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كەسپىيلىك. دان: عالم سىكىتر
Safety, Health and Environment
National Authority

ANNUAL REPORT

FOR FINANCIAL YEAR

2024

-

2025



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1

SHENA ORGANISATION



BOARD OF DIRECTORS



YANG MULIA
DATO SERI PADUKA AWANG HAJI SUFIAN BIN HAJI SABTU
 DEPUTY MINISTER (SECURITY AND LAW) AT THE PRIME MINISTER'S OFFICE
 CHAIRMAN OF BOARD OF DIRECTORS



YANG MULIA
DR HAJAH MAY FA'EZAH
BINTI HAJI AHMAD ARIFFIN
 PERMANENT SECRETARY
 (ECONOMY, TRADE AND INDUSTRY),
 MINISTRY OF FINANCE AND ECONOMY



YANG MULIA
PENGIRAN DR. HAJI MD KHALIFAH
BIN PENGIRAN HAJI ISMAIL
 DIRECTOR GENERAL OF
 HEALTH AND MEDICAL SERVICES,
 MINISTRY OF HEALTH



YANG MULIA
AWANG MUHAMMAD SAUFI
BIN AWANG HAJI IBRAHIM
 LABOUR COMMISSIONER,
 LABOUR DEPARTMENT,
 MINISTRY OF HOME AFFAIRS



YANG MULIA
AWANG AZMI
BIN HAJI HAFNEH
 ACTING DIRECTOR,
 FIRE AND RESCUE DEPARTMENT,
 MINISTRY OF HOME AFFAIRS



YANG MULIA
DAYANG HAJAH FARIDA BINTI
DATO SERI PADUKA HAJI TALIB
 PERMANENT SECRETARY (ENERGY),
 PRIME MINISTER'S OFFICE



YANG MULIA
DR. NOR IMTIHAN
BINTI HAJI ABDUL RAZAK
 PERMANENT SECRETARY
 (PLANNING, LAND USE
 AND ENVIRONMENT),
 MINISTRY OF DEVELOPMENT
 (EFFECTIVE 12 OCTOBER 2024)

CHAIRMAN'S FOREWORD



The Safety, Health and Environment National Authority's (SHENA) Annual Report for the Financial Year 2024–2025 not only summarises SHENA's key organisational activities; it also affirms the collective commitment to safeguarding the well-being of workers at workplaces. Over the past year, SHENA has made significant strides in fulfilling its fundamental mandate to strengthen Brunei Darussalam's regulatory framework, foster a culture of compliance, and establish a clear vision for a safer, healthier, and more sustainable future.

This year's journey has been marked by coordinated efforts to translate our strategic vision into measurable outcomes. Central to this progress has been SHENA's investigation, incident responses, and enforcement. While a decrease in 'Initial Incident Notifications' (IINs) suggests that proactive engagement and education initiatives are yielding positive results, work-related fatalities serve as a poignant reminder that our work is far from complete. Each fatality underscores the critical importance of SHENA's mission to not only enforce compliance but to cultivate a genuine safety culture that places the value of life above all else. This year, SHENA has intensified targeted regulatory inspections, demonstrating our operational commitment to being as active, visible, and effective.

SHENA's evolving legislative framework is central to improving industry standards, ensuring that workers in high-risk sectors are competently skilled and trained. That robust safety management systems are embedded into the core operations across organisations. These legislative enhancements are designed to build a resilient and responsive regulatory system that can anticipate and effectively address emerging risks, enabling businesses to pursue safety excellence.

Beyond enforcement and legislation, SHENA measures success by our ability to engage, educate, and collaborate. As the Authority, SHENA produces a comprehensive array of publications, including Industry Guidance Notes, Notes to Industry, and Self-Assessment Checklists, that provide clear and practical guidance to ensure compliance for stakeholders. Furthermore, the success of our outreach programmes, particularly the Workplace Safety and Health Conference (WSHCON) 2024, with its theme "The Impacts of Climate Change on Occupational Safety and Health," underscores our commitment to fostering a dialogue on critical, forward-looking issues. The WSHCON convened government agencies, industry leaders, labour representatives and international experts, demonstrating our resolve to benchmark against global standards and to strengthen shared responsibility across tripartite partners.

Looking ahead, our strategic plan prioritises strengthening operational capacity and effectiveness. We are committed to increasing our manpower capacity, enhancing inspector competency, and leveraging technology to streamline our processes and improve regulatory turnaround times. We also recognise the importance of structured collaboration with international bodies, such as the International Labour Organisation (ILO) and the International Atomic Energy Agency (IAEA), to keep Brunei Darussalam aligned with evolving global best practices and standards.

In closing, I would like to extend my sincere appreciation to the Senior Management Team and all SHENA staff for their steadfast commitment to this year's achievements. I would also like to extend my gratitude to government agencies, our partners in the private sector, and the public for their continued support. Building a safer, healthier, and more sustainable Brunei Darussalam is a shared responsibility, and I am confident that together we can continue making meaningful progress.

YANG MULIA
DATO SERI PADUKA AWANG HAJI SUFIAN BIN HAJI SABTU
DEPUTY MINISTER (SECURITY AND LAW) AT PRIME MINISTER'S OFFICE
CHAIRMAN OF BOARD OF DIRECTORS

SENIOR MANAGEMENT TEAM



**YANG MULIA
HAJI MUHSIN BIN HAJI AHMAD**
CHIEF EXECUTIVE OFFICER (CEO)
(EFFECTIVE 1 AUGUST 2024)



**YANG MULIA
UMI KHADIJAH
BINTI HAJI MOHD ZAINI**
DIRECTOR OF
HUMAN RESOURCES &
CORPORATE SERVICES DIVISION



**YANG MULIA
NUR AL-AIN
BINTI DR HAJI ABDULLAH**
DIRECTOR OF
LEGAL SERVICES DIVISION



**YANG MULIA
HAZMIN HATTA
BIN HAJI HAMZAH**
DIRECTOR OF
ENFORCEMENT DIVISION
(EFFECTIVE 1 OCTOBER 2024)



**YANG MULIA
SALMAYA RAHAYU
BINTI SALLEH**
DIRECTOR OF
STRATEGIC PLANNING DIVISION
(EFFECTIVE 16 OCTOBER 2024)



**YANG MULIA
HAJI NORYASMIN
BIN HAJI MOHD NOOR**
DIRECTOR OF
COMPLIANCE AND
INTERNATIONAL DIVISION
(EFFECTIVE 1 FEBRUARY 2025)



**YANG MULIA
HAJI MD SABIRIN
BIN HAJI MD YUSOF**
ACTING DIRECTOR OF
PROCESS SAFETY DIVISION
(EFFECTIVE 10 OCTOBER 2024)



**YANG MULIA
KHAIRUL YUSRIN
BIN HAJI ABDUL RAHMAN**
ACTING DIRECTOR OF
INVESTIGATION & RESPONSE
DIVISION
(EFFECTIVE 1 JANUARY 2025)



VACANT
DIRECTOR OF
FINANCE AND
PROCUREMENT DIVISION

CEO'S MESSAGE



The Financial Year 2024–2025 has been a transformative year marked by significant achievements for the Safety, Health and Environment National Authority (**SHENA**). We remain driven by our operational excellence, legislative innovation, and the cultivation of strong, strategic partnerships with our stakeholders. SHENA's Annual Report for the Financial Year 2024–2025 provides a comprehensive overview of how SHENA, as the Authority, has delivered on its mandate and charts our ongoing evolution into a responsive, forward-looking, and effective regulatory body.

Our core functions of enforcement and investigation recorded substantial gains. The Enforcement Division (**EFD**) nearly doubled its number of inspections to two hundred and twelve (212) inspections, with a particular focus on high-risk sectors. This reflects our commitment to a proactive and visible regulatory presence. Through the issuance of nine (9) legal notices, including Stop Work Orders (**SWOs**) and Remedial Orders (**ROs**), and levying twenty-four (24) compound fines, we underscore that non-compliance is a fundamental legal responsibility and that any breaches carry decisive consequences. This approach is critical for fostering accountability and ensuring that organisations take their safety obligations seriously. While overall incident notifications have decreased, work-related fatalities serve as a powerful reminder that prevention is paramount. Statistical data continues to provide us with insights into the root causes of these incidents, allowing us to tailor our future initiatives to address the most pressing risks, particularly those persistent incidents related to falls from height.

A key development this year is the advancement of our legislative agenda. New regulations were developed by the Legal Services Division (**LSD**) aimed at standardising training requirements for high-risk work and mandating the implementation of robust health and safety management systems and auditing requirements, thereby embedding safety as a core business function. This is complemented by our extensive efforts in producing publications, led by the Compliance and International Division (**CID**). Our publications, from Industry Guidance Notes to Self-Assessment Checklists, aim to empower businesses of all sizes, including MSMEs, to take ownership of their safety and health obligations.

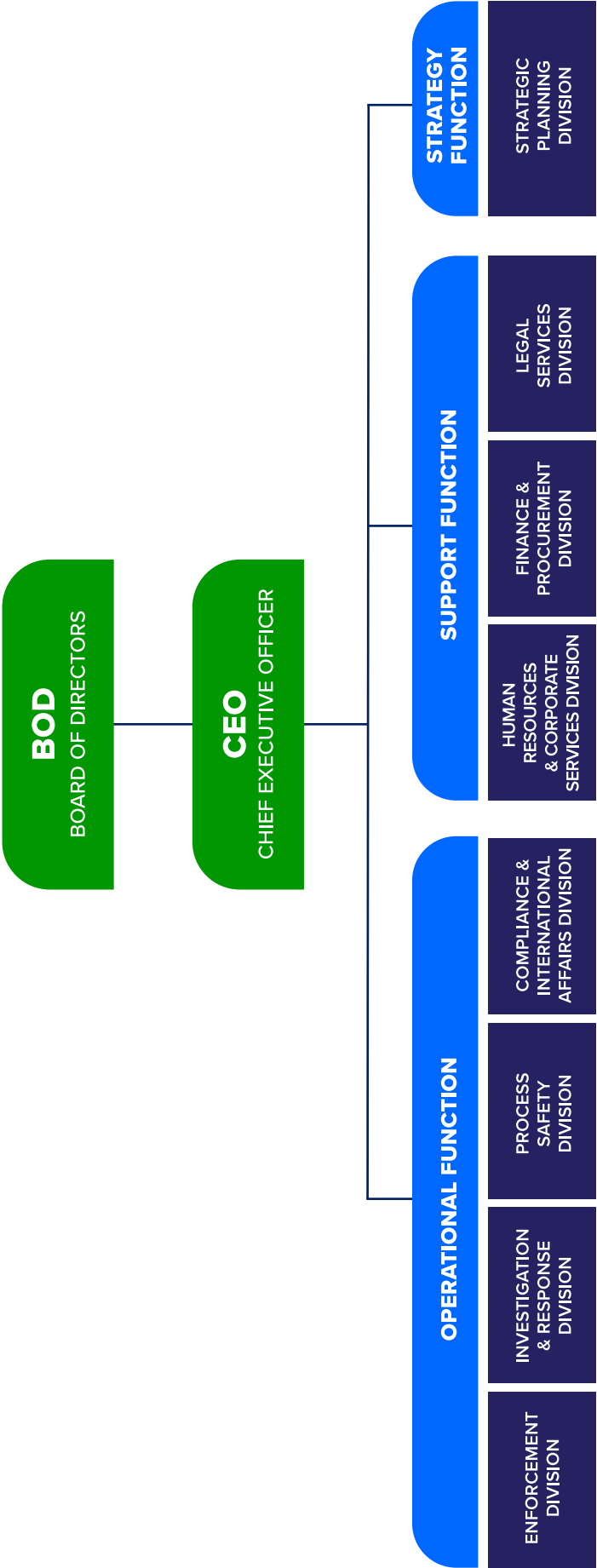
Our pursuit of operational excellence is evident in the Finance & Procurement Division (**FPD**), which successfully reduced the budget submission by \$1.8 million while making a significant contribution to the nation's Consolidated Fund. This strategic fiscal management keeps SHENA lean and efficient, enabling optimal use of resources. Furthermore, the Human Resource and Corporate Services Division (**HCD**) has been pivotal in building our internal capabilities, with targeted training programmes focused on enhancing our employees' technical expertise and soft skills. These investments in our people are crucial for ensuring that our inspectors and officers are equipped with the knowledge and competencies to meet the evolving demands of their roles.

Looking ahead, our strategic plan is clear and ambitious. We will continue to strengthen our enforcement and investigation capabilities by recruiting strategically and, over time, leveraging digital technologies to streamline our processes. We are committed to rolling out targeted safety campaigns on critical issues such as Work at Height and Scaffolding. Our international collaborations will intensify, particularly with relevant agencies such as Singapore's Ministry of Manpower (**MOM**), as we endeavour to benchmark our practices and learn from global leaders. The planned upgrades to our e-SHENA system and the integration of our Online Registration Portal (**ORP**), a portal for the digitalisation of the current manual registration process and currently used for WSH Officer applications, will significantly enhance our ability to serve our stakeholders with greater efficiency and transparency.

This past year has been one of consolidation and growth. We have built upon our strong foundations, refined core processes, and set a clear course for the future. I wish to express my deepest gratitude to the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam, as well as to all SHENA's Senior Management team and staff, our industry partners, and stakeholders for their trust and collaboration. Our collective efforts remain the truest measure of success, and we will continue to make Brunei Darussalam a safe place to work and live.

YANG MULIA
HAJI MUHSIN BIN HAJI AHMAD
CHIEF EXECUTIVE OFFICER (CEO)

ORGANISATIONAL STRUCTURE



VISION, MISSION & PRINCIPLES

ESTABLISHMENT

Established on 6 October 2018 following the enactment of the **Safety, Health and Environment National Authority Act, Chapter 227**, which was signed by His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam on 1 April 2017.

RESPONSIBILITY

National Authority responsible for regulating the **workplace safety and health, environment and radiation** matters.

PURVIEW

The **Workplace Safety and Health Act, Chapter 277** and the **Radiation Protection Act, Chapter 228**.



VISION

We are committed to making a difference and ensuring Brunei is a safe place to work and live.



