



SASOL
reaching new frontiers

One Sasol

SHE Excellence approach



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safety, health and environment (SHE) policy



We, the people of Sasol, striving for excellence in all we do, recognise the impact that our activities can have on people and the environment. Safety, health and protection of the environment form an integral part of our planning and decision making. We manage our company, wherever we do business, in an ethical way that strikes an appropriate and well-reasoned balance between economic, social and environmental needs. We expect our employees and service providers globally, to take personal responsibility to embrace this ambition in all of our day-to-day activities

Our goal is to:

Eliminate incidents, minimise risk, responsibly manage environmental impacts and enable excellence in operations and business performance while providing a workplace that takes into account the safety and wellbeing of our people and service providers

We are committed to:

- Conducting our business with respect and care for people and the environment
- Responsible utilisation of natural resources
- Consistently demonstrating visible and active leadership with employees and service providers
- Promoting dialogue with stakeholders about SHE matters and performance
- Complying with agreed corporate requirements that embrace the duty of care, including compliance with applicable laws
- Taking decisions that add sustainable value in the short, medium and long term

We will achieve these commitments by:

- Identifying hazards, assessing risks and implementing effective controls to prevent causes and mitigate possible consequences
- Setting and periodically reviewing SHE objectives and targets, and communicating progress
- Using internationally recognised management systems, ensuring they are audited and identifying improvement opportunities to drive better SHE performance
- Developing and implementing inherently safer and cleaner technologies
- Holistically managing health and wellness of our people
- Implementing a life-cycle approach for all products we buy, make and sell
- Responding effectively to emergencies involving our people, operations and products
- Benchmarking best SHE practices internationally
- Learning from incidents to prevent reoccurrence
- Informing and training all employees and service providers on SHE best practices

"The safety and health of our Sasol people and service providers, and the protection of the environment, are business imperatives which require our consistent and unrelenting focus. Safety remains our top priority and a core value of everyone at Sasol. In all that we do, our goal remains zero harm to all."

David E Constable
Chief Executive Officer
Sasol Limited



Dear reader

Welcome to a new era for standardised, risk-based SHE management in Sasol!

The One Sasol SHE Excellence approach is the approved SHE approach for Sasol globally, and is outlined in this document. It aims to enable you as a leader to provide clear SHE direction to your team.

Let us all commit to move **together towards zero harm and sustainability through a pro-active SHE approach: the One Sasol SHE Excellence approach.**

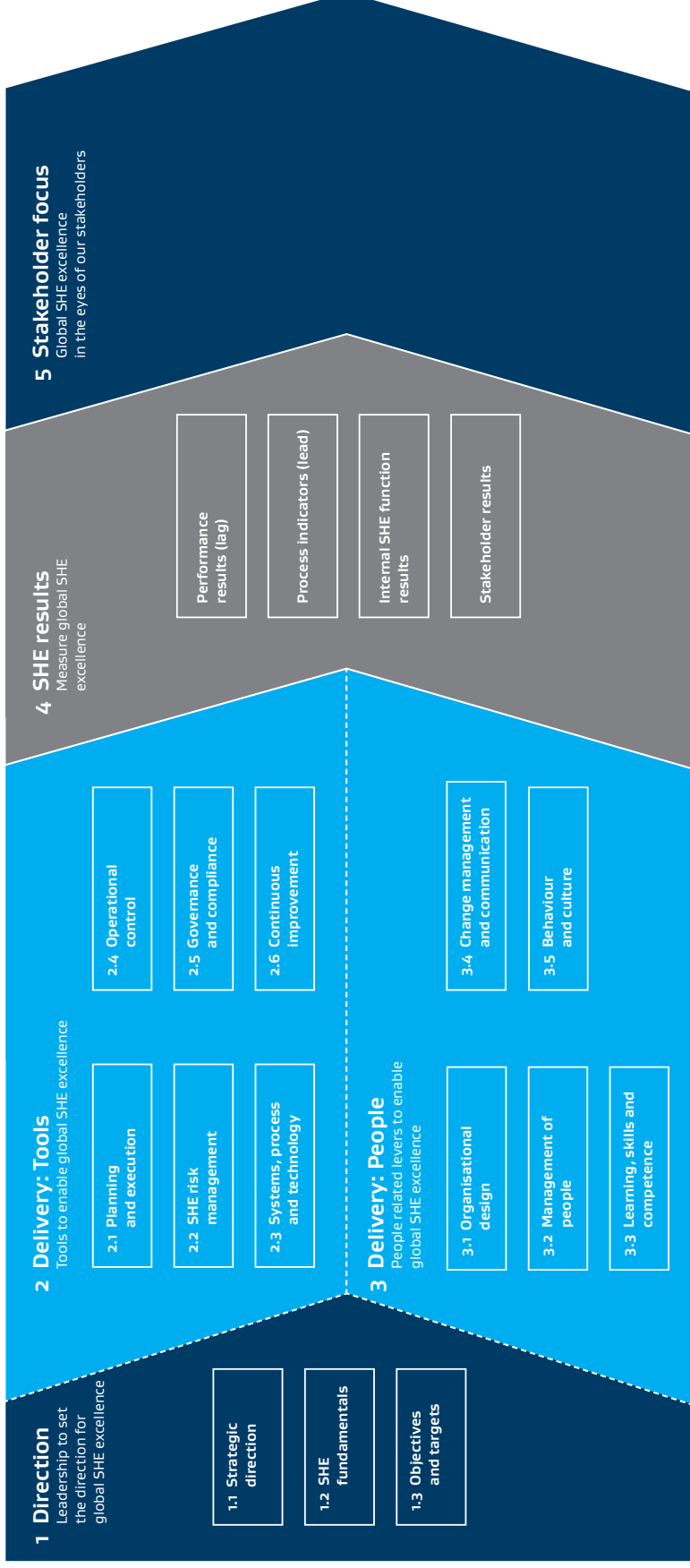
Senior Vice President:
Safety, Health and Environment

One Sasol SHE Excellence approach

Together towards zero harm and sustainability through a pro-active SHE approach

Enablers for SHE excellence

Results



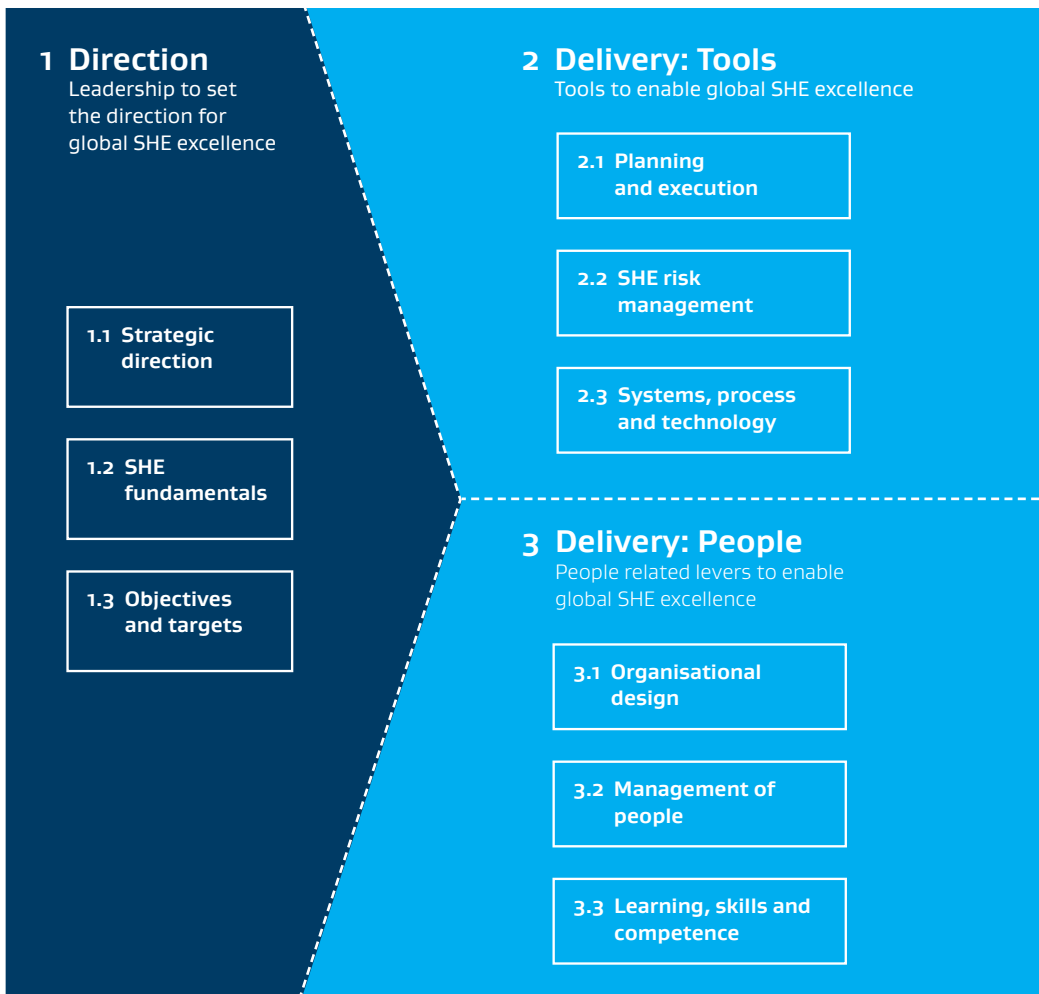
High-performing, values-driven organisation

Feedback loop

One Sasol SHE

Together towards zero harm and s

Enablers for SHE excellence

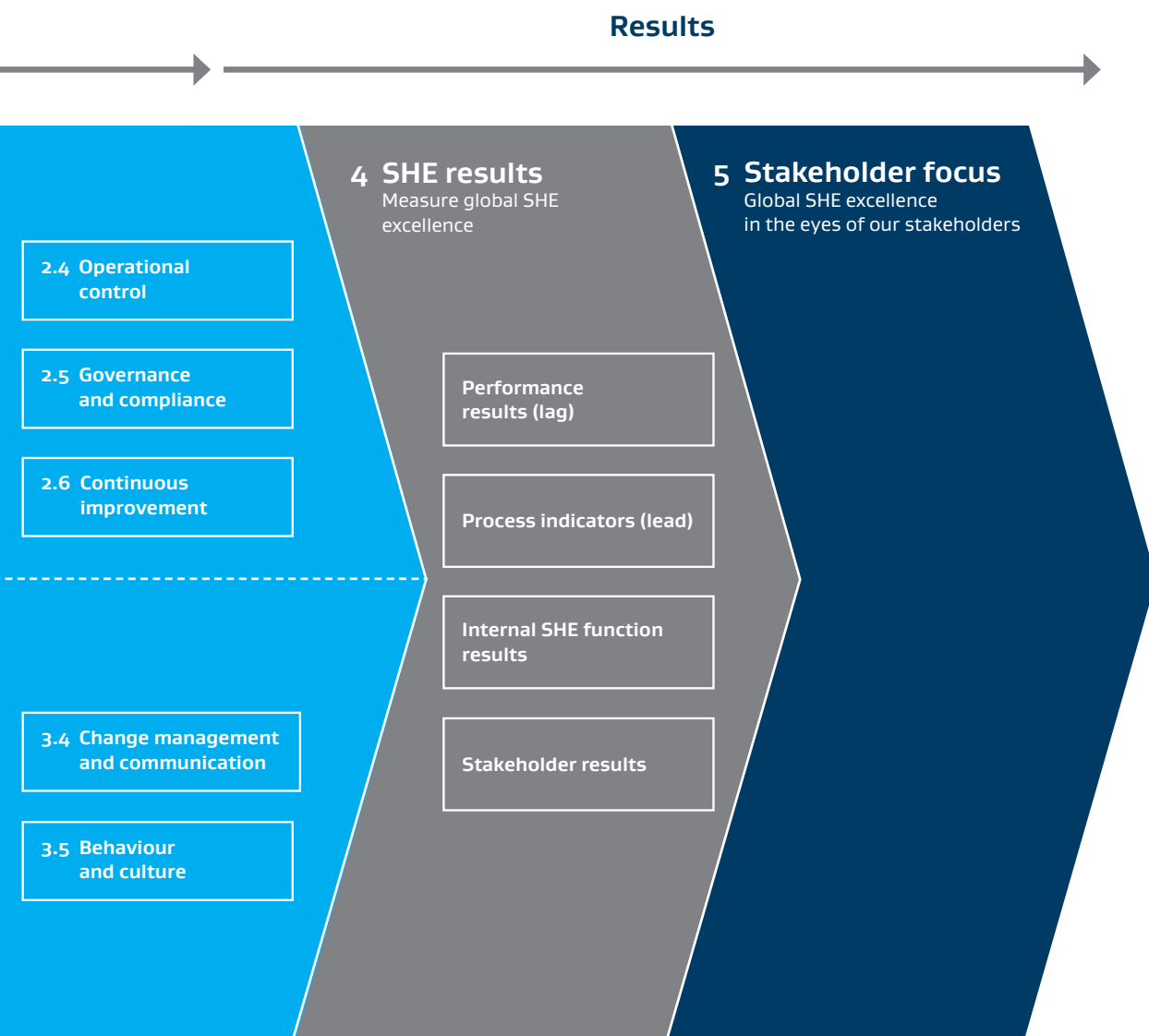


High-performin



SHE Excellence approach

Sustainability through a pro-active SHE approach



ing, values-driven organisation

Feedback loop





Section A:

One Sasol SHE Excellence approach

At Sasol, we focus our efforts on becoming a more effective, efficient and competitive organisation over the long term. Our goal of achieving zero harm and sustainability will enable the delivery of this strategic imperative. The One Sasol SHE Excellence approach provides Sasol with a management framework to ensure that we approach the delivery of this goal in a risk-based, standardised and systematic way.

This document provides an introduction to position the approach within the Sasol context, as well as a detailed description of the approach itself in order to guide our businesses and the SHE function in the execution of SHE activities within Sasol.

One Sasol SHE Excellence approach

Introduction

To all our businesses and functions

At Sasol, we¹ focus our efforts on becoming a more effective, efficient and competitive organisation over the long term. Our goal of achieving zero harm and sustainability will enable the delivery of this strategic imperative. The One Sasol SHE Excellence approach provides Sasol with a management framework to ensure that we approach the delivery of this goal in a standardised and systematic way.

Our approach is risk-based and requires our leadership and workforce to take accountability for working safely and responsibly, every day. We embrace the Sasol shared values and believe that our approach sets the tone for creating a high-performance organisation from a SHE perspective.

This is the way Sasol does SHE globally

Our approach applies to all our **businesses**: Operating Business Units, Regional Operating Hubs, Strategic Business Units and Group Functions. It is critical that every leader uses this approach to systematically consider how best to provide and maintain a working environment that is safe and without risk to the health of our workforce.

Let us all work together and embrace this approach to ensure that our efforts are focused on achieving sustainable SHE excellence.

Background

How the One Sasol SHE Excellence approach was developed

The European Foundation for Quality Management (EFQM) model for excellence², internal Sasol documentation and SHE models from leading energy companies were used as input and benchmarks in developing our One Sasol SHE Excellence approach. Requirements from other management systems and regulatory frameworks (eg, OSHAS 18001 and Process Safety) were also used as input, to ensure that the content of our approach is comprehensive.

The elements in our approach capture all necessary management outcomes required to enable excellent SHE results. The elements integrate all SHE sub-functional areas, leadership responsibilities, enabling tools and systems, people-related levers, and the measurement of SHE results.

The mandate

The One Sasol SHE Excellence approach is aligned with the SHE functional mandate to ensure fit-for-purpose and value-adding support to our businesses.

¹ In this document, "we" and "our" is used as a collective term for all Sasol businesses and functions globally, including the SHE function.

² <http://www.efqm.org/en/>





Purpose of the One Sasol SHE Excellence approach

1

It enables sustainable business results

The approach enables our businesses to manage SHE risks effectively, to achieve zero harm and sustainable business performance results and retain our operational and societal licence to operate.

2

It provides one way of doing SHE

Our approach facilitates a common understanding of SHE terminology and the expected SHE outcomes globally. It reduces the complexity of SHE practices through standardisation across our different operating sites and geographies. It provides a common framework to create clear understanding of how individual activities contribute to the overall SHE performance of Sasol. It ensures alignment on the SHE-related roles and responsibilities of business management and the SHE function.

3

It provides the measure of SHE maturity

Our approach provides direction for achieving sustainable excellent SHE performance through driving a mature level of implemented SHE practices. Each of the elements in the approach describes these required SHE practices.

Maturity assessment tools will be used to assist our businesses to identify gaps and the improvement focus areas required to achieve SHE excellence. These assessment tools will be aligned with the Sasol Operations Excellence methodology.

A phased implementation of our approach will ensure that our businesses across the Group implement the necessary practices which will ensure that SHE results can be improved sustainably.

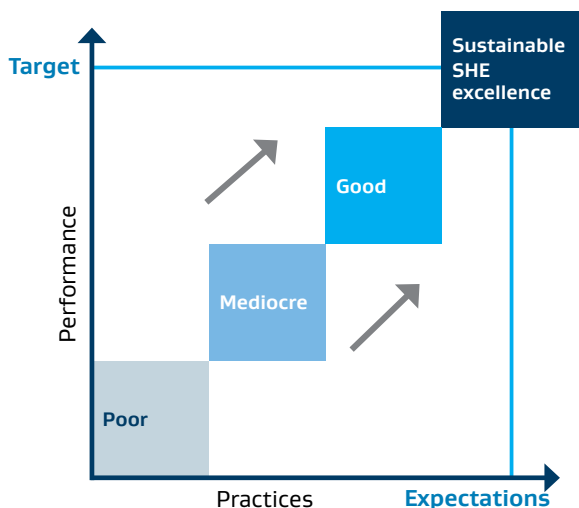


Figure adopted from the Sasol Operations Excellence Management System

4

It enables leaders to provide assurance

Our businesses and the SHE function have the responsibility to provide assurance to the various board and other governance structures that SHE risks are managed adequately. Our risk-based approach provides the framework that enables the management and reporting of SHE risks. The agendas of the committees in the SHE governance structures are aligned to enable the systematic management of SHE risks.

Overview of the One Sasol SHE Excellence approach

Basis

High-performing, values-driven organisation

Aligned with the group imperative of a high-performance organisation, leaders create a workplace where SHE excellence is a way of life. The Sasol shared values of safety, people, integrity, accountability, stakeholder focus, and excellence in all we do are the basis on which our approach is built.

Overall structure

Our approach is structured according to the various enablers needed to achieve the intended result of SHE excellence:

1. **Direction** as an enabler of SHE excellence;
2. **Delivery: Tools** to enable the delivery of SHE excellence;
3. **Delivery: People** to enable the delivery of SHE excellence;
4. **SHE results** measured within a balanced set of key performance indicators; and
5. **Stakeholder focus** which describes the stakeholder requirements which inform the approach.

Interdependencies between elements are not indicated on the approach diagram, but are represented by the **Feedback loop** arrow. This indicates that there are feedback loops and interdependencies throughout the approach.

Main elements

1. Direction



Leadership sets the direction for SHE excellence through the use of various enablers. Based on the Group strategic agenda, the SHE strategic agenda provides direction to our businesses and the SHE function. Furthermore, the integrated SHE policy and fundamentals provide the context within which the performance requirements are set. SHE objectives and targets are set for all existing businesses, growth projects and joint venture activities under our operational control.

Ensure the team rows in the same direction

2. Delivery: Tools



Tools are provided to enable sustainable excellent SHE results in our businesses. These tools aim to align SHE activities globally and drive regional standardisation where possible. These include management systems, business processes, enabling technology, procedures and toolkits. Utilising these tools, our businesses can meet SHE performance requirements, consistent with applicable legal requirements and maturity level assessments.

Ensure the team has the tools to play the game

3. Delivery: People



People-related levers are used to enable SHE excellence. Our workforce is enabled through focusing on learning, skills and competency development, and the implementation of behaviour based safety programmes. This enables a high-performance culture that drives the desired behaviours to achieve our SHE objectives. A competent, fit-for-purpose SHE function provides the necessary SHE support to our businesses.

Ensure team members are fit and skilled

4. SHE results



For assurance and improvement purposes, SHE results are monitored, reported, reviewed, audited and disclosed to assess SHE excellence and to ensure the effectiveness of SHE risk management.

Ensure SHE results are on target, every time

5. Stakeholder focus



SHE excellence must be achieved in the eyes of our stakeholders. We value our SHE stakeholders and focus our SHE activities to ensure that their needs and agreed requirements are met. We engage with our stakeholders to inform appropriate and sustainable SHE solutions.

Understand stakeholder requirements through their lens

Elements

Each of the enabler main elements consists of a number of sub-elements which provide the structure for the themes to be addressed in that main element.



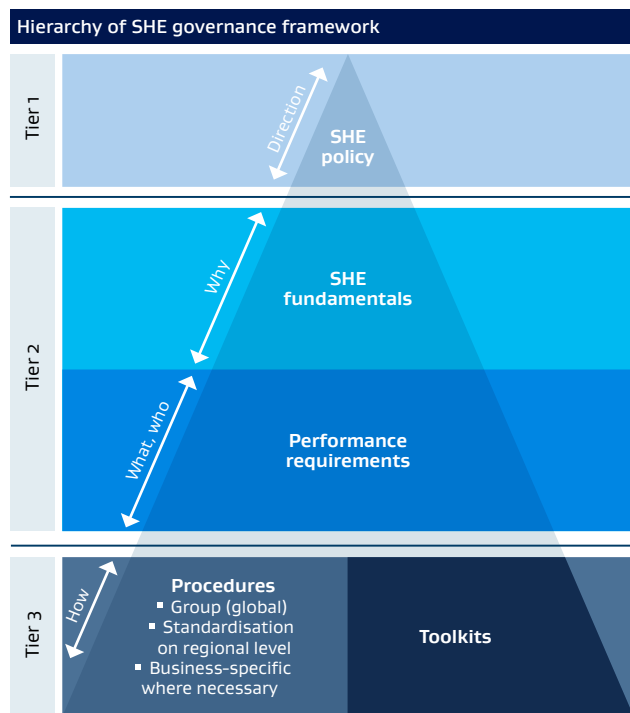
Governance framework for the implementation of the approach

In order to ensure alignment between board, CEO and GEC expectations, as defined in the SHE policy, and actual activities on operational level, the following governance framework is used:

Tier 1 (Sasol Group): Comprises all Sasol Group-related documents, processes and policy-related positions, including those from SHE and other Group functions, which have an impact on SHE.

Tier 2 (Corporate SHE): Comprises the direction given by Corporate SHE to businesses through the SHE fundamentals and performance requirements.

Tier 3 (Business): Comprises the procedures on a Group, regional and business level, as well as the toolkits specifying how performance requirements should be met.



SHE policy (Tier 1)

The following is stated in the Sasol Group SHE policy:

We, the people of Sasol, striving for excellence in all we do, recognise the impact that our activities can have on people and the environment. Safety, health and protection of the environment form an integral part of our planning and decision making. We manage our company, wherever we do business, in an ethical way that strikes an appropriate and well-reasoned balance between economic, social and environmental needs. We expect our employees and service providers globally, to take personal responsibility to embrace this ambition in all of our day-to-day activities.

SHE fundamentals (Tier 2)

The SHE fundamentals provide the context for our approach. This describes the following:

- The belief system and critical enablers to drive SHE excellence;
- The common denominators between elements;

- The sub-functional context for integrated performance requirements; and
- The governance and sustainability context to ensure long term SHE excellence.

There are 10 SHE fundamentals:

1. Leadership and accountability;
2. Engaged people;
3. Risk-based SHE management;
4. Setting performance requirements;
5. Safety;
6. Health;
7. Environment;
8. Product stewardship;
9. Governance; and
10. Sustainable development.

The SHE fundamentals are the foundation upon which performance requirements are set to direct SHE excellence.

Performance requirements (Tier 2)

Performance requirements describe what needs to be done in order to achieve SHE excellence. This includes integrated SHE sub-functional requirements which are globally applicable. The elements provide the framework for the performance requirements.

The principles for performance requirements are that they:

- Are globally applicable;
- Integrate sub-functional requirements;
- Describe a mature level of SHE management;
- Focus on the outcomes of SHE management processes, in order to align SHE activities globally and allow for regional standardisation; and
- Are written at a level such that the need for Group SHE procedures is minimised.

Procedures (Tier 3)

SHE procedures provide direction to our businesses regarding how SHE performance requirements should be met. These are established at one of the following levels:

- **Group SHE procedures:** Apply globally and prescribe optimised and standardised execution of SHE activities. Group SHE procedures are established when warranted by pre-determined criteria;
- **Regional/site SHE procedures:** Prescribe optimised and standardised execution of SHE activities at a regional level; and
- **Business-specific procedures:** Apply where unique business requirements warrant business-specific SHE procedures. These also include business-specific procedures or standard operating procedures that would include SHE requirements.

Toolkits (Tier 3)

SHE toolkits enable the implementation of performance requirements and aim to:

- Provide guidance and facilitate common understanding of concepts in the performance requirements; and
- Facilitate optimised and standardised execution of performance requirements through recommended standardised systems, tools, processes and templates based on best practices.

Positioning of the One Sasol SHE Excellence approach

Positioning with businesses

Business leaders are responsible for safe, responsible and sustainable operations. Implementing our One Sasol SHE Excellence approach, comprising the fundamentals, performance requirements, procedures and toolkits, enables business leaders to achieve safe and reliable operations. The SHE performance requirements are applicable across the Sasol operating model (buy-make-sell) and must be incorporated into the overall management framework adopted by businesses across the group.

Positioning with other functions

The objective of SHE performance requirements, in relation to other Group functions' requirements and minimum standards, is to provide the SHE perspective to be included into other functions' requirements. The aim is therefore not to substitute or duplicate any requirements from other Group functions, but to provide clarity on the interdependencies between SHE and other Group functions in order to ensure integrated functional support to our businesses.

Positioning within the SHE function

The SHE performance requirements provide the framework within which the SHE function will provide the support to our businesses and the assurance to the relevant governance structures.

