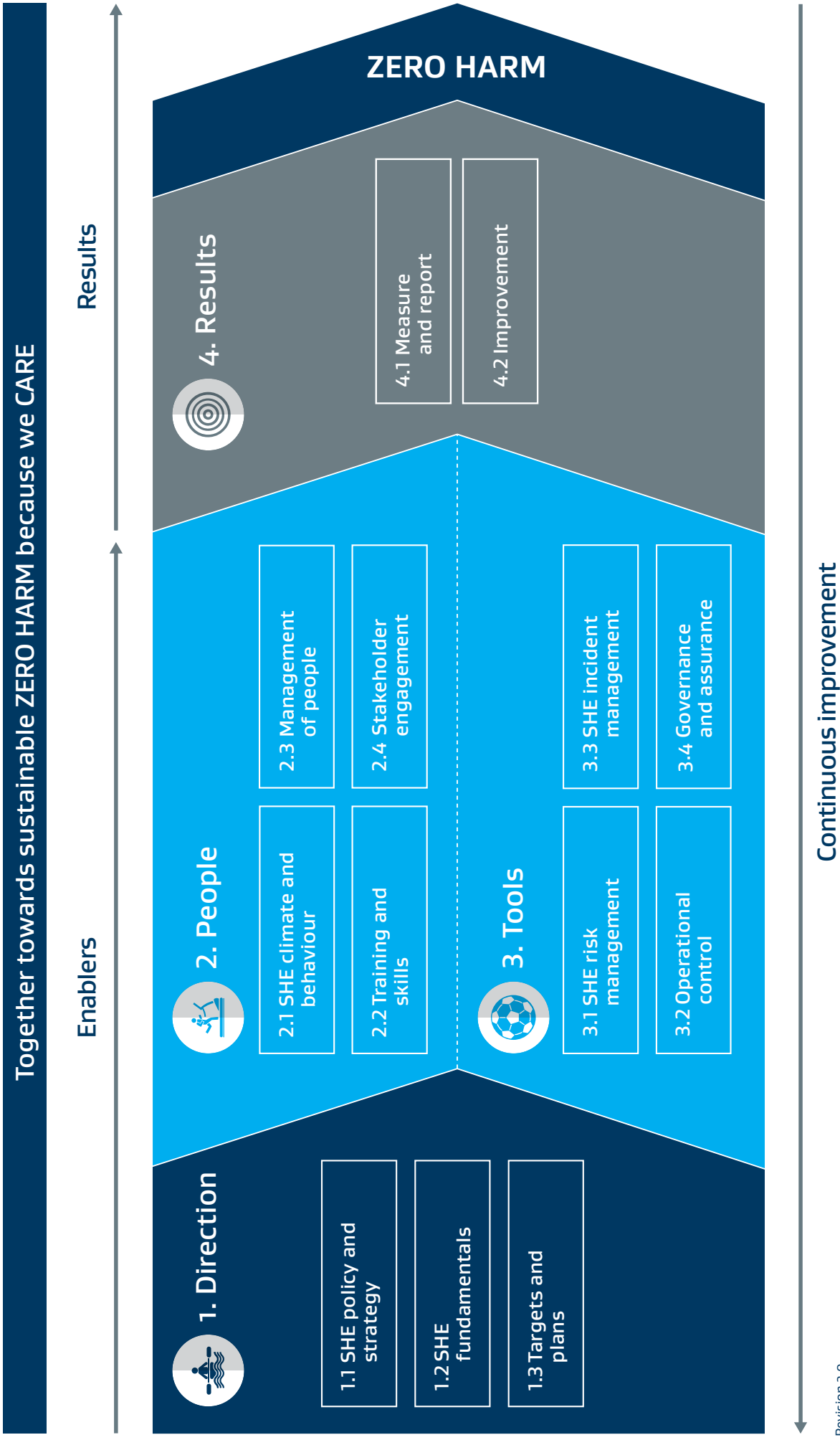# ONE SASOL
SHE EXCELLENCE APPROACH

Together towards sustainable ZERO HARM because we CARE

One Sasol SHE Excellence approach

Together towards sustainable ZERO HARM because we CARE

ZERO HARM

Enablers | Results

Continuous improvement

1. Direction
- 1.1 SHE policy and strategy
- 1.2 SHE fundamentals
- 1.3 Targets and plans

2. People
- 2.1 SHE climate and behaviour
- 2.2 Training and skills
- 2.3 Management of people
- 2.4 Stakeholder engagement

3. Tools
- 3.1 SHE risk management
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- 3.3 SHE incident management
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4. Results
- 4.1 Measure and report
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Contents

GROUP SAFETY, HEALTH & ENVIRONMENT (SHE) POLICY

As a leading integrated chemicals and energy company, Sasol recognises that we have a particular responsibility to respect and care for the health and safety of our people, the environment and communities where we operate. Safety, health and protection of the environment is a way of life and a top priority, where zero harm is possible through committed leadership, engaged people, teamwork and dedicated focus. By using a standardised and systematic approach, we aim to sustainably position Sasol to deliver superior value for our stakeholders through an appropriate and well-reasoned balance between economic, social and environmental needs.

OUR GOAL IS TO:

Reach zero harm through a risk based approach. We will achieve this by:
- ensuring a safe and healthy workforce;
- reliable, safe, and sustainable operations; and
- responsibly addressing our environmental challenges with consideration for the interests of our stakeholders.

WE ARE COMMITTED TO:

- Visible leadership that demonstrates commitment to and takes accountability for achieving zero harm.
- Responsible use of natural resources to minimise impacts on the environment, our employees and fenceline communities.
- Informed decision-making where SHE requirements are integral to the process.
- Engaged employees and service providers who take accountability for their own and others' safety and behaviour.
- Credible relationships and partnering with our stakeholders through transparent dialogue, reporting and disclosure.
- Continuous improvement on our journey in achieving our goal of zero harm.

WE WILL ACHIEVE THESE FUNDAMENTALS THROUGH:

- Equipping our leaders to competently lead SHE performance and create a culture that promotes people engagement and participation.
- Holistically managing the health and wellness of our people.
- Translating our strategic agenda into objectives and targets geared for SHE excellence.
- Understanding the hazards associated with our business to proactively identify, assess, prioritise and manage key undesirable events.
- Adhering to inherent safe design, asset management and operations discipline as guided by international best practice.
- Understanding and implementing the critical controls associated with preventing key undesirable events.
- Implementing integrated and effective management systems, with auditing and assurance to drive mature SHE performance.
- Capturing, applying and communicating SHE learnings and undertaking applicable training for employees and service providers.
- Adhering to the Responsible Care® Global Charter to enable responsible and sustainable development, handling and use of our products.
- Taking appropriate action against deviations from expected SHE behaviour and commitments.

Bongani Nqwababa
Joint President and
Chief Executive Officer

Stephen Cornell
Joint President and
Chief Executive Officer

7 August 2017

This SHE policy is updated from time to time. The latest version can be accessed from the following link: www.sasol.com

Dear reader

At Sasol, zero harm remains a top priority while we are focused on pursuing stakeholder value, realising our aspirational organisational culture and strengthening our growth momentum.

Sasol has progressed on the journey towards zero harm since the first version of the One Sasol SHE Excellence approach was published in 2014. Since then, we have grown in our understanding of the practical application of our SHE fundamentals: accountable leadership, engaged people, SHE event prevention and continuous improvement. This necessitated the review and updating of the One Sasol SHE Excellence approach.

This comprehensive revision of the One Sasol SHE Excellence approach includes the latest internal and industry best practices related to, among others, behaviour transformation, high severity incident prevention, SHE risk and critical control management and incident management. The SHE maturity assessment has also been updated to accommodate the changes and is integrated into this revision to enable our leaders to proactively identify SHE improvement focus areas on our journey to sustainable zero harm.

The One Sasol SHE Excellence approach continues to provide a framework to enable an aligned approach to SHE management for Sasol globally, outlining the practices that are aimed at enabling sustainable zero harm. It is an internal document that aims to enable leaders to provide clear SHE direction to their teams within their respective OMEs.

Our values, read with our Code of Conduct, underpin everything we do. Our safety value reiterates that we all commit to our continued journey and work t**ogether towards sustainable zero harm because we care.**

Senior Vice President: SHE
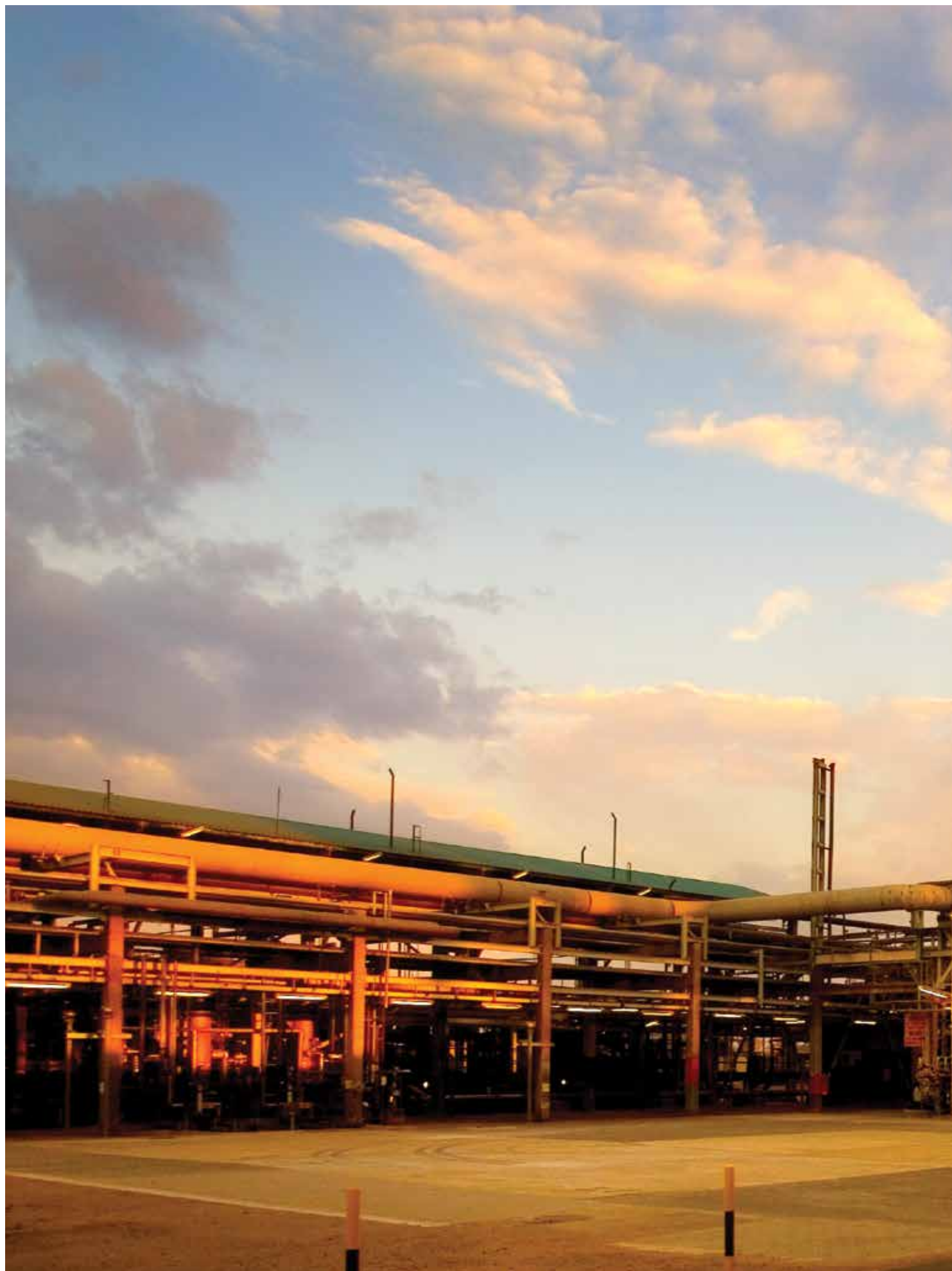
Section A

One Sasol SHE Excellence approach

One Sasol SHE Excellence approach

Background

> **At Sasol, we work together towards sustainable zero harm because we care.**

SHE management is primarily concerned with the protection of people, equipment and the environment from harm. Achieving sustainable zero harm for our internal and external SHE stakeholders and the communities within which we operate, requires us to responsibly manage the SHE risks associated with our organisation, activities and products.

Our goal as stated in the SHE policy, and aligned with Sasol's strategic drivers, is to achieve sustainable **zero harm through a risk-based approach.** The One Sasol SHE Excellence approach provides a management framework to ensure that we approach the delivery of this goal in a standardised and systematic way throughout our global operations.

Our aspiration is to achieve sustainable zero harm, defined from a broad people, asset and environmental perspective, in support of business sustainability enablement. We acknowledge that achieving our goal of sustainable zero harm is a journey and requires continuous effort by all internal role players.

This is the way Sasol approaches SHE globally

OME leaders are responsible for safe, responsible and sustainable operations. 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, read with Sasol's Code of Conduct, and believe that our approach sets the tone for creating our aspirational culture in achieving sustainable zero harm.

Our approach applies to **all** our Operating Model Entities (OMEs) globally, including Group Functions. Our approach also applies to Joint Ventures which are operated by Sasol, and will guide our expectations from and collaboration with service providers and other external parties interacting with our OMEs.

It is important that **every leader uses this approach** to systematically consider how best to provide and maintain a working environment and climate that is safe and without harm to the health of our workforce, including the service providers with whom we collaborate, the environment and the communities within which we operate. Let us all work together and embrace this approach to ensure that our efforts are focused on achieving sustainable SHE results.

How the One Sasol SHE Excellence approach was developed

The One Sasol SHE Excellence approach is an internally-developed approach intended for internal use. The European Foundation for Quality Management (EFQM) model for excellence, the Sasol Values, our Code of Conduct, internal Sasol practices and SHE models from leading energy and mining companies were considered as input and benchmarks in the development process. Requirements from other management systems, standards and relevant regulatory frameworks were also used, to ensure that the content of our approach is comprehensive (refer to **Appendix B7** for specific reference to standards).

The elements in our approach define the key capabilities, practices and management outcomes required to enable sustainable zero harm. The elements integrate all SHE sub-functional areas through the systematic description of elements related to Direction, People and Tools which enable the required SHE results.

The first version of the One Sasol SHE Excellence approach was published in 2014. A comprehensive review of the approach was undertaken and published in 2019, and includes the latest relevant internal and industry SHE practices.

Purpose

The main purpose of the One Sasol SHE Excellence approach is to:

1

Provide standardised direction for SHE

The approach is aimed at aligning the approach to SHE management in Sasol, globally. It facilitates a common understanding of internal SHE terminology and the expected SHE outcomes globally. This is aimed at standardising SHE practices through stating the desired outcomes across our different global operations. Furthermore, it provides a common framework to enable clear and common understanding of SHE-related roles and responsibilities of the SHE function and OME management.

2

Enable sustainable business and SHE results

The approach is aimed at enabling OMEs to manage SHE risks effectively, to achieve sustainable zero harm and other business results while retaining our licences to operate.

3

Enable leaders to mitigate SHE-related risk exposure and provide assurance

Our risk-based approach provides the framework and direction to enable effective SHE risk management. This involves the sustained practice of mitigating SHE exposure as it relates to people, assets and the environment that interact with, or is impacted by our organisation, activities and products. OMEs and the SHE function have the responsibility to provide assurance that SHE risks are managed adequately in accordance with applicable internal governance requirements.

4

Provide the measure of SHE maturity

The approach provides direction for the SHE journey towards sustainable zero harm through a continuous improvement approach in embedding mature SHE practices **(Figure 1)**. Each of the elements in the approach describes these expected SHE practices. Maturity assessments enable our OMEs to identify gaps and improvement focus areas required to achieve sustainable zero harm **(Appendix B3).**
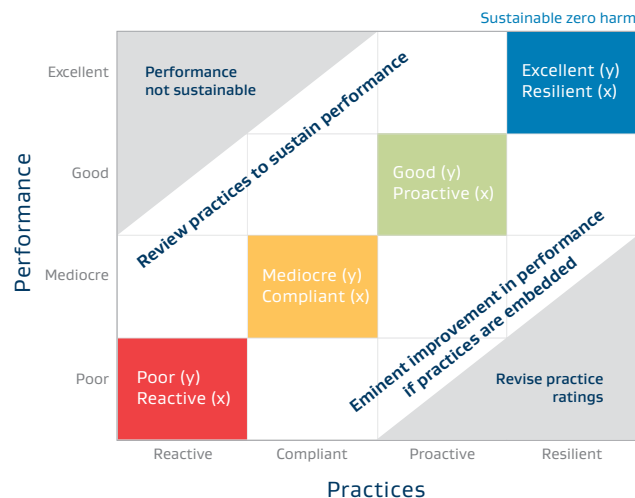

Figure 1: Performance vs. practices curve for the journey towards sustainable zero harm

Positioning frameworks in Sasol

The One Sasol SHE Excellence approach (1S SHE EA) forms part of the wider governance in Sasol which are applicable to our OMEs. **Figure 2** illustrates the most pertinent governance frameworks from a 1S SHE EA perspective. These frameworks all have direct impacts on sustainable zero harm in OME operations and have **integration points and interdependencies** between each other. These integration points are highlighted throughout **Section A**.

Positioning with Operations Management System (OMS) and other Group Functions

The Sasol Operations Management System (OMS) provides the overarching management system for operations in OMEs. Likewise, other Group Functions give functional direction through their specific frameworks or other governance requirements. The 1S SHE EA takes direction from all these Group functional frameworks to integrate it into the SHE performance requirements. Vice versa, the 1S SHE EA provides the SHE perspective and integration requirements to be included into the OMS and other Group functional requirements. The aim is, therefore, not to substitute or duplicate any requirements from the OMS or other Group Functions, but to provide clarity on the interdependencies between SHE, the OMS and other Group Functions to ensure integrated functional support (refer to **Appendix B6** for alignment between the 1S SHE EA and the OMS).

Positioning within the Enterprise Risk Management (ERM) Framework

The ERM Framework and ERM risk management process provide the overarching direction for risk-based SHE management. The alignment between the ERM risk management process and the SHE risk management process is reflected in the requirements of the 1S SHE EA.

Positioning within the SHE function

The 1S SHE EA also provides the management framework and clarity on the roles and responsibilities for the SHE function (both Group and OME) to enable the implementation of SHE practices in OMEs.

Figure 2: The most pertinent directional and governance documents which have interdependencies with the 1S SHE EA
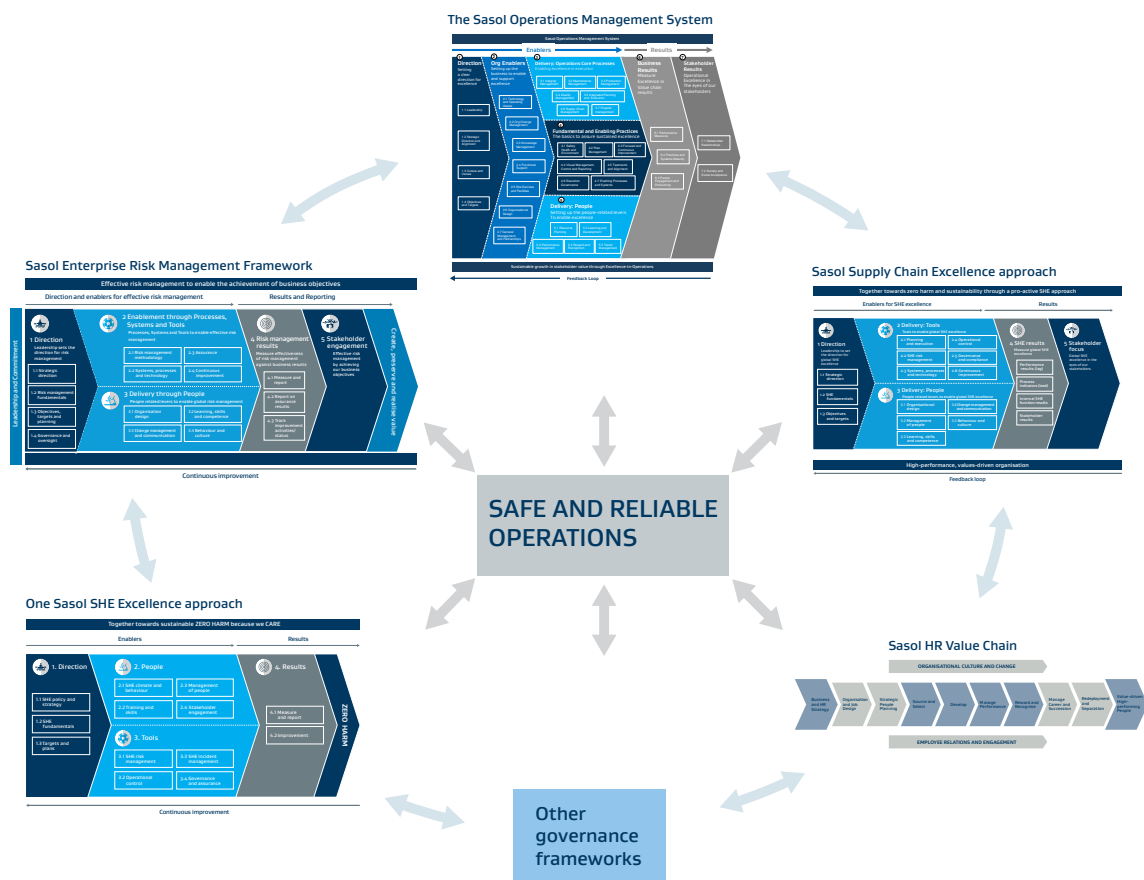
Directional governance

The SHE directional governance framework **(Figure 3)** ensures alignment between the expectations and direction from the Board, CEO and GEC, as well as the execution of SHE activities on operational level.
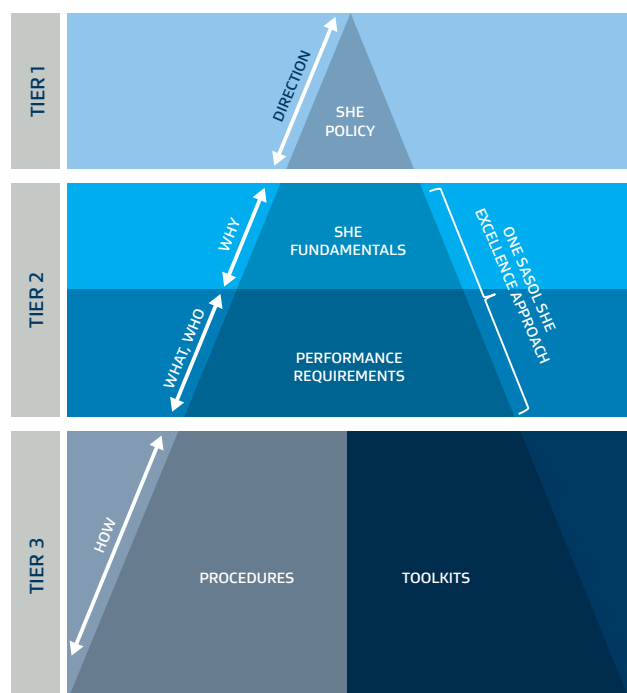

Figure 3: SHE directional governance framework

Tier 1: Sasol Group SHE Policy

Our SHE policy provides the overall direction for the Group to achieve sustainable zero harm. Our SHE policy states the following:

Our goal is to: Achieve and sustain zero harm through a risk–based approach.

We will achieve this by:

- Ensuring a safe and healthy workforce;
- Reliable, safe, and sustainable operations; and
- Responsibly addressing our environmental challenges with consideration for the interests of our stakeholders.
- Refer to p3 for the commitments and practices described in the SHE policy.

Tier 2: One Sasol SHE Excellence approach

Our SHE policy informs our SHE fundamentals and, subsequently, the performance requirements which constitutes our approach. This approach provides direction to our OMEs to achieve sustainable zero harm.

The **SHE fundamentals** provide the foundation for our SHE approach. They explain **WHY** the SHE capabilities and practices are part of our approach. They guide our beliefs and decision-making to enable sustainable zero harm in line with our SHE policy.

The four SHE fundamentals are:

- **Accountable Leadership;**
- **Engaged People;**
- **SHE Event Prevention; and**
- **Continuous Improvement.**

These fundamentals provide the context and common denominators for all the elements and performance requirements, for the way we manage SHE and achieve sustainable zero harm. Together with the Sasol Values and our aspirational culture, the SHE fundamentals are integrated into all our SHE practices, behaviours and actions (refer to **Element 1.2** for more detail).

The SHE fundamentals inform the performance requirements and related maturity assessment described in the elements of our approach. These elements describe the key capabilities and practices **(WHAT and WHO)** which must be embedded to achieve sustainable zero harm.

Tier 3: Procedures and Toolkits

The performance requirements provide the direction for execution guided by procedures and toolkits. Procedures provide direction to our OMEs regarding **HOW** SHE performance requirements should be met. Selected Group SHE procedures enable standardisation on global level, where OME SHE procedures cascade and customise the execution of performance requirements for each OME. SHE toolkits enable the implementation of performance requirements by providing guidance on best practices.

The execution and embedding of SHE procedures and toolkits are further embedded in operations through among others related standards, works instructions, enabling processes and systems, training and communication.

One Sasol SHE Excellence approach

Together towards sustainable ZERO HARM because we CARE

ZERO HARM

Results

4. Results
- 4.1 Measure and report
- 4.2 Improvement

Enablers

2. People
- 2.1 SHE climate and behaviour
- 2.2 Training and skills
- 2.3 Management of people
- 2.4 Stakeholder engagement

3. Tools
- 3.1 SHE risk management
- 3.2 Operational control
- 3.3 SHE incident management
- 3.4 Governance and assurance

1. Direction
- 1.1 SHE policy and strategy
- 1.2 SHE fundamentals
- 1.3 Targets and plans
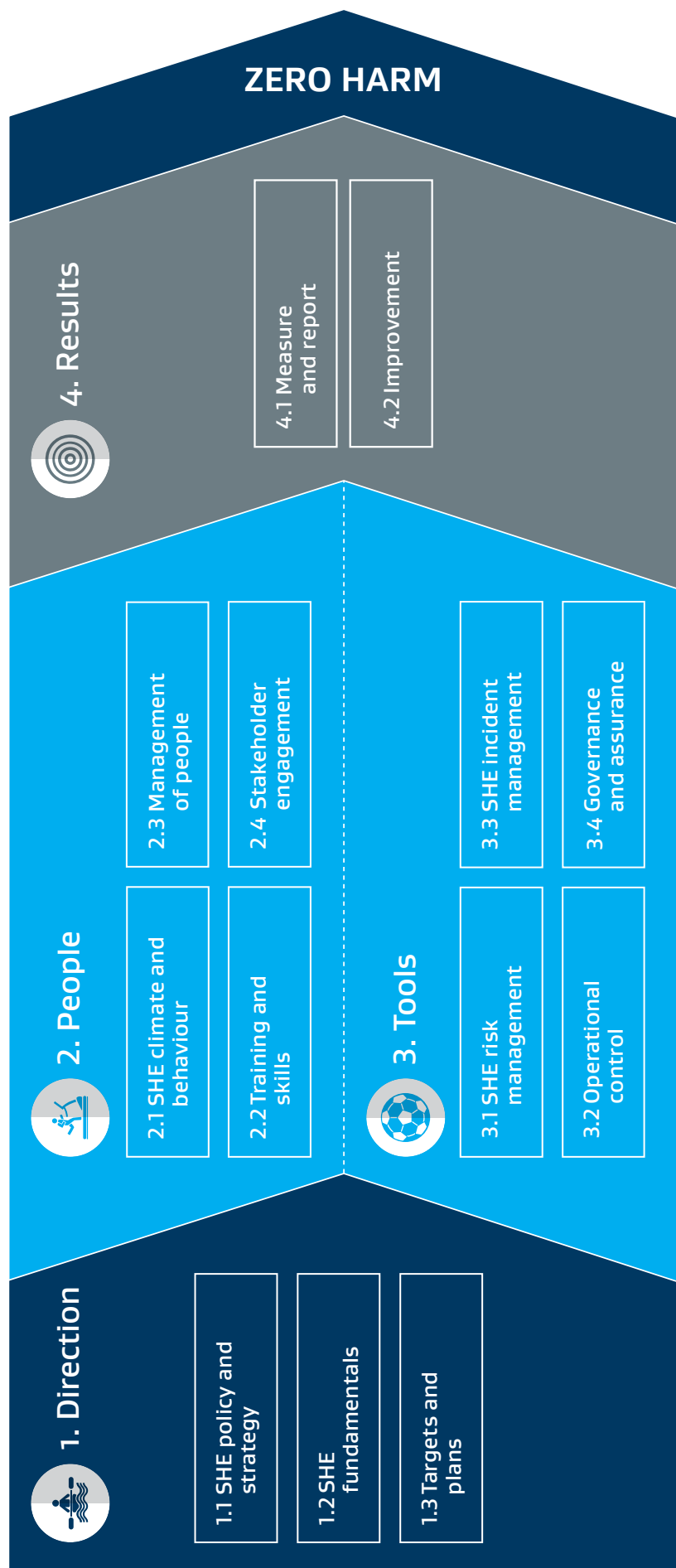
Continuous improvement

Revision 2.0

Figure 4: One Sasol SHE Excellence approach

Overview

Our goal is sustainable zero harm because we care. This is enabled through the 1S SHE EA which comprises strategic **Direction,** engaged **People** and risk-based **Tools** which deliver continuously improving **SHE results (Figure 4, p12)**. Within the context of our aspirational culture, leaders create a workplace where sustainable zero harm is a way of life. The Sasol Values of safety, people, respect and integrity, ownership and accountability, compliance and stakeholder focus are the basis of our approach. Each of the main sections consists of a number of elements which provide the insight into the building blocks required to achieve sustainable zero harm.

1	**Direction** **Ensure the team pulls in the same direction towards zero harm** Leadership sets the direction for sustainable zero harm through the use of various enablers. The integrated SHE policy and fundamentals provide the context within which the performance requirements are set. Targets and plans are set for all existing OMEs, growth projects and Joint Venture activities under our operational control.	**Elements** 1.1 SHE policy and strategy 1.2 SHE fundamentals 1.3 Targets and plans
2	**People** **Ensure team members are fit and skilled to achieve zero harm** People-related practices are used to enable sustainable zero harm. Our workforce is enabled through leaders who create a SHE climate conducive to zero harm. Leaders focus on zero harm behaviour, learning, skills and competency development. A competent, fit-for-purpose SHE function provides the necessary SHE support to OMEs.	**Elements** 2.1 SHE climate and behaviour 2.2 Training and skills 2.3 Management of people 2.4 Stakeholder engagement
3	**Tools** **Ensure the team has the tools to achieve zero harm** Risk-based tools are provided to enable sustainable excellent SHE results in our OMEs. 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, OMEs can meet SHE performance requirements, consistent with applicable SHE legal requirements and improved maturity levels.	**Elements** 3.1 SHE risk management 3.2 Operational control 3.3 SHE incident management 3.4 Governance and assurance
4	**Results** **Measure, review and improve towards sustainable zero harm** SHE results are monitored to measure and report on SHE performance, the effectiveness of SHE risk management and an assertion on assurance. These results are reviewed to inform the focus of continuous improvement activities.	**Elements** 4.1 Measure and report 4.2 Improvement

Interdependencies between sections and elements are not indicated on the approach diagram, but are represented by the **Feedback loop** arrow and indicated as follows in the sub-sections describing each element: [x.x]. These indicate that there are integration points throughout the approach (refer to **Appendix B4** for the risk-based implementation cycle for the One Sasol SHE Excellence approach). Refer to p16-17 for a legend and explanation of the content per element.

SHE scope and definition

The One Sasol SHE Excellence approach is an integrated approach which incorporates Process Safety, Occupational Safety, Occupational Health, Environmental Management and Product Stewardship. Functionally, these sub-functions are enabled by the sub-functions for Behaviour Transformation and Governance Assurance Risk and Reporting (GAR). The 1S SHE EA, including the SHE fundamentals and the performance requirements per element, is applicable to, but also informed by, every sub-function in SHE. Security and quality requirements are integrated into these performance requirements where applicable to people, asset or product safety. The leadership of these sub-functions interprets the 1S SHE EA requirements within their sub-functional context to provide direction to SHE functional specialists and OMEs for execution. For more guidance on quality and security, please refer to the OMS.

The SHE sub-functions and their summarised intent and scope (from a Sasol perspective) are described below (refer to **Appendix B1** for more detail on the sub-functional governance, processes and focus areas).

Main SHE Sub-Functions

Process Safety Management (PSM)

Intent: We achieve process integrity through inherently safe design, asset management and operations discipline to prevent loss of containment of hazardous chemicals that might result in fires, explosions, releases causing harm to people, the environment, assets and reputation.

Scope: Our approach to PSM focuses on:

- Committing to process safety by embedding a process safety culture throughout all our operations, continuously improving knowledge and competence of our workforce and complying with relevant legislation, codes and standards;
- Understanding process hazards and risks through hazard identification, risk assessments and process knowledge management by ensuring up-to-date, easily accessible process safety information for the life cycle of the plant;
- Managing process safety risks by knowing and managing controls, developing standard operating procedures, implementing safe work practices, ensuring the integrity of equipment, managing service providers and ensuring operational discipline through operations excellence;
- Developing and testing emergency management plans to reduce the impact of process safety undesirable events; and
- Learning from organisational and industry experience through incident investigation, measurement of leading and lagging metrics and assurance results.

Occupational Safety

Intent: We create a reliable, safe workplace to prevent and mitigate the exposure of our workforce to safety risks associated with our operations.

Scope: Our approach to Occupational Safety focuses on:

- Eliminating or minimising exposure to workplace hazards to send employees home safely on a daily basis;
- SHE training on common task execution;
- Improving and embedding a SHE climate and associated behaviours conducive to zero harm;
- Collaboration between Sasol and service providers to ensure a safe work environment; and
- Embedding of learnings from incidents.

Occupational 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.

Environmental Management

Intent: We responsibly manage the environmental risks and impact of our activities to support sustainable business performance and growth.

Scope: Our approach to Environmental Management focuses on:

- Sustaining compliance with all applicable requirements, including legal and internal objectives;
- Responsible and efficient use of natural resources to minimise impacts on the environment;
- Informed business decision-making where environmental requirements are integral to the risk-based decision-making process;
- Implementing effective management systems, with auditing and risk-based assurance to drive a mature environmental performance culture;
- Credible relationships with our stakeholders through partnerships, transparent dialogue, reporting and disclosure; and
- Responsibly addressing our environmental challenges with consideration for the interests of our stakeholders and the environment.

Product Stewardship

Intent: Our commitment is to provide products to meet existing and evolving customer needs, while minimising the impact on safety, human health and the environment throughout the product life cycle.

Scope: Our approach to Product Stewardship focuses on:

- Understanding and managing product properties, applications, related risks and potential exposure throughout the life cycle to continuously improve on performance;
- Reducing Sasol's risk and liability through demonstrating effective product custodianship along the value chain by ensuring compliance with applicable regulations and delivery of sustainable products;
- Tracking regulatory developments globally and facilitating timeous responses to relevant changes, to ensure compliance with all applicable regulations;
- Facilitating collaboration and engagement among internal and external stakeholders in the value chain to implement and embed product stewardship and Responsible Care® practices; and
- Ensuring product sustainability is maintained by engaging key stakeholders, associations and regulators to inform legislation development and by conducting proactive product research and development to modify product offerings where the need is identified.

Enabling SHE Sub-Functions

Governance Assurance Risk and Reporting (GAR)

Intent: We enable compliance with SHE practices using continuous improvement as a foundation. We govern, enable, optimise and improve the execution of our SHE practices in operations and across sub-functions.

Scope: Our GAR approach focuses on facilitating SHE continuous improvement through:

- Optimisation of governance structure effectiveness;
- Development of risk-based SHE processes, procedures and systems;
- Facilitation of SHE legal compliance in order to maintain our licence to operate;
- SHE performance reporting and improving SHE data integrity;
- Facilitation of sub-functional integration, optimisation and oversight of SHE assurance processes; and
- Stakeholder involvement to ensure understanding and alignment with our journey towards zero harm.

