issues conveyed by the Chief Nuclear Officer (CNO)	Compiled by Internal Communication Review: CNO and Stakeholder Management Manager	Ad hoc	Electronic	All NOU employees, Secretaries, HODs, and HOGs (for further distribution) and saved on g:drive

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		Editor: Stakeholder Management- appointed senior editor			
Human Resources Bulletin	Issues related to human resources, including benefits, performance, promotions, long service, processes, conditions of service, etc.	Compiled by Internal Communication Review: HR Manager or delegated HR representative Editor: Stakeholder Management- appointed senior editor	Ad hoc	Electronic	All NOU employees, Secretaries, HODs, and HOGs (for further distribution) and saved on g:drive
EWAP Bulletin	Updates regarding the Eskom and Koeberg Women Advancement Programme	Compiled by Internal Communication and EWAP Secretariat Review: EWAP Secretariat, HR Manager or delegated HR Representative, EWAP NOU Custodian Editor: Stakeholder Management- appointed senior editor	Ad hoc	Electronic	All NOU employees, Secretaries, HODs, and HOGs (for further distribution) and saved on g:drive
Walk the Talk Bulletin	Observations from Management plant walkdowns/ observations	Compiled by Internal Communication Review: Senior Management representative Editor: Stakeholder Management- appointed senior editor	Ad hoc	Electronic	All NOU employees, Secretaries, HODs, and HOGs (for further distribution) and saved on g:drive

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PSM Online	Messages from the power station manager for all staff	Compiled by Internal Communication Review: Power Station Manager Editor: Stakeholder Management-appointed senior editor	Ad hoc	Electronic	All NOU employees, Secretaries, HODs, and HOGs (for further distribution) and saved on g:drive
Ad hoc publications	Urgent matters of interest or which may impact staff	Compiled by Internal Communication Review: Requestor Editor: Stakeholder Management-appointed senior editor	Ad hoc	Electronic and/or hard copy (as appropriate)	Target audience: identified by requestor

3.2.2. Communication brief process

Communication briefs are used to relay matters of utmost importance and urgency to the station, which may affect critical operations or processes. The content of such briefs is intended for distribution to all staff and contractors. The actual brief must be put onto a normal Word document template using the correct cover page.

Contact details should always be added onto a communication brief should recipients have any questions. Please note the following:

- Before a communication brief number can be issued, the content, the name of the originator, the target audience, the title, and date of distribution should be provided to the communication practitioner. Note that a number cannot be issued if the date of distribution is a week or more in the future.
- The originator should discuss the objective of the communication with the communication practitioner, who will advise whether a communication brief is the appropriate medium of communication, and will advise accordingly.
- Once the number is issued, the originator takes the document to the PSM's office for signature.
- Once signed, the originator takes the document to TD&RM for distribution. **Note:** *if it is to be distributed to one or two groups or departments, it cannot be a communication brief, and another means of communication should be suggested, e.g. Newsflash or memo*
- About two weeks after the due date indicated on the cover page – to allow for any delayed returns – the cover pages should be returned to Stakeholder Management. **Note:** *the originator should take appropriate action according to the comments on the returned cover pages.*

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3.2.3. Marketing and digital communication

Nuclear marketing will follow the corporate PCM process with Stakeholder Management being the nuclear custodian of the process.

3.2.3.1. Plasma screen content submission

- Consult with Internal Communication regarding timeframes and communication plan.
- Submit content at least three days in advance (or as per agreement) if no special layout and design is required in MSWord or PowerPoint (text) format.
- Pictures should be submitted in acceptable picture formats (e.g jpeg, gif, etc.) and not embedded/inserted into a Word, Publisher, PowerPoint, or Excel document. Should special designs be required, at least two weeks' notice is required in order to accommodate requests where possible.

3.2.3.2. Request for videography and production services

All requests to be submitted to Stakeholder Management on the appropriate form at *least one month in advance* (see Appendix A).

Stakeholder Management will only assist in the following areas:

- a. Videos for nuclear safety and for training purposes, where suitable resources are available
- b. Assist on how to procure an external supplier for any photographic/videography services outside of the scope of Stakeholder Management's services, or where resources are unavailable.

3.2.3.3. Request for photographic services

All requests to be submitted to Stakeholder Management on the appropriate form at least two weeks in advance (see Appendix A). Completion and submission of the form does not guarantee availability of a resource. Business priorities will be taken into account when resources are allocated.

3.2.3.4. Process for updates to Eskom internet and Koeberg intranets/SharePoint sites

To update a current or to create a new webpage on the Eskom Internet or Koeberg intranets, please contact Stakeholder Management.

3.2.4. Key internal communication forums

3.2.4.1. Open Forums

In order for an item to be considered for the Open forum agenda, the Stakeholder Management Manager should be contacted. Upon further discussion and agreement, the proposed topic will be added to the Open Forum agenda for consultation with the Power Station Manager, who finalises and approves the agenda. Note that a request for inclusion on the agenda does not guarantee inclusion on the final agenda.