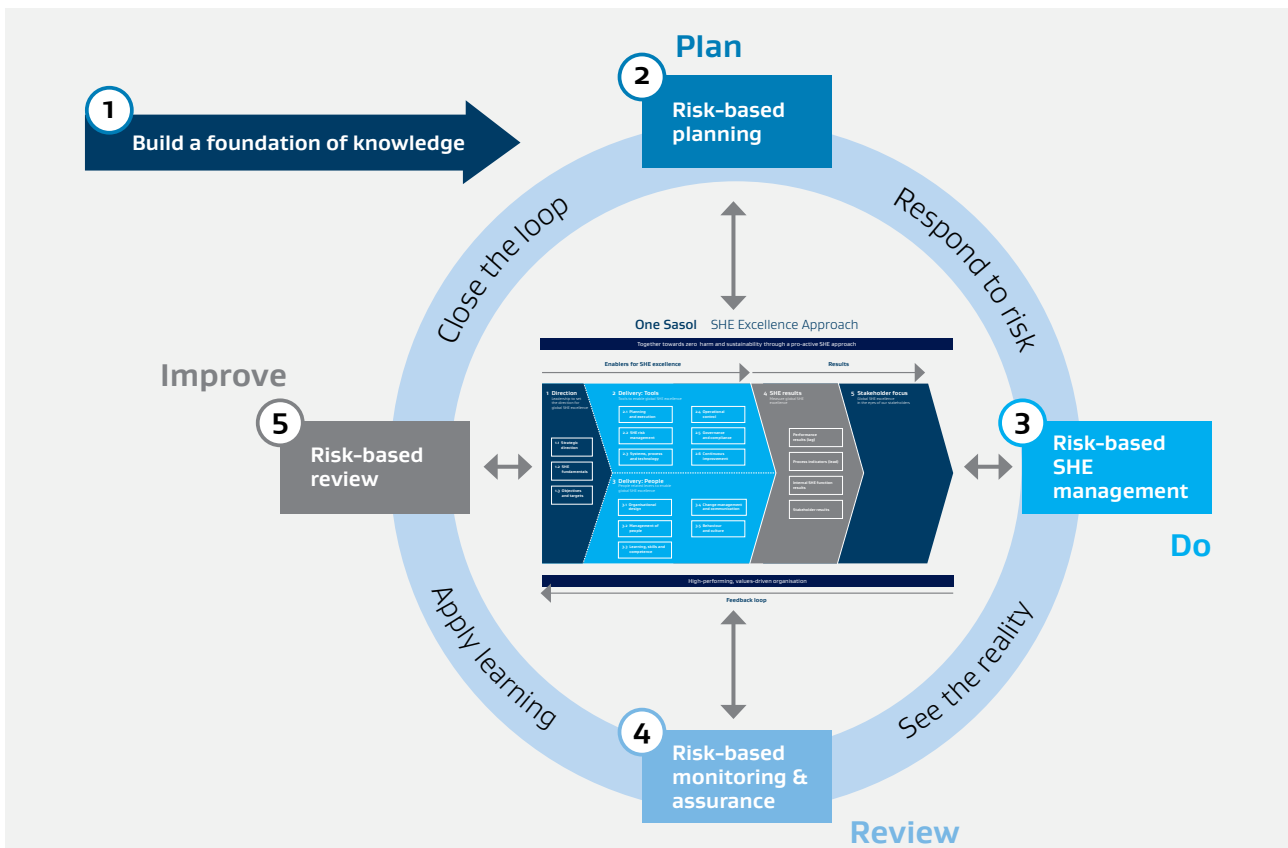
Implementation methodology for the approach

Intent

To provide basic guidance on the sequence in which key SHE risk management aspects should be addressed when implementing a SHE risk-based approach. This implementation methodology is not aimed at providing a summary of all SHE performance requirements, but rather to provide a SHE risk management and improvement overview.

Implementation methodology³

The implementation methodology is based on the continuous improvement methodology of Plan, Do, Review and Improve (element 2.6), aligned with the Sasol Operations Excellence Management System.



³ Refer to the detailed Implementation Methodology Guideline in Section C.



Legend for the interpretation of the Performance Requirements

The following example is used to explain how the structure of the document should be interpreted.

Example:

Element 2.1
Planning and execution

Intent Plans are developed, adequately resourced and implemented to ensure that SHE objectives and targets are met.	Describes the reason for including this element	Business roles and responsibilities 2.1.11 The business executive management approves the business SHE Game Plan and incorporates the business SHE Game Plan into the operational focus areas of the business. 2.1.12 Business management ensures that sufficient resources are provided to execute the business SHE Game Plan (eg, people, budget, technology).	Business management																									
Planning 2.1.1 The Group SHE Game Plan provides the key focus areas, programmes and SHE targets for the financial year, in order to execute the Group SHE strategic agenda. These focus areas are prioritised to ensure that: <ul style="list-style-type: none"> ■ The SHE strategic agenda is executed; ■ SHE objectives and targets are met; ■ The top SHE risks are actively managed; and ■ SHE performance is continuously improved. 2.1.2 The Group SHE Game Plan is cascaded to business SHE Game Plans which are customised to address business-specific SHE issues and risk profiles. Business SHE Game Plan focus areas and targets are integrated into the business planning process.	Headings are appropriate to the content of the element Each numbered paragraph represents a performance requirement	Quick self-assessment guide for business management Mark the level of performance based on the statements.	A self-assessment to gauge maturity of a risk-based standardised SHE approach in any team																									
Planning and execution in practice:	Practical guidelines, roles and responsibilities, and supporting documentation to ensure successful execution of the element	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Element 2.1: Planning and execution</th> <th style="text-align: center;">Poor</th> <th style="text-align: center;">Mediocre</th> <th style="text-align: center;">Good</th> <th style="text-align: center;">Excellent</th> </tr> </thead> <tbody> <tr> <td>1. My team has a Game Plan which includes SHE priority focus areas and targets.</td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> </tr> <tr> <td>2. Our SHE Game Plan reflects the SHE risk profile of our team and business.</td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> </tr> <tr> <td>3. I track, review and drive the implementation of our SHE Game Plan.</td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> </tr> <tr> <td>4. I provide the necessary resources to ensure that our SHE Game Plan can be implemented.</td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> <td style="text-align: center;"> </td> </tr> </tbody> </table>	Element 2.1: Planning and execution	Poor	Mediocre	Good	Excellent	1. My team has a Game Plan which includes SHE priority focus areas and targets.					2. Our SHE Game Plan reflects the SHE risk profile of our team and business.					3. I track, review and drive the implementation of our SHE Game Plan.					4. I provide the necessary resources to ensure that our SHE Game Plan can be implemented.					A self-assessment to gauge maturity of a risk-based standardised SHE approach in any team
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4. I provide the necessary resources to ensure that our SHE Game Plan can be implemented.																												
Critical success factors for this element 2.1.6 SHE Game Plans are aligned with the SHE risk profile of the group and Business Units.	The 2 or 3 key things leaders must drive to ensure success in this element	Supporting documentation	Supporting documents on the 3 tiers																									
SHE function roles and responsibilities 2.1.8 Corporate SHE responsibilities: <ul style="list-style-type: none"> ■ Develop and prioritise SHE focus areas from a Group perspective; ■ Ensure an aligned execution plan per SHE sub-function; ■ Develop measures for monitoring and tracking of SHE Game Plan implementation; and ■ Regularly review progress on implementation of SHE Game Plans. 2.1.9 The business SHE manager's responsibilities: <ul style="list-style-type: none"> ■ Facilitate the development of a business SHE Game Plan which incorporates relevant focus areas from the Group SHE Game Plan. 	SHE function roles and responsibilities	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 30%;">Group SHE Tier 2 and 3</td> <td> <ul style="list-style-type: none"> ■ Sasol toolkit: ■ Group SHE Game Plan ■ Tracking tool </td> </tr> <tr> <td>Business Tier 3</td> <td> <ul style="list-style-type: none"> ■ Business SHE Game Plan ■ Tracking tool </td> </tr> </tbody> </table>	Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ Sasol toolkit: ■ Group SHE Game Plan ■ Tracking tool 	Business Tier 3	<ul style="list-style-type: none"> ■ Business SHE Game Plan ■ Tracking tool 	Supporting documents on the 3 tiers																					
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1.

Direction

Leadership to set the direction for global SHE excellence

Elements and themes



Element 1.1 Strategic direction

- One Sasol SHE Excellence approach
- SHE policy and mandate
- Group SHE strategic agenda
- SHE fundamentals and performance requirements
- Execution through procedures and toolkits



Element 1.2 SHE fundamentals

1. Leadership and accountability
2. Engaged people
3. Risk-based SHE management
4. Setting performance requirements
5. Safety
6. Health
7. Environment
8. Product stewardship
9. Governance
10. Sustainable development



Element 1.3 Objectives and targets

- Objectives
- KPI structure
- Targets

Description of integration between elements and themes

The Sasol board, through the CEO and the GEC, provides SHE-related direction through the SHE policy, endorsed by the CEO, the functional mandate, and the Group strategic agenda and priorities.

Leadership provides SHE direction by interpreting the SHE policy and functional mandate. The SHE fundamentals and performance requirements describe the WHAT, WHY and WHO of SHE processes, while the procedures and/or toolkits provide the HOW.

Leadership also develops a SHE strategic agenda based on, and in support of, the Group strategic agenda. From the SHE strategic agenda, more detailed objectives are developed, which will be measured with a set of KPIs. Specific targets will be set for these KPIs to ensure that the objective is met.

Example:

SHE strategic agenda:

To ensure that Sasol delivers sustainable excellent SHE performance: zero harm and sustainability

Objective:

All businesses achieve maturity status by end FY16

KPI:

Maturity assessment score⁴

Target:

Maturity Level 3 by end FY15
Maturity Level 4 by end FY16

⁴ Aligned with the Sasol Operations Excellence Management System.



Element 1.1 Strategic direction

Intent

We position Sasol to deliver long term sustainable excellent SHE performance.

One Sasol SHE Excellence approach

1.1.1 Our approach forms the SHE management framework to ensure that SHE practices are consistently applied across all businesses to enable sustainable excellent SHE performance: zero harm and sustainability.

SHE policy and mandate

1.1.2 Our SHE policy is approved and endorsed by the CEO and maintained to remain appropriate to the nature, scale and potential SHE impacts of our operations. The policy is available to all stakeholders.

1.1.3 The functional mandate is received from the CEO and the GEC, aligned with the objectives of the Sasol Ltd charter, the mandate of the Group risk and SHE committee and the requirements of our businesses.

Group SHE strategic agenda

1.1.4 The Group SHE strategic agenda provides medium- to long-term direction to address key risks, promote sustainability, and drive continuous improvement towards zero harm. It guides SHE focus areas, objectives and targets. It is reviewed and updated annually.

1.1.5 The Group SHE strategic agenda is informed by the Group top risks, the Group strategic agenda, SHE policy, as well as an understanding of:

- The justifiable requirements of stakeholders (refer to main element 5);
- Changes in the external SHE and regulatory landscape;
- Material sustainability challenges;
- Group top SHE risks; and
- Internal SHE performance and capabilities.

1.1.6 The Group SHE strategic agenda is interpreted for short- to medium-term implementation in the Group SHE Game Plan⁵. Business SHE Game Plans are developed with input from the Group SHE strategic agenda, the Group SHE Game Plan and business-specific priorities.

1.1.7 Group SHE considerations, aligned with the Group SHE strategic agenda, provide input to the Group strategic business planning processes.

SHE fundamentals and performance requirements

1.1.8 The SHE fundamentals provide the foundation and context for the One Sasol SHE Excellence approach and the basis upon which performance requirements are set.

1.1.9 Performance requirements provide direction for what needs to be done in order to achieve SHE excellence. These include integrated SHE sub-functional requirements which are globally applicable. The elements in the One Sasol SHE Excellence approach provide the framework for the performance requirements.

Execution through procedures and toolkits

1.1.10 A hierarchy of Group, regional and business-specific procedures prescribe how SHE performance requirements should be met.

1.1.11 SHE toolkits enable implementation of performance requirements based on best practices.

Strategic direction in practice

Critical success factors

1.1.12 The SHE strategic agenda remains relevant through its alignment with the Sasol strategic agenda and operating model. It forms the basis of business SHE strategies.

1.1.13 The performance requirements provide clear direction for the maturity level which constitutes SHE excellence in Sasol.

SHE function roles and responsibilities

1.1.14 Corporate SHE responsibilities, in consultation with business SHE managers:

- Develop, review and propose changes to the SHE policy;
- Provide SHE input to the review and development processes of the Group strategy;
- Develop, review, maintain and implement the SHE strategic agenda, SHE fundamentals and performance requirements within the framework of the One Sasol SHE Excellence approach;
- Establish and review the criteria for Group SHE procedures. Develop and maintain relevant Group procedures according to the criteria; and
- Develop globally-applicable toolkits to enable the execution of performance requirements.

1.1.15 Business SHE manager responsibilities, in collaboration with business management:

- Cascade the Group SHE strategic agenda to business level and incorporate appropriate focus areas into the business strategic agenda;
- Give SHE input to the business strategic planning process; and
- Lead the implementation of performance requirements in the business.

1.1.16 Business SHE functions responsibilities:

- Establish and maintain, in conjunction with business management, business-specific SHE procedures to guide the execution of performance requirements where Group, regional or site SHE procedures are inadequate. Also provide input regarding SHE-specific requirements to be addressed in other business procedures; and
- Enable and support operational activities in meeting SHE performance requirements.

⁵ A Game Plan is a plan for implementing a strategy and achieving set objectives containing focus areas, initiatives or programmes to achieve a set of annual targets or milestones.



1. Direction continued

Business roles and responsibilities

1.1.17 Business management incorporates Group and business SHE considerations into business strategic business planning.

1.1.18 Business management ensures that SHE performance requirements are adhered to through ensuring that these are included in SHE and operating procedures.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 1.1: Strategic direction	Poor	Mediocre	Good	Excellent
1. The One Sasol SHE Excellence approach is used to guide my team's approach to manage SHE.				
2. My team's strategic agenda supports the Group SHE strategic agenda.				
3. My team's SHE-related practices are aligned with the SHE performance requirements.				
4. My team executes SHE performance requirements according to regional standardised procedures and toolkits.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ Sasol strategic agenda ■ Sasol vision and values ■ SHE policy
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE toolkit: <ul style="list-style-type: none"> – SHE document hierarchy – Printable One Sasol SHE Excellence approach diagram with summaries per element ■ SHE strategic position papers and statements





Element 1.2 SHE fundamentals

Intent

We provide the foundation upon which the performance requirements are set to direct SHE excellence.

1.2.1 Leadership and accountability

Intent

We achieve zero harm and sustainability by providing clear direction and enabling a committed and accountable workforce.

Scope

Our leadership:

- Visibly demonstrates commitment to and takes accountability for achieving zero harm and sustainability;
- Is competent to lead SHE performance;
- Accepts accountability to work safely and responsibly;
- Sets direction for SHE delivery by embedding the SHE fundamentals and performance requirements in our businesses to achieve SHE excellence; and
- Enables our people to achieve SHE objectives.

1.2.2 Engaged people

Intent

We are all involved in, and passionate about, achieving zero harm.

Scope

All our people:

- Are committed to taking accountability for their own safety and to work in a safe and responsible manner;
- Are actively engaged in SHE activities and programmes;
- Are competent and disciplined to execute their daily jobs safely and responsibly; and
- Live the desired behaviours to demonstrate that zero harm is a way of life.

1.2.3 Risk-based SHE management

Intent

We prevent and mitigate the occurrence and recurrence of undesirable SHE events.

Scope

Our approach, aligned with the Sasol enterprise risk management methodology, focuses on:

- The identification, assessment, prioritisation, communication and training on all SHE risks and related controls;
- Implementing corrective actions and embedding learning to prevent recurrence of undesirable SHE events;
- Legal compliance as the departure point in managing SHE risks; and
- Integrated management of SHE risks across disciplines to ensure zero harm.

1.2.4 Setting performance requirements

Intent

We implement mature SHE practices in order to achieve SHE excellence.

Scope

Our approach focuses on:

- Integrating SHE sub-functional requirements which are globally applicable;
- Describing a mature level of SHE-related outcomes within the framework of the elements in the One Sasol SHE Excellence approach; and
- Providing the SHE outcomes to be achieved through the application of procedures and toolkits.

1.2.5 Safety

Intent

We create a reliable, safe workplace to prevent and mitigate the exposure of our people to hazards associated with operations.

Scope

Our approach to safety focuses on:

- **Process safety:** To achieve process integrity through inherent safe design, asset management and operations discipline as guided by US OSHA and EU SEVESO requirements;
- **Workplace safety:** To manage physical and travel hazards;
- Continuously influencing and improving **safety climate and behaviours** throughout the organisation; and
- **Collaboration** between Sasol and service providers to ensure a safe work environment for our workforce.

1.2.6 Health

Intent

We enable a healthy workforce that is fit for work and able to conduct work safely and productively throughout their careers.

Scope

Our approach to health and wellness, in close collaboration with human resources, focuses on:

- **Physical health (medicine and occupational hygiene):** To prevent and manage occupational, work-aggravated illnesses and lifestyle diseases;
- **Mental and psycho-social health:** To prevent and enable the management of stressors and overall wellbeing of employees; and
- **Integrated health and wellness management:** To govern and enable access by our employees to health promotion, applicable health services, medical response and employee assistance services.



1. Direction continued

1.2.7 Environment

Intent

We responsibly manage the environmental impact of our operations to ensure sustainable business performance and growth.

Scope

Our approach to the environment focuses on:

- Reducing our current environmental footprint;
- Pollution management to minimise the negative impact on people and the environment;
- Responsible resource utilisation and the promotion of water and energy efficiency;
- Enabling compliance, transparent disclosure and engaging stakeholders on our environmental performance; and
- Addressing environmental challenges within Sasol's overall sustainability approach to mitigate business risks.

1.2.8 Product stewardship

Intent

We accept accountability for our products throughout their life cycle to enable the responsible development, safe handling, quality and sustainable use thereof.

Scope

Our approach, as guided by the Responsible Care® Global Charter, focuses on:

- Understanding products' properties, application and risks in order to adequately manage potential exposure throughout the product life cycle;
- Compliance with applicable regional and international chemical control legislation and other requirements regarding our products; and
- Facilitating collaboration between all role players in the value chain to entrench and maintain the Responsible Care® Product Stewardship and associated practice management standards.

1.2.9 Governance

Intent

We enable and optimise the sustainable execution of our SHE practices in order to achieve sustainable SHE excellence.

Scope

Our approach focuses on:

- Setting direction and enabling a risk-based approach to SHE management;
- Providing fit-for-purpose SHE support to our businesses to achieve zero harm and sustainability in the drive for effective and efficient operations. Support is provided through continuous improvement plans, systems, processes and people capacity and competence;

- Integrating the requirements for legal compliance and relevant management system audits for certification and assurance purposes;
- Monitoring, auditing and verifying of SHE practices and performance, as guided by the combined assurance model, for the purposes of assurance, compliance and disclosure; and
- Reporting to and participating in business and Group SHE governance structures to enable leadership to improve SHE performance.

1.2.10 Sustainable development (SD)

Intent

We manage our sustainability challenges and performance to create long term shareholder value and stakeholder trust.

Scope

Our approach focuses on:

- Identifying and managing material SD challenges, to inform the Group strategy and associated Group imperatives;
- Monitoring our performance against objectives and targets on SD indicators, as guided by the Global Reporting Initiative (GRI) and other reporting requirements;
- Guiding continuous improvement of operational efficiency based on our benchmarked SD performance;
- Stakeholder engagement to respond to legitimate interests and expectations, and to partner in finding lasting solutions to our material sustainability challenges; and
- Managing our commitments to the United Nations Global Compact and other commitments made in the sustainability context.

SHE fundamentals in practice

Critical success factors

1.2.11 The SHE fundamentals represent a belief system which guides SHE behaviours, actions and decisions in the Group.

1.2.12 The SHE fundamentals provide the sub-functional boundaries within which the SHE performance requirements are executed.

SHE function roles and responsibilities

1.2.13 Corporate SHE responsibilities, in consultation with business SHE managers and management:

- Develop and review changes to the SHE fundamentals to ensure alignment with Group drivers and the sub-functional areas of responsibility included in SHE; and
- Provide guidance to the Group on SHE behaviours, actions and decisions, based on the SHE fundamentals.

1.2.14 Business SHE manager responsibilities:

- Oversee the business SHE behaviours, actions and decisions, based on the SHE fundamentals, and lead by example.



Business roles and responsibilities

1.2.15 Business management provides SHE leadership based on the SHE fundamentals. This includes taking accountability for the necessary change management, communication and other leadership actions to enable SHE excellence.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 1.2: SHE fundamentals	Poor	Mediocre	Good	Excellent
1. Leaders in my team provide clear SHE direction and enable a committed and accountable workforce who is involved in, and passionate about, achieving zero harm.				
2. My team's approach to SHE management is risk-based and focuses on the implementation of SHE practices. Our SHE results are sustainably excellent.				
3. My team's approach to SHE management is integrated and includes safety, health, environment and product stewardship focus areas as applicable to our business.				
4. My team's approach to SHE management enables the sustainability of our business through governance and focus on sustainable development.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> Sasol values SHE policy
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> SHE sub-functional position statements

Element 1.3 Objectives and targets

Intent

Our SHE strategic agenda is translated into objectives and measurable targets to direct delivery towards SHE excellence.

Objectives

1.3.1 SHE objectives translate the imperatives of the SHE strategic agenda into clear deliverables which are measured through a balanced Key Performance Indicator (KPI) structure and related targets.

KPI structure

1.3.2 SHE KPIs are defined to provide a balanced view of SHE performance. These include mandatory KPIs based on legal, listing, and other requirements. The KPI structure includes the following:

- **Lagging indicators:** Measurements of business SHE performance at the end of a time period (eg, significant safety and environmental incidents, occupational illnesses);
- **Leading indicators:** Measurements of the effectiveness of the SHE management process during a specified time period, used to forecast SHE performance (eg, percentage barriers removed from safety observations, number of actions from audits closed within agreed target dates);
- **SHE functional performance:** Measurements of Group and business functional effectiveness (eg, budget adherence, employment equity, training status); and
- **SHE stakeholder results:** Measurements of the effectiveness of SHE stakeholder focus (eg, stakeholder feedback).

1.3.3 SHE KPIs are cascaded to functional and operational scorecards.

1.3.4 SHE KPI definitions are standardised across the Group.

Targets

1.3.5 Long term, medium term and short term targets and/or milestones are set for SHE KPIs, which are aligned with the objectives. These include Group and business level targets and/or milestones which are incorporated into SHE Game Plans for execution and tracking.

1.3.6 SHE targets are set as part of the annual business planning process or reviewed more frequently as and when required.

1.3.7 The following requirements are taken into account when setting SHE targets:

- Targets focus on meeting **legal requirements**;
- Targets are **realistic** and **measurable** to ensure that they are reasonably achievable within current organisational capability;
- Targets are **stretched** to provide direction for improvement;
- **Interdependencies** between different KPIs and targets are considered to avoid unintended consequences of setting individual stretched targets;
- Group SHE targets are cascaded in businesses based on the **appropriateness** and **risk profile** of the nature of specific operations; and
- Consideration is given to the **current SHE performance** of the business for the specific KPI.



1. Direction continued

1.3.8 Mandatory and voluntary SHE targets are governed across appropriate boards and other governance structures.

1.3.9 SHE KPIs are measured and tracked to compare actual SHE performance with set targets and to track progress in meeting objectives.

Objectives and targets in practice

Critical success factors for this element

1.3.10 SHE objectives and targets are specific, measurable, attainable, relevant and time-bound.

1.3.11 Group SHE objectives and targets are globally relevant, but also consider business-specific issues to ensure reiterative cascading.

1.3.12 Input by key stakeholders into the SHE target-setting process is an important part of the change management process to ensure buy-in and ownership of SHE targets.

SHE function roles and responsibilities

1.3.13 Corporate SHE responsibilities, with relevant input from business SHE managers:

- Lead the process and recommend Group SHE objectives, targets and focus areas for approval by the GEC (including the SHE component of Sasol Group short term incentive (STI)); and
- Track (quarterly), review (annually) and govern Group SHE objectives and targets.

1.3.14 Business SHE managers facilitate the process of establishing business SHE targets which are aligned with Group SHE targets.

1.3.15 Business SHE functions advise and support business in establishing and tracking of business SHE objectives and targets.

Business roles and responsibilities

1.3.16 Establish and review business SHE objectives and targets in alignment with Group SHE objectives and targets and the Sasol Group STI.

1.3.17 Obtain approval for business SHE targets.

1.3.18 Ensure that appropriate SHE objectives and targets are cascaded to individual KPIs and performance agreements.

1.3.19 Provide the necessary resources to the workforce to achieve the agreed SHE objectives and targets. (Refer to 2.1.13)

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 1.3: Objectives and targets	Poor	Mediocre	Good	Excellent
1. My team has clear SHE objectives based on our strategic agenda.				
2. I have a balanced view on SHE results which includes leading, lagging, SHE functional and stakeholder results.				
3. My team has clear, stretched but realistic SHE targets which are aligned with Group targets and cascaded to lower levels.				
4. Our SHE target setting process involves all relevant stakeholders to ensure buy-in and ownership of targets.				

Supporting documentation

Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE strategic agenda ■ Sasol STI ■ SHE Game Plan ■ Group SHE objectives and Targets ■ S1.15 PSM Metrics ■ SHE toolkit: (to be compiled, including what is needed for an audit trail of target setting) <ul style="list-style-type: none"> – S1.15 PSM Metrics – VOC – GHGC ■ Sasol GHG Targets Discussion Document
Business Tier 3	<ul style="list-style-type: none"> ■ Business objectives and targets ■ Relevant procedures relating to objectives and targets





2.

Delivery: Tools Tools to enable global SHE excellence



Elements and themes



Element 2.1 Planning and execution

- Planning
- Execution



Element 2.2 SHE risk management

- The risk management approach
- SHE non-conformance management



Element 2.3 Systems, processes and technology

- Systems
- Processes and technology



Element 2.4 Operational control

Project management:

- Design, construction and commissioning
- Decommissioning and demolition

Operations and maintenance:

- Asset integrity
- SHE-related operational processes and activities

Supply chain management:

- Procurement and inbound supply management
- Storage and transportation of outbound product
- Marketing and sales



Element 2.5 Governance and compliance

- The governance process
- Document governance
- SHE legal and regulatory compliance
- Conformance to other SHE requirements
- Monitoring
- Assurance
- Maturity assessment



Element 2.6 Continuous improvement

- Continuous improvement approach
- Plan and do
- Review and improve

Description of integration between elements and themes

SHE objectives and targets are the starting point of the planning process. Focus areas are prioritised and actions developed to ensure that the targets are achieved. These are packaged in SHE Game Plans and business plans.

Execution of these plans and day-to-day SHE-related activities happen in our businesses. It is enabled in general by SHE systems, processes and relevant technology.

These execution activities are also enabled in businesses by processes focused on controlling the SHE-related issues during the life cycle of our operations.