Behaviour Transformation (BT)

Intent: We enable leaders and teams to create a SHE climate of involvement, ownership, caring, empowerment, improvement and accountability through their own and their teams' behaviour, decisions and experience, informed by their deep-rooted belief in zero harm. All people visibly demonstrate commitment for achieving sustainable zero harm, enabled by leaders who build trust, exercise fairness and demonstrate care for their teams.

Scope: Behaviour Transformation provides an objective approach, through which the impact of underlying leadership behaviour on Sasol's SHE climate and performance are identified, predicted, unlocked and made visible. Behaviour Transformation focuses on identifying and addressing organisational, workplace and personal factors which influence the SHE climate.

Legend and structure per element

Each element is written in the same format, covering the **intent, context, terminology and concepts, performance requirements, critical success factors, leadership questions, roles and responsibilities** and the relevant **maturity assessment.**

Intent

OMS LINK	x. OMS link related to this element
	x. OMS link related to this element

A one-sentence statement describing the reason for including this element in the 1S SHE EA.

Context

The theoretical context for this element. Concepts are further explained with an appropriate diagram to further illustrate the context.

Terminology and concepts

Specific term or concept related to this element	Explanation within the SHE context.

Performance Requirements

Outcomes-based statements which describe what needs to be delivered in order to implement mature, risk-based SHE management practices, driving our aspirational culture.

Sub-heading

x.x.x Every numbered paragraph represents a performance requirement [x.x number in block brackets is a reference to an integration point with another element].

Critical success factors for this element
- Practices which are critical to the success of this element from a senior management point of view. These are based on the given performance requirements.

Leadership questions for improvement
- Questions to guide OME management for improvement focus areas. These are based on the given performance requirements.

Roles and Responsibilities

The following groups and generic role definitions are used in the One Sasol SHE Excellence approach to articulate specific roles and responsibilities per element.

SHE function roles and responsibilities
a) **Group SHE:** Refers to the central SHE team overseeing SHE management practices and results for the Group.
b) **OME SHE:** Refers to the SHE team reporting in a specific OME overseeing and enabling SHE management processes and results for the OME.

Group function roles and responsibilities
Refers to other central functional teams overseeing functional processes and results for the Group. e.g. Group HR, Group supply chain management.

OME roles and responsibilities
Refers to line management in OMEs and includes all levels of management who is responsible for SHE results and the execution of SHE-related practices.

Supporting documentation
- Specific documents which can be referenced for further detail on this element.

Legend and structure per element continues

Element Maturity Assessment

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	**Related outcome or practice.**	Description representing an undesirable practice.	Description representing the minimum to comply with.	Description representing the proactive practice that builds on the compliant practice.	Description representing the resilient practice that builds on the proactive practice.
	Desired maturity for the element		C	P	R

(note that Appendix B3 should be consulted before the maturity assessment tables in the elements are used)

Practical outcomes as proof of a team's maturity

The practices maturity assessment (table above) can be supplemented with the practical "outcomes as proof of maturity" as indicated at the end of the element – firstly for Compliant maturity and secondly for Proactive/Resilient maturity. These items represent practical outcomes which should be available/visible as practical proof of a team's SHE practices maturity. This proof can be validated with SHE management system audit results.

Compliant	✓
Outcome A	
Outcome B	
Outcome C	
Other	

Proactive/Resilient	✓
Outcome X	
Outcome Y	
Outcome Z	
Other	

The result of the Maturity Assessment and Practical Outcomes tables must be used to identify SHE improvement focus areas [4.2; 1.3].

Notes

1. Direction

Leadership to set the direction for achieving sustainable zero harm.

1.1 SHE policy and strategy

We position Sasol for effective risk management to enable the achievement of our strategic and business objectives.

1.2 SHE fundamentals

To provide the foundation for our SHE approach and to guide our beliefs and decision-making to enable sustainable zero harm.

1.3 Targets and plans

Our SHE direction is translated into objectives and measurable targets which are supported by plans that are resourced and implemented to ensure that SHE objectives and targets are met.

SHE policy and strategy

Intent

We position Sasol for effective risk management to enable the achievement of our strategic and business objectives.

Context

SHE direction is governed by the framework explained on **p11, Figure 5** below. The SHE policy sets out the overarching SHE commitments for the Group, which includes the entire Operating Model and Value Chain. The One Sasol SHE Excellence approach (1S SHE EA) interprets the direction given in the SHE policy, through the SHE fundamentals and performance requirements (WHY, WHAT and WHO). Lastly, these fundamentals and requirements of the 1S SHE EA inform the procedures and toolkits that are aimed at supporting the execution of SHE practices and activities in OMEs (HOW).
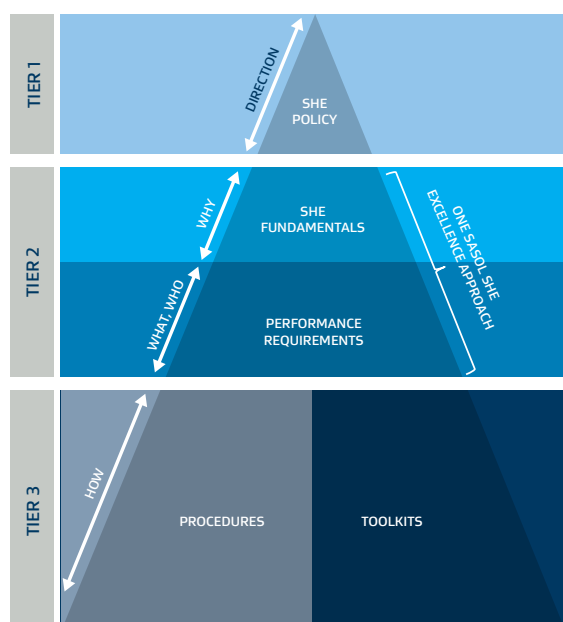
Figure 5: SHE directional governance framework

It is important to note that our goal of **sustainable zero harm because we care**, is also reflected in the strategic drivers, imperatives, focus areas and aspirational culture of the Group. Leaders and teams must be fully aligned with, support and actively drive this goal through:

- Alignment with the Group strategic drivers, guidance, imperatives and focus areas;
- Implementation and embedding of our aspirational culture;
- Alignment with the SHE policy, read with the Sasol Values and Code of Conduct;
- Implementation of the One Sasol SHE Excellence approach through the embedding of the SHE fundamentals and a mature level of the SHE performance requirements in daily operations and activities;
- Alignment of SHE objectives and targets with our journey towards zero harm;
- Implementation of SHE improvement focus areas through SHE Game Plans; and
- Executing SHE practices in line with approved SHE procedures and toolkits.

Terminology and concepts

Sustainable zero harm	Sustainable zero harm is defined from a broad people, asset and environmental perspective, while still enabling business sustainability. We acknowledge that this is an aspiration which requires a journey and involves all relevant stakeholders.
SHE policy	Written statement stating Sasol's commitment towards sustainable zero harm for people, the environment and communities in which we operate. It is endorsed by the JCEOs.
Strategic direction	The longer-term drivers/focus areas/imperatives/guidance which provide overarching direction for change and improvement. This gives input to objective and target setting, as well as annual Game Plan development. It is informed by the Board (including its Committees), the JCEOs with the support of the Group Executive and its Committees.
Performance requirements	Outcomes-based statements which describe outcomes or deliverables to be implemented in order to achieve mature, risk-based SHE management practices, driving our aspirational culture.

Performance Requirements

SHE direction

1.1.1 The SHE policy sets out the SHE commitment for sustainable zero harm in our operations globally.

1.1.2 The SHE policy informs the standardised, risk-based One Sasol SHE Excellence approach which describes the belief system (SHE fundamentals), key practices and capabilities which are clearly outlined in the SHE performance requirements which must be embedded to achieve sustainable zero harm. This approach forms the SHE management framework in Sasol.

1.1.3 The SHE fundamentals provide the belief system, foundation, context and common denominators for the elements in the One Sasol SHE Excellence approach. They are the basis upon which SHE performance requirements are set. [1.2]

1.1.4 The SHE policy and One Sasol SHE Excellence approach should:
- Be appropriate to the nature, scale and potential SHE impacts of our operations;
- Consider the following:
  - Sasol Values, Code of Conduct, vision and strategy;
  - Agreed stakeholder requirements; [2.4]
  - Relevant external SHE and regulatory landscape (including changes and amendments); [3.4]
  - SHE fundamentals; [1.2]
  - Internal SHE performance, maturity and capabilities; [4.1, 4.2]
  - Relevant ISO standards and requirements;
  - International commitments by Sasol, such as Responsible Care® and the UN Global Compact;
  - Material sustainability challenges; and
  - Group top SHE risks. [3.1]
- Be available to relevant stakeholders; [2.4] and
- Be reviewed and updated based on changing risk profiles, SHE results, assurance deviations, reviews, incident investigations and relevant changing legislation. [3.3, 3.4, 4.1, 4.2]

Management standards providing direction

1.1.5 Through the One Sasol SHE Excellence approach, internationally recognised management standards and relevant legislation are adopted and integrated into the SHE performance requirements **(Appendix B7)**. These include, but are not limited to:
- ISO 9001 Quality management systems requirements;
- ISO 14001 Environmental management system requirements;
- ISO 45001 Occupational health and safety management systems requirements;
- Responsible Care®; and
- Process Safety Standards.

1.1.6 OMEs adopt applicable management standards for certification, considering customer and business requirements according to OME top SHE risks.

Implementation of SHE direction

1.1.7 Leaders set the tone for achieving sustainable zero harm. They enable this journey through embedding the aspirational culture of zero harm, the SHE fundamentals and mature, risk-based SHE management practices. [1.2, 2.1, 4.2]

1.1.8 The One Sasol SHE Excellence approach is cascaded and implemented in the Group and OMEs through:
- Provision of resources (people, technology and financial) to ensure the effective implementation and maintenance of the approach; [1.3]
- Effective communication to relevant stakeholders; [2.4]
- Alignment of all our people with the direction of sustainable zero harm; [2.1, 2.4]
- Cascading SHE performance requirements into Group and OME procedures and toolkits for implementation; and
- Embedding SHE performance requirements into the OME business practices and rhythms to ensure sustainability.

1.1.9 Executive leaders drive the SHE journey towards sustainable zero harm through initiatives which create the focus and energy to execute prioritised improvement plans. [2.4, 4.2]

Critical success factors for this element
- The SHE policy and One Sasol SHE Excellence approach are implemented in OMEs; and
- SHE performance requirements are translated and cascaded in OMEs to ensure practical implementation and embedding.

Leadership questions for improvement
- How is the Group SHE policy translated in my OME?
- Do I set the tone for zero harm through embedding the SHE fundamentals?
- Do I understand the top SHE risks and requirements of my area of responsibility and do we have an effective strategy to achieve sustainable zero harm?
- Do I collaborate with other OME leaders to ensure best practices are shared and that we implement a consistent approach in all areas?
- How is the One Sasol SHE Excellence approach implemented and embedded in my team?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities, in consultation with OME SHE leaders:

- Develop, review and propose changes to the SHE policy based on changing risk profiles, the results of SHE audits, reviews and incident investigations;
- Provide SHE input to the review and development processes of the Group Strategy;
- Evaluate any factors or influences that may impact on the OME operations or SHE direction;
- Develop, review, maintain and enable the implementation of the One Sasol SHE Excellence approach;
- Engage with leaders to attain commitment and ensure implementation of the SHE journey towards sustainable zero harm; [2.4]
- Track the implementation of the One Sasol SHE Excellence approach, as well as its effect on SHE performance; [1.3, 4.1] and
- Facilitate the development and review of Group SHE procedures and toolkits. Enable and evaluate its implementation.

b) The OME SHE function responsibilities, in collaboration with OME and other functional leaders:

- Develop and embed the OME SHE policy declaration based on the Group SHE policy;
- Give SHE input to the OME strategic planning process in line with the OME progress on the journey towards sustainable zero harm;
- Advise and support OME leaders in the implementation of the SHE policy and One Sasol SHE Excellence approach;
- Facilitate the implementation of agreed international standards and oversee related certification activities; [3.4]
- Enable and track the implementation of Group SHE procedures and toolkits;
- Facilitate the development of OME-specific SHE procedures and enable its implementation in the OME; and
- Enable and support operational activities in meeting SHE performance requirements.

OME roles and responsibilities

a) OME management responsibilities:

- Adopt and endorse the SHE policy and the One Sasol SHE Excellence approach;
- Integrate SHE input to the OME strategic planning process in line with the OME progress on the journey towards sustainable zero harm;
- Adopt the SHE fundamentals as a personal belief system to guide the journey towards sustainable zero harm;
- Demonstrate commitment, support and personal accountability for sustainable zero harm through active and visible participation in alignment with the Sasol aspirational culture; and
- Ensure that appropriate resources are provided and that teams are empowered to implement the SHE performance requirements.

Supporting documentation

- Sasol vision and values;
- Sasol aspirational culture;
- Sasol strategic direction;
- Group SHE policy;
- OME SHE policy declaration;
- OME strategy;
- One Sasol SHE Excellence approach;
- SHE directional governance framework **(Figure 5, p20);**
- SHE strategic position papers and statements; and
- Applicable International Management standards, including:
  - ISO 9001 quality management systems requirements;
  - ISO 14001 Environmental management system requirements;
  - ISO 45001 Occupational health and safety management systems requirements;
  - Responsible Care®;
  - EMAS;
  - Seveso directive; and
  - Process safety standards.

Element 1.1 Maturity Assessment: SHE policy and strategy

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	My team is aware of the **SHE policy** (or OME SHE policy declaration) and its contents.	No, not all.	The SHE policy is available for those who want to see it.	Yes, leaders commit to the SHE policy and communicate it.	Yes, our SHE policy is consistently used to guide our SHE direction and improvement plans.
b	My team is committed to the goal of **sustainable zero harm.**	No, not all.	Yes, my team mostly understands the intent and meaning of zero harm.	Yes, this is evident in all leaders setting a tone for sustainable zero harm – walking the talk.	Yes, we all believe zero harm is possible and participate in the journey with passion. All teams collaborate and take pride in sustained zero harm results.
c	Our **One Sasol SHE Excellence approach** is understood and implemented.	No.	Our leaders are aware of the requirements of the 1S SHE EA and drive consistent compliance with SHE rules and procedures.	Our leaders use the SHE fundamentals as their belief system to drive the journey towards zero harm. The 1S SHE EA is understood and integrated with the Operating Standards used by the OME.	Yes, we all live by the SHE fundamentals, our SHE approach is standardised and proven effective in reducing SHE risks. The 1S SHE EA is used by leadership to direct risk- based SHE practices which are embedded at all team levels as the "way we do SHE".
d	We adhere to all relevant **management standards.**	No, not all.	Yes, we know what standards are relevant and align our performance requirements to enable adherence.	Yes, optimised SHE processes are driven by assigned owners and enable leaders to manage team-specific SHE risks effectively.	Yes, our integrated management systems enable regular review and continuous improvement of SHE performance.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✓
SHE policy declaration is available	
Practical actions to create team commitment to zero harm (e.g. communication, pledges, team talks)	
SHE climate survey results	
Alignment between the 1S SHE EA and the OME SHE practices regarding SHE legal compliance	
Adherence to management standards (e.g. audit results, certification)	

Proactive/Resilient	✓
SHE policy declaration is used in communication and SHE directional decisions	
Team participation in the journey towards zero harm	
OME SHE procedures and toolkits are aligned with the SHE performance requirements as set out in the One Sasol SHE Excellence approach	
Integrated management system aligned with the One Sasol SHE Excellence approach	

Element 1.2
SHE fundamentals

Intent

To provide the foundation for our SHE approach and to guide our beliefs and decision-making to enable sustainable zero harm.

Context

The SHE fundamentals represent our SHE belief system in Sasol: Accountable Leadership, Engaged People, SHE Event Prevention and Continuous Improvement. These fundamentals are the foundation of the One Sasol SHE Excellence approach. They provide the context and common denominators for all the elements and performance requirements, for the way we manage SHE and achieve sustainable zero harm. Together with the Sasol Values, our SHE fundamentals are integrated into all our SHE practices, behaviours and actions and guide our decisions.
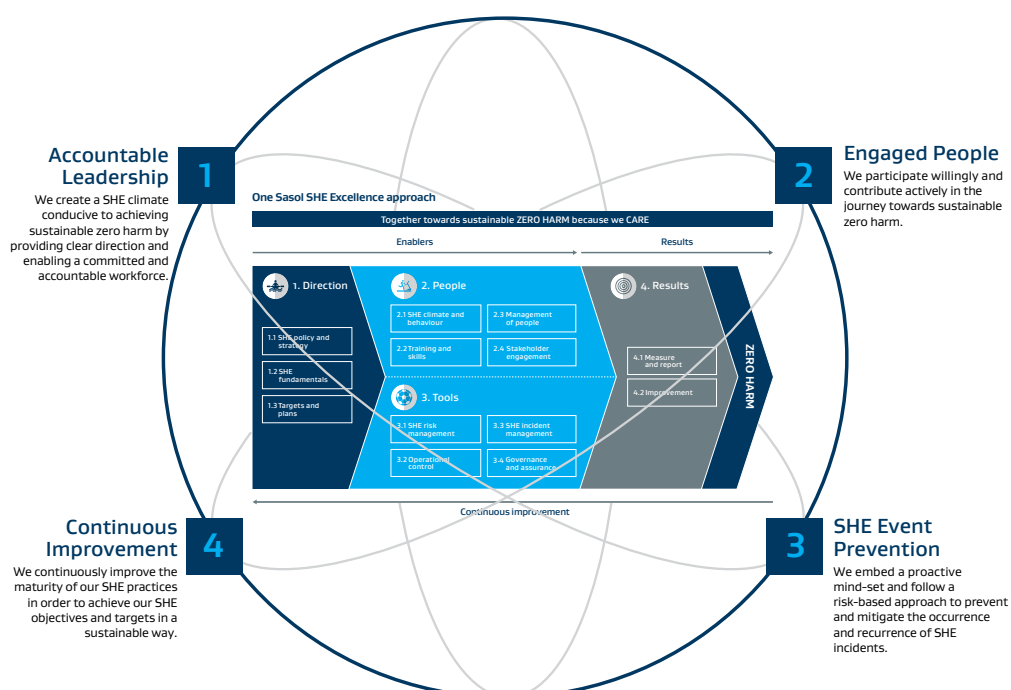
Figure 6: SHE fundamentals providing the common denominators in our approach

Terminology and concepts

SHE fundamentals	A fundamental is a belief that we embrace – what do we see as right or wrong or as true or false. It determines the way that we think and influence the way that we do things on a day-to-day basis. Our Sasol Values and SHE fundamentals provide a common mindset and language to align all our activities as described in our SHE performance requirements.
SHE leadership	The process of effective interaction between leaders and their teams, through which leaders could exert their influence on people to achieve organisational objectives and targets related to zero harm under the circumstances of organisational, workplace and individual factors.
SHE climate	The "tone" that is set currently for the way people behave in the organisation which are influenced by organisational, workplace and personal factors.
High Severity Incidents (HSIs)	All actual Level 1 and 2 and Potential Level 1 incidents.

Performance Requirements

Critical success factors for this element

- SHE fundamentals are embedded as the belief system which guides everything that we do and guides SHE behaviours, actions and decisions in the Group.

Leadership questions for improvement

- How do I enable my team to be successful in achieving SHE excellence?
- Do I lead by example and take accountability for SHE in my area of responsibility?
- Do I inspire my people to actively participate in SHE activities and become SHE ambassadors?
- Do I embed and enable a proactive approach to managing SHE risks?
- Do I embed learnings, share best practices and constantly look for ways to improve my team's SHE maturity?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities, with OME SHE managers and management consultation:

- Develop and review changes to the SHE fundamentals to ensure alignment with Group direction and SHE sub-functions; and
- Provide guidance to the Group on SHE behaviours, actions and decisions, based on the SHE fundamentals.

b) OME SHE function responsibilities:

- Oversee the OME SHE behaviours, actions and decisions, based on the SHE fundamentals, and lead by example; and
- Enable the OME in the practical embedding and application of the SHE fundamentals.

OME roles and responsibilities

a) OME management responsibilities:

- OME management provides SHE leadership based on the SHE fundamentals as a belief system. This includes taking accountability for the necessary change management, communication, coaching and other leadership actions to enable sustainable zero harm; and
- Employees understand the SHE fundamentals, own it and act accordingly.

Supporting documentation

- Sasol Values;
- Group SHE policy;
- Sasol aspirational culture; and
- OME strategy.

1.2.1 SHE fundamental 1
Accountable Leadership

Intent

We create a SHE climate conducive to achieving sustainable zero harm by providing clear direction and enabling a committed and accountable workforce.

Scope

Our leadership:

- Sets direction for SHE delivery by embedding the SHE fundamentals and performance requirements to achieve SHE excellence;
- Visibly demonstrates commitment to and takes accountability for achieving sustainable zero harm;
- Cares for all our people;
- Is competent to lead SHE performance by creating a SHE climate conducive to sustainable zero harm; and
- Accepts accountability and enables our people to work safely and responsibly.

Context

Setting the tone for sustainable zero harm

The sustainable mitigation of risk exposure is dependent on accountable leadership at all levels setting the tone and exhibiting behaviours aligned with our aspirational culture. Leaders' personal **beliefs** inform their **behaviour**, which in turn influences the SHE **climate** they create for a team to operate in. If this SHE climate is embedded, it becomes the **culture**, which reinforces people's personal beliefs and influences their behaviour over time.

To enable **sustainable zero harm because we care**, leaders create a SHE climate of involvement, ownership, empowerment, improvement and accountability through their behaviour, decisions and experience, informed by their own deep-rooted belief in zero harm. Leaders visibly demonstrate commitment for achieving sustainable zero harm, build trust, exercise fairness and demonstrate care for their teams.

Culture
The way things are always done here

Reinforce

Embed

Beliefs
Informs my behaviour

ZERO HARM

SHE climate
The tone set through behaviour

Inform

Influence

Behaviour
The way I act

What does it mean?

- All leaders influence the SHE climate through their day-to-day actions, behaviours and decisions which ultimately impacts SHE performance.
- Honest, bold and sincere leadership evaluation of their own and other's behaviour and beliefs is necessary to improve the SHE climate and performance (e.g. SHE climate survey).
- As a leader, I lead my team towards zero harm proactively, and do not leave our progress to chance.

Figure 7: Relationship between culture, climate, behaviour and beliefs as it relates to our journey towards zero harm

Leaders understand their business context and develop a strategy and plan to proactively manage SHE risks. They enable the workforce by providing them with all the right tools (e.g. systems, processes, procedures, equipment) and training/skills to achieve sustainable zero harm. Leaders set the boundaries and consistently apply discipline and/or recognise and reward behaviours that influence the SHE climate. Leaders work closely with the SHE Behaviour Transformation function to ensure they understand their influence on the SHE climate in their teams, impacting SHE behaviour.

Demonstrate care

Leaders build trust within their teams by treating team members fairly and consistently, supporting them in barrier removal and visibly demonstrate that they care. Leaders have a deep personal commitment to prevent all harm to people, equipment and the environment. This requires giving enough attention, resources and time to SHE interventions and activities. They also embrace change and seek improvement opportunities to further reduce risk exposure on their journey towards zero harm.

1.2.2 SHE fundamental 2
Engaged People

Intent

We participate willingly and contribute actively in the journey towards sustainable zero harm.

Scope

All our people:

- Are committed to taking accountability for their own wellbeing and to work in a safe and responsible manner;
- Are actively engaged and participate in SHE activities and interventions;
- Demonstrate care for themselves and for each other;
- Are competent, mindful and disciplined to execute their daily jobs safely and responsibly; and
- Live the desired behaviours conducive to zero harm, as a way of life.

Context

Engaged people care for self and others and integrate zero harm into daily life

The sustainable mitigation of risk exposure is dependent on all our people being engaged and personally committed to taking accountability for their own wellbeing and to work in a safe and responsible manner. It requires our people to be actively involved and participate in SHE-related activities and interventions, as well as demonstrating care for themselves and for each other. Competence, constant awareness of SHE risks and discipline is exercised to execute their daily jobs safely and responsibly and they live the desired behaviours for zero harm, as a way of life. The SHE climate of caring and trust that our leaders create, translates into a change of "heart", having a positive influence on the beliefs, mindsets and actions of our people on our SHE journey towards sustainable zero harm.

Take zero harm to heart

My ownership for zero harm is more than a "cognitive" exercise. It is embedded in my heart as a belief. For me, zero harm is a personal commitment – it is about making it part of my everyday life – at home and at work. Life Saving Rules are totally embedded in the way I work.

Zero harm = Caring for each other

We respect each other and actively work towards making zero harm a part of the way we do things around here, because we CARE. We work hand-in-hand and actively support each other on our journey towards zero harm, ensuring we all go home safely every day. There is openness and trust to ensure that we can engage with each other about zero harm. We hold each other accountable.

Constant risk awareness/vigilance

I continuously identify hazards in my working environment to avoid complacency. I understand that past performance does not always predict future good performance. I understand how my beliefs, attitudes and actions contribute towards zero harm and ensure that safety procedures are always adhered with. I have a questioning attitude and have courage to stop unsafe work.

What does it mean?

Our Sasol Values describe Engaged People as follows:

- I care about my own safety and that of every person I work with. I take a stand, I speak up and own issues relating to safety, health and the environment.
- I approach any task as an opportunity to collaborate, learn and support the people I work with. I celebrate my colleagues' successes.
- I know that my success is strengthened by the people I work with. I make a point of seeking out and listening to my colleagues' views.

1.2.3 SHE fundamental 3
SHE Event Prevention

Intent

We embed a proactive mindset and follow a risk-based approach to prevent and mitigate the occurrence and recurrence of SHE incidents.

Scope

Our risk-based approach, aligned with the Sasol Enterprise Risk Management methodology, focuses on:

- The identification, assessment, prioritisation, communication and control management of all SHE risks;
- Proactive, integrated management of SHE risks across sub-functions;
- Implementing preventive and corrective actions, and embedding learning to prevent recurrence of undesirable SHE events; and
- Actively benchmarking and applying event prevention methodologies and practices.

Context

Event prevention

The sustainable mitigation of risk exposure is dependent on identification of hazards and associated undesirable events, the effective implementation of preventive and corrective controls, identification of critical controls and the diligent management of the effectiveness of all controls, with specific focus on critical controls. Mitigation of SHE risk exposure relates to the Group Key Undesirable Events and top SHE risks in our operations. An undesirable event defines the moment in time when control of the hazard is lost (e.g. loss of containment of gases, exposure to electricity, loss of control of mobile equipment). A proactive mindset is required to ensure that undesirable events are prevented.

Proactive mindset

The bow-tie methodology and critical control management are valuable tools to explain and embed a proactive mindset in our organisation. It provides us with a way to distinguish between preventive and corrective controls, analyse the effectiveness of our controls, assist us to identify critical controls and understand and proactively improve a control's design and operating effectiveness.
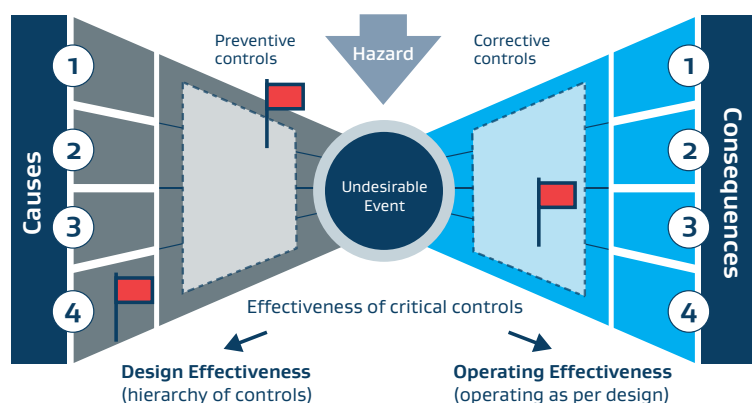
What does it mean?

- Leaders **prioritise** actions, time and effort based on a thorough understanding of the operation's risk profile, control effectiveness and exposure (i.e. red flags).
- Leaders understand and analyse trends of **risk-based leading indicators** in order to take proactive action to prevent harm incidents.
- Leaders embed a **culture of risk awareness, control ownership** and proactive **control management.**

Figure 8: Bow-tie analysis and effectiveness of controls

Understanding High Severity Incidents

On our journey towards sustainable zero harm, a major milestone to achieve is zero High Severity Incidents (HSIs) which includes zero fatalities and zero major health and environmental incidents. According to research, approximately 21% of lost time injuries, medical treatment injuries, first aid cases and near misses had the potential to result in an HSI. To prevent HSIs, leaders must focus on these **potential** HSIs and have a **risk-based approach to managing SHE activities.** (Refer to Dekra white paper Preventing Serious Injuries and Fatalities (SIFs): a new study reveals precursors and paradigms (Martin, Black) Professional Safety magazine (2016).)

1.2.4 SHE fundamental 4
Continuous Improvement

Intent

> We continuously improve the maturity of our SHE practices in order to achieve our SHE objectives and targets in a sustainable way.

Scope

Our approach focuses on:

- Integrated, mature performance requirements which are globally applicable;
- Reviewing and analysing the current and desired required maturity level of SHE performance and practices within the framework of the One Sasol SHE Excellence approach;
- Implementing improvement plans and actions to close identified gaps and ensure sustainable improvement towards zero harm performance; and
- Embedding of learnings and applicable best practices.

Context

Embedding mature SHE practices to achieve sustainable zero harm

The sustainable mitigation of risk exposure is dependent on embedding mature SHE practices. We believe that sustainable zero harm can only be achieved if it is underpinned by mature practices **(Figure 9)**. Practices in the REACTIVE stage must be eliminated. In the COMPLIANT stage, practices are embedded to build a solid foundation of compliance. This is the first step in the journey towards sustainable zero harm. PROACTIVE practices build on a strong compliant foundation to ensure that effective, risk-based SHE management practices deliver value. In the RESILIENT stage, the team reaches their full potential of sustainable zero harm by embedding best-in-class practices, while compliant and proactive practices remain in place (refer to **Appendix B3** for more detail on the SHE maturity assessment).

Continuous improvement methodology

To achieve the embedding of mature SHE practices, a continuous improvement methodology and mindset are imperative. The plan, do, review, improve cycle guides practical risk-based implementation of the One Sasol SHE Excellence approach (refer to **Appendix B4**).
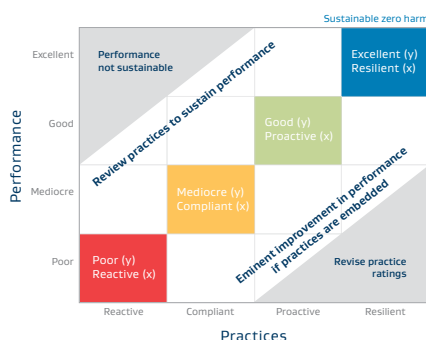
What does it mean?

- Embed compliant SHE practices to build a strong foundation for improvement;
- Adopt a mindset of **"beyond compliance, towards excellence"** for proactive and resilient SHE practices; and
- Actively drive a culture of continuous learning and embedding.

Figure 9: SHE Maturity diagram

Embracing learning and embedding improvement

SHE learnings are derived, for example, through high-quality root cause analysis (RCAs) of actual and potential high severity SHE incidents (including organisational, workplace and individual factors), assurance trends, SHE performance trends, SHE climate surveys and SHE maturity assessments. Such learnings are communicated and implemented throughout the organisation, to ensure that we rapidly learn from and prevent incidents. Leaders actively embed a strong foundation of compliance from which maturity improvement and learning can be driven.

We proactively promote creativity in reducing SHE risk levels and are constantly searching for better ways to control and reduce the exposures to our workforce. We continuously strive to enhance our controls by improving the design effectiveness thereof. We prioritise the embedding of control effectiveness learnings – whether it is our own or from others.

Element 1.2 Maturity Assessment: SHE fundamentals

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a Accountable Leadership	Leaders are only visible during or after SHE incidents and create a SHE climate of fear and blame. The SHE function mainly takes ownership for SHE.	Leaders are visibly committed to zero harm. Leaders enable teams to fulfil their SHE responsibilities and lead by example.	Leaders inspire people, create a SHE climate conducive to achieving zero harm and proactively address SHE performance through improved SHE practices.	Leaders consistently set the tone for sustainable zero harm and genuinely care for their people. The systems and culture to enable zero harm prevail after the leader leaves the team.
b Engaged People	SHE is not a way of life and/or people are mostly disengaged on our journey towards sustainable zero harm.	Every team member understands what is required to achieve zero harm, is competent and takes ownership to execute their daily jobs with zero harm.	Teams are proactively involved in SHE programmes and people are individually committed to zero harm by caring for themselves, others and the environment.	Our people consistently behave in a way which demonstrates that zero harm is embedded as a way of life. All people are passionate about achieving sustainable zero harm.
c SHE Event Prevention	There is limited understanding of SHE risks and controls in teams. The culture is re-active.	SHE risks and related controls are identified, assessed, prioritised and communicated to teams to ensure SHE legal compliance.	Risk-based SHE practices are applied in teams. Risk controls are verified and assurance is given on the effectiveness of all critical controls. SHE activities are prioritised based on a thorough understanding of risk profile and exposure.	Integrated management of SHE risks across disciplines. Learnings from control failures are implemented, checked for effectiveness and embedded. Controls are improved continuously to reduce risk.
d Continuous Improvement	SHE practices are mostly dependent on the team's experience and improved as part of corrective actions. The team has a limited view on gaps or improvement areas.	SHE practices are compliant with SHE legal requirements. Focus on the embedding of a strong foundation of compliance as a basis for further improvements.	SHE practices are enabled and embedded to be effective in proactive mitigation of SHE risks. Teams have a mindset of exceeding minimum requirements. Potential improvement focus areas are prioritised and actioned.	A mindset of continuous improvement is embedded and drives the achievement of sustainable zero harm results. A formal continuous improvement programme is in place. Best practices and learnings are shared and embedded across OMEs.
Desired maturity for the element		C	P	R

Considerations to inform the Executive SHE fundamentals maturity assessment discussion

Compliant	✔
SHE performance maturity across sub-functions	
SHE climate diagnostic results are reviewed and analysed	
Heartbeat results and HR data are reviewed and analysed for high-risk areas	
Root causes from HSI investigations identified	
Operations know and execute critical controls	
OME risk profile and risk exposure	

Proactive/Resilient	✔
Progress on previous year's SHE Game Plan or SHE improvement focus areas	
SHE focus areas identified from other maturity assessment sessions and reviews	
Input from open discussions/interviews	
Monitoring the effectiveness of high-risk task management	
Specific focus on leading indicators during SHE performance maturity assessments	
Monitoring and assurance of the effectiveness of critical controls	

Element 1.3
Targets and plans

Element Intent

Our SHE direction is translated into objectives and measurable targets which are supported by plans that are resourced and implemented to ensure that SHE objectives and targets are met.

Context

To ensure we achieve sustainable zero harm, we actively drive the measurement and long-term improvement of our SHE performance. We achieve this through understanding the long-term SHE objectives set by the Group and/or OME and its impact on our team. We can measure our progress through a set of defined KPIs (both leading and lagging indicators). The identification of these KPIs is important to improve the SHE maturity on the journey towards zero harm and may, therefore, change from year to year (e.g. in year 1 the correct lagging indicator might be identified and a baseline set, in year 2, a related leading indicator for compliance may be identified, in year 3 a proactive leading indicator may be defined and linked to the team's risk profile). We set targets for these SHE KPIs. We ensure that these targets are stretched, but also SMART (specific, measurable, achievable, results focused and time-bound) compared to our SHE performance. Our aim is to use the leading indicators which enable us to be more proactive in improving our SHE results, which are measured by lagging indicators.