MISSION

We will maintain a robust fit for purpose national safety, health and environmental regulatory framework and ensure that risks to people, assets and the environment are controlled in compliance with:



Laws and regulations



Set by the government

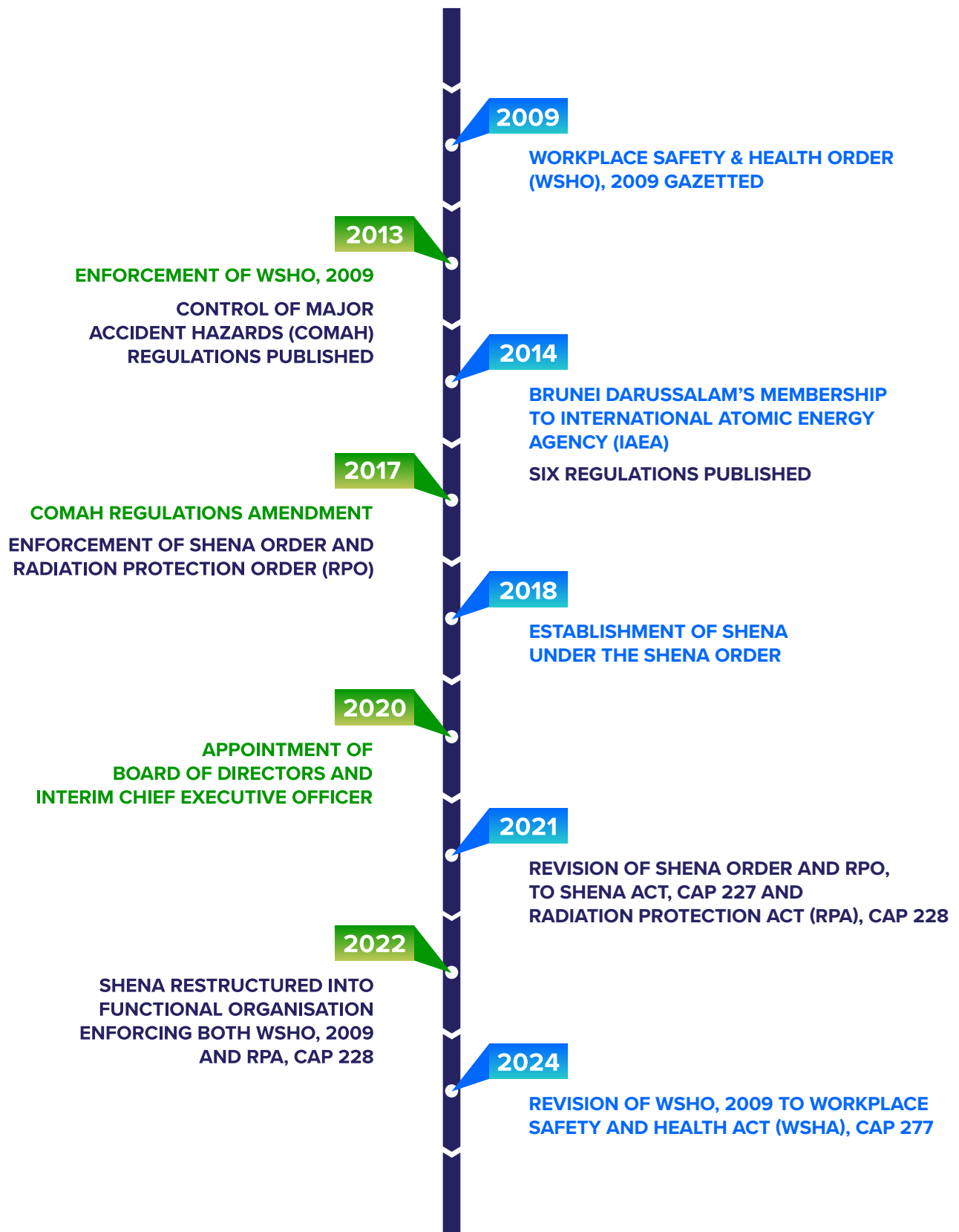


Implemented by those who create the risk



Underpinned by continuous improvement

OUR JOURNEY



2

FINANCIAL YEAR 2024 - 2025 KEY HIGHLIGHTS



INVESTIGATION AND RESPONSE DIVISION

Despite facing manpower constraints, the Investigation & Response Division (IRD) successfully exceeded its scorecard target for the financial year. The division achieved a 56.25% submission rate of investigation papers to the Legal Services Division (LSD), surpassing the original target of 50%. This accomplishment reflects the team's dedication and efficiency in managing case investigations under challenging circumstances. Notably, the IRD also completed and submitted its first regulatory investigation involving a major accident event. This milestone required navigating complex technical process safety issues and demonstrated significant progress in stakeholder engagement. The division was able to align reporting expectations across key agencies involved in Control of Major Accident Hazards (COMAH) activities, further strengthening inter-agency collaboration.

ENFORCEMENT DIVISION

The Enforcement Division (EFD) made several key advancements during the financial year. One of its major initiatives was the successful launch and completion of an inspection campaign focused on Occupational Diseases (ODs) reporting in private health clinics. The campaign, themed Empowering Occupational Diseases Reporting: Reporting for a Healthier Workplace, aimed to raise awareness and improve reporting practices within the healthcare sector. The division also began issuing compound fines to Class 4–6 construction companies for non-compliance in appointing Workplace Safety and Health (WSH) Officers or Co-Ordinators, as well as for inadequate first aid arrangements.

To enhance inspection capabilities, the division adopted new technologies such as drones and cameras, allowing for more efficient and thorough site assessments. Inspector competency was further improved through targeted specialisation in key operational areas, including work at height and occupational health. Additionally, the division began drafting a Standard Operating Procedure (SOP) for the disposal of controlled apparatus, contributing to clearer regulatory guidance and safer practices.

PROCESS SAFETY DIVISION

The Process Safety Division (PSD) achieved several key milestones during the reporting period. One of the major accomplishments was the successful delivery of the GKGJE (Gumusut-Kukup-Geronggong-Jagus East) Phase 4 Project, which involved complex coordination and adherence to stringent safety standards. The division also oversaw the acceptance of the Land Rig HL-2, ensuring it met all necessary process safety requirements before operations commenced.

In addition, the division facilitated the acceptance of multiple Material Change Safety Cases to support critical national projects. These included the Hengyi Photovoltaic Project, which promotes sustainable energy development; the Hibiscus LifeX Project, aimed at enhancing offshore production capabilities; the Salt Mitigation Project, which addresses corrosion and environmental risks; and the BFI Ammonia Loading Arm, which improves chemical handling infrastructure. Each safety case was thoroughly reviewed to ensure compliance with regulatory standards and to support safe implementation of these initiatives.

COMPLIANCE AND INTERNATIONAL DIVISION

The Compliance and International Division (CID) continued to advance its regulatory and collaborative efforts. The Electrical Safety Committee (ESCOM) for the 2022–2024 term successfully concluded its objectives by developing six comprehensive electrical safety guidelines. Building on this success, the committee began expanding its scope in 2025 to address emerging safety concerns and improve industry practices.

The SHENA-JKR Health, Safety and Environment (HSE) Working Group remained active in strengthening the implementation of the Workplace Safety and Health Act (WSHA) across government projects. A key focus has been the integration of HSE prerequisites into tender submissions for Class 4, 5, and 6 contractors, ensuring safety considerations are embedded from the outset of project planning.

Furthermore, the division initiated the registration of Designated Workplace Doctors (DWDs) under SHENA, in collaboration with the Ministry of Health (MOH). This initiative aims to formalise the role of DWDs in overseeing occupational health programmes, particularly in high-risk workplaces. The partnership with MOH also supports the development of qualification criteria for medical practitioners eligible to serve as DWDs, enhancing the quality and consistency of workplace health oversight.

LEGAL SERVICES DIVISION

The Legal Services Division (LSD) has achieved remarkable progress during the financial year, showcasing its commitment to enhancing workplace safety and health standards as well as easing contract holders by providing templates in order to expedite the procurement and tender process. Notably, the division has successfully completed new drafts of essential legislation, namely the Draft WSH (Safety and Health Training) Regulations and the WSH (Safety, Health Management Systems, and Auditing) Regulations. In addition, the LSD has established effective collaborations with the Attorney General's Chambers and the Prime Minister's Office to draft other pertinent regulations.

Furthermore, the LSD has been instrumental in preparing and meticulously reviewing contracts for companies awarded various projects during the financial year, thereby ensuring adherence to legal standards and industry best practices.

In line with its mandate to finalise recommendations for charges to be brought under the Workplace Safety and Health Act (WSHA) and its associated regulations, the division has also provided critical support to the Investigation and Research Division (IRD) in the comprehensive preparation of several investigation papers. These documents are essential as they proceed to the Public Prosecutor for further examination. The Legal Services Division contributions include a detailed analysis of the investigation papers' content and evidence, ensuring that all recommendations are anchored in established legal principles and that the evidence presented is robust prior to submission to the Attorney General's Chambers.

STRATEGIC PLANNING DIVISION

The Strategic Planning Division (SPD) coordinated and organised a high-impact Workplace Safety and Health Conference, themed “The Impacts of Climate Change on Occupational Safety and Health.” The event brought together a wide range of participants and achieved several impactful outcomes. It provided a forum for government agencies, industry leaders, and health professionals to engage in meaningful discussions, promoting a shared understanding of current challenges and opportunities in occupational safety and health. The conference also featured renowned speakers from international organisations such as the International Labour Organisation (ILO), Singapore’s Ministry of Manpower, and the Workplace Safety and Health Council. Their insights helped align Brunei Darussalam’s safety practices with global standards and encouraged regional cooperation.

The SPD’s Strategic Planning Unit enhanced SHENA’s performance measurement framework by introducing SMART KPIs aligned with strategic goals. This improved accountability, internal reporting, and operational planning across all divisions.

The SPD’s Corporate Communications Unit also strengthened SHENA’s public engagement and visibility through the participation in the 41st National Day Parade and district-level dialogues-level dialogues (Sesi Muzakarah Bersama Penghulu-Penghulu Mukim dan Ketua-Ketua Kampong).

SHENA, through the CCU, partnered with the ADTP community to deliver impactful CSR programme in the month of Ramadhan, a donation drive for underprivileged families, where the organisations under the ADTP combined their resources to contribute daily necessities to these families. In addition, the CCU together with the SAFE Team, organised the delivery of SHENA endowment to 2 Balai-Balai Ibadat in the Temburong district.

To promote safety and health practices at the workplace, the SPD facilitated a month-long Ramadhan Video Campaign aired on RTB platforms, reaching thousands of households in Brunei Darussalam.

Internally, SHENA fostered a positive work environment through events such as the SHENA Appreciation Dinner, End-of-Year Gathering and wellness programmes including a Nutrition Workshop organised by SPD. These activities boosted staff morale, encouraged recognition and strengthened organisational resilience.

FINANCE AND PROCUREMENT DIVISION

The Finance & Procurement Division (FPD) made significant contributions to financial efficiency and national funding. During the Budget Challenge session with the Senior Management Team and the subsequent meeting with the Board of Directors, the division successfully reduced the total budget submission for the financial year by \$1.8 million. This reduction reflects a strategic approach to cost management and resource optimisation.

In addition, the division processed SHENA’s contribution of \$7.1 million to the Brunei Darussalam’s Consolidated Fund, in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act, Cap 242. This contribution supports national development priorities and demonstrates SHENA’s commitment to fiscal responsibility and alignment with statutory obligations.



HUMAN RESOURCES AND CORPORATE SERVICES DIVISION

During the financial year, the Human Resources and Corporate Services Division (HCD) made significant strides in strengthening SHENA's workforce and organisational culture. A major milestone was the recruitment of Yang Mulia Haji Muhsin Bin Haji Ahmad as Chief Executive Officer (CEO) of SHENA on 1 August 2024, marking a new chapter in the Authority's leadership. In addition to this appointment, the division successfully recruited twenty-four (24) new employees, including three individuals for senior management roles. To support youth development and national capacity-building, SHENA also welcomed seven i-Ready apprentices and two attachment students, providing them with valuable exposure to regulatory work and professional development.

The division achieved a notable 10.75% reduction in overall competency gaps across the organisation, significantly surpassing the projected target of 3% by the end of the financial year. This achievement reflects the effectiveness of SHENA's structured development initiatives and the improved monitoring of competency frameworks across all divisions. In support of continuous learning, the division facilitated a total of 78 training, development, and meeting programmes, including eight professional certifications. These efforts demonstrate SHENA's ongoing commitment to building staff capability and investing in people development.

To ensure transparency and consistency in career progression, the division completed the development of a Guideline on Promotion, aimed at standardising the promotion process within the organisation. Internal communication and staff engagement were also prioritised through four dedicated sessions, including SHENA Townhalls held in March 2024, September 2024, and March 2025. A collaborative session with wellness advocates and Royal Brunei Armed Forces (RBAF) personnel was held on 17 March 2025, focusing on harassment awareness and a refresher on SHENA's core values and principles.

The division also organised several awareness and capacity-building sessions, such as a Document Classification Talk in collaboration with the Department of Internal Security and briefings on the new Technical Document Management (TDM) process and guidelines. Employee well-being remained a central focus, with HR representatives actively participating in a Psychological First Aid course, contributing to the Wellness Team, and serving as part of the Mental Health member group within the National Cross-Functional Team.

A key accomplishment was the successful completion of SHENA's two-year Apprenticeship Scheme, designed to produce highly skilled Workplace Safety and Health (WSH) Officers. This initiative reinforces SHENA's commitment to talent development and national capacity-building, particularly in the field of occupational safety and health. Additionally, the division secured funding for the SHENA Headquarters rejuvenation project through a special budget allocation, supporting infrastructure improvements and a more conducive working environment.

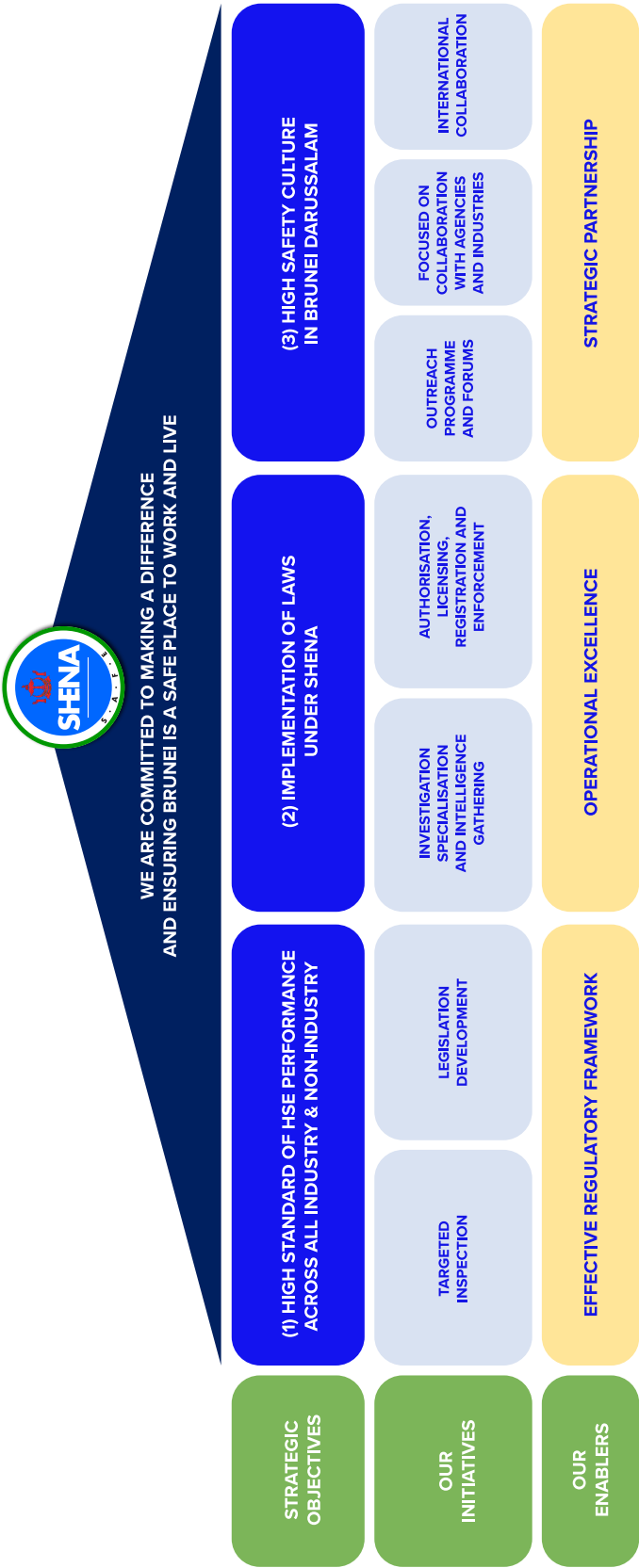
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SHENA'S STRATEGIC PLAN



SHENA's strategic plan embraces the concept of Maqasid Al-Shariah as an important basis and pillar for organisational development. SHENA has therefore positioned the Maqasid Al-Shariah concept of promotion and preservation of life as the Authority's fundamental goal in realising SHENA's Vision. To achieve the Vision, SHENA's strategic plan aligns to **three (03)** strategic objectives to fulfil, supported by **seven (07)** key initiatives, supplemented by **three (03)** enablers:

MAQASID: PROMOTION & PRESERVATION OF LIFE



4

INVESTIGATION

Accidents and incidents can occur in any workplace, making it essential to investigate and analyse them thoroughly. This process is important not only for identifying root causes and preventing similar events in the future but also for meeting regulatory requirements and supporting data-driven safety improvements. More importantly, effective investigations help strengthen workplace safety culture and promote shared responsibility among both employers and employees.