SHE results are measured, tracked, reported and reviewed. They are compared to the set targets to determine the effectiveness of the SHE Game Plan. This process also provides input to the strategic direction setting process.

Finally, risk management, continuous improvement, and governance apply to all the above mentioned processes. These ensure the efficiency, effectiveness and sustainability of our SHE practices.



2. Delivery: Tools continued

Element 2.1 Planning and execution

Intent

Plans are developed, adequately resourced and implemented to ensure that SHE objectives and targets are met.

Planning

2.1.1 The Group SHE Game Plan provides the key focus areas, programmes and SHE targets for the financial year, in order to execute the Group SHE strategic agenda. These focus areas are prioritised to ensure that:

- The SHE strategic agenda is executed;
- SHE objectives and targets are met;
- The top SHE risks are actively managed; and
- SHE performance is continuously improved.

The Group SHE Game Plan is cascaded to business SHE Game Plans which are customised to address business-specific SHE issues and risk profiles. Business SHE Game Plan focus areas and targets are integrated into the business planning process.

2.1.2 Group and business SHE Game Plans are reviewed and updated at least annually during the business planning cycle.

2.1.3 Planning for the execution of SHE Game Plans includes consideration of the following:

- Detailed actions, timelines, milestones and assigned responsibilities; and
- Required resources such as people, time and money.

Execution

2.1.4 SHE Game Plans are tracked, deviations are timeously identified, and appropriate corrective actions implemented.

Planning and execution in practice

Critical success factors for this element

2.1.5 SHE Game Plans are aligned with the SHE risk profile of the Group and Business Units.

SHE Game Plans are used to align the workforce on the priorities to ensure that SHE performance meets set targets.

SHE function roles and responsibilities

2.1.6 Corporate SHE responsibilities:

- Develop and prioritise SHE focus areas from a Group perspective;
- Ensure an aligned execution plan per SHE sub-function;
- Develop criteria for monitoring and tracking of SHE Game Plan implementation; and
- Regularly review progress on implementation of SHE Game Plans.

2.1.7 The business SHE manager responsibilities:

- Facilitate the development of a business SHE Game Plan which incorporates relevant focus areas from the Group SHE Game Plan;
- Give input to the business strategy and development of the Group SHE Game Plan; and
- Ensure business-specific SHE risks are addressed in the business SHE Game Plan.

2.1.8 The business SHE function responsibilities:

- Facilitate and support the business SHE Game Plan implementation actions; and
- Monitor and report progress on the implementation of the business SHE Game Plan.

Business roles and responsibilities

2.1.9 The business executive management approves the business SHE Game Plan and incorporates the business SHE Game Plan into the operational focus areas of the business.

2.1.10 Business management ensures that sufficient resources are provided to execute the business SHE Game Plan (eg, people, budget, technology).

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

	Poor	Mediocre	Good	Excellent
Element 2.1: Planning and execution				
1. My team has a Game Plan which includes SHE priority focus areas and targets.				
2. Our SHE Game Plan reflects the SHE risk profile of our team and business.				
3. I track, review and drive the implementation of our SHE Game Plan.				
4. I provide the necessary resources to ensure that our SHE Game Plan can be implemented.				

Supporting documentation

Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE toolkit: <ul style="list-style-type: none"> – Group SHE Game Plan – Tracking tool
Business Tier 3	<ul style="list-style-type: none"> – Business SHE Game Plan – Tracking tool



Element 2.2 SHE risk management

Intent

We proactively address the occurrence and recurrence of undesirable SHE events through effective preventive and corrective controls.

The approach

2.2.1 SHE risks are managed as part of the overall business risk management process and are incorporated in the overall business risk management strategy.

2.2.2 All SHE risks and related controls are identified, assessed, prioritised, communicated and managed according to the nature, scale and potential impacts of the undesirable SHE events. This is done in accordance with the Group enterprise risk management methodology and the Group top SHE risks and controls.

2.2.3 SHE risks are identified by means of the following assessments:

- **Baseline risk assessments:** Identify and document all potential hazards and associated undesirable SHE events within a pre-defined context;
- **Issue-based risk assessments:** Address specific workplace safety, health and/or environmental issues; and
- **Continuous risk assessments:** Identify day-to-day operational SHE risks.

2.2.4 The following key steps are executed in the SHE risk management process:

- Identification of hazards, causes and consequences related to potential undesirable SHE events;
- Identification and development of relevant preventive and corrective controls, considering the relevant Group SHE risk controls;
- Prioritising controls according to:
 - Criticality (in reducing inherent risk to low or acceptable residual risk levels);
 - The hierarchy of controls (elimination or substitution, engineering, administrative, personal protective equipment and behavioural); and
 - The As Low As Reasonably Practicable (ALARP) principle for residual risk; and
- Determination of the risk rating, including the probability of occurrence and the consequence, of all undesirable SHE events.

2.2.5 SHE risks are integrated in business management systems and risk registers. The Group top SHE risks are consolidated through a bottom-up aggregation process and appropriate Group SHE risk controls are developed.

2.2.6 The SHE risk component of the business risk register is reviewed at least annually (except for PHA revalidation every five years). This includes the review of risk descriptors, controls and risk ratings. In the following cases, registers are reviewed as soon as possible to ensure the adequacy and effectiveness of controls:

- Significant changes to business (organisational) or operational activities; and

- The occurrence, recurrence or upward trend of undesirable SHE events through incidents, near misses, legal non-compliances, or SHE non-conformances.

SHE non-conformance management

2.2.7 The SHE non-conformance management process sequentially consists of an initial response to the event, conducting an investigation to determine the root cause(s) of the event, developing and implementing both preventive and corrective actions and sharing appropriate learnings and insights.

2.2.8 The SHE non-conformance management process is applied to near-misses, accidents, injuries, illnesses, process safety incidents, appropriate SHE audit and management system findings, legal non-compliance findings, and significant environmental and product transportation incidents.

2.2.9 The initial response to SHE non-conformances is appropriate to the nature and scale of the non-conformance.

SHE risk management in practice

Critical success factors for this element

2.2.10 Communication of learning and training on hazard identification and the prevention of associated undesirable SHE events. This ensures that employees are informed and enabled to conduct their daily tasks with zero harm and to reduce the likelihood of recurrences of undesirable events.

2.2.11 Relevant operational and maintenance procedures support the management of SHE risks by incorporating controls identified in the risk management process.

2.2.12 After incidents or near-misses, the correct root cause(s) are identified and preventive and corrective actions are implemented.

SHE function roles and responsibilities

2.2.13 Corporate SHE responsibilities:

- Align the SHE risk management approach with the Sasol enterprise risk management methodology;
- Identify and review the Group top undesirable SHE events with due regard to relevant non-conformances and recommend associated Group SHE risk controls, which is supported by the Sasol life saving behaviours;
- Determine required Group SHE interventions to mitigate SHE risks, including the setting of objectives and targets;
- Provide assurance to the Group governance structures on the adequacy and effectiveness of SHE risk management in the Group;
- Develop and maintain a standardised SHE non-conformance management approach; and
- Identify the Group trends by analysing SHE non-conformances and develop Group SHE interventions or mitigating controls to reduce or eliminate SHE non-conformances.

2.2.14 The business SHE manager, in collaboration with business and other functional managers, oversees the management of business SHE risks and SHE non-conformances as well as the sharing of learnings and insights.

2.2.15 The business SHE function enables the business to gain insight into the efficacy and adequacy of its SHE risk management. This includes an advisory and assurance role.



2. Delivery: Tools continued

Business roles and responsibilities

2.2.16 Line management has the ownership for SHE risks and controls and is responsible for:

- Managing controls to ensure that residual SHE risks are tolerable; and
- Implementing, monitoring and reporting on the effectiveness and adequacy of critical controls.

2.2.17 The outcomes of all business SHE risk assessments are aggregated to determine the business top SHE risks.

2.2.18 Businesses report annually to the relevant governance structures and corporate SHE on the top SHE risks for the purpose of assurance on the effectiveness of SHE risk management.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 2.2: SHE risk management	Poor	Mediocre	Good	Excellent
1. I know and understand all my team's SHE risks and applicable business SHE risks.				
2. My team implemented and actively manages all relevant controls for our SHE risks, with specific emphasis on the group top SHE risks.				
3. My team's SHE risks are integrated into the business risk register and are reviewed and updated at least annually.				
4. I use the non-conformance management process to prevent the recurrence of incidents or undesirable SHE events.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ Global enterprise portal: <ul style="list-style-type: none"> - Sasol enterprise risk management approach/framework (including minimum standards) version 1 March 2013 - Sasol risk matrix - Impact criteria
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE risk management toolkit: (to be compiled) <ul style="list-style-type: none"> - Top SHE risks - Group SHE risk controls - Health risk assessment - SHE risk assessment model - Sasol process safety risk matrix - PHA Group procedure S1.3 - SHE baseline risk assessment procedure - SHE risk and non-conformance management business processes - SHE non-conformance management toolkit <ul style="list-style-type: none"> - Sasol SHE Non-Conformance Management Procedure - Fatality Reporting Procedure - Injury and Illness Classification Group Procedure. - Sasol Group Procedure for Incident Investigation - Fire, Explosion and Release Severity Index Group Procedure - FER Severity Index Tool - Incident learning and insight template - Flash notification template incident reference - Incident update notification template - Incident investigation report template - Human factor checklist - Illness reporting
Business Tier 3	No Group SHE risk management procedure is prescribed. Regions and business procedures are guided by the enterprise risk management methodology and process as well as the performance requirements for SHE risk management.



Element 2.3 Systems, processes and technology

Intent

Management systems enable the achievement of sustainable SHE performance.

Systems

2.3.1 Internationally recognised management standards are adopted and integrated into the SHE performance requirements for certification purposes.

These include as a minimum:

- OHSAS 18001;
- ISO 14001; and
- Process safety standards.

The following management standards are applicable to selected businesses, as necessitated by customer and management requirements:

- ISO 9001; and
- Responsible Care®.

2.3.2 Applicable SHE management systems enable the execution of standardised SHE activities. This includes the applied processes and procedures to enable SHE performance.

Processes and technology

2.3.3 SHE business processes are aligned with the performance requirements.

2.3.4 SHE processes are supported with relevant enabling technologies, where possible, to enhance the execution effectiveness and standardisation of SHE activities and reporting. These technologies could include information technology, tools, equipment and control instruments.

Systems, processes and technology in practice

Critical success factors for this element

2.3.5 Integrated management systems are effective and optimised to ensure that the execution of SHE processes are simple and user-friendly.

2.3.6 New or updated SHE performance requirements which have an impact on existing management systems are evaluated and implemented through a management of change process.

2.3.7 The scope and priority of SHE management system implementation and improvement are established by applying a process approach which considers the complexity, resource requirements and SHE risks involved to operations and products.

SHE function roles and responsibilities

2.3.8 Corporate SHE responsibilities:

- Design and maintain SHE business processes which are independent of execution responsibilities and at various levels of detail. Review regularly to ensure continued relevance and comprehensiveness based on the performance requirements;
- Provide, continually enhance and govern systems, processes and enabling technology to support improved SHE performance; and
- Align and partner with the Information Management function to manage the reliability of supporting technology.

2.3.9 The business SHE manager is responsible for ensuring that SHE management systems are implemented and aligned with SHE performance requirements in collaboration with business management.

2.3.10 The business SHE function is responsible for overseeing the implementation and maintenance of prescribed internationally recognised management standards by utilising approved enabling technology to effectively execute the SHE business processes.

Business roles and responsibilities

2.3.11 Business management commits to the effective application and execution of relevant SHE processes through the use of enabling SHE management systems and technology.

2.3.12 Business management is responsible for ensuring that adequate resources are provided to implement and maintain SHE systems, processes and technology and to effectively execute the SHE business processes.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 2.3: Systems, processes and technology	Poor	Mediocre	Good	Excellent
1. I understand and manage the requirements for certification in my area of responsibility.				
2. Our SHE management systems are integrated, effective and optimised to ensure that the execution of SHE processes are simple and user-friendly.				
3. My team manages daily, weekly and monthly SHE activities with an integrated management system enabled by appropriate technology.				



2. Delivery: Tools continued

Supporting documentation

<p>Group SHE Tier 2 and 3</p>	<p>Toolkit:</p> <ul style="list-style-type: none"> ■ SHE systems, processes and technology matrix ■ SHE business processes ■ ISO 9001 quality management systems – requirements ■ ISO 14001 environmental management system – requirements ■ OHSAS occupational health and safety management systems – requirements ■ Process safety management standards ■ Responsible Care® management practice standards
<p>Business Tier 3</p>	<ul style="list-style-type: none"> ■ EMAS ■ SEVESO



Element 2.4 Operational control

Intent

Safe, responsible and productive execution of activities during the life cycle of our operations.

Project management

Design, construction and commissioning

2.4.1 SHE requirements for projects are met to ensure that engineered solutions and project execution support SHE objectives and targets. These requirements include:

- Evaluating current best available techniques and technology;
- Inherently safer design;
- Cleaner production principles;
- Health considerations, including ergonomic and hygiene factors;
- Environmental considerations including emission reduction;
- Product stewardship considerations; and
- Establishing an integrated SHE management system including document and data control.

2.4.2 SHE criteria, which include regulatory and legal requirements, are applied during capital project prioritisation and approval.

2.4.3 SHE risks and deliverables are managed in all phases of capital projects through the Sasol BD&I process.

2.4.4 For projects not managed through the BD&I process, a formal management of change process is followed to ensure that all SHE risks are addressed.

2.4.5 For all projects and modifications, the following risk assessments are conducted:

- Baseline risk assessments;
- Process hazard analysis;
- Health risk assessments;
- Environmental risk assessments;
- Product stewardship and product risk assessments; and
- Task risk assessments.

2.4.6 Pre start-up safety reviews and commissioning plans ensure that newly installed and modified operations and equipment conform to the required standards for safe operation.

2.4.7 End of job documentation, including the project SHE file, is formally transferred to the operating partner prior to beneficial operation.

Decommissioning, demolition, remediation and rehabilitation

2.4.8 SHE risk assessments are conducted for the decommissioning, demolition and preparation for closure and subsequent remediation or rehabilitation of any operation.

2.4.9 All decommissioning and demolition SHE risk mitigation actions are executed through an approved plan. Financial provision is made and monitored for rehabilitation as part of the environmental management plan.

2.4.10 Closure of the plan is signed off by the SHE function in conjunction with the respective business management and relevant legal authorities.



Project management in practice

Critical success factors

2.4.11 Engagement and management of contractors to ensure safe execution of projects.

2.4.12 The involvement of the operating partner during all phases of the project to ensure continuity in SHE risk management.

SHE function roles and responsibilities

2.4.13 Corporate SHE is responsible for providing, in consultation with the project teams:

- SHE requirements and specialist input for projects; and
- SHE criteria for project prioritisation and approval.

2.4.14 Business SHE function responsibilities:

- Translate SHE requirements for projects and provide specialist SHE input for project execution; and
- Participate in relevant reviews and assessments, and verify that the SHE plans were executed as prescribed.

2.4.15 The business SHE manager is responsible for facilitating effective handover and acceptance of all relevant SHE-related end-of-job documentation prior to commissioning.

2.4.16 Where applicable, the project SHE manager is responsible for ensuring that appropriate processes are followed for design, construction, commissioning and decommissioning.

Business roles and responsibilities

2.4.17 Business management participates in agreed phases of a project to ensure that safe commissioning and sustainable operations are achieved before final handover.

2.4.18 Plan and manage the decommissioning or abandonment of assets and the remediation of the resulting SHE risks.

2.4.19 Business management approves all relevant SHE-related end-of-job documentation prior to commissioning. Project management teams are responsible for the compilation of documentation prior to handover.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 2.4: Operational control – project management	Poor	Mediocre	Good	Excellent
1. The project team has considered all the SHE criteria and requirements during design, construction and commissioning.				
2. The project team identifies, understands and manages all SHE risks through all the project phases.				
3. My team plans for decommissioning, demolition, remediation and rehabilitation of site closures.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ SHE policy ■ Sasol BD&I model ■ Sasol Technology project management procedures
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ Project management toolkit: <ul style="list-style-type: none"> – Intranet site – BD&I model: SHE track and all other tracks reflecting SHE requirements – S1.7 Pre start-up Safety Review
Business Tier 3	<ul style="list-style-type: none"> – S1.3 PHA Standard – Integrated Exploration Production Management System (IEPMS – upstream project management model)

Operations and maintenance

Asset integrity

2.4.20 An asset management strategy directs the operation, maintenance and improvement of assets in our businesses to ensure sustainable, effective and reliable operations. This includes, but is not limited to:

- Specific focus on SHE requirements to ensure zero harm and sustainability;
- Defining the operating envelope and operating according to it;
- Inspection, testing, calibration and certification of equipment;
- Identification of process safety critical equipment and application of preventive maintenance strategies according to a risk-based inspection programme. Defects or deviations are identified, recorded and rectified; and
- Testing, calibration and certification of equipment for the monitoring of SHE performance data to ensure the accuracy of data.

SHE-related operational processes and activities

2.4.21 Roles and responsibilities of our workforce for SHE operational activities are clearly defined in procedures for start-up, operations, maintenance, shutdown and emergencies. This is aligned with associated SHE risks.

2.4.22 Process safety information for all chemical operations is available and updated regularly.

2.4.23 Changes to equipment, procedures, processes, technology and organisation design impacting operations (both permanent and temporary) are managed through a formal management of change (MOC) process which ensures that all SHE risks are addressed appropriately and affected documents are updated.

2.4.24 Suppliers of services are engaged to ensure safe and responsible execution of operations and activities, through the following:

- Continuous engagement on SHE matters;
- Agreed SHE plans;
- Monitoring of compliance to the SHE plan; and
- Non-conformance management.



2. Delivery: Tools continued

2.4.25 Permission is granted for work to be conducted on equipment that has been declared safe by a designated person in the business. This includes permit to work, electrical permits, and excavation permits.

2.4.26 Environmental impact is minimised through the responsible management of input resources (eg, water, energy), waste, effluent, emissions and compliance to permit conditions.

2.4.27 Pre-employment, continuous and exit medical surveillance is conducted to manage the health and wellbeing of the workforce.

2.4.28 Hygiene stressors are managed to maintain a workplace conducive to the health and wellbeing of our workforce.

2.4.29 Response plans and procedures are developed, tested, communicated and reviewed for effective mitigation of SHE undesirable events. This includes emergency response plans.

2.4.30 Quality of products are managed to be on specification in order to minimise potential SHE impact.

2.4.31 Employees and service providers are safely transported in vehicles to, in and from Sasol sites, in accordance with legislative requirements.

Operations and maintenance in practice

Critical success factors

2.4.32 Operating envelopes, maintenance plans and strategies are effectively implemented to ensure safe and productive operations, as well as the integrity of process safety critical equipment.

2.4.33 Daily management of SHE risks are fully integrated into day-to-day operations and activities.

SHE function roles and responsibilities

2.4.34 Corporate SHE responsibilities:

- Provide guidance and specialist input related to operational and maintenance controls from a process safety perspective; and
- Identify, develop and enable standardised SHE systems supporting operational control (refer to 2.3.2).

2.4.35 The business SHE function is responsible for developing and implementing relevant SHE systems and requirements to support effective controls for safe operation, aligned with the business asset management strategy.

Business roles and responsibilities

2.4.36 Ensure the ongoing integrity and safe operation of plant and equipment through the execution of an asset management strategy which include day-to-day operational and maintenance control activities, as well as emergency management.

2.4.37 Execute SHE-related operational processes to ensure that systems and procedures related to SHE risk controls are effectively implemented and aligned with Group SHE governance to enable safe, responsible and productive operations and activities.

2.4.38 Resource needs are identified and adequate resources are provided in operations to execute daily operational activities safely and responsibly. This includes people, tools, and equipment.

2.4.39 The workforce plan their tasks to identify associated hazards, use fit-for-purpose tools and equipment, and apply safe working practices.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 2.4: Operational control – operations and maintenance	Poor	Mediocre	Good	Excellent
1. I have an asset management strategy which includes specific focus on SHE aspects to ensure safe, sustainable, effective and reliable operations.				
2. My team implements asset integrity risk mitigation controls in the day-to-day operations of our business.				
3. I am actively engaged with employees and service providers to ensure safe execution of operations.				
4. I am aware of the impact of our business on the environment and the health of our people. My team implements and maintains risk mitigation controls to manage health and environmental risks.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ SHE policy
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ Operations and maintenance toolkit: <ul style="list-style-type: none"> – S1.10 Management of Change – S1.8 Maintenance Integrity Safety Standard – S1.9 Work Permits – S1.12 Emergency Planning and Response – Sasol Group Procedure for Service Provider Safety Management – S1.2 Process Safety Information – Life saving behaviours – MOC, permit to work, confined space entry – SHE integrated management system, including quality – Service Provider safety management process – Sasol Group procedure for waste governance and management – Water Stewardship procedure – Group procedure accounting for the GHG footprint of Sasol products – Group procedure accounting for the GHG footprint of Sasol projects – Climate Change Questions & Answer Sheet – Sasol Guidelines for Asbestos Phase-Out
Business Tier 3	<ul style="list-style-type: none"> SA – Guideline for emergency preparedness and response SA – Asset Management Manual



Supply chain management

Procurement and inbound supply management

2.4.40 Suppliers of goods and services meet the prescribed SHE requirements in order to be accredited as an approved supplier.

2.4.41 For the procurement of goods, the following SHE requirements are taken into consideration:

- New procured goods are evaluated for SHE risks prior to purchasing, based on the MOC process;
- Existing goods are procured based on regularly reviewed SHE requirements; and
- Procured goods are accompanied by relevant SHE documentation.

2.4.42 For the procurement of raw materials and procured chemicals, legal compliance and safe chemicals management practices are taken into account.

Outbound supply management

2.4.43 Supply chain SHE risks are effectively managed to ensure the safe and responsible storage, movement, blending, distribution and sale of products across the life cycle.

2.4.44 Disposal of product and waste is managed responsibly throughout our supply chain activities.

Marketing and sales

2.4.45 A formal product registration process is in place to ensure compliance with relevant SHE and legal requirements.

2.4.46 SHE inspections and approval of customer sites are conducted prior to delivery of products to new customers.

2.4.47 Product safety information is provided to all customers, handlers and users of Sasol products.

Supply chain management in practice

Critical success factors for this element

2.4.48 To prevent potential exposure to Sasol products during loss of containment incidents, timeous and relevant response is critical.

SHE function roles and responsibilities

2.4.49 Corporate SHE responsibilities:

- Ensure that all relevant product information is captured in Sasol's chemical information management system;
- Publish relevant product safety documentation;
- Conduct product and product stewardship risk-assessments;
- Develop and recommend effective management systems for managing the SHE risks related to the movement, transportation and storage of hazardous products; and
- Define the SHE criteria for supplier accreditation.

2.4.50 The business SHE function responsibilities:

- Ensure that legal support documentation for raw materials and procured chemicals are reviewed and updated as new information becomes available;
- Define business-specific transportation and storage specifications;
- Implement effective management systems for managing the SHE risks related to the movement, transportation and storage of hazardous products;

- Identify transportation hazards and monitor service providers for safe and responsible operations and activities; and
- Provide support for off-site transport incidents.

Business roles and responsibilities

2.4.51 Business management is responsible for the safe and responsible use of procured goods, as well as transportation, movement and storage of hazardous products.

2.4.52 Ensure that all employees and service providers working with approved products are trained in the risks and control measures associated with the products.

2.4.53 Ensure that all incoming and outgoing vehicles transporting dangerous goods/hazardous products are inspected.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 2.4: Operational control – supply chain management	Poor	Mediocre	Good	Excellent
1. I use only goods which comply with SHE and legal requirements which have been approved prior to purchase.				
2. My team manages the risks related to our products across the life cycle.				
3. Our products are registered and safety information is provided to all handlers of our products.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ Supply chain intranet site ■ Supply chain procedures, templates and protocols
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE toolkit: <ul style="list-style-type: none"> – Procedure for the purchase of products – Procedure for registering of SDS – Procedure for compilation of SDS – Product life cycle risk profiling methodology
Business Tier 3	SA SQAS assessment protocol for transportation



2. Delivery: Tools continued

Element 2.5 Governance and compliance

Intent

Providing assurance that direction setting, delivery and reporting of SHE results is undertaken in a consistent manner.

The governance process

2.5.1 Governance facilitates the meeting of agreed performance requirements to ensure that business is enabled to meet SHE objectives and targets.

2.5.2 The SHE-related decision making is facilitated through:

- The delegation of authority document (DoA), which is used to control and govern SHE matters of Group relevance; and
- Committees which are mandated to take decisions on SHE matters.

Document governance

2.5.3 A document management system enables the following relevant to SHE documents:

- Control over the creation, review, approval, access, secure storage and appropriate disposal of SHE documents;
- Management of records to demonstrate conformance to SHE requirements and other statutory requirements; and
- Confidentiality and security of data and records in accordance with any applicable external data/privacy protection legislation.

SHE legal and regulatory compliance

2.5.4 SHE compliance programmes are implemented based on the Group legal compliance methodology.

2.5.5 Sasol Group and business-specific controls are established and implemented to ensure compliance with applicable SHE legal requirements. Controls are updated and monitored regularly; particularly when there are changes to legal requirements as arising from changes in laws, permit or licence conditions and when new permits or licences are issued.

2.5.6 A process is in place to monitor the development of new or amended legislation and to ensure that the compliance requirements are well understood and communicated to facilitate compliance.

2.5.7 Compliance assessments, internal and external (independent) legal compliance audits or authority inspections are conducted to verify SHE legal compliance.

Conformance to other SHE requirements

2.5.8. SHE management systems enable conformance to other relevant SHE requirements, such as:

- Corporate- or business-adopted international, industry or regional agreements and requirements;
- SHE performance requirements and Group procedures; and
- Joint venture commitments, contracts, agreements, and community commitments.

Monitoring and surveillance

2.5.9 SHE monitoring and surveillance requirements are identified and implemented to ensure compliance with legal, corporate, international, and industry standards for evaluation.

Assurance

2.5.10 SHE risk-based assurance is provided through audit outcomes and demonstrated through the continuous improvement of performance results.

2.5.11 The framework of the group combined assurance model (CAM) includes 1st, 2nd and 3rd party assessments which are used to verify conformance and compliance to SHE requirements.

2.5.12 The compliance and conformance assurance processes align audit protocols with critical controls related to top SHE risks. The assurance process includes:

- Internal self-assessments (1st party);
- Peer review assessments within the Group;
- Internal or external (done on behalf of the business) planned SHE audits (2nd party); and
- External planned SHE audits (3rd party). Certification audits are done by an approved certification body.