To ensure our team's SHE objectives and SHE targets are reached, SHE focus areas are prioritised and included in our team's annual Game Plan. The diagram below shows the link between our team's Game Plan and the Group strategic direction.
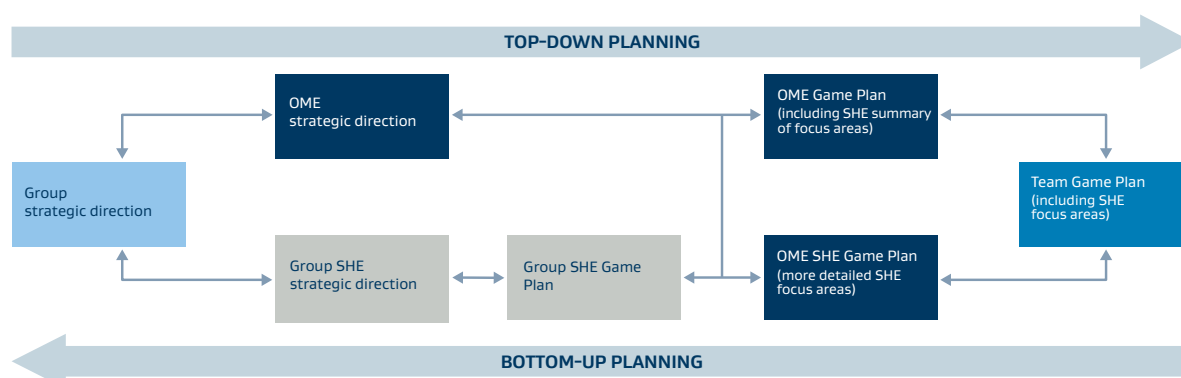
Figure 10: Game Plan planning process

We determine our SHE focus areas with consideration for our SHE performance and the top SHE risks within our area of responsibility. We drive these focus areas through implementing improvement actions. Our team's SHE focus areas provide input to the Group and OME SHE Game Plan and strategic direction. To drive these SHE focus areas, detailed actions are planned for and resourced. Our team takes full ownership to execute these planned SHE actions and we track the progress and effectiveness thereof.

Terminology and concepts

Objectives	An objective is a result you intend to achieve. Objectives can be strategic, tactical, or operational and can apply to an organisation as a whole or to a system, process, project, product, or service. Objectives may also be referred to as targets, aims, goals, or intended outcomes. (ISO 45001)
Target	Measurable annual performance to be achieved. It can also be referred to as a milestone, in relation to longer-term objectives.
Key Performance Indicator (KPI)	Defined and measurable metric used for evaluating performance, normally built into a KPI structure and broken down into lagging and leading indicators.
Leading vs. lagging indicators	Lagging indicators monitor performance after it happened (hindsight). Leading indicators are proactive measurements used to provide foresight or red flags to indicate what the results of lag indicators might be.
Game Plan	A summarised list of annual focus areas and annual targets, which is used for team alignment and further detail execution planning.

Performance Requirements

SHE objectives and targets

1.3.1 The SHE direction and goal of sustainable zero harm [1.1] is translated into clear SHE objectives which are measured through a balanced set of Key Performance Indicators (KPIs) and its related targets. This includes risk-based leading and lagging KPIs based on SHE legal and other requirements. [3.1, 3.4, 4.1]

1.3.2 Long-term, medium-term and short-term targets and/or milestones are set for SHE KPIs. The following requirements are taken into account when setting these targets:

- Legal and other business requirements; [3.4]
- Targets are realistic and measurable to ensure that they are reasonably achievable within current organisational capability and performance; [4.2]
- Targets are stretched to provide direction for improvement; [4.2]
- Group SHE targets are cascaded in OMEs based on the appropriateness and risk profile of the specific operations; [3.1]
- How incentivising KPIs influences behaviour and how interdependencies between KPIs may incentivise opposing behaviours; [2.1, 2.3] and
- Consistency with the long-term objective of zero harm and the elements of the One Sasol SHE Excellence approach. [1.1]

SHE Game Plans

1.3.3 SHE KPIs are incorporated into SHE Game Plans for execution and tracking. [4.1] SHE target setting, Game Plan development and execution are governed by relevant governance structures. [3.4]

1.3.4 Group and OME SHE Game Plans are reviewed and updated at least annually during the annual planning cycle. These Game Plans consider the following:

- Improvement themes from the SHE focus areas of teams (bottom-up planning process); [4.2] and
- Strategic focus areas (top-down planning process). [1.1]

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

- Detailed actions, timelines, milestones and assigned responsibilities; [2.3] and
- Required resources such as people, time and money.

1.3.6 SHE Game Plans are tracked, deviations are timeously identified, and appropriate corrective actions implemented to ensure the improvement benefit is realised. [4.1, 4.2]

Critical success factors for this element

- SHE targets are specific, measurable, attainable, relevant and time-bound;
- Group SHE objectives and targets are globally relevant, but also consider OME-specific context and challenges to ensure reiterative cascading;
- Input by key stakeholders into the SHE target-setting and Game Plan planning process is an important part of the change management process to ensure buy-in and ownership of SHE targets;
- SHE Game Plans are aligned with the SHE risk profile of the Group and OMEs; and
- SHE Game Plans are used to align the workforce on the priorities to ensure that SHE performance meets set targets.

Leadership questions for improvement

- Do my team's SHE KPIs incentivise the right behaviours?
- Do I have visibility of our SHE leading indicators?
- Do my team's SHE leading indicators drive the right activities to positively influence the lagging indicator results?
- Does my team's SHE Game Plan include SHE improvement themes aligned with my OME SHE focus areas?
- Do we see the benefit of the execution of our SHE Game Plan reflected in improved SHE performance?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities, with relevant input from OME SHE leaders:

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

b) OME SHE function responsibilities:

- Give input to the development of the Group SHE Game Plan;
- Facilitating the process of establishing OME SHE **KPIs and targets** which are aligned with Group SHE targets. Advise and support the OME in establishing and tracking of OME SHE targets; [4.1]
- Interpret SHE KPI **trends** in the OME; [4.1]
- Facilitate the development of an OME SHE **Game Plan** which incorporates relevant focus areas from the Group SHE Game Plan, and OME-specific SHE risks; and
- Facilitate and support the OME SHE Game Plan implementation actions. Monitor and report progress on the implementation of the OME SHE Game Plan.

OME roles and responsibilities

a) OME management responsibilities:

- Establish and review OME SHE targets in alignment with Group SHE targets and the Sasol Group STI;
- Obtain approval for OME SHE targets;
- Ensure that OME SHE targets are cascaded to team KPIs and individual performance agreements;
- Involve teams and service providers to prioritise SHE focus areas according to the specific OME SHE risks and bottom-up SHE focus area planning process;
- Provide the resources (people, budget and technology) to achieve the agreed SHE targets;
- Track and manage SHE performance and SHE Game Plans; and
- Ensure that root causes are identified and corrective action taken to mitigate deviations in SHE performance and SHE Game plan implementation.

Supporting documentation

- Sasol STI;
- Group and OME SHE Game Plans;
- Group SHE targets; and
- PSM S1.15 Process Safety Metrics.

Element 1.3 Maturity Assessment: Targets and plans

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	My team clearly understands our **SHE objectives and targets.**	No.	Yes, we adopt our OME SHE objectives and targets.	Yes, our team sets our own, more stretched objectives and targets for zero harm.	Yes, our targets are stretched and set based on desired risk reduction areas and an improvement pull.
b	We have implemented standardised **leading and lagging** indicators.	No, mostly lagging indicators.	Yes, our leading and lagging indicators are adopted from Group guidelines.	Yes, our leading indicators are addressing our SHE critical controls. We measure them through an integrated SHE management system.	Yes, SHE leading indicators are owned and used extensively by teams to drive team level SHE performance improvement and risk reduction.
c	We have a **SHE Game Plan** with detailed actions to achieve our performance targets.	There are no detailed actions.	Yes, our SHE targets are cascaded and included in our team Game Plan/ annual improvement plan.	Yes, our SHE Game Plan focus areas are determined and prioritised based on analysis of performance gaps, leading indicator trends and SHE risks.	Yes, best practice benchmarking and maturity assessments are done to confirm SHE Game Plan focus areas.
d	We t**rack the execution** of our SHE Game Plan and take corrective action.	No.	Yes, the SHE Game Plan is tracked. Our leaders actively drive execution and provide the required resources.	Yes, SHE Game Plan actions are included in individual performance plans. Deviations are identified, and corrective action taken timeously.	Yes, and teams take full ownership of the embedding of SHE Game Plan actions which is evident in SHE performance gaps being closed sustainably.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✔
Annual SHE Game Plan is available	
SHE targets are specific, measurable, attainable, relevant and time-bound	
Visible SHE lagging and leading indicators	
Prioritised list of action plans based on the SHE Game Plan, which are tracked for execution	

Proactive/Resilient	✔
SHE Game Plan is aligned with our risk profile	
Our SHE targets are set with input from all relevant key stakeholders	
Visible monitoring of SHE leading indicators with clear guidelines on actions to take if/when the indicator indicates a negative performance	
Link between SHE maturity assessments and SHE Game Plans	
Proof of the benefit derived from improvement plans	

2. People

People-related levers to enable sustainable zero harm.

2.1 SHE climate and behaviour

Create a SHE climate conducive to sustainable zero harm, where our workforce is empowered and enabled to demonstrate the desired SHE behaviours at all times, in line with our aspirational culture.

2.2 Training and skills

We enable our people with knowledge and skills to be competent in conducting our operations and activities with zero harm.

2.3 Management of people

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

2.4 Stakeholder engagement

All SHE stakeholders are engaged through communication and change management to create understanding and alignment for achieving sustainable zero harm.

Element 2.1
SHE climate and behaviour

Intent

Create a SHE climate conducive to sustainable zero harm, where our workforce is empowered and enabled to demonstrate the desired SHE behaviours at all times, in line with our aspirational culture.

Context

Correlation between behaviour and SHE climate

Every task we do, involves a person. Every person enters the workplace with a specific set of values, beliefs, mindsets and emotions which have an impact on their behaviour. Behaviours are also influenced by the prevailing climate and culture in the workplace. Therefore, our leaders must understand how to practically influence the SHE climate and the corresponding behaviour of their team members to ensure that sustainable zero harm can be achieved ([1.2] **Figure 7, p26**). The leader sets the tone and determines the SHE climate in alignment with the Sasol Values (Safety, Ownership and Accountability), the aspirational culture and the SHE fundamentals (Accountable Leadership and Engaged People). The impact which leaders have on their teams' SHE performance is best explained by the following correlation model **(Figure 14)** for SHE leadership, SHE climate and SHE performance in relation to our journey towards zero harm:
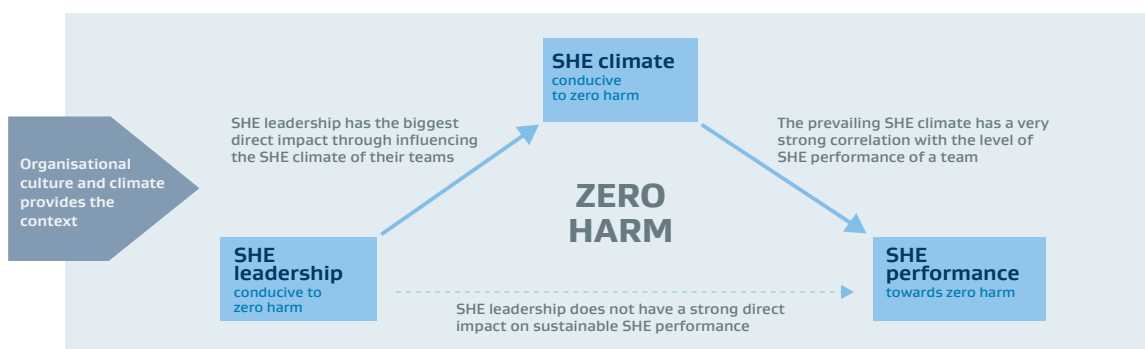
Figure 14: Correlation between SHE leadership, SHE climate and SHE performance on the journey towards zero harm (Adapted from A correlation among safety leadership, safety climate and safety performance (Wu, Chen, Li) Science Direct: Journal of Loss Prevention in Process Industries: 21 (2008) 307–318)

There are several practical tools which leaders use to better understand, influence and change the behaviour, climate, and eventually the culture, to enable sustainable zero harm.

- **Behaviour:** Behaviour-based safety (BBS) programmes, Life Saving Rules (LSRs), Group Human Failure Causation Model, SHE trends and HR information;
- **SHE climate:** SHE climate surveys and Behaviour Transformation (BT) diagnostics/interventions; and
- **Culture:** Sasol Values, Heartbeat results and aspirational culture initiatives.

Terminology and concepts

Culture	Shared norms, beliefs and practices in the organisation, motivated by unstated assumptions that are deeply embedded, long-standing and developed over a significant period.
SHE climate	The "tone" that is set currently for the way people behave in the organisation which is influenced by organisational, workplace and personal factors.
Behaviour Transformation (BT)	A SHE enablement sub-function applying Industrial Psychology principles and interventions aimed at improving the organisation's SHE climate and SHE performance.
Desired SHE behaviours	Behaviours which create, maintain and foster a SHE climate that is conducive to achieving zero harm. Examples of desired behaviours are included in 2.1.1 and 2.1.2.

Performance Requirements

Behaviour influencing SHE climate

2.1.1 Our **workforce is involved** to create, maintain and foster a SHE climate that is conducive to achieving zero harm. These **desired SHE behaviours** include the following:

- Participate actively in applicable SHE interventions, programmes and activities such as risk assessments and BBS observations; [3.1, 3.2]

- Adopt a personal risk attitude of zero tolerance for harm, in line with our Sasol Values; [1.2]

- Adhering to the Sasol Life Saving Rules; [3.2]

- Consistently applying the principle of no work unless it can be done with zero harm; without fear of negative consequences;

- Understand applicable SHE risks and high-risk tasks, and consistently apply the correct controls; [3.1, 3.2]

- Looking out for each other and keeping each other accountable; and

- Reporting of all SHE incidents to learn and to prevent recurrence. [3.3, 4.2]

2.1.2 Our **leaders** take ownership to create, maintain and foster a SHE climate that is conducive to achieving zero harm. These **desired SHE behaviours** include the following:

- Understand, accept and reinforce accountability for SHE; [1.2]

- Believe that zero harm is possible; [1.2]

- Lead by example through visible leadership; [1.2]

- Empower and enable individuals to successfully fulfil their SHE responsibilities; [2.3]

- Build trust, exercise fairness and demonstrate care, in line with our aspirational culture; [1.2, 2.3, 2.4]

- Manage the balance of priorities to ensure sustainable safe operations; [3.2]

- Provide adequate supervision of high-risk tasks; [3.2]

- Do not display behaviour which creates the perception that production is prioritised over safety; [3.2]

- Embed operations discipline and continuously improve on SHE performance; [3.2]

- Manage and mitigate organisational, workplace and personal factors which influence the effectiveness of controls; [3.2, 3.3, 3.4]

- Act on reported unsafe conditions, near misses or incidents; [3.3]

- Ensure open and effective communications which encourage employee participation and, therefore, creates an environment conducive to learning; [2.4, 4.2]

- Measure, analyse and continuously drive the improvement of the SHE climate of their teams; and

- Use leading indicators to empower the workforce and to ensure that they understand how they influence and improve their own SHE performance. [4.2]

2.1.3 Life Saving Rules are implemented, understood, adopted, practised and embedded. Our workforce understands the reason for each rule and why it is important to adhere to it.

2.1.4 Behaviours are monitored through **behaviour–based safety programmes** that engage the workforce and cover all high-risk activities to continuously reinforce desired SHE behaviours. Observed behaviours are analysed to identify improvement areas where appropriate preventive and corrective actions are implemented.

2.1.5 Processes are in place to address **unsafe behaviour** and the causes thereof. Leaders are trained to apply the Group Human Failure Causation Model for guiding fair and consistent consequence management of unsafe behaviour. [2.3]

SHE climate influencing culture

2.1.6 Leadership is enabled and takes ownership to enhance engagement and a fair and just SHE climate through Behaviour Transformation interventions, in order to achieve and sustain zero harm.

Critical success factors for this element

- Our workforce is trained on and applies the desired SHE behaviours. Life Saving Rules are continuously emphasised and reinforced;

- Leaders live the Sasol Values and act as role models to create a SHE climate conducive to zero harm; and

- Leaders are mindful of the SHE climate they create and how it influences their teams' journey towards zero harm.

Leadership questions for improvement

- Do I recognise the potential impact of cultural diversity in my team?

- How do I make use of Behaviour Transformation interventions to actively drive the improvement of my team's SHE climate?

- Have I created a platform of trust and care (not fear and blame) where all SHE matters can be openly discussed and reviewed?

- Are my team reporting all incidents, not only limited to safety but also for health and environment?

- How do I ensure that the Life Saving Rules are embedded in my team?

- Do I understand the principles of the Group Human Failure Causation Model to ensure I apply fair and consistent consequence management of unsafe behaviour?

Element 2.1 Maturity Assessment: SHE climate and behaviour

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	BT SHE **climate diagnostics** are conducted regularly.	No BT diagnostics conducted. No insight into the team's SHE climate.	BT diagnostics are conducted to analyse the SHE climate and inform leaders.	Leaders request BT diagnostics proactively, even when SHE results are positive. Improvement plans are put in place, tracked and assurance on effectiveness is provided.	Leaders have a standard rhythm of when BT diagnostics are conducted in order to track effectiveness of improvement plans and ensure sustainable improvement.
b	Our team SHE **climate** is conducive to zero harm.	Some individuals still perform work unsafely and try to hide incidents for fear of reprisal.	Leaders consistently manage the production balance for sustainable safe operations. No work is done unless it is done safely.	Individuals are empowered to take personal accountability for SHE. Leaders create a SHE climate of openness, care, trust and accountability.	Desired SHE behaviours are embedded into the culture of teams. This is evident in sustained SHE performance and behaviours.
c	Our leaders are **visible** and **personally drive** the journey towards zero harm.	Leadership visible mostly during or after SHE incidents.	Leaders are visible as per planned site visits and during incident investigations.	Leaders engage with their teams on a face-to-face basis about SHE matters.	Leaders own and personally drive significant SHE issues immediately.
d	The **Life Saving Rules** are implemented.	No.	Yes.	Yes, teams take ownership for the effective application of the LSRs as seen in reduced HSIs.	Yes, we continuously review our LSRs and update them in anticipation of emerging SHE risk exposure.
e	Our **BBS programme** is implemented.	No.	Yes, in a very basic way.	Yes, observations are analysed, barriers are removed and it results in improved behaviours and participation by our workforce.	Yes, our BBS programme is fully embedded, owned and driven by the workforce. It is an important part of creating a SHE climate for zero harm.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✔
Proof of BBS reports	
Implemented and monitored LSRs	
SHE climate diagnostics results	
Workforce is trained in LSRs and BBS	
Leadership site visits	

Proactive/Resilient	✔
BBS barrier removal tracking	
Proof of SHE climate diagnostics improvement plans and implementation tracking	
Examples of the desired SHE behaviours	
Leadership engagement on SHE matters on a face-to-face basis	
Proactive utilisation of HR data	

Element 2.2
Training and skills

Intent

We enable our people with knowledge and skills to be competent in conducting our operations and activities with zero harm.

Context

| Competence | = | Knowledge | + | Skill set | + | Behaviour |
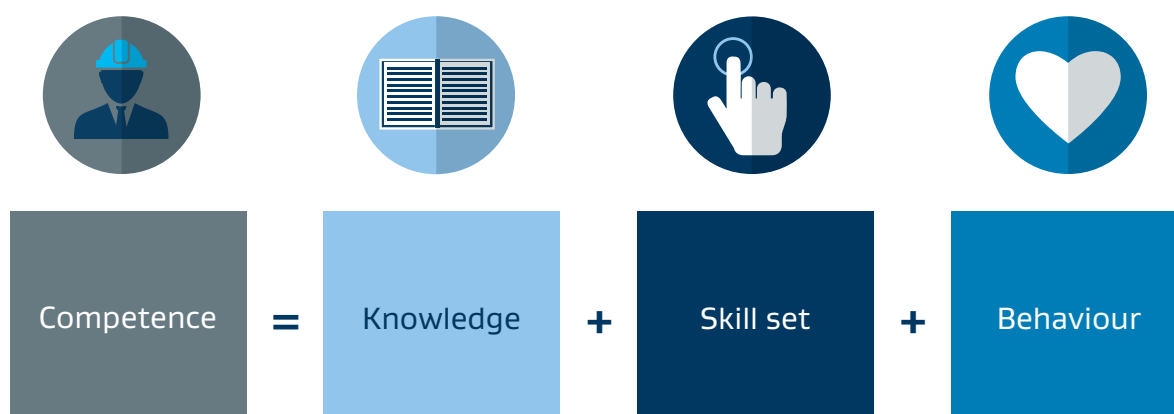
Figure 15: Competence definition

Competence means that a person has the knowledge, the skill set and the right behaviour to ensure effective application in the workplace **(Figure 15)**. Trade professional and SHE competencies are essential to enable sustainable zero harm. Therefore, learning needs, based on team members' job-specific SHE competencies, SHE competency gaps and top SHE risks are identified and incorporated into learning plans. These learning plans are executed through specific SHE learning interventions to close the identified competency gaps in SHE knowledge, skills and behaviour. The learning interventions could include, but are not limited to, classroom-based training, e-learning, on-the-job training, mentoring and coaching, with an emphasis placed on competence development through on-the-job training, mentoring and coaching. SHE competency is assessed where necessary.

SHE training and skills development are done within the framework of the Group Minimum Learning Standard and regional Learning Guidelines.

Terminology and concepts

Knowledge	Facts, information, awareness or familiarity gained by experience of a fact or situation.
Competence	Meets all requirements of a specified qualification or other knowledge requirement, skill level and displays behaviour in the workplace in line with these requirements.
Skills	The ability to do something well, to apply the knowledge gained through training, coaching and mentoring.
Training	The act of teaching a person a particular skill or type of behaviour.

Performance Requirements

SHE competencies and training plans

2.2.1 Risk-based SHE knowledge, skills and competency levels are defined and learning needs are determined per job function, management level, SHE risk exposure and area. These are managed through the relevant Group Human Resources processes.

2.2.2 Job-specific SHE competencies and mandatory SHE training requirements are included in training plans and personal development plans and executed through OME Learning Delivery structures to ensure a competent and compliant workforce.

SHE training content

2.2.3 Our workforce is trained with appropriate outcomes-based SHE learning material. Training content includes:

- Relevant SHE legislative and Group requirements;
- The SHE risk management process (identification, assessment and controls) and people's impact on the effectiveness of controls;
- Standardised SHE tools, and SHE requirements and procedures;
- SHE risks, controls and learnings from incidents, audits, changes to legislation and best practices;
- Desired SHE behaviours and Life Saving Rules; and
- Specific OME challenges and trends impacting SHE results.

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

2.2.5 Our training programmes take into consideration the cultural and educational diversity of the workforce and the varying levels of responsibility, ability and workplace SHE risk.

Assessment and competency

2.2.6 The effectiveness of selected SHE training is measured through relevant assessments to ensure that SHE knowledge gained in training is applied in practice. Relevant action is taken to address competency gaps after training. This includes retraining, coaching and mentoring when required.

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

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

Critical success factors for this element

- SHE competencies are mapped and informs the SHE training needs analysis and training matrices which are tracked for execution;
- Relevant technical competency declarations are done to ensure that SHE knowledge gained in training is applied in practice; and
- SHE training material is reviewed and updated regularly.

Leadership questions for improvement

- Am I sending a positive message and demonstrating to my team on the value of SHE training, by ensuring that they are competent and trained to do their jobs at hand with zero harm?
- Is there a process in place to review my team's required SHE competencies in line with SHE trends/and risks?
- Does the SHE training plan include the necessary skills and competencies to enable my team to execute their tasks safely and responsibly?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities:

- Provide guidance on the required SHE competencies for the SHE function;
- Provide the relevant subject matter input for the establishment of SHE learning content, including evaluation of external training courses to support SHE competencies;
- Regularly review Group-wide SHE training content; and
- Confirm that SHE training is effective and applied in a standardised way across the Group.

b) The OME SHE function responsibilities:

- Assist leaders to identify relevant job-specific SHE competencies and related training and include these in training plans;
- Specify mandatory SHE training requirements;
- Include required SHE competencies into Service Provider contractual agreements; and
- Analyse the trends of the effectiveness of training interventions by considering input such as root causes and control failures from incidents, assurance deviations and non-conformances. Enable OME management to act timeously to close identified gaps on overall trends.

Group function roles and responsibilities

a) Group HR responsibilities:

- Support the development of SHE competencies;
- Support SHE training curriculum development; and
- Enable and manage the availability and accessibility of SHE-related training through the appropriate resources.

OME roles and responsibilities

a) OME management responsibilities:

- Identify the relevant generic and job-specific SHE competencies based on risk exposure;
- Ensure that SHE training is available and accessible;
- Support the execution of SHE training plans, which include relevant SHE generic, leadership, risk management, incident management, Behaviour Transformation, as well as technical and functional SHE competency training;
- Manage the execution of the SHE training plan;
- Ensure that the relevant risk controls and learnings from incidents are included into training material;
- Monitor the application of SHE skills and competencies by the workforce and coach individuals to improve their competency;
- Share learnings from incidents and coach teams on the application of relevant SHE requirements, with specific emphasis on critical control operating effectiveness; and
- Monitor the effectiveness of SHE training, provide feedback to the SHE and HR functions and support actions to close the gaps.

b) OME learning and development team responsibilities:

- Ensure that the SHE training plan is available, executed and tracked, and training records are maintained, stored and backed up;
- Regularly review OME-specific SHE training content to ensure that it is relevant and effective; and
- Analyse the trends of the effectiveness of training interventions and act timeously to close identified gaps on overall trends.

Supporting documentation

- Job profiles include SHE competency requirements;
- SHE training needs analysis and training matrices;
- Management system for the tracking of training plans; and
- Group Minimum Learning Standard and regional Learning Guidelines.

Element 2.2 Maturity Assessment: Training and skills

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	We identified job specific SHE **competencies** based on risk exposure.	No, not based on risk exposure.	Yes, we have included it in our training matrices, which also include mandatory SHE training requirements.	Yes, we also update SHE competencies based on the workplace risk profile. These are included in personal development plans and actively managed.	Yes, we update our SHE competencies in anticipation of emerging SHE risk trends or changes in the working environment.
b	Our **training content** covers the following:	SHE training content is mostly outdated.	It covers relevant legislative requirements.	It also includes relevant SHE risks and controls and is updated based on learnings from incidents, assurance deviations and best practices.	We update our SHE training material in anticipation of emerging SHE risk trends or changes in the working environment.
c	We manage the **effectiveness** of our SHE training.	It is not reviewed at all or in a haphazard way.	The effectiveness of SHE training interventions is reviewed based on theoretical "pass rate", and any gaps are closed.	Managers monitor how acquired skills are applied and adapt SHE training interventions to ensure the specific learning outcome is met.	The embedding of SHE competencies is evident in the reduction of repeat incidents and improved SHE results.
d	We improve competency through **coaching and mentoring.**	No.	Yes, line managers oversee high- risk tasks.	Yes, our coaches and mentors play a key role in on-the-job training to enable continuous improvement towards zero harm.	Yes, teams coach each other as part of a culture of continuous improvement towards zero harm.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✓
Job-specific SHE competencies defined for the team	
List of mandatory SHE training	
SHE training plans and training matrices	
SHE training and competency record management process	

Proactive/Resilient	✓
Updated and dynamic training plans	
Updated SHE training material	
Effective planned task observation (PTO) system to observe SHE competencies	
SHE competency gaps included in personal development plans	
Coaching records	

Management of people

Intent

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

Context

Our operational organisational structure is designed, in partnership with our Group Human Resources, to ensure safe, productive and responsible operations. Within the Group HR process and framework **(Figure 16)**, recruitment, selection, placement and retention is done for individuals with the necessary SHE competencies and mindset. We ensure that the operational team is competent and SHE legal appointments are made where applicable. All teams are aware, understand and accept their SHE-related responsibilities and accountabilities.

On our SHE journey towards sustainable zero harm, performance management is an enabling tool to discuss and agree SHE expectations. Performance discussions are also used as an opportunity to discuss applicable actions from SHE learnings and to embed a good understanding and ownership of the SHE risks and the controls that should be in place. Recognition drives the right SHE behaviour through supporting our aspirational culture. People are held accountable for meeting SHE expectations and the leadership team ensures that we distinguish between errors and violations (according to the Group Human Failure Causation Model). We ensure that errors (slips, lapses and mistakes) are rectified through training, coaching and mentoring and we share the learnings from these errors within our team and entity. SHE violations and disciplinary procedures are followed fairly and consistently. We believe that zero harm is possible through implementing mature SHE practices and empowering our people by way of our aspirational culture.
The SHE structure in the OME enables the implementation of mature SHE practices. SHE resources provide specialised support with regard to Occupational Safety, Process Safety, Occupational Health, Environmental Management, Product Stewardship, SHE risk management, SHE governance and systems, and behavioural transformation.

Figure 16: Group HR value chain

Terminology and concepts

Human Failure Causation Model	The Sasol model derived from the James Reason model to distinguish between human error and human violation. It is mostly used during incident investigations.
SHE violations	The non-adherence with a SHE-related standard, regulation, policy or rule.
Aspirational culture	Our aspirational culture in Sasol is described as follows: I am my team and my team is Sasol. I care for people, pursue excellence, drive innovation and embrace a changing world. I am proudly Sasol. We are team Sasol. We live the Sasol Values. We value individual and collective contributions as we work globally and collaboratively. Our diversity is our strength. We respect and are respected by our stakeholders. Our brand is iconic and admired. This is Sasol.

Performance Requirements

Organisational structure

2.3.1 The organisational structure is designed and resourced to ensure safe, productive and responsible operations with competent teams and the necessary SHE legal appointments. Operation-specific SHE risks are considered during resource and succession planning. Job-specific SHE requirements and competencies are included in job profiles.

2.3.2 SHE structures are designed and resourced fit-for-purpose to enable our operations to safely, responsibly and productively execute activities. The SHE structure specifically focuses on Occupational Safety, Process Safety, Occupational Health, Environmental Management, Product Stewardship, SHE risk management, SHE governance, assurance and systems, and Behavioural Transformation. SHE resources are allocated to provide subject matter expertise and enable the implementation of mature SHE practices in OMEs. Succession planning is done for critical SHE functional positions.

Recruitment and selection

2.3.3 Our workforce is recruited, selected and placed with due consideration for the required SHE competencies and zero harm mindsets. SHE-related responsibilities and accountabilities of employees are defined, documented, communicated, understood and applied. Priority is given to positions critical to the achievement of zero harm.

2.3.4 Recruitment, career development, competence, mobility, promotion and succession planning of SHE professionals are managed to sustain SHE support to our OMEs. This is done within the Group HR guidelines.

Performance management

2.3.5 SHE performance expectations for individuals and teams are managed through the Group Human Resources performance management process. These SHE performance expectations are clear and aligned to deliver on the SHE objectives, targets and Game Plan. [1.3]

2.3.6 Individuals are empowered and held accountable for delivering on agreed SHE objectives and targets, and to perform their work safely, responsibly and productively.

2.3.7 Relevant management tools, including coaching and mentoring, are used to guide and improve individual SHE performance.

2.3.8 Deviations from expected SHE behaviours are managed according to the Sasol disciplinary code with due consideration for distinguishing between mistakes and violations according to the Group Human Failure Causation Model.

Recognition

2.3.9 Recognition and reward systems include elements that enhance the SHE climate in support of safe and responsible operations. Schemes are developed in conjunction with Group HR in adherence to the Group recognition policy.

Critical success factors for this element

- All managers, employees and service providers understand and embrace their SHE accountabilities, roles and responsibilities;
- A structured change management process is in place to mitigate increased SHE risks as a result of people-related changes;
- OME SHE objectives, targets and Game Plans are cascaded to individual performance management plans;
- The recognition and reward system supports and promotes sustainable zero harm at all levels in the organisation; and
- The workforce is empowered through the provision of skills, resources and authority to execute their SHE responsibilities.

Leadership questions for improvement

- Do the way I manage my team and service providers reflect my personal commitment to eliminating all harm?
- How can I tell if the SHE standards are slipping in my area of responsibility?
- Do we adequately align our suppliers and service providers on their operational SHE responsibilities and accountabilities?
- How do we recognise SHE performance of service providers?
- Am I fair and consistent in the way I address SHE deviations?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities:

- Designing and reviewing the SHE functional organisational structures to ensure that the function is fit-for-purpose;
- Defining SHE-related competencies [2.2], roles and responsibilities for our OMEs and the SHE function;
- Oversee the appointment and succession planning of SHE resources in the Group and align roles and responsibilities;
- Provide guidance on the cascading of SHE KPIs and targets for the inclusion of SHE elements in performance contracts;
- Oversee the application of the Group Human Failure Causation Model;
- 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 (STI) scheme.

b) The OME SHE function responsibilities:

- Support line management in appointing resources in the execution of its SHE-related roles and responsibilities;
- Appoint resources in the OME SHE function and assigning responsibilities aligned with Group SHE governance;
- Agree with OME management the OME SHE-specific objectives, targets and Game Plans for inclusion in performance agreements and recognition schemes;
- Cascade the OME SHE Game Plan to individual performance management plans of the OEM SHE function; and
- Review and track SHE performance as input to performance reviews.

Group function roles and responsibilities

a) Group HR responsibilities:

- Integrate SHE requirements into HR value chain processes.

OME roles and responsibilities

a) OME management responsibilities:

- Structure and resource operations to execute daily operational activities safely and responsibly, and to comply with SHE legislation and other requirements;
- Align operational resources, roles and responsibilities with the objective of sustainable zero harm;
- Appoint people with the required SHE competence and mindset;
- Enable the workforce to ensure they accept their individual and collective accountability for SHE, understand their roles and responsibilities, and act accordingly;
- Include the agreed SHE activities, targets and Game Plan focus areas in individual performance management plans; and
- Establish the criteria for SHE-related reward and recognition and ensure that employees are appropriately rewarded for excellent SHE performance.

Supporting documentation

- Job profiles;
- Talent management system;
- HR reward and recognition policy;
- HR procedures;
- Performance Appraisal templates;
- SHE organisational structure;
- Group Human Failure Causation Model; and
- Group STI policy.

Element 2.3 Maturity Assessment: Management of people

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	My team's **operational responsibilities** reflect a focus on SHE.	No, not always.	Yes, SHE forms a part of all job profiles and procedures.	Yes, SHE reflects in work instructions and are translated into individual performance plans.	Yes, operational responsibilities include SHE behaviour that are owned by the team who apply it in day-to-day activities.
b	Our **Operational and SHE structures** are fully resourced.	No.	Yes, both our operational and SHE structures.	Yes, we have succession plans in place for our critical SHE positions.	Yes, we continuously review and update our structures to mitigate risk exposure.
c	We always consider SHE competence and mindset in **recruiting and selecting** resources.	No, not always.	Yes, we consider SHE competence in the recruitment process.	Yes, we also consider applicants' personal mindset towards zero harm and possible future SHE requirements per job profile.	Yes, gaps in individuals' SHE competence and mindset are proactively addressed through their personal development plans.
d	We hold individuals accountable for **SHE performance.**	No, we apply an inconsistent management process.	Yes, we apply the HR performance management process.	Yes, individuals take ownership of their SHE performance.	Yes, teams take ownership for SHE behaviour which is evident in SHE performance.
e	We adequately **recognise** SHE performance.	No, mainly production performance is recognised.	Yes, our recognition scheme includes SHE performance.	Yes, teams recognise SHE performance and positive SHE behaviour.	Yes, we have positive reinforcement recognition schemes based on zero harm behaviour that enable a SHE climate conducive to zero harm.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✓
Job profiles include SHE accountabilities	
All performance agreements include SHE accountabilities	
Incentive and/or bonus includes SHE elements	
Service providers' roles include SHE accountabilities	
Proof of SHE considerations during the recruitment process	

Proactive/Resilient	✓
Application of the Group Human Failure Causation Model in dealing with consequence management cases	
Succession plans for critical SHE positions	
Fit-for-purpose SHE organisational structure	
Informal recognition for the desired SHE behaviours	

Element 2.4
Stakeholder engagement

Intent

All SHE stakeholders are engaged through communication and change management to create understanding and alignment for achieving sustainable zero harm.