The Investigation and Response Division (IRD) has taken targeted steps to improve compliance with the Workplace Safety and Health (Incident Reporting) Regulations. These efforts have led to greater adherence to reporting obligations.

Workplace incidents, including fatalities, injuries, and dangerous occurrences, have been reported to SHENA through the Initial Incident Notification (IIN) mechanism. Many of these incidents have prompted regulatory investigations carried out under Section 24 of the Workplace Safety and Health Act, Chapter 277. These investigations are supported by specific legal authorities granted to Inspectors under Sections 7(2) and 41 of the same Act.

During the financial year, a total of **two hundred and seventy-eight (278) IINs** were received, representing a 12.6% decrease compared to previous year which was three hundred and eighteen (318) IINs.

DATE OF IIN RECEIVED	DATE OF INCIDENT	CATEGORY OF INCIDENT	CAUSES OF INCIDENT	INDUSTRY
16 January 2024 (IP initiated in July 2024)	12 January 2024	Serious Injury leading to permanent disability	Crushed by Object	Agriculture, Forestry and Fishery
15 April 2024	10 April 2024	Work-Related Fatality	Fall from Height	Wholesale and Retail Trade
2 June 2024	30 May 2024	Major Accident Event	Hydrocarbon leakage leading to fire	Mining & Quarrying
20 July 2024	16 July 2024	Work-Related Fatality	Fall from Height	Construction
21 September 2024	20 September 2024	Work-Related Fatality	Fall from Height	Construction
5 October 2024	4 October 2024	Work-Related Fatality	Presumed Electrocution	Agriculture, Forestry and Fishery
7 November 2024 (information from Royal Brunei Police Force)	6 November 2024	Work-Related Fatality	Fall from Height	Construction
8 January 2025	11 January 2025	Work-Related Fatality	Others (Waterblast)	Mining & Quarrying

An overview of the types of injuries recorded during the financial year is provided below:



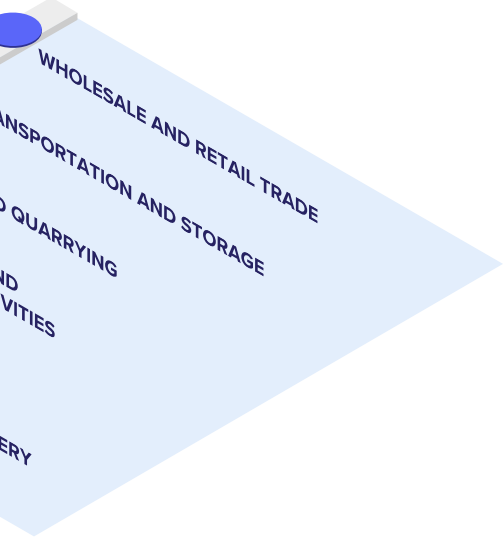
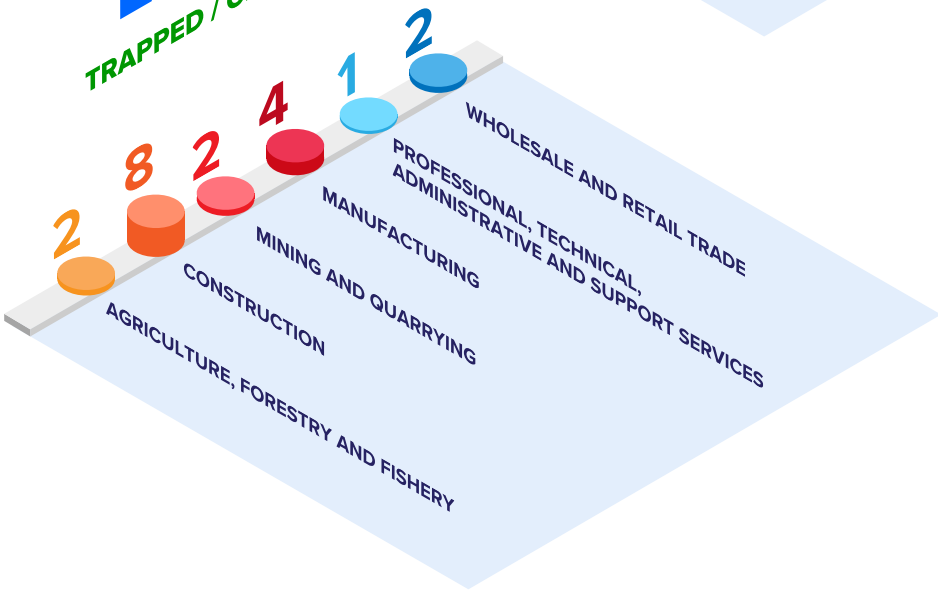
0
DROWNED / BURIED / ENVELOPED



26
CONTACT WITH SHARP OBJECT



19
TRAPPED / CRUSHED



Incidents by Industry during the financial year calculated from the total IIN received:

INCIDENTS BY INDUSTRY (FY 2024-2025)

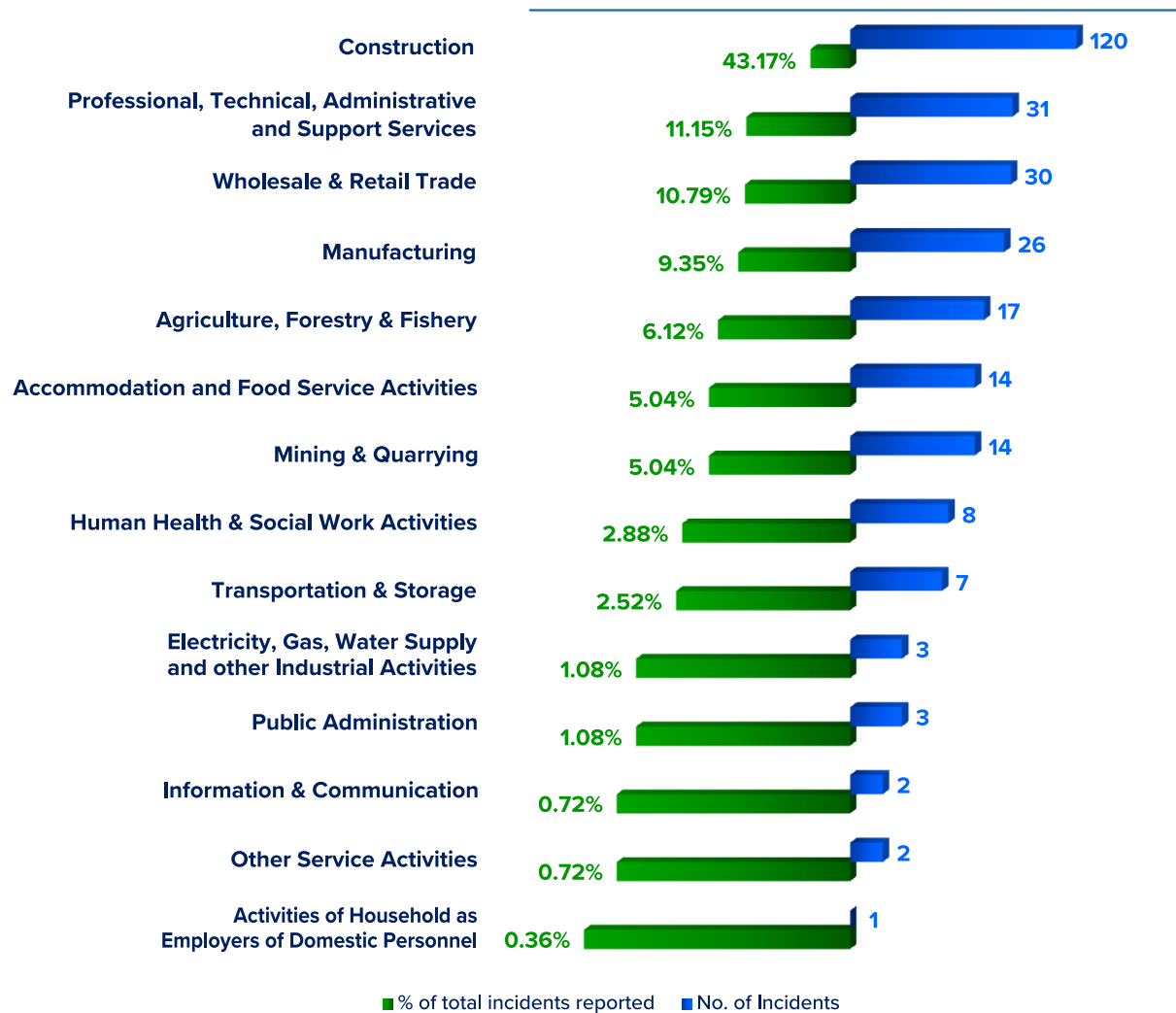


Figure 1 Incidents by Industry (FY 2024-2025)

5

ENFORCEMENT

The Enforcement Division (EFD) serves as a key pillar of SHENA's mission to uphold safety, health, and environmental standards across workplaces in Brunei Darussalam. Through its regulatory inspections and monitoring visit activities, the Division plays a pivotal role in evaluating compliance with national legislation and identifying areas where workplace practices can be improved. These efforts are essential in mitigating risks and enforcing corrective actions that protect workers, the public, and the environment from potential harm.

The main objective of these inspections and monitoring visits is to cultivate a culture of accountability and continuous improvement within regulated entities. By proactively identifying hazards and addressing non-compliance, the EFD not only helps reduce operational risks but also supports organisations in adopting industry best practices and meeting legal obligations. This forward-looking approach by EFD strengthens stakeholder engagement and reinforces a collective commitment to maintaining safe, healthy, and environmentally responsible workplaces.



Throughout the financial year, EFD conducted **two hundred and twelve (212) inspections**, of which **one hundred and thirty-two (132)** were Monitoring Visits and **eighty (80)** were Regulatory Inspections. There is an increase of 79.7% in the number of inspections conducted by the EFD inspectors.

INSPECTIONS CONDUCTED BY EFD

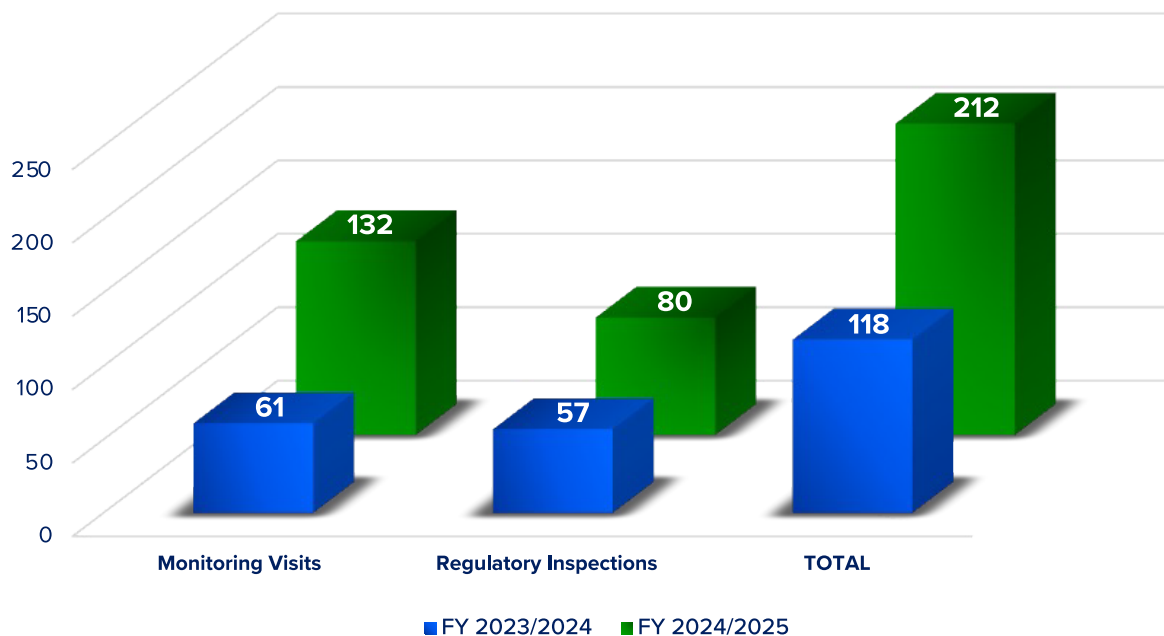


Figure 2 Inspections Conducted by EFD

From April 2024 to March 2025, **nine (9)** legal notices were issued. The details are shown in the graph below:

ENFORCEMENT ACTION TYPE

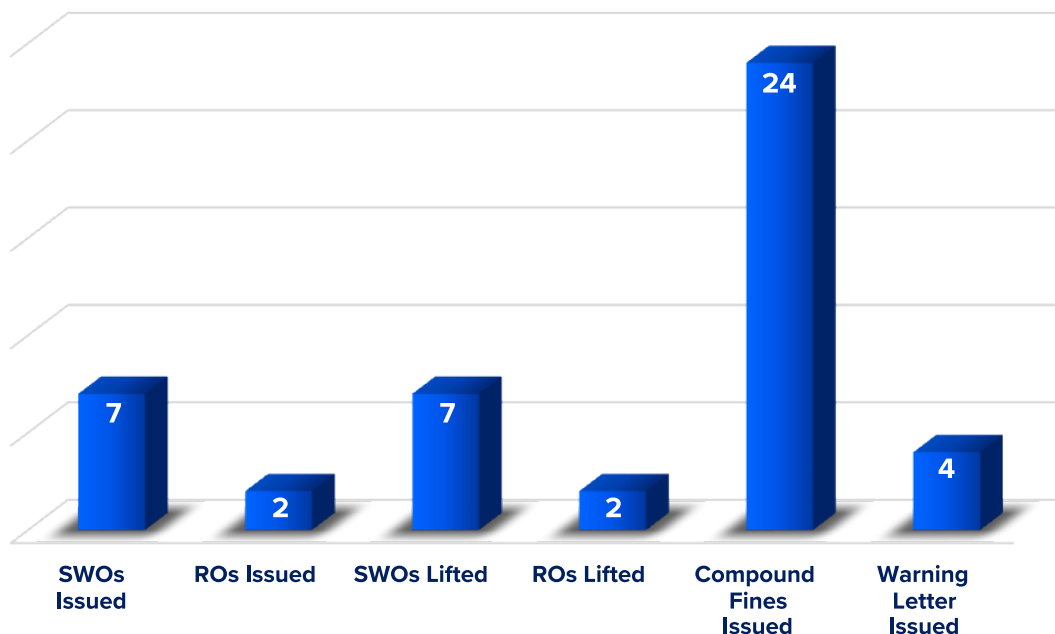


Figure 3 Enforcement Action Type

TOP 5 most common findings encountered during the

REGULATORY INSPECTIONS

Incident Reporting



Emergency Response & Preparedness



Risk Assessment



Hazardous Substances



Occupational Health



TOP 5 most common findings encountered during the

MONITORING VISITS

Work at Height



Emergency Response & Preparedness



Risk Assessment



WSH Officer / Co-Ordinator



Electrical Safety



Inspections conducted during the financial year:

INDUSTRIES INSPECTED

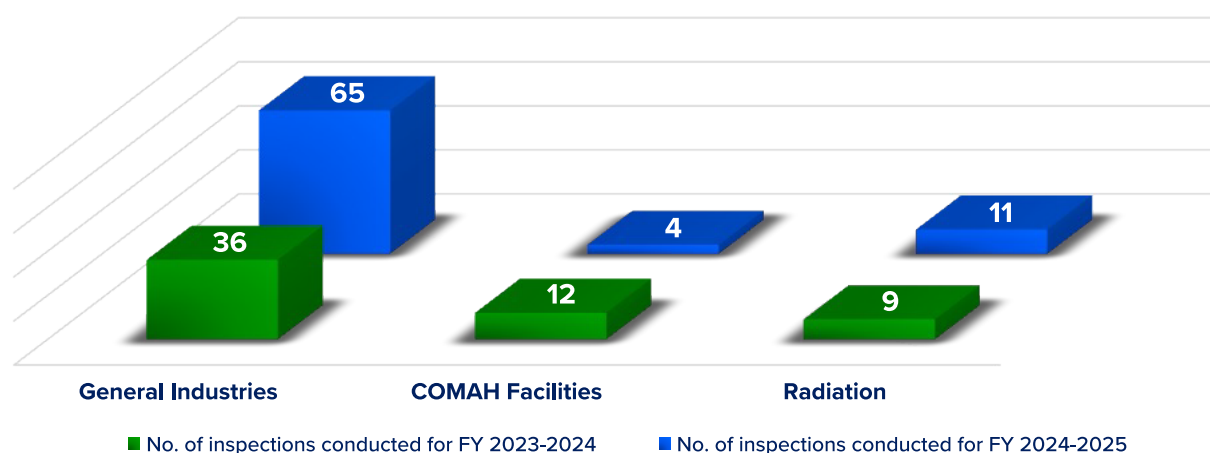


Figure 4 Industries Inspected

6

LEGISLATION & PUBLICATION

SHENA, as the Authority responsible for enforcing the Workplace Safety and Health Act, Cap 277, and the Radiation Protection Act, Cap 228, and all regulations under the two laws, continuously ensures that these laws remain current and effectively implementable. These legislations establish a comprehensive legal framework that promotes the maintenance of safe and healthy working environments across all industries in Brunei Darussalam, aiming to prevent accidents, injuries, occupational diseases, and safety and safeguard radiation.

To complement its regulatory role, SHENA produces a range of publications that promote safety, health and radiation compliance. These include Industry Guidance Notes (IGNs), Notes to Industry (NTIs), Radiation Guidelines, Technical Notes, Posters and Brochures. Practical tools such as Self-Assessment Checklists, Compliance Reports, and Safety Notices help organisations assess their practices and meet regulatory standards.

Together, these resources reflect SHENA's commitment to continuous improvement and stakeholder support. They play a vital role in raising awareness, strengthening compliance, and embedding sustainable safety practices across sectors.

LEGISLATION

Through the establishment of legal standards and requirements, legislation empowers SHENA to conduct inspections, issue licenses, and implement enforcement actions where needed. It offers a structured approach to managing industry-specific risks; such as those associated with scaffolding, radiation use, or other high-risk activities; while also providing businesses with clear compliance guidelines. This consistency fosters accountability, transparency, and a culture of safety within the regulated community.

The progressive development of legislation is key to addressing emerging risks and adapting to dynamic industry practices. SHENA's continued focus on developing and refining its regulatory instruments ensures that it remains responsive and effective in its role as a steward of workplace health, safety, and environmental protection.

The Legal Services Division (LSD) has finalised the draft Regulations as below, which has been submitted to the Attorney General's Chambers and Dato Chairman via the Prime Minister's Office:

1

DRAFT WSH (SAFETY & HEALTH TRAINING) REGULATIONS (SUBMITTED TO ATTORNEY GENERAL'S CHAMBERS ON 9 SEPTEMBER 2024)

The purpose of this Regulation is to ensure that workers performing high-risk tasks are adequately trained by competent providers. The Regulations further mandate employers to enroll workers in training courses conducted by SHENA-approved training providers.

The implementation of this Regulation would allow for strengthened industry compliance by mandating standardised training for high-risk workers and holding employers accountable for ensuring participation. Additionally, by introducing a fee-based system, the Regulation will further enhance oversight and ensure consistent training quality. These measures will promote a proactive safety culture and reduce the risk of untrained personnel on worksites, ensuring that they are equipped with the necessary skills and competencies.

2

DRAFT WSH (SAFETY HEALTH MANAGEMENT SYSTEMS & AUDITING) REGULATIONS (SUBMITTED TO PRIME MINISTER'S OFFICE ON 13 MARCH 2025)

The purpose of this Regulation is to set certain requirements for the registration of workplace safety and health auditor and for the WSH Auditor to attend course, as well as for occupiers and principles to implement to safety and health management system in the workplace.

The implementation of this Regulation would ensure that any WSH Auditors in Brunei Darussalam are approved by the Authority prior to implementing any internal audit for workplaces that have been set under the First Schedule of the draft Regulations and by implementing Safety and Health Management system at the workplace will help to ensure any risks or hazards are mitigated at the workplaces.

In terms of formulation and vetting of a number of agreements / contracts, the LSD also finalised the following draft contracts throughout the financial year:

1 | Contract for the Provision of Third-Party Assessor for Technical Assurance and Investigation

This contract sets out the terms and conditions for appointing Germanischer Lloyd Offshore and Industrial Sdn Bhd (“DNV”) as the Consultant to conduct technical assurance and investigation services.

2 | Agreement for the Provision of Receptionist Services for SHENA Office

The “Provision of Receptionist Services For SHENA Office” agreement was signed between SHENA and Sphere Secure Service Sdn Bhd (S3), for a contract duration of two (2) years commencing on 6 May 2024 to 5 May 2026.

Under this agreement, S3 is required to assign a dedicated Receptionist to be stationed at the SHENA office front desk and must fulfill the eligibility requirement as stipulated by SHENA.

The Receptionist's responsibilities shall include, managing the reception area, greeting and registering guests, notifying SHENA employees of visitor arrivals, escorting guests to meeting rooms, answering and transferring calls, taking and relaying messages, and addressing or directing queries appropriately. The Receptionist is also expected to perform additional duties as instructed by the supervisor of SHENA's SMT and to uphold SHENA's principles and values.

3 | Agreement for the Leasing of Photocopiers with Azure Technologies

This agreement outlines the terms and conditions for the leasing of photocopiers by SHENA for official use. The agreement covers key provisions including the lease duration, equipment specifications, maintenance responsibilities, payment terms and warranties.



PUBLICATION

SHENA develops a wide range of publications designed to promote safety, health, and environmental compliance across all regulated industries. These resources include **Industry Guidance Note (IGN)**, **Notes to Industry (NTI)** and **Radiation Guideline**. In addition, SHENA disseminates Technical Notes, Posters, and Brochures to raise awareness and educate stakeholders on key safety issues. Other valuable tools include **Self-Assessment Checklist**, **Compliance Report**, and **Safety Notice**, all of which support organisations in evaluating their current practices and aligning with regulatory expectations.

These publications exemplify SHENA’s ongoing commitment to fostering a strong safety culture, encouraging continuous improvement, and supporting stakeholders with accessible, practical compliance tools. They play a critical role in driving awareness, promoting accountability, and embedding sustainable safety practices across sectors.

During the financial year, the Compliance and International Division (CID) played a central role in advancing these efforts by developing a suite of targeted publications. These materials are specifically designed to address pressing safety issues, clarify regulatory obligations, and empower regulated entities to take proactive steps toward compliance. The following sections highlight the publications produced by CID and their contributions to SHENA’s broader mission of ensuring safe and sustainable workplaces.

The CID has produced the following publications:

PUBLICATION	TOTAL PUBLISHED	ANNEX
Industry Guidance Notes (IGN)	2	1
Notes to Industry (NTI)	10	2
Workplace Safety And Health Notice (WSHN)	7	3
Radiation Technical Note (RTN)	3	4
Self-Assessment Checklist	2	5

7

LICENSING & REGISTRATION

Licensing and registration are core components of SHENA's mandate to uphold workplace safety, health, and environmental compliance throughout Brunei Darussalam. These functions are supported by comprehensive legal instruments, including the Workplace Safety and Health Act, Cap 277, and the Radiation Protection Act, Cap 228, which grant SHENA the authority to regulate high-risk sectors effectively. These laws empower SHENA to issue licenses, carry out inspections, and enforce corrective actions to ensure that duty holders meet established safety and health requirements.

The licensing framework ensures that only competent individuals and organisations are permitted to operate in regulated areas, such as radiation management, workplace safety coordination, and third-party inspection services. Under the Radiation Protection Act, for example, SHENA is responsible for licensing radiation sources and workers, as well as approving import and export permits for radiation-related materials. This regulatory oversight ensures that all radiation-related activities are conducted in a safe and controlled manner, in full compliance with national and international standards.

SHENA has been actively licensing, registering, and authorising Workplace Safety and Health (WSH) and Radiation personnel and organisations to spread a culture of safety and health as well as radiation safety and protection nation-wide. The table below summarises the number of licenses, registrations and authorisations for the financial year 2024-2025:



Note:

* The higher approved applications versus received applications are due to applications being carried over from the previous financial year and were only approved in FY 24/25.

8

SAFETY CASE & NOTIFICATION SUBMISSION

In alignment with the WSH (Facilities) (Control of Major Accident Hazards) Regulations, the Safety Case is mandated as the primary instrument through which duty holders demonstrate that major accident hazards at high-risk facilities such as oil, gas, and petrochemical installations are identified, evaluated, and controlled to a level that is as low as reasonably practicable (ALARP). The regulations establish a clear framework for defining a major accident hazard, encompassing scenarios such as loss of containment of hazardous substances, fire, explosion, significant structural failure, or any occurrence with the potential to result in severe harm to human health, extensive damage to property, or long-term environmental impact.

The rigorous requirements set out in the regulations form the foundation for Safety Case preparation and submission, ensuring that operators systematically analyse all aspects of their hazardous operations, including technical, organisational, and human factors. This involves demonstrating effective risk management measures, robust emergency preparedness arrangements, and continuous improvement mechanisms. By requiring Duty Holders to provide a comprehensive demonstration of their safety management systems and risk control strategies, the Safety Case serves not only as a regulatory compliance document but also as a living framework that drives accountability, operational discipline, and assurance of safe performance throughout the facility's lifecycle.

A Safety Case is a comprehensive document produced by the operator, commonly referred to as the Duty Holder, that evidences the facility's ability to operate safely amidst complex risk scenarios. Such a document typically covers several key areas:



The term Duty Holder refers to the person who manages and exercises direct control over a facility. This definition extends to those proposing to control a facility under construction or to parties responsible for its design and construction, as well as to individuals managing operations such as drilling in oil and gas contexts.

Complementing Safety Cases, Notification Submissions provide a dynamic channel for operators to keep SHENA informed of any significant changes in operational hazards, control measures, or emergency preparedness strategies. This continuous flow of information ensures that SHENA remains updated on the evolving risk profiles and can intervene promptly if new vulnerabilities emerge. Together, Safety Cases and Notification Submissions form an integral part of a proactive, risk-based regulatory framework that underscores SHENA's commitment to safeguarding public health and environmental integrity.

The financial year saw the authorisation of the following COMAH Safety Cases and Notifications:

SAFETY CASE CERTIFICATIONS / NOTIFICATIONS

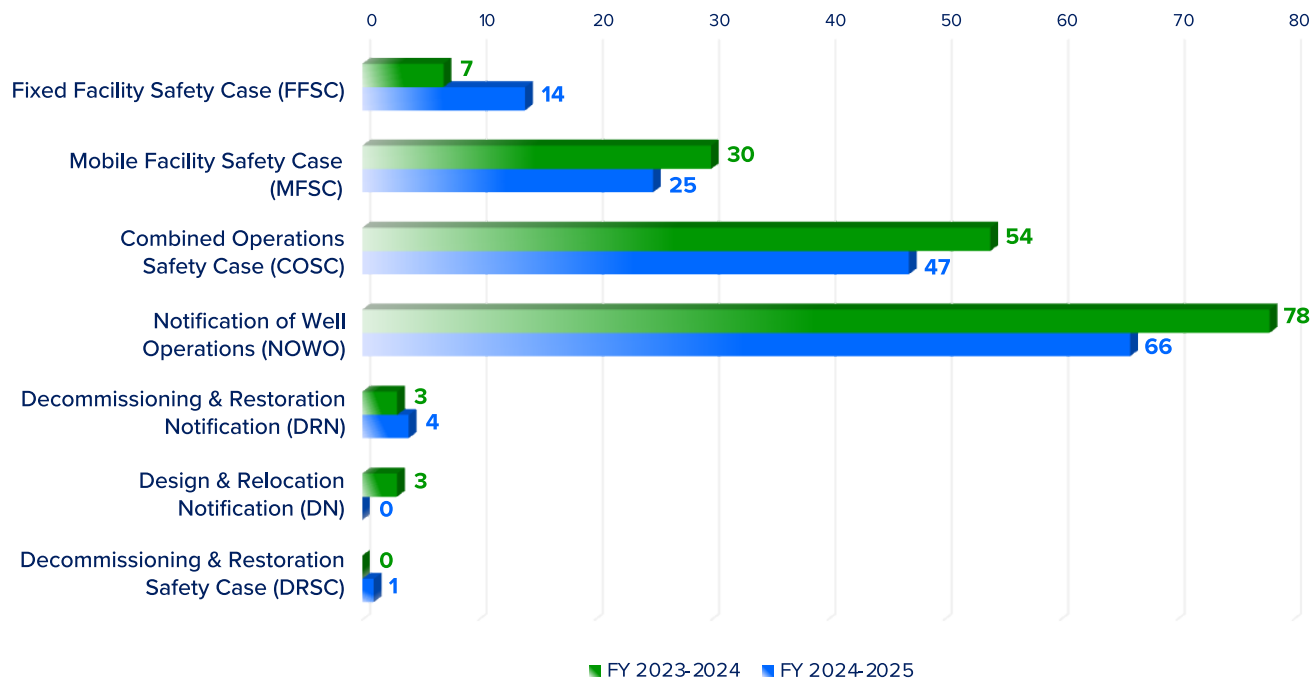


Figure 5 Safety Case Certifications / Notifications

9

OUTREACH TO STAKEHOLDERS

SHENA's Outreach Programmes are strategically designed to engage stakeholders and the public, fostering a positive organisational image while promoting a proactive culture of safety and health. These initiatives serve to clearly communicate the key principles and responsibilities outlined in the legislation that forms the foundation of SHENA's regulatory framework. By raising awareness and empowering individuals, SHENA ensures that both industry participants and the wider community understand their critical roles in maintaining workplace safety, health, and environmental protection.