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3.2.4.2. Pitstops (outage-related)

Outage Pitstops are centred on outage priorities and objectives. The aim is to keep employees informed and updated on outage progress and create awareness around main issues and concerns pertaining to the outage. All topics for the Outage Pitstop are determined by the Outage Director in consultation with the Power Station Manager, who finalises and approves the agenda.

3.2.4.3. Ad-hoc special forums (e.g Safety, Zero Harm)

Stakeholder Management will only get involved in the arrangement of special forums when it cuts across groups and divisions and involves the whole station/operating unit.

3.2.4.4. Work Stops (Eskom and Internal NOU Work Stops)

Stakeholder Management will only get involved in the arrangement of work stops when it cuts across groups and divisions and involves the whole station/operating unit. All group/department specific Work Stops to be managed and arranged by the specific department involved.

3.2.4.5. Communication actions from station meetings

Where a Stakeholder Management presence is requested, the objective of such representation will be taken into consideration by the Stakeholder Management Manager and a decision will be made based on the merits of the request.

Where communication of messages to employees is required as an action from a meeting, the person delegated the responsibility for communication of such messaging should approach Stakeholder Management for advice about suitable communication media, and packaging of messages.

3.3. External communication

External communication involves all communication and engagement activities relating to aspects involving the safety, health and operation of the NOU and its impact on the environment, to key external stakeholders and the public including special interest groups or interested individuals. This includes all formal and informal interventions or engagements.

All communication external to the NOU will be done via the Stakeholder Management Manager. Approval will be obtained according to the appropriate protocol.

EIAs will be run by the consultants with the support of Stakeholder Management to ensure that Eskom protocols are adhered to. Nuclear management must support.

3.3.1. Crisis and emergency communications

During an Eskom nuclear emergency, Eskom must establish itself as a credible organisation by communicating using the KEP-033 procedure, and other organisational protocols. Refer to KEP-033 and KEP-092. At all given times the station should be ready to deal with any crisis situation and the communication thereof. The objective of crisis communication is to ensure that the impact of any crisis situation is mitigated by means of effective and efficient communication from the station via the appropriate media and by utilising the correct channels. In any crisis situation, the Stakeholder Management Manager should be informed within the first hour to ensure fast and effective communication to the station.

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After hours communication should be routed via the Communication Officer on Emergency Response Organisation standby for the week.

Communication must be channelled via the official/appointed spokesperson as per KEP 033.

**Refer to Appendix B for protocol.*

3.3.2. Public Safety Information Forum

Section 26(4) of the NNR Act states that, "The holder of a nuclear installation licence must establish a public safety information forum, as prescribed, in order to inform persons living in the municipal area in respect of which an emergency plan has been established on nuclear safety and radiation matters."

Stakeholder Management, representing Eskom, fulfils the role of Secretariat, marketing, and administration.

Line will provide content and presenters for presentations, as appropriate. All content/topics to be approved by PSM and/CNO, in consultation with the Secretariat, Chairperson, and Deputy Chair. Existing nuclear sites will have a PSIF. Sites where a nuclear installation has not yet been built will host planned stakeholder/community engagements, and where it exists, establish a Visitors Centre.

PSIF Constitution

This document is a public document where members state what is relevant and important for inclusion as guided by the NNR Act. The constitution should be read in conjunction with the NNR Act of 1999 and PSIF amended legislation of 2008; the intention is not to reproduce the Act in the constitution nor the procedure. Any amendments to the constitution will be presented to the PSIF meeting for acceptance and approval, and once accepted the constitution will be authorised by the standing PSIF chairperson, with Eskom representative (Secretariat) and NNR official as co-signatories of the constitution document.

Note that:

- The constitution will remain valid until is replaced by the signed and updated new constitution document.
- The constitution is authorised as a public document own by PSIF members; it is, therefore, not an Eskom document, nor an NNR document, and as such, should not have an Eskom or NNR document identifier number. However, Eskom's logo can appear on it to indicate that it is for an Eskom nuclear installation - in this case, Koeberg Nuclear Power Station.
- The authorisation of the constitution will be done in a formal PSIF meeting that meets quorum requirements as stipulated in the constitution or NNR Act, whichever changes first

3.3.3. Nuclear Safety/Emergency Planning Awareness

National legislation (NNR Act no. 47 of 1999) requires Koeberg Nuclear Power Station to have an established Emergency Plan to protect the public in the unlikely event of a nuclear accident. In order to ensure stakeholder understanding and confidence and in protecting Eskom's image and reputation, the holder of a nuclear license is legislated by law (NNR Act Section 38 (1) to create awareness and educate all stakeholders living in the relevant municipal area in respect of which an emergency plan has been established about the Emergency Plan.

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Stakeholder Management will take the lead – or support, as necessary – where strategic opportunities for creating awareness around nuclear arise that could impact stakeholder perceptions. This includes exhibitions, roadshows, conferences, etc.