Context

Our SHE stakeholders include a wide range of groups; our Sasol employees and leadership, service providers and their leadership, suppliers and customers, the communities in which we operate, relevant government departments and their officials and our shareholders. To achieve sustainable zero harm, it is important that we all work together. Every stakeholder's contribution on our journey towards zero harm is important, and must be engaged appropriately to create shared understanding through collaboration and participation. In order to achieve this, the following must be in place and executed (**Figure 17** summarises the following typical process outcomes):

- A **stakeholder engagement** plan for each relevant SHE stakeholder group;
- A **communication plan** for each relevant SHE stakeholder group; and
- A **change management process** to be followed for SHE-related changes (which include business changes with potential impact on SHE performance OR SHE-specific changes or initiatives).
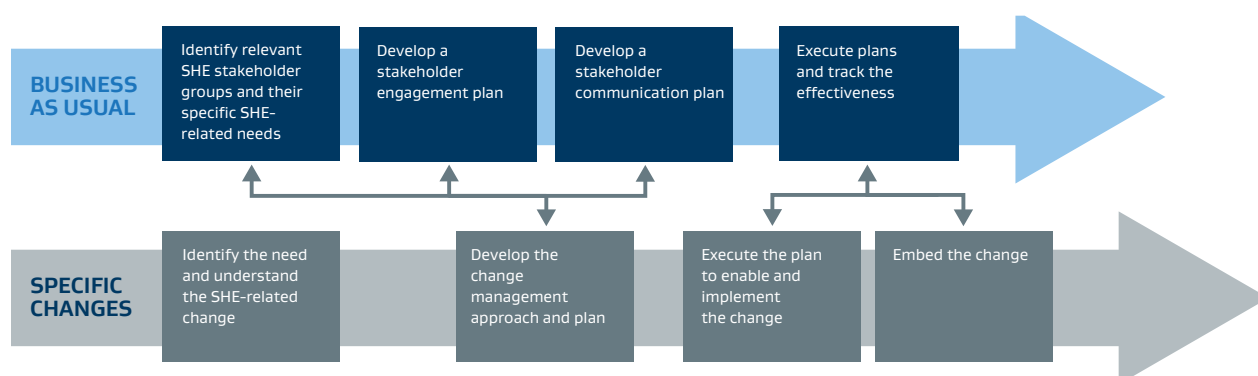
Figure 17: Stakeholder engagement enabled through change management and communication processes

Terminology and concepts

SHE stakeholder	Any group of people or organisation that can affect, be affected by, or perceive itself to be affected by a SHE risk related to the Sasol activities.
Stakeholder engagement	The process by which we involve SHE stakeholder groups to ensure that communication, consultation and participation take place.
Change management	A structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state, to fulfil or implement a vision and strategy.
Communication plan	A structured approach towards utilising different communication channels to share specific information with specific audience groupings.
SHE-related changes	Include business changes with potential impact on SHE performance or SHE risk profile (e.g. business restructuring, new equipment) OR SHE-specific changes or initiatives (e.g. updated/new Permit to Work procedure, new environmental legislation, new SHE system implementation).

Performance Requirements

Stakeholder engagement

2.4.1 Relevant SHE stakeholders are identified and their relevant SHE-related requirements are understood.

2.4.2 Structured engagement plans (aimed at attaining clear alignment and understanding for sustainable zero harm) are developed and implemented. These provide the platform to ensure that SHE stakeholders have the opportunity to collaborate and actively participate.

2.4.3 Our workforce is actively engaged in SHE activities and programmes which result in improved SHE performance.

SHE communication

2.4.4 Our internal SHE communication content facilitates value-adding engagement, and include some or all of the following, as relevant to the OME and the team:

- Content related to the hearts and minds of our people to ensure they are engaged;
- SHE risks and effectiveness of controls;
- SHE performance;
- Specific requirements as listed in applicable ISO standards, Responsible Care® and Process Safety requirements;
- Emergency preparedness and response;
- Incident communication in accordance with the Group procedure;
- Learnings from incidents, reviews, emergency drills and assurance deviations;
- Feedback on bottom-up SHE matters raised by teams;
- Induction, training, SHE flash notifications, safety moments and regular SHE meetings; and
- Sharing of good practices such as positive SHE behaviours.

2.4.5 External communication to interested and affected SHE stakeholders is done in accordance with the Group media policy. The annual Integrated Report, Sustainable Development Report and other publications are used to stakeholders inform of SHE performance.

Change management process

2.4.6 A structured change management approach is used to manage SHE-related changes to ensure stakeholder buy-in, the sustainability of the change implementation and to consider and mitigate the risk of compromising SHE performance. This approach includes:

- The identification of the SHE-related change, its scope and requirements;
- A thorough understanding of the impact which the anticipated change will have on SHE stakeholders;
- An integrated change management plan incorporating stakeholder management and communication;
- The execution of the change management plan to ensure that the SHE stakeholders are enabled and that the change can be implemented sustainably; and
- The embedding of the change through follow-up actions and structures.

Critical success factors for this element

- The change management process for people-related changes is aligned with the technical 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; [3.2]
- Mechanisms are in place to facilitate frequent and clear engagement about SHE issues with relevant SHE stakeholders;
- Our internal SHE communication and engagement opportunities create understanding of SHE-related matters while enabling our workforce to share SHE concerns and have access to management for reporting of potential SHE risks; and
- To provide strong leadership when SHE-related changes are planned and implemented, to ensure that the change management approach mitigates all SHE risks.

Leadership questions for improvement

- How effective is our SHE stakeholder engagement approach?
- How effective is our SHE communication?
- How can I create an environment where change is embraced and welcomed?
- How do I enable my team in order to embed and sustain changes?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities (in conjunction with Group corporate affairs, where applicable):

- Ensure that a stakeholder engagement approach is in place for all relevant SHE stakeholders on Group level;
- Identify, initiate and drive Group-wide SHE change management and communication initiatives;
- Provide guidance to OMEs on SHE stakeholder management, SHE communication plans and SHE-related change management; and
- Provide Group-level SHE content for communication with external communities and authorities.

b) The OME SHE function responsibilities:

- Ensure that a stakeholder engagement approach is in place for all relevant SHE stakeholders on OME level;
- Align and collaborate with the OME Public Affairs department on the OME SHE communication plan;
- Ensure that relevant SHE committees, forums and other communication channels are established and effective to involve SHE stakeholders;
- Establish OME SHE change management and communication plans, with input from change management specialists, to ensure effective implementation of SHE-related changes;
- Review the effectiveness of communication and engagement interventions and advise leaders accordingly;
- Collate accurate and current OME-specific SHE communication material; and
- Keep records of formal stakeholder consultation, participation and communication.

Group function roles and responsibilities

a) Group PR responsibilities:

- Provide guidance and assistance with external SHE stakeholder engagement.

b) Group HR responsibilities:

- Provide guidance and assistance with Group-wide SHE-related change management.

OME roles and responsibilities

a) OME management is responsible to:

- Lead the zero harm discussions with relevant SHE stakeholders, but in particular with their own teams;
- Ensure that SHE-related changes are managed, learnings are shared and that consultation and communication with affected stakeholders takes place; and
- Ensure that the OME SHE communication plan is integrated into the overall OME communication plan.

Supporting documentation

- Sasol Southern Africa Change Management Framework;
- Group Media Policy;
- Group Incident Communication procedure;
- Group SHE communication plan;
- OME SHE communication plan;
- Procedures for internal stakeholder communication and participation;
- Group stakeholder relations guidelines; and
- PSM S1.10 Management of Change.

Element 2.4 Maturity Assessment: Stakeholder engagement

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	Our SHE **engagement, communication and change management** plans are in place and implemented.	No, we communicate and engage on an ad-hoc basis.	Yes, basic SHE engagement, communication and change management plans are in place and executed mostly by the SHE function.	Yes, leaders take ownership of the plans and our stakeholders actively participate in engagement and communication opportunities. Leaders take ownership to execute change management plans.	Yes, our engagement, communication and change management plans are continuously updated based on changes in the SHE risk profile, SHE risk exposure and critical control effectiveness.
b	We manage SHE-related **changes** which can impact our goal of zero harm.	Not in a structured way.	Yes, we update our communications plan accordingly.	Yes, senior leaders implement measures to mitigate the impact of zero harm as part of an integrated change plan.	Yes, changes are implemented and managed through partnerships with key stakeholders. The change management approach is continuously improved.
c	We measure and track the **effectiveness** of our SHE stakeholder engagement approaches.	No.	Yes, we do spot-checks to determine effectiveness.	Yes, we assess the effectiveness in a structured way through engagement surveys. Improvement actions are agreed with stakeholders.	Effectiveness is continuously assessed through close relationship management of stakeholders. Stakeholders are keen ambassadors of zero harm.
Desired maturity for the element			C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✔
Approved SHE communication and engagement plans	
Agendas and minutes for SHE meetings as per engagement plan	
SHE communication material as per plan	

Proactive/Resilient	✔
Engagement survey results, with improvement actions being implemented and tracked	
A change management plan for SHE-related changes	

Notes

3. Tools

Risk-based processes and tools to enable sustainable zero harm.

3.1 SHE risk management
We proactively manage the occurrence and recurrence of undesirable SHE events through effective preventive and corrective controls.

3.2 Operational control
We ensure safe, responsible and productive execution of activities during the life cycle of our operations.
3.2a Project management
3.2b Operations and maintenance
3.2c Supply chain management

3.3 SHE incident management
We report, investigate and learn from all SHE incidents, including near misses.

3.4 Governance and assurance
Protect our licence to operate and enable progress on our journey towards zero harm through proper oversight of SHE practices and performance.

SHE risk management

Intent

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

Context

SHE risks are managed as part of the overall Enterprise Risk Management process and are incorporated into the overall OME risk profiles. The Sasol risk management process (as described in the ERM Framework), which aims to provide decision makers with a systematic and practical approach to manage risk events in different functional areas, has been adopted and customised for SHE **(Figure 11)**. The ERM process focuses at the highest level of risk exposure at Group and OME levels while the detailed SHE risk management process further caters for the depth within Safety, Health and Environment considering the potential hazards as they relate to SHE undesirable events or KUEs. We employ the SHE risk management process (extract depicted, below) to proactively manage all SHE risks.

PLAN	DO	REVIEW	IMPROVE
1. IDENTIFY THE RISK Identify and document all hazards and aspects associated undesirable events within a specified area. **2. UNDERSTAND THE RISK** A detailed analysis of all relevant undesirable events to determine an appropriate response to each.	FEEDBACK LOOP, ITERATIVE PROCESS **3. MANAGE AND MONITOR** Ensure consistent effective execution of controls.	**4. GOVERN AND ASSURE** Assure and report on effectiveness of controls and risk profile.	**5. ANALYSE AND IMPROVE** Improve the SHE risk management process.

Figure 11: Extract from the SHE risk management process adopted from the ERM process

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. Refer to the **Group procedure for SHE risk management** and **Appendix B4** for more detail on this process.

Terminology and concepts

Risk	In the SHE context: An uncertain future event that could negatively influence the achievement of objectives or could result in a deviation from the expected outcomes. SHE risks are termed undesirable events.
Undesirable event	Situations where the hazard has or could be released, or control over the hazard has or could be lost, in an unplanned way with the potential for negative consequences.
Controls	In the SHE context, and specifically in relation to the bow-tie, controls are acts, objects (engineered) or system (act and object) intended to prevent and/or mitigate an undesirable event.
Critical controls	Prioritised SHE risk controls in preventing the KUE or mitigating the consequences. This is a management choice of the most significant controls, based on the 80/20 principle – controls with most effect on reduction of undesirable event impact and probability (consequence and likelihood).
High Severity Incidents (HSIs)	All actual Level 1 and 2 and Potential Level 1 incidents.
Risk owner	Person with the accountability and authority to manage an undesirable event and its related controls.
Control owner	Person with the responsibility to manage actions and/or measures to ensure that a specific response / control is designed adequately, implemented, operating effectively, monitored and reports on the effectiveness of the response/control.
Control executor	Person(s) with the responsibility to ensure that the response/control or a portion of a response/control is executed as designed. A control executor can also be the control owner.
Performance criteria	Guidelines for the implementation, effective operating and assurance processes for a control. The difference in the performance criteria of a control and a critical control is the assurance intensity (number of people checking, number of assurance activities, frequency, etc.).

Performance Requirements

The Sasol Group SHE risk management procedure is implemented and have the following outcomes:

Identify and understand SHE risks

3.1.1 All hazards and undesirable events are identified and documented through various risk assessments. These include baseline, issue-based and continuous risk assessments.

3.1.2 Detailed analysis of relevant potential undesirable events is performed to determine appropriate controls. Performance criteria are defined for controls, with specific focus on critical controls. These are included in a Combined Assurance Plan and evaluated for effectiveness. [3.4]

3.1.3 SHE risk profiles and related exposures are understood and inform the development and implementation of effective controls. Risk assessments and risk profiles are reviewed following incident investigations or as required by changes in the OME context.

Manage and monitor SHE risks

3.1.4 Consistent, effective execution of controls is managed through daily/weekly/monthly OME rhythms. Proactive actions are taken to monitor and manage the control effectiveness according to defined performance criteria. [3.2]

3.1.5 Actions to improve design and operating effectiveness of controls are executed and monitored to ensure the intended improvements realise.

Govern and assure SHE risks

3.1.6 Proactive assurance of an effective risk management process, effectiveness of critical controls, changes in the risk profile and risk exposure are given through consolidated combined assurance results.

3.1.7 The design and operating effectiveness of controls are reviewed proactively as part of the continuous improvement process [4.2] and reactively as part of the incident investigation process. Corrective and preventive actions to remedy control failures are implemented and tracked. [3.3]

Analyse and improve SHE risks

3.1.8 Overall control effectiveness and assurance trends are analysed to determine risk reduction and control effectiveness improvement opportunities.

Critical success factors for this element

- Understanding the top SHE risks and its related controls in a work area;
- Assigning of risk and control owners to enable the effective managing and monitoring of controls;
- Detailed performance criteria outline actions to be taken to rectify ineffective controls;
- Relevant operational and maintenance procedures support the management of SHE risks by incorporating controls identified in the risk management process; and
- 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.

Leadership questions for improvement

- Does my team have a clear understanding of our SHE risk profile?
- Do I help my team members to make Zero Harm decisions based on the level of exposure rather than the likelihood of an incident?
- How do I ensure that my team focuses on identifying, mitigating, and eliminating exposure?
- Are my people empowered to report exposures, take control, and if necessary pause the task or stop production until the exposure has been mitigated?
- How effective are my team's 1st level assurance activities?
- Is field verification of critical controls conducted by all levels of the operations management team?
- Is there a clear difference between the way we address critical control failures and other control failures?
- Is there a clear difference between the way we address control failure leading to HSIs and control failures of other incidents?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities:

- Identify and review the Group SHE KUEs with due regard to changing circumstances. Identify typical SHE risk controls, which is supported by the Sasol Life Saving Rules (LSRs);

- Determine required Group SHE interventions to mitigate SHE risks, including the setting of objectives and targets;

- Develop an annual Group assurance plan detailing second and third party SHE audits;

- Provide assurance to the Group governance structures on the adequacy and effectiveness of SHE risk management in the Group; and

- Identify the Group trends by analysing combined assurance trends, non-conformances and behaviour-based safety (BBS) results to identify control failure(s).

b) OME SHE function responsibilities:

- Oversee the management of OME SHE risks, SHE non-conformances and incidents as well as the sharing of learnings and insights;

- Facilitate the development, review and reporting of the OME SHE risk profile, bow-ties for top SHE risks and the development of performance criteria for controls, with specific focus on critical controls;

- Enable the OME management to gain insight into the effectiveness of its SHE risk management and specifically control management processes. This includes an advisory and assurance role; and

- Include critical control effectiveness in the Combined Assurance Plan.[3.4]

OME roles and responsibilities

a) OME management responsibilities:

- Approval and ownership of the OME SHE risk profile;

- Assigning of risk and control owners for the effective management of the assigned SHE risks and controls, using the SHE risk management process;

- Ensuring all SHE hazards and risks are identified per area with due regard to changing circumstances;

- Customisation of relevant bow-ties, identification of relevant controls and critical controls;

- Developing performance criteria for controls, with specific focus on critical controls;

- Assessing the design and operating effectiveness of controls;

- Embedding a risk awareness culture, supported by continuous risk assessment methodologies;

- Assuring themselves that controls are effectively executed (which includes field verification) and report on the critical control effectiveness; and

- Identify and implement opportunities to improve control effectiveness.

Supporting documentation

- Sasol Enterprise Risk Management framework and supporting risk management process;
- **Group SHE risk management procedure;**
- Group SHE KUE scenario bow-ties;
- Group injury and illness classification procedure;
- HSI prevention programme;
- Group HSI toolkits;
- Group toolkit for the risk assessment database;
- Risk Assessment templates; and
- Group toolkit for control management.

Element 3.1 Maturity Assessment: SHE risk management

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	We have identified all our operations' **SHE risks.**	No, not all.	Yes, we have a baseline risk assessment.	Yes, and we frequently review them as needed.	Yes, and our SHE system proactively flags us when our SHE risk profile is changing.
b	We have identified and evaluated the **controls** of the top SHE risks.	No, not all.	Yes, we do issue risk-based assessments to understand controls.	Yes, we have customised bow-tie analysis of all our top SHE risks and we have identified controls with inadequate design effectiveness.	Yes, all our controls have adequate design effectiveness and clear performance criteria.
c	All our controls are identified and integrated into the **daily operations.**	Haphazard.	Yes, performance criteria for critical controls are defined and integrated into daily tasks.	Control executors know what to do if any control is flagged for operating effectiveness.	Yes, and leading indicators are linked to controls.
d	We use risk assessments (RA) to embed a **culture** of risk awareness.	Haphazard.	Yes, we execute prescribed task RA and drive a continuous RA programme.	Yes, and we utilise pre-task RA and PJOs on high-risk tasks to proactively ensure controls and behaviours are in place.	Yes, and teams self-improve controls and behaviours.
e	We **monitor** the **effectiveness** of controls.	Haphazard.	Yes, my team can report on the effectiveness of critical controls by means of field verification inspection sheets.	Yes, my team can report the effectiveness on all controls and integrate various sources of information to proactively act on risk exposure.	Yes, I receive an automated control effectiveness reporting document.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✓
Baseline risk assessment with SHE risks	
Customised bow-ties for top three SHE risks	
Basic SHE risk profile available	
Critical controls performance criteria defined and incorporated into operations procedures	
Operations know and execute controls	
Proof of hazard ID training and communication	
Records of pre-task risk assessments	
Records of continuous risk assessments	
Records of field verification inspection sheets of critical controls	

Proactive/Resilient	✓
A risk profile that is being updated as risks change	
Proof that all controls have performance criteria, are monitored and managed	
Proof of tracking and improvement of critical control effectiveness	
Leading indicators for control effectiveness are tracked and is visible	
High-risk tasks are managed and assessed differently than other tasks (e.g. planning, PJOs, over-inspection, TRA, PDA)	
Incident investigations reference bow-ties and critical controls to analyse failures	
The criticality of controls are reviewed with due regard to changing circumstances	

Element 3.2
Operational control

Intent

We ensure safe, responsible and productive execution of activities during the life cycle of our operations.

Context

Operational control forms an integral part of risk-based SHE management. Our OMEs apply appropriate control measures for the effective management of hazards and risks arising from operational processes and activities.

From a SHE perspective, the operational control process spans the lifecycle of an asset and its products and is divided into three parts: a) project management, b) operations and maintenance, and c) supply chain management.

Risk-based SHE management

Element 3.2a
Project management

Element 3.2b
Operations and maintenance

Element 3.2a
Closure

Design and development
Project execution and commissioning
End-of-life projects

Zero harm work practices
Asset integrity

Decommissioning
Demolition
Remediation Rehabilitation

Element 3.2c
Supply chain management

Supplier, service provider management, product safety and transportation

Figure 12: Logic of the sub-elements of Element 3.2 Operational control

During **project management**, we understand and meet relevant SHE requirements from the time the project is being planned throughout the detail design, execution, commissioning and project closure in accordance with the Sasol project management framework: the BD&I model. This is done through a series of SHE risk assessment processes. SHE criteria are applied during project prioritisation and approval. The Group's key undesirable events are considered and SHE risks are engineered out as far as reasonably practicable. Furthermore, contractors and/or service providers are engaged to execute projects in a safe and responsible manner.

We own and manage the SHE risks related to our **operations and maintenance** activities and we implement safe work practices and operating controls to prevent undesirable SHE events and minimise its impact. The team ensures that we understand the operational implications of all our top SHE risks – from an equipment and people perspective. We assess the risk, develop and implement controls to mitigate the risks through people-related and process-related zero harm work practices. [3.2.14; 3.2.18] We manage our assets by adhering to

maintenance schedules and monitor and review the operational lead indicators. Lastly, we close the loop to ensure that improvements become part of our daily operations. This process (plan, do, review, improve) is integrated with the operating and maintenance standards and the Sasol Operations Core Processes.

The **supply chain management** process, which includes the Supply Chain and Sales & Marketing functions, ensures safe and responsible operations from our suppliers of procured goods, our service providers and our customers, in alignment with the Sasol Supply Chain Excellence Approach and Governance Framework. Therefore, a formal process is followed for selecting and approving our suppliers and service providers (refer to the Sasol Group Service Provider Safety Management procedure), for procuring goods and for assessing our customers. SHE risks and associated risk controls are considered when procuring, using, handling, transporting and storing these procured goods and chemicals, as well as our products and chemical wastes. We ensure that our employees and service providers are trained and competent in associated risk and control measures and take full ownership in the implementation of these risk controls in order to prevent incidents and harm, and to respond in cases of emergency.

3.2 Operational control
a. Project management

OMS LINK
2.1 Technology and operating assets
3.7 Project management

Intent

We reduce SHE risks through innovation in project designs and we proactively manage project execution of SHE risks to achieve zero harm.

Terminology and concepts

SHE projects	Projects done to improve SHE performance directly (e.g. implementation of new, cleaner technology to improve air emissions).
SHE considerations in projects	The SHE requirements to be addressed in the different phases of any project.
Controls	In the SHE context, and specifically in relation to the bow-tie, controls are acts, objects (engineered) or system (act & object) intended to prevent and/or mitigate an undesirable event.
Closure and end-of-life projects	Includes decommissioning, demolition, abandonment of assets/facilities/products, disposal, rehabilitation and remediation.
Business Development and Implementation (BD&I) model	Represents the total project life cycle plus objectives, deliverables and gate criteria for all stages of a project.

Performance Requirements

3.2.1 SHE requirements, which include SHE legal and other requirements, are incorporated, evaluated and adhered with throughout **all phases of the BD&I model** for project management. This includes the management of SHE risks throughout all phases of projects. [3.1, 3.4]

3.2.2 SHE criteria is included in project performance measurements and the project management processes and plans are updated timeously in line with improvement opportunities. [4.2]

Project initiation and briefing
3.2.3 Project-specific SHE requirements and preferences are established and agreed within OMEs. Operational requirements and options are assessed, establishing a project SHE brief.

Concept and feasibility, design and development
3.2.4 The SHE philosophy during the **concept and feasibility** and **design and development** phases for assets, projects and products support progress on our journey towards zero harm. It includes the following considerations:
- Current best available techniques and technology;
- Inherently safer design;
- Process safety requirements (e.g. layers of protection, alarms);
- Cleaner production principles, including sustainability considerations;
- Health considerations, including ergonomic and hygiene factors;
- Environmental considerations, including emission reduction;
- Product stewardship considerations, including compliance, regulatory trends, product and packaging life cycles;
- Future SHE requirements; and
- Options for SHE risk reduction.

3.2.5 SHE criteria, which include SHE legal and other requirements, are applied during **project prioritisation and approval.**

Project execution and commissioning
3.2.6 Projects which affect our people, products, equipment, procedures, processes or technology are managed through a formal **management of change** (MOC) process which considers and mitigates the applicable SHE risks.

3.2.7 For all projects and modifications, the **relevant risk assessments** are conducted. [3.1]

3.2.8 **Quality assurance processes** are followed to ensure that assets, products and processes meet all SHE specifications and that construction is in accordance with applicable standards. [3.4]

3.2.9 Pre-start-up Safety Reviews and commissioning plans are implemented and adhered with in order to adhere to all relevant SHE requirements, which include:

- Basic engineering design principles were followed;
- Construction is in accordance with specifications;
- Operations integrity measures are in place;
- Emergency, operations and maintenance procedures are in place and set out clear requirements;
- Risk-management recommendations have been addressed and required actions have been implemented;
- Establishment of an integrated SHE management system, including document and data control;
- Training of personnel has been completed; and
- Regulatory and permit requirements are met.

3.2.10 End-of-job documentation, including the project SHE file and all relevant process safety information (PSI) requirements, is formally transferred to the operating partner prior to beneficial operation. [3.4]

Closure and end-of-life projects:

3.2.11 **SHE risks related to closure and end-of-life projects** are planned for and managed. [3.1] Timeous provision is made for the required **resources** (time, people and funding) for closure and end-of-life projects.

3.2.12 An external review process is established for closure and end-of-life projects to ensure SHE, legal and other requirements are met. [3.4]

Critical success factors for this element

- Embed a mindset of "beyond compliance" for new designs and asset upgrades impacting SHE risks, while maintaining a balance with business sustainability requirements and objectives;
- Engagement and management of contractors/service providers to ensure safe execution of projects; and
- The involvement of the operating partner and all relevant SHE role players during all phases of the project to ensure continuity in SHE risk management.

Leadership questions for improvement

- Are my project objectives and plan aligned with SHE objectives?
- Do SHE requirements have an equal weight compared with other project requirements throughout all project phases and "gate reviews"?
- How does my project contribute towards improving longer-term achievement of zero harm?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE is responsible for providing, in consultation with the project teams:

- SHE requirements and specialist inputs for inclusion into the BD&I model;
- SHE criteria for project prioritisation and approval; and
- Scan the SHE environment and SHE legal landscape to advise OMEs of future requirements and changes in legislation.

b) OME SHE function responsibilities:

- Interpret relevant regulation and other SHE requirements for projects and provide specialist SHE input during project execution;
- Ensure accreditation/approval by the relevant statutory body;
- Embed the expectation of zero harm with all project teams;
- Participate in relevant reviews and assessments, and verify that the SHE plans were executed as prescribed; and
- Facilitate the handover and acceptance of SHE-related end-of-job documentation.

c) Where applicable, the project SHE manager is responsible for ensuring that appropriate processes are followed for all phases of the project to ensure adherence with SHE requirements.

OME roles and responsibilities

a) OME management responsibilities:

- Comply with applicable project-related SHE legal and other requirements;
- Participate in agreed phases of a project to ensure that safe commissioning and sustainable operations are achieved before final handover;
- Ensure design principles for inherent safety, sustainability and productivity are followed to reduce SHE risks;
- Solicit specialist input from service providers on the safe and responsible design and execution of a project;
- Ensure that SHE requirements are incorporated into project plans;
- Create a SHE climate conducive to zero harm in project teams;
- Approve project plans only when they adequately address SHE, legal and other requirements;
- Approve all relevant SHE-related end-of-job documentation prior to commissioning. Project management teams are responsible for the compilation of documentation prior to handover; and
- Plan and manage closure and end-of-life projects and manage resulting SHE risks.

Supporting documentation

- Sasol BD&I model: SHE track and all other tracks reflecting SHE requirements;
- Group Technology SHE Execution model;
- Group Service Provider safety management procedure;
- Sasol Technology project management procedures;
- PSM S1.2 Process Safety Information;
- PSM S1.3 Process Hazard Assessment;
- PSM S1.7 Pre-start-up Safety Reviews;
- PSM S1.10 Management of Change;
- Compliance with International Chemical Control Legislation (CICCL) procedure; and
- Integrated Exploration Production management System (IEPMS – upstream project management model).

Element 3.2a Maturity Assessment:
Operational control - project management

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	We follow a SHE philosophy in **prioritising** and selecting projects.	No, not all.	Yes, to comply with SHE, legal and other requirements.	Yes, we also consider anticipated future sustainability requirements.	Yes, and we base it on a fundamental belief that improvement towards zero harm will result in a competitive advantage for our business.
b	Our project SHE risk assessments influence our decisions regarding project approval, **concept, feasibility, design** and development.	No, not always.	We only approve projects if all SHE risk assessments are done.	Yes, SHE risk assessment drive improved design standards that enable safer operations.	Yes, we include SHE risk reduction practices in the project, as well as industry leading SHE technologies, where possible.
c	The team takes full ownership of SHE performance during project **execution.**	No.	Yes, the project SHE manager ensures that the appropriate SHE practices are followed.	Yes, the whole project team (with the service provider) take ownership and proactively address the project SHE risks.	Yes, project execution objectives of zero harm, project cost and schedule are not in conflict, but are optimised in total to deliver sustainable zero harm results.
d	We provide for and manage closure and **end-of-life projects.**	No, mostly done due to external pressures.	Yes, we adhere to the minimum SHE legal compliance. Resources are provided.	Yes, we plan closure projects to mitigate future risks. We mitigate rehabilitation risks proactively during plant design.	Yes, our leaders actively pursue opportunities to minimise the SHE impacts of operations closure.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✓
Approved project plan, including SHE requirements	
Project SHE risk assessments, completed and understood	
Project SHE file, implemented and visible	
Proof of environmental considerations taken into account	
Proof of health considerations taken into account	
Proof of product stewardship considerations taken into account	
SHE files on all service providers involved in the project	
SHE criteria for capital project approval	

Proactive/Resilient	✓
Effective end-of-job documentation	
Project-related COPs and SOPs reflect high-risk tasks	
Project-related COPs and SOPs are distributed to relevant service providers and suppliers	
Effective PTOs on high-risk tasks	
Pre-start-up Safety Reviews	
Effective BBS observations during execution	
SHE criteria forms part of design, construction and commissioning	
Engagement and management of contractors/service providers to ensure safe execution of projects	
SHE risks are managed during decommissioning, demolition, remediation and rehabilitation of site closures	

3.2 Operational control
b. Operations and maintenance

Intent

We proactively manage workplace SHE risks to protect our people, assets and the environment.

Terminology and concepts

Asset management	Align with OMS definition.
Management of change (MOC)	A process to evaluate and properly manage any modifications to the design, control or operations.

Performance Requirements

3.2.13 SHE requirements are integrated into the **Sasol Operations Management System** and associated **Operations Core Processes**, implemented and integrated into daily operations processes and activities. **[Appendix B6]**

3.2.14 A comprehensive SHE programme is in place which establishes applicable **people-related zero harm work practices,** including:

- Life Saving Rules; [2.1]
- Stop-work authority;
- Permit to work and/or work authorisation;
- Pre-task and continuous risk assessments; [3.1]
- Personal protective equipment (PPE) appropriate for the risk exposure in each area;
- Adequate supervision of high-risk tasks; [2.1]
- Adherence to all standard operating procedures (SOPs);
- Medical surveillance and a health education process;
- Occupational hygiene surveys and personal monitoring;
- A road safety management process; and
- A behaviour-based safety programme. [2.1]

3.2.15 Operational SHE roles and responsibilities are fit-for-job, have been fully integrated into the role requirements and are clearly defined in **procedures** for start-up, operations, maintenance, shutdown and emergencies. This is aligned with associated SHE risks. [2.3]

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

3.2.17 **Statutory requirements** for licence to operate are understood and complied with.

3.2.18 Operate and maintain assets to prevent injuries, illness, FERs and environmental impact. These include **process-related zero harm work practices** which are incorporated into the OME's daily activities, such as:

- Execution of an asset management strategy to ensure safe, sustainable, effective and reliable operations;
- Defining the operating envelope and operating according to it;
- Planning for high-risk tasks and related controls;
- Conducting all process safety-related studies (e.g. PHA);
- Identification of process safety critical equipment (PSCE) and/or SHE critical equipment and application of preventive maintenance strategies according to a risk-based inspection programme;
- Process safety information (PSI) for all chemical operations is available and updated regularly;
- Management of hygiene stressors;
- Ensuring good housekeeping;
- Testing, calibration and certification of equipment for the monitoring of accurate SHE performance data;
- Responsible management of natural resources (e.g. water, energy), waste, effluent, emissions and compliance with permit conditions;
- Comply with product stewardship requirements (e.g. chemical compatibility studies, hazard communication documentation);
- Monitoring the effectiveness of controls and field verification of critical controls are used as input to provide first level assurance; [3.1, 3.4]
- Identifying root causes of critical control failures through failure analysis and resolving these causes, while also analysing possible failure modes and effects to prevent or mitigate the effects of future SHE undesirable events; [3.3] and
- Auditing and reviewing of operating envelopes, maintenance plans, process safety critical equipment and environmental management plans on a regular basis or when a change in SHE risks or controls occurs. [3.4]

3.2.19 **Security** requirements are adhered with to ensure the safety and security of our workforce and our assets on-site, as well as work-related activities off-site.

3.2.20 **Emergency response plans** and procedures are developed, tested, communicated and reviewed for effective mitigation of SHE undesirable events realising.

3.2.21 **Improvement actions** are identified and implemented to improve SHE operations control and incorporate these improvements into procedures. [4.2]

Critical success factors for this element

- 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;
- Daily management of SHE risks (through critical control monitoring) are fully integrated into day-to-day operations and activities; and
- Good operations discipline and a structured non-conformance process.

Leadership questions for improvement

- Am I visible in my support for the SHE programme implementation in my operation?
- Am I aware of and do I understand the applicable legislation for my area of responsibility?
- Do I provide adequate resources to execute operations safely and responsibly?
- How do I ensure that we understand and support our service providers with an environment in which they can work safely?
- How do I drive the embedding of SHE learnings in our normal operational activities?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities:

- Provide guidance and specialist input related to operational and maintenance controls as required; and
- Identify, develop and enable standardised SHE systems supporting operational control. [3.4]

b) The OME SHE function responsibilities:

- Support and enable the implementation of the SHE programme in operations;
- Provide SHE expertise when developing, reviewing and implementing operations procedures and standards;
- Develop and implement relevant SHE systems and requirements to support effective controls for safe operation, aligned with the OME asset management strategy; [3.4] and

- Assist with trend analysis of critical control operating effectiveness and related SHE risk exposure. [3.1, 3.4, 4.1]

OME roles and responsibilities

a) OME management responsibilities:

- Develop and execute the asset management strategy and assign/appoint resources to ensure the ongoing integrity and safe operation of facilities;
- Implement PSM requirements;
- Ensure that operations planning is done with a sustainable zero harm mindset; [1.2, 1.3, 2.1]
- Ensure that daily high-risk jobs and tasks are defined, discussed and managed; [3.1]
- Incorporate SHE risk controls into daily operations and activities, assign clear ownership and monitor them actively; [3.1, 3.4]
- Ensure appropriate training is done as part of the MOC process; [2.2]
- Ensure that service providers are aligned with operations control requirements; [3.2c] and
- Review, on a periodic basis, the operational and emergency control systems, measures and processes to ensure that they remain relevant and appropriate to the nature and extent of the associated SHE risks.

Supporting documentation

- Sasol Operations Handbook and Operations Management System;
- PSM S1.2 Process Safety Information;
- PSM S1.4 Standard Operating Procedures;
- PSM S1.5 Training;
- PSM S1.8 Maintenance of Process Safety Critical Equipment;
- PSM S1.9 Permit to Work;
- PSM S1.10 Management of Change;
- PSM S1.12 Emergency Management;
- Sasol Group Procedure for Service Provider Safety Management (also refer to **Appendix B2**);
- Group SHE KUE scenario bow-ties;
- HSI prevention programme;
- HSI toolkit for Life Saving Rules;
- HSI toolkit for pre-task risk assessments;
- HSI toolkit for identification and field verification on critical controls;
- OME task risk assessment procedures/templates;
- Environmental risk assessments;
- Compliance with International Chemical Control Legislation (CICCL) procedure; and
- Sasol Group Water Stewardship procedure.