A diverse range of platforms is utilised to effectively disseminate essential information. Interactive talks, public forums, and stakeholder consultations provide opportunities for meaningful engagement and knowledge sharing. Complementing these efforts, the distribution of resources such as Industry Guidance Note (IGN), Notification Technical Information (NTI), and other educational materials reinforces SHENA's commitment to transparency and continuous awareness. Additionally, SHENA's active presence on social media helps broaden outreach, ensuring the message of safety, compliance, and collective responsibility reaches all segments of society.



The outreach programmes conducted by SHENA in the financial year were:

2024

UNIVERSITI TEKNOLOGI BRUNEI (UTB) FENG LECTURE SERIES 2024

3 APRIL 2024

Collaboration with Universiti Teknologi Brunei (UTB)

ELECTRICAL SAFETY COMMITTEE (ESCOM) SOCIALISATION ON ELECTRICAL BEST PRACTICES

23 MAY 2024

Collaboration with Electrical Safety Committee (ESCOM)

OUTREACH GERAJ PERAYAAN DAERAH BRUNEI-MUARA IN CONJUNCTION WITH HIS MAJESTY'S ROYAL BIRTHDAY

4 JULY 2024

WORKPLACE SAFETY AND HEALTH CONFERENCE (WSHCON) 2024

30 APRIL - 1 MAY 2024

OUTREACH GERAJ PERAYAAN DAERAH TEMBURONG IN CONJUNCTION WITH HIS MAJESTY'S ROYAL BIRTHDAY

4 JULY 2024

PARTICIPATION IN THE LIFELONG LEARNING (L3C) OPEN DAY - SAFETY HEALTH TRAINING

25 - 26 JULY 2024



OUTREACH TO MARITIME AND PORT AUTHORITY OF BRUNEI DARUSSALAM (MPABD)

29 JULY 2024

ROYAL BRUNEI POLICE FORCE (RBPF) VISIT TO SHENA

8 AUGUST 2024

Collaboration with Royal Brunei Police Force (RBPF). Attended by Probationary Inspector (P/Insp) Cadet Officers.

ROYAL BRUNEI POLICE FORCE (RBPF) VISIT TO SHENA

6 SEPTEMBER 2024

Collaboration with Royal Brunei Police Force (RBPF). Attended by PProbationary Assistant Superintendent of Police (P/ASP) Cadet Officers.

CONSTRUCTION BOWEC WSH ENGAGEMENT

31 JULY 2024

HSE COMPETENCY APPRENTICESHIP PROGRAMME (HSECAP) INDUCTION BRIEFING FOR COHORT 7

19 AUGUST 2024

LEGAL FRAMEWORK ON LIFTING EQUIPMENT AND SAFE USE OF LIFT

15 OCTOBER 2024

Collaboration with Bureau Veritas (invited speaker from a registered TPIA)

2024

ELECTRICAL SAFETY COMMITTEE (ESCOM) SOCIALISATION

17 OCTOBER 2024

TAKLIMAT SEMPENA HARI PELADANG, PETANI, PENTERNAK DAN NELAYAN (HPPPN) KALI KE-14

2 NOVEMBER 2024

Hosted by the Department on Agriculture and Agrifood, Ministry of Primary Resources and Tourism

INTERNATIONAL LABOUR ORGANISATION (ILO) EXPERT MISSION TO BRUNEI DARUSSALAM

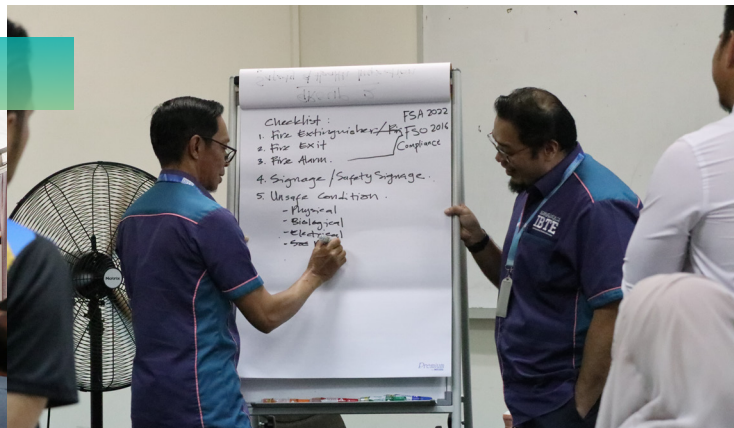
28 - 30 OCTOBER 2024

Collaboration with the International Labour Organisation (ILO)

INSTITUTE OF BRUNEI TECHNICAL EDUCATION (IBTE) ENGAGEMENT ON WSH COMMITTEES

6 NOVEMBER 2024

Collaboration with Institute of Brunei Technical Education (IBTE)



OUTREACH PROGRAMME TO BRUNEI ENERGY SERVICES & TRADING (BEST)

13 NOVEMBER 2024

Collaboration with Institute of Brunei Technical Education (IBTE)

LOCAL PRODUCT EXPO 2024

1 DECEMBER 2024

Hosted by the Ministry of Primary Resources and Tourism

OUTREACH PROGRAMME TO CONSTRUCTION COMPANIES

5 DECEMBER 2024

Collaboration with Department of Labour

OUTREACH SESSION TO LICENSEE & RADIATION PROTECTION OFFICER

27 NOVEMBER 2024

LAUNCHING OF THE NEW CODE PRACTICE: WORKPLACE SAFETY HEALTH MANAGEMENT SYSTEM AND COMMENCEMENT OF WORKPLACE SAFETY AND HEALTH (WSH) AUDITOR REGISTRATION

10 DECEMBER 2024

2025

OUTREACH PROGRAMME TO POLITEKNIK BRUNEI (SCHOOL OF PETROCHEMICAL)

21 JANUARY 2025

BINA BRUNEI 12 FEBRUARY 2025

Hosted by Authority on Building Control
and Construction Industry (ABCI)

SESI MUZAKARAH SHENA BERSAMA PENGHULU-PENGHULU MUKIM DAN KETUA-KETUA KAMPONG DI SEMUA DAERAH 5 - 6 FEBRUARY 2025

BRUNEI PETROLEUM TECHNOLOGY EXHIBITION & CONFERENCE (PTEC) 2025 12 FEBRUARY 2025

Hosted by Petroleum Authority of Brunei Darussalam



NATIONAL HSE INDUCTION ENGAGEMENT WITH WSH OFFICERS AND WSH CO-ORDINATORS 18 FEBRUARY 2025

Collaboration with National HSE Induction
Working Group

IBTE AVIATION WORKSHOP WSH LEGISLATION 26 FEBRUARY 2025

Collaboration with Institute of Brunei
Technical Education (IBTE) School of
Aviation



HSE COMPETENCY APPRENTICESHIP PROGRAMME (HSECAP) ENGAGEMENT WITH COHORTS 1 AND 2 19 FEBRUARY 2025

Collaboration with Pusat Pekerjaan Brunei
(PPB) and Pejabat Perancangan Tenaga
Manusia (PPTM)



The Workplace Safety and Health Conference (WSHCON) 2024, the annual highlight of SHENA's outreach programme, was launched on 30 April 2024 at the International Convention Centre (ICC). WSHCON 2024 marked a significant achievement in SHENA's efforts to advance workplace safety and health standards while strengthening stakeholder relationships across Brunei Darussalam. Themed **"The Impacts of Climate Change on Occupational Safety and Health,"** the conference served as a strategic platform for outreach and engagement, directly contributing to SHENA's mandate to enhance public relations and reinforce its corporate identity.

WSHCON 2024 brought together a wide range of participants and achieved several impactful outcomes. It provided a forum for government agencies, industry leaders, and health professionals to engage in meaningful discussions, promoting a shared understanding of current challenges and opportunities in occupational safety and health. The conference also featured renowned speakers from international organisations such as **the International Labour Organisation (ILO), Singapore's Ministry of Manpower,** and **the Workplace Safety and Health Council.** Their insights helped align Brunei Darussalam's safety practices with global standards and encouraged regional cooperation.

The event was officiated by the Honourable Pehin Datu Lailaraja Major General (Retired) Dato Paduka Seri Awang Haji Halbi bin Haji Yussof, Minister at the Prime Minister's Office and Minister of Defence II, who also serves as the Minister in Charge of SHENA. WSHCON 2024 welcomed SHENA's Board of Directors, senior executives from the private sector and representatives from foreign missions. With over **twenty (20)** panel speakers and **twenty (20)** exhibition booths, the conference and exhibition attracted more than **one hundred (100)** local participants over two days, ensuring broad representation and active involvement from domestic stakeholders. Eight panel sessions were conducted, covering topics such as climate-related occupational risks, mental health in the workplace, and strategies for preventing burnout. These sessions provided valuable insights and encouraged a proactive approach to workplace safety and health.



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PUBLIC CONCERNS & ENQUIRIES

	FY 2023-2024	FY 2024-2025	% Change
UNSAFE ACT / SITUATION	18	20	+11%
ENVIRONMENT CONCERN	1	1	0%
HEALTH CONCERN	0	1	-
RADIATION CONCERN	1	0	-100%
INVALID CONCERN	9	4	-56%
ADVICE & GUIDANCE ON WSH	174	128	-26%
REQUEST FOR MEETING / SUPPORT	47	33	-30%
RADIATION RELATED ENQUIRIES	48	30	-38%
REGISTRATION / LICENSING ENQUIRIES	62	49	-21%
CAREER ENQUIRIES	43	136	+216%
OTHERS / GENERAL ENQUIRIES	44	44	0%
TOTAL	447	446	-

The data reflects a notable shift in public engagement between FY 2023–2024 and FY 2024–2025. While the overall volume of concerns and enquiries remained virtually unchanged, the nature of these interactions evolved considerably. Career-related enquiries saw a dramatic increase, driven by recruitment initiatives. In contrast, technical and safety-related queries, such as those concerning radiation and licensing, declined significantly, suggesting either improved clarity in prior communications or a reduction in operational changes requiring public input.

Additionally, the marked decrease in invalid concerns and support requests indicates a more informed and self-sufficient audience, potentially aided by clearer messaging or enhanced intake processes. The emergence of health-related concerns and a modest rise in reports of unsafe situations suggest growing awareness of workplace risks. Taken together, these trends imply a shift from reactive safety and procedural enquiries towards proactive career engagement and streamlined communication, an encouraging sign of organisational maturity and evolving stakeholder priorities.

11

NATIONAL COLLABORATION

Collaboration with government agencies and industry stakeholders is a fundamental pillar of SHENA's approach to advancing safety standards and promoting a culture of continuous improvement. By establishing strong partnerships with regulatory authorities, industry leaders, and other key entities, SHENA strengthens its oversight capabilities while fostering an environment of shared learning and mutual support. These collaborative efforts are essential in aligning industry operations with regulatory requirements and ensuring consistent adherence to health, safety, and environmental standards.

Through joint initiatives, stakeholder consultations, and targeted programmes, SHENA works hand-in-hand with its partners to encourage innovation, enhance transparency, and build long-term trust. This united approach not only improves regulatory outcomes but also contributes to a more resilient and sustainable future across all sectors.

This collaborative approach serves as a vital platform for knowledge exchange and the sharing of best practices. During joint inspections, teams work in unison to identify instances of non-compliance by cross-referencing findings and aligning recommendations, ensuring that the perspectives of all participating entities are taken into account. This synergy enhances the efficiency and impact of the regulatory process, enabling SHENA and its partners to deliver consistent and comprehensive oversight. Moreover, it reinforces trust and mutual accountability among stakeholders, further strengthening the collective commitment to workplace safety and health.

ENFORCEMENT DIVISION

During the financial year, the Enforcement Division (EFD) conducted **six (6)** joint inspections in collaboration with other agencies and authorities. These coordinated efforts aimed to leverage collective expertise and resources, while ensuring that diverse regulatory perspectives informed a more holistic and effective enforcement approach aligned with each agency's mandate.

COLLABORATION	AGENCIES (STAKEHOLDERS)
JOINT INSPECTIONS TO SELECTED PRIVATE SCHOOLS	- Department of Private Education, MOE - Lands Department, MOD - Town and Country Planning (TCP), MOD - Fire and Rescue Department (FRD), MOHA - Ministry of Health (MOH)
JOINT INSPECTIONS TO KOMPLEKS BERIBI	- Brunei Darussalam Food Authority (BDFA) - Brunei Muara District Department, MOHA - Authority on Building Control and Construction Industry (ABCI) - Bahagian Kawalan Makanan Halal (BKMh) - Darussalam Enterprise (DARE)
JOINT INSPECTIONS TO BANGUNAN GADONG CENTRAL AND ONE MENGLAIT INDUSTRIAL PARK	- Bandar Seri Begawan Municipal Department, MOHA - Labour Enforcement, DOL - Fire and Rescue Department (FRD) - Department of Land Transport (JPD) - Department of Environmental Health Services, MOH - Department of Drainage & Sewerage, JKR - Authority on Building Controls and Construction Industry (ABCI)
OPERASI BERSEPADU PENGUATKUASA TO BANGUNAN REBHAN, MENGLAIT	- Ministry of Health (MOH) - Bandar Seri Begawan Municipal Department, MOHA - Fire and Rescue Department (FRD) - Public Works Department (JKR) - Department of Land Transport (JPD) - Authority on Building Controls and Construction Industry (ABCI) - Weights and Measures Unit, MOFE
JOINT INSPECTION TO PUSAT DAKWAH ISLAMIAH, KUALA BELAIT	Ministry of Religious Affairs (MORA)
JOINT INSPECTION TO GERAI RAMADHAN STADIUM	- Bandar Seri Begawan Municipal Department, MOHA - Brunei Shell Marketing - Fire and Rescue Department (FRD) - Ministry of Culture, Youth and Sports

The objective of the collaboration is to strengthen inter-agency cooperation by supporting other enforcement agencies in their *Operasi Bersepadu* initiatives. This joint effort provides a valuable opportunity for enforcement agencies to develop a shared understanding of laws and requirements that fall under their respective jurisdictions. By fostering this mutual cooperation, it aims to align with the whole-of-nation approach to ensure compliance with relevant regulations across all involved agencies.

Through this collaborative approach, the Authority was able to enhance its visibility and create opportunities to raise awareness about the Authority itself, as well as the Workplace Safety and Health Act and Radiation Protection Act. The initiative also allowed SHENA to gather useful information and receive informal reports of non-compliance through a common platform. Ultimately, this close collaboration contributed to the broader goal of promoting a safer and healthier workplace environment throughout Brunei Darussalam.

COMPLIANCE AND INTERNATIONAL DIVISION

COLLABORATION

OBJECTIVE

ON-GOING COLLABORATION INITIATIVE WITH AUTHORITY FOR BUILDING CONTROL AND CONSTRUCTION INDUSTRY (ABCI)

AUGUST 2023 - PRESENT

To enhance compliance with the Building Operation and Work of Engineering Construction (BOWEC) Notification. The notification form involves the requirement to appoint WSH Officer/ Co-Ordinator and training requirement as applicable for BOWEC.

ELECTRICAL SAFETY COMMITTEE (ESCOM) SOCIALISATION SESSIONS

MAY, OCTOBER & DECEMBER 2024

Following its initial success with a total of six guidance documents focused on the construction sector, the committee expanded and resumed activities in January 2025. It is now continuing its efforts to refine existing materials and develop eight electrical safety guidance applicable to sectors beyond the construction sector. ESCOM's work fill the critical gap by providing locally relevant, practical guide that industries can refer to in the absence of national standards. These documents serve as foundational references to improve safety practices.