2.5.13 The assurance of SHE results and data integrity includes:

- SHE results internally verified and signed off prior to internal reporting; and
- External audits conducted on selected SHE data, as approved by the Group audit committee.

2.5.14 Audit findings are analysed, root causes determined and corrective and preventive actions implemented as part of the continuous improvement process.

Maturity assessment

2.5.15 SHE excellence maturity is assessed annually against conformance to SHE performance requirements in the One Sasol SHE Excellence approach.

SHE governance and compliance in practice

Critical success factors

2.5.16 SHE audits and assessments are integrated and optimised to minimise the burden on resources in our businesses, while providing the required levels of assurance.

2.5.17 The SHE excellence maturity assessment is used to inform the continuous improvement process.

2.5.18 SHE audits include assurance on top SHE risk controls.

SHE function roles and responsibilities

2.5.19 Corporate SHE responsibilities:

- Develop and maintain SHE governance structures;
- Participate in Group governance structures;
- Establish committees, forums, and technical working groups, as well as terms of references as per the agreed governance structure;
- Provide guidelines for the management of SHE documents and records;
- Analyse SHE audit findings, develop Group SHE risk controls and share learnings;



- SHE audits include assurance on top SHE risk controls;
- Manage integration points with other enterprise functions; and
- Manage the integration between sub-functions within SHE.

2.5.20 The business SHE manager responsibilities:

- Ensure that governance and compliance processes are executed within the SHE governance framework; and
- Assist the business to provide SHE risk-based assurance.

2.5.21 Business SHE function responsibilities:

- Facilitate the implementation of Group and business-specific controls to ensure compliance with SHE legal and other requirements;
- Ensure that applicable SHE legislation and Group SHE risk controls are identified;
- Ensure that new or amended legislation is communicated and adequate controls are implemented with assistance from corporate SHE when necessary;
- Facilitate the implementation of corrective and preventive actions for audit findings and verify effectiveness thereof; and
- Manage and control SHE documents.

Business roles and responsibilities

2.5.22 Act within the SHE governance and compliance framework as set by Sasol Group.

2.5.23 Act upon findings from audits and assessments and take proactive measures to ensure SHE maturity and compliance.

2.5.24 Ensure that relevant personnel are legally appointed and aware of their duties.

2.5.25 Align SHE meeting agendas with the One Sasol SHE Excellence approach implementation methodology (refer to p87 step 4).

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 2.5: Governance and compliance	Poor	Mediocre	Good	Excellent
1. I have a system in place that governs and controls SHE-related documentation.				
2. I have a SHE compliance programme and we implement all required controls to ensure legal compliance.				
3. I have a process in place to ensure conformance to SHE management systems and other requirements.				
4. I provide assurance of the effective management of SHE risks, related controls and SHE data integrity though the results from 1st, 2nd and 3rd party audits.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ Group legal compliance methodology ■ The Combined Assurance Model
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ Toolkit: <ul style="list-style-type: none"> – SHE portal – SHE leadership and governance document hierarchy – Sasol Approval and Signing Authorities Manual – SHE Governance structure and terms of references – SHE Laws risk register – Group SHE procedure for SHE centre and PSS document and record management (Guideline for businesses) – Group procedure for Health Assessment (surveillance) – Safety, Health and Environmental Legal Compliance Standard – SHE legal appointment procedure – PSM Standard S1.13 Compliance audits
Business Tier 3	<ul style="list-style-type: none"> ■ Legal appointment template ■ SHE PSS Internal Auditing Procedure ■ Business SHE laws risk registers ■ Business document control procedure





2. Delivery: Tools continued

Element 2.6 Continuous improvement

Intent

Enhanced SHE performance is pursued through a planned, systematic and ongoing process of improving practices.

Continuous improvement approach

2.6.1 The “plan, do, review, improve” methodology, as described in the Group Operations Excellence Management System, is integrated into the One Sasol SHE Excellence approach. Our approach is focused on continuous improvement of our SHE practices and results.

Plan and do

2.6.2 Stretched, but realistic, target setting for SHE performance sets the SHE improvement goals for SHE performance (refer to 1.3.7).

2.6.3 Outcomes from the SHE risk management process, improvement opportunities, optimisation and innovation of SHE practices, as well as learning from incidents, inform the planning process (refer to 3.1.1).

2.6.4 Improvement plans are prioritised and included into cascaded SHE Game Plans. Improvement plans and actions are executed as part of the SHE Game Plan implementation (refer to 2.1.1 and 2.1.2).

Review and improve

2.6.5 SHE management reviews are conducted to evaluate SHE performance results and determine the suitability, adequacy and effectiveness of SHE practices and improvement actions.

2.6.6 SHE practices are periodically benchmarked against external best practices and improvement opportunities recommended in the improvement planning process.

2.6.7 SHE practice improvement opportunities are identified from review outcomes, analysis or benchmarking activities. These are prioritised based on the potential to reduce SHE risk and improve SHE performance through improved SHE practices.

2.6.8 SHE-related best practices and learning from incidents, investigations or audits are shared within and between businesses to ensure that knowledge transfer takes place.

2.6.9 SHE improvements are embedded through enabling systems, processes and tools, as well as people-related levers such as training, change management and behaviour programmes.

Continuous improvement in practice

Critical success factors for this element

2.6.10 Improvement actions are tracked as part of the SHE Game Plan implementation to ensure that the intended benefits are realised.

2.6.11 SHE improvement actions are an integral part of business continuous improvement plans.

SHE function roles and responsibilities

2.6.13 Corporate SHE responsibilities:

- Review Group SHE performance, determine Group-wide SHE improvement initiatives and integrate these into the Group SHE Game Plan for execution;
- Provide subject matter information from a Group perspective for business management reviews; and
- Determine Group-wide best practices and provide a platform for sharing and promoting best practices and learnings in the Group.

2.6.14 The business SHE functions are responsible for analysing and reporting on business SHE performance and learnings to ensure that effective continuous improvement actions are established and implemented.

2.6.15 The business SHE manager is responsible for ensuring that regular management reviews are conducted and for facilitating the process to identify SHE improvement actions.

Business roles and responsibilities

2.6.16 Business management teams are responsible for:

- Conducting regular SHE management reviews;
- Identifying opportunities to improve SHE performance; and
- Implementing improvement actions.



Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 2.6: Continuous improvement	Poor	Mediocre	Good	Excellent
1. My team has considered review outcomes, performance and SHE risk analysis, and maturity assessment outcomes in planning SHE improvement focus areas and initiatives.				
2. SHE improvement plans are part of our business Game Plan and actions are prioritised and tracked.				
3. I conduct SHE management reviews to ensure suitability, adequacy and effectiveness of our SHE practices.				
4. I monitor the improvement of SHE performance as a measure of the effectiveness of improvement plans.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> Sasol Operations Excellence Management System
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> SHE toolkit: <ul style="list-style-type: none"> Group procedure for SHE Management Review SHE Management review inputs and outputs Template for SHE management review agenda SHE learnings





3.

Delivery: People

People-related levers to enable global SHE excellence

Elements and themes



Element 3.1 Organisation design

- Organisational requirements for our businesses
- SHE organisation structure



Element 3.2 Management of people

- Performance and consequence management
- Recognition and reward



Element 3.3 Learning skills and competence

- Learning
- Coaching and mentoring
- SHE function talent management



Element 3.4 Change management and communication

- Change management approach, consultation and participation
- Communication



Element 3.5 Behaviour and culture

- Behaviour
- Leadership and culture

Description of integration between elements and themes

Input from the direction elements are used to ensure that the people levers are applied appropriately.

SHE-related roles and responsibilities for our businesses and the SHE function are determined based on organisation design.

These are executed and are measured against targets, performance requirements and agreements. Following this comparison, line management may take various actions:

- Performance and consequence management where gaps in performance exist;
- Recognition where performance exceeds expectations; and
- Learning, coaching and mentoring to address competency gaps.

Talent management is applied to ensure sustained fit-for-purpose SHE functional support to our businesses.

Execution of SHE roles and responsibilities are supported by actions to ensure alignment and engagement, as well as ensuring that zero harm is a way of life.

Internal and external stakeholders are engaged through change management and communication activities to ensure that they are aligned with SHE issues. Their requirements provide input to direction.



Element 3.1 Organisation design

Intent

Our businesses and SHE function are structured and resourced to enable the achievement of SHE excellence.

Organisational requirements for businesses

3.1.1 SHE risks are considered during the Group HR process for design and review of operational jobs profiles.

3.1.2 SHE-related responsibilities and accountabilities of employees are defined, documented, communicated, understood and applied. Job-specific SHE competencies are identified and captured in job profiles.

3.1.3 Operational SHE responsibilities and accountabilities are aligned with the SHE performance requirements. These are included in the following:

- Job profiles;
- Appointments, including legal appointments;
- Procedures;
- Performance agreements;
- Contractual agreements; and
- Risk control measures.

SHE organisation structure

3.1.4 SHE structures are designed and resourced fit-for-purpose to enable our businesses to safely, responsibly and productively execute activities.

3.1.5 The SHE structure specifically focuses on Safety, Health, Environment, Product Stewardship, Sustainable Development, and Governance and Enablement. SHE resources are allocated to provide subject matter expertise and enable effective SHE management through specialised and business SHE execution capability.

3.1.6 SHE performance requirements are used as a basis to determine SHE functional job-specific competencies captured in job profiles.

Organisation design in practice

Critical success factors for this element

3.1.7 All managers, employees and service providers understand and embrace their SHE accountabilities, roles and responsibilities.

3.1.8 The SHE organisational structure supports the SHE strategy.

SHE function roles and responsibilities

3.1.9 Corporate SHE, in collaboration with business management, is responsible for:

- Designing and reviewing the SHE functional organisational structures to ensure that the function is fit-for-purpose; and
- Defining SHE-related roles and responsibilities for our businesses and the SHE function.

3.1.10 The business SHE manager, in collaboration with business management, is responsible for appointing resources in the business SHE function and assigning responsibilities aligned with Group SHE governance.

3.1.11 The business SHE function supports business and line management in the execution of its SHE-related roles and responsibilities.

Business roles and responsibilities

3.1.12 Business management is responsible for ensuring that operations are structured and resourced to execute daily operational activities safely and responsibly.

3.1.13 Business managers ensure that operational structures are designed and appointments are made to comply with SHE laws and other requirements.

3.1.14 Business managers ensure that operational resources, roles and responsibilities are aligned with the objective of zero harm and sustainability.

3.1.15 Our workforce accepts their individual and collective accountability for SHE, understands their roles and responsibilities, and acts accordingly.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

	Poor	Mediocre	Good	Excellent
Element 3.1: Organisation design				
1. My business is designed and structured to ensure safe, effective and responsible operations.				
2. My team and the workforce are aware, understand and accept their SHE-related responsibilities.				
3. All the appointments in my team are up to date to ensure compliance with SHE legal and other requirements.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ HR portal ■ HR business processes ■ Job profiles
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE toolkit: <ul style="list-style-type: none"> – SHE Business Processes – SHE organisational structure
Business Tier 3	SHE roles and responsibilities for operational jobs, enabled through the IMS



3. Delivery: People continued

Element 3.2 Management of people

Intent

Our workforce is empowered, enabled, recognised and held accountable for meeting SHE expectations.

Performance & consequence management

- 3.2.1 SHE performance expectations for individuals and teams are managed through the Group human resources performance management process.
- 3.2.2 SHE performance expectations are clear and aligned to deliver on the SHE objectives, targets and Game Plan.
- 3.2.3 Individuals are held accountable for delivering on agreed SHE objectives and targets, and to perform their work safely, responsibly and productively.
- 3.2.4 Coaching and mentoring are used to guide and improve individual SHE performance.
- 3.2.5 Deviations from expected SHE behaviours are managed according to the Sasol disciplinary code with due consideration for distinguishing between mistakes and violations.

Recognition and reward

- 3.2.6 Recognition schemes include elements that enhance behaviour in support of safe and responsible operations. Schemes are developed in conjunction with Group human resources.
- 3.2.7 Appropriate ad hoc recognition for SHE-related performance results is given.

Management of people in practice

Critical success factors for this element

- 3.2.8 Business SHE objectives, targets and Game Plans are cascaded to individual performance management plans.
- 3.2.9 The recognition and reward system supports and promotes excellence in SHE performance at all levels in the organisation.
- 3.2.10 The workforce is empowered through the provision of skills, resources and authority to execute their SHE responsibilities.

SHE function roles and responsibilities

- 3.2.11 Corporate SHE responsibilities:
 - Provide guidance on the inclusion of SHE elements in performance contracts;
 - Provide input into the development of the Sasol disciplinary code with reference to SHE-related transgressions; and
 - Provide Group SHE targets for the short term incentive scheme.

3.2.12 The business SHE manager responsibilities:

- Set and agree with business management the business SHE-specific objectives, targets and Game Plans for inclusion in performance agreements and recognition schemes; and
- Cascade the business SHE Game Plan to individual performance management plans of the business SHE function.

Business roles and responsibilities

- 3.2.13 Business management ensures that the agreed SHE activities, targets and Game Plan are included in individual performance management plans.
- 3.2.14 Business management establishes the criteria for SHE-related reward and recognition and ensures that employees are appropriately rewarded for excellent SHE performance.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

	Poor	Mediocre	Good	Excellent
Element 3.2: Management of people				
1. Our SHE performance expectations are included in the workforce's individual performance agreements.				
2. I have a process in place to recognise and reward safe and responsible behaviour in our operations.				
3. I empower my team through providing skills, resources and authority to execute their SHE responsibilities.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ HR Portal ■ HR business processes ■ Talent management system ■ HR reward and recognition policy ■ HR procedures ■ Performance Appraisal templates
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE toolkit <ul style="list-style-type: none"> – Recommended performance management plans for SHE function – Retention and succession management templates – Professor James Reason model for disciplinary action



Element 3.3

Learning, skills and competence

We are acutely aware of the SHE risks and are competent to conduct our operations and activities safely and responsibly.

Learning

3.3.1 Risk-based SHE knowledge, skills and competency levels are defined and learning needs are determined for relevant stakeholders. These are managed through the relevant Sasol talent management and Global Learning processes.

3.3.2 Job-specific SHE competencies are included in training matrices and executed through individual personal development plans to ensure improvement of SHE competencies.

3.3.3 Our workforce is trained with appropriate outcomes-based SHE learning material to ensure competence to execute tasks safely and responsibly.

3.3.4 Our workforce and visitors undergo appropriate induction and periodic refresher training covering SHE risks, rules, safe behaviour and emergency procedures.

3.3.5 SHE-related training and competency assessments records are managed and maintained. This includes expiration dates, records and results.

3.3.6 Learning material is updated regularly based on revised SHE risks and controls, as well as learnings from incidents.

Coaching and mentoring

3.3.7 Coaching and mentoring are used as mechanisms to support our people in improving their SHE competencies as set out in specific job profiles.

3.3.8 Critical position-specific SHE knowledge is transferred to employees through coaching and mentoring to minimise the SHE risks related to unconscious incompetence.

SHE function talent management

3.3.9 Recruitment, career development, competence, mobility and succession planning of SHE professionals are managed to sustain SHE support to our businesses. This is done within the group HR talent management guidelines.

3.3.10 Critical SHE positions are identified, appropriately staffed, and retention and succession planning is done.

Learning, skills and competence in practice

Critical success factors for this element

3.3.11 Relevant competency declarations are done to ensure that SHE knowledge gained in training is applied in practice.

3.3.12 SHE risk assessments and toolkits are standardised to ensure that training materials are aligned and relevant.

SHE function roles and responsibilities

3.3.13 Corporate SHE responsibilities:

- Inform the respective talent forums of required SHE competencies and related training matrices;
- Provide Global Learning with the relevant subject matter input for the establishment of SHE learning content;
- Identify external training courses, or develop inhouse training material, in conjunction with Global Learning to support SHE competencies;
- Provide guidelines to business SHE functions on SHE talent management issues; and
- Stay abreast of SHE industry best practices in order to identify and implement development opportunities for SHE professionals.

3.3.14 The business SHE function is responsible for appropriate SHE coaching, identification of additional SHE training needs, and sharing of learnings and insights.

Business roles and responsibilities

3.3.15 Business management ensures that the workforce receives SHE generic, SHE leadership and management as well as technical and functional competency training according to training matrices, through liaising with Global Learning.

3.3.16 Incorporate relevant risk control measures into standard operating procedures and training material.

3.3.17 Individuals take accountability for accepting and applying SHE training and learning.



3. Delivery: People continued

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 3.3 Learning, skills and competence	Poor	Mediocre	Good	Excellent
1. My team's job-specific SHE competencies are identified based on relevant risks in their work area and included in their training matrices.				
2. I share learnings from incidents and coach my team on relevant SHE issues.				
3. My team attends training in accordance with training matrices and are declared competent based on applied knowledge and skills.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ Global Learning Manifest ■ GL Strategy Value Proposition ■ Coaching Defined_HR: integrated talent management system (ITMS) ■ Talent forum "platforms" (eg, open days), talent meetings
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE toolkit: (to be compiled) ■ PSM standard S1.5 (group procedure) ■ Sub-functional training requirements for operations (talent forum input) ■ SHE job profiles includes competency requirements
Business Tier 3	Management systems managing the training matrices





Element 3.4 Change management and communication

Intent

Stakeholders are involved to ensure understanding and alignment to achieve zero harm and sustainability.

Change management approach, consultation and participation

3.4.1 Internal and external stakeholder involvement, through effective, transparent and continuous consultation and participation, ensures that stakeholders are engaged in SHE-related matters.

3.4.2 Our workforce is actively engaged in SHE activities and programmes which result in improved SHE performance. A change management approach is used to manage the engagement and is in line with the Group change management framework.

3.4.3 Changes in businesses, which affect our people, are managed through a change management process which considers and mitigates the risk of compromising SHE performance.

Communication

3.4.4 Structured two-way communication provides the platform to ensure that all SHE stakeholders are informed and engaged.

3.4.5 Internal SHE communication includes:

- Incident communication in accordance with the Group procedure;
- Learnings from incidents, reviews and audits; and
- Induction, training, SHE alerts, safety moments and regular SHE meetings.

3.4.6 External communication on SHE matters is done in accordance with the Group media policy. The annual Integrated Report, Sustainable Development Report and other publications are used to keep stakeholders informed of SHE performance. Face-to-face SHE communication is conducted according to the Group stakeholder relations guidelines.

Change management and communication in practice

Critical success factors for this element

3.4.7 The change management process for people-related changes is aligned with the management of change (MOC) process. This ensures that the workforce is aware and informed of the potential new SHE risks and impacts of a change prior to implementation.

3.4.8 Mechanisms are in place to facilitate frequent and clear two-way communication about SHE issues.

SHE function roles and responsibilities

3.4.9 Corporate SHE responsibilities, in conjunction with Group corporate affairs:

- Identify, initiate and drive Group-wide SHE change management and communication initiatives; and

- Provide Group-level SHE content for communication with external communities and authorities.

3.4.10 The business SHE function responsibilities:

- Collate accurate and current business-specific SHE communication material; and
- Keep records of formal stakeholder consultation, participation and communication.

3.4.11 The business SHE Manager responsibilities:

- Ensure that relevant SHE committees, forums and other communication channels are established to involve stakeholders and create awareness on SHE matters; and
- Establish business SHE change management and communication plans, with input from change management specialists, to ensure effective implementation of SHE-related changes.

Business roles and responsibilities

3.4.12 Business management is responsible for ensuring that SHE-related changes are managed, learnings are shared and that consultation and communication with affected stakeholders takes place.

3.4.13 The business SHE communication plan is integrated into the overall business communication plan.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 3.4: Change management and communication	Poor	Mediocre	Good	Excellent
1. I have a process in place to ensure that SHE-related changes are managed and communicated to all relevant stakeholders.				
2. I have a SHE communication plan and mechanisms in place to ensure frequent and clear two-way communication about SHE issues.				
3. My team is actively engaged in SHE activities and programmes which result in improved SHE performance.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ HR Change Management Framework ■ Group Media Policy ■ Group Incident Communication procedure
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ SHE toolkit ■ Group SHE communication plan
Business Tier 3	<ul style="list-style-type: none"> ■ Business SHE communication plan ■ Procedures for internal communication and participation



3. Delivery: People continued

Element 3.5 Behaviour and culture

Intent

Operating safely and responsibly is our way of life.

Behaviour

3.5.1 Our workforce understands the desired SHE behaviours and embraces a zero harm personal risk attitude.

3.5.2 Behaviours are monitored through behaviour based safety programmes that engage the workforce and cover all activities to continuously reinforce desired SHE behaviours. The adopted behaviour based safety programmes support the following:

- The Sasol life saving behaviours which is incorporated in the Group SHE risk controls; and
- The controls for business-specific SHE risks.

3.5.3 Observed behaviours are analysed to identify improvement areas where appropriate preventive and corrective actions are implemented.

3.5.4 Leadership is enabled to enhance safety engagement and climate through behaviour transformation interventions, in order to achieve and sustain zero harm.

3.5.5 Our workforce understands the consequences of deviating from expected SHE behaviours (refer to 3.2.5).

Leadership and culture

3.5.6 Leadership creates and maintains a climate that is conducive for achieving zero harm and sustainability. This includes the following:

- Embedding the principle of “no work unless it can be done safely and responsibly” in all operations and activities;
- Leaders create a platform of fairness and trust where employees experience the consequences of unsafe behaviour as consistent and appropriate;
- Accountability for SHE is reinforced by leaders who lead by example (visible, felt leadership); and
- Continuous drive to improve on SHE performance.

3.5.7 Aligned with the Group imperative for a high-performance culture, leaders on all levels drive the following:

- **Goal clarity and alignment:**
Leaders clearly communicate the SHE objectives, targets and plans to ensure alignment on expectations and to create individual understanding of employees’ own roles in achieving these goals;
- **Empowered accountability:**
Leaders create an environment where SHE accountabilities are clear and individuals are enabled to act accordingly;
- **Teamwork and collaboration:**
We all work seamlessly as one team towards the same end goal: zero harm and sustainability;
- **Stakeholder focus:**
Leaders collaborate with all SHE stakeholders to create a sustainable future;
- **Inspirational leadership:**
Leaders create an environment where the workforce is inspired to achieve zero harm and sustainability; and
- **Sasol values and behaviours:**
Leaders live the Sasol values and inspire the desired behaviour.

Behaviour and culture in practice

Critical success factors for this element

3.5.8 Our workforce is trained on and aware of the desired SHE behaviours. Life saving behaviours are continuously emphasised and reinforced.

3.5.9 Our workforce is trained on and aware of Process Safety Management principles and how it applies to them. Process Safety is continuously emphasised and reinforced.

3.5.10 Processes are in place to address unsafe behaviour and the cause(s) thereof. A guideline is in place to ensure that the consequences to unsafe behaviour is consistently and fairly applied.

3.5.11 Leaders live the Sasol values and act as role models for the desired SHE behaviours.

SHE function roles and responsibilities

3.5.12 Corporate SHE responsibilities:

- Analyse SHE risks to ensure that the life saving behaviours are aligned with the undesirable SHE events and Group SHE risk controls;
- Develop and provide behaviour based safety programmes and interventions to transform SHE behaviour; and
- Conduct diagnostics and implement interventions to create safety engagement and climate conducive to zero harm.

3.5.13 The business SHE function is responsible for supporting behaviour based safety programmes and interventions to address critical SHE behaviours at an operational level.

Business roles and responsibilities

3.5.14 Business management responsibilities:

- Ensure that the workforce is aware of and trained in expected SHE behaviours;
- Implement and drive behaviour-based programmes;
- Implement and drive behaviour transformation interventions; and
- Create a culture which embraces zero harm and sustainability, through embracing Sasol and business-specific life saving behaviours.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Element 3.5: Behaviour and culture	Poor	Mediocre	Good	Excellent
1. My team is aware of the expected SHE behaviours and the consequence of deviating from expected SHE behaviour.				
2. I have a behaviour based safety programme in place to reinforce desired SHE behaviours.				
3. My team and I have interventions in place to enhance safety engagement and climate. We lead safety by example.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ Values
Group SHE Tier 2 and 3	SHE toolkit: <ul style="list-style-type: none"> ■ Life saving behaviours ■ Behaviour based safety principles and minimum requirements





4.

SHE results Measure global SHE excellence

Elements and themes



4.1 SHE results

- Monitoring and measuring
- Reporting and reviewing

Description of integration between elements and themes¹

The following are executed:

- SHE Game Plans and business plans; and
- SHE roles and responsibilities related to performance requirements.

This results in SHE performance which is monitored and measured through a balanced set of KPIs.

SHE performance is reported to stakeholders and reviewed to identify improvement opportunities. This provides inputs to the Direction and planning processes to prioritise opportunities.

Finally, assurance is given to the board on the effectiveness of SHE risk management and SHE results. It is disclosed to external stakeholders as required.





Main element 4 SHE results

Intent

SHE performance is measured, reviewed and reported on to assess achievements against SHE objectives and targets.

Monitoring and measuring

4.1 SHE performance indicators are monitored in accordance with defined protocols and methodologies.

4.2 SHE data is governed through a data quality assurance process for monitoring and measuring.

Reporting and reviewing

4.3 SHE results are collected, analysed, reported and signed off according to the relevant SHE procedure.

4.4 SHE results are reported in a balanced way, including leading and lagging indicator results, functional performance and stakeholder results (refer to 1.3.2).

4.5 A common reporting platform ensures that SHE results are reported in a standard, governed way (refer to 2.3.4).

4.6 SHE performance is regularly reviewed to assess progress against objectives, targets and stakeholder expectations. This provides input to the continuous improvement process (refer to 2.6.5).

4.7 SHE performance is reported to stakeholders in order to meet disclosure requirements (refer to 2.5/3.4/5).

SHE results in practice

Critical success factors for this element

4.8 Data integrity is managed to ensure that the SHE results which are reported are accurate and credible.

4.9 Relevant personnel are trained and have the required competency to implement the procedures for measuring and monitoring.

4.10 SHE results are evaluated from a risk-based perspective for the severity and potential severity of incidents.

4.11 SHE results analysis is used to inform future SHE Game Plans and SHE continuous improvement focus areas.

4.12 Reporting of SHE results includes assurance on the effectiveness of the management of top SHE risks.

SHE function roles and responsibilities

4.13 Corporate SHE responsibilities:

- Manage relevant internal and external SHE performance reporting and disclosure based on the following criteria:
 - GEC and Board SHE reporting requirements;
 - Listing and legal requirements; and
 - The framework for sustainability reporting (GRI) and for integrated reporting (IIRC) adopted by Sasol.
- Provide internal assurance of all SHE results data; and
- Report and review Group SHE performance, analyse Group-wide trends and recommend improvement initiatives.