Element 3.2b Maturity Assessment:
Operational control – operations and maintenance

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	My team applies zero harm **work practices** (people- and process-related) to manage our SHE risks.	No, not always.	Yes, our zero harm work practices are consistently implemented and effectively managed.	Yes, my team owns these practices. They focus on the effectiveness of controls.	Yes, these practices have been internalised in the team behaviour. SHE risks are reduced through integrated improvements of zero harm work practices.
b	Our operations and maintenance **procedures** support zero harm.	No.	Yes, these procedures address SHE risks and are adhered with.	Yes, my team actively uses, reviews and optimises procedures to ensure that controls are executed effectively.	Yes, the use and adherence to procedures are embedded as key behaviours to reduce SHE risks.
c	We use our **monitoring measures** to ensure we timeously act on control effectiveness.	On an ad-hoc basis.	Yes, we have a set of controls that we monitor daily.	Yes, our controls are owned and executed to proactively manage our SHE risks.	Yes, we continuously aim to improve the effectiveness of controls to reduce SHE risks sustainably.
d	We identify and manage our PSCE and/or SHE critical equipment effectively.	No, not all critical equipment is identified or effectively managed.	Yes, adherence to maintenance strategies is monitored.	Yes, the list of PSCE and/or SHE critical equipment is regularly updated. Proactive maintenance strategies are implemented.	Yes, maintenance strategies are consistently reviewed based on changes to SHE risks or controls.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✔
Defined roles and responsibilities	
Effective emergency management plans, understood and implemented	
Effective pre-task risk assessments	
Effective continuous risk assessments	
Effective permit to work and/or work authorisation process	
Identified critical controls that is visible and understood	
Effective asset management strategy	
Adherence to maintenance strategies	

Proactive/Resilient	✔
Effective monitoring of the effectiveness of controls	
Management of SHE risks are fully integrated into day-to-day activities	
Improvement action plans related to SHE performance and critical control improvement	
Updated procedures	
Effective application of the MOC process	
A structured non-conformance process	

3.2 Operational control
c. Supply chain management

Intent

We proactively manage supply chain SHE risks to protect our people and other stakeholders.

Terminology and concepts

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. Goods are used as a collective for all materials or items (refer to the Sasol Supply Chain Excellence approach).
Products	A good or object created as a result of a process, which serves a customer need or satisfies a customer want (refer to the Sasol Supply Chain Excellence approach). From a product stewardship point of view, a product refers to a procured chemical, raw/feed material, controlled material, intermediate/final product, test preparation, sample, waste, product packaging.
Services	Sasol is dependent on various types of service providers, ranging from specialist engineering and consulting services to the cleaning of our offices. Service providers are used to assist with welding, mechanical, electrical and instrumentation maintenance activities (refer to the Sasol Supply Chain Excellence approach).

Performance Requirements

3.2.22 Relevant product stewardship, legal and other SHE requirements are integrated into the **Sasol Supply Chain Excellence approach and governance framework,** implemented and integrated into daily supply chain operations processes and activities.

Procurement, supplier and service provider management (inbound supply chain)

3.2.23 Suppliers of goods and services meet the prescribed SHE requirements in order to be **accredited as an approved supplier** where applicable. SHE requirements are included in the process for the development of SMMEs. Risk-based evaluations are done when selecting, monitoring performance and re-evaluating suppliers and service providers. Re-accreditation of suppliers is done when there is a change in scope and when there is a major SHE non-conformance or major SHE incident.

3.2.24 **Contractual agreements** are in place which specify SHE requirements and the right to terminate due to poor SHE performance. Contract owners, reporting relationships, lines of consultation and communication, SHE roles and responsibilities, accountabilities and system interfaces are clearly documented in contracts.

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

- Continuous engagement on SHE matters;
- Proactive sharing of applicable SHE information and procedures;
- Agreed SHE plans;
- Monitoring of and reporting on the compliance with the SHE plan; and
- Non-conformance management.

3.2.26 For the **procurement** of goods and/or raw materials and chemicals, the following SHE requirements are taken into consideration:

- Legal compliance, safe chemicals management practices and responsible sourcing are adhered with;
- New intended procured goods and its possible suppliers are evaluated for SHE risks prior to purchasing;
- SHE requirements are incorporated into the material master data management process;
- SHE requirements are taken into account when procuring goods; and
- Procured goods are accompanied by relevant SHE documentation which is accessible to all parties who work with the procured goods.

Product safety, logistics and sales (marketing and outbound supply chain)

3.2.27 **A formal process** is in place to ensure compliance with relevant product stewardship, legal and other SHE requirements (e.g. product registration, chemical compatibility studies, hazard communication documents).

3.2.28 SHE inspections and **approval of customers** are conducted prior to delivery of hazardous products to new customers.

3.2.29 Processes are in place to understand **customer quality requirements,** consistently deliver quality products and services and measure customer satisfaction.

3.2.30 **Product hazard information** is provided to all customers, logistics service providers and users of Sasol products.

3.2.31 Supply chain SHE risks are effectively managed to ensure the safe and responsible storage, movement, blending, distribution, sale and use of **products across the life cycle.** Security requirements are adhered with and community emergency management plans are in place and enabled where applicable.

3.2.32 Products are **transported** by approved transport service providers. Approval requirements include criteria for vehicle and driver safety. Route risk assessments are conducted, and relevant controls implemented to ensure product transportation risks are managed.

3.2.33 Products are **stored** on-site or with approved third party service providers. Approval requirements include pre-contracting inspections for warehouse SHE practices. Relevant controls are implemented to ensure product storage risks are managed.

3.2.34 **Disposal** of all waste types is managed responsibly throughout our supply chain activities.

Critical success factors for this element

- Only approved service providers conduct work for Sasol;
- Clear accountabilities to be in place for Sasol and our suppliers and service providers. Involve them in SHE discussions, meetings and investigations where applicable; and
- To prevent potential exposure to Sasol products during loss of containment and other exposure incidents, timeous and relevant response is critical.

Leadership questions for improvement

- How do I engage with service providers in my area of responsibility? Do I create a SHE climate conducive to zero harm?
- How do I ensure that our Supply Chain and Sales & Marketing functions understand our operations and the associated SHE impacts of critical products and services?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities:

- Provide input to Group Supply Chain and Sales & Marketing regarding SHE requirements for suppliers, service providers and customers;
- Develop and recommend effective management systems for managing the SHE risks related to the procurement, movement, transportation, storage and disposal of hazardous products;
- Ensure that all relevant product information is captured in the relevant information management system and publish relevant product safety documentation; and
- Ensure that product and product stewardship risk assessments are conducted.

b) The OME SHE function responsibilities:

- Liaise with Supply Chain and Sales & Marketing to ensure that OME-specific SHE requirements are included in contracts;
- Make relevant procedures and SHE information available to suppliers, service providers and customers through the OME communication channels;
- Ensure that SHE legal support documentation for raw materials and procured chemicals are reviewed and updated as new information becomes available;
- Ensure that logistics assessments are conducted and are valid;
- Support and enable effective SHE risk management related to the movement, transportation and storage of products;
- Ensure the Group Incident Management procedure is followed in cases where service providers are involved;
- Provide support for off-site product-related incidents; and
- Advise leadership on Responsible Care® practices.

Group function roles and responsibilities

a) Group SC and SC centralised execution teams' responsibilities:

- Provide guidance, oversight and direction related to responsible SHE practices in the Sasol supply chain processes;
- Integrate SHE requirements into contracts for suppliers and service providers;
- Accreditation of new suppliers, re-accreditation when there is a change in scope and when there is a major deficiency; and
- Oversee the service provider performance management process, which includes non-conformance management for SHE-related matters.

OME roles and responsibilities

a) OME management responsibilities:

- Manage the relevant SHE risks across the supply chain, including risks associated with procuring, selling, transporting, moving or storing equipment, materials and products; [3.1]
- Ensure contract owner accountabilities are clear and the SHE requirements related to scope execution of service provider contracts are well managed;
- Involve suppliers and service providers in relevant SHE discussions, meetings and investigations; [2.4]
- Perform surveillance assessments on suppliers and service providers depending on their risk ranking;
- Manage and evaluate supplier and service provider SHE performance;
- Define OME-specific logistics specifications;
- Develop and implement product logistics risk management plans;
- Safe and responsible use of procured goods, as well as transportation, movement, storage and disposal of products; and
- Ensure that all employees and service providers working with approved products are trained in the risks and control measures associated with the products.

Supporting documentation

- Sasol Supply Chain Excellence approach and governance framework;
- Supplier accreditation procedures;
- Supplier code of ethics;
- Responsible Care® Code of Management Practice for Product Stewardship;
- **Appendix B2** One Sasol SHE Excellence approach guideline for Service Providers
- Group Service Provider Safety Management procedure and related SHE service provider documentation;
- PSM S1.6 Service Provider Safety Management;
- Group Product Transportation procedure;
- Compliance with International Chemical Control Legislation (CICCL) procedure;
- Group SHE Incident Management procedure;
- Supply chain procedures, templates and protocols, including, but not limited to:
  - Procedure for the purchase of products;
  - Procedure for registering of SDS;
  - Procedure for compilation of SDS;
  - Product life cycle risk profiling methodology; and
  - SQAS assessment protocol for transportation.

Element 3.2c Maturity Assessment:
Operational control – supply chain management

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	We select and manage our **suppliers and service providers** based on prescribed SHE, legal and other requirements.	No, not always.	Yes, only approved service providers are used. Contracts specify SHE, legal and other requirements and are monitored by contract owners.	Yes, external parties are engaged prior to contracting to ensure understanding of the top SHE risks and critical controls.	Yes, two-way learning is taking place to improve SHE practices. All parties are actively engaged to drive zero harm.
b	We understand and manage **product safety.**	Not always.	Yes, we evaluate, registrate, transport and store procured or manufactured products to ensure SHE legal compliance.	Yes, and product risks are well understood and managed throughout the product life cycle.	Yes, and plans are co-created with suppliers, service providers and customers to reduce SHE risks related to products. Product safety industry trends are analysed and benchmarked.
c	We manage product **transportation** SHE risks.	No.	Yes, product transportation legal and industry safety requirements are adhered with and monitored.	Yes, and product transportation risk management plans are in place and are regularly reviewed and improved.	Yes, and the improvement of product transportation zero harm performance is a collaborative effort between all stakeholders.
d	We ensure that **supply chain activities** are executed with zero harm.	We don't always know.	Yes, we manage the activities to ensure adherence to regulatory requirements.	Yes, and we manage the activities through a co- developed SHE risk management plan, integrated into operational systems, processes and procedures.	Yes, and we continuously focus on embedding risk reduction measures as the way of working.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✔
Proof of all service providers being approved	
Adherence to contractual agreements with suppliers and service providers which include SHE requirements	
All relevant SHE procedures are shared with service providers	
SHE induction for service providers	
SDS documents for all products	
Adherence to the product registration process	
Results from SQAS audits	

Proactive/Resilient	✔
Effective product logistics risk management plan which is regularly reviewed and improved	
Audited OME specific product storage and transportation SHE requirements	
Identified critical controls for supply chain- related SHE risks that are visible and discussed	
Service provides are involved in SHE meetings, discussions and investigations	
Proof of customer approval based on SHE requirements	
Auditing and monitoring of service providers according to their SHE plans	

Element 3.3
SHE incident management

Intent

We report, investigate and learn from all SHE incidents, including near misses.

Context

An incident is an unplanned event, which could or does result in harm or loss. In this context harm or loss could occur to people, property, processes, product, production or the environment. Near misses are also deemed to be incidents. SHE incidents are defined in the SHE incident severity matrix (**Appendix B** of the Group SHE incident management procedure). Incident management is a specific subset of non-conformance management. [3.4]

Following any SHE incident, and specifically HSIs, we apply the SHE incident management process to determine which controls were either absent, ineffective, or not complied with. Specific organisational, workplace and personal factors are identified to be rectified. The necessary preventive and corrective actions are identified, evaluated through the technical MOC process and implemented. The implementation of actions is monitored to prevent similar or future incidents. Learnings are shared, evaluated and applied as applicable in all our OMEs.

The Sasol SHE incident management process flow consists of five steps as outlined in **Figure 13** below (refer to the SHE incident management procedure for more detail).

1. NOTIFICATION **2. INVESTIGATION** **3. ROOT CAUSE ANALYSIS** **4. CLOSE-OUT** **5. LEARNING**
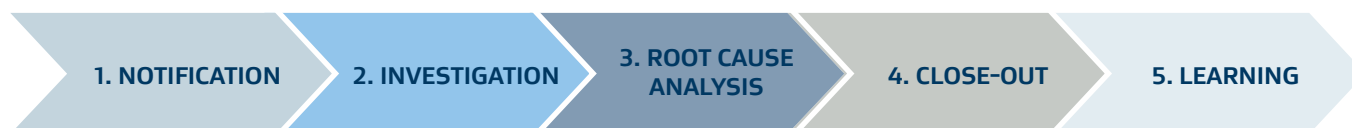
Figure 13: Sasol SHE incident management process

All incidents are classified according to the SHE incident type and severity (refer to the incident classification matrix in the SHE incident management procedure).

Terminology and concepts

Incident	An incident is an unplanned event, which could or does result in harm or loss. In this context harm or loss could occur to people, property, processes, product, production or the environment. Near misses are also deemed to be incidents.
High Severity Incident (HSI)	All actual Level 1 and 2 and potential Level 1 incidents.
Near miss	An event which does not actually result in loss, but under slightly different circumstances, could have. A near miss by definition, is also an incident. In this context harm or loss could occur to people, property, processes, product, production or the environment.
Root cause analysis (RCA)	The methodical process to analyse the circumstances and activities of an incident with the intention of identifying the root causes. The Sasol recommended methodology is the Why Tree.

Performance Requirements

3.3.1 The Sasol Group SHE incident management procedure is executed.

3.3.2 Incident notification

- Following an incident, the event is arrested to stop escalation. If required, the applicable emergency response procedure is activated and relevant line managers are notified;

- The Incident Owner initiates immediate corrective actions to prevent the incident from occurring again or escalating;

- The preliminary investigation commences as soon as is practical after the incident has occurred;

- All incidents are classified and registered on the applicable SHE incident management system and allocated a unique incident number;

- The OME Legal Advisor is consulted when applicable, for SHE legal advice, guidance and support on SHE incidents; and

- All incidents are communicated to management and stakeholders according to the communication requirements (e.g. flash notifications).

3.3.3 Incident investigation

- The investigation team consists of the relevant role players, based on the level of investigation;

- All relevant evidence is preserved and collected as part of the information gathering phase;

- Adequate time is made available to construct the sequence of events; and

- An investigation pack is prepared, containing all relevant evidence, and presented to the chairman, Incident Owner and RCA facilitator before the RCA session commences.

3.3.4 Incident root cause analysis (RCA)

- The RCA methodology to be used is based on the incident type and severity and facilitated by a competent RCA facilitator;

- For HSI incidents, the Behaviour Transformation Specialist is present and assists the Incident Owner in evaluating the organisational, workplace and personal factors relating to an incident;

- The relevant bow-tie scenario is utilised during the analysis of control failures; and

- Corrective/Preventive actions are identified after the RCA. These actions address the relevant control failures and the improvement of the control effectiveness.

3.3.5 Incident close-out

- The close-out discussion evaluates the investigation outcomes and the relevance of the preventive and corrective actions;

- Where applicable, the management of change (MOC) process is followed for the planning and implementation of preventive and corrective actions; and

- All actions are tracked for completion and effectiveness through relevant management systems.

3.3.6 Learning from incidents

- Learnings from incidents are identified, implemented and institutionalised where applicable; and

- Where applicable, the relevant bow-tie scenarios, Life Saving Rules and BBS programmes are updated with the control failure learnings from the incident. An MOC process is followed to ensure that all changes are implemented and embedded systematically.

Critical success factors for this element

- All incidents must be investigated to ensure that the correct root causes are identified and eliminated. Investigations of HSIs (actual and potential) are treated with more rigour to ensure high-quality outcomes;

- Organisational, workplace and personal factors are identified for incidents, with specific emphasis on HSI; and

- Applicable learnings from incidents are shared and interpreted for relevance and action by the respective line manager.

Leadership questions for improvement

- Is there a clear difference between the way we manage HSIs and other incidents?

- How do I ensure the preventive and corrective actions from investigations are implemented and sustained?

- How do I close the loop to ensure control failures are addressed effectively and sustainably?

- How do I share learnings from incidents OR how do I ensure that learnings from incidents in other areas are evaluated for applicability and internalised to ensure that we create sustainable learning?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities:

- Take accountability for the process and methodology of the Group SHE incident management procedure;
- Ensure the procedure is available to all relevant stakeholders and role players;
- Govern and make available relevant templates to this procedure; and
- Conduct implementation audits on learnings of selected HSIs.

b) The OME SHE function assist the Incident Owner to:

- Execute the Group SHE incident procedure;
- Manage and close-out the SHE incident;
- Evaluate the actual and potential severity of the incident;
- Register the incident;
- Gather relevant information;
- Ensure the necessary change risk assessments are conducted; and
- Initiate a formal review of whether the corrective/preventive actions implemented are effective.

c) The Behaviour Transformation Specialist to provide input into evaluating personnel actions according to the Group Human Failure Causation Model and determine precursors in terms or organisational, workplace and personal factors.

OME roles and responsibilities

a) OME management responsibilities:

- To manage the effective application of the SHE incident management procedure, which includes provision of the necessary resources to effectively apply the procedure;
- Ensure that Incident Owners are competent to apply the SHE incident management process; and
- To participate in the incident management process, with specific emphasis on HSIs, the review and approval of the investigation outcomes and proposed preventive and corrective actions.

b) OME Incident Owner responsibilities:

- Understand and apply the Group SHE incident management procedure;
- Initiating communication protocols;
- Evaluating the actual and potential severity;
- Ensuring an MOC process is followed, where applicable, for preventive and corrective actions; and
- Tracking the progress on implementation and completion of proposed corrective and preventive actions.

Supporting documentation

- Group SHE incident management procedure;
- Group injury and illness classification procedure;
- Group procedure for occupational safety accountabilities;
- Group SHE risk management procedure;
- Group SHE KUE scenario bow-ties;
- PSM S1.11 Incident Management; and
- Group toolkit for embedding of learning.

Element 3.3 Maturity Assessment: SHE incident management

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	We are confident that we **report** all SHE incidents.	No.	Yes.	Yes, we also report near misses.	Yes, a continuous improvement culture supports the reporting of all incidents by all stakeholders.
b	Our **incident investigations** are done effectively.	The incident management process is not always followed.	We follow the SHE incident management process in the Group procedure.	There is a definite difference in focus and depth for the investigations of HSIs.	High-potential severity incidents or near misses are investigated as a matter of priority.
c	We spend enough time to uncover the true **root cause** of incidents.	No	Yes, we follow the RCA process diligently.	Yes, we dig deep into design and operating failures of our controls. We identify organisational, workplace and personal factors for control failures.	Yes, we also use the relevant bow-tie scenario to analyse the control failures.
d	We evaluate the effectiveness of the **corrective and preventive actions** from incident investigations.	No.	Yes.	Yes, we thoroughly analyse the actual against the intended results of the preventive and corrective actions.	Yes, we benchmark against relevant incidents and the effectiveness of those actions. We also update the relevant bow-ties after investigations.
e	We embed **learnings** from incidents effectively.	No.	We share the learnings as required by the Group.	We customise learnings from incidents and implement it in our operations.	We actively track and audit the embedding of the learnings to ensure embedding.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✔
Proof of incident investigation according to Group procedure	
Preventive and corrective actions being tracked for execution	
Shared learnings	

Proactive/Resilient	✔
Incident investigations reference bow-ties, BBS observations and critical controls to analyse failures	
High-quality investigations of HSIs (actual and potential)	
Shared learnings are made applicable and relevant	
MOCs for preventive and corrective actions	
Actions from learnings which are tracked for implementation	
Preventive and corrective actions from incidents being evaluated for effectiveness	
Updated bow-ties related to HSIs (actual and potential)	

Element 3.4
Governance and assurance

Intent

Protect our licence to operate and enable progress on our journey towards zero harm through proper oversight of SHE practices and performance.

Context

The role of leadership is to ensure compliance and proper oversight of SHE activities in order to uphold our licence to operate and to achieve zero harm. This is done within the broader context of the relevant governing SHE legal landscape and required standards per OME and the Group. Some of these mechanisms include SHE legal appointments, establishing and attending SHE meetings, conducting SHE audits (inclusive of SHE legal compliance audits) and performing management oversight by means of walkabouts and internal self-assessments, among others. Sasol is committed to complying with all applicable laws and obligations arising from our operations. The applicable SHE legal compliance checks, statutory inspections, ongoing monitoring and associated compliance actions must be incorporated into our management processes to ensure that we always comply. This is enabled by our Group Compliance Policy and associated compliance programmes, as well as the dedicated SHE teams who manage ongoing compliance with the support of subject matter experts.

Sasol applies Combined Assurance principles, through the Combined Assurance approach, to optimise the assurance coverage obtained from line management (first level of assurance), internal specialist function support – including monitoring by functions (second level of assurance), internal independent assurance providers (third level of assurance), external assurance providers (fourth level of assurance) and governing bodies/committees (fifth level of assurance) to assure that prioritised risk events on Group and OME levels are effectively mitigated through adequately designed and effective operating controls.

The main focus for management is to monitor the effectiveness of controls, with specific focus on critical controls related to our top SHE risks as a minimum in order to provide first level of assurance. Each manager is responsible (with the assistance of the SHE team) to give assurance to the next level manager on the effectiveness of how the SHE controls are managed and monitored.

First Level assurance (line management)	Second Level assurance (SHE function)	Third Level assurance (independent internal audits)	Fourth Level assurance (third party audits)	Fifth Level assurance (governance structures)
A plan is in place for: (1) field verification of controls in different areas of the OME, and (2) discussion of the results of field verification of critical controls in OME governance structures.	SHE functional support to enable field verification of controls is agreed between risk owners and OME SHE. This includes internal audits conducted by Group SHE.	The schedule, plan and scope of SAS audits are agreed between Group SHE, SAS and the OME. This is captured and executed in accordance with the IRBAAP.	The schedule, plan and scope of third party audits are agreed between Group SHE and the OME.	Discussion in OME governance structures support the Board in exercising oversight in the effective management of SHE risks.

Assurance deviations, actual or potential incidents and SHE legal non-compliances are examples of "triggers" for the initiation of the non-conformance management process. SHE non-conformances are managed through the operations non-conformance process in OMEs. Trends in these non-conformances also inform learnings and improvement focus areas.

Terminology and concepts

Combined Assurance Plan (CAP)	The Combined Assurance Plan aims to optimise the assurance coverage obtained from management, as well as internal and external assurance providers, that the top SHE risks facing the company are mitigated through adequately designed and effectively operating controls that are implemented to reduce the risks to a level deemed as acceptable by management.
Assurance	Is a process whereby confidence/comfort is provided that risks are being adequately mitigated (preventive and corrective) controls are designed and operating effectively.
Non-conformance	Any failure to meet a requirement. A requirement can be that of a customer, statutory or regulatory body or your organisation's requirements (i.e. failure to follow a procedure) – ISO definition for non-conformity.

Performance Requirements

Governance structure and SHE processes

3.4.1 A SHE governance structure is in place with the following:

- Clearly defined roles and responsibilities for SHE legal compliance and the necessary SHE legal appointments;
- Clear SHE reporting requirements and structure;
- Co-ordinated SHE meeting structure with committees and other governance meeting structures mandated to review SHE performance and make SHE decisions;
- Formal delegation of authority (DoA) for SHE decision-making where required; and
- Risk-based agendas for SHE meetings.

3.4.2 SHE processes are defined and executed accordingly. Selected processes are enabled through procedures, toolkits or technology to enhance the execution effectiveness of these processes.

Compliance with legislation and other requirements

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

3.4.4 Sasol Group and OME-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 SHE legal requirements as arising from changes in laws, permit or licence conditions and when new permits or licences are issued.

3.4.5 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 enable compliance.

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

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

Document management

3.4.8 A document management system for SHE documents is in place that enables the following:

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

Assurance

3.4.9 An appropriate Combined Assurance Plan (CAP) is developed and implemented. It includes the five levels of assurance as appropriate to the risk profile and nature of the business.

3.4.10 As a result of the assurance activities, management are enabled to provide assurance of the following:

- SHE legal compliance;
- Effectiveness of SHE management processes and systems in general;
- Effectiveness of critical controls and the SHE risk management process; and
- SHE results and data quality.

3.4.11 All deviations from assurance activities are analysed, root causes of major findings determined and preventive and corrective actions implemented as part of the continuous improvement process. Learnings are embedded from these findings across the organisation to continuously improve SHE performance. [4.2]

Non-conformance management

3.4.12 SHE non-conformances are managed through a defined process which includes the following:

- Initial response to the non-conformance and the notification of relevant stakeholders;
- Non-conformances are classified and registered on the applicable SHE management system;
- The root cause(s) of major non-conformances are identified with preventive and corrective actions; and
- Preventive and corrective and actions are implemented and tracked. Where applicable, learnings are shared across OMEs.

Critical success factors for this element

- Leaders take accountability for first levels of assurance of the effectiveness of controls; and
- Leaders provide SHE assurance through implementing the mechanisms to ensure proper oversight of SHE risks, systems, practices and performance.

Leadership questions for improvement

- Does my OME have a customised SHE legal landscape in place?
- Does my OME have a CAP in place?
- Does my OME implement an effective document management system?
- Does my OME have a well-defined non-conformance management system in place?
- How do I ensure that we close the loop on the actions identified to address assurance deviations?
- Are the SHE legal appointees in my team aware of the SHE legal accountabilities they carry?
- How can I ensure that my team is timeously aware of SHE legal requirement changes in our area of responsibility?
- Do I utilise the outcome of our annual management review to improve system health and compliance?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities, with relevant input from OME SHE leaders:

- Develop, maintain and participate in Group SHE governance structures with the relevant DoAs and TORs;
- Establish committees and technical working groups, as well as terms of references as per the agreed governance structure;
- Provide guidance on SHE processes to be standardised and enable them through technology, Group procedures or toolkits;
- Develop, review, update, approve and enable standardised SHE processes to ensure continued relevance and alignment with Group business processes;
- Align SHE technology requirements with the Group IM strategy. Be involved in the design and implementation of standardised technology for SHE processes;
- Provide guidelines for the management of Group SHE documents and records;
- Include assurance on top SHE risks and critical controls in second party SHE audits, analyse SHE audit findings and share learnings;
- Conduct second party SHE legal compliance audits at the request of OMEs;
- Manage integration points with other enterprise functions and between sub-functions within SHE; and
- Assist the OME to provide SHE risk-based assurance.

b) OME SHE function responsibilities:

- Develop, maintain and participate in OME SHE governance structures with the relevant DoAs and TORs;
- Monitor the execution of the governance and compliance processes within the SHE governance framework;
- Define other applicable SHE requirements applicable to the OME;
- Work with Group Compliance and SHE legal to facilitate a process which ensures that applicable SHE legislation and SHE risk controls are identified, understood and the implications for the OME are communicated;
- Ensure that new or amended legislation/legal requirements are communicated and adequate controls are implemented with assistance from Group Compliance and Group SHE legal when necessary;
- Monitor compliance with SHE legal and other requirements;
- Ensure that all SHE management systems, technology and processes are managed, maintained and continuously improved;
- Develop and review of OME-specific SHE procedures;
- Integrate SHE non-conformance management requirements into the OME non-conformance management process;

- Facilitate the development of an OME combined assurance plan and report consolidated assurance results in the OME and to the Group;
- Issue relevant reports that identify any compliance gaps, non-compliance, audit findings and improvement opportunities; and
- Manage and control OME SHE documents.

Group functional roles and responsibilities

a) Group Compliance and legal responsibilities:

- Establish processes to identify and understand Group-applicable SHE legislation. Monitor any new or amended legislation and ensure that compliance is well communicated, understood and acted upon.

OME roles and responsibilities

a) OME management responsibilities:

- Act within the SHE governance and compliance framework as set by the Sasol Group;
- Integrate assurance into the normal ways of working;
- Act upon assurance deviations and take proactive measures to ensure SHE maturity and compliance;
- Ensure that relevant personnel are legally appointed and aware of their duties;
- Ensure all non-conformances are managed in a standardised manner, with enough attention given to major non-conformances;
- Facilitate the implementation of corrective and preventive actions for assurance deviations and verify effectiveness thereof;
- Develop and execute an annual Combined Assurance Plan; and
- Align SHE meeting agendas to include oversight of the effectiveness and improvement priorities of the SHE risk management.

Supporting documentation

- Group Compliance Policy and Compliance programmes;
- Sasol Combined Assurance approach;
- SHE leadership and governance document hierarchy;
- Group SHE DoA;
- SHE Governance structure and terms of references;
- SHE legal register where necessary;
- PSM S1.13 Compliance audits;
- Legal appointment matrix and appointment records;
- SHE Internal Auditing Procedure;
- OME SHE legal registers/risk registers/compliance programmes; and
- OME SHE document control procedure.

Element 3.4 Maturity Assessment: Governance and assurance

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	We have defined SHE **roles and responsibilities** and established **governance meetings.**	No, meetings are not held consistently and roles are sometimes unclear.	Yes.	Yes, our governance meetings follow a risk-based agenda and are chaired and managed by leaders.	Yes, the team takes ownership of the SHE governance structure and meetings. We use meetings to provide assurance on control management.
b	A process exists to ensure **legislation and standards** are communicated, understood and complied with.	No, we follow an informal process.	Yes.	Yes, and we incorporate changes in legislation and standards proactively into SHE processes and training.	Yes, we actively engage relevant stakeholders on foreseen/proposed changes and act appropriately well in advance of deadlines.
c	Our **SHE processes** are in place.	No, not consistently.	Yes, they are standardised and enabled with procedures and toolkits.	Yes, and they are enabled by technology systems to make process adherence easier.	Yes, and we use tools and systems for integration, analysis and decision-making which drive continuous improvement.
d	We have a formal SHE **document governance** process in place.	No.	Yes.	Yes, and easily accessible in the OME.	Yes, and fully integrated with the SHE management system and Group SHE document management system.
e	We apply learnings from SHE **assurance deviations.**	Not always.	Yes, we understand our recent audit findings.	Yes, assurance deviations are analysed, root causes identified and corrective and preventive actions are implemented.	Yes, we update all relevant inspections and logbooks to reflect the improvement actions, with specific focus on the improvement of critical control assurance deviations.
f	We drive risk-based **combined assurance.**	No, mainly only through external (fourth level) assurance.	Yes, internal and external audits are in place.	Yes, we focus especially on first level of assurance activities to ensure that we are more proactive in addressing inefficiencies.	Yes, our assurance activities are optimised across all levels of assurance to reduce the burden on the OME.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✔
Appointment letters for all SHE legal appointees	
Agendas for SHE compliance meetings	
Combined Assurance Plan for the OME/area	
SHE documents (procedures, audits, inspections, etc.) are available on the relevant platform	
SHE procedures and toolkits are executed	

Proactive/Resilient	✔
Assurance documentation reflects updates on critical controls	
Well-defined and understood performance criteria for critical controls to guide assurance activities	
First level assurance activities and reporting on effectiveness of critical controls	
Integrated SHE management technology system	
Action management to close-out assurance deviations	
SHE audits and assessments are integrated and optimised	

4. Results

Measure and improve towards sustainable zero harm.

4.1 Measure and report
We track and report our SHE performance to assess achievements against SHE objectives and targets.

4.2 Improvement
To continuously improve our SHE practices to achieve zero harm.

Element 4.1
Measure and report

Intent

We track and report our SHE performance to assess achievements against SHE objectives and targets.

Context

Measuring and reporting

To effectively manage SHE performance, we monitor and measure agreed SHE key performance indicators (KPIs) which include lagging and leading indicators [1.3] for all sub-functional areas in SHE. Lagging indicators are often used in performance management processes and incentive schemes. [2.3] Leading indicators provide an indication of future trends in a related lagging indicator. Leading indicators measure practices which are associated with a certain level of maturity (refer to **Appendix B3** for examples of leading indicators and its maturity level).

We manage data quality to enable the assurance process. [3.4] The result of SHE KPIs is analysed, reported and reviewed. The process provided in the **Group procedure for SHE and SD data reporting** is followed to report SHE results for lagging indicators accurately, on time and according to relevant governance structures **(Figure 18)**.

GENERATE → COLLECT → ANALYSE → ASSURE → REPORT

Figure 18: SHE and SD data reporting process (refer to the Group procedure for SHE and SD data reporting)

Terminology and concepts

Measure	Ascertain the size, amount, or degree of something by using an instrument or device marked in standard units or by comparing it with an object of known size (e.g. SHE input data is identified and measured in order to calculate specific SHE KPIs).
Monitor	Observe and check the progress or quality of something over a period of time by means of a specific measurement (e.g. equipment was installed to monitor air quality).
Report	Provide a spoken or written account of certain relevant observations gained through monitoring the measurement (e.g. through monitoring the air quality it came to light that a certain area needs air filters. This observation has been reported to management).
Review	Examine or assess (something) formally with the possibility or intention of instituting change if necessary (e.g. the safety procedures are being reviewed).
Data quality assurance process	The process during which the validity, reliability, precision, integrity and timeliness of data are verified.
Leading vs. lagging indicators	Lagging indicators monitor performance after it happened (hindsight). Leading indicators are proactive measurements used to provide foresight or red flags to indicate what the results of lagging indicators might be.

Performance Requirements

SHE data capturing

4.1.1 Monitor, measure, analyse and evaluate SHE performance according to agreed leading and lagging KPIs through standardised methodologies and reporting platforms. This includes top SHE risks and functional performance. [1.3]

4.1.2 SHE data is governed through a data quality assurance process for monitoring and measuring according to the relevant OME procedures.

Reporting and reviewing

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

4.1.4 SHE results are reported to stakeholders according to the Group procedure in order to meet disclosure and other stakeholder requirements.

4.1.5 A common reporting platform ensures that SHE results are reported in a standard, governed way.

4.1.6 SHE performance is regularly reviewed, using a risk-based perspective, to assess progress against objectives, targets and stakeholder expectations. This provides input to the continuous improvement process.

4.1.7 Drivers of SHE trends are understood so that appropriate corrective and/or preventive action can be taken.

Critical success factors for this element

- SHE results reporting enables informed decision making and continuous improvement;
- Data quality is managed to ensure that the SHE results which are reported are accurate and credible;
- Reporting of SHE results includes assurance on the effectiveness of the management of top SHE risks and the relevant critical controls;
- SHE results are evaluated from a risk-based perspective for the severity and potential severity of incidents; and
- Enabling technology is in place to capture data and facilitate analysis of trends.

Leadership questions for improvement

- How can I enhance the way we gather SHE performance data to improve both our data quality and the time it takes to gather and consolidate the data?
- Am I using SHE leading indicators to drive continuous improvement of SHE lagging indicators?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities:

- Define the minimum SHE KPIs and standardised calculations for standardisation and comparability across the Group;
- Set Group SHE reporting requirements;
- Manage relevant internal and external SHE performance reporting and disclosure based on the following criteria:
  - GEC and Board SHE reporting requirements;
  - Legal and other requirements; and
  - The framework for sustainability reporting (GRI) and for integrated reporting (IIRC) adopted by Sasol.
- Provide internal assurance of all SHE results data;
- Evaluate, recommend and provide the tools and technology used to measure, analyse and report SHE performance;
- Conduct benchmarking against external SHE best practices;
- Review Group SHE performance, analyse Group-wide trends, audit findings and incident investigation reports, determine Group-wide SHE improvement initiatives and integrate these into the Group SHE Game Plan for execution; and
- Provide subject matter information from a Group perspective for OME management reviews.

b) OME SHE function responsibilities:

- Govern SHE data quality by ensuring and confirming that relevant SHE data sets are identified and collected by sound methods, and are evaluated for completeness, comparability and accuracy;
- Enable SHE performance reporting by collating SHE data, reviewing SHE performance and analysing trends to provide management information to leadership; and
- Ensure that relevant personnel are trained and have the required competency to implement the procedures for measuring and monitoring.

OME roles and responsibilities

a) OME management responsibilities:

- Report the OME SHE results to the relevant reporting and governance structures and give assurance of SHE data quality.