THE SHENA-JKR HSE WORKING GROUP

MAY 2022 - PRESENT

Established in 2022, aims to strengthen the implementation and monitoring of the WSHA, Chapter 277, within government projects, particularly under JKR, MOD. The working group focuses on improving site compliance, addressing safety concerns, conducting joint inspections, and promoting awareness among contractors. As part of the ongoing efforts, HSE pre-requisites are planned to be integrated into the tender submission process for government projects with contract sums classified under Class 4, 5 and 6, beginning in FY 25/26.

PRELIMINARY MEETING WAS CONVENED AT UNIVERSITI OF BRUNEI DARUSSALAM (UBD)

DECEMBER 2024

To explore a potential collaboration aimed at aligning occupational safety and health (OSH) strategies with academic research interests and opportunities.

COLLABORATION WITH THE OCCUPATIONAL HEALTH COMMITTEE (OH-COMM)

30 MAY 2024, 26 SEPTEMBER 2024, 10 OCTOBER 2024 & 16 JANUARY 2025

Formally established on 16 May 2024, focuses on enhancing capacity building in OH. OH-Comm is also developing a Work Plan to prioritise key OH strategies.

COLLABORATION	OBJECTIVE
PRELIMINARY COLLABORATIVE EFFORT WITH THE PUSAT STANDARD DAN AKREDITASI BRUNEI DARUSSALAM (PSABD)	MARCH 2025 Initiated to establish a Technical Committee for Scaffolding (TCS), aimed at enhancing national safety standards on “scaffolding”. This partnership represents a strategic move toward formalising regional specific safety guidelines.
DISCUSSIONS WITH THE MINISTRY OF HEALTH (INCLUDING THE OCCUPATIONAL HEALTH DIVISION, BRUNEI MEDICAL BOARD, AND BOARDS MANAGEMENT OFFICE)	19 JUNE 2024 Discussion regarding suitable qualifications for Designated Workplace Doctors (DWDs). These discussions also covered the development of a procedural manual for the DWD registration process and sought the Ministry’s support in reviewing and providing recommendations on applicant qualifications. The aim is to ensure that registered DWDs are equipped to conduct targeted medical examinations for workers exposed to occupational health risks, thereby supporting efforts to reduce workplace health hazards.

INVESTIGATION AND RESPONSE DIVISION

COLLABORATION	OBJECTIVE
ROYAL BRUNEI POLICE FORCE (RBPF)	IRD continues to work closely with RBPF in incident reporting and verification of workplace fatalities as well as information gathering especially for regulatory investigations (e.g., request of investigation documents and exhibit management).
OCCUPATIONAL HEALTH DIVISION, MINISTRY OF HEALTH	IRD and OHD MOH continues to provide shared input towards the real-time shared Workplace Injuries and Occupational Disease Database.
EMBASSIES AND HIGH COMMISSIONS IN BRUNEI DARUSSALAM	Notably with the High Commission of the People’s Republic of Bangladesh, High Commission of India and the Royal Thai Embassy with the engagement of competent interpreters to support in SHENA’s statement taking sessions with foreign witnesses as part of regulatory investigations.
DEPARTMENT TECHNICAL SERVICES, PUBLIC WORKS DEPARTMENT, MINISTRY OF DEVELOPMENT	The department supported IRD in giving a technical report for substandard equipment as part of one of the regulatory investigations which have now been successfully concluded.
AUTORITI ELEKTRIK NEGARA BRUNEI DARUSSALAM (AENBD)	IRD and AENBD continues to work together particularly on workplace incidents relating to electrical safety.
UNIVERSITY OF BRUNEI DARUSSALAM (UBD)	Engagement of competent Interpreters to support SHENA’s statement taking sessions involving chinese speaking individuals.

STRATEGIC PLANNING DIVISION

STRATEGIC PLANNING UNIT

COLLABORATION

OBJECTIVE

STRATEGIC COLLABORATIVE PROGRAMME WITH THE DEPARTMENT OF SCHOOLS, UNDER THE MINISTRY OF EDUCATION

OCTOBER 2024

- To significantly extend awareness of workplace safety and health across the community and grassroots levels in Brunei Darussalam.
- This comprehensive outreach programme is designed to deliver a series of impactful sessions aimed at fostering a robust understanding of safety and health principles among students and staff within primary and secondary schools throughout Brunei Darussalam.
- **Instill Early Awareness:** Introduce foundational safety and health concepts at an early age, thereby cultivating lifelong positive habits.
- **Promote Interactive Learning:** Equip students with engaging and practical information on safety practices, accident prevention, and health promotion, applicable both within the school environment and at home.
- **Identify and Mitigate Risks:** Assist in the proactive identification of school-specific safety concerns, including playground hazards, fire safety protocols, and individual safety measures.
- **Empower Educators:** Engage teachers during each outreach session to facilitate the seamless integration of safety concepts into their regular curriculum.
- **Reduce Incidents:** Promote widespread awareness of safe and healthy behaviors to ultimately reduce the incidence of accidents and illnesses among students.

CORPORATE COMMUNICATIONS UNIT

COLLABORATION

OBJECTIVE

COLLABORATION WITH ROYAL BRUNEI POLICE FORCE (RBPF)

6 SEPTEMBER 2024

Strengthen inter-agency relations and explore future cooperation opportunities.

COLLABORATION WITH MINISTRY OF CULTURE YOUTH AND SPORTS

JANUARY - FEBRUARY 2025

Participate in national celebrations and promote SHENA's presence as a key statutory body.

COLLABORATION WITH MINISTRY OF HOME AFFAIRS FOR SESI MUZAKARAH WITH PENGHULU-PENGHULU MUKIM & KETUA-KETUA KAMPONG

5 - 6 FEBRUARY 2025

Raise awareness on legal duties under SHENA's legislations and promote community-level engagement.

COLLABORATION WITH ADTP (BEDB & DYNAMIK) FOR RAMADHAN DONATION DRIVE

24 MARCH 2025

Extend social support to underprivileged families during the holy month.

COLLABORATION WITH JABATAN ADAT ISTIADAT NEGARA FOR MAJLIS MEMBACA SURAH YAASIN & BERTAHILIL AT KUBAH MAKAM DIRAJA

9 APRIL 2025

Honour national figures and uphold values of reflection and gratitude.

HUMAN RESOURCES AND CORPORATE DIVISION

COLLABORATION	OBJECTIVE
PRIME MINISTER'S OFFICE	Majlis Tedaran and Hari Raya at Istana Nurul Iman
MINISTRY OF FOREIGN AFFAIRS	Establishment of SHENA Radiation Dosimetry Service Laboratory
PUBLIC WORKS DEPARTMENT, BSB MUNICIPAL BOARD, NARCOTICS CONTROL BUREAU, ARMADA PROPERTIES SDN BHD	SHENA New HQ Rejuvenation Project
INTERNAL SECURITY DEPARTMENT	Official Secrets Act (OSA), CCTV, Passes (Security passes, door access, warrant card)
PENGAWAS BADAN-BADAN BERKANUN (PBB)	Updating SHENA terms and conditions
DEPARTMENT OF ELECTRICAL SERVICES	Electricity (New system) and SHENA New HQ Rejuvenation Project
DEPARTMENT OF WATER SERVICES	Water (New System)
ANTI-CORRUPTION BUREAU	Secondment to SHENA
BRUNEI LIQUIFIED NATURAL GAS (BLNG), BRUNEI SHELL PETROLEUM (BSP)	Secondment to SHENA
BRUNEI ECONOMIC DEVELOPMENT BOARD (BEDB)	Tenancy related

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INTERNATIONAL COLLABORATION

In today's increasingly interconnected world — where International Labour Organisation (ILO) standards serve as a global benchmark for occupational safety and health — SHENA recognises the importance of international collaboration in advancing national practices. As Brunei Darussalam's focal point for the ASEAN Occupational Safety and Health Network (ASEAN-OSHNET), SHENA actively participates in initiatives that promote knowledge sharing, support regulatory harmonisation, and align national policies with both international and regional best practices. Through these partnerships and joint activities, SHENA continues to strengthen workplace safety and health, ensuring Brunei remains at the forefront of progressive and innovative regulatory approaches.



INTERNATIONAL COLLABORATION

COLLABORATION

OBJECTIVE

A WORKING VISIT TO THE MINISTRY OF MANPOWER, SINGAPORE

The primary objectives of the working visit are as follows:

- **Best Practices Observation:** To learn about Singapore's occupational safety and health practices, regulatory frameworks, and digital technology adoption.
- **Knowledge Sharing:** To exchange insights on addressing workplace safety challenges and discuss programmes supporting safer and healthier work environments.
- **Networking:** To build connections with officials, experts, and stakeholders for future collaboration and information exchange.
- **Long-term Partnership:** To explore potential cooperation through a Memorandum of Understanding.

ASEAN-OSHNET AWARD

The ASEAN-OSHNET Award supports SHENA's goals by promoting excellence in occupational safety and health, encouraging regulatory compliance and driving other organisations in Brunei Darussalam to adopt high OSH standards.

BECAME A MEMBER OF THE ASIA-PACIFIC SAFEGUARDS NETWORK

To further strengthen nuclear safeguards, including the capacity of safeguards practitioners, through regional cooperation.

INTERNATIONAL ATOMIC ENERGY AGENCY (IAEA)

- Made a political commitment with regard to the Code of Conduct on the Safety and Security of Radioactive Sources and its supplementary Guidance on the Import and Export of Radioactive Sources and its supplementary Guidance on the Management of Disused Radioactive Sources.
- Participate the Regulatory Infrastructure Development Project for Asia and the Pacific, kicked off in December 2024.
- To establish more robust framework for the safe and secure management of radioactive sources throughout their entire lifecycle.
- RIPD synergises and complements the implementation of the existing projects under IAEA programmes, for example, the Technical Cooperation Programme (TCP) and Integrated Nuclear Security Sustainability Plan (INSSP).
- RIPD Project activities comprise a variety of IAEA resources, including expert missions, regional and national trainings, and advising missions in areas such as developing national radiation safety and security policies and strategies for radioactive materials.

INTERNATIONAL LABOUR ORGANISATION (ILO)

- Ratification of the ILO Convention 187 (Promotional Framework for Occupational Safety and Health Convention) on 11 June 2024.
- The ratification aligns with Brunei Darussalam's Wawasan 2035 vision.
- Brunei's ratification is part of a broader effort to strengthen its tripartite arrangement by building collaboration between the Government, employers, and workers in establishing effective and inclusive occupational safety and health practices.

COLLABORATION

OBJECTIVE

**SCIENTIFIC VISIT TO THE
NATIONAL ENVIRONMENT
AGENCY (NEA), SINGAPORE**

Led by Yang Mulia Pengiran Haji Jamra Weira bin Pengiran Haji Petra, Deputy Permanent Secretary (Energy) at the Prime Minister's Office, in his capacity as the National Liaison Officer (NLO) for Brunei Darussalam. The scientific visit was one of the activities under SHENA's Technical Cooperation Project with the IAEA, which is aimed at enhancing the regulatory capacity in regulating the use of ionising radiation Brunei Darussalam.

REGIONAL / INTERNATIONAL MEETINGS

COLLABORATION

OBJECTIVE

**11TH ANNUAL ASEAN NETWORK OF
REGULATORY BODIES ON ATOMIC
ENERGY (ASEANTOM) MEETING,
LUANG PRABANG, LAO PDR**
15 - 16 AUGUST 2024

To enhance regulatory activities and strengthen nuclear safety, security, and safeguards within the ASEAN Community by enhancing cooperation and complementing the work of existing mechanisms at the national, regional and international levels.

The core objectives of this regional network is to enhance nuclear regulatory activities in the region, strengthen regional technical cooperation, support the peaceful nuclear use and SEANWFZ as well as alignment with the international body, the IAEA.

**25TH ASEAN-OSHNET
COORDINATING BOARD
MEETING, SINGAPORE**
13 SEPTEMBER 2024

The 25th CBM provided updates to the current projects and activities under the existing ASEAN-OSHNET Workplan 2021-2025 and discussed potential areas of focus for the upcoming new ASEAN-OSHNET Workplan 2026-2030.

Main objectives to review and implement the ASEAN OSHNET Workplan 2021-2025, collaboration with external partners such as the ILO, IALI, APOSHO as well as recognise exemplary OSH practices through awards ceremonies.

**68TH IAEA ANNUAL GENERAL
CONFERENCE, VIENNA**
16-20 SEPTEMBER 2024

This conference serves as a significant platform for high-ranking officials and representatives from IAEA Member States to discuss and consider a wide range of global issues on nuclear safety and security, non-proliferation of nuclear weapons, and the peaceful use of nuclear technology.

The participation is in response to *Titah Perkenan* for SHENA to represent Brunei Darussalam in the General Conference to safeguards Brunei Darussalam's interest in nuclear related discussions and decisions made by the Conference.

13

OPERATIONAL EXCELLENCE: SUPPORT SERVICES

Central to SHENA's commitment to delivering strong regulatory oversight is a focus on operational excellence, supported by robust internal services. This section highlights the essential roles of financial and human resource management in ensuring that all operational activities are adequately resourced and aligned with the SHENA Strategic Plan. Serving as a dynamic framework, the Strategic Plan continuously measures organisational performance through defined metrics and key performance indicators, guiding decision-making and resource allocation. It not only charts the course toward SHENA's goals but also functions as a performance management tool that drives ongoing improvement.

By optimising funding and cultivating a capable, highly skilled workforce, SHENA enables each division to carry out its responsibilities effectively and safely. The Strategic Plan's data-driven assessment approach ensures that all actions are purposeful, efficient, and strategically aligned. This comprehensive commitment to operational excellence keeps SHENA's support services agile, sustainable, and equipped to meet the evolving challenges of safety, health, and environmental governance.

HUMAN RESOURCES

During the financial year, the Human Resources and Corporate Services Division (HCD) has facilitated and processed a range of training programmes aimed at improving employees' safety awareness, technical expertise and soft skills.

These initiatives included technical and safety-focused sessions such as an **Introduction to Scaffolding**, attended by twenty (20) participants and **Work at Height Management**, which involved nine (9) staff members. Specialised courses were also offered, including **Mobile Crane Inspection and Safe Rigging Practice** of three (3) participants, **Decommissioning Offshore Installations** was attended by two (2) employees and only one employee participated in the **Arc Flash Electrical Safety 2024** training. Additionally, two (2) staff members took part in a **Workshop for Radiation Safety Information Managements System (RASIMS) Coordinators**, while another attended the **Train the Trainers Course on the IAEA School on Nuclear and Radiological Leadership for Safety**.

To further support professional development, employees participated in broader occupational safety and health programmes. These included **ISO45001 Awareness** training for two (2) employees, a **TBOSIET** course for offshore safety for one (1) participant and a **Workplace Safety and Health Control Measure / WSQ Develop Risk Management Implementation Plan** course for another one (1) staff.

Three (3) employees received training in **Psychological First Aid** and four (4) staff members attended the **Asia Pacific Occupational Safety and Health Organisation (APOSHO)** event. Moreover, two (2) employees joined a **Workshop on Managing Occupational Safety and Health withing the International Organisations of the United Nations** and one (1) employee completed a distance learning course on **Occupational Safety and Health** via an online platform.

These efforts reflect the Authority's ongoing commitment to fostering a knowledgeable and safety-conscious workforce.

The financial year also recorded HCD's Information Technology Unit (ITU) adopting new technologies that have significantly enhanced SHENA's operational effectiveness. One of the key improvements was the provision of Microsoft Project to the headquarters project team. With this tool, the project team is able to centralise their project management, allowing for clearer task scheduling and better allocation of resources. It also supports real-time collaboration through integration with Microsoft Teams and SharePoint and provides efficient tracking of project budgets, helping the project team stay aligned and accountable throughout each phase of their work.