4.14 Business SHE functions responsibilities:

- Ensure and confirm that relevant SHE data sets are identified and collected by sound methods; and are evaluated for completeness, comparability and accuracy; and
- Report and review business SHE performance, analyse business trends and recommend, or facilitate the development of, business SHE improvement actions.

Business roles and responsibilities

4.15 Report the business SHE results to the relevant reporting and governance structures.

4.16 Review SHE results to identify opportunities for improvement (refer to 2.6.7).

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

	Poor	Mediocre	Good	Excellent
Main element 4: SHE results				
1. My team has trained employees to implement SHE monitoring and measurement procedures.				
2. I follow a risk-based approach to review SHE results and identified opportunities for improvement.				
3. I report accurate SHE performance results in accordance with relevant protocols and methodologies and to relevant governance structures.				

Supporting documentation

Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ General SHE Reporting procedure ■ Sasol Sustainable Development Reporting procedure <ul style="list-style-type: none"> – SHE toolkit: PSM Standard S1.15 PSM Metrics
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5.

Stakeholder focus

Global SHE excellence in the eyes of our stakeholders

Elements and themes



5.1 Stakeholder focus

- SHE stakeholder approach
- SHE stakeholder requirements

Description of integration between elements and themes

Internal and external stakeholders are engaged through change management and communication activities, such as consultation and participation, to ensure that:

- Their requirements are understood; and
- They are aligned with SHE matters and that appropriate SHE solutions are created and executed.

Stakeholder requirements give input to the Direction and Delivery processes. These enable the delivery of stakeholder requirements.

Finally, SHE performance and stakeholder results are monitored, measured, reported and reviewed to determine whether stakeholder requirements were met.





Main element 5 Stakeholder focus

Transparent engagement with relevant groups to understand their SHE requirements and to inform sustainable SHE solutions.

SHE stakeholder approach

5.1 Key SHE stakeholders are identified based on:

- The impact they have on Group SHE results; or
- The impact they have on the SHE direction in the Group; or
- The impact our operations and activities have on them.

5.2 The approach to engage with stakeholders on SHE matters is aligned with the Group Stakeholder Relations Governance Framework.

5.3 Internal and external stakeholder categories are defined to ensure that engagement on SHE matters is focused.

5.4 SHE stakeholder views, requirements, expectations and positions on SHE matters are confirmed and interpreted. Based on these requirements, a suitable engagement strategy with the specific stakeholder is implemented to ensure that their requirements are met.

SHE stakeholder requirements

5.5 The requirements of key SHE stakeholder groups are interpreted from a SHE perspective as follows:

- **Businesses:** Safe, reliable and sustainable operations are enabled by procedures and toolkits to support the implementation of SHE performance requirements;
- **Sasol Limited Board and shareholders:** Assurance of effective SHE risk management and SHE performance. Meaningful disclosure to display shareholder value;
- **Communities:** Establishment of relationships of trust and mutual sustainable benefit with the communities within which we operate, ensuring our social licence to operate; and
- **Government:** Establishing meaningful relationships with various levels of government. Co-creation and compliance with relevant SHE legal requirements, ensures our licence to operate.

5.6 Other SHE stakeholder groups' requirements are evaluated and added to the key stakeholder requirements where applicable.

Stakeholder focus in practice

Critical success factors for this element

5.7 SHE stakeholder results are monitored, measured, reported and reviewed to determine whether stakeholder requirements were met. These results include Service Level Commitment results, external stakeholder feedback such as environmental complaints, customer satisfaction surveys, and feedback from active community forums (refer to 1.3.2 and 4.4).

SHE function roles and responsibilities

5.8 Corporate SHE responsibilities:

- Identify key SHE stakeholders;
- Develop, implement and maintain the SHE stakeholder approach;
- Govern the SHE stakeholder management process; and
- Engage with stakeholders to pro-actively influence policy making, law reform and mitigate business risks.

5.9 The business SHE manager, through the relevant relationship managers, is responsible for ensuring that all relevant business SHE stakeholders are identified and that engagement strategies are developed and maintained in accordance with the SHE stakeholder approach.

5.10 The business SHE function is responsible for ensuring that business-specific SHE stakeholder engagement strategies are executed.

Business roles and responsibilities:

5.11 Business management engages with the business SHE Manager to provide input to and confirm SHE performance requirements.

5.12 Business management incorporates business SHE engagement strategy in overall business stakeholder engagement programme.

5.13 Relationship managers for SHE stakeholders are accountable for engaging with SHE stakeholders according to the Group Stakeholder Relations Governance Framework.

Quick self-assessment guide for business management

Mark the level of performance based on the statements.

Main element 5: Stakeholder focus	Poor	Mediocre	Good	Excellent
1. My team has identified all relevant SHE stakeholders and is aware of their requirements.				
2. SHE stakeholder requirements and engagement strategies are included in my stakeholder engagement programme and are executed as planned.				
3. I have a process in place to monitor, measure and review SHE stakeholder requirements.				

Supporting documentation

Sasol Group Tier 1	<ul style="list-style-type: none"> ■ Sasol blueprint for the development of a stakeholder engagement programme.
Group SHE Tier 2 and 3	SHE toolkit: <ul style="list-style-type: none"> ■ Group SHE stakeholder engagement model ■ Key stakeholder map ■ SHE sub-functional government engagement map ■ Group SHE stakeholder engagement programme ■ PSM Standard S1.1 Employee participation
Business Tier 3	<ul style="list-style-type: none"> ■ Business/Regional SHE stakeholder engagement programme

Summary quick self-assessment guide

Mark the level of performance based on the statements

Element 1.1: Strategic direction	Poor	Mediocre	Good	Excellent
1. The One Sasol SHE Excellence approach is used to guide my team's approach to manage SHE.				
2. My team's strategic agenda supports the Group SHE strategic agenda.				
3. My team's SHE-related practices are aligned with the SHE performance requirements.				
4. My team executes SHE performance requirements according to regional standardised procedures and toolkits.				

Element 1.2: SHE fundamentals	Poor	Mediocre	Good	Excellent
1. Leaders in my team provide clear SHE direction and enable a committed and accountable workforce who is involved in, and passionate about, achieving zero harm.				
2. My team's approach to SHE management is risk-based and focuses on the implementation of SHE practices. Our SHE results are sustainably excellent.				
3. My team's approach to SHE management is integrated and includes safety, health, environment and product stewardship focus areas as applicable to our business.				
4. My team's approach to SHE management enables the sustainability of our business through governance and focus on sustainable development.				

Element 1.3: Objectives and targets	Poor	Mediocre	Good	Excellent
1. My team has clear SHE objectives based on our strategic agenda.				
2. I have a balanced view on SHE results which includes leading, lagging, SHE functional and stakeholder results.				
3. My team has clear, stretched but realistic SHE targets which are aligned with group targets and cascaded to lower levels.				
4. Our SHE target setting process involves all relevant stakeholders to ensure buy-in and ownership of targets.				

Element 2.1: Planning and execution	Poor	Mediocre	Good	Excellent
1. My team has a Game Plan which includes SHE priority focus areas and targets.				
2. Our SHE Game Plan reflects the SHE risk profile of our team and business.				
3. I track, review and drive the implementation of our SHE Game Plan.				
4. I provide the necessary resources to ensure that our SHE Game Plan can be implemented.				

Element 2.2: SHE Risk management	Poor	Mediocre	Good	Excellent
1. I know and understand all team's SHE risks and applicable business SHE risks.				
2. My team implemented and actively manages all relevant controls for our SHE risks, with specific emphasis on the group top SHE risks.				
3. My team's SHE risks are integrated into the business risk register and are reviewed and updated at least annually.				
4. I use the non-conformance management process to prevent the recurrence of incidents or undesirable SHE events.				

Element 2.3: Systems, Processes and technology	Poor	Mediocre	Good	Excellent
1. I understand and manage the requirements for certification in my area of responsibility.				
2. Our SHE management systems are integrated, effective and optimised to ensure that the execution of SHE processes are simple and user-friendly.				
3. My team manages daily, weekly and monthly SHE activities with an integrated management system enabled by appropriate technology.				



Element 2.4: Operational control – project management	Poor	Mediocre	Good	Excellent
1. The project team has considered all the SHE criteria and requirement during design, construction and commissioning.				
2. The project team identifies, understands and manages all SHE risks through all the project phases				
3. My team plans for decommissioning, demolition, remediation and rehabilitation of site closures.				

Element 2.4: Operational control – Operations and maintenance	Poor	Mediocre	Good	Excellent
1. I have an asset management strategy which includes specific focus on SHE aspects to ensure safe, sustainable, effective and reliable operations.				
2. My team implements asset integrity risk mitigation controls in the day-to-day operations of our business.				
3. I am actively engaged with employees and service providers to ensure safe execution of operations.				
4. I am aware of the impact of our business on the environment and the health of our people. My team implements and maintains risk mitigation controls to manage health and environmental risks.				

Element 2.4: Operational control – Supply Chain management	Poor	Mediocre	Good	Excellent
1. I use only goods which comply with SHE and legal requirements which has been approved prior to purchase				
2. My team manages the risk related to our products across the life cycle.				
3. Our products are registered and safety information is provided to all handlers of our products.				

Element 2.5: Governance and compliance	Poor	Mediocre	Good	Excellent
1. I have a system in place that governs and controls SHE-related documentation.				
2. I have a SHE compliance programme and we implement all required controls to ensure legal compliance.				
3. I have a process in place to ensure conformance to SHE management systems and other requirements.				
4. I provide assurance of the effective management of SHE risks, related controls and SHE data integrity through the results from 1st, 2nd and 3rd party audits.				

Element 2.6: Continuous improvement	Poor	Mediocre	Good	Excellent
1. My team has considered review outcomes, performance and SHE risk analysis, and maturity assessment outcomes in planning SHE improvement focus areas and initiatives.				
2. SHE improvement plans are part of our business Game Plan and actions are prioritised and tracked.				
3. I conduct SHE management reviews to ensure suitability, adequacy and effectiveness of our SHE practices.				
4. I monitor the improvement of SHE performance as a measure of the effectiveness of improvement plans.				

Element 3.1: Organisation design	Poor	Mediocre	Good	Excellent
1. My business is designed and structured to ensure safe and responsible operations.				
2. My team and the workforce are aware, understand and accept their SHE-related responsibilities.				
3. All my appointments in my team are up to date to ensure compliance with SHE legal and other requirements.				

Summary quick self-assessment guide continued

Element 3.2: Management of people	Poor	Mediocre	Good	Excellent
1. Our SHE performance expectations are included in the workforce's individual performance contracts				
2. I have a process in place to recognise and reward safe and responsible behaviour in our operations				
3. I empower my team through providing skills, resources and authority to execute their SHE responsibilities.				

Element 3.3: Learning, skills and competence

1. My team's job-specific SHE competencies are identified based on relevant risks in their area and included in their training matrixes				
2. I share learnings from incidents and coach my team on relevant SHE issues.				
3. My team attends training in accordance with training matrixes and are declared competent based on applied knowledge and skills.				

Element 3.4: Change management and communication

1. I have a process in place to ensure that SHE-related changes are managed and communicated to all relevant stakeholders				
2. I have a SHE communication plan and mechanisms in place to ensure frequent and clear two-way communication about SHE issues.				
3. My team is actively engaged in SHE activities and programmes which result in improved SHE performance.				

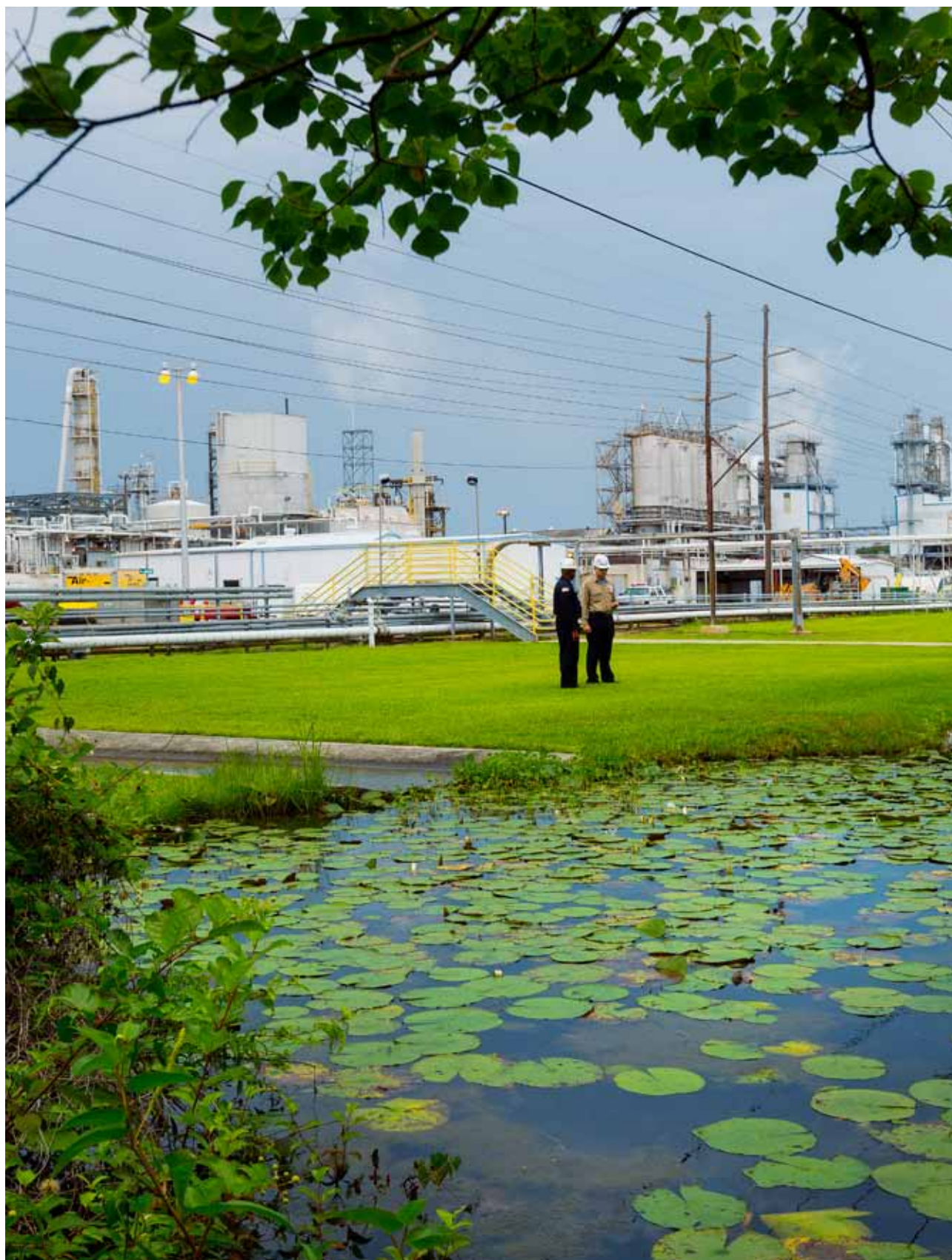
Element 3.5: Behaviour and culture

1. My team is aware of the expected SHE behaviours and the consequence of deviating from expected SHE behaviour.				
2. I have a behaviour based programme in place to reinforce desired SHE behaviours.				
3. My team and I have interventions in place to enhance safety engagement and climate. We lead safety by example.				

Main element 4: SHE results	Poor	Mediocre	Good	Excellent
1. My team has trained employees to implement monitoring and measurement procedures.				
2. I follow a risk-based approach to review SHE results and identified opportunities for improvement.				
3. I report accurate SHE performance results in accordance with relevant protocols and methodologies and to relevant reporting and governance structures.				

Main element 5: Stakeholder focus

1. My team has identified all relevant SHE stakeholders and is aware of their requirements.				
2. SHE stakeholder requirements and engagement strategies are included in my stakeholder engagement programme and are executed as planned.				
3. I have a process in place to monitor, measure and review SHE stakeholder requirements.				



Section A – One Sasol
SHE Excellence approach

Section B – SHE Risk Management: Key
undesirable events and Group controls

Section C – Risk-based
Implementation methodology

Glossary





Section B:

Key undesirable events and Group controls

The Sasol Group SHE risk controls describe mandatory controls to prevent the key undesirable SHE events and to mitigate the consequence thereof within Sasol globally.

This document provides further granularity on the risk focus of the One Sasol SHE Excellence approach (Element 1.2: Fundamentals, Element 2.2: SHE risk management and the One Sasol SHE Excellence approach implementation methodology).

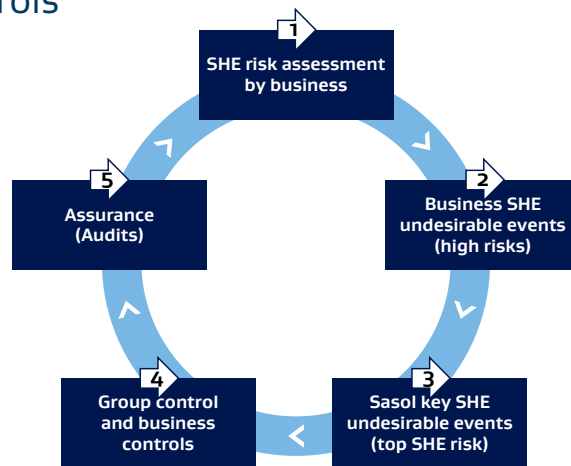
Introduction

The importance of key SHE undesirable events and Group controls

Understanding key SHE undesirable events enables Sasol to manage these risks by preventing the events and minimising the consequences thereof. Group controls serve to manage these risks in a standardised manner where they may prevail.

This document provides basic guidance on the nature and sequence of certain activities intended by the risk-based implementation methodology of the One Sasol SHE Excellence approach, discussed in Section C. The implementation methodology for the One Sasol SHE Excellence approach is based on the continuous improvement methodology of Plan, Do, Review and Improve. This is aligned with the way we derive key SHE undesirable events and SHE Group controls.

Deriving Group controls



SHE risk assessments by business

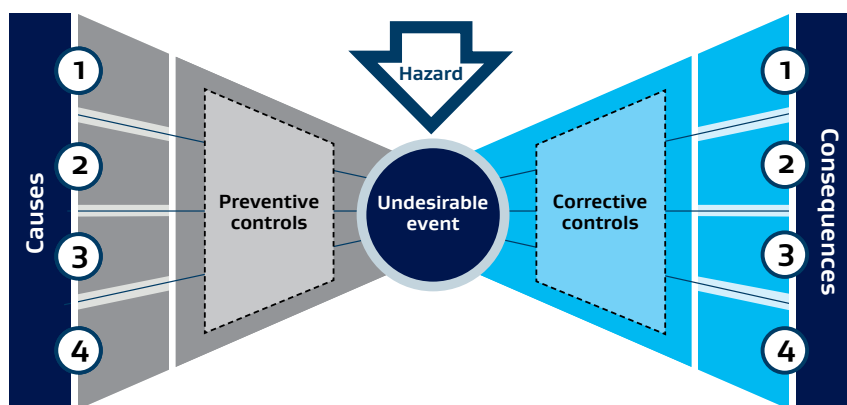
Sasol businesses conduct relevant SHE risk assessments to identify high SHE risks in the business.



Business SHE undesirable events

The Bow-tie methodology and worst case scenarios are used to aggregate high SHE risks to business SHE undesirable events.

2.1 Bow-tie methodology



2.1.1 Hazard

A hazard is defined as anything that has the potential to cause harm, including ill health and injury, damage to property, products or the environment, production losses or increased liabilities. Examples of hazards from a SHE perspective are:

- Driving vehicles;
- Hazardous chemicals; and
- Electricity.



Business SHE undesirable events continued

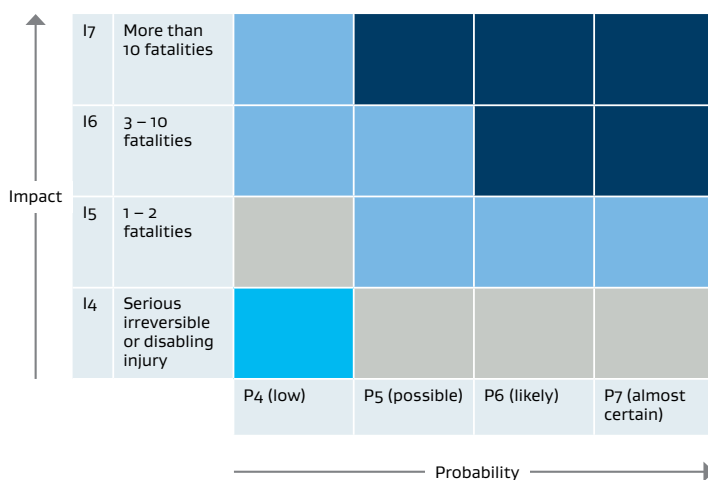
2.1 Bow-tie methodology continued

2.1.2 Undesirable events

An undesirable event occurs on the “release” of a hazard or the initial consequence eg, what happens when control is lost? Some examples of undesirable events from a SHE perspective are:

- Motor Vehicle Accident (loss of control);
- Loss of containment; and
- Electrical shock.

Business SHE undesirable events are those risks at aggregated residual levels falling into the 4x4 Sasol risk matrix.



2.1.3 Causes

A cause is something that will potentially release a hazard and produce the undesirable event. Some examples of causes are:

- Potholes;
- Chemical corrosion; and
- High electrical voltage.

2.1.4 Consequences

A consequence is an event or chain of events that potentially results from the release of a hazard to the undesirable event. Some examples of consequences are:

- Injuries or fatalities;
- Environmental pollution; and
- Property damage.

2.1.5 Preventive controls

A preventive control is a barrier put in place to prevent causes from releasing a hazard. Preventive controls can be engineering, hardware or actions carried out by people. Some examples of preventive controls are:

- Journey planning;
- Process Safety Management procedures; and
- Electrical insulation or lock-out.

2.1.6 Corrective controls

A corrective control is a barrier put in place to limit the chain of consequences arising from an undesirable event. Some examples of corrective controls are:

- Safety belt;
- Emergency preparedness and response; and
- Standby.

Deriving Group controls continued

3

Sasol Group key SHE undesirable events

Key SHE undesirable events are the results of consolidation and aggregation of all Sasol business SHE undesirable events.

The Group currently has identified 12 key SHE undesirable events:

1. Incidents involving the release of products and/or fatalities during product transportation.
2. Falling from heights.
3. Major loss of containment of hazardous material and associated chemical energy.
4. Long term exposure to occupational health stressors.
5. Use of specialised high-risk tools and equipment.
6. Fall of ground including roof or side walls during mining operations.
7. Significant contamination of the environment – air, land and water.
8. Exposure to non-life supporting atmospheres.
9. Exposure to electricity.
10. Equipment falling during lifting operations.
11. Serious harm to persons during personnel transportation.
12. Exposure to methane gas and associated coal dust explosion in underground mines.

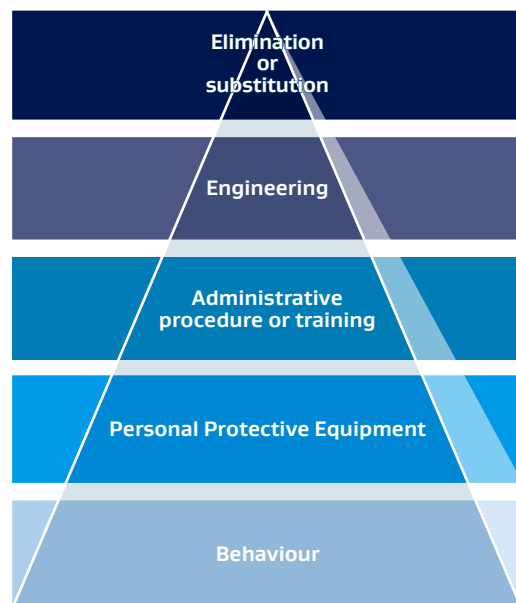
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Sasol Group controls

Group controls are mandatory controls to prevent key SHE undesirable events and to mitigate the consequences thereof.

- Group SHE risk controls for the Group key undesirable SHE events are implemented and maintained in all Sasol businesses, as relevant to each specific business;
- Risk owners implement and maintain additional control measures to reduce SHE risks to an acceptable level;
- Changes in the internal and external environments as well as incidents inform the review of the Group SHE risk controls;
- Ownership for the development and governance of Group SHE risk controls rests with Group SHE in collaboration with business SHE managers; and
- The ownership for implementation and execution rests with business management and risk owners.

4.1 Sasol Group control effectiveness



By nature, controls can be organised in a hierarchy with the effectiveness of controls decreasing from top to bottom:

- Elimination of the hazard;
- Substitution of the hazard with less hazardous equipment, materials, and/or processes;
- Reduction of risk through engineering or design controls (eg, guarding, active and passive fire protection, shut-off valves, etc.);
- Reduction of risk through administrative controls (eg, procedures, signs, training, etc.);
- Reduction of risk through personal protective equipment; and
- Reduction of risk through behavioural controls (eg, reliance on awareness of hazards and personal judgement regarding actions to reduce the associated risks).

The effective implementation and execution of Group SHE risk controls is enabled by:

- Management system or Enterprise Resource Planning (ERP) prompts eg,
 - Inspections;
 - Logbooks;
- Management (1st party) audits; and
- Planned job observations.



5

Assurance

Assurance on the adequacy and effectiveness of Group SHE risk controls is provided by means of:

- Analysing findings from 2nd and 3rd party audits to identify failed or missing controls; and
- Analysing SHE non-conformances to identify failed or missing controls.

6

Roles and responsibilities

6.1 SHE function roles and responsibilities

Corporate SHE, in collaboration with business SHE managers, is responsible to:

- Develop Group SHE risk controls and maintain all relevant documentation;
- Analyse and interpret audit findings and non-conformances to identify failing controls from a Group perspective;
- Identify and develop Group SHE interventions in support of Group SHE risk controls, including but not limited to the setting of objectives and targets; and
- Provide assurance to the relevant Board and other governance structures on the adequacy and effectiveness of Group SHE risk controls.

Business SHE managers are responsible to:

- Oversee the implementation and management of Group SHE risk controls applicable to the business, in collaboration with business management, risk owners and other functional managers;
- Analyse and interpret business-specific audit findings and non-conformances to identify failing or missing controls; and
- Enable the business to gain insight into the effectiveness and adequacy of its SHE risk management. This includes an advisory and assurance role.