Supporting documentation

- Group SHE and SD reporting procedure;
- SHE management review inputs and outputs;
- Template for SHE management review agenda;
- Group toolkit for maturity assessment; and
- PSM S1.15 Process Safety Metrics.

Element 4.1 Maturity Assessment: Measure and report

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	We manage the **capturing of our SHE data** to ensure data quality.	Informally.	Yes, we capture data according to a procedure and the SHE team verifies data accuracy.	Yes, we have automated systems to manage data input quality.	Yes, we have automated systems that allow real-time capturing and reporting of data.
b	We **report** on SHE KPIs.	Haphazard reporting.	Yes, reporting on lagging KPIs and legal compliance using formal systems.	Yes, comprehensive reporting enables analysis of risk-based leading and lagging KPIs, using standardised systems.	Yes, automated, integrated dashboards enable dynamic management of risk-based leading KPIs for proactive management action.
c	We **review** and **benchmark** our SHE results at pre-defined intervals.	Only when we are asked.	Yes, lagging indicator results are analysed and reviewed to identify improvement opportunities.	Yes, we focus on performance gaps for leading indicators and identify root causes and improvement opportunities.	Yes, we consolidate all identified gaps, prioritise based on risk exposure and actively provide resources to close the gaps.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✓
SHE reporting according to Group procedure	
SHE data quality management process	
SHE reporting on lagging KPIs and SHE legal compliance	

Proactive/Resilient	✓
SHE reporting on leading KPIs	
Automated, integrated dashboards	
Analysis of leading and lagging KPIs enabling informed decision-making and continuous	

Element 4.2
Improvement

Intent

To continuously improve our SHE practices to achieve zero harm.

Context

Plan, do, review, improve methodology

Teams drive sustainable zero harm through a continuous improvement (CI) approach. We adopt the "plan, do, review, improve" cycle **(Figure 19)**. The main tools/processes which drive this cycle is the SHE maturity assessment and management review, which informs the prioritised SHE improvement focus areas. These are captured in a SHE Game Plan and tracked for implementation [1.3].

This approach is integrated as part of our daily activities. SHE improvement opportunities are identified from practices such as analysing and discussing current SHE performance against SHE targets, conducting management reviews, doing SHE maturity self-assessments, and analysing risk reduction or control effectiveness improvement opportunities.

These improvement opportunities are prioritised and either incorporated into SHE focus areas in the team's Game Plan or actioned for immediate implementation. The progress and effectiveness of these implemented SHE actions are tracked as per required frequency to ensure the intended SHE benefits are realised. Our people are included in all aspects of new innovations and encouraged to suggest new improvement opportunities.

Figure 19: Continuous improvement cycle

SHE improvement programmes

One our journey to sustainable zero harm, the Group or a specific OME may opt to drive a specific improvement programme based on the SHE trends or gap analysis of the current and desired SHE practices, in alignment with the 1S SHE EA. Historical and current examples of such improvement programmes on Group level include:

- Process Safety Management focus (since early 2000s);
- Du Pont Safety programme (early 2000s); and
- HSI prevention programme (2018 – current) which includes focus on PTRAs and field verification of critical controls [3.1, 3.2, 3.4], Life Saving Rules [3.2, 2.1], understanding and influencing human behaviour [1.2, 2.1] and institutionalising learnings [3.1, 3.2, 3.3, 3.4, 2.2, 4.2].

Terminology and concepts

Plans	A detailed plan of action specifying the responsibility, action plans, time frame and human, financial and technological resource requirements.
Management review	The routine evaluation of whether management systems are performing as intended and producing the desired results as efficiently as possible.
Maturity assessment	A management tool for self-assessment of the SHE performance and SHE practices maturity of a team, with the intent to identify maturity improvement focus areas **(Appendix B3)**.

Performance Requirements

Continuous improvement

4.2.1 SHE performance is continuously improved through identifying improvement opportunities. Processes and/or sources of these opportunities include:

- The use of the "plan, do, review, improve" methodology, integrated into OME improvement processes and rhythms; [1.2.4, 3.2]
- **Risk assessments** to identify new or inadequate controls; [3.1]
- SHE **performance is reviewed** and analysed using a risk-based perspective to identify improvement opportunities and provide inputs into management reviews, improvement plans, and future target setting and planning exercises; [4.1]
- SHE **meeting agendas** include SHE improvement discussions and tracking; [3.4]
- Legal and other compliance results; [3.4]
- **Management reviews** and internal audits of the suitability, adequacy and effectiveness of the SHE practices, systems, processes and tools. These reviews/audits consider the OME SHE risk profile and exposure, as well as SHE performance. Improvement recommendations from these reviews are implemented and tracked; [3.4, 4.1]
- The **drivers of SHE trends and root causes** of incidents which are well understood, in order to take the appropriate corrective and/or preventive action; [3.3]
- Corrective and preventive actions from **assurance deviations;** [3.4]
- **Learnings** from incidents and assurance deviations; [3.3]
- SHE **maturity assessments** are conducted at planned intervals to determine the maturity of SHE performance and practices. Desired maturity levels, resulting gaps and focus areas are identified; and
- Risk reduction, the improvement of the effectiveness of controls and SHE practices maturity improvement are enhanced through **innovation and benchmarking.**

Improvement plans

4.2.2 SHE improvement plans are developed to address improvement focus areas. These plans include assigned responsibility and timelines for SHE improvement actions. [1.3, 2.3, 2.4, 4.1]

4.2.3 Improvement plans are prioritised based on top SHE risks and where appropriate, the plans are included into cascaded SHE Game Plans for execution as part of the SHE Game Plan implementation. [1.3, 3.1]

4.2.4 Completion of SHE improvement plans are tracked to ensure benefits are realised. [4.1]

Improvement programmes

4.2.5 SHE improvement programmes or initiatives are implemented based on a thorough analysis of trends in OMEs and the Group are implemented based on the analysis of OME and Group progress towards our goal of sustainable zero harm [1.1] as well as the analysis of SHE performance trends. [4.1]

Learning embedding

4.2.6 Learning from incidents, non-conformances, audits, projects, control failures and best practices are shared within and between OMEs to ensure that knowledge transfer takes place. [3.3]

4.2.7 SHE improvements are embedded through enabling systems, processes and tools, as well as people-related levers such as training, change management and behaviour programmes. [2.1, 2.2, 2.4, 3.4]

Critical success factors for this element

- Improvement actions are tracked as part of the SHE Game Plan implementation to ensure that the intended benefits are realised; and
- SHE improvement actions are an integral part of OME continuous improvement plans.

Leadership questions for improvement

- How can I promote SHE continuous improvement in such a way that it excites my team?
- How do I ensure that a strong foundation of compliance is embedded, while encouraging a mindset of "beyond-compliance"?
- Which activities, processes or tools does not add value to our business, and can we let go of?
- How can I make use of technology and engineering to create new opportunities for continuous improvement towards zero harm?

Roles and Responsibilities

SHE function roles and responsibilities

a) Group SHE responsibilities:

- Determine Group-wide best practices and provide a platform for sharing and promoting best practices and learnings in the Group;
- Review Group-wide SHE performance to develop Group-wide improvement initiatives that address the Group top SHE risks;
- Analyse Group SHE statistics, audit findings and incident investigation reports to share learnings and promote continuous improvement; and
- Conduct benchmarking against external SHE best practices and performance. Ensure that related webinars, seminars and conferences are attended.

b) OME SHE function responsibilities:

- Analyse OME SHE data and trends to recommend appropriate improvement actions;
- Co-ordinate maturity assessments and management reviews, and facilitate the process to identify SHE improvement actions;
- Enable and support SHE continuous improvement initiatives; and
- Identify SHE improvement opportunities and implement improvement actions.

OME roles and responsibilities

a) OME management responsibilities:

- Review SHE results and identify corrective or preventive actions and improvement opportunities. Empower the workforce to complete the SHE improvement actions and give recognition where appropriate;
- Encourage and drive continuous improvement by promoting sustainable zero harm; and
- Conduct maturity assessments and management reviews at predefined intervals.

Supporting documentation

- SHE maturity assessment guideline **(Appendix B3)** for the embedding of SHE learnings;
- SHE maturity assessment guideline **(Appendix B3)** for maturity assessment;
- PSM S1.15 Process Safety Metrics;
- PSM S1.11 Incident Management; and
- SHE management review inputs and outputs.

Element 4.2 Maturity Assessment: Improvement

(Mark the appropriate maturity level for each leadership question, as well as the desired maturity for the element)

	Outcomes and practices	Reactive	Compliant	Proactive	Resilient
a	We understand the **gaps** to our SHE results.	No, not always.	Yes, we follow the plan, do, review, improve cycle.	Yes, a process is in place to monitor and improve SHE results and effectiveness of controls.	Yes, teams own their SHE performance review and systems enable dynamic management of leading indicators to immediately address gaps.
b	We conduct **management reviews.**	No, not always.	The suitability, adequacy and effectiveness of our SHE management system is formally reviewed.	Learnings from assurance deviations and incidents are used to proactively identify improvement areas for our SHE approach.	Employees on all levels contribute to the improvement of our SHE approach.
c	We have a process in place to **continuously improve** our SHE practices.	No, only on an ad-hoc basis or with a new programme.	Yes, our improvement actions are always logged, discussed, and tracked to completion.	Yes, we specifically focus on reducing risk exposure and the improvement of control effectiveness. SHE meeting agendas include SHE improvement.	Yes, my team also continuously benchmark against other businesses and focus on improving systems and enabling technologies.
d	We assess the **impact** of our improvement plans.	No.	Yes, based on the SHE performance statistics.	Yes, we also actively track the elimination of repeat SHE incidents and risk exposure.	Yes, even once we have proven success we further plan, do, review and improve on the improvement plan to ensure that we achieve sustainable zero harm.
	Desired maturity for the element		C	P	R

Practical outcomes as proof of a team's maturity

Compliant	✓
Proof of logged improvement plans	
Proof of plan, do, review, improve cycle uses	
Incident register that is up-to-date	
Non-conformance register that is up-to-date	
A trail of audit reports and actions implemented to address the findings	
Proof of management review outcomes	

Proactive/Resilient	✓
An effective platform to log and track improvement plans	
An effective platform to track the benefit of our SHE improvement plans	
The OME improvement process is diligently followed in our team	
SHE meeting agendas where SHE improvement action execution/progress is discussed	

Notes

Section B

Appendices

Appendix B1

Sub-function positioning

Process Safety Management (PSM)

Occupational Safety

Occupational Health

Environmental management

Product Stewardship

Behaviour Transformation (BT)

Governance Assurance Risk and Reporting (GAR)

Security

Sub-function positioning
Process Safety Management (PSM)

The Sasol Process Safety Management Intent and Approach

Intent: We achieve process integrity through inherently safe design, asset management and operations discipline to prevent loss of containment of hazardous chemicals that might result in fires, explosions, releases causing harm to people, the environment, assets and reputation.

Scope: Our approach to Process Safety Management (PSM) focuses on:

- Committing to process safety by embedding a process safety culture throughout all our operations, continuously improving knowledge and competence of our workforce and complying with relevant legislation, codes and standards;
- Understanding process hazards and risks through hazard identification, risk assessments and process knowledge management by ensuring up-to-date, easily accessible process safety information for the life cycle of the plant;
- Managing process safety risks by developing standard operating procedures, implementing safe work practices, ensuring the integrity of equipment, managing service providers and ensuring operational discipline through operations excellence;
- Developing emergency management plans to reduce the impact of process safety undesirable events; and
- Learning from organisational experience and industry experience through incident investigation, measurement of performance metrics and auditing.

What governs us?

Our PSM approach is based on the US OSHA PSM methodology. Our approach has been further influenced by the American Centre for Chemical Process Safety (CCPS) and its Risk Based Process Safety Management (RBPSM) system. Other influences have been the European Process Safety Centre (EPSC), and the Responsible Care® Process Safety Management system. Collectively, the management practices encompass Process Safety Management from the design stage, through operation, and maintenance.

Sub-functional processes and tools for alignment with the One Sasol SHE Excellence approach (PSM standards)

Set the direction and SHE climate	Understand the risk	Risk and control management	Results and learning
- Process Safety Leadership and Culture - Compliance with Standards - PSM Training	- Process Safety Information (PSI) - Process Hazard Analysis (PHA)	- Standard Operating Procedures (SOP) - Maintenance of Process Safety Critical Equipment (PSCE) - Service Provider Safety Management (SPSM) - Pre-start-up Safety Reviews (PSSR) - Permit to Work (PtW) - Emergency Management - Operating Discipline - Management of Change (MOC)	- Incident Management (including learning) - PSM Leading and Lagging Metrics - Process Safety Compliance Audits

Sub-functional focus

The Process Safety sub-function aims to focus on the following:

- Embedding PSM Group and Regional Procedures across all relevant OMEs;
- Embedding control management related to the prevention of fires, explosions, and releases (FERs);
- Integrated approach with other sub-functions to ensure that possible people, asset, environmental and community impacts of LOC undesirable events are mitigated; and
- Ensuring that all PSM incidents are properly investigated and that learnings from incidents are embedded.

Occupational Safety

The Sasol Occupational Safety Intent and Approach

Intent: We create a reliable, safe workplace to prevent and mitigate the exposure of our workforce to safety risks associated with our operations.

Scope: Our approach to Occupational Safety focuses on:

- Minimising exposure to workplace hazards to send employees home safely on a daily basis;
- SHE training on common task execution;
- Improving and embedding a SHE climate and associated behaviours conducive to zero harm;
- Collaboration between Sasol and service providers to ensure a safe work environment; and
- Embedding of learnings from incidents.

What governs us?

As part of our commitment to keeping our people safe, we are establishing and implementing flexible, systematic and comprehensive methods that will continuously improve workplace safety. Sasol subscribes to applicable international standards, legislation and industry best practices (e.g. ISO 45001; United States Occupational Safety and Health Administration (US OSHA), Regulation 29 CFR 1904; SA Occupational Health and Safety Act, No. 85 Of 1993 and its Regulations; SA Mine Health and Safety Act 29 of 1993, and its Regulations; SA Compensation for Occupational Injuries and Diseases Amendment Act, No. 61 of 1997; and South African National Standards (SANS)).

Sub-functional processes and tools for alignment with the One Sasol SHE Excellence approach

Occupational risk management	Service provider safety management	Safe work execution	Control management	Incident management
- Baseline risk assessments - Key Undesirable Events - Bow-tie assessments - Issue-based risk assessments - Pre-task risk assessments - Planned task observations	- Group procedure for service provider safety management - Sasol generic SHE specifications - Regional and area specifications	- SOPs and safe work standards - Lock-out/Tag-out - Life Saving Rules - Behaviour-based Safety - PPE	- First level assurance of critical controls - KUE checklists - Inspections - Audits - Emergency management	- Group procedure for SHE incident management - Root cause analysis - OME and Group learnings for HSIs

Sub-functional focus

The Occupational Safety sub-function aims to focus on the following:

- Improving and embedding risk-based safety management, especially KUEs and HSIs related to occupational safety;
- Embedding a behaviour approach to support our journey towards zero harm;
- Coaching and assisting line management to manage the effectiveness of all controls and to provide first level assurance on critical control effectiveness; and
- Ensuring that all incidents are properly investigated and that learnings from incidents are embedded.

Sub-function positioning
Occupational Health

The Sasol Occupational Health Intent and Approach

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.

What governs us?
Sasol subscribes to the international best practice as promulgated by the Congress of the International Commission for Occupational Health (CICOH) that requires occupational health at the workplace to include:

- Prevention and management of physical, chemical, biological and ergonomic factors;
- Prevention of occupational diseases and injuries;
- Prevention of excessive workload and work life constraints; and
- Promotion of health and workability, rehabilitation and return to work, as well as first aid and curative services.

Sub-functional processes and tools for alignment with the One Sasol SHE Excellence approach

Occupational medicine	Occupational hygiene	Medical emergency management	Integration with wellness	Stakeholder health	Health facility and administration
- Medical surveillance programme - Fatigue management - IOD management - Incapacity management - Workplace drug and alcohol testing protocol - Patient care - Travel medicine - Infection control - Primary health-care	- Prevalance map - Identification of risks to health - Exposure assessment - Occupational Health risk exposure profiles - Training awareness	- Emergency preparedness and response - Infectious disease management and pandemic preparedness	- Employee wellbeing programme - Employee assistance programme - Workplace HIV/AIDS programme	- Health requirements for service providers - Environmental health charter - Health impact assessment	- Facility requirements - Resource planning - Administration - Document, data and record management - Remote site specific requirements

Sub-functional focus
The Health sub-function aims to establish the following:

- Informed stakeholders receiving quality assured results delivered by competent and skilled healthcare professionals;
- The Occupational Health and Wellness performance set by a governance framework and uniform standards;
- Optimally integrated Occupational Health and wellness; and
- Integrated risk-based health management systems with the emphasis on health risk reduction methodology.

Environmental Management

The Sasol Environmental Management Intent and Approach

Intent: We responsibly manage the environmental risks and impact of our activities to ensure sustainable business performance and growth.

Scope: Our approach to Environmental Management focuses on:

- Sustaining compliance with all applicable requirements, including legal and internal objectives;
- Responsible and efficient use of natural resources to minimise impacts on the environment;
- Informed business decision-making where environmental requirements are integral to the risk-based decision making process.
- Implementing effective management systems, with auditing and risk-based assurance to drive a mature environmental performance culture;
- Credible relationships with our stakeholders through partnerships, transparent dialogue, reporting and disclosure; and
- Responsibly addressing our environmental challenges with consideration for the interests of our stakeholders and the environment.

What governs us?

Sasol's approach to Environmental Management is aligned with the requirements stipulated in the different jurisdictions in which we operate as a minimum. Group objectives/targets/standards are followed where these are more stringent. Furthermore, we subscribe to the principles of the UN Global Compact and Responsible Care®.

Sub-functional processes and tools for alignment with the One Sasol SHE Excellence approach

The following processes and tools are applicable across the management of water and effluent, land, waste, air quality and energy throughout the Sasol value chain:

Environmental policy and regulatory management	Environmental Risk Management	Operational	Assurance	Stakeholder management
■ Development of own and input into regulatory frameworks, policies and standards of the jurisdiction in which we operate	■ Hazard identification ■ Bow-tie development (cause and effect approach) ■ KUE identification ■ Critical control and performance requirements ■ HSI ■ Incident investigation ■ Learnings ■ Internal procedures and standards	■ Translate regulatory requirements ■ Environmental Compliance Programmes ■ SAP (EC, SuPM and other information management systems) ■ Environmental awareness ■ Research and innovation	■ ISO Certification ■ Self-assessments ■ Second and thirrd party audits ■ Legal compliance audits	■ Sustainable Development Report (SDR) content development ■ Environmental disclosures ■ 20F – inputs ■ Advocacy through business partners and associations ■ Reporting to regulatory platforms ■ Public engagements

Sub-functional focus

The Environment sub-function aims to focus on the following:

- Constructively engage with all relevant stakeholders to establish a mature understanding of the environmental landscape and the required responses;
- Translating our SHE direction into objectives and targets geared for environmental excellence;
- Enabling OMEs to facilitate ongoing compliance within changing legislative frameworks;
- Embed integrated environmental risk management through a process of systematically identifying environmental risks associated with our business activities. Understand and facilitate the implementation of controls associated with preventing Key Undesirable Events related to environmental impact; and
- Continuously improve the functioning, capacity and skill levels within the sub-function through optimised organisational processes and structures.

Sub-function positioning
Product Stewardship

The Sasol Product Stewardship Intent and Approach

Intent: Our commitment is to provide products to meet existing and evolving customer needs, while minimising the impact on safety, human health and the environment throughout the product life cycle

Scope: Our approach to Product Stewardship focuses on:

- Understanding and managing product properties, applications, related risks and potential exposure throughout the life cycle to continuously improve on performance;
- Reducing Sasol's risk and liability through demonstrating effective product custodianship along the value chain by ensuring compliance with applicable regulations and delivery of sustainable products;
- Tracking regulatory developments globally, and ensuring we timeously respond in complying with all applicable regulations;
- Facilitating collaboration and engagement among internal and external stakeholders in the value chain to implement and embed Product Stewardship and Responsible Care® practices; and
- Ensuring product sustainability is maintained by engaging key stakeholders, associations and regulators to inform legislation development and by conducting proactive product research and development to modify product offerings where the need is identified.

What governs us?

Sasol's approach to Product Stewardship is aligned with global best practices, including the Strategic Approach to International Chemicals Management (SAICM) goals, all applicable international chemical control legislation, our commitment to the UN Global Compact and Responsible Care®, and the global chemical industry's initiative to improve safety, health and environmental performance of our chemical products through their life cycle. We also work through regional and international associations to understand the evolving external landscape, to identify best practices and to support the roll-out of a Responsible Care® approach matching our production and sales footprint.

Sub-functional processes and tools for alignment with the One Sasol SHE Excellence approach

Product regulatory management	Product life cycle management	Product information management	Product logistics safety management	Product sustainability and advocacy
- Identification of product regulatory requirements for all products - Manage changes in the product regulatory environment - Manage the process of compliance to product regulatory requirements - Manage customer product regulatory inquiries	- Management of product life cycle hazards and risks - Product use and application determination - Product life cycle assessments - Product incident and emergency management - Customer awarenessand training	- Management of the Sasol product inventory - Management of product data - Safety Data Sheet (SDS) management - Sasol product SDS management - Sasol product label management - Transport emergency cards	- Analysis of risks applicable to handling, storage, responsible use and transportation of products - Ensure controls are in place and managed effectively to drive continuous improvement	- Development and input into regulatory frameworks and standards - Stakeholder engagement - Research and product development to meet changing customer and regulatory requirements - Product application and marketing risk assessment - Advocacy with other chemical industries and associations - Product training - Customer enquiries, surveys and audits

Sub-functional focus

The Environment sub-function aims to focus on the following:

- Work with internal partners and external stakeholders to establish a mature understanding and culture of custodianship for our products across the value chain to set the tone for sustainability in the future;
- Embed integrated product risk management in Sasol's full value chain through optimised processes, tools and systems to enable compliance and assurance;
- Improve enablement capacity through an optimised organisational structure with clear roles and responsibilities executed by a skilled, competent team; and
- Drive sustainable Product Stewardship performance improvements in line with changing regional and global landscapes and customer requirements.

Behaviour Transformation (BT)

The Sasol Behaviour Transformation Intent and Approach

Intent: We enable leaders and teams to create a SHE climate of involvement, ownership, caring, empowerment, improvement and accountability through their own and their teams' behaviour, decisions and experience, informed by their deep-rooted belief in zero harm. All people visibly demonstrate commitment for achieving sustainable zero harm, enabled by leaders who build trust, exercise fairness and demonstrate care for their teams.

Scope: Behaviour Transformation provides an objective approach, through which the impact of underlying leadership behaviour on Sasol's SHE climate and performance are identified, predicted, unlocked and made visible. Behaviour Transformation focuses on identifying and addressing organisational, workplace and personal factors which influence the SHE climate.

What governs us?

Behaviour Transformation is enabled by Industrial Psychologists who comply with relevant legislation applicable to the profession and codes of relevant professional authorities within the jurisdiction dictated by the law of the country.

Sub-functional processes and tools for alignment with the One Sasol SHE Excellence approach

Leadership	SHE climate	Behaviour	Structure	Incident management
■ Coaching and guiding executives on SHE leadership ■ Provide predictive SHE leadership indicators ■ BT leadership coaching and targeted interventions	■ Conduct SHE climate diagnostics (qualitative and quantitative) ■ Facilitate SHE leadership and team workshops/SHE focus groups ■ Provide team dynamics analysis and coaching related to SHE ■ Do precursor analysis of SHE performance	■ Conduct individual safety assessments ■ Provide input to levers which drive SHE behaviour (e.g. performance contracts, bonus structures) ■ Analyse HR statistics and how it drives SHE behaviour ■ Provide behavioural input to service provider safety management	■ Conduct risk-based analysis on the impact of organisational structure on safety ■ Provide input to SHE competency profiles and recruitment for key leadership positions	■ Apply the Group Human Failure Causation Model ■ Conduct diagnostics during HSI incident investigations ■ Share human-related lessons learned following safety incidents

Sub-functional focus

The Behaviour Transformation sub-function focuses on the following:

■ Structured engagement with OME leadership informed by SHE behaviour and SHE climate analysis;

■ The use of relevant BT tools, such as SHE climate diagnostics and predictive analysis which enables proactive action from leadership;

■ Creating visibility on precursors for SHE performance;

■ Identifying and addressing organisational, workplace and personal factors which influence the SHE climate;

■ BT team interventions on high-risk areas or OMEs; and

■ Integration and collaboration between HR, SHE and BT.

Sub-function positioning
Governance Assurance Risk and Reporting (GAR)

The GAR Intent and Approach

Intent: We enable compliance with SHE practices using continuous improvement as a foundation. We govern, enable, optimise and improve the execution of our SHE practices in operations and across sub–functions.

Scope: Our GAR approach focuses on facilitating SHE continuous improvement through:

- Optimisation of governance structure effectiveness;
- Development of risk-based SHE processes, procedures and systems;
- Facilitation of SHE legal compliance in order to maintain our licence to operate;
- SHE performance reporting and improving SHE data integrity;
- Facilitation sub-functional integration;
- Optimisation and oversight of SHE assurance processes; and
- Stakeholder involvement to ensure understanding and alignment with our journey towards zero harm.

What governs us?
GAR processes are underpinned by management systems within the framework of SHE legal and other industry requirements, the 1S SHE EA, management standards, including but not limited to ISO 9001, ISO 14001, ISO 45001 and Responsible Care®. International Sustainable Development reporting standards are followed.

Sub-functional processes and tools supporting the One Sasol SHE Excellence approach

Governance	Assurance	SHE Reporting	Compliance	Continuous improvement

- Delegation of Authority (DOA)
- Terms of reference (TOR)
- Key SHE capabilities, i.e. SHE risk management, SHE incident management, assurance
- International standards and industry requirements
- SHE document and record management
- Combined Assurance Plan
- Management review process
	- Co-ordinating second and third party assurance audits
	- Tracking of relevant corrective actions
	- Co-ordinate management review process
	- Consolidation of OME combined assurance results
		- **Data sourcing and maintenance supporting:**
		- Management review
		- SHE leading indicators
		- SHE lagging indicators
		- Trending
		- STI reporting
		- SHE and SD data
		- Assurance to OME Exco and Group
		- Deviation resolution related to SHE data
		- Annual SHE and SD data external assurance process (Group)
			- **Legal compliance**
			- Register
			- Authoritiy Matrix
			- Legal appointments
			- Communication with authorities
			- Legal opinions and advice
			- Changed legislation
			- Legal administrative support
			- SHE compliance enablement
				- **SHE systems/tools/ technology to enable:**
				  - SHE process enhancement
				  - Standardisation
				  - Technology utilisation
				- **SHE maturity assessments**
				- **SHE Game Plans**
				- **Change embedment and communication**

Sub-functional focus
The SHE risk profile of Sasol determines the priorities of the GAR sub-function. The GAR sub-function focuses on the following:

- Definition, enablement and governance of the execution of key SHE capabilities, i.e. SHE risk management and SHE incident management;
- Embedding of first level assurance in operations, and co-ordinating second and third level assurance in order to enable combined assurance for SHE risks;
- Accurate, timeous and relevant SHE reporting that enables decision-making by leaders;
- Monitoring and governing SHE legal compliance; and
- Enabling continuous improvement through systems, CI processes, change management and communication.

Sub-function positioning
Security

The Sasol Group Security Intent and Approach

Intent: We responsibly manage Sasol's exposure to security risks, in order to enable the organisation to achieve its strategic and business objectives.

Scope: Our security approach focuses on:

- Strategic and risk-based security management; and
- Providing expert professional support on security-related activities.

What governs us?

Our approach to Security is aligned with the adoption of United Nations Principles on Security and Human Rights. The UN Principles on Security and Human Rights are to be presented in a training format, as per the requirements of the GRI (Global Reporting Initiative). The use of force is based on the requirement of the International Code of Conduct for Private Security Service Providers.

Sub-functional processes and tools for alignment with the One Sasol SHE Excellence approach

Direction	Regional standardisation and global standardisation	Manage the risk	Stakeholder engagement
■ Establish and maintain a Group Security Policy, Framework and Strategy ■ Provide inputs into the Group SHE strategy from a security perspective ■ Ensure that security targets are set in consultation with stakeholders; identify focus areas and priorities to achieve targets across the Group (including improvement actions) ■ Facilitate the development of security interventions for OMEs	■ Drive regional and global standardisation. Develop relevant global and regional security procedures, taking National Key Point requirements into consideration ■ Develop controls for undesirable Security events/risks ■ Facilitate standardisation Security forums to execute a standardised approach ■ Provide input to the development of governance measures for Security management	■ Develop Security procedures and toolkits to enable the business to achieve sustainable excellent security results ■ Develop solutions for improvement opportunities in conjunction with business SHE teams ■ Provide either technical requirements or inputs to other Group SHE functions and teams (e.g. training, auditing and/or communication requirements) ■ Strengthen Security critical controls and investigate control failures of security incidents	■ Build and establish positive internal and external working relationships globally ■ Collaborate with local law enforcement agencies and/ or bodies ■ Security inputs to reporting and response on SHE incidents ■ Create an enabling environment to engage with Security stakeholders across the Group ■ Keep up-to-date with industry trends and internal best practices, engage in industry forums where applicable

Sub-functional focus

The Group Security sub-function focuses on the following:

- Establish baseline reporting targets for Security;
- Lead the development of Group Security standards and procedures;
- Assist in the establishment of Public and Private Partnerships, e.g. SAPS CPF, NKP Secretariat and other law enforcement partners, SSA, National and Provincial Security structures; and
- Support second party assurance on standard Security requirement at the OMEs (surveillance audit).

Appendix B2

Service Provider guide to the
One Sasol SHE Excellence approach

Service Provider guide to the
One Sasol SHE Excellence approach

Intent

To assist Service Providers to understand the intent and fundamentals behind the One Sasol SHE Excellence approach.

Context

Our goal is to move **together towards sustainable zero harm because we care.** The One Sasol SHE Excellence approach is Sasol's standardised and systematic approach to managing risk and improving SHE performance towards this goal. It provides the management framework that guides the way we practise SHE in Sasol. From a Service Provider perspective, it assists to:

- Provide a common understanding of SHE terminology across operations;
- Standardise SHE practices across different operating sites and geographies;
- Ensure alignment regarding expected SHE roles and responsibilities;
- Highlight the importance to provide assurance that SHE risks are managed proactively; and
- Drive an undesirable event prevention and continuous improvement mindset.

The following four SHE fundamentals (our belief system) provide the foundation of the One Sasol SHE Excellence approach:

SHE fundamental 1 Accountable leadership	SHE fundamental 2 Engaged people	SHE fundamental 3 SHE Event prevention	SHE fundamental 4 Continuous improvement
We create a climate conducive to achieving zero harm by providing clear direction and enabling a committed and accountable workforce.	We participate willingly and contribute actively in the journey towards zero harm.	We embed a proactive mind-set and follow a risk-based approach to prevent and mitigate the occurrence and recurrence of SHE incidents.	We continuously improve the maturity of our SHE practices in order to achieve our SHE objectives and targets in a sustainable way.

As stated in Sasol's SHE policy, we expect our Service Providers to share the same direction and embrace these fundamentals to achieve our goal of sustainable zero harm.

One Sasol SHE Excellence approach
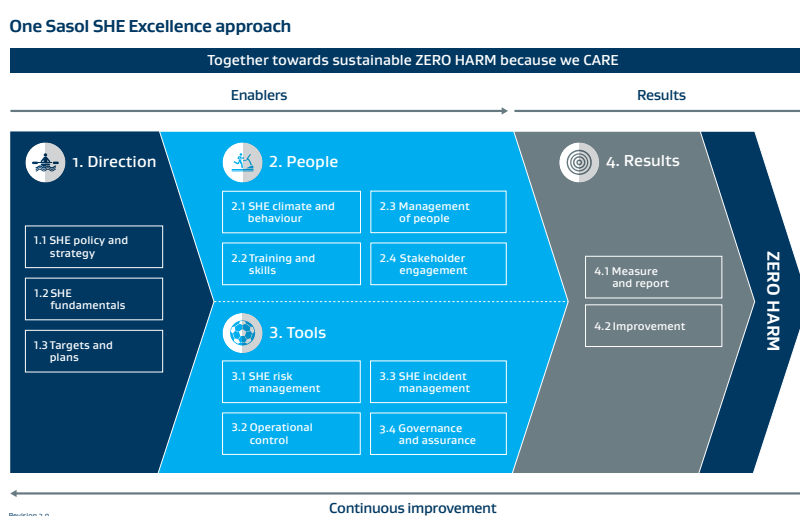
Building on these fundamentals, the One Sasol SHE Excellence is focused to achieve zero harm **results.** This is **enabled** by providing clear **direction** (where are we going and a plan to get there), **people** (team and skills required to execute the plan) and the necessary **tools** (the processes, systems, procedures and governance we need to make the plan work). We **continuously improve** our results (measure and report what we do) and adjust our plans accordingly (learn from incidents and identify improvement areas).

This systematic approach to manage SHE is globally applicable to all SHE sub-functions, all Sasol operations and all Service Providers. The One Sasol SHE Excellence approach is a description of what is required (the SHE practices) to achieve our goal of sustainable zero harm because we care.

The One Sasol SHE Excellence approach provides a description of what is required (the SHE practices) to achieve our goal of sustainable zero harm. Service Providers can use the framework in the following way to align with Sasol:

1. Direction	2. People	3. Tools	4. Results
■ Sasol SHE policy is visible and understood by all ■ Management is familiar with the One Sasol SHE Excellence approach and fundamentals ■ Clear on agreed Sasol SHE targets for the year and have a plan to achieve this ■ Provide input into plans	■ Actively participate in site meetings, assessments, reviews and incident investigations ■ Participate in Behaviour-based Safety programmes, employee wellness and similar initiatives ■ Ensure operations are structured and resourced with trained employees to do work safely and environmentally responsibly ■ Ensure adherence to Sasol Life Saving Rules ■ Continuous engagement and communication on SHE matters	■ Implement the SHE risk management procedure (e.g. provide risk assessments and documentation as required) ■ Assist with the monitoring of critical controls ■ Align with the Sasol SHE management system (including processes and site-specific procedures) ■ Adhere with Service Provider SHE minimum specifications and other documents as per Ariba/SPSM ■ Adhere to SHE governance as stipulated in contractual agreements ■ Follow the SHE incident management procedure to report and investigate incidents	■ Report SHE performance according to contractual agreements ■ Analyse SHE performance and identify improvement areas ■ Share learnings from incidents and best practices

The One Sasol SHE Excellence approach provides the management framework **(why and what)** for SHE in Sasol, and the **Sasol Group Procedure for Service Provider Safety Management (SPSM)** provides the practical requirements **(how)** of what is expected from Service Providers.

The SPSM procedure guides our Service Providers through the following stages:
1. Supplier application;
2. Supplier certification assessment;
3. Contract award;
4. Supplier contract/project execution; and
5. Supplier performance management.

The SPSM procedure is one of the practical tools that have been developed to enable SHE excellence. Similar tools are our SHE risk management procedure, incident investigation procedure and High Severity Incident programme toolkits.

The relevant OME line managers and SHE personnel can be contacted for access to and further explanation of relevant tools and procedures in the context provided by the One Sasol SHE Excellence approach.