Additionally, the ITU strengthened the Authority's cybersecurity framework by implementing CIS Benchmarks in conjunction with the FortiGate firewall. This approach has helped enforce standardised security configurations across SHENA, reducing potential vulnerabilities and improving overall compliance with best practices. The enhanced set-up also offers greater visibility and control over network activity, ensuring a more secure and resilient digital environment for SHENA's operations.



14

LOOKING AHEAD

As SHENA enters the next financial year, each division has undertaken a strategic review to define its forward plans, identify operational challenges, and explore opportunities for growth. This section outlines how divisions intend to strengthen their core functions, improve internal processes, and enhance regulatory effectiveness. It also highlights key constraints, such as resource limitations and procedural gaps and presents strategies to address these through targeted capacity-building, digital innovation, and strategic realignment. These efforts reflect SHENA's commitment to continuous improvement and its vision of a safer, healthier, and more sustainable working environment across Brunei Darussalam.



اوتوريته سيكسان كسلان
كسهيون، دن، نالاسكيت
Safety, Health and Environment
National Authority

معمل فخدمتن دوسيميتري رادياسي شينا
SHENA RADIATION DOSIMETRY SERVICE LABORATORY

INVESTIGATION AND RESPONSE DIVISION

In the upcoming financial year, the Investigation & Response Division (IRD) will focus on strengthening its internal processes to enhance the efficiency and quality of its core functions. These include incident notification and response, regulatory investigations, and the development of national radiation emergency preparedness and response frameworks. The division aims to improve its internal investigation and incident response procedures, ensuring that deliverables are timely, accurate, and aligned with SHENA's regulatory standards.

To achieve these strategic goals, IRD plans to revise and enhance its Standard Operating Procedures (SOPs). These updates will be based on gaps and deficiencies identified since the division's establishment in 2022 and will be aligned with international best practices. By refining these procedures, the division seeks to create a more structured and effective approach to managing incidents and investigations.

Addressing manpower challenges remains a key priority. Currently, the division operates with only four permanent staff and without a permanent director in the last quarter of the financial year. The current staff of 4 is responsible for overseeing all incident notifications and responses, conducting regulatory investigations and establishing radiation emergency preparedness processes for the entire country. In addition to these core responsibilities, staff are also involved in various other activities, including participation in the International Atomic Energy Agency (IAEA) Technical Cooperation Programme, fulfilling international obligations and serving on internal committees. These additional duties often divert attention from the division's primary functions and place strain on available resources.

The limited workforce also impacts the division's ability to implement a comprehensive training plan. Staff availability must be carefully managed to ensure business continuity while still providing opportunities for professional development. To mitigate this, IRD intends to increase its manpower and optimise the use of existing staff by aligning activities more closely with core functions and reducing involvement in tasks that fall outside the scope of the Division Activity Manual, where feasible.

Despite these challenges, the division has identified several promising opportunities. One key area is court preparedness, particularly in anticipation of past investigation papers progressing to legal proceedings. IRD plans to leverage existing networks and resources to equip investigation officers and team members with the necessary skills and capabilities to achieve successful outcomes in court. Additionally, the division is exploring the use of digital innovations, including Artificial Intelligence, to enhance and streamline incident management and investigation processes. These technologies offer potential to improve operational efficiency and data analysis.

To address current challenges and capitalise on emerging opportunities, IRD will work towards streamlining its activities and aligning staff responsibilities with sustainable and realistic deliverables. The division will also prioritise capacity-building initiatives in incident management, regulatory investigations, court appearances and preparedness, and digital transformation. These efforts aim to strengthen the division's capabilities and ensure it remains responsive and effective in fulfilling its regulatory mandate.

ENFORCEMENT DIVISION

The Enforcement Division (EFD) will focus on strengthening its operational capacity and regulatory effectiveness. Key strategic priorities include increasing manpower, enhancing inspector competency, improving inspection processes, and securing essential resources such as technology and transportation. The division also aims to raise stakeholder awareness and understanding of high-risk activities—particularly work at height—and improve compliance with compoundable offences. Strengthening collaboration with relevant agencies will be another area of focus, ensuring a more coordinated approach to enforcement and regulatory oversight.

To achieve these goals, the division will begin by identifying competency gaps among inspectors and aligning training and development efforts with current inspection demands and anticipated regulatory changes. Inspection activities will be scaled up, with a particular emphasis on high-risk workplaces to ensure that regulatory interventions are targeted and effective. Recruitment efforts will be prioritised to address staffing shortages, and existing Standard Operating Procedures (SOPs) will be reviewed and updated to reflect evolving enforcement needs and best practices.

Several opportunities have been identified to support these initiatives. The division plans to introduce Occupational Health Regulatory Inspections, expanding its scope to address workplace health risks more comprehensively. A thematic Work Task Force will be established to focus on specific regulatory concerns, allowing for more specialised and responsive enforcement efforts. Additionally, the division will explore the use of digital technologies to streamline inspection processes, improve data management, and enhance overall efficiency.

Despite these promising developments, the division faces several challenges. Limited resources, particularly in terms of manpower, transportation, and equipment, continue to constrain operational capacity. The expansion of work scope and the lack of subject matter experts further complicate efforts to meet regulatory demands effectively.

To address these challenges and capitalise on emerging opportunities, the division will prioritise recruitment and procurement of both inspectors and essential equipment. Competency gaps within the team will be identified and addressed through targeted training programmes, ensuring that staff are equipped with the necessary skills and knowledge to carry out their duties effectively. Through these measures, the Enforcement Division aims to build a more resilient and capable enforcement framework that supports SHENA's broader regulatory mission.

PROCESS SAFETY DIVISION

In the coming financial year, the Process Safety Division (PSD) will focus on enhancing its operational effectiveness, improving performance tracking, and strengthening its strategic positioning within SHENA and the wider regulatory landscape. A key priority is to diversify revenue streams and invest in organisational capacity-building to support long-term sustainability. The division also aims to raise its international profile by participating in global panels and forums, but only once internal capability, technical capacity, and accreditation standards have been sufficiently developed.

One of the major initiatives planned is the introduction of the Regulation 18 Annual Self-Assessment, which will be submitted by Duty Holders to SHENA's PSD. This self-assessment will include key data such as performance trends, inspection targets, and health, safety, and environmental (HSE) performance tracking. This initiative is expected to improve transparency, promote proactive compliance, and support more targeted regulatory oversight.

To achieve these strategic goals, PSD will collaborate closely with the Compliance and Inspection Division (CID) and the Strategic Planning Division (SPD) to support international engagement efforts. PSD will provide technical assistance and follow-up support where necessary to ensure meaningful participation and representation. Internally, the division will focus on strengthening its effectiveness through improved performance tracking, leadership alignment, and benchmarking against industry standards. These efforts will help enhance strategic positioning and ensure that PSD remains responsive to evolving regulatory demands. Additionally, the division will invest in staff development to build internal capability and credibility, which are essential for sustaining long-term performance and regulatory excellence.

However, several challenges have been identified. The increasing activity in Decommissioning and Restoration may lead to a decline in Certificates of Safety Compliance (COSC) submissions, as fewer fixed facilities remain in operation.

Despite these challenges, PSD has identified several promising opportunities. There is potential for increased submissions of Decommissioning and Restoration Notifications and Safety Cases, particularly with major developments such as Hengyi Phase 2, the BEST LPG Bottling Plant, and the Petronas Kelidang Cluster Development. Additional opportunities may arise from new projects that are subject to classification as Major Accident Hazard (MAH) facilities. Notably, ANSON's plans to expand into shipyards and decommissioning yards will be assessed for potential safety case submissions, as these may fall under the Control of Major Accident Hazards (COMAH) framework.

To address the challenges and capitalise on these opportunities, PSD will evaluate the potential revision of prescribed fees under Schedule 8 to reflect inflationary trends and ensure financial sustainability. The division will also assess the introduction of fees for Material Changes to Notifications of Well Operations (NOWO), in response to the recent increase in submissions. Furthermore, PSD will identify a framework for strategic realignment and seek endorsement at the management level to support effective resource allocation and ensure that the division is well-positioned to meet future demands.

COMPLIANCE AND INTERNATIONAL DIVISION

In the financial year ahead, the Compliance and International Division (CID) will focus on advancing regulatory programmes, strengthening international partnerships, and enhancing internal systems to support SHENA's strategic objectives. Key priorities include the rollout of targeted safety campaigns, the adaptation of revised safety and health policies, and the finalisation of national frameworks such as the Occupational Safety and Health (OSH) Policy, Profile, and Masterplan.

The division will launch several public campaigns to raise awareness on critical safety topics, including Work at Height and Scaffolding, Safety and Health Management Systems, and Road Safety. These initiatives aim to improve workplace practices and reduce incidents in high-risk sectors. In parallel, the division will review and update various regulatory documents and guidance notes (IGN), such as the minimum training requirements for Approved Training Providers (ATP), the Work at Height Standard, and the Code of Practice on Risk Management in Workplaces. Additional publications will include a Scaffolding Standard, a Quick Guide for Micro, Small and Medium Enterprises (MSMEs), a Self-Assessment Checklist for Workplace Safety and Health Committees, and updated ESCOM Guidelines. Radiation-related matters will also be addressed through revised IGN on managing hazardous substances and risk management planning.

To strengthen international engagement, SHENA will prioritise work attachments for its staff to specific departments under Singapore's Ministry of Manpower (MOM), fostering knowledge exchange and regulatory benchmarking. The division will also support Brunei Darussalam's participation in the 6th ASEAN-OSHNET Award and the signing of the Additional Protocol, reinforcing its commitment to regional and global safety standards. Furthermore, SHENA will implement the management of radioactive sources in accordance with the IAEA Code of Conduct and supplementary guidance, and initiate the Advisory Mission on Regulatory Infrastructure for Radiation Safety and Nuclear Security (RISS) under the Radiation Infrastructure Development Programme (RIDP).

To achieve these goals, the Registry and Licensing Unit will review and amend existing Standard Operating Procedures (SOP), integrate the Online Registration Portal (ORP), and focus on upgrading the e-SHENA system. Procurement processes are underway to support this enhancement. The Standards and Compliance Unit will develop a structured compliance programme covering regulatory publications, SHENA's syllabus, engagement with training providers, and the registration of competent persons and agencies. SOPs related to publications and infographics will be streamlined to accelerate output, and targeted training plans will be implemented to ensure team competency.

The Technology and International Unit will continue to lead bilateral engagements, particularly with Singapore, through phased work placements and internal consultations. Under ASEAN-OSHNET, efforts will be made to improve participation rates, especially among SMEs, by enhancing promotional activities and refining nominee criteria. The division will also oversee national processes related to safeguards and work closely with relevant agencies to support Brunei's signing of the Additional Protocol. Engagements with the IAEA will focus on strengthening the regulatory framework, securing technical assistance, and contributing to international publications. Collaboration with the International Labour Organisation (ILO) will support the development of the National OSH Masterplan, while participation in the Annual ASEAN Network of Regulatory Bodies on Atomic Energy (ASEANTOM) Meeting and the IAEA General Conference will require cross-divisional coordination and expertise.

Despite these ambitious plans, the division continues to face a core challenge: limited resources in terms of budget, staffing and technical expertise. The Registry and Licensing Unit is affected by the absence of senior-level positions, delays in implementing the Online Registration Portal and insufficient technical capacity to support new registration portfolios. These constraints have slowed internal progression, including the introduction of new registration categories, re-registration processes, and policy updates. They have also hindered effective resource allocation, workflow optimisation, and leadership-driven improvements to manage increasing volumes.

Similarly, the Standards and Compliance Unit must address wide-ranging compliance gaps under the Workplace Safety and Health Act (WSHA) and Radiation Protection Act (RPA) but is constrained by the same resource limitations. Implementation efforts are often delayed due to complex stakeholder engagement and administrative requirements, while publication timelines are extended due to the need for cross-divisional alignment.

The Technology and International Unit faces reduced regional participation and limited capacity to support specialised functions such as the Additional Protocol and IAEA coordination, both of which require sustained expertise and strategic oversight. Although the Board of Directors has approved the establishment of Brunei Darussalam's first Secondary Standards Dosimetry Laboratory (SSDL), a major milestone that led to a benchmarking visit to the Federal Authority for Nuclear Regulation (FANR) in the UAE in May 2024, the project still requires stable funding, qualified personnel, and technical support. Collaboration with Universiti Brunei Darussalam remains a key opportunity to build a skilled workforce, supported by government investment and IAEA guidance.

To address these challenges and make the most of emerging opportunities, the division will prioritise strategic workforce planning and targeted budget allocation across all units. The Registry and Licensing Unit will continue developing the Online Registration Portal and invest in training to build internal capacity. The Standards and Compliance Unit will implement focused compliance programmes and streamline procedures to improve operational efficiency. Training will be aligned with business goals, and additional staffing will be sought to strengthen stakeholder engagement and support future growth.



LEGAL SERVICES DIVISION

The Legal Services Division (LSD) remains dedicated to enhancing SHENA's legislative framework through the development of essential regulations under the Workplace Safety and Health Act (WSHA), Chapter 277, and the Radiation Protection Act (RPA), Chapter 228. The Division is also assessing potential amendments as needed. For the upcoming financial year, LSD's strategic priorities include the drafting of two important regulations: the Workplace Safety and Health (Control of Major Accident Hazards) Regulation and the Workplace Safety and Health (Personal Protective Equipment at Work) Regulation. In addition, LSD will oversee the development of the Radiation Protection (Amendment) Act, aimed at strengthening the legal foundation for radiation safety and safeguard in Brunei Darussalam. The Division is structured around two key units: the Corporate Affairs Section and the Law & Policy Section. The latter focuses on the development of legislation, quality reviews of policies and procedures, the finalisation of investigation papers, and effective management of contracts.

In pursuit of its objectives, LSD will engage in proactive benchmarking and comprehensive legal reviews, leveraging international frameworks to ensure conformity with global best practices. This methodology will facilitate the development of proposed regulations that are both substantial and relevant to the context of Brunei Darussalam.

A central focus will be on capacity building, which includes efforts to enhance the division's internal drafting and review competencies through specialised training and professional development in pertinent subject areas.

Furthermore, LSD will continue to provide support in the finalisation of Investigation Papers and in the meticulous drafting and vetting of contracts for the Safety, Health, and Environment National Authority (SHENA).

Acknowledging the rising volume of legislative projects within SHENA, LSD has recommended the recruitment of two additional legal professionals: Legal Counsel I and Legal Counsel II. This expansion is designed to alleviate existing staffing limitations that hinder the division's capacity to meet stringent deadlines and deliver outputs effectively. The increasing workload, coupled with the intricate nature of specific subject areas such as radiation safety and central accident hazard control, necessitates both an increase in personnel and the enhancement of technical expertise.

Among the identified challenges, limited staffing remains a significant concern. The current team is tasked with multiple legislative initiatives, which poses a risk of delays in both submission and review processes. Additionally, the specialised nature of topics such as radiation protection and process safety necessitates that our legal professionals possess or develop a comprehensive understanding of complex technical concepts, which may not always be available in-house.

To address these challenges effectively, LSD will prioritise capacity building through international collaboration. The division is committed to actively engaging in training programmes provided by esteemed global organisations, such as the International Atomic Energy Agency (IAEA), which offer valuable insights into model legislation and international regulatory standards.