3.3.4. Media liaison

Requests/queries from the media must be directed to the Stakeholder Management Manager, who will determine the suitable course of response.

All queries from the media about Eskom's nuclear interests, sites, and Koeberg Nuclear Power Station must be approved by the Stakeholder Management Manager, and the relevant functional E-Band Managers, or by the Koeberg Power Station Manager, as appropriate and applicable.

All Eskom nuclear queries must be logged on the Issues Register (Appendix C), and registers will be kept as per KSA-038.

3.3.5. Branding and marketing services

All requests for corporate branding, which involve the application of the Eskom Corporate Identity, must be routed via Internal Communication for review, and corporate identity approval. To utilise the Eskom brand externally i.e. external road shows, exhibitions etc. which promotes the Eskom brand and image, prior authorisation should be obtained from the Stakeholder Management Manager.

3.3.6 Process for requesting placement of newspaper advertisements/notifications

All advertisements for the Nuclear Operating Unit, including recruitment, environmental impact assessments (EIAs), public participation, newspaper supplements, etc. must be routed via the Stakeholder Management Manager to ensure that Eskom requirements are met, to determine the suitable platform for communication, and to ensure that the Eskom brand is not negatively impacted.

The Stakeholder Management Manager must be contracted at least four weeks in advance of an advertisement placement date (subject to newspaper publication dates). Content should be submitted to the Stakeholder Management Manager in a usable format (MSWord).

4. Appointment of a nuclear (NOU) spokesperson

4.1 Crisis and Emergency Communication

The appointment of any Eskom employee to speak on behalf of Eskom with regard to nuclear matters during a crisis or an emergency should be done as per KEP 033.

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4.2 Normal operation

At national level all nuclear-related issues will be dealt with by the officially appointed Spokesperson or as delegated by the Eskom Spokesperson.

5. Donations and sponsorship

Stakeholder Management will advise and facilitate the sponsorship and donations process on a NOU level. However, the process will follow the Corporate Sponsorship and Donation Process. Contact the community development representative in Stakeholder Management.

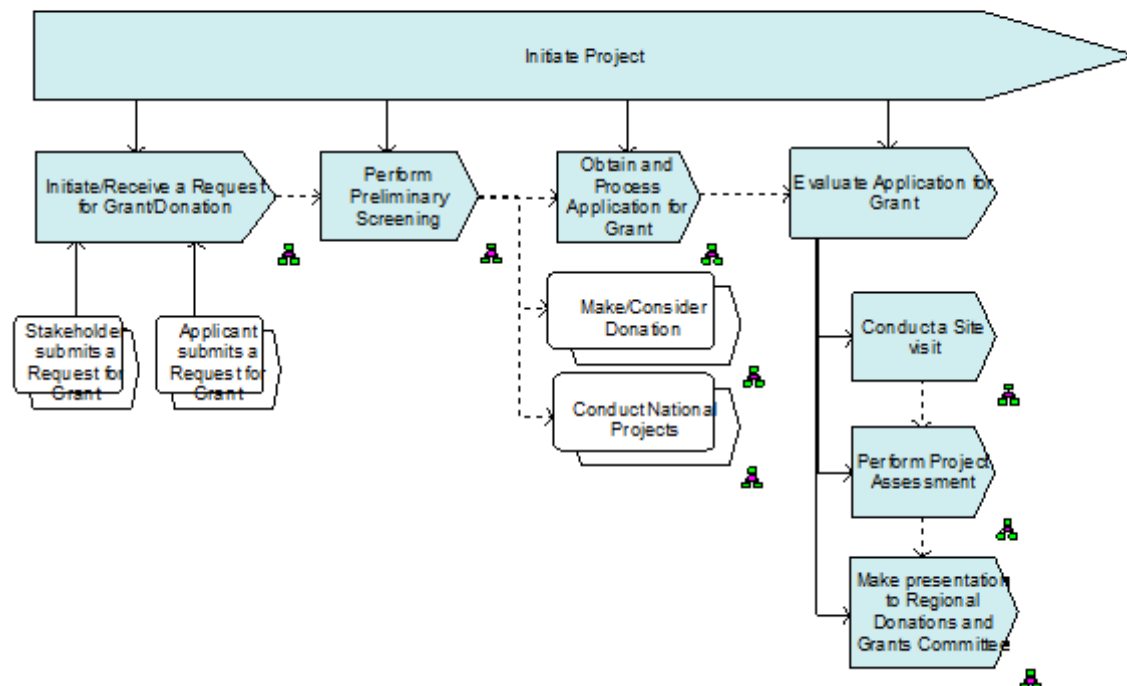
5.1 Social and economic grant projects

Make Grants to Social and Economic Projects

Investment in the form of a grant – an impudendum expected

General Note

It is critical to make a distinction in terms of the dynamics and nature of the social and economic projects.



5.2 Process for applying for a donation

Requests for donations no longer falls in the domain of the individual Business Units – all requests are pooled per region and Eskom Development Foundation (ESDEF) regional oversight committee called the Regional Grants and Donations Committees (RDGCs) considers each application.