Appendix B3

SHE maturity assessment guideline

SHE maturity assessment guideline

Positioning

One of the purposes of our One Sasol SHE Excellence approach is to drive a mature level of implemented SHE practices in order to enable and sustain excellent SHE results, i.e. sustainable zero harm. The SHE maturity assessment is a tool to assist OMEs in achieving this goal. The SHE maturity matrix below illustrates the progression of maturity stages and explains the principle that sustainable excellent SHE performance is only possible when underpinned by embedded resilient SHE practices **(Figure 20)**.
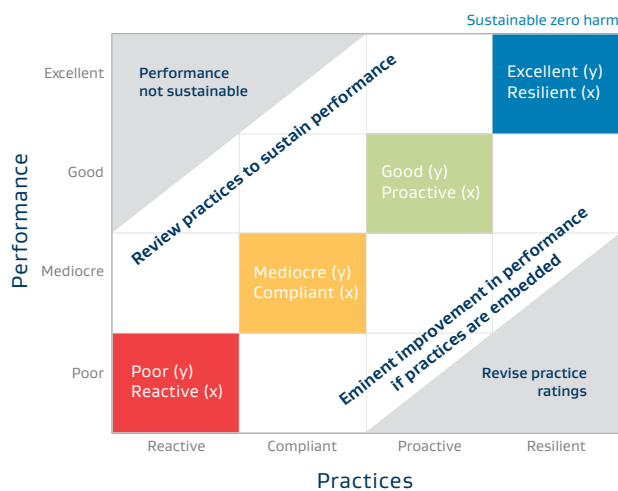
Figure 20: Performance vs. practices maturity diagram

Purpose

1. It provides a diagnostic tool for middle and senior leaders to self-assess the level of maturity of an entity or team's SHE results and SHE practices in relation to the performance requirements as set out in the One Sasol SHE Excellence approach.

2. It enables leaders to identify focus areas for improvement through an understanding of the current and desired maturity state of a team's SHE results and SHE practices. It creates alignment with all the relevant stakeholders to derive an action plan for improvement to be executed and embedded.

3. To foster a culture of SHE continuous improvement by applying the maturity assessment and implementing the subsequent improvement focus areas.

Value

The value of a maturity assessment is the team alignment which is created through constructive, open and honest discussions. Therefore, a pre-requisite for a value-adding maturity assessment, is the willingness and maturity within the leadership team itself

Application

The maturity assessment is most effective when used as follows by leaders:

■ Proactively, as part of the annual SHE improvement focus area planning cycle for a team and/or as part of the annual SHE management review;

■ Reactively, as a diagnostic tool when negative performance trends emerge during the year, with the intent to identify immediate focus areas to turn the performance trend around;

■ Applied to a specific sub-functional area to drive performance improvement; and

■ As a self-assessment tool to create appetite for improvement opportunity or verify sustainability.

Performing the SHE maturity assessment

To measure the level of maturity of SHE practices and performance results, the SHE maturity assessment methodology is based on a two-stage assessment. Firstly, **SHE performance** results are assessed (y-axis) and secondly, the maturity of **SHE practices** are assessed (x-axis). Refer to the guidelines below for the SHE performance assessment and SHE practices assessment guideline.

Who should do the SHE maturity assessment?

The SHE maturity assessment is designed for two specific management levels:

1. **Senior to middle management teams:** The full assessment includes the SHE performance assessment and the SHE practices assessment (the elements). This should be supplemented with proof of outcomes as described in each element. This assessment typically involves a full-day workshop.

2. **Executive management teams:** The output from senior management teams' maturity assessment provides the context for the Exco's assessment. The Exco only assesses the SHE fundamentals [element 1.2] as proxy for the full maturity assessment. This is supplemented with proof of outcomes as described in **element 1.2**. This typically results in a half-day workshop.

Outcome

A SHE maturity assessment assists leadership teams in identifying gaps and improvement priorities on their journey towards sustainable zero harm. **The outcome from a workshop is agreed improvement focus areas for the next 12–18 months.**

SHE performance assessment

Choice of KPIs for performance assessment

Every sub-functional performance area is assessed based on the relevant leading and lagging measurements for that specific team. These KPIs must be agreed between the leader and the SHE team beforehand. These KPIs could include some or all of the following recommended leading and lagging KPIs, as well as team-specific KPIs as required (e.g. heartbeat results).

Sub-function	Recommended lagging indicators	Recommended leading indicators
Process safety	■ # of major and significant FERs ■ FER severity rate	■ PSCE IPF activation ■ Overdue TMOC ■ PSCE schedule adherence ■ Overdue PHA actions ■ # of trip bypasses over time limit ■ # of alarms/hr/operator ■ PSCE failure before schedule ■ # of leak sealing devices
Occupational safety	■ # of fatalities ■ # of LWDC cat 2 and cat 3 ■ Recordable Case Rate (RCR)	■ Behaviour-based Safety barrier removal ■ Incident action closure ■ SHE training schedule compliance ■ Inspection compliance ■ KUE critical control compliance
Occupational health	■ # of new illness cases ■ Occupational Disease Incident Rate (ODIR)	■ Source level of occupational exposure (hazardous substances and/or noise) higher than applicable occupational exposure limit (OEL) ■ Medical surveillance % ■ % actions from Hygiene reports implemented and closed
Environment	■ # of major and significant environmental incidents ■ Compliance deviations (e.g. licence/permit) ■ # of repeat environmental incidents (all) ■ # of environmental community complaints received	■ Close-out of major environmental audit findings ■ # of potential environmental HSIs/near misses ■ Schedule compliance for environmental projects
Product Stewardship	■ Transport Indicator of Performance (TIOP) ■ # of transport incidents ■ # of Product Stewardship incidents	■ # of risk-based spot assessments conducted ■ Close-out on major and significant incident investigations and sharing of learnings ■ % close-out on critical control failures identified during warehouse and terminal assessments ■ CICCL adherence
GAR	■ # of repeat major findings ■ # of KUE critical control failures ■ Relevant certifications and accreditations maintained	■ % completion of corrective/preventive actions from audit findings ■ % compliance with the SHE legal Compliance Risk Management Plan (CRMP) and/or audit schedule ■ % compliance with KUE critical controls covered in first level assurance processes (including inspections, checklists, reporting) ■ % adherence to review schedule of critical controls
Behaviour Transformation	■ # of repeat HSIs ■ # of near misses reported	■ Execution of BT leadership and frontline interventions ■ % closure of organisational and workplace factors for HSI RCAs

Notes:

■ In principle, KPIs related to # of incidents/incident rate are lagging indicators, although minor incidents can be interpreted as indications of possible major incidents coming.

■ First level of assurance activities of critical control effectiveness, as well as second and third party audits of critical control effectiveness provide leading indicators across all sub-functions.

Associated maturity of leading indicators

It is worth noting that leading indicators [1.3] measure practices which are associated with a certain level of maturity. It is, therefore, important to ensure that the leading indicators which are measured match the desired level of maturity which the team are working towards to indicate progress. The following examples explain the **principle of "maturity progression" of leading indicators** and does not intent to give an exhaustive view of the possible leading indicators associated with a specific lagging indicator.

Sub-functional area	Lagging indicator	Leading indicators			
		Reactive	**Compliant**	**Proactive**	**Resilient**
Occupational Health	# of permanent illness cases	None	▪ Medical surveillance %	▪ Status of management actions related to potential permanent illness cases ▪ Hygiene report indicators of health stressors	▪ Real-time monitoring of individual health stressor exposure levels
Process Safety Management	# of major and significant FERs	None	▪ % completion of PSCE identification	▪ PSCE schedule adherence ▪ PSCE failure before schedule	▪ PSCE IPF activation

Preparation for performance assessment

Every sub-functional performance area is assessed based on the relevant leading and lagging measurements for that specific team. The SHE team prepares the KPI graphs before the assessment workshop, with the assessment criteria (next page) in mind. Therefore, where possible, data and targets for three years should be included.

Assessing performance maturity

The maturity of **every sub-functional performance area** (including lagging and leading indicators) is assessed against the following criteria (which are based on the EFQM performance maturity criteria):

Assessment criteria	Poor	Mediocre	Good	Excellent
Performance: Actual performance against target.	Usually more than 10% outside the target.	Usually within 10% of the target.	Consistently within 2% of the target.	Target exceeded consistently.
Trend: Positive, sustained >3 years.	Trend is negative.	No improvement in trend over past three years.	Positive trend, sustained performance over three years.	Trend consistently remain ahead of industry norm.
Comparison: Target setting, benchmarking and strategic alignment.	Target is stagnant and/or lags industry norms, no/limited comparison or benchmarking.	Target is set top-down based on entity average performance, relevant internal comparisons are done and results are on par.	Stretched target is set and owned by the team over and above the Group target, relevant external comparisons are made and are favourable, performance is favourable compared to strategic objectives.	Target is industry leading, relevant external comparisons indicate industry leaders, strategic objectives achieved and revised.
Confidence: Confidence that performance can be sustained, specific improvement actions, correct lead indicators.	Improvement actions are mainly reactive to performance, limited view on lead indicators, non-conformance process plays a big role in addressing negative trends.	Identification of specific actions to improve performance is done by management teams and operational teams are instructed, lead indicators for compliance are tracked.	Teams take ownership of the trend and drive improvement actions, focusing more on systems, processes and preventive controls, lead indicators for critical control effectiveness are tracked.	Improvement actions focus on embedding behaviour. Improvement actions become a way of doing business. Lead indicators for risk reduction are tracked.

Results from the performance maturity
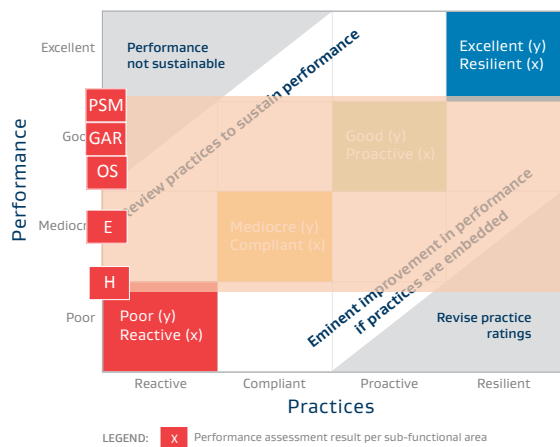
The result from the performance maturity is the average **maturity of every sub-functional performance area.** These are indicated on the y-axis of the maturity diagram. This is illustrated with an example in **Figure 21.** These results provide the "maturity band" defined on the y-axis.

Figure 21: Performance assessment result example

SHE practices assessment

Principles

There are four maturity stages for **practices.**
The logic of the maturity descriptors in each
of the elements is based on the following principle:

- Practices in the REACTIVE stage must be eliminated.
- In the COMPLIANT stage, practices are embedded to build a solid foundation of compliance. Compliant practices must remain in place even if higher maturity practices are implemented. This is the first step in the journey towards sustainable zero harm.
- PROACTIVE practices build on a strong compliant foundation to ensure that effective, risk-based SHE management practices deliver value.
- In the RESILIENT stage, the team reaches their full potential of sustainable zero harm by embedding best-in-class practices, while compliant and proactive practices remain in place.

The table below summarises the principles of the four maturity stages for practices (x-axis).

REACTIVE (stop doing)	COMPLIANT (build a solid foundation)	PROACTIVE (deliver value)	RESILIENT
■ General awareness without commitment. ■ Acting on natural instincts rather than following procedure. ■ Reactively respond when incidents occur.	■ Basic understanding of the practice. ■ Standardised processes and tools. ■ Rule-based prevention of incidents. ■ Compliance culture which requires supervision. ■ Meeting minimum requirements.	■ Processes and tools are seen as enablers. ■ Effective management of SHE risks. ■ Continuous on-the-job risk assessment is a way of life. ■ Culture of ownership and individual accountability. ■ Exceeding minimum requirements. ■ Risk-based prioritisation of actions.	■ Zero harm is a fundamental belief and part of our strategy. ■ Teams take ownership to ensure the right things are done to reduce risks. ■ Behaviour-based prevention of incidents (internalised ownership). ■ Risk controls are embedded in the way we do business.

Preparation for assessment

The maturity assessment table for each element must be completed by every team member in preparation for the practices maturity discussion, which leads to the identification of the prioritised improvement focus areas.

Results from the practices maturity
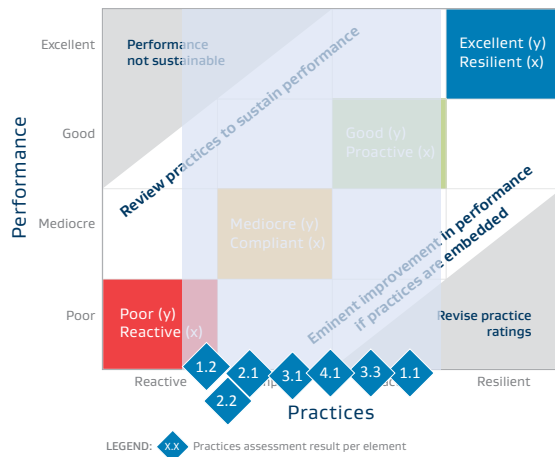
The result from the practices maturity is the **average maturity of every element in the 1S SHE EA.** These are indicated on the x-axis of the maturity diagram. This is illustrated with an example in **Figure 22.** These results provide the "maturity band" defined on the x-axis.

Figure 22: Performance assessment result example

Practical outcomes as proof of maturity

The practices self-assessment can be supplemented with the practical "outcomes as proof of maturity" as indicated at the end of every element – firstly for Compliant maturity and secondly for Proactive/Resilient maturity. These items represent practical outcomes which should be available/visible as practical proof of a team's SHE practices maturity. This proof can be validated with SHE management system audit results.

These practical proof items can also be utilised to inform audit protocols, should an audit of a team's 1S SHE EA implementation maturity be required. The maturity assessment is, however, in the first place a self-assessment tool, focused on guiding continuous improvement of SHE practices. The value of a maturity assessment workshop is the alignment which is created within the team by discussing the maturity self-assessment and agreeing on priorities for improvement.

Combining the results
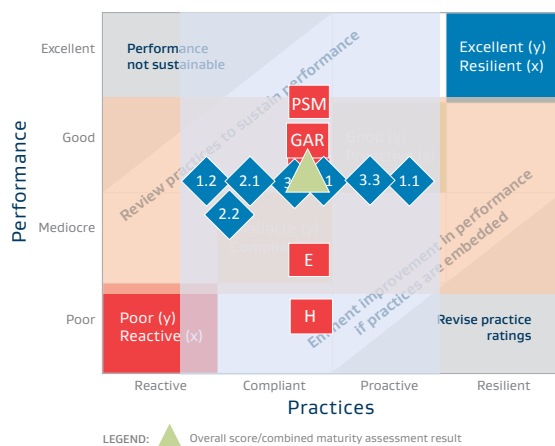
The average of the performance assessment and the average of the practices assessment is used to determine the team's overall SHE maturity assessment result (the green triangle on the diagram in **Figure 23**). This result provides the context for the improvement focus area alignment discussion.

Figure 23: Performance assessment result example

Interpreting the maturity assessment

The following interpretation guidelines will assist with the interpretation of the maturity matrix once a team's performance and practices assessment ratings are plotted. Three common scenarios are given: On the edge (Poor performance and Reactive practices), Sustain SHE performance (Good performance and Reactive-Compliant practices) and Scattered (varied performance and practices assessments):

Scenario 1: On the edge

The score

Overall score is in the Reactive to Compliant/Poor to Mediocre range.

Practices element scores range between Reactive and Compliant (1,5 - 2,5).

Performance score per functional area ranges between Poor and Mediocre (1,5 - 2,5).
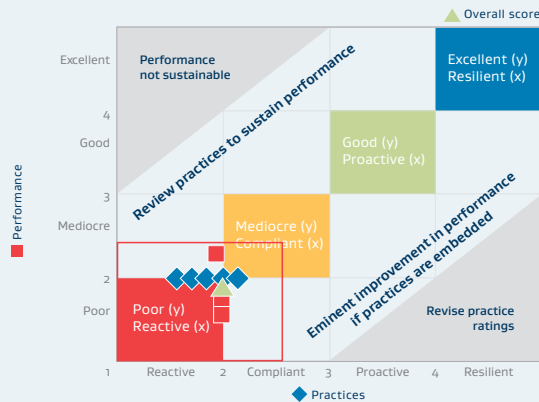
Leadership style

A **directing** leadership style is needed to **direct and guide** the team in reaching the next level of SHE maturity and SHE performance.

Behaviours: **structure, organise, teach and supervise.**

Focus on

- Accountable leadership [1.2], SHE climate and behaviour [2.1], risk management [3.1], Incident management [3.3].
- Lowest scoring elements, focusing on achieving Compliance.
- Building team commitment.

Scenario 2: Sustain SHE performance through improvement of practices

The score

Overall score is in the Reactive to Compliant/Good to Excellent range.

Practices element scores range between Reactive and Compliant (1,5 - 2,5).

Performance score per functional area ranges between Good and Excellent (3 - 4).
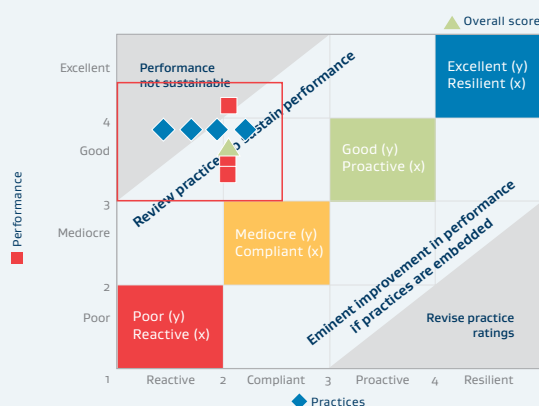
Leadership style

A **coaching** leadership style is needed to **coach and motivate** the team in reaching the next level of SHE practice maturity, while sustaining SHE performance.

Behaviours: **direct and support.**

Focus on

- Accountable leadership [1.2], SHE climate and behaviour [2.1], training and skills [2.2], risk management [3.1].
- Highest scoring elements to create a "pull effect" for other practices.
- Lowest scoring elements, focusing on achieving Compliance.
- Implementing best practices.

Scenario 3: Scattered

The score

Overall score is in the Compliant/Mediocre range.

Practices element scores range between Reactive and Resilient (1,5 - 4).

Performance score per functional area ranges between Poor and Excellent (1,5 - 4).
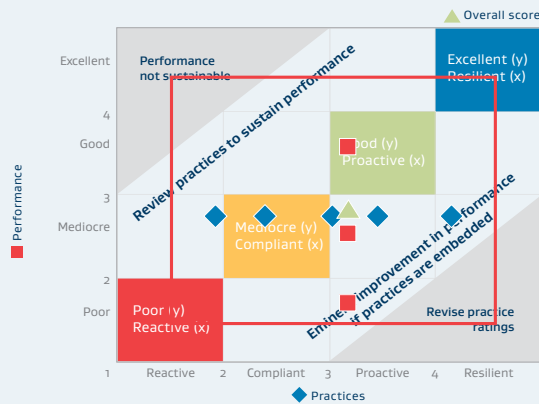
Leadership style

A **flexible** leadership style is needed depending on the functional area and practice element dealt with.

A focused effort for analysing outcome is needed.

Focus on

- Targets and plans [1.3], improvement [4.2].
- Analysing SHE maturity assessment results (especially SHE practices maturity in relation to lowest performing sub-functions).
- Learnings from highest scoring sub-functional areas.
- Discussing the reasons for the wide spread in SHE practice element scores.

Identify and execute improvement focus areas

The final step in the SHE maturity assessment is the identification, execution and tracking of SHE improvement focus areas. Every focus area must be further developed and included into an improvement action plan or SHE Game Plan [1.3.4-1.3.6]. It is critical that the leadership team aligns on and owns the improvement focus areas. [4.2]

Appendix B4 - B7

Appendix B4
Applied SHE fundamentals

The following description relates to each of the four SHE fundamentals to a number of our current SHE focus areas and practices to illustrate its application:

Accountable Leadership

The sustainable mitigation of risk exposure is dependent on **accountable leadership** at all levels setting the tone and exhibiting behaviours aligned with our aspirational culture. They create a climate conducive to zero harm in which employees and service providers are engaged and demonstrate the desired attitudes, mindsets and behaviours. They visibly demonstrate commitment for achieving sustainable zero harm, build trust, exercise fairness and demonstrate care for their teams.

Engaged People

The sustainable mitigation of risk exposure is dependent on all our **people being engaged** and personally committed to taking accountability for their own wellbeing and to work in a safe and responsible manner. It requires our people to be actively involved and participating in SHE activities and programmes, as well as demonstrating care for themselves and for each other. Competence, chronic sense of unease/awareness of SHE risks and discipline is exercised to execute their daily jobs safely and responsibly and they live the desired behaviours for zero harm as a way of life.

SHE Event Prevention

The sustainable mitigation of risk exposure is dependent on identification of hazards and associated **undesirable SHE events,** the effective implementation of preventive, corrective and critical **controls,** and the diligent management of the effectiveness of these controls. Risk-based practices are implemented to support this: adherence to Life Saving Rules, high-quality pre-task risk assessments as a primary line of defence, field verification by all levels of leadership to obtain assurance that required controls are operating effectively and focused engagement by the front line leader with his or her team. This includes continued focus on environmental impacts by regular monitoring and reporting. Leaders prioritise actions, time and effort based on a thorough understanding of the operation's risk profile, control effectiveness and exposure.

Continuous Improvement

The sustainable mitigation of risk exposure is dependent on embedding **mature SHE practices.** These include deriving **learnings,** for example, through high-quality root cause analysis (RCAs) of actual and potential high severity SHE incidents (including organisational, workplace and individual factors), assurance trends, SHE performance trends, climate surveys and SHE maturity assessments – and communicating and implementing such learnings throughout the organisation, ensures that we rapidly learn from and prevent incidents. Leaders actively embed a strong foundation of compliance from which maturity improvement and learning can be driven.

Risk-based implementation cycle

Intent

To provide basic guidance to OMEs and SHE leaders on the sequence in which prioritised SHE practices should be addressed when implementing the risk-based One Sasol SHE Excellence 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. It is based on the continuous improvement cycle of Plan, Do, Review and Improve aligned with the Sasol Operations Management System.

1.3 3.1 PLAN

- **3.1** Understand the hazards associated with your area of responsibility.
- **3.1** Know the top SHE risks (including KUEs) and the high hazardous units.
- **3.1** Know your specific risk profile (inherent and residual risk).
- **3.1** Customise the KUE bow-ties, using the Sasol generic bow-ties as a reference.
- **3.4** Understand the customised controls and critical controls with specific performance criteria for assurance purposes.
- **1.3** Set targets for SHE lagging indicators and risk-based SHE leading indicators.

3.2 2.1 DO

- **3.2** Implement and maintain controls.
- **3.2** Ensure high quality pre-task risk assessments, which must also inform control of work requirements.
- **2.2** Ensure that people are trained.
- **2.1** Ensure that Life Saving Rules are adhered with.
- **2.1 2.3** Understand how the prevailing people engagement and SHE climate influences people's behaviour. Apply HR processes to enhance the climate.
- **2.1** Implement behavioural-based safety (BBS).
- **2.1** Ensure incident and near miss reporting is embedded.
- **3.1 3.2 3.4** Manage critical controls continuously through first line assurance activities to confirm the effectiveness of controls, which should include field verification.
- **1.3** Execute the SHE Game Plan.

One Sasol SHE Excellence approach

4.2 IMPROVE

- **3.3** Share and implement learnings.
- **3.1** Analyse current risk exposure and potential changes in the risk profile.
- **3.1 3.4 4.1** Improve risk exposure (as informed by trends like critical control effectiveness, incident and assurance trends, near miss reporting, BBS trends and Behavioural Transformation surveys and staff turnover) through improving effectiveness of controls.
- **4.2** Have a Game Plan to continuously improve SHE performance (e.g. via maturity assessments, trend analysis, RCA learnings).
- **3.4** Review and address regulatory changes proactively.

3.4 4.1 REVIEW

- **3.3** Complete high quality incident investigations, specifically for actual and potential HSIs.
- **4.1** Implement and track SHE lagging and leading indicators.
- **3.4 4.1** Report on risk profile and risk exposure, SHE performance and assurance trends, and effectiveness of critical controls.
- **4.1** Report accurately and act appropriately on reports.
- **4.2** Maturity assessments and management reviews provide further input for improvement analysis.

LEGEND: x.x Relevant 1S SHE EA element

Appendix B5
Summary of 1S SHE EA leadership questions and practical outcomes

1. Direction

Element 1.1 SHE policy and strategy

Leadership questions for improvement

- How is the Group SHE policy translated in my OME?
- Do I set the tone for zero harm through embedding the SHE fundamentals?
- Do I understand the top SHE risks and requirements of my area of responsibility and do we have an effective strategy to achieve sustainable zero harm?
- Do I collaborate with other OME leaders to ensure best practices are shared and that we implement a consistent approach in all areas?
- How is the One Sasol SHE Excellence approach implemented and embedded in my team?

Practical outcomes as proof of a team's maturity

Compliant	✔	Proactive/Resilient	✔
SHE policy declaration is available		SHE policy declaration is used in communication and SHE directional decisions	
Practical actions to create team commitment to zero harm (e.g. communication, pledges, team talks)		Team participation in the journey towards zero harm	
SHE climate survey results		OME SHE procedures and toolkits are aligned with the SHE performance requirements as set out in the One Sasol SHE Excellence approach	
Alignment between the 1S SHE EA and the OME SHE practices regarding SHE legal compliance		Integrated management system aligned with the One Sasol SHE Excellence approach	
Adherence to management standards (e.g. audit results, certification)			

Element 1.2 SHE fundamentals

Leadership questions for improvement

- How do I enable my team to be successful in achieving SHE excellence?
- Do I lead by example and take accountability for SHE in my area of responsibility?
- Do I inspire my people to actively participate in SHE activities and become SHE ambassadors?
- Do I embed and enable a proactive approach to managing SHE risks?
- Do I embed learnings, share best practices and constantly look for ways to improve my team's SHE maturity?

Considerations to inform the Executive SHE Fundamentals maturity assessment discussion

Compliant	✔	Proactive/Resilient	✔
SHE performance maturity across sub-functions		Progress on previous year's SHE Game Plan or SHE improvement focus areas	
SHE climate diagnostic results are reviewed and analysed		SHE focus areas identified from other maturity assessment sessions and reviews	
Heartbeat results and HR data are reviewed and analysed for high-risk areas		Input from open discussions/interviews	
Root causes from HSI investigations identified		Monitoring the effectiveness of high-risk task management	
Operations know and execute critical controls		Specific focus on leading indicators during SHE performance maturity assessments	
OME risk profile and risk exposure		Monitoring and assurance of the effectiveness of critical controls	

Element 1.3 Targets and plans

Leadership questions for improvement

- Do my team's SHE KPIs incentivise the right behaviours?
- Do I have visibility of our SHE leading indicators?
- Do my team's SHE leading indicators drive the right activities to positively influence the lagging indicator results?
- Does my team's SHE Game Plan include SHE improvement themes aligned with my OME SHE focus areas?
- Do we see the benefit of the execution of our SHE Game Plan reflected in improved SHE performance?

Practical outcomes as proof of a team's maturity

Compliant	✓	Proactive/Resilient	✓
Annual SHE Game Plan is available		SHE Game Plan is aligned with our risk profile	
SHE targets are specific, measurable, attainable, relevant and time-bound		Our SHE targets are set with input from all relevant key stakeholders	
Visible SHE lagging and leading indicators		Visible monitoring of SHE leading indicators with clear guidelines on actions to take if/when the indicator indicates a negative performance	
Prioritised list of action plans based on the SHE Game Plan, which are tracked for execution		Link between SHE maturity assessments and SHE Game Plans	
		Proof of the benefit derived from improvement plans	

2. People

Element 2.1 SHE climate and behaviour

Leadership questions for improvement

- Do I recognise the potential impact of cultural and geographic diversity in my team?
- How do I make use of Behaviour Transformation interventions to actively drive the improvement of my team's SHE climate?
- Have I created a platform of trust and care (not fear and blame) where all SHE matters can be openly discussed and reviewed?
- Are my team reporting all incidents, not only limited to safety but also for health and the environment?
- How do I ensure that the Life Saving Rules are embedded in my team?
- Do I understand the principles of the Group Human Failure Causation Model to ensure I apply fair and consistent consequence management of unsafe behaviour?

Practical outcomes as proof of a team's maturity

Compliant	✓	Proactive/Resilient	✓
Proof of BBS reports		BBS barrier removal tracking	
Implemented and monitored LSRs		Proof of SHE climate diagnostics improvement plans and implementation tracking	
SHE climate diagnostics results		Examples of the desired SHE behaviours	
Workforce is trained in LSRs and BBS		Leadership engagement on SHE matters on a face-to-face basis	
Leadership site visits		Proactive utilisation of HR data	

Element 2.2 Training and skills

Leadership questions for improvement

- Am I sending a positive message to my team on the value of SHE training, by ensuring that they are competent and trained to do their jobs at hand with zero harm?
- Is there a process in place to review my team's required SHE competencies in line with SHE trends/and risks?
- Does the SHE training plan include the necessary skills and competencies to enable my team to execute their tasks safely and responsibly?

Practical outcomes as proof of a team's maturity

Compliant	✔
Job-specific SHE competencies defined for the team	
List of mandatory SHE training	
SHE training plans and training matrices	
SHE training and competency record management process	

Proactive/Resilient	✔
Updated and dynamic training plans	
Updated SHE training material	
Effective planned task observation (PTO) system to observe SHE competencies	
SHE competency gaps included in personal development plans	
Coaching records	

Element 2.3 Management of people

Leadership questions for improvement

- Do the way I manage my team and service providers reflect my personal commitment to eliminating all harm?
- How can I tell if the SHE standards are slipping in my area of responsibility?
- Do we adequately align our suppliers and service providers on their operational SHE responsibilities and accountabilities?
- How do we recognise SHE performance of service providers?
- Am I fair and consistent in the way I address SHE deviations?

Practical outcomes as proof of a team's maturity

Compliant	✔
Job profiles include SHE accountabilities	
All performance agreements include SHE accountabilities	
Incentive and/or bonus includes SHE elements	
Service providers' roles include SHE accountabilities	
Proof of SHE considerations during the recruitment process	

Proactive/Resilient	✔
Application of the Group Human Failure Causation Model in dealing with consequence management cases	
Succession plans for critical SHE positions	
Fit-for-purpose SHE organisational structure	
Informal recognition for the desired SHE behaviours	

Element 2.4 Stakeholder engagement

Leadership questions for improvement

- How effective is our SHE stakeholder engagement approach?
- How effective is our SHE communication?
- How can I create an environment where change is embraced and welcomed?
- How do I enable my team in order to embed and sustain changes?

Practical outcomes as proof of a team's maturity

Compliant	✓	Proactive/Resilient	✓
Approved SHE communication and engagement plans		Engagement survey results, with improvement actions being implemented and tracked	
Agendas and minutes for SHE meetings as per engagement plan		A change management plan for SHE-related changes	
SHE communication material as per plan			

3. Tools

Element 3.1 SHE risk management

Leadership questions for improvement

- Does my team have a clear understanding of our OME SHE risk profile?
- Do I help my team members to make zero harm decisions based on the level of exposure rather than the likelihood of an incident?
- How do I ensure that my team focuses on identifying, mitigating, and eliminating exposure?
- Are my people empowered to report exposures, take control, and if necessary pause the task or stop production until the exposure has been mitigated?
- How effective are my team's first level assurance activities?
- Is field verification of critical controls conducted by all levels of the operations management team?
- Is there a clear difference between the way we address critical control failures and other control failures?
- Is there a clear difference between the way we address control failures leading to HSIs and control failures of other incidents?

Practical outcomes as proof of a team's maturity

Compliant	✓	Proactive/Resilient	✓
Baseline risk assessment with SHE risks		A risk profile that is being updated as risks change	
Customised bow-ties for top three SHE risks		Proof that all controls have performance criteria, are monitored and managed	
Basic SHE risk profile available		Proof of tracking and improvement of critical control effectiveness	
Critical controls performance criteria defined and incorporated into operations procedures		Leading indicators for control effectiveness are tracked and is visible	
Operations know and execute controls		High-risk tasks are managed and assessed differently than other tasks (e.g. planning, PJOs, over-inspection, TRA, PDA)	
Proof of hazard ID training and communication			
Records of pre-task risk assessments		Incident investigations reference bow-ties and critical controls to analyse failures	
Records of continuous risk assessments		The criticality of controls are reviewed with due regard to changing circumstances	
Records of field verification inspection sheets of critical controls			

Element 3.2a Project management

Leadership questions for improvement

- Are my project objectives and plan aligned with SHE objectives?
- Do SHE requirements have an equal weight compared with other project requirements throughout all project phases and "gate reviews"?
- How does my project contribute towards improving longer-term achievement of zero harm?

Practical outcomes as proof of a team's maturity

Compliant	✔
Approved project plan, including SHE requirements	
Project SHE risk assessments, completed and understood	
Project SHE file, implemented and visible	
Proof of environmental considerations taken into account	
Proof of health considerations taken into account	
Proof of product stewardship considerations taken into account	
SHE files on all service providers involved in the project	
SHE criteria for capital project approval	

Proactive/Resilient	✔
Effective end-of-job documentation	
Project-related COPs and SOPs reflect high-risk tasks	
Project-related COPs and SOPs are distributed to relevant service providers and suppliers	
Effective PTOs on high-risk tasks	
Pre-start-up Safety Reviews	
Effective BBS observations during execution	
SHE criteria forms part of design, construction and commissioning	
Engagement and management of contractors/service providers to ensure safe execution of projects	
SHE risks are managed during decommissioning, demolition, remediation and rehabilitation of site closures	

Element 3.2b Operations and maintenance

Leadership questions for improvement

- Am I visible in my support for the SHE programme implementation in my operation?
- Am I aware of and do I understand the applicable legislation for my area of responsibility?
- Do I provide adequate resources to execute operations safely and responsibly?
- How do I ensure that our service providers are aligned with our operational SHE requirements?
- How do I drive the embedding of SHE learnings in our normal operational activities?

Practical outcomes as proof of a team's maturity

Compliant	✔
Defined roles and responsibilities	
Effective emergency management plans, understood and implemented	
Effective pre-task risk assessments	
Effective continuous risk assessments	
Effective permit to work and/or work authorisation process	
Identified critical controls that is visible and understood	
Effective asset management strategy	
Adherence to maintenance strategies	

Proactive/Resilient	✔
Effective monitoring of the effectiveness of controls	
Management of SHE risks are fully integrated into day-to-day activities	
Improvement action plans related to SHE performance and critical control improvement	
Updated procedures	
Effective application of the MOC process	
A structured non-conformance process	

3.2c Supply chain management

Leadership questions for improvement

- How do I engage with service providers in my area of responsibility? Do I create a SHE climate conducive to zero harm?
- How do I ensure that our Supply Chain and Sales & Marketing functions understand our operations and the associated SHE impacts of critical products and services?

Practical outcomes as proof of a team's maturity

Compliant	✓
Proof of all service providers being approved	
Adherence to contractual agreements with suppliers and service providers which include SHE requirements	
All relevant SHE procedures are shared with service providers	
SHE induction for service providers	
SDS documents for all products	
Adherence to the product registration process	
Results from SQAS audits	

Proactive/Resilient	✓
Effective product logistics risk management plan which is regularly reviewed and improved	
Audited OME specific product storage and transportation SHE requirements	
Identified critical controls for supply chain- related SHE risks that are visible and discussed	
Service provides are involved in SHE meetings, discussions and investigations	
Proof of customer approval based on SHE requirements	
Auditing and monitoring of service providers according to their SHE plans	

Element 3.3 SHE incident management

Leadership questions for improvement

- Is there a clear difference between the way we manage HSIs and other incidents?
- How do I ensure the preventive and corrective actions from investigations are implemented and sustained?
- How do I close the loop to ensure control failures are addressed effectively and sustainably?
- How do I share learnings from incidents OR how do I ensure that learnings from incidents in other areas are evaluated for applicability and internalised to ensure that we create sustainable learning?

Practical outcomes as proof of a team's maturity

Compliant	✓
Proof of incident investigation according to Group procedure	
Preventive and corrective actions being tracked for execution	
Shared learnings	

Proactive/Resilient	✓
Incident investigations reference bow-ties, BBS observations and critical controls to analyse failures	
High-quality investigations of HSIs (actual and potential)	
Shared learnings are made applicable and relevant	
MOCs for preventive and corrective actions	
Actions from learnings which are tracked for implementation	
Preventive and corrective actions from incidents being evaluated for effectiveness	
Updated bow-ties related to HSIs (actual and potential)	

Element 3.4 Governance and assurance

Leadership questions for improvement

- Does my OME have a customised SHE legal landscape in place?
- Does my OME have a CAP in place?
- Does my OME implement an effective document management system?
- Does my OME have a well-defined non-conformance management system in place?
- How do I ensure that we close the loop on the actions identified to address assurance deviations?
- Are the SHE legal appointees in my team aware of the SHE legal accountabilities they carry?
- How can I ensure that my team is timeously aware of SHE legal requirement changes in our area of responsibility?
- Do I utilise the outcome of our annual management review to improve system health and compliance?