6.2 Business roles and responsibilities

Business management is responsible to:

- Assign risk owners with the responsibility to implement, execute and manage all relevant Group SHE risk controls and business-specific risk controls;
- Manage controls effectively to ensure that residual SHE risks are acceptable; and
- Monitor and report on the effectiveness and adequacy of all SHE risk controls in the business, which includes relevant Group SHE risks controls.

Supporting documentation

Sasol enterprise risk management Tier 1	<ul style="list-style-type: none"> ■ Global enterprise portal: <ul style="list-style-type: none"> – Sasol enterprise risk management approach – Sasol risk matrix – Impact criteria ■ CAM
Group SHE Tier 2 and 3	<ul style="list-style-type: none"> ■ Sasol key SHE undesirable events ■ SHE risk and non-conformance management business processes ■ Sasol Group Procedure for Incident Investigation
Business Tier 3	<ul style="list-style-type: none"> ■ Risk management procedures ■ Non-conformance management procedures



1. Group SHE risk control

for incidents involving the release of products and/or fatalities during product transportation

Intent

To prevent incidents and accidents during the transportation of products by road, rail, air or water.

Description of undesirable event

Incidents involving the release of product and/or injury or fatality during the transportation of Sasol products from suppliers, between Sasol entities or to the customer:

Preventive controls

Specific controls that prevent product transportation incidents include:

- **Governance processes and structures:**
The business process for product transportation safety is mapped. Interfaces between functions, businesses and transport service providers are defined and agreed with roles and responsibilities assigned;
- **Selection of transport service providers:**
Transport service providers are selected in accordance with predefined selection criteria (eg, Safety and Quality Assessment System – SQAS);
- **Sasol own transportation fleets:**
Transportation fleets owned by Sasol are SQAS approved. Fatigue management and driver management programmes are implemented;
- **Contracts with transport service providers:**
Contracts with transportation service providers include requirements for product transportation safety;

- **Vehicle and equipment checking:**

Vehicles, containers and equipment for the transportation of products are inspected, tested and certified where appropriate;

- **Route management:**

Transport route risk assessments (TRRA) are conducted for routes to be travelled in accordance with legal requirements and industry standards;

- **Management of change (MOC) process:**

The MOC process is followed when any load configuration or specification is changed; and

- **Product hazard communication documentation:**

All containers containing Sasol products are marked (labelled) and accompanied with product hazard communication documentation in accordance with legal requirements and applicable standards.

Corrective controls

Specific controls that mitigate the consequence of product transportation incidents include:

- **Emergency preparedness and response:**

All Sasol product transportation incidents are managed in accordance with Sasol product hazard communication information. Emergency call centres are utilised to report and support on incidents and accidents.

Group control owner

- Head of Product Stewardship;
- Senior Manager: Product Stewardship; and
- Principal Specialist: Supply Chain Risk.





2. Group SHE risk control

for falling from heights

Intent

To prevent objects and workforce from falling while working at heights.

Description of undesirable event

Workforce and objects falling from heights causing injuries and/or equipment damage.

Examples of working at heights include, but are not limited to:

- Working close to exposed edges and over water;
- Working above dangerous equipment;
- Erecting and dismantling scaffolding; and
- Working from cherry pickers, mobile and fixed platforms, suspended platforms.

Preventive controls

Specific controls that prevent falling from heights include:

- **Inherent safety design:**
Plant or equipment is designed in such a way as to protect workforce from falling during working at heights (BD&I);
- **Hazard identification:**
Identify equipment and situations where it will be required to protect personnel working above each other on different levels;
- **Hazard demarcation:**
Fall hazards created by a specific task are clearly demarcated;
- **Fall protection plan:**
Fall protection plans are developed and applied;
- **Training and competency:**
Workforce is trained in the fall protection plan and equipment, declared competent and fit to work at heights;
- **Physical barriers:**
Fall hazards are protected by physical means;
- **Toe boards, guards and handrails:**
Are used and approved by a competent person;
- **Inspections and certification:**
Equipment used to work at heights (eg, scaffolding, temporary platforms or cherry pickers) are inspected and certified by a competent person;
- **Temporary removal of handrails and gratings:**
A system is in place to authorise the temporary removal of handrails and gratings with the implementation of a fall protection plan;
- **Securing objects while working at heights:**
The use of tarpaulins, buckets or bags to contain loose objects to prevent them from falling to a lower level. Lanyards are attached to tools and tool-containing bags to prevent falling to a lower level; and
- **Suspension of work:**
Conditions (including weather) are monitored to determine when work at heights must be stopped.

Corrective controls

Specific controls that mitigate the consequence of falling from heights include:

- **Emergency preparedness and response:**
An emergency response procedure for fall from heights is defined and tested regularly during emergency exercises;
- **Rescue plan:**
A rescue plan is established appropriate to the equipment and work done at heights;
- **Personal protective equipment:**
Prescribed and task specific personal fall arrest equipment is used and inspected; and
- **Positive barricading:**
A safe area beneath and around the work at height is identified and positively barricaded.

Group control owner

- Occupational Safety SME;
- Senior Manager: Occupational Safety; and
- VP SHE Technology.





3. Group SHE risk control

for major loss of containment of hazardous material and associated chemical energy

Intent

To prevent the release of hazardous material that has the potential to cause a catastrophic process safety incident.

Description of undesirable event

Release of a hazardous material that has the potential to cause a catastrophic process safety incident, includes, but is not limited to:

- Vapour cloud explosion;
- Toxic release;
- Release and chemical fire; and
- Unwanted reaction.

Preventive controls

Specific controls that prevent the loss of containment of hazardous materials include:

An asset integrity strategy is in place, as part of a comprehensive asset management strategy. Associated equipment integrity controls include maintenance strategies for equipment, inspection and testing programmes. The following Process Safety Management standards are of particular importance in the process of ensuring that the correct controls are in place:

- **Process hazard analysis:**
Process safety scenario-specific risks are understood through regular risk assessment and revalidation and controls are implemented and maintained. This process includes the application of the principles of inherent safer design;
- **Process safety information:**
Critical information regarding the process, chemicals and plant design is available and up to date;
- **Process safety critical equipment:**
Equipment whose failure can cause catastrophic events are identified and placed on a priority preventive maintenance programme;
- **Hazardous area classification:**
Control of electrical and instrumentation ignition sources through hazardous area classification, correct equipment specification and the maintenance thereof;
- **Training and competency:**
Operations, maintenance personnel and service providers are trained on procedures and the associated process safety risks of tasks;
- **Pre start-up safety review:**
A formal check is done for operational readiness before plant start-up;
- **Service provider management:**
A controlled management system is used to ensure service providers are aware of process risks;
- **Permit to work:**
A permit to work system ensures safe making on process equipment prior to work commencing;

- **Management of change (MOC):**

A controlled process, which includes an assessment of the risk resulting from a change, is applied for all changes; and

- **Standard operating procedures:**

Requirements pertaining to process safety risks are included in relevant procedures.

Corrective controls

Specific controls that mitigate the consequence of loss of containment of hazardous material include:

- **Emergency preparedness and response:**

The plant and site have well-rehearsed emergency plans to deal with potential; emergency situations which include the safe shut-down and isolation of the plant; and the safe evacuation of personnel.

Group control owner

- Process Safety SME; and
- Senior Manager: Process Safety.





4. Group SHE risk control



for long term exposure to occupational health stressors

Intent

To prevent and address long term illnesses due to occupational health stressors.

Description of undesirable event

Occupational health stressors include, but are not limited to:

- Inhalation, absorption of hazardous and toxic gases;
- Inhalation of dust;
- Handling of hazardous chemical substances; and
- Noise.

Preventive controls

Specific controls that prevent exposure to occupational health stressors include:

- **Awareness, training and competence:**
Employees who are exposed to occupational health stressors are made aware and trained where necessary including the correct use and limitations of appropriate PPE;
- **Procedures:**
Documented health and workplace procedures are followed to prevent or reduce health impacts;
- **Occupational hygiene surveys:**
Work area and personal occupational hygiene surveys are done and recommendations are implemented;
- **Noise reduction strategy:**
Noise reduction plans are implemented and monitored;
- **Hazardous chemical substances exposure strategy:**
Hazardous chemical substances exposure and occupational hygiene plans are implemented and monitored;

- **Personal protective equipment:**
Prescribed and task-specific personal protective equipment is used;
- **Calibration:**
Calibration of medical and occupational hygiene equipment is done; and
- **Inspection, testing and certification:**
Medical and occupational hygiene equipment is inspected, tested and certified before used.

Corrective controls

Specific controls that mitigate the consequence of exposure to occupational health stressors include:

- **Medical surveillance:**
Pre-employment, periodic and exit medical surveillance is performed to identify deviations and monitor the effect of exposure to occupational stressors;
- **Safety data sheets:**
Relevant and current safety data sheets are available at the workplace; and
- **Emergency preparedness and response:**
Medical emergency preparedness and response is followed whenever incidents occur and tested regularly during emergency exercises.

Group control owner

- Head of Health;
- Senior Manager: Occupational Health;
- VP SHE Technology; and
- VP SHE and Mining Services.





5. Group SHE risk control

for the use of specialised high-risk tools and equipment

Intent

To prevent injuries to our workforce while using specialised high-risk tools and equipment.

Description of undesirable event

Injuries occur during the use or operation of specialised tools and equipment. These include, but are not limited to:

- Compressors;
- Rotating and moving equipment;
- Pressurised systems or vessels;
- Mining mobile machines;
- High and ultra-high pressure water cleaning equipment;
- Specially designed hand tools;
- Pneumatic power tools;
- Explosive power tools; and
- Explosive actuating fastening devices.

Preventive controls

Specific controls that prevent incidents during the use of specialised high-risk tools and equipment include:

- **Equipment selection:**
Only approved tools and equipment are used;
- **Governance of specially engineered tools:**
A standardised system is in place to govern and approve special tool design and implementation;
- **Storage and issuing:**
Storage and issuing requirements are defined and applied;
- **Service provider management:**
Only approved and competent service providers are utilised;
- **Inspections and testing:**
All specialised high-risk tools and equipment are identified, inspected, tested and where applicable certified fit for use;
- **Supervision:**
Appropriate and competent supervision is present at the work site;
- **Planned job observations:**
Workforce using specialised high-risk tools and equipment are subject to regular planned job observations;
- **Machine guarding:**
Is applied to prevent accidental contact;
- **Isolation:**
Energy isolation is done when required to do maintenance work;
- **Access control:**
The access is controlled in and around the work area;
- **Physical barricading:**
The work area around the high-risk task is barricaded where applicable; and
- **Training and competency:**
Workforce are trained and declared competent for using and operating specialised high-risk tools and equipment.

Corrective controls

Specific controls that mitigate the consequence of incidents during the use of specialised high-risk tools and equipment include:

- **Emergency preparedness and response:**
Emergency response procedures for working with specialised high-risk tools are defined and tested regularly during emergency exercises;
- **Emergency stop:**
Is installed in specialised high-risk tools and equipment where possible; and
- **Personal protective equipment (PPE):**
Prescribed and task-specific PPE is used.

Group control owner

- Occupational Safety SME;
- Senior Manager: Occupational Safety; and
- VP SHE Technology.





6. Group SHE risk control



for the fall of ground including roof or side walls during mining operations

Intent

To prevent exposure of the workforce to fall of ground including roof or side walls.

Description of undesirable event

Exposure of the workforce to fall of ground includes, but is not limited to:

- Roof or sidewall failure in board and pillar and stone work sections;
- Roof or sidewall failure during stoping operations;
- Roof falls in backbye areas and roadways; and
- Goaf overrun in stoping sections.

Preventive controls

Specific controls that prevent exposure of the workforce to fall of ground include:

- **Adherence to Code of Practice (CoP) – Combat Roof Fall Accidents in Underground Coal Mines:**
A CoP drawn up in accordance with the South African Department of Mineral Resources (DMR) requirements; and
- **Training and competency:**
The workforce is trained and declared competent to prevent exposure to fall of ground.

Corrective controls

Specific controls that mitigate the consequence of fall of ground include:

- **Emergency preparedness and response:**
A procedure is followed whenever incidents occur and tested regularly during emergency exercises; and
- **Personal protective equipment:**
Prescribed personal protective equipment is used.

Group control owner

- Head of Safety; and
- VP SHE and Mining Services.





7. Group SHE risk control

for significant contamination of the environment –
air, land and water

Intent

To prevent and address environmental contamination (air, land and water) due to Sasol operations and associated activities.

Description of undesirable event

Contamination of the environment includes, but is not limited to:

- Release of a pollutant such as an air emission, effluent, raw material, waste and product into air, onto land and into a water resource in potentially harmful amounts (examples include a process incident, pipe failure, overflowing storage facility, transport incident or incorrect waste disposal practice);
- Disturbance of ecosystems (example through exploration and mining activities) resulting in an irreversible impact; and
- Noise, odour and visibility pollution related to all of the above.

Preventive controls

Specific controls that prevent environmental contamination include:

- **Design:**
Environmental protection is considered during plant design;
- **Impact assessments:**
Studies are supported in the areas Sasol operates to understand and mitigate the environmental risks;
- **Operating within design and legal compliance:**
Facilities are diligently operated within design and legal compliance limits.
- **Procedures:**
Documented procedures are in place and are aligned with legal and good practice guidelines to prevent environmental impacts;
- **Awareness, training and competency:**
Environmental awareness training is provided to the workforce performing tasks that could impact the environment. Workforce is declared competent where relevant;
- **Inspections, testing and certification:**
Regular inspections of equipment, facilities and infrastructure where failure could result in environmental impacts, are undertaken;
- **Maintenance strategy and plans:**
Maintenance is scheduled and performed to prevent contamination;
- **Monitoring:**
Monitoring of environmental performance (air emissions, water and effluent) is conducted, recorded and reported appropriately; and
- **Containment and drainage systems:**
Appropriate containment and drainage is in place and maintained.

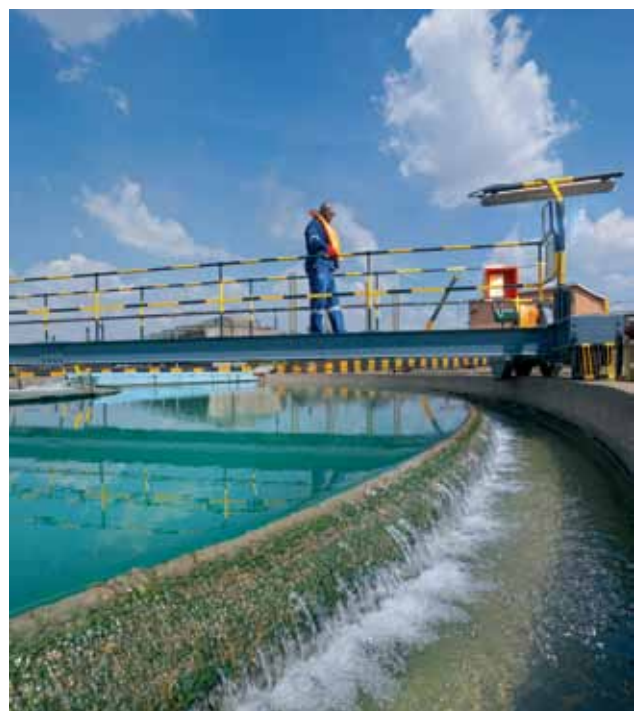
Corrective controls

Specific controls that mitigate the consequence of environmental contamination include:

- **Emergency preparedness and response:**
Emergency response procedures for environmental contamination are defined and tested regularly during emergency exercises;
- **Emission and impact reduction:**
Continued focus to reduce Sasol's site-specific environmental footprint in accordance with an agreed site tailored environmental improvement plan;
- **Remediation and rehabilitation:**
Land and water which has been contaminated by Sasol is assessed and remediated following a tiered risk-based approach;
- **Pollution abatement and emission control:**
Appropriate equipment is installed to reduce effluent and air emission impacts;
- **Monitoring:**
Monitoring of environmental performance (air emissions, water and effluent) is conducted, recorded and reported appropriately; and
- **Stakeholder focus:**
Affected stakeholders are consulted and relevant information shared in a timely and transparent way.

Group control owner

- Head of Environment: Air;
- Head of Environment: Water, Waste, Land and Biodiversity;
- Senior Manager Environment: Air; and
- Senior Manager Environment: Water, Waste, Land and Biodiversity.





8. Group SHE risk control

for the exposure to non-life supporting atmospheres

Intent

To prevent exposure of our workforce to non-life supporting atmospheres in confined spaces.

Description of undesirable event

The exposure of our workforce to a non-life supporting atmosphere inside any confined space where there is either a toxic substance or a lack of oxygen.

Preventive controls

Specific controls that prevent exposure to non-life supporting atmospheres include:

- **Positive isolation:**
All sources of hazardous substances to the confined space are positively isolated;
- **Confined space preparation:**
All hazardous substances are removed, as far as practicable, from a confined space before entry is permitted;
- **Access control:**
All confined space access routes are identified, positively barricaded when not in use and access is controlled;
- **Calibration:**
Instruments used for testing are calibrated to ensure accuracy;
- **Suitability of testing instruments:**
Instruments used for testing are applicable for the chemical hazard;
- **Testing:**
Testing and recording of results on the permit of the atmosphere is done prior to entry and at pre-determined intervals. Continuous ventilation is applied as determined;
- **Permit to work:**
Permit to Work is applied for all work within confined spaces;

Competency and fitness:

Workforce is declared competent and fit for working in confined spaces;

Personal protective equipment:

Airline masks or breathing apparatus (BA) sets and other PPE as prescribed are used at all times; and

Standby:

The appropriate level of standby(s) is present at the pre-determined locations with the necessary safety equipment.

Corrective controls

Specific controls that mitigate the consequence of an exposure to non-life supporting atmosphere include:

Emergency preparedness and response:

An emergency response procedure for work in confined spaces is defined and tested regularly during emergency exercises;

Rescue plan:

A rescue plan is established appropriate to the task and equipment;

Standby:

The appropriate level of standby(s) is present at the pre-determined locations with the necessary safety equipment; and

Communication:

Suitable communication devices and methods are used.

Group control owner

- Occupational Safety SME;
- Senior Manager: Occupational Safety; and
- VP SHE: Technology.





9. Group SHE risk control

for the exposure to electricity

Intent

To prevent exposure of our workforce to electricity.

Description of undesirable event

Exposure of our workforce to electrical energy sources including, but not limited to:

- Electrocution;
- An arc flash; and
- Electric shock.

Preventive controls

Specific controls that prevent the exposure to electricity include:

- **Access control:**
The access is controlled around the work area as per procedure;
- **Electrical isolation:**
Each electrical installation is fitted with suitable mechanisms to physically isolate and lockout the energy. Isolation procedures define how equipment is de-energised, lock out, tagged, earthed, tested and re-energised;
- **Electrical insulation:**
Unintended electrical contact is prevented by means of a physical barrier as defined by the ingress protection (IP) code;
- **Inspections and testing:**
All electrical equipment is inspected, tested and where applicable certified fit for use;
- **Training and competency:**
Our workforce is trained and declared competent for specific electrical tasks;

- **Documented authorisation:**

The applicable authorisation document for the specific electrical task as per procedure;

- **Arc flash hazard analysis:**

Conduct an arc flash analysis to determine the risk profile of the electrical equipment and minimise the risk levels as per standard; and

- **Personal protective equipment (PPE):**

Prescribed and task specific electrical PPE is worn as required.

Corrective controls

Specific controls that mitigate the consequence of exposure to electricity include:

- **Emergency preparedness and response:**

An emergency response procedure for electrical work and installations is defined and tested regularly during emergency exercises;

- **Safety and emergency equipment:**

Electrical installations contain the required safety and emergency equipment; and

- **Standby:**

The appropriate level of standby and supervision is present during electrical work.

Group control owner

- Occupational Safety SME;
- Senior Manager: Occupational Safety; and
- VP SHE: Technology.





10. Group SHE risk control

for equipment falling during lifting operations

Intent

To prevent falling of equipment during lifting operations.

Description of the undesirable event

Falling of equipment may occur during lifting operations. These include, but are not limited to:

- Cranes, lift trucks, hoists and other powered lifting devices; and
- Rigging of the load, which includes the use of chain blocks, slings, eye bolts etc.

Preventive controls

Specific controls that prevent falling of equipment include:

- **Rigging study:**
An assessment of the lift and ground stability has been completed and the lift method and equipment has been determined by a competent person;
- **Inspection, testing and certification:**
All lifting equipment including safety devices are inspected, tested and where applicable certified fit for use;
- **Training and competency:**
Operators of lifting devices are trained and certified for the specific equipment. Rigging is carried out by a competent person;

■ Lifting capacity:

The load does not exceed the dynamic and/or static capacities of the lifting equipment;

■ Standby:

The appropriate level of standby is present;

■ Warning devices:

Appropriate warning signs, sirens or signals are used during lifting and lowering activities; and

■ Positive barricading:

A safe area beneath and around the area where the lifting is taking place is positively barricaded and access is controlled.

Corrective controls

Specific controls that mitigate the consequence of equipment falling during lifting operations include:

■ Emergency preparedness and response:

An emergency response procedure for lifting operations is defined and tested regularly during emergency exercises; and

■ Personal protective equipment (PPE):

Prescribed and task specific PPE is used.

Group control owner

- Occupational Safety SME;
- Senior Manager: Occupational Safety; and
- VP SHE: Technology.





11. Group SHE risk control

for the serious harm to persons during personnel transportation

Intent

To prevent injury and property damage during the transportation of our workforce.

Description of the undesirable event

Injuries or property damage can occur during the road transportation of our workforce for business purposes on Sasol sites, underground or off-site.

Preventive controls

Specific controls that prevent personnel transportation incidents include:

- **Meeting planning and technology:**
Appropriate technology is used to reduce travelling eg, Skype, tele-presence, video conferencing, tele-conferencing;
- **Equipment integrity:**
Sasol vehicles used for transporting personnel are appropriately selected, maintained and inspected prior to use;
- **Technical standards:**
Minimum technical requirements for Sasol vehicles are defined;
- **Journey planning:**
The safest route, travel times and distances are considered for the trip;

- **Training and competency:**

Drivers of Sasol vehicles are trained and licenced as required for the vehicle; and

- **Fitness:**

Programmes are in place to manage driver health, fitness and specifically fatigue.

Where businesses make use of air transportation for their workforce, eg, per helicopter, business-specific preventive controls are implemented to ensure the safety of the workforce. This excludes commercial flights. The controls are aligned with the Group policy for air travel.

Corrective controls

Specific controls that mitigate the consequence of personnel transportation incidents include:

- **Emergency preparedness and response:**

An emergency response procedure for personnel transportation is defined; and

- **Personal, medical and emergency information:**

Appropriate personal and medical information of travellers and emergency service providers is available.

Group control owner

- Occupational Safety SME;
- Senior Manager: Occupational Safety; and
- VP SHE Technology.





12. Group SHE risk control

for the exposure to methane gas ignitions and associated coal dust explosions in underground mines

Intent

To prevent exposure of the workforce to flammable gas ignition and associated coal dust explosions in underground mines.

Description of the undesirable event

Exposure of the workforce to methane gas ignition and associated coal dust explosions includes, but is not limited to:

- Flammable gas ignitions in a section;
- Flammable gas explosions; and
- Coal dust explosions.

Preventive controls

Specific controls that prevent exposure of the workforce to methane gas ignition and associated coal dust explosions include:

- **Adherence to Code of Practice (CoP) – Prevention of Flammable Gas and Coal Dust Explosions:**
A CoP drawn up in accordance with the South African Department of Mineral Resources (DMR) requirements; and
- **Training and competency:**
The workforce is trained and declared competent to prevent methane gas ignition and associated coal dust explosions.

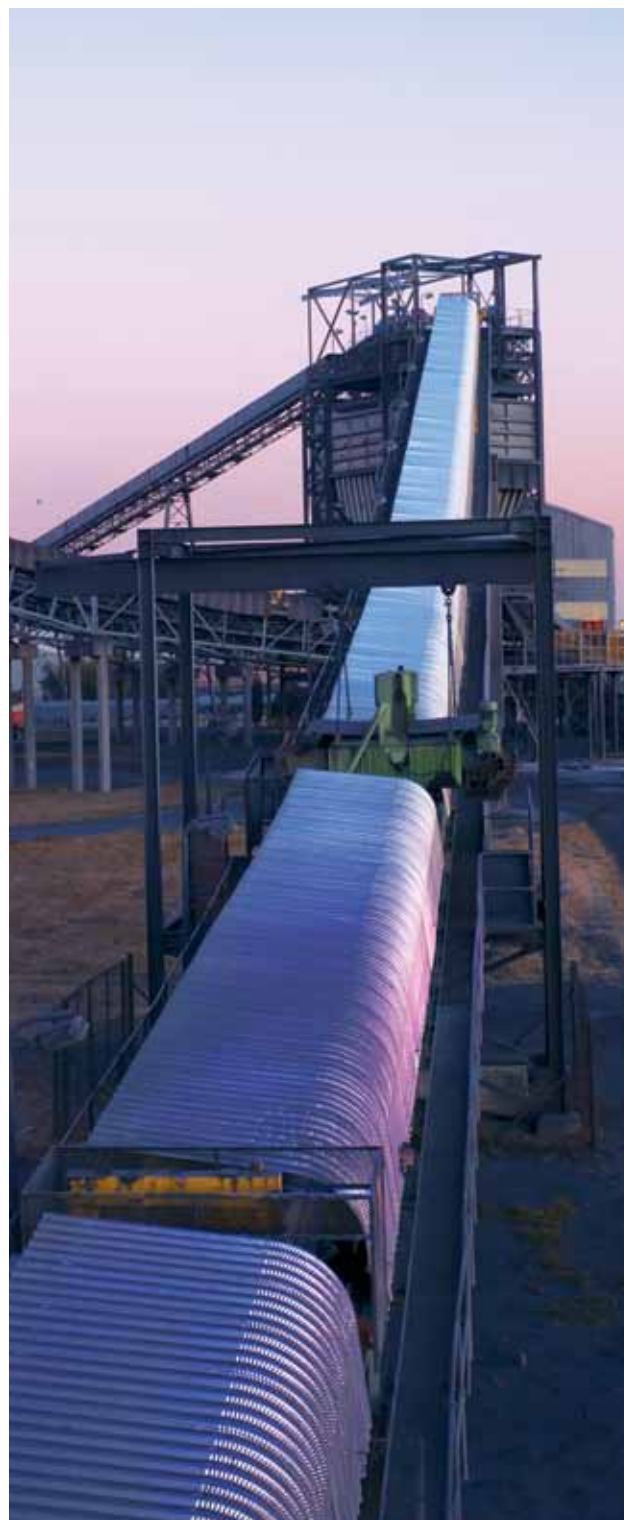
Corrective controls

Specific controls that mitigate the consequence of workforce exposure to methane gas ignition and associated coal dust explosions include:

- **Emergency preparedness and response:**
A procedure is followed whenever incidents occur and tested regularly during emergency exercises; and
- **Personal protective equipment:**
Prescribed personal protective equipment is used.