The Development Foundation Donations Committees (Philanthropic/Strategic) are responsible for the approval of all donations recommended by the Regional Grants and Donations Committee (RDGC).

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- A formal written donation request must be sent to the Community Development Officer residing within the Nuclear Operating Unit Stakeholder Management Department.
- All written requests must provide sufficient details to meet the donations criteria.
- All donation requests will then be authenticated (verifying whether information meets donation criteria) by Stakeholder Management (Community Development).
- Once verified by Stakeholder Management, the application form should be completed which will be submitted to the Regional Donations and Grants Committee (RDGC) Western Region for recommendation.
- The Regional Donations and Grants Committee is constituted to evaluate and clearly define the draft scope of work for the execution of a project and to recommend that such project be submitted to the Development Foundation Investment Committee for approval of a grant.

6. Sponsorship process

Sponsorships are a form of marketing in which a brand is aligned with an activity or entity in order to exploit the commercial potential created by the association. Sponsorships do not form part of Eskom's Corporate Social Investment (CSI) initiatives. Sponsorships are given for business reasons and therefore need to be leveraged, tracked and measured to ascertain their return on investment. This function is co-ordinated by the Corporate Affairs Division. However, key events such as conferences, workshops and symposiums that form part of Eskom's core business will be considered.

All requests for sponsorships from the Nuclear Operating Unit must be routed via the Stakeholder Management Department for review and consideration.

7. Key nuclear events

Stakeholder Management will take the lead – or support, as necessary – where strategic opportunities for creating awareness around nuclear arise that could impact stakeholder perceptions. This includes exhibitions, nuclear safety awareness seminars, roadshows, conferences, Open Days etc.

All events must be approved and should follow stakeholder protocols. Safety assessments must be performed for all events. For events that impact the Business Unit as a whole or where it has an overall benefit or impact on the NOU, and for events that cut across groups and departments, Stakeholder Management can get involved with the planning, organisation and execution of the event. For Stakeholder Management involvement, the Stakeholder Management Manager should be engaged at least three months prior to an event.

Such events must be supported by an effective internal and external communication plan.

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8. Requests for special visits/access to the Koeberg Owner Controlled Area/ Koeberg Nature Reserve

8.1 External visits

External visits are any visit by a formal group or organisation with a specific interest in Eskom, Koeberg Nuclear Power Station, nuclear energy/technology or related. While the Koeberg Visitors Centre will host general visitors, Stakeholder Management will assist with or host prominent and selected non-prominent visits at the Koeberg Visitors Centre (or other suitable venue).

Difference between prominent and non-prominent visits:

1) *Prominent visits*

Prominent visits are visits by prominent external delegations such as government, media, international delegations, special interest groups. Authorisation for all prominent visits must be obtained by the Stakeholder Management Manager.

2) *Non-prominent visits*

These are visits by groups or individuals such as schools, tertiary institutions etc.

****All visitors to the nuclear power plant will follow all protocols, including necessary visas/permits – Stakeholder Management does not arrange for work permits or visitors visas. These documents or proof thereof should be submitted with the application for the visit.***

8.2 Arranging of Koeberg site visits

All requests for site visits or high level visits are to be routed via the Stakeholder Management Department for authorisation. All site visits must be approved by the PSM or Plant Manager. To ensure effective planning and arrangements, please ensure all the required information is submitted as per the Koeberg Site Visits Briefing Document (see Appendix D) at least two to three weeks before the planned visit.

9. Internal communication strategies and plans

Where a communication campaign or strategy is necessary, Stakeholder Management must be engaged by way of a meeting/discussion with the Stakeholder Management Front Desk, Internal Communication Practitioner, or Stakeholder Manager.

Such a plan will be developed once stakeholder mapping (internally and externally) is done and supported by an engagement plan. Engagement plans will be approved by the Stakeholder Management Manager with respective line functions and/divisions before execution of such nuclear stakeholder engagement plans.

10. External communication protocol

- All communication external to Koeberg Nuclear Power Station will be done via the Stakeholder Management Manager, nuclear spokesperson, Emergency Controller, and Stakeholder and Communication Management Official; this correspondence with regulatory or oversight bodies, e.g. the NNR, IAEA, WANO, etc.

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- Approval will be obtained according to the appropriate protocol:

Nuclear Operating Unit:

- Stakeholder Management Manager
- Spokesperson
- Plant Manager
- Power Station Manager
- General Manager
- Chief Nuclear Officer

Corporate Division:

- Senior General Group Communication Manager
- Chief Officer Generation Business
- Eskom Chief Executive
- Eskom Chairperson

10.1 Formal interventions

The interventions that will be used to communicate and engage external nuclear stakeholders (where necessary) will be:

- One-on-one meetings
- Targeted specialist briefings
- Written stakeholder briefings
- Educational campaigns aimed at schools and educational institutions
- Workshops/conferences
- Media – interviews, response, adverts, editorials, press releases, Koeberg plant and nuclear sites visits
- Quarterly meetings – PSIF
- Information sessions and presentations
- Posters, newspapers, information booklets, and the Nuclear Operating Unit and Eskom website will also be used as means of external and internal communication tools
- Relevant forums

In the case of formal meeting engagement, particularly the PSIF meetings, formal minutes will be taken where questions asked and answered in the meeting will be recorded; where answers cannot be provided immediately in the meeting, a formal response will be prepared.