Practical outcomes as proof of a team's maturity

Compliant	✔
Appointment letters for all SHE legal appointees	
Agendas for SHE compliance meetings	
Combined Assurance Plan for the OME/area	
SHE documents (procedures, audits, inspections, etc.) are available on the relevant platform	
SHE procedures and toolkits are executed	

Proactive/Resilient	✔
Assurance documentation reflects updates on critical controls	
Well-defined and understood performance criteria for critical controls to guide assurance activities	
First level assurance activities and reporting on effectiveness of critical controls	
Integrated SHE management technology system	
Action management to close-out assurance deviations	
SHE audits and assessments are integrated and optimised	

4. Results

Element 4.1 Measure and report

Leadership questions for improvement

- How can I enhance the way we gather SHE performance data to improve both our data quality and the time it takes to gather and consolidate the data?
- Am I using SHE leading indicators to drive continuous improvement of SHE lagging indicators?

Practical outcomes as proof of a team's maturity

Compliant	✔
SHE reporting according to Group procedure	
SHE data quality management process	
SHE reporting on lagging KPIs and SHE legal compliance	

Proactive/Resilient	✔
SHE reporting on leading KPIs	
Automated, integrated dashboards	
Analysis of leading and lagging KPIs enabling informed decision-making and continuous	

Element 4.2 Improvement

Leadership questions for improvement

- How can I promote SHE continuous improvement in such a way that it excites my team?
- How do I ensure that a strong foundation of compliance is embedded, while encouraging a mindset of "beyond-compliance"?
- Which activities, processes or tools do not add value to our business, and can we let go of?
- How can I make use of technology and engineering to create new opportunities for continuous improvement towards zero harm?

Practical outcomes as proof of a team's maturity

Compliant	✓
Proof of logged improvement plans	
Proof of plan, do, review, improve cycle uses	
Incident register that is up-to-date	
Non-conformance register that is up-to-date	
A trail of audit reports and actions implemented to address the findings	
Proof of management review outcomes	

Proactive/Resilient	✓
An effective platform to log and track improvement plans	
An effective platform to track the benefit of our SHE improvement plans	
The OME improvement process is diligently followed in our team	
SHE meeting agendas where SHE improvement action execution/progress is discussed	

Appendix B6
Alignment with Sasol OMS

The following table provides a summary of the integration and alignment between the OMS elements and the One Sasol SHE Excellence approach elements, as provided in the "OMS link" blocks at every element.

The Sasol Operations Management System
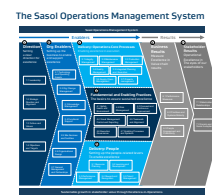
OMS ELEMENT	1S SHE EA elements	1.1 SHE policy and strategy	1.2 SHE fundamentals	1.3 Targets and plans	2.1 SHE climate and behaviour	2.2 Training and skills	2.3 Management of people	2.4 Stakeholder engagement	3.1 SHE risk management	3.2 Operational control	3.2a Project management	3.2b Operations and maintenance	3.2c Supply chain management	3.3 SHE incident management	3.4 Governance and assurance	4.1 Measure and report	4.2 Improvement
1. Direction																	
1.1 Leadership		✓	✓		✓												
1.2 Strategic Direction and Alignment		✓															
1.3 Culture and Values		✓	✓		✓												
1.4 Objectives and Targets				✓													
2. Organisation Enablers																	
3.1 Technology and Operating Assets																	
3.2 Organisation Change Management								✓									
3.3 Knowledge Management																	
3.4 Functional Support							✓										
2.5 Site Services and Facilities																	
2.6 Organisational Design							✓										
2.7 General Management and Partnerships																	
3. Delivery: Operations Core Processes																	
2.1 Integrity Management										✓		✓					
2.2 Maintenance Management										✓		✓					
2.3 Production Management										✓		✓		✓			
2.4 Quality Management										✓			✓				
3.5 Integrated Planning and Execution				✓						✓							
3.6 Supply Chain Management										✓			✓				
3.7 Projects Management										✓							
4. Fundamental and Enabling Practices																	
4.1 Safety Health and Environment		✓															
4.2 Risk Management									✓	✓					✓		
4.3 Focused and Continuous Improvement																	✓
4.4 Visual Management, Control and Reporting																✓	
4.5 Teamwork and Alignment					✓			✓									
4.6 Execution Governance															✓	✓	
4.7 Enabling Processes and Systems																✓	
5. Delivery: People																	
5.1 Resource Planning							✓										
5.2 Learning and Development						✓											
5.3 Performance Management							✓										
5.4 Reward and Recognition							✓										
5.5 Talent Management																	
6. Business Results																	
6.1 Performance Measures																✓	
6.2 Practices and Systems Maturity																	✓
6.3 People Engagement and Productivity								✓									
7. Stakeholder Results																	
7.1 Stakeholder Relationships								✓									
7.2 Society and Social Acceptance																	

Alignment with Sasol Operations Core Processes (OCP)

Operations planning

Sales and operations plan
- Production/maintenance plan
- Synchronise maintenance and production schedule
- Adherence to operations schedule
- Work management (daily, weekly, monthly)

(1.3)

Maintenance
Maintenance philosophy
Maintenance procedure
Quality assurance
- QCPs
- Quality checks
Maintenance rounds

Pre-emptive
Asset health monitoring
Equipment maintenance strategies
Plant walk down
Notification tagging

Outsourcing
Contract specification
Competency standards

Internal Services and material/feedstock/utilities
- SLAs

(3.2c)

Production
Operating philosophy
Operating envelope
OWAP
SOPs
- Normal/abnormal state
- Start-up
- Shutdown
- Emergency Shutdown
- QA/QCs product quality
- Production rounds

(3.2a) (3.2b)

Operations performance management
- Loss accounting (availability/rate/quality)
- Energy/material efficiency
- Productivity
- Breakdowns

(3.3) (4.1)

Analyse and review operations performance

(4.1)

Business rhythm
- Integrity
- Governance
- Performance
- SHE
- Cost
- People
- Project and renewal

(3.4)

Management review
- Assessments
- Audits

(4.2) (3.4)

PRODUCTS

(3.2c)

SALES AND OPERATIONS PLAN

Work Management processes / Tools
- SMOS
- ATOS
- Shutdown planning
- WMP
- Spares and BOMs
- Process material
- Permit to work
- Plant walk down
- Shutdown execution
- Pre-scheduling
- Weekly scheduling
- PDR

(3.2a) (3.2b)

Operate and maintain to set standards

(2.1) (3.1) (3.2a) (3.2b)

Support functions
- Technical support
- Plant support
- Operations support
- Human Resources
- Finance
- Site services
- Supply chain
- SHE

(2.2) (2.3)

Identify and prioritise improvement opportunities
- Standard operating procedures to be updated
- Maintenance procedures to be updated
- Maintenance strategies to be updated
- Operate within agreed parameters to be updated
- Competency of people
- Spares and BOMs to be updated
- Asset renewal

(3.2)

(3.2a) (3.2b) (3.2c)

RISK MANAGEMENT

(3.1)

Applicable external/internal standards
- ISO standards
- Site-specific

(1.1)

Design standards
- Design envelope

(3.2a)

Enabling tools
- Reliability tools, e.g. RCM
- Tools to set standard

Operations assurance process
- Daily assurance, SHO, Shift communication and
- Toolbox talks
- Plant status meetings
- Safety walk down

(2.1) (2.4)

Licensor standards

Set operations standards

(1.2) (1.3)

Competence and capability
- HR
- Training matrix

(2.2) (2.3)

MANAGEMENT OF INFORMATION

RAW MATERIAL, SPARES AND SERVICES

(3.2c)

Regulatory Requirements
- Legal appointment
- Legal compliance
- Waste management

(3.4)

Asset strategy and objectives

Existing equipment

New equipment

(3.2a) (3.2b)

MANAGEMENT OF CHANGE

(2.4)

(3.2a) (3.2b)

Develop/implement improvement solutions

(4.2)

IMPROVEMENT PLANS

CONTINUOUS IMPROVEMENT SOLUTIONS

LEGEND: (x) relevant 15 SHE element

Appendix B7
Reference to standards

	Introduction of the 1S SHE EA	1.1 SHE policy and strategy	1.2 SHE fundamentals	1.3 Targets and plans	2.1 SHE climate and behaviour	2.2 Training and skills	2.3 Management of people	2.4 Stakeholder engagement	3.1 SHE risk management	3.2 Operational control	3.3 SHE incident management	3.4 Governance and assurance	4.1 Measure and report	4.2 Improvement
ISO 9001	4	3.2	3.1	6.1 6.2	3.1	7.2 7.3	3.3 7.1	4.2 7.4 8.3.1	6.1	8.1 8.2 8.4	10.2 10.3	4.4 7.5 9.2 10.3.2	9.1 9.3	6.1 9.3 10.3
ISO 14001	4	3.2	3.1	6.1 6.2	3.1	7.2 7.3	3.3 7.1	4.2 7.4	6.1 8.1	8.1 8.2	10.2 10.3	4.4 7.5 9.2 6.1.3	9.1 9.3	6.1 9.3 10.3
ISO 45001	4	3.2	3.1	6.1 6.2	3.1	7.2 7.3	5.3 7.1	3.4 7.4	6.1 8.1.2	8.1 8.2	10.2 10.3	4.4 7.5 9.2 6.1.3	9.1 9.3	6.1 9.3 10.3
OSHA PSM (1910.119)					c	g	c, h	c, l	e, l	f, h, i, j, k	m	o		m, e
Responsible Care® RC14001:2015	4	3.2	3.1	6.1 6.2	3.1	7.2 7.3	3.3 7.1	7.4	6.1	8.1	10.2 10.3	7.5 9.2	9.1 9.3	6.1 10.2 10.3

Glossary

A	
Approach vs. process vs. methodology vs. framework	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. In the SHE context, "aspect" is used as the environmental equivalent for "hazard".
Aspirational culture	Our aspirational culture in Sasol is described as follows: I am my team and my team is Sasol. I care for people, pursue excellence, drive innovation and embrace a changing world. I am proudly Sasol. We are team Sasol. We live the Sasol Values. We value individual and collective contributions as we work globally and collaboratively. Our diversity is our strength. We respect and are respected by our stakeholders. Our brand is iconic and admired. This is Sasol.
Asset management	Align with OMS definition.
Assurance	Is a process whereby confidence/comfort is provided that risks are being adequately mitigated (preventive and corrective) controls are designed and operating effectively.
B	
Behaviour-based Safety (BBS)	A peer driven process aimed at empowering employees to manage their own safety by observing each other, capturing both safe and at-risk behaviours that expose them to injury. The aim is to understand what and where the exposures are and to change the culture from at-risk to safe.
Behaviour Transformation (BT)	A SHE enablement sub-function applying Industrial Psychology principles and interventions aimed at improving the organisation's SHE climate and SHE performance.
Bow-tie methodology	It provides a structured way of exploring and analysing undesirable events, causes, consequences and identifying associated preventive and corrective responses / controls.
Business project execution model	Represents the total project life cycle plus objectives, deliverables and gate criteria for all stages of a project.
C	
Causes	Threats or drivers of risk which can potentially result in the undesirable event materialising.
Change management	A structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state, to fulfil or implement a vision and strategy.
Charter	Clarifies the ways in which the function must operate and be governed in order to discharge the mandate.
Climate	Refer to "SHE climate".
Closure and end-of-life projects	Includes decommissioning, demolition, abandonment of assets/facilities/products, disposal, rehabilitation, remediation.

Combined Assurance Plan (CAP)	The Combined Assurance Plan aims to optimise the assurance coverage obtained from management, as well as internal and external assurance providers, that the top SHE risks facing the company are mitigated through adequately designed and effectively operating controls that are implemented to reduce the risks to a level deemed as acceptable by management.
Communication plan	A structured approach towards utilising different communication channels to share specific information with specific audience groupings.
Competence	Meets all requirements of a specified qualification or other knowledge requirement, skill level and displays behaviour in the workplace in line with these requirements.
Consequence	The effect, result, or outcome of the undesirable event, which can be positive or negative. The consequence of an undesirable event is assessed using the impact criteria.
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 specialised services. In Sasol, most widely used.
Controls	Consist of specific actions to implement identified responses, directly or through application of technology or engineering. Once selected and developed, they support the implementation of responses that are intended to mitigate the risks of relevant objectives not being achieved. In the SHE context, and specifically in relation to the bow-tie methodology, controls are acts, objects (engineered) or systems (act and object) intended to prevent and/or mitigate an undesirable event.
	Corrective controls: Controls implemented to reduce the severity of the undesirable event's impact.
	Critical controls: Prioritised SHE risk controls to prevent the KUE or mitigating the consequences. This is a management choice of the most significant controls, based on the 80/20 principle – controls with most effect on reduction of undesirable event impact and probability (consequence and likelihood).
	Preventive controls: Controls implemented to reduce the likelihood that causes will materialise and result in an undesirable event.
Control executor	Person(s) with the responsibility to ensure that the response/control or a portion of a response/control is executed as designed. A control executor can also be the control owner.
Control owner	Person with the responsibility to manage actions and/or measures to ensure that a specific response/control is designed adequately, implemented, operating effectively, monitored and reports on the effectiveness of the response/control.
Corrective controls	Refer to "controls".
Critical controls	Refer to "controls".
Culture	Shared norms, beliefs and practices in the organisation, motivated by unstated assumptions that are deeply embedded, long-standing and developed over a significant period.

D	
Data quality assurance process	The process during which the validity, reliability, precision, integrity and timeliness of data are verified.
Delegation of Authority (DoA)	The allocation of accountability and powers downwards to a subordinate or governance committee.
Desired SHE behaviours	Behaviours which create, maintain and foster a SHE climate that is conducive to achieving zero harm. Examples of desired behaviours are included in 2.1.1 and 2.1.2.
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.
ERM framework	Provides a management framework to ensure that risk management practices are consistently applied in the Group to enable the achievement of our strategy and objectives. This approach to risk management represents our risk strategy and contains the fundamentals, guiding principles and the risk process to be applied. The execution of the framework is articulated in annual risk management plans.
External stakeholders	Any party not directly engaged in the entity's operations but who are affected by the entity, directly influence the entity's business environment, or influence the entity's reputation, brand, and trust.
F	
Frequency	The number of occurrences within a given period of time.
G	
Game Plan	An annual plan for implementing a strategy and achieving set objectives. It contains a summarised list of annual focus areas and annual targets, which is used for team alignment and further detail execution planning.
Global Reporting Initiative (GRI) and International Integrated Reporting Council (IIRC)	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	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. Goods are used as a collective for all materials or items (refer to the Sasol Supply Chain Excellence approach).
Governance	From a SHE perspective: Processes to ensure compliance and proper oversight of SHE activities in order to govern our licence to operate and to achieve zero harm. This is done within the broader context of the relevant SHE legal landscape and required standards per OME and the Group. Some of these mechanisms include SHE legal appointments, establishing and attending SHE meetings, conducting SHE audits (inclusive of SHE legal compliance audits) and performing management oversight by means of walkabouts and internal self-assessments, etc.
Group	Sasol Group of companies or corporate-level functions or activities in Sasol.
Group SHE	Refers to SHE-related matters applicable to the whole Sasol Group. It also refers to the central SHE team overseeing SHE management for the Group.

H	
Hazard	A situation that has the potential for causing harm to people, property, profits or the environment or a situation that is a source of risk with potential negative consequences, e.g. an energy source, that if released uncontrollably or in an unplanned way, will cause harm.
Hierarchy of control effectiveness	Provides guidance regarding the inherent or design effectiveness of controls. This states that elimination or substitution of the hazard is the most effective way to mitigate the risk, thereafter, engineering controls are the most effective, followed by administrative controls, PPE and lastly behaviour as the least effective way to mitigate a risk. When controls are selected/designed, special care should be taken to increase the effectiveness of controls.
High Severity Incident (HSI)	All actual Level 1 and 2 and potential Level 1 incidents.
Human Failure Causation Model	The Sasol model derived from the James Reason model to distinguish between human error and human violation. It is mostly used during incident investigations.
I	
Impact (I)	Potential amount or severity of loss or gain associated with the consequences of a materialised undesirable event. There may be a range of potential impacts associated with the consequences of an undesirable event, both quantitative and/or qualitative.
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 event which could or does result in harm or loss. In this context harm or loss could relate to people, property, processes, product, production, reputation or the environment. Near misses are also deemed to be incidents.
Interested or affected party	Individual or group concerned with or affected by the SHE performance of Sasol businesses. Also refer to "stakeholder".
K	
Key Performance Indicator (KPI)	In general: A KPI is a defined and measurable metric used for evaluating performance, normally built into a KPI structure and broken down into lagging and leading indicators. In the context of risk management, KPIs measure successful management of an organisation top risk events by identifying underperforming aspects of the enterprise as well as those aspects of the business that merit increased resources and energy. KPIs are associated with key responses/critical controls, are intended to measure the outcomes of the key responses/critical controls thereby providing a measurable view of the efficacy of key responses/critical controls and improve predictability of outcomes. They are largely intended to be leading indicators and where lagging indicators are used, the KPIs would reflect trend analysis of lagging indicators.
Key Undesirable Events (KUEs)	Those undesirable events with the potential for material negative consequences and usually referred to as Sasol's top SHE risks (also refer to definition of Undesirable Event).
Knowledge	Facts, information, awareness or familiarity gained by experience of a fact or situation.
L	
Leading vs. Lagging indicators	Lagging indicators monitor performance after it happened (hindsight). Leading indicators are proactive measurements used to provide foresight or red flags to indicate what the results of lagging indicators might be.
Life Saving Rules (LSR)	Non-negotiable rules based on learnings from previous incidents with a strong link to critical controls for KUEs that govern safety behaviour of employees.

Likelihood	The measure of the possibility that a given risk event will occur based on the identified causes or drivers. The likelihood criteria contains both quantitative probability ranges and qualitative descriptors. The appropriate quantitative or qualitative criteria is to be used, depending on the type of risk event being assessed.
Logistics	Include all modes of transportation, storage and material/product handling.
M	
Maturity assessment	In the SHE context: A management tool for self-assessment of the SHE performance and SHE practices maturity of a team, with the intent to identify maturity improvement focus areas **(Appendix B3).**
Management of change (MOC)	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.
Management review	The routine evaluation of whether management systems are performing as intended and producing the desired results as efficiently as possible.
Mandate	Sets expectations on what the function must do to enable the organisation to adhere to applicable Group requirements. It is the reason for existence of the function.
Measure	Ascertain the size, amount, or degree of something by using an instrument or device marked in standard units or by comparing it with an object of known size (e.g. SHE input data is identified and measured in order to calculate specific SHE KPIs).
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.
Monitor	Observe and check the progress or quality of something over a period of time by means of a specific measurement (e.g. equipment was installed to monitor air quality).
N	
Non-conformances	Any failure to meet a requirement. A requirement can be that of a customer, statutory or regulatory body or your organisation's requirements (i.e. failure to follow a procedure) – ISO definition for non-conformity. Non-conformances can come from actual or potential harm incidents, inspection and/or audit findings, SHE management system findings, SHE legal non-compliances.
Near miss	An event which does not actually result in loss, but under slightly different circumstances, could have. A near miss by definition, is also an incident. In this context harm or loss could occur to people, property, processes, product, production or the environment. Also see "incident".
O	
Objectives	An objective is a result you intend to achieve. Objectives can be strategic, tactical, or operational and can apply to an organisation as a whole or to a system, process, project, product, or service. Objectives may also be referred to as targets, aims, goals, or intended outcomes. (ISO 45001)
Occupational Disease Incident Rate	All new, work-related illnesses of employees and service providers, resulting in permanent and irreversible health effects, as reported to authorities.
Operations and activities	This includes any production, supply chain, support function or any other physical action by our workforce.
Operating Model Entities (OMEs)	Comprise of operating business units, regional operating hubs, strategic business units and Group Functions.
OME management	Line management in OMEs.
Our people	Includes our full-time and temporary employees, as well as service providers – i.e. our full workforce.

P	
Performance criteria	Guidelines for the implementation, effective operating and assurance processes for a control. The difference in the performance criteria of a control and a critical control is the assurance intensity (number of people checking, number of assurance activities, frequency, etc)
Performance requirements vs. standards	**Performance requirements** are outcomes-based statements which describe what needs to be delivered in order to implement mature, risk-based SHE management practices, driving our aspirational culture. **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.
Policy	A set of principles and associated guidelines to direct the actions of an organisation in its pursuit of long-term goals (e.g. zero harm). The SHE policy is implemented and enabled via Performance requirements, Procedures and Toolkits.
Potential deviation analysis (PDA)	A process of identifying possible unwanted occurrences, identifying preventive actions and also contingent actions.
Preventive controls	Refer to "controls".
Probability	Likelihood that an undesirable event can occur, assessed against the likelihood criteria.
Procedure	**Group SHE procedure:** Apply globally and prescribe optimised and standardised execution of SHE activities. Group SHE procedures are established when warranted by pre-determined criteria. **Regional procedure:** Prescribe optimised and standardised execution of SHE activities at a regional level. **OME-specific procedure:** Apply where unique business requirements warrant business-specific procedures or standard operating procedures for the execution of SHE requirements.
Process Hazard Analysis (PHA)	An organised, methodical approach to identify, evaluate, and control the process safety hazards and risks associated with process facilities. It includes the following activities: hazard identification, risk assessment and treatment, human factors and facility siting evaluation, a final report and recommendations aimed at reducing the process safety risk.
Products	A good or object created as a result of a process, which serves a customer need or satisfies a customer want, (refer to the Sasol Supply Chain Excellence approach). From a product stewardship point of view, a product refers to a procured chemical, raw/feed material, controlled material, intermediate/final product, test preparation, sample, waste, product packaging.
Product life cycle	The product life cycle encompasses the design, procurement, use, storage, manufacturing, transportation and end-of-life management of materials and products.
R	
Reasonably practicable	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 therefrom.
Repeat incidents	The recurrence of an incident that relates to the same KUE bow-tie scenario and where similar controls failed compared with previous incidents in the OME or learnings from the Group.

Repeat major finding	A major finding of a similar nature (e.g. similar deviations, similar controls failing) that has occurred in consecutive audits or assurance processes in a specific area or department of an OME. Repeat findings in a specific area or department of an OME thus default as repeat findings for the OME. A repeat major finding for the Group is a similar major finding but occurring across OMEs.
Report	Provide a spoken or written account of certain relevant observations gained through monitoring the measurement (e.g. through monitoring the air quality it came to light that a certain area needs air filters. This observation has been reported to management).
Resources	According to the ISO definition, resources include people, equipment, the natural and work environment, material and infrastructure.
Review	Examine or assess (something) formally with the possibility or intention of instituting change if necessary (e.g. the safety procedures are being reviewed).
Risk	In the SHE context: a risk is an uncertain future event that could negatively influence the achievement of objectives or could result in a deviation from the expected outcomes. SHE risks are termed undesirable events and are defined as follows: **Environmental risk:** The risk of short-, medium- and long-term impacts on the environment and a region's biodiversity, including social, visual and nuisance impacts. **Occupational health risk:** The risk of short-, medium- and long-term health effects of exposure to chemicals or other stressors on employees and the broader community during the construction, operation and demolition phases of a facility. **Occupational safety risk:** The likelihood that a person may be harmed or suffers adverse health effects if exposed to a hazard. **Process safety risk:** The likelihood that a loss of containment will result in harm to people, the environment, assets and reputation. **Product stewardship risk** (including Product Safety and Product Transportation): The risk of short-, medium- and long-term adverse effects of a Sasol chemical product on the environment (including fauna and flora) or health and safety of humans throughout its life cycle (include the risk of non-compliance with International Chemical Control Legislation). **Quality risk** (not part of the SHE risk profile, but managed by the SHE function where applicable): The likelihood of a loss occurring which may impact on the quality and/or the supply of a product to internal or external customers.
Risk assessment	A process of collecting, analysing, interpreting and evaluating information in order to identify risk events, causes, consequences, responses/controls and assess the risk levels within a defined business context. Various types of risk assessments are conducted within Sasol. Refer to the Group SHE risk management procedure for more detail on the types of risk assessment.
Risk exposure	The amount of or the extent to which an organisation could be negatively impacted by undesirable events. Risk exposure may change over time as the risk profile of undesirable events may vary depending on internal and external developments. Exposure in the SHE context is related to the SHE risk profile of undesirable events and the effectiveness of controls and to what extent there is a potential for critical control failure, exposing the area to the undesirable events and their consequences.
Risk level	The magnitude of a risk expressed as the combination of the probability (likelihood) of the undesirable event occurring and the impact (severity) of its consequences should it occur, and is assessed using the approved Sasol risk matrix and supporting likelihood and impact criteria. Refer to the ERM framework for the definitions of Inherent risk level, Residual risk level and Planned residual risk level.
Risk matrix	A tool for ranking and displaying risks by defining ranges for likelihood and impact in alignment with the organisation's risk appetite or view of materiality. Sasol has an integrated risk matrix, where likelihood and impact are plotted in order to determine the level of risk either on an inherent, residual or planned residual level.

Risk owner	Person with the accountability and authority to manage an undesirable event and its related controls.
Risk profile	A consolidated view of top risk events within a specific context, visualising the residual risk level of these risk events after consideration of response/control effectiveness.
Root cause analysis (RCA)	The methodical process to analyse the circumstances and activities of an incident with the intention of identifying the root causes. The Sasol recommended methodology is the Why Tree.
S	
Sasol Values	Sasol's shared values define what we stand for as an organisation and inform our actions and our behaviour.
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.
Services	Sasol is dependent on various types of service providers, ranging from specialist engineering and consulting services to the cleaning of our offices. Service providers are used to assist with welding, mechanical, electrical and instrumentation maintenance activities, (refer to the Sasol Supply Chain Excellence approach).
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 climate	The "tone" that is set currently for the way people behave in the organisation which are influenced by organisational, workplace and personal factors.
SHE considerations in projects	The SHE requirements to be addressed in the different phases of any project.
SHE excellence	Sustainable zero harm to people, assets and the environment enabling Sasol to be more effective, efficient and competitive.
SHE fundamentals	A fundamental is a belief that we embrace – what do we see as right or wrong or as true or false. It determines the way that we think and influence the way that we do things on a day-to-day basis. Our Sasol Values and SHE fundamentals provide a common mindset and language to align all our activities as described in our SHE performance requirements.
SHE leadership	The process of effective interaction between leaders and their teams, through which leaders could exert their influence on people to achieve organisational objectives and targets related to zero harm under the circumstances of organisational, workplace and individual factors.
SHE policy	Written statement stating Sasol's commitment for sustainable zero harm to our people, environment and communities in which we operate. It is endorsed by the JCEOs.
SHE projects	Projects done to improve SHE performance directly (e.g. implementation of new, cleaner technology to improve air emissions).
SHE programme	A detailed plan of actions specifying the responsibility, action plans, time frame and human, financial and technological resource requirements to improve SHE performance.
SHE-related changes	Include business changes with potential impact on SHE performance or SHE risk profile (e.g. business restructuring, new equipment) OR SHE-specific changes or initiatives (e.g. updated/new Permit to Work procedure, new environmental legislation, new SHE system implementation).
SHE results/performance/outcomes	Terms used to describe the measures of success, either based on defined metrics or on activities/plans.

SHE risk management	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.
SHE stakeholder	Any group of people or organisation that can affect, be affected by, or perceive itself to be affected by a SHE risk, related to the Sasol activities.
SHE violations	The non-adherence with a SHE-related standard, regulation, policy or rule.
Skills	The ability to do something well, to apply the knowledge gained through training, coaching and mentoring.
Stakeholder Engagement	The process by which we involve SHE stakeholder groups to ensure that communication, consultation and participation take place.
Short-term incentive (STI)	An annual incentive scheme for Sasol employees.
Strategic direction	The longer-term drivers/focus areas/imperatives which provide overarching direction for change and improvement. This gives input to objective and target setting, as well as annual Game Plan development.
Sustainable zero harm	Sustainable zero harm is defined from a broad people, asset and environmental perspective, while still enabling business sustainability. We acknowledge that this is an aspiration which requires a journey and involves all relevant stakeholders.
T	
Target	Measurable annual performance to be achieved. It can also be referred to as a milestone, in relation to longer-term objectives.
Terms of reference (TOR)	Document that establishes a particular committee or technical working group and details the specific authority of such a committee or technical working group to govern/provide specific input in a delegated area of responsibility.
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.
Toolkit	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. Examples include the four HSI toolkits.
Top SHE risks	The most material risk events; typically comprising those risk events that could have a material impact on the Group or OME. Materiality is determined by using the risk matrix with the top risk events being those with high-impact potential. In the SHE context, the Group top SHE risks are referred to as Key Undesirable Events (also refer to Key Undesirable Event).
Training	The act of teaching a person a particular skill or type of behaviour.
U	
Undesirable event	Situations where the hazard has or could be released, or control over the hazard has or could be lost, in an unplanned way with the potential for negative consequences.
W	
We/our	Collective for all Sasol OMEs and functions globally, including the SHE function.
Z	
Zero harm (and sustainable zero harm)	Refer to sustainable zero harm.

List of Abbreviations

1S SHE EA One Sasol SHE Excellence approach

BBS	Behaviour–based Safety
BD&I	Business Development and Implementation
BT	Behaviour Transformation
CAP	Combined Assurance Plan
CCPS	Centre for Chemical Process Safety
CEO	Chief Executive Officer
CI	Continuous Improvement
CICCL	Compliance with International Chemical Control Legislation
CICOH	Congress of the International Commission for Occupational Health
CRMP	Compliance Risk Management Plan
DoA	Delegation of Authority
EFQM	European Foundation for Quality Management
EMAS	Eco-Management and Audit Scheme
EPSC	European Process Safety Centre
ERM	Enterprise Risk Management
EVP	Executive Vice President
Exco	Executive Committee
FER	Fires, Explosions and Releases
GAR	Governance Assurance Risk and Reporting
GEC	Group Executive Committee
GRI	Global Reporting Initiative
HME	Heavy Mobile Equipment
HR	Human Resources
HSI	High Severity Incidents
IIRC	International Integrated Reporting Council
IMS	Integrated Management System
IPF	Instrumented Protective Function
IRBAAB	Integrated Risk-based Annual Assurance Plan
ISO	International Organisation for Standardisation
JCEO	Joint Chief Executive Officers
KPI	Key Performance Indicator
KUE	Key Undesirable Event
LSR	Life Saving Rules
MERP	Medical Emergency Response Plan
MOC	Management of Change
OCP	Operations Core Processes
ODIR	Occupational Disease Incident Rate
OEL	Occupational Exposure Limit
OME	Operating Model Entity

OMS	Operations Management System
OSHA	Occupational Safety and Health Administration
PDA	Potential Deviation Analysis
PHA	Process Hazard Analysis
PPE	Personal Protective Equipment
PSCE	Process Safety Critical Equipment
PSI	Process Safety Information
PSM	Process Safety Management
PSSR	Pre-start-up Safety Reviews
PtW	Permit to Work
RBPSM	Risk-based Process Safety Management
RCA	Root Cause Analysis
RCR	Recordable Case Rate
SAICM	Strategic Approach to International Chemicals Management
SAP	Enterprise management software
SAS	Sasol Assurance Services
SC	Supply Chain
SD	Sustainable Development
SDR	Sustainable Development Report
SDS	Safety Data Sheet
SHE	Safety, Health and Environment
SOP	Standard Operating Procedure
SP	Service Provider
SPSM	Service Provider Safety Management
SQAS	Safety and Quality Assessment for Sustainability
STI	Short-term Incentive
SuPM	SAP module for Sustainability Performance Management
SVP	Senior Vice President
TIOP	Transport Indicator of Performance
TMOC	Temporary Management of Change
ToR	Terms of Reference
VP	Vice President

List of Group SHE procedures

AREA	TITLE	NUMBER
Behaviour Transformation	Group Procedure for Behaviour Transformation	SSC-BTF-GPR-00001
SHE risk management	Sasol Group Procedure for SHE Risk Management	SSC-CIM-RPR-00001
Product Stewardship	Sasol Group Procedure for Compliance to International Chemical Control Legislation	SSC-PRS-GPR-00003
Environment	Sasol Group Procedure for SAP Environmental Compliance (EC) management and reporting	SSC-ENV-GPR-00008
	Sasol Group Procedure: environmental and asset retirement obligations for financial reporting purposes in line with IFRS	SSC-ENV-GPR-00007
Security	Sasol Group Security – Access Control Standing Operational Procedure	SSC-SEC-GPR-0001
Occupational Health	Sasol Group Procedure for Organisational Health Management	SSC-HEA-GRP-00001
	Sasol Group procedure for Health Service Delivery	SSC-HEA-GRP-00002
	Sasol Group Procedure for the Management of Infectious Disease Outbreaks	SSC-HEA-GRP-00003
	Sasol Group Procedure for Health Risk Management of Sasol employees working abroad	SSC-HEA-GRP-00004
	Sasol Group Procedure for an Effective Occupational Hygiene Programme	SSC-HEA-GRP-00005
	Sasol Group Procedure for Medical Emergency Response Plans	SSC-HEA-GRP-00006
	Sasol Group Procedure for Health Facilities and Administration	SSC-HEA-GRP-00007
	Sasol Group Procedure for Occupational and Environmental Health Requirements in Projects	SSC-HEA-GRP-00008
SHE data and reporting	Group procedure for SHE and SD Data Reporting Process	SSC-SUS-GPR-00001
	Sasol Group Procedure for the Reporting of Exposure hours and the Calculation of Recordable Case Rate	SSC-SUS-GPR-00002

Safety	Sasol Group PSM Procedure for Employee Participation (S1.1)	SSC-SAF-GPR-00001
	Group Procedure for Process Safety Information (S1.2)	SSC-SAF-GPR-00002
	Sasol Group PSM Procedure for Process Hazard Analysis (PHA) (S1.3)	SSC-SAF-GPR-00003
	Sasol Group PSM Procedure on Standard Operating Procedures (S1.4)	SSC-SAF-GPR-00004
	Sasol Group PSM Procedure for Training (S1.5)	SSC-SAF-GPR-00005
	Group Procedure for Service Provider Safety Management (SPSM)	SSC-SAF-GPR-00006
	Sasol Group PSM Procedure for Pre-start-up Safety Review (S1.7)	SSC-SAF-GPR-00007
	Group Procedure for S1.8 Maintenance of Process Safety Critical Equipment	SSC-SAF-GPR-00008
	Sasol Group PSM Procedure for Management of Change (S1.10)	SSC-SAF-GPR-00010
	Group Procedure for SHE Incident Management	SSC-SAF-GPR-00011
	Sasol Group Procedure for Emergency Response	SSC-SAF-GPR-00012
	Sasol Group Procedure for PSM Audits (S1.13)	SSC-SAF-GPR-00013
	Sasol Group PSM Procedure for Disclosure of Trade Secrets (S1.14)	SSC-SAF-GPR-00014
	Group Procedure for Process Safety Metrics (S1.15)	SSC-SAF-GPR-00015
	Sasol Generic SHE specifications for Service Providers	SSC-SAF-GPR-00016
	Group Procedure for PSM Definitions (S1.17)	SSC-SAF-GPR-00017
	Sasol Group Procedure for Injury and Illness Classification	SSC-SAF-GPR-00020
	Sasol PSM Group Procedure for Process Safety Management (S1)	SSC-SAF-GPR-00021
	Group Procedure for Occupational Safety Accountabilities	SSC-SAF-GPR-00022

Document control

Version	Key changes	Year
Revision 1	First branded print of the One Sasol SHE Excellence approach.	2014
Revision 1.1	Minor language and consistency changes. Improved binding.	2014
Revision 1.2	Added icons to the fold-out diagrams. Added 1S SHE EA to the glossary, minor consistency changes.	2014
Revision 2.0	Major review and update.	2019