Group control owner

- Head of Safety; and
- VP SHE and Mining Services.







Themed Group controls

Introduction

There are common themes in the preventive controls of the top SHE risks described above. These common themes are grouped together to provide more granularity on the purpose and specific requirements for implementation of each “themed control”.

Ten common themes have been identified. Each of these themes, as described below, is applicable to one or more specific top SHE risk (or a key undesirable event):





A. Group control

Training and competency

Intent

Workforce is trained, declared competent and in certain cases authorised to conduct specific tasks and activities safely.

The approach

Purpose of training	Training and competency Group control comprises the following but is not limited to:
<p>To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.</p>	<ul style="list-style-type: none"> ■ Permit to work ■ PHA ■ MOC ■ Standard operating procedures ■ PSM programme overview ■ Process overview and hazards ■ Availability and location of PSI ■ Emergency procedures ■ Incident investigation
<p>To prevent injury, loss of products, environmental and health impacts during transportation of dangerous products by road, rail or water.</p>	<ul style="list-style-type: none"> ■ Transportation of dangerous goods
<p>To prevent contamination of air, land and water due to Sasol operations and associated activities.</p>	<ul style="list-style-type: none"> ■ Standard operating procedures ■ Environmental awareness ■ Site-specific training
<p>To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.</p>	<ul style="list-style-type: none"> ■ Standard operating procedures ■ Induction (annual safety training and retraining) ■ Permit to work ■ Airline breathing apparatus training ■ Gas testing training
<p>To prevent unintended exposure of personnel to electricity that could result in either electrocution or burn injuries from an arc or flash.</p>	<ul style="list-style-type: none"> ■ Standard operating procedures ■ Emergency procedures ■ Permit to work ■ Trade test certificate ■ Use of PPE training
<p>To prevent injuries of personnel during the use of and exposure to specialised high-risk tools and equipment.</p>	<ul style="list-style-type: none"> ■ Standard operating procedures ■ Emergency procedures ■ Use of PPE training
<p>To prevent falling of equipment during lifting operations that can result in injuries and property damage.</p>	<ul style="list-style-type: none"> ■ Standard operating procedures ■ Emergency procedures ■ Lifting and rigging training
<p>To prevent unintended exposure of personnel to fall of ground including roof or side walls that could result in injury and equipment damage.</p>	<ul style="list-style-type: none"> ■ Code of practices ■ Emergency procedures ■ Use of PPE training



Purpose of training	Training and competency Group control comprises the following but is not limited to:
<p>To prevent unintended exposure of personnel to flammable gas ignitions and associated coal dust explosions in underground mines that could result in either burn injuries or suffocation.</p>	<ul style="list-style-type: none"> ■ Code of practices ■ Emergency procedures ■ Use of PPE training
<p>To protect personnel while working at heights, by preventing objects and personnel from falling.</p>	<ul style="list-style-type: none"> ■ Standard operating procedures ■ Emergency procedures ■ Use of PPE training ■ Fall protection plan training
<p>To prevent injury and property damage during the transportation of personnel.</p>	<ul style="list-style-type: none"> ■ Seasonal instructions (directives) ■ Emergency procedures ■ Defensive driving
<p>To prevent hearing loss and other long term illnesses due to occupational health stressors.</p>	<ul style="list-style-type: none"> ■ Medical induction ■ Health awareness campaigns ■ PPE usage training ■ Hazardous chemical substances training



B. Group control

Monitoring

Intent

Safety, health and environment performance is monitored at various levels through assessments, auditing, collection of data and investigations into incidents and non-conformances.

The approach

Purpose of monitoring	Monitoring Group control comprises the following but is not limited to:
<p>To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.</p>	<ul style="list-style-type: none"> ■ Process safety system audits – audits of controls ■ 1st party audits – own PSM specialists ■ 2nd party audits – SHE centre audits ■ 3rd party audits – external audits ■ Incentive scheme audits
<p>To prevent injury, loss of products, environmental and health impacts during transportation of dangerous products by road, rail or water.</p>	<ul style="list-style-type: none"> ■ SQAS audits ■ Contract management
<p>To prevent contamination of air, land and water due to Sasol operations and associated activities.</p>	<ul style="list-style-type: none"> ■ Atmospheric impact assessment ■ Ambient air, land and water quality monitoring ■ Continuous and periodic emission monitoring ■ Calibration of monitoring equipment ■ Rehabilitation and remedial
<p>To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.</p>	<ul style="list-style-type: none"> ■ Access control ■ Calibration of gas test equipment
<p>To prevent injuries of personnel during the use of and exposure to specialised high-risk tools and equipment.</p>	<ul style="list-style-type: none"> ■ Access control
<p>To prevent injury and property damage during the transportation of personnel.</p>	<ul style="list-style-type: none"> ■ Fitness programme
<p>To prevent hearing loss and other long term illnesses due to occupational health stressors.</p>	<ul style="list-style-type: none"> ■ Medical surveillance: <ul style="list-style-type: none"> – Pre-employment – Pre-placement – Periodic examination – Exit examination – Return to work examination ■ Noise reduction strategy ■ Hazardous chemical substances reduction strategy ■ Occupational hygiene surveys ■ Ventilation surveys ■ Walkthrough survey ■ Calibration of medical and occupational hygiene equipment



C. Group control



Inspection, testing and certification

Intent

To ensure the integrity of safety equipment and correct unsafe equipment, conditions, processes and work practices.

The approach

Purpose of inspections, testing and certification	Inspections, testing and certification Group control comprises the following but is not limited to:
To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.	<ul style="list-style-type: none"> ■ Process safety critical equipment
To prevent injury, loss of products, environmental and health impacts during transportation of dangerous products by road, rail or water.	<ul style="list-style-type: none"> ■ Inspection of haulers and tankers
To prevent contamination of air, land and water due to Sasol operations and associated activities.	<ul style="list-style-type: none"> ■ Environment monitoring equipment ■ Facilities ■ Infrastructure
To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.	<ul style="list-style-type: none"> ■ Gas testing equipment ■ Harness
To prevent unintended exposure of personnel to electricity that could result in either electrocution or burn injuries from an arc or flash.	<ul style="list-style-type: none"> ■ Electrical equipment ■ Substations
To prevent injuries of personnel during the use of and exposure to specialised high-risk tools and equipment.	<ul style="list-style-type: none"> ■ Hand tools ■ Driven machinery or equipment ■ Compressors ■ Rotating equipment ■ Pressurised systems or vessels ■ Mining mobile machines ■ High and ultra-high pressure water cleaning machines
To prevent falling of equipment during lifting operations that can result in injuries and property damage.	<ul style="list-style-type: none"> ■ Cranes, hoists and other powered lifting devices ■ Chain blocks, slings, eye bolts etc.
To protect personnel while working at heights, by preventing objects and personnel from falling.	<ul style="list-style-type: none"> ■ Erecting and dismantling of scaffolding; ■ Cherry pickers, mobile and fixed platforms, suspended platforms, etc.
To prevent hearing loss and other long term illnesses due to occupational health stressors.	<ul style="list-style-type: none"> ■ Medical equipment such as: <ul style="list-style-type: none"> – BP machines; – X-rays; – Hearing booths; – Occupational hygiene equipment, etc.



D. Group control

Emergency preparedness and response

Intent

To ensure immediate, proper and co-ordinated action following an emergency, in order to mitigate and minimise consequences from incidents.

The approach

Purpose of emergency preparedness and response	Emergency preparedness and response Group control comprises the following but is not limited to:
<p>To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.</p>	<ul style="list-style-type: none"> ■ Emergency exercise ■ Identify worst case scenarios ■ Develop emergency plans ■ Emergency gathering rooms ■ Emergency communication
<p>To prevent injury, loss of products, environmental and health impacts during transportation of dangerous products by road, rail or water</p>	<ul style="list-style-type: none"> ■ Emergency preparedness and response
<p>To prevent contamination of air, land and water due to Sasol operations and associated activities.</p>	<ul style="list-style-type: none"> ■ Environmental emergency response
<p>To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.</p>	<ul style="list-style-type: none"> ■ Rescue plan ■ Standby ■ Emergency preparedness and response
<p>To prevent unintended exposure of personnel to electricity that could result in either electrocution or burn injuries from an arc or flash.</p>	<ul style="list-style-type: none"> ■ Standby ■ Emergency preparedness and response ■ Safety and emergency equipment
<p>To prevent injuries of personnel during the use and exposure to specialised high-risk tools and equipment.</p>	<ul style="list-style-type: none"> ■ Emergency preparedness and response ■ Emergency stop
<p>To prevent falling of equipment during lifting operations that can result in injuries and property damage.</p>	<ul style="list-style-type: none"> ■ Standby ■ Emergency preparedness and response
<p>To prevent unintended exposure of personnel to fall of ground including roof or side walls that could result in injury and equipment damage.</p>	<ul style="list-style-type: none"> ■ Emergency preparedness and response
<p>To prevent unintended exposure of personnel to flammable gas ignitions and associated coal dust explosions in underground mines that could result in either burn injuries or suffocation.</p>	<ul style="list-style-type: none"> ■ Emergency preparedness and response



Purpose of emergency preparedness and response	Emergency preparedness and response Group control comprises the following but is not limited to:
<p>To protect personnel while working at heights, by preventing objects and personnel from falling.</p>	<ul style="list-style-type: none"> ■ Rescue plan ■ Emergency preparedness and response
<p>To prevent injury and property damage during the transportation of personnel.</p>	<ul style="list-style-type: none"> ■ Personal, medical and emergency information ■ Emergency preparedness and response
<p>To prevent hearing loss and other long term illnesses due to occupational health stressors.</p>	<ul style="list-style-type: none"> ■ Medical emergency response <ul style="list-style-type: none"> – Ambulances and incubation – Medical management – First aid boxes



E. Group control

Procedures

Intent

To establish, implement and maintain documented procedures for the prevention and minimisation of risks.

The approach

Purpose of procedures	Procedures Group control comprises the following but is not limited to:
<p>To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.</p>	<ul style="list-style-type: none"> ■ Incident investigation procedure ■ Management of change procedure ■ Process hazard analysis procedure ■ Process safety information procedure ■ Standard operating procedure
<p>To prevent injury, loss of products, environmental and health impacts during transportation of dangerous products by road, rail or water.</p>	<ul style="list-style-type: none"> ■ Incident investigation procedure
<p>To prevent contamination of air, land and water due to Sasol operations and associated activities.</p>	<ul style="list-style-type: none"> ■ Business environmental procedures ■ Waste management procedure ■ Flaring directives
<p>To prevent unintended exposure of personnel to fall of ground including roof or side walls that could result in injury and equipment damage</p>	<ul style="list-style-type: none"> ■ Code Of Practice V 5.2.0 – Prevention of coal dust explosions ■ Code Of Practice V 5.2.16 – Mining through dykes ■ Code Of Practice V 5.3.1 – Horizontal drilling ■ Code Of Practice V5.2.3 – Emergency preparedness
<p>To prevent unintended exposure of personnel to flammable gas ignitions and associated coal dust explosions in underground mines that could result in either burn injuries or suffocation.</p>	<ul style="list-style-type: none"> ■ Code Of Practice rock fall ■ Incident investigation procedure
<p>To prevent hearing loss and other long term illnesses due to occupational health stressors.</p>	<ul style="list-style-type: none"> ■ Illness investigation procedure ■ Illness reporting procedure



F. Group control



Operational control

Intent

Safe, responsible and productive execution of activities during the life cycle of our operations.

The approach

Purpose of operational controls	Operational control Group control comprises the following but is not limited to:
<p>To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.</p>	<ul style="list-style-type: none"> ■ Hazardous area classification ■ Pre start-up safety review ■ Service providers management
<p>To prevent injury, loss of products, environmental and health impacts during transportation of dangerous products by road, rail or water.</p>	<ul style="list-style-type: none"> ■ Driver hour programme ■ Fatigue management programme ■ Pictogram and signage ■ Rehabilitation and remedial ■ Route planning ■ Sourcing
<p>To prevent contamination of air, land and water due to Sasol operations and associated activities.</p>	<ul style="list-style-type: none"> ■ Emission reduction target projects ■ Rehabilitation and remedial
<p>To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.</p>	<ul style="list-style-type: none"> ■ Competence and fitness
<p>To prevent injuries of personnel during the use of and exposure to specialised high-risk tools and equipment.</p>	<ul style="list-style-type: none"> ■ Equipment selection ■ Service provider management ■ Supervision
<p>To prevent falling of equipment during lifting operations that can result in injuries and property damage.</p>	<ul style="list-style-type: none"> ■ Lifting capacity ■ Rigging and lifting plan
<p>To prevent unintended exposure of personnel to fall of ground including roof or side walls that could result in injury and equipment damage.</p>	<ul style="list-style-type: none"> ■ Mine design specification
<p>To protect personnel while working at heights, by preventing objects and personnel from falling.</p>	<ul style="list-style-type: none"> ■ Fall protection plan ■ Hazard demarcation
<p>To prevent injury and property damage during the transportation of personnel.</p>	<ul style="list-style-type: none"> ■ Equipment integrity ■ Fatigue management programme ■ Journey planning ■ Meeting planning technology
<p>To prevent hearing loss and other long term illnesses due to occupational health stressors.</p>	<ul style="list-style-type: none"> ■ Safety data sheets ■ Hearing programmes



G. Group control

Permit to work

Intent

To ensure safe making of plant equipment and associated areas before task execution and to prescribe appropriate precautions for maintaining safe conditions during task execution.

The approach

Purpose of permit to work	Permit to work Group control comprises the following but is not limited to:
<p>To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.</p>	<ul style="list-style-type: none"> ■ Cold work permit to work ■ Hot work permit to work
<p>To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.</p>	<ul style="list-style-type: none"> ■ Confined space permit <ul style="list-style-type: none"> – Type A – Type B
<p>To prevent unintended exposure of personnel to electricity that could result in either electrocution or burn injuries from an arc or flash.</p>	<ul style="list-style-type: none"> ■ Electrical permit ■ Cold work permit ■ Energy isolation



H. Group control

Safety equipment

Intent

To identify and maintain equipment where failure could result in a catastrophic incident.

The approach

Purpose of engineering controls	Engineering Group control comprises the following but is not limited to:
To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.	<ul style="list-style-type: none"> ■ Process safety critical equipment
To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.	<ul style="list-style-type: none"> ■ Gas detection ■ Positive isolation
To prevent injuries of personnel during the use of and exposure to specialised high-risk tools and equipment.	<ul style="list-style-type: none"> ■ Machine guarding
To prevent falling of equipment during lifting operations that can result in injuries and property damage.	<ul style="list-style-type: none"> ■ Guide ropes
To prevent unintended exposure of personnel to fall of ground including roof or side walls that could result in injury and equipment damage.	<ul style="list-style-type: none"> ■ Machine canopies ■ Systematic roof and side wall support ■ Wire meshing and nets
To prevent unintended exposure of personnel to flammable gas ignitions and associated coal dust explosions in underground mines that could result in either burn injuries or suffocation.	<ul style="list-style-type: none"> ■ Flame proofing ■ Gas detection
To protect personnel while working at heights, by preventing objects and personnel from falling.	<ul style="list-style-type: none"> ■ Physical barrier ■ Toe boards ■ Guards ■ Hand rails



I. Group control

Safe behaviour

Intent

Safe behaviour at work is a critical part of the management of safety health and environment, because behaviour turns systems and procedures into reality.

The approach

Purpose of safe behaviours	Safe behaviours Group control comprises the following but is not limited to:
<p>To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.</p>	<ul style="list-style-type: none"> ■ Behaviour based safety observations ■ Energy isolation life saving behaviour ■ Permit to work life saving behaviour ■ Ignition source life saving behaviour ■ Management of change life saving behaviour
<p>To prevent injury, loss of products, environmental and health impacts during transportation of dangerous products by road, rail or water.</p>	<ul style="list-style-type: none"> ■ Vehicle and road safety life saving behaviour ■ Behaviour based safety observations
<p>To prevent contamination of air, land and water due to Sasol operations and associated activities.</p>	<ul style="list-style-type: none"> ■ Behaviour based safety observations
<p>To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.</p>	<ul style="list-style-type: none"> ■ Confined space life saving behaviour ■ Behaviour based safety observations
<p>To prevent unintended exposure of personnel to electricity that could result in either electrocution or burn injuries from an arc or flash.</p>	<ul style="list-style-type: none"> ■ Positive energy isolation and lock-out life saving behaviour ■ Behaviour based safety observations
<p>To prevent injuries of personnel during the use of and exposure to specialised high-risk tools and equipment.</p>	<ul style="list-style-type: none"> ■ Behaviour based safety observations
<p>To prevent falling of equipment during lifting operations that can result in injuries and property damage.</p>	<ul style="list-style-type: none"> ■ Lifting operations life saving behaviour ■ Behaviour based safety observations
<p>To prevent unintended exposure of personnel to fall of ground including roof or side walls that could result in injury and equipment damage.</p>	<ul style="list-style-type: none"> ■ Ground disturbance life saving behaviour ■ Behaviour based safety observations
<p>To prevent unintended exposure of personnel to flammable gas ignitions and associated coal dust explosions in underground mines that could result in either burn injuries or suffocation.</p>	<ul style="list-style-type: none"> ■ Ignition source life saving behaviour ■ Behaviour based safety observations



Purpose of safe behaviours	Safe behaviours Group control comprises the following but is not limited to:
<p>To protect personnel while working at heights, by preventing objects and personnel from falling.</p>	<ul style="list-style-type: none"> ■ Working at heights life saving behaviour ■ Behaviour based safety observations
<p>To prevent injury and property damage during the transportation of personnel.</p>	<ul style="list-style-type: none"> ■ Vehicle and road safety life saving behaviour ■ Behaviour based safety observations
<p>To prevent hearing loss and other long term illnesses due to occupational health stressors.</p>	<ul style="list-style-type: none"> ■ Behaviour based safety observations



J. Group control

Personal protective equipment

Intent

Equipment that is worn or held by workforce at work which protects him or her against one or more risks to his or her health and safety.

The approach

Purpose of PPE	Personal protective equipment Group control comprises the following but is not limited to:
<p>To prevent the unintended release of a hazardous chemical that has the potential to cause a catastrophic process safety incident such as a fire, explosion or exposure to toxic chemical release.</p>	<ul style="list-style-type: none"> ■ Fire retardant overalls ■ Respirators ■ Gloves
<p>To prevent exposure of personnel to non-life supporting atmospheres in confined spaces that can result in harm.</p>	<ul style="list-style-type: none"> ■ Fall arrest ■ Harness ■ Chemical respirators ■ Airline mask ■ BA sets
<p>To prevent unintended exposure of personnel to electricity that could result in either electrocution or burn injuries from an arc or flash.</p>	<ul style="list-style-type: none"> ■ Flash suits
<p>To prevent injuries of personnel during the use of and exposure to specialised high-risk tools and equipment.</p>	<ul style="list-style-type: none"> ■ Gloves ■ Goggles ■ Safety glasses ■ Aprons ■ Earplugs ■ Earmuffs ■ Safety boots
<p>To prevent falling of equipment during lifting operations that can result in injuries and property damage.</p>	<ul style="list-style-type: none"> ■ Helmets
<p>To prevent unintended exposure of personnel to flammable gas ignitions and associated coal dust explosions in underground mines that could result in either burn injuries or suffocation.</p>	<ul style="list-style-type: none"> ■ Coal dust mask ■ Respirators
<p>To protect personnel while working at heights, by preventing objects and personnel from falling.</p>	<ul style="list-style-type: none"> ■ Fall arrest ■ Harness
<p>To prevent hearing loss and other long term illnesses due to occupational health stressors.</p>	<ul style="list-style-type: none"> ■ Dust masks ■ Earmuffs ■ Earplugs ■ Gloves ■ Respiratory equipment

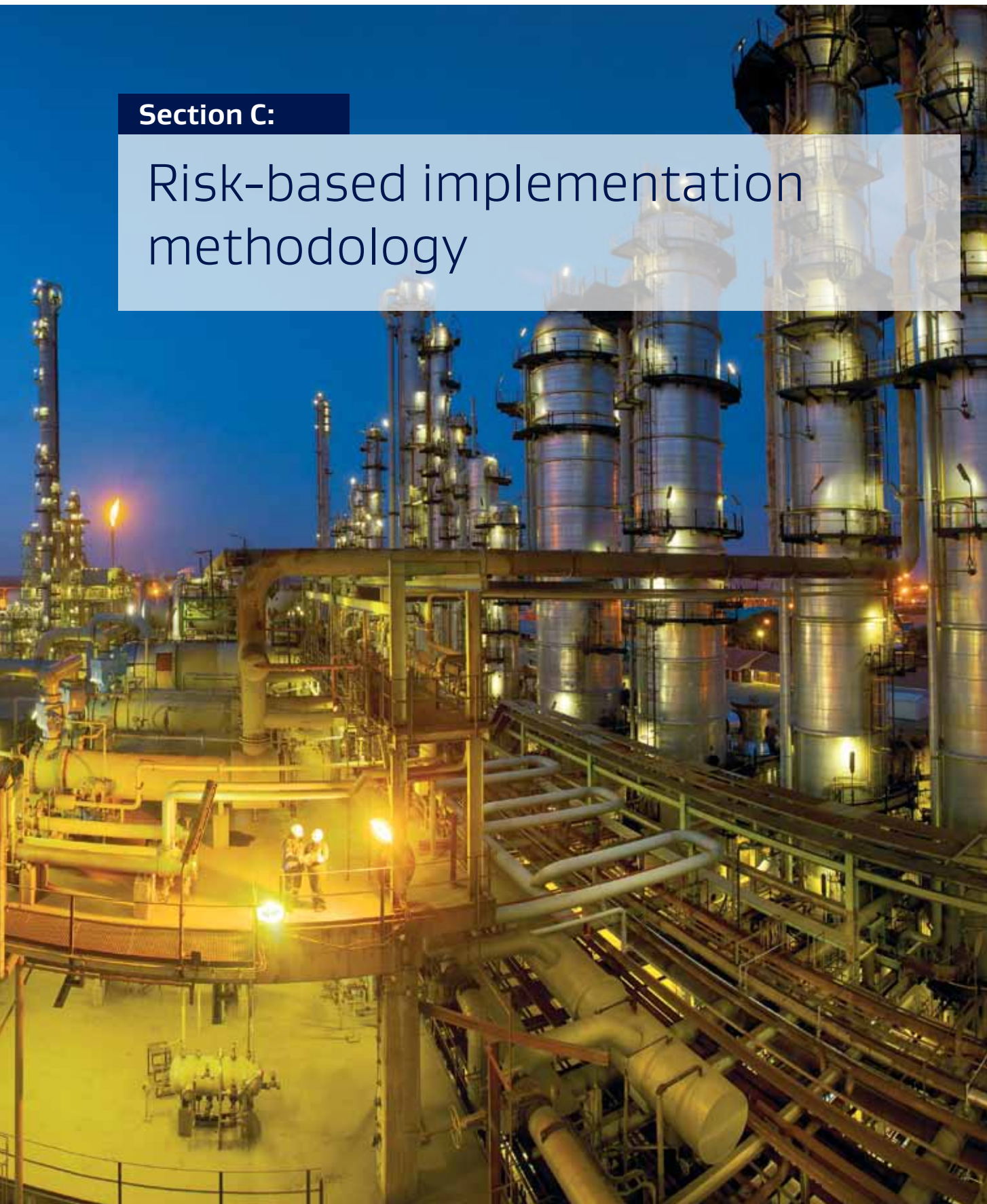






Section C:

Risk-based implementation methodology



Section A – One Sasol
SHE Excellence approach

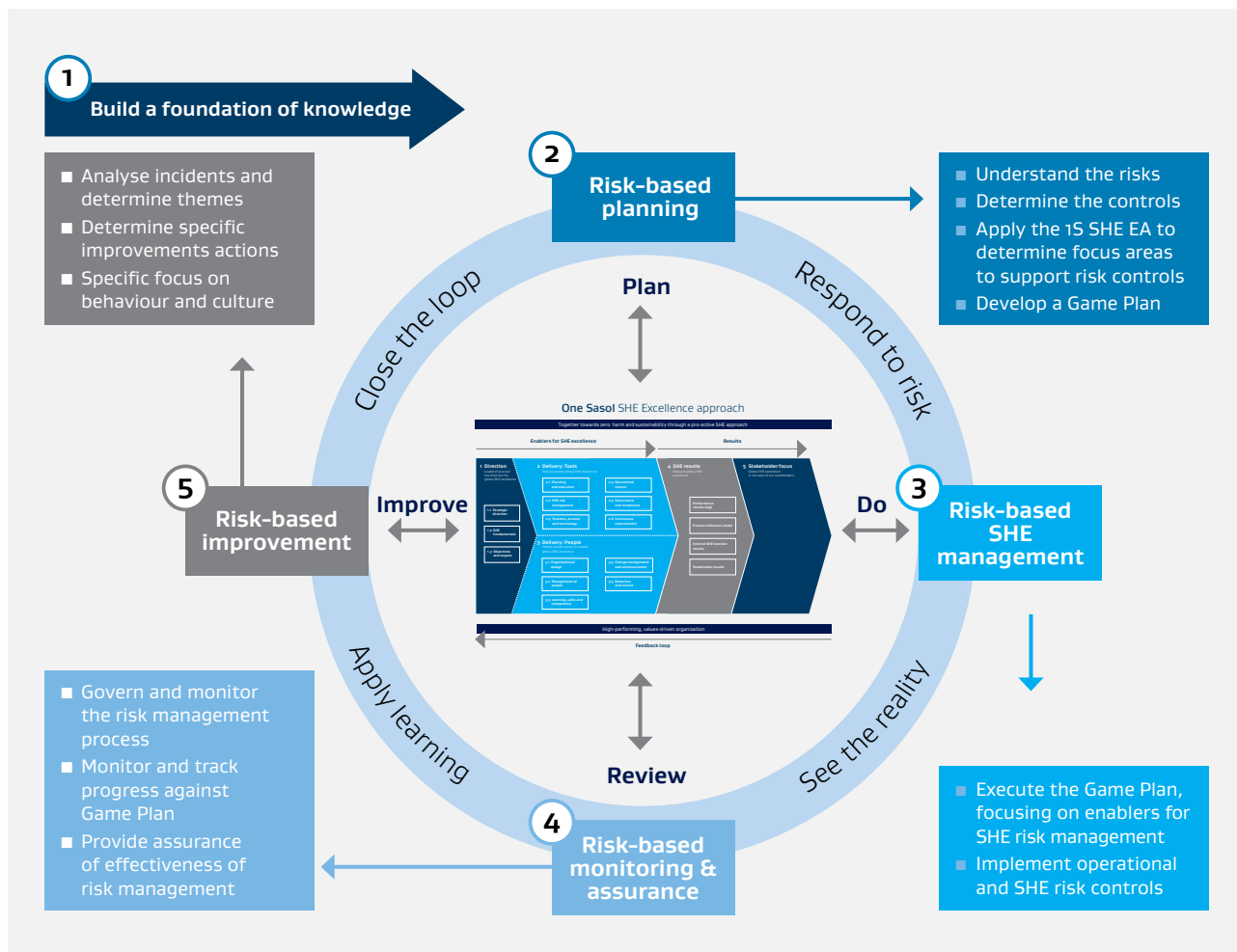
Section B – SHE Risk Management: Key
undesirable events and Group controls

Section C – Risk-based
implementation methodology

Glossary

Risk-based implementation

for the One Sasol SHE Excellence approach



Intent

To provide basic guidance to business and SHE leaders on the sequence in which key SHE risk management aspects should be addressed when implementing a risk-based SHE approach. This implementation methodology is not aimed at providing a summary of all SHE performance requirements, but rather to provide a SHE risk management and improvement overview.