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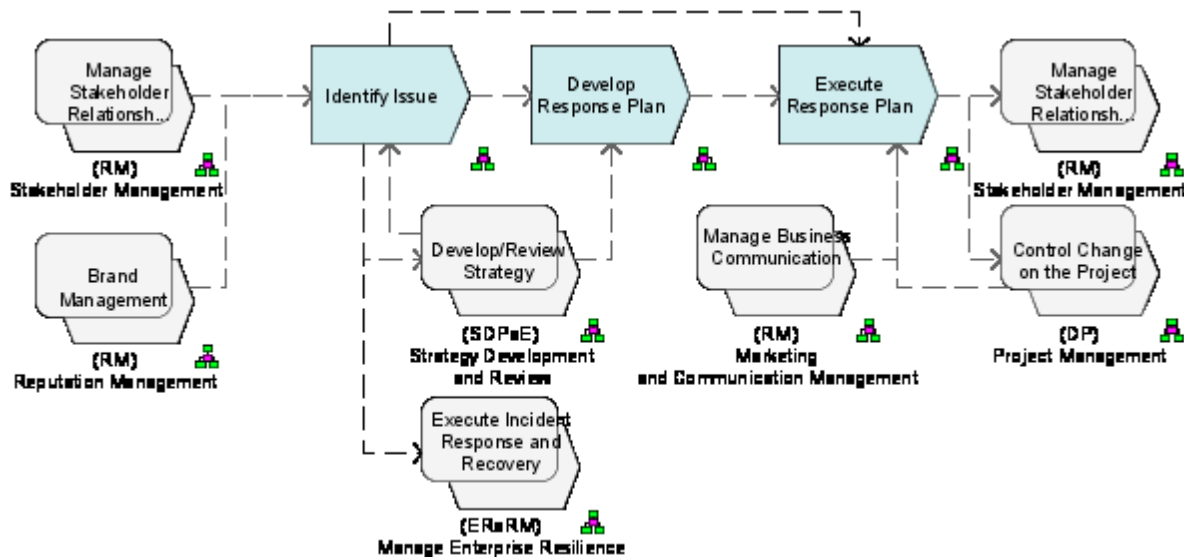
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10.2 Issue management and general enquiries by external stakeholders

All requests or queries from external stakeholders – whether in person, telephonically, or via email should be registered on the Issues Log (See Appendix C), and submitted to the Stakeholder Management Department no later than the end of business (16:30) on the day of the query being received or in the event of an after-hours call, by 12:00 the following business day.

The process will follow the PCM for Issues Management.



If a stakeholder does not contact the Koeberg switchboard or the Stakeholder Management Manager or official(s) directly, and instead contacts the Koeberg Nuclear Power Station Visitors Centre or any member of staff to lodge a complaint, enquiry or request for information, etc, the recipient of the telephone call/query should ask such a stakeholder his/her name, surname, contact details, organisation they work for and reason for calling before transferring such a stakeholder to switchboard or to the following Stakeholder Management numbers and persons:

- Stakeholder Management Manager – 021 550 5758
- Stakeholder Management Personnel:
 - 021 550 4238
 - 021 550 5263
 - 021 550 4715
 - 021 550 5133
 - 021 550 3258
- Koeberg Switchboard number – 021 550 4911

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The Stakeholder Management personnel, switchboard operator, Visitors Centre, CAS, OCC, or ECC personnel will then log a request, issue, concern, enquiry or complaint, etc. on the Issues Register (see Appendix C). Once a request, issue, concern, enquiry, or complaint is logged, the Stakeholder Management Department will ensure that the request, issue, concern, enquiry or complaint is addressed/resolved formally, and that feedback is communicated to the original enquirer, as appropriate.

Protocol will be followed at all times. The application of this document will be in conjunction with the following policy, procedure, plans and documents approved at Eskom Holdings level by relevant authorities:

- Spokesperson policy
- Crisis communication procedure
- Emergency procedure
- Internal communication procedures

11. Customer satisfaction

Stakeholder Management shall monitor customer perception feedback as to whether and how well customer requirements have been met. This will take place annually, or in some cases following a specific service or project as appropriate.

Feedback from internal and external nuclear stakeholders will be solicited as per the guidelines of the stakeholder engagement plan feedback mechanism.

12. Corrective Action Management

The process for the identification, reporting, reviewing, correcting and preventing deficiencies relating to services or processes that do not conform to requirements shall be in accordance with the corrective action process.