Through these strategic initiatives, LSD aims to ensure timely and high-quality legislative outputs, strengthen SHENA's legal framework, and contribute meaningfully to the Authority's overarching mission of safeguarding workplace and environmental safety in Brunei Darussalam.

STRATEGIC PLANNING DIVISION

As SHENA enters the new financial year, the Strategic Planning Division (SPD) will continue to play its role in shaping the Authority's long-term vision and public engagement. The division's efforts will be led by two key units: the Strategic Planning Unit (SPU) and the Corporate Communications Unit (CCU), each with distinct but complementary priorities.

A major focus for the SPU will be the continued success of the Workplace Safety and Health Conference (WSHCON) 2025, which is recognised as a flagship organisational achievement. The division aims to deliver a high-level conference experience that is well-organised, technically proficient and engaging for all participants. This includes curating a programme that features a diverse mix of local and international speakers, panel discussions, and exhibition booths that explore the conference theme and offer practical insights.

WSHCON 2025 will also serve as a strategic platform to position SHENA as the leading authority in workplace safety and health and as a key advocate for the integration of emerging technologies into OSH practices. The event will prioritise broad stakeholder engagement, encouraging participation from government bodies, industry leaders, technology providers, academic institutions and OSH professionals. This collaborative approach is intended to foster meaningful dialogue and knowledge exchange.

To maximise impact, the SPU will explore hybrid event formats that combine physical and virtual participation, thereby expanding accessibility and international reach. Dedicated zones will be created for interactive technology showcases, allowing attendees to engage directly with AI-driven and digital OSH tools. The conference will also highlight Brunei Darussalam's innovation by providing a platform for local companies and startups to present their safety solutions. These efforts will be supported by deeper strategic partnerships with technology providers, research institutions and international OSH bodies, laying the groundwork for future co-created initiatives. SHENA remains committed to continuous improvement in its event management capabilities to ensure WSHCON remains a premier event in Brunei Darussalam's OSH calendar.

The CCU will focus on enhancing SHENA's public image, accessibility and social impact. In the coming year, the unit will strengthen public engagement by making SHENA's digital platforms more inclusive and user-friendly. This includes launching a Bahasa Melayu version of the SHENA website and introducing a Live Chat function to replace the current SHENA Info form system, enabling real-time support and improved service delivery.

To enhance brand security and professionalism, SHENA will integrate advanced security features into its regulatory documents. All Safety Case approvals and Licensing certificates will include UV markers and a holographic SHENA seal to prevent forgery and misuse. In parallel, the unit will expand innovation in safety education by developing two new virtual reality (VR) training modules, Work at Height and Office Safety, which will be showcased at WSHCON 2025.



SHENA also aims to deepen its commitment to Corporate Social Responsibility (CSR). Two new initiatives will be launched: a public CSR Blood Donation Drive and a CSR Occupational First Aid Training programme targeted at foreign construction workers. The latter will be formalised as an annual CSR activity to promote safety awareness among vulnerable worker groups.

Despite these ambitious plans, the division recognises several challenges. Public familiarity with SHENA's role and mandates remains limited and there is a risk of document forgery or misuse of SHENA-issued certificates. Safety awareness gaps persist in informal sectors such as domestic work and small-scale construction. Additionally, there are growing expectations for prompt service delivery and real-time responses.

However, these challenges present opportunities for growth. Continued investment in digital transformation will streamline services and improve access to regulatory support. Strengthening cross-agency partnerships with enforcement bodies, training providers, and district offices will enable more coordinated national impact. Participation in regional and international forums, including WSHCON 2025 and technical meetings, will expand SHENA's knowledge network and support regulatory benchmarking.

To address these challenges and capitalise on emerging opportunities, the division will increase multi-language communication and community outreach, while enhancing SHENA's visibility across media platforms. Tamper-proof designs with embedded security features will be introduced to safeguard official documents. VR modules and CSR First Aid training will be expanded to include underrepresented worker groups, ensuring broader safety education coverage. Finally, the deployment of Live Chat support and continuous updates to SHENA's digital service platforms will help meet rising expectations for responsiveness and accessibility.

HUMAN RESOURCES AND CORPORATE SERVICES DIVISION

The Human Resources and Corporate Services Division (HCD) is stepping into the next financial year by continuing to play its role in supporting SHENA's organisational growth and operational excellence. HCD's strategic priorities will be driven by its units namely, Information Technology Unit (ITU), Human Resources Business Partner & Capacity Building Unit (HRBP) and Human Resources, Admin and Property Unit (HAU).

The ITU will prioritise improving user experience and advancing digitalisation across SHENA. This will involve enhancing existing collaboration tools and streamlining internal processes through platforms such as Microsoft Office 365 and SharePoint. These improvements aim to strengthen team coordination and simplify workflows across the organisation.

To further optimise operations, the unit will expand the use of automation and AI integration. By leveraging Microsoft Power Automate within Office 365, the division will pilot automated solutions to reduce manual tasks and improve efficiency, starting with internal processes as a test case. This initiative is expected to lay the groundwork for broader automation across SHENA in future phases.

Another key focus will be the enhancement of backup and recovery systems. The unit plans to improve the security and reliability of backup processes, particularly for email communications. This includes implementing self-recovery features within Microsoft Office 365 to ensure data integrity and minimise disruptions in the event of system failures.

The HRBP Unit will concentrate on driving organisational excellence through improved people practices, streamlined processes, and policy alignment. A major priority will be strengthening the performance management cycle to support a more holistic and continuous approach to employee development and accountability. This will involve refining performance review mechanisms and integrating feedback loops that encourage growth and recognition.

The unit will also undertake a comprehensive review of HR policies, with particular attention to aligning the bonus cycle with the financial year. This alignment is intended to improve transparency, consistency, and strategic planning in reward management. Workforce planning and skills gap analysis will be embedded into HR operations to inform recruitment, training, and succession strategies. These efforts will ensure that SHENA has the right talent in place to meet future demands.

To foster a culture of continuous learning, the unit will promote structured, competency-based development plans. These plans will be tailored to individual roles and career paths, encouraging employees to build relevant skills and contribute meaningfully to SHENA's mission. Through these initiatives, the division aims to enhance staff engagement, strengthen organisational capability, and support SHENA's long-term sustainability.

The HAU will focus on three core areas in the upcoming financial year: improving HR processes, enhancing operational efficiency, and ensuring a safe and supportive work environment.

To improve performance and HR processes, the unit will fully implement the revised performance appraisal cycle, now aligned with the financial year (April–March). This cycle will be integrated with SHENA's Key Performance Indicators (KPIs) and the Human Resource Competency Framework (HRCF) assessment, ensuring a more structured and meaningful evaluation of staff contributions. In parallel, the unit will complete contract stamping for all SHENA employees in compliance with Ministry of Finance and Economy (MOFE) regulations, while continuing mandatory Official Secrets Act oath-taking sessions to uphold confidentiality standards. To support continuous improvement, employee feedback will be gathered through regular surveys, enabling HR to identify areas for refinement and better respond to staff needs.

Operational efficiency and service delivery will be strengthened through active monitoring and management of outsourced contracts. This will ensure that service quality remains high and costs are effectively controlled. The unit will also provide comprehensive administrative and logistical support for key events and ongoing projects, including preparations for SHENA's new headquarters. These efforts aim to streamline operations and ensure timely delivery of organisational priorities.

In promoting a safe, supportive, and conducive work environment, the unit will collaborate closely with the SHE Committee to address safety issues promptly and maintain high standards of workplace hygiene. Employee protection will be reinforced through the timely renewal of insurance coverage, and new initiatives will be explored to support staff wellbeing and foster a positive organisational culture.

Progress continues on SHENA's new headquarters at Block 2B, Kg Beribi. SHENA and the Town and Country Planning (TCP) are in the final stages of processing the gazetting of the staff parking area and headquarters land, with a decision expected from the Ministry of Development in the coming months. The Project Team is preparing to release tender documents for structural strengthening works to potential bidders under the KPB11B category *Pengukuhan struktur binaan*, pending approval from the Tender Committee. Concurrently, the Public Works Department (PWD), Ministry of Development, through the Department of Building Services (DBS), is tendering out rejuvenation works for the new premises. These developments mark a significant milestone in SHENA's infrastructure planning and organisational growth.

Despite the ambitious plans, several challenges have been recognised:

Information Technology Unit:

Resistance to change may arise as employees adapt to new tools like Microsoft 365, SharePoint and Power Automate. Ensuring effective use and trust in AI-driven automation will require targeted support. Additionally, implementing a self-recovery system for email may introduce security risks if not properly managed.

Human Resources Business Partner & Capacity Building Unit:

Success depends on active engagement from all employees, which may be hindered by initial resistance or limited capacity. Implementing leadership development and succession planning may also be constrained by resource availability and organisational readiness.

To address identified challenges and capitalise on emerging opportunities, the HCD will implement targeted strategies across its core units. The ITU will provide ongoing support and training to ensure smooth adoption of Microsoft 365, SharePoint, and Power Automate, beginning with a pilot phase to refine tools before wider rollout. Enhanced security protocols will be introduced to support improved backup and recovery systems. Meanwhile, the HRBP will integrate the Performance Excellence Tool (PET) with existing HR systems to enable data-driven performance tracking and decision-making. PET results will be linked to recognition programmes, while strategic talent mobility will be supported through internal rotations and succession planning. A stronger performance culture will be fostered through regular feedback loops, collaborative goal-setting, and employee involvement in decision-making.

The HAU will adopt a proactive and collaborative approach to strengthen HR operations and workplace conditions. Clear communication will underpin the rollout of the revised performance appraisal cycle and the Human Resource Competency Framework (HRCF), supported by guidance materials and staff briefings. Outsourced service providers will be closely monitored to ensure quality and cost-effectiveness, while collaboration with the SHE Committee will help maintain high standards of workplace safety and hygiene. Employee surveys will be used to gather feedback and inform continuous improvement efforts. HAU will also provide logistical and administrative support for key projects, including the development of SHENA's new headquarters. Staff wellbeing will be promoted through targeted initiatives such as wellness programmes, mental health resources and flexible work arrangements, all aimed at fostering a safe, supportive, and productive work environment.

INDUSTRY GUIDANCE NOTE (IGN)
PUBLISHED IN FY 2024-2025

ANNEX 1

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	15 October – November 2024	Lifting Operations and Safe Use of Lifts at the Workplace	Aims to ensure that all lifting operations are properly planned, supervise and executed safely by competent persons, with equipment maintained and inspected in accordance with legal requirements.
2.	8 November 2024	Guidance to Machinery Safety	To emphasise the legal duty of employers to ensure safe machinery use in workplaces by implementing operational precautions, providing competency training, and installing protective measures.

NOTE TO INDUSTRY (NTI)

PUBLISHED IN FY 2024-2025

ANNEX 2

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	25 April 2024	WSH Officers Registration Renewal Reminder	A notice to inform all relevant stakeholders to promptly submit renewal applications for WSH Officers.
2.	2 August 2024	Course Syllabus to Apply Workplace Safety and Health in Construction (For Workers)	Aims to inform training providers and stakeholders of the official course syllabus for the Apply Workplace Safety and Health in Construction (For Workers).
3.	20 August 2024	Inspection Campaign on Occupational Diseases (ODs) Reporting For Private Health Clinics	Raise awareness among registered medical practitioners in private health care clinics about their legal obligation to report occupational diseases within the stipulated timeframe.
4.	27 August 2024	Work at Height	Aims to serves as a practical tool to assist relevant stakeholders in identifying and addressing workplace safety and health risk associated with work at height activities.
5.	15 October – November 2024	Lifting Operations and Safe Use of Lifts at the Workplace	Aims to ensure that all lifting operations are properly planned, supervise and executed safely by competent persons, with equipment maintained and inspected in accordance with legal requirements.
6.	25 October 2024	Minimum Requirements of Competent Person to monitor, test or assess the environment of any Workplace for any Potential Health Hazard	To ensure workplace air quality safety by mandating regular testing for toxic substance by competent personnel and reinforcing the legal duty of Occupiers to monitor and mitigate exposure risks.
7.	31 October 2024	Course Syllabus: Workplace Safety and Health Committee	Inform training providers of the official course syllabus for Workplace Safety and Health Committees, outline the registration and approval process with SHENA, and reinforce compliance requirements to ensure proper delivery of safety and health training in workplaces with 50 or more employees.
8.	11 December 2024	Commencement of Application to Act as a Workplace Safety and Health (WSH) Auditor	To inform stakeholders of the commencement date and application process for registration as a WSH Auditor.
9.	23 December 2024	Maintenance of the E-SHENA Online Registration Portal	A notice to inform all stakeholders of the maintenance period of the E-SHENA online registration portal (ORP).
10.	24 March 2025	Commencement of the Registration of Designated Workplace Doctor (DWD)	To inform stakeholders of the commencement date and registration requirements for DWD in accordance with SHENA's regulatory framework.

WORKPLACE SAFETY AND HEALTH NOTICE (WSHN) PUBLISHED IN FY 2024-2025

ANNEX 3

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	22 April 2024	Injury to Workers and Damage to Assets Caused by Explosion of Pressurised Gas Cylinder	To raise awareness among employers, workers and relevant stakeholders about the hazards of handling pressurised gas cylinders, and to promote the implementation of proper safety measures to prevent accidents, injuries and property damage.
2.	20 June 2024	Safety Precautions for Using Electrical Grinders	Serves to remind all workplace stakeholders of the serious risks associated with the use of electrical grinders and the need for strict safety measures. Recent incidents highlight the importance of proper training, equipment maintenance, and vigilance to prevent serious injuries.
3.	26 June 2024	Safe Operation Of Passenger and Cargo Lifts	Serves to share with all relevant stakeholders' lessons learned from recent fatal incidents involving makeshift lifts to prevent future occurrences and enhance lift safety standards.
4.	14 August 2024	Loss of Primary Containment and Fire Incident at a Control of Major Accident Hazards (COMAH) Fixed Facility	Aims to remind Duty Holders of their obligation to comply with the COMAH Regulations, 2013 by managing abnormal situations and ensuring safe production practices to prevent major incidents.
5.	15 November 2024	The Importance of Competency and Skills for Lifting Personnels	To ensure that all relevant stakeholders are adequately trained, competent, and possess the necessary skills and experience to safely perform lifting operations and prevent accidents.
6.	28 November 2024	Urgent Reminder on the Safety Precautions to Prevent Falls From Height	To remind all stakeholders of the critical risks associated with work at height activities and to reinforce the implementation of effective safety measures to prevent fatalities and injuries, particularly within the construction sector.
7.	13 March 2025	Importance of Compliance to Workplace Safety in Towing Operations	To reinforce the importance of stringent safety measures and regulatory compliance in towing operations by addressing observed hazards, promoting proactive risk management, and targeting towing companies and personnel involved in roadside assistance, vehicle recovery and car workshop activities.

RADIATION TECHNICAL NOTE (RTN) PUBLISHED IN FY 2024-2025

ANNEX 4

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	10 May 2024	Course Syllabus: Radiation Protection Act (Chapter 228) (RPA) as well as SHENA's Requirements Under the RPA in Radiation Related Training Courses	Serves to update stakeholders the inclusion of the RPA into radiation-related training courses conducted by SHENA's approved Training Providers.
2.	6 June 2024	List of Harmonised System (HS) Code under SHENA	To emphasise the legal duty of employers to ensure safe machinery use in workplaces by implementing operational precautions, providing competency training, and installing protective measures.
3.	20 June 2024	Classification of Radiation Workplaces