Overview

Step 1

Build a foundation of knowledge

Build a foundation of knowledge based on the One Sasol SHE Excellence approach and basic SHE risk management principles.

Step 2

Risk-based planning

A detailed understanding of the SHE risk landscape in the business, against the background of the Group top SHE risks, is required. Group controls (described in Section B) are reviewed and controls for the business SHE risks are determined. The One Sasol SHE Excellence approach elements are used to determine the focus areas to support the risk controls. Lastly, the priority SHE focus areas in the business are added to the business Game Plan to ensure alignment and focus.

Step 3

Risk-based SHE management

In this step, the controls and plans derived in Step 2 are implemented to ensure that the effectiveness of SHE risk management improves.

Step 4

Risk-based SHE monitoring and assurance

Governance mechanisms are implemented to ensure that the effectiveness of SHE risk management is driven and monitored continuously. The implementation of Game Plan focus areas are tracked and reviewed for effectiveness against SHE results. SHE results are reported and SHE risk management assurance is given to the relevant SHE governance structures.

Step 5

Risk-based improvement

This step involves thorough analysis of SHE results and trends in relation to the business SHE risks. Improvement focus areas are derived and added to the planning process in Step 2.

This implementation methodology is based on the continuous improvement methodology of Plan, Do, Review and Improve (element 2.6), aligned with the Sasol Operations Excellence Management System.

1. Build a foundation of knowledge

Before the One Sasol SHE Excellence approach can be implemented, it is important that leaders build their own foundation of SHE knowledge based on the One Sasol SHE Excellence approach and basic SHE risk management principles. It is essential that leaders understand and internalise the following:

Knowledge element	Description	1S SHE EA Reference	Covered ✓
Our purpose	We are driving towards zero harm and sustainability through a pro-active SHE approach.	Introduction	<input type="checkbox"/>
SHE policy	Direction given by the CEO.	Introduction Element 1.1	<input type="checkbox"/>
Assurance and governance	Understand requirements from the CEO, GEC and other governing and reporting structures.	Element 2.5 Element 5	<input type="checkbox"/>
Tiered governance framework	Understand the tiered governance framework in support of assurance.	Introduction Element 1.1	<input type="checkbox"/>
SHE roles	Different roles of business and functional SHE teams.	Introduction	<input type="checkbox"/>
SHE fundamentals	Understand the foundation upon which the performance requirements are set to direct SHE excellence.	Element 1.2	<input type="checkbox"/>
SHE objectives and targets	Understand Group and business-specific SHE objectives and targets.	Element 1.3	<input type="checkbox"/>
SHE performance requirements	Understand what needs be done in order to achieve SHE excellence.	All elements	<input type="checkbox"/>
The Bow-tie framework	The basic principles of hazards, undesirable events, preventive and corrective controls.	Element 2.2 Section B	<input type="checkbox"/>



2. Risk-based planning

The risk-based planning process starts with understanding the Group top SHE risks and business-specific SHE risks. Thereafter, the relevant risk controls are determined, which include the Group controls and business-specific controls. An assurance protocol for the controls is agreed on. A Game Plan for the themes associated with the controls is developed (eg, behaviour based safety).

Planning element	Description	1S SHE EA Reference	Covered ✓
SHE risks in the business	Understand the material SHE risks to be addressed in the business, against the background of the Group top SHE risks.	Element 2.2	<input type="checkbox"/>
Risk assessments	Conduct baseline, issue-based and continuous risk assessments, where relevant, to confirm business-specific risks. Identify the hazards, understand their magnitude and their mechanism of release resulting in undesirable events.	Element 2.2	<input type="checkbox"/>
Causes	Understand the causes that could result in an undesirable SHE event.	Element 2.2	<input type="checkbox"/>
Controls	Determine appropriate business-specific controls, using the Group controls as a minimum starting point.	Element 2.2	<input type="checkbox"/>
One Sasol SHE Excellence approach elements	Apply the One Sasol SHE Excellence approach elements to determine the focus areas to support risk controls, eg, systems, structure, governance, skills.	All elements	<input type="checkbox"/>
Assurance protocol	Agree on an assurance protocol for the controls to monitor the effectiveness of the controls.	Element 2.5	<input type="checkbox"/>
Game Plan	Develop a Game Plan to align the team on focus areas, and include into overall business risk management plan.	Element 2.1	<input type="checkbox"/>

3. Risk-based SHE management

As part of the daily management of SHE risks, the required business SHE risk controls are implemented. The implementation of the Game Plan focus areas further improves the effectiveness of daily SHE risk management and should result in improved SHE results.

Implementation element	Description	1S SHE EA Reference	Covered ✓
Operational and SHE risk controls	<p>Leaders implement operational and SHE risk controls such as:</p> <ul style="list-style-type: none"> ■ Inspections, maintenance strategies and plans ■ Procedures, CoPs, SOPs, SWIs and PSM standards ■ Permit to work, gas testing, barricading ■ Emergency response and drills ■ Medical surveillance, occupational hygiene surveys ■ Personal protective equipment (PPE) such as gloves, helmet, safety boots, mask, goggles, safety overalls 	<p>Section B Element 1.1 Element 2.4</p>	<input type="checkbox"/>
Enablers for SHE risk management	<p>Leaders respond to the risk by executing the agreed Game Plan and focusing on enablers for SHE risk management (element 2.1):</p> <ul style="list-style-type: none"> ■ Systems, processes, and technology such as IMS, SAP, DMS ■ Behaviour and culture, including behaviour based safety programmes and Heartbeat surveys ■ Organisation design ■ Management of people aspects such as statutory appointments, supervision and recognition ■ Learning, skills and competency aspects such as awareness, risk-based training and managing training matrices ■ Change management and communication including the technical (Management of Change) and people aspects (elements 2.4 and 3.4) 	<p>Element 2.1 Element 2.3 Element 3.5 Element 3.1 Element 3.2 Element 3.3 Element 2.4 Element 3.4</p>	<input type="checkbox"/>



4. Risk-based monitoring and assurance

The governance and monitoring of the SHE risk management process is critical in providing assurance of the effectiveness of the process. Governance mechanisms are implemented, in accordance with the agreed assurance protocol. The implementation of Game Plan focus areas are tracked and reviewed for effectiveness against SHE results. SHE results are reported and SHE risk management assurance is given to the relevant SHE governance structures.

Review element	Description	1S SHE EA Reference	Covered ✓
Governance and monitoring	<p>Leaders are aware of the SHE risk reality through governance and monitoring of the risk management process:</p> <ul style="list-style-type: none"> ■ SHE legal and regulatory compliance ■ Internal and external SHE audits ■ Environmental monitoring ■ Conformance to procedures ■ Inspections and logbooks ■ Effectiveness of controls 	Element 2.5	<input type="checkbox"/>
SHE governance meetings	The agenda of the business SHE governance meeting is shaped to provide sufficient clarity and feedback on the effectiveness and improvement priorities of SHE risk management. This includes the whole risk-based implementation process.	Element 2.5	<input type="checkbox"/>
SHE results reporting	SHE results are monitored and reported to relevant SHE governance structures.	Element 4	<input type="checkbox"/>
Game Plan progress tracking	Leaders monitor and track the progress against the Game Plan.	Element 2.1	<input type="checkbox"/>
Assurance	<p>Leaders provide assurance of the effectiveness of SHE risk management through:</p> <ul style="list-style-type: none"> ■ The outcome of the governance and monitoring process ■ Leadership involvement through regular, focused visits to and inspections of the workplace ■ Reporting to the CEO and GEC through the relevant governance and reporting structures 	Element 2.5 Element 1.2 Element 4	<input type="checkbox"/>

5. Risk-based review for improvement

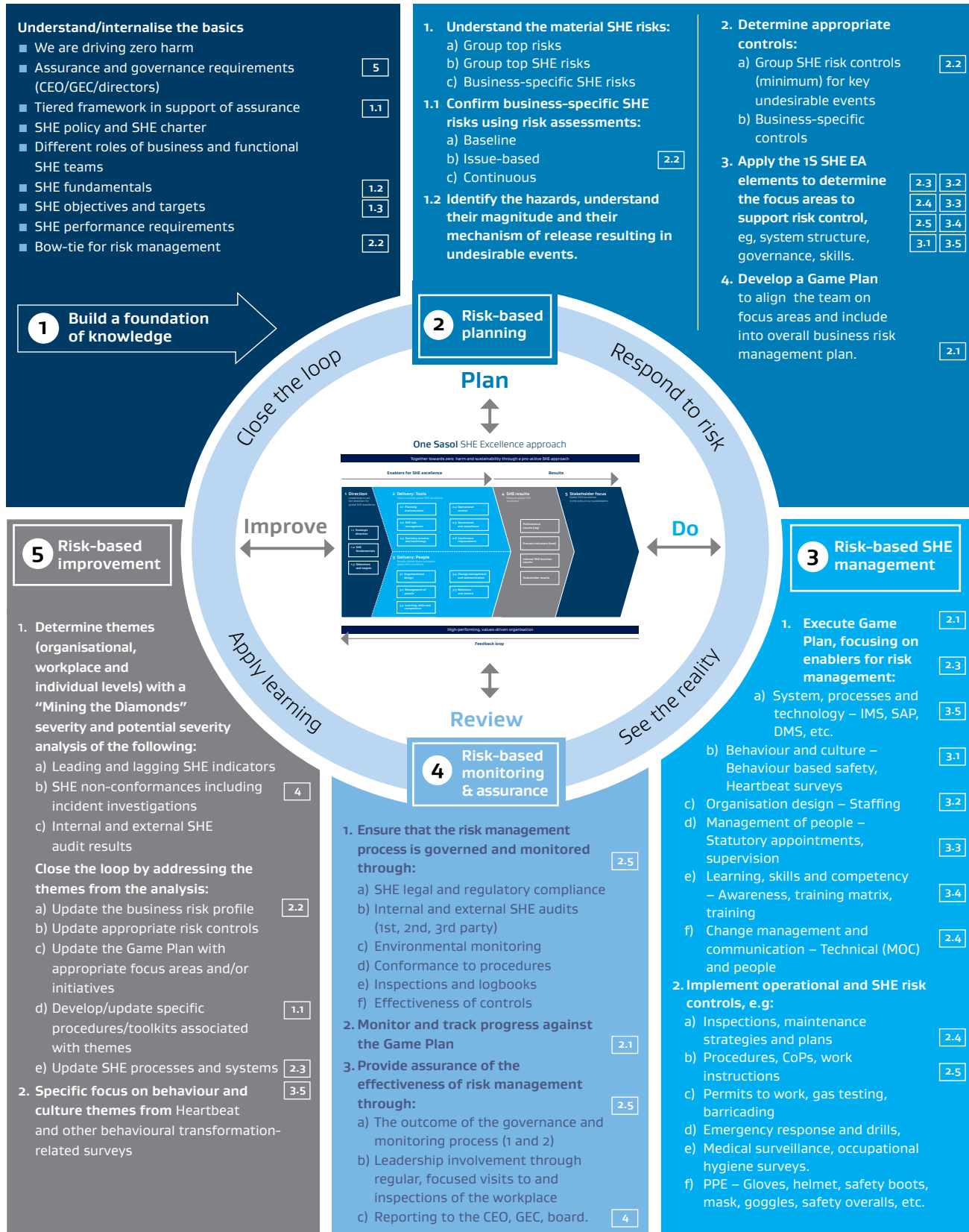
Continuous improvement of SHE risk management is necessary in order to improve SHE results. Thorough analysis of SHE results and trends in relation to the business SHE risks informs the continuous improvement themes to be addressed with specific action plans.

Improvement element	Description	1S SHE EA Reference	Covered ✓
Analysis	<p>Leaders analyse the following, using among others the “Mining the Diamonds”² methodology:</p> <ul style="list-style-type: none"> ■ Leading and lagging SHE indicators ■ SHE non-conformances ■ Internal and external SHE audit results ■ Incident investigations 	<p>Element 2.6 Element 4 Element 2.2 Element 2.5 Element 2.2</p>	<input type="checkbox"/>
Improvement themes	<p>Leaders use the learnings from the monitoring and assurance processes, as well as the analysis outcomes, to determine themes for improvement on organisational, workplace and individual levels.</p>	Element 2.6	<input type="checkbox"/>
Improvement actions	<p>The loop is closed by addressing the improvement themes from above in the following ways:</p> <ul style="list-style-type: none"> ■ Update the business risk profile ■ Update appropriate risk controls ■ Update the Game Plan with appropriate focus areas and/or initiatives ■ Develop or update specific procedures and/or toolkits associated with themes 	<p>Element 2.2 Element 2.1 Element 1.1</p>	<input type="checkbox"/>
SHE behaviour and culture theme	<p>Specific focus should be given to the SHE-related behaviour and culture themes from the Heartbeat and other behavioural transformation-related surveys</p>	Element 3.5	<input type="checkbox"/>

² A methodology in which the severity and potential severity of the incident is analysed and addressed.



The risk-based implementation methodology at a glance



Glossary

The following definitions provide a Sasol definition, unless otherwise indicated, of certain concepts used in the One Sasol SHE Excellence approach.

A

Approach vs. process vs. methodology vs. framework³

Approach: A way of dealing with a situation or problem.

Process: A series of actions or steps taken in order to achieve a particular end.

Methodology: A system of broad principles or rules from which specific methods or procedures may be derived.

Framework: A broad overview, outline, or skeleton of interlinked items which supports a particular approach.

Aspect: Element of an organisation's activities, products, and services that can interact with the environment.

B

BD&I: Sasol business development and implementation. **Business Development and Implementation Model:** Represents the total project life cycle plus objectives, deliverables and gate criteria for all stages of a project.

Bow-tie methodology: A diagram in the form of a bow tie to visually represent the risk assessment process.

Business: Aligned with the Phoenix definition, business includes:

- Operating Business Units;
- Regional Operating Hubs;
- Strategic Business Units; and
- Group Functions.

C

Causes: A cause is that which will potentially release a hazard and produce an undesirable event. Causes are also called threats in Bow-tie terminology.

Consequence: The effect, result, or outcome of the undesirable event, the effect can be positive or negative.

Contractors vs. service providers

Contractors are persons or companies who are not permanently employed, who are contracted to undertake work for a specific project or task. In Sasol, mostly used in the domain of construction.

Service providers are external companies or internal service divisions who are employed to provide specialized services. In Sasol, most widely used.

Control owner: The individual directly accountable and/or responsible for the effective design, execution and sustainment of a risk mitigating control or risk response plan (including both design and operating effectiveness) in accordance with the approved time frame. Ownership of Group controls is expressed in terms of the SHE Centre, Operations and Projects. Design is primarily the accountability and/or responsibility of the SHE Centre with Operations and Projects for execution. Sustainment or maintenance of Group controls lies with Operations and Projects with the SHE Centre having a Group view.

Corporate SHE: Corporate SHE is the corporate function in Sasol responsible for the Group's global SHE governance.

Corrective control measures: Corrective control measures are risk control measures and may include, but not be limited to engineering, administrative, PPE or behavioural measures to prevent the consequence or reduce the severity of the consequence of an undesirable event.

E

Environment: Means the surroundings in which an organisation operates which includes people, land, water, atmosphere, micro-organisms, plant life, animal life, flora, fauna, natural resources or any part/combination thereof.

F

Frequency: It is a probability (likelihood) that an undesirable event with a certain impact can occur, expressed as the number of occurrences of an event in a given time.

³ www.businessdictionary.com



G

Game Plan: A plan for implementing a strategy and achieving set objectives containing focus areas, initiatives or programmes to achieve a set of annual targets or milestones.

Global Reporting Initiative (GRI) and International Integrated Reporting Council (IIRC): The Global Reporting Initiative (GRI) promotes the use of sustainability reporting as a way for organisations to become more sustainable and contribute to a sustainable global economy. It is an international not-for-profit organisation, with a network-based structure which aims to create a globally accepted framework for accounting for sustainability, bringing together financial, environmental, social and governance information in an “integrated” format.

Goods vs. products⁴:

Goods: From a procurement point of view goods are inherently useful and relatively scarce tangible items (article, commodity, material, merchandise, supply, wares) produced from agricultural, construction, manufacturing, or mining activities.

Products: A good, idea, method, information, object or service created as a result of a process and which serves a customer need or satisfies a customer want.

Group: Sasol Group of companies or corporate-level functions or activities in Sasol.

Group controls are mandatory controls to prevent key SHE undesirable events and to mitigate the consequences thereof.

Group SHE: Refers to SHE-related matters applicable to the whole Sasol Group, eg, Group SHE Game Plan, Group SHE risk controls.

H

Hazard: A physical situation that has the potential for causing harm to people, property, profits, or the environment.

High risk is a level of risk that is unacceptable and should be reduced to at least a tolerable level by applying applicable risk control actions. Typically risks rated at level 1 and 2 on Sasol’s 7x7 risk matrix.

I

Impact (I): The amount or severity of loss or gain that is sustained from the consequence of a risk.

Impact (Environment): Any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation’s activities, products, or services.

Incident: An undesired event that has the potential for causing harm to people, property, profits, or the environment.

Inherent risk: This is the level of risk without considering the effect of any relevant risk control measures.

Interested or affected party: Individual or group concerned with or affected by the SHE performance of Sasol businesses.

K

Key SHE undesirable events (KUE) are the results of consolidation and aggregation of all Sasol business SHE undesirable events. These are also referred to as Sasol top SHE risks.

KPI: Key performance indicator used for evaluating performance.

L

Leading vs. lagging indicators

Leading indicators are proactive measurements focused at preventing losses through inputs that will timeously affect the approach followed in executing work.

Lagging indicators are post-event measurements indicating the outcome of actions/approaches/initiatives implemented by the organisation.

Likelihood: It is the chance that an undesirable event with a certain impact can occur and can be expressed as either probability or frequency.

Low risk: This is an acceptable level of risk considering the maintenance of existing controls and does not require further risk controls.

⁴ www.businessdictionary.com

M

Mitigation: The measures that are put in place to prevent or reduce the likelihood and/or severity of an event that can cause damage to the business, people or environment.

MOC: Management of Change is a process to evaluate and properly manage any modifications to the design, control, or operations (including personnel) which comprise of a systematic approach to deal with change, both from the perspective of an organisation and on the individual level.

O

Objectives: Overall business goal, arising from customer, statutory, or other requirements, strategic business intent, SHE policies, or other sources, that a business sets itself to achieve, and which is quantified where practicable.

Operations and activities: This includes any production, supply chain, support function or any other physical action by our workforce.

P

Performance requirements vs. standards

Performance requirements describe a mature level of SHE activities necessary to achieve the set SHE targets and objectives. It can be assessed in businesses to determine the maturity and the subsequent focus areas for improvement.

Standards are non-negotiables in the business. It can be audited officially and action can be taken against non-compliance.

Plans: A detailed plan of action specifying the responsibility, action plans, time frame and human, financial and technological resource requirements.

Potential deviation analysis: PDA is a process of identifying possible unwanted occurrences, identifying preventive actions and also contingent actions.

Preventive controls: Preventive control measures are risk control measures and may include, but not be limited to engineering, administrative, PPE or behavioural measures to prevent the undesirable event from occurring.

Probability: It is a likelihood that an undesirable event with a certain impact can occur; expressed as a number between 0 and 1 or 0 and 100% (0 indicates an impossible outcome and 1 indicates a certain outcome).

Pure risk: A risk for which there is a possibility of loss, but no possibility of gain.

Q

Qualitative risk assessment: A risk assessment which is based primarily on experience and engineering or professional judgement of a competent person or team.

Quantitative risk assessment: The QRA combines quantitatively the two main dimensions of risk namely:

- The likelihood of all events which could put people, equipment, or environment at risk; and
- The consequential effects of all such events which may influence the outcome.



R

Reasonably practicable means practicable having due regard to:

- The severity and scope of the hazard or risk concerned;
- The state of knowledge reasonably available concerning that hazard or risk and of any means of removing or mitigating that hazard or risk;
- The availability and suitability of means to remove or mitigate that hazard or risk; and
- The cost of removing or mitigating that hazard or risk in relation to the benefits deriving there from.

Residual risk: This is the level of risk remaining after considering the effect of all relevant risk control measures (preventive and corrective measures).

Risk: Uncertain future events that could influence the achievement of SHE objectives. Risk can be defined as the combination of the likelihood of an event and severity of its consequences.

Risk acceptance: An informed decision to accept the likelihood and the consequences of a particular risk and to implement no further controls.

Risk aggregation: process to identify and illustrate the interaction of several, differently correlated individual risks of an organisation in order to obtain the overall risk.

Risk assessment: Risk assessment is a process of collecting, analysing, interpreting, communicating, and evaluating information in order to identify hazards or aspects. The results of the process above will determine the frequency, magnitude, environmental impact, and nature of any incident/scenario which may occur in the area and the measures needed to remove, reduce, or control potential causes of such incidents/scenarios.

Risk assessment facilitator: A person who is formally trained and/or has the knowledge, experience, and ability to facilitate a risk assessment.

Risk assessment team: This is a multi-disciplinary group of knowledgeable persons familiar with the hazards in their work areas.

Risk controls: Risk reduction measures taken to reduce either the likelihood and/or severity of an undesirable event and to make provision for the losses that can occur.

Risk matrix: This is an integrated matrix, where the consequence and probability are plotted against each other in order to determine the level of a risk. The different levels indicated in the risk matrix (level 1 to level 6) are reporting levels and are described in the Sasol Risk Management Framework.

Risk owner: This is the person assigned to ensure that all requirements of this procedure will be complied with when a risk assessment is initiated and executed. This person will typically be the manager of a specific area.

Risk ranking: Risk ranking is the process used to prioritise risks for the purpose of risk reduction or mitigation. This is achieved by using the Sasol risk matrix.

Risk reduction project: A risk reduction project is a project with specific objectives to eliminate or reduce a risk within a work area by means of engineering controls.

S

Security and Emergency services

Security involves the protection and security of our people, property and assets. It includes the process to safeguard Sasol property and the access control of employees and visitors that enter Sasol premises for purposes of business.

Emergency services ensure immediate, proper and co-ordinated action following an emergency, in order to mitigate and minimise consequences from incidents, such as chemical releases, fires, explosions or other emergencies.

SHE: Reference to Safety, Health and Environment (SHE) includes Product Stewardship and Sustainable Development (SD). SHE refers to the activities in business related to the above, but also refers to the support function.

SHE excellence: Zero harm to people, property and the environment enabling Sasol to be more effective, efficient and competitive.

SHE programme: A detailed plan of action specifying the responsibility, action plans, time frame and human, financial and technological resource requirements.

SHE results/performance/outcomes: Terms used to describe the measures of success, either based on defined metrics or on activities/plans.

S continued

SHE risk vs. undesirable SHE event

SHE risk is the probability and impact assessment of a possible undesirable SHE event.

Undesirable SHE event is any event that jeopardises our goal of zero harm to people, property and the environment.

SHE risk management: Comprises the identification, assessment and prioritisation of the impact of undesirable SHE events and implementation of effective, preventive and corrective controls.

SHE target: Detailed performance requirement, quantified where practicable, applicable to Sasol business units, that arises from the SHE objectives and that needs to be set and met in order to achieve those objectives.

Speculative risk: A risk that, when undertaken, results in an uncertain degree of gain or loss. All speculative risks are made as conscious choices and are not solely as a result of uncontrollable circumstances.

STI: The short term incentive (STI) is an annual incentive scheme for Sasol employees.

Strategic agenda: Broadly defined long term focus areas to move the company towards its vision.

T

Tolerable risk: The level of risk which falls between the high and the low risk level. A risk lying in this region can be made as low as reasonably practicable. "Tolerable" does not mean that the risk is acceptable; it refers to the willingness to manage the risk to secure certain benefits with the confidence that it is being properly controlled.

U

Undesirable event: This is the occurrence when control is lost, the hazard is released or the initial consequence occurs. This is thus any event that jeopardises our goal of zero harm to people, property and the environment.

W

We/our: Collective for all Sasol businesses and functions globally, including the SHE function.

Worst Case Scenario: A worst case scenario is a situation where everything that could go wrong, has gone wrong.

Z

Zero harm and sustainability

Zero harm: No hurt, damage, injury, impairment to any people, property or the environment under Sasol's control.

Sustainability: The responsible conduct of all activities to ensure that Sasol can remain effective, efficient and competitive in the long term, as measured in terms of financial, environmental and people related measures.

4x4 risk matrix: The critical quadrant (top right-hand side of 7X7 Sasol matrix).

Supporting documentation

Definitions	<ul style="list-style-type: none"> ■ S1.17 PSM Definitions ■ ISO 9000:2005 Fundamentals and vocabulary ■ ISO 14001:2004 ■ OHSAS 18001:2007
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Document control

Version	Key changes
Revision 1	First branded print of the One Sasol SHE Excellence approach
Revision 1.1	Minor language and consistency changes Improved binding