13. Acceptance

This document has been seen and accepted by:

Name	Designation
Debbie Joshua	Stakeholder Management and Community Development
Deon Jeannes	Nuclear Environmental Manager

14. Revisions

Date	Rev.	Compiler	Remarks
August 2020	3	L Phidza	Minor changes which address NNR findings in k10001509N.
November 2019	2	L Phidza	Minor changes.

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Date	Rev.	Compiler	Remarks
October 2017	1	L Phidza	To comply with requirements listed in ISO 14001.

15. Development Team

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


- Lewis Phidza – Stakeholder Management Manager
- Rehana Karbary – Internal Communication Practitioner

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Appendix A: Request for photographic services

	NUCLEAR OPERATING UNIT Request for Photography services	Unique Number: 238-205	
		Revision: 0	Page: 1 of 2
		Associated Procedure: 238-20	

Date:

Short title/description:

Requestor Name:

Requestor Department:

Requestor email:

Requestor phone:

Requested date(s) of shoot:

(If variable give range of preference)

Requested time of shoot:

(If variable give range of preference)

Deadline for photos to be delivered:

Describe in detail the content of the images you are requesting:

Include other necessary information such as: names, titles, and contact information of people appearing in photographs, how many photos are needed, orientation of photos (horizontal/vertical), contact person(s) other than requestor.

Location(s) of shoot:

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	NUCLEAR OPERATING UNIT Request for Photography services	Unique Number: 238-205	
		Revision: 0	Page: 2 of 2
		Associated Procedure: 238-20	

Name and phone number of contact person on location:

This should be a person a photographer can contact at the time of a shoot if there are any questions, or if someone is not available when the photographer arrives at the scheduled time.

What is the reason for this request?

Who get the image files once assignment is completed?

Please list a name and contact information (e-mail is required).

This form is for requesting photographs only and does not guarantee a photographer will be available. After the request has been considered, Stakeholder Management will contact you by phone or e-mail. Final images are presented in digital file form. Since all assignments need to be edited, files are not available immediately after an assignment.

Remember:

- Photographers will be assigned to clients as available. Stakeholder Management does not have the capacity to fulfil every request for photographers. A database of stock photographs will be made available to Eskom staff.
- Upon completion of a photo shoot, the photographer will edit the files and present the client with the best images. Editing adds time before images can be made available to clients.
- Clients will only receive images as electronic files. All images remain the property of Koeberg Nuclear Power Station and will become a part of the Eskom photo library.
- Schedule sufficient time for the taking of photographs and remind subjects that they should have ample time available to participate in a photo shoot.

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Appendix B: Emergency Communication protocol

Initiation

When a major technical or nuclear safety related disturbance occurs, impacting on the people, environment, plant, quality and reliability of supply from Koeberg power station plant, the shift manager will inform the following people of the situation within 15 minutes of such an occurrence:

- The Koeberg Power Station Manager
- The NOU Stakeholder Management Manager
- Koeberg Emergency Management Manager
- Koeberg Communication Officer On Emergency Plan Standby List
- The National Spokesperson and Chief Nuclear Officer
- Koeberg Emergency Controller On Stand By
- Koeberg Security Manager
- Regional Emergency Controller
- Koeberg Plant Manager
- Koeberg Regional Emergency Controller

Koeberg Regional Emergency controller will communicate with The National Spokesperson and Chief Nuclear Officer and will determine the status. NOU Stakeholder management manager will advise Generation Communication Manager, CAD Messaging Manager and General Manager Communication.

Koeberg Stakeholder manager will advise the CAD Provincial Stakeholder and Communication business partner and Regional Provincial Controller on messaging content and context

Alert: standby

All staff on alert a potential Koeberg nuclear safety barrier compromise possibility.

Stakeholders who are informed:

- Staff, including Board
- GCIS
- The Ministers of DPE, DMP
- NNR Chief Executive
- WANO Atlanta
- AREVA
- Mayor of Cape Town
- Western Cape Premier
- Northern Cape Premier

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- Eastern Cape Premier
- Namibia Government
- IAEA Country representative
- DOE – DG Nuclear Safety directorate
- COCT Disaster Management Manager
- National Key Point Inspector
- SANDF Chief
- NECSA CEO and Board Member
- Key industrial customers, including relevant Municipalities Communication Managers and Chief Executive

Alert: communicate

- All stakeholders, with the exception of the media, are informed within the first 15 minutes. The media are informed after 30 minutes, of the Alert.

Emergency: communicate

All stakeholders, including the media, are informed within the first 15 minutes.

The Regional Emergency Controller (nuclear) will then inform:

- Eskom Provincial Emergency Control;
- General Manager (Trade and Regional Development) ;
- General Manager KSACS

The NOU stakeholder manager will inform:

- General Manager Communication
- General Manager Stakeholder Management
- Cad Messaging Manager
- National Spokesperson
- Media Desk
- Social Media Desk
- Generation Communication and Stakeholder Management Manager

The Messaging Centre Manager (or delegated individual) will, in turn, inform the alternative spokespersons, inform Government Communication (Communication Work group), the Koeberg

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Emergency Planning Management and will activate the Provincial JOC immediately , within the first 15 minutes of being informed.

ECC via RNET Koeberg Communication and Stakeholder Management will contact relevant stakeholders, which include the media (via SMS/email/telephonic contact/other), within the first 15 minutes, informing them of the alert or crisis. The media will be contacted within the first 30 min, allowing key stakeholders to be informed first.

The Nuclear Spokesperson (Regional Emergency Manager) assisted by Koeberg communication officer will obtain detailed information and will contact SAPA and Reuters within the first 30 minutes.

The CE and/or Generation Group Executive or Chief Nuclear Officer/executives in the Office of the CE will contact the Ministers of the DME and DPE, Director Generals of DME and DPE, Nersa/NNR/NECSA CEO and Board member, Eskom Chairman, and critical political parties.

Within 60 minutes of the occurrence of the alert or emergency, the National Control Information Centre will issue a report to the ERCC Information Controller, the Media Desk, the spokespersons, and the Messaging Centre Manager. The Media Desk Manager will then arrange for a standard media statement to be updated. This will be circulated to GCIS, the Messaging Centre Manager, ERCC Chairman, Corporate legal, and National Spokesperson for comments and will be issued after approval by the SGM Communications.

The media statement will be issued to the national media (pdf format or in the body of an email), ECC, GCIS, and the Info Controller.

The Nuclear spokespersons, nuclear technical experts, spokesperson and CE and Executives will be deployed in national, regional, and local media to conduct ongoing interviews during the emergency situation. They will be responsible for speaking to the media in line with their mandates as within the procedure outlined in this document, including provisions of the Corporate Media and Spokespersons Policy.

The Distribution Communication Manager will having contacted the General Managers, Regional Communication Managers, Customer Services, Contact Centres and Communication Practitioners, source the areas of load-shedding from the Regional Communication Managers, who will have obtained information about the affected areas from the Network Management Centre Managers (NMCs). The Distribution Communication Manager will then share the information with the PJCC and the National Control Information Centre within 30 minutes of the occurrence.

Koeberg RNET will then obtain Eskom's position on the nuclear liability/insurance from the ERCC team/ Chief Nuclear Officer.

A stakeholder briefing note and internal briefing note will be prepared per stakeholder category, based on the media statement, by the Stakeholder and internal communication representatives in consultation with the Messaging Centre and Koeberg Stakeholder management manager and Regional controller.

immediately after approval of media statements and/or reports, the ECC to update for particular stakeholders and circulate:

- Branding to place on the Internet and intranet and circulate to Brand to Brand Communication Managers, who will, in turn, circulate to their staff.

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- CAD representative to circulate to Top 60, Executive Forum, Divisional Communication Managers, Union Leaders, all staff, and Board.
- Investor Relations to circulate to investors, who will, in turn, circulate to the staff in their organisation.
- Stakeholder Relations to circulate to all critical stakeholders, who, in turn, will circulate to their staff.
- Divisional Communication Managers to circulate to their local media and stakeholders, including municipalities, who, in turn, should circulate to their staff.

The Trade and Regional Development GM will adapt the stakeholder briefing note, where appropriate, for the purposes of sending a communication to customers in the member states of the Southern African Development Community.

Stakeholders

Internal

- Eskom Chairman
- Chief Executive
- Eskom's Board of Directors
- Eskom Chief Nuclear Officer
- Eskom Group Executive Generation
- Executive Management Committee (Exco)
- Emergency Response Command Centre (ERCC)
- Senior General Manager (GCD)
- ECC team
- Divisional Communication Managers
- Employees, that is, the Top 60, Executive Forum, and trade unions
- Managers
- Call centres/switchboard operators
- Security guards
- Eskom and Nuclear Operating Unit employees, including contractors

The ECC team must ensure that:

- an SMS is issued within the first 15 minutes to the Top 60, Executive Forum, , who, in turn, should communicate this message to staff as soon as possible, employing appropriate communication channels;
- an internal message to staff is issued immediately via GroupWise or faxed to Divisional Communication Managers in the event that the server is not working;
- the message is posted onto the intranet and plasma screens;
- the message is forwarded to the Divisional Communication Managers;
- the Divisional Communication Managers distribute the message via email or fax;
- the public address (PA) system is used, where appropriate, with a standard message;
- Internal communication provides more substance to staff messages (such as greater outline of problem and prognosis). Media announcements and sound clips also to be circulated when available; and

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External

- WANO Atlanta
- INPO
- Électricité de France (EDF)
- IAEA
- Nuclear Industry Association of South Africa (NIASA) Managing Director
- Nuclear experts
- NNR
- Rad Waste Institute
- Ports Authority
- Weather services
- National Key point Authority
- Head of Traffic Western Cape
- Department of Health Director Radiation Protection
- Tygerburger Hospital Manager
- Mayor of Cape Town
- Western Cape government
- Northern Cape government
- Eastern Cape government
- Namibia government
- IAEA Country representative
- Department of Energy (DoE)
- CCT Disaster Management Manager
- National Key Point Inspector
- SANDF
- SABC
- NECSA
- Department of Public Enterprises (DPE)
- National Treasury
- National Energy Regulator of South Africa (Nersa)
- South African Young Nuclear Professional Society (SAYNPS)
- Communities around nuclear sites/power station
- National Nuclear Regulator (NNR)
- Embassies
- Media (Informed Media Group, national, regional, local)
- Pressure groups
- Investors
- Nuclear Insurers
- Relevant municipalities
- Local government
- Affected communities
- Nuclear suppliers
- Investors
- Chamber of Commerce
- African countries with nuclear interests
- South African Local Government Association (SALGA)

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Chief Executive's information-sharing process

The ERCC Chairman informs the CE, who, in turn, informs the following persons:

- The Chairman of Eskom's Board of Directors
- The Minister of Public Enterprises
- The Minister of Energy
- The Minister of Finance
- The CEO of Nersa
- The Director-General DPE
- The Director-General DME
- The Director-General National Treasury

Stakeholder representatives are to prepare detailed information per the requirement of each stakeholder grouping. Stakeholders to, in turn, circulate the notes to their staff.

Stakeholder Management and Corporate Affairs are to monitor behaviour and action of key stakeholders during the crisis. Face-to-face dialogue sessions to be arranged, with key areas for discussion to strengthen relationships and create correct perception of the situation. An Regional Emergency Controller to lead these discussions.

Regional managers conducting stakeholder engagements to confirm message positioning with Koeberg Stakeholder management manager/Regional Emergency Controller.

Detailed stakeholder mapping with key executives to be monitored and updated.

The follow-up media statements and a stakeholder briefing note should be prepared as per Koeberg KEP-033 nuclear emergency procedure

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Appendix C: Issues register

Date	Time	Name	Surname	Organisation/ Society/ Foundation/ Agency/ Community, etc Representing	Contact details	General Issue/Request Concern/ Complaint/	Media	Environmental	Safety	Health	Lead Person	Comments including stage resolution date	Issue close-out date

Legend: Orange: for completion by switchboard personnel, CAS, Visitors Centre, ECC, OCC or other personnel (recipient)
Blue: for completion by Stakeholder Management personnel

- This document should be forwarded to Stakeholder Management Manager (and copy Stakeholder Management secretary) within 30 minutes of a call being received.
- In periods where high call volumes are received from external stakeholders, the form should be forwarded to Stakeholder Management immediately after completion or by 12:00 and 15:30, respectively.
- Where the stakeholder raises an issue in a meeting the chairperson should log the issue immediately (or as soon as practical after the meeting) on behalf of the stakeholder and submit this to Stakeholder Management secretary.

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Appendix D: Koeberg Nuclear Power Station visit briefing document**Kindly complete the form and return to [insert email address and telephone number in here]****Section 1**

Details of the request:

1. Date of requested visit	
2. Coordinator details	
• Name	
• Telephone (work)	
• Telephone (cell)	
• E-mail	
3. Name of organisation/group/delegation	
4. Country/region/branch	
5. Web address	
6. Short profile of organisation (one paragraph)	
7. Objective of visit	
8. Level of seniority of delegation	
9. Proposed dates (and time) for visit	
10. Number of visitors	
11. Dietary requirements	
12. Special /additional requirements	
13. Comments	
14. Delegation details	See Section 2

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Section 2

Delegation details:

Name	Designation	Passport/ID number

Section 3

Rules and regulations with regard to visits to Koeberg Nuclear Power Station

- ☐ Names and ID/passport numbers to be sent **at least** two to three weeks prior to the visit for security reasons and to facilitate for the adequate preparation of visitors permits.
- ☐ All visitors to site, to bring along a valid SA ID or passport (no other form of identification are accepted and allowed). **Without it no passage will be allowed on to site!**
- ☐ No cellphones and cameras allowed on site (although they can be brought as far as the Visitors Centre)
- ☐ No open-toe/high-heeled shoes allowed, only practical (closed and non-slip) walking shoes.
- ☐ No short pants/skirts/dresses allowed.
- ☐ Only visitors whose names were submitted with ID/Passport numbers will be allowed access on to site. No person whose name and ID/passport number was not submitted prior to the visit will be allowed access **(i.e. no last minute changes allowed)**.
- ☐ No changes are allowed on the **actual day** of the visit (i.e. a person attending/coming in the place of another without prior notification and approval (at least two days' notice).
- ☐ Note: visitors are subject to 100% alcohol testing.
- ☐ Visitors must follow all protocols and instructions from their hosts.
- ☐ Visitors accessing the Koeberg site must remain with their hosts/Eskom escorts at all times, and should not stray from the host/group.

Disclaimer: Eskom will do its best to accommodate all visit requests, however, does not guarantee that all visits will be approved or hosted at the original site requested. You will be notified in writing / by phone as soon as your visit request has been processed

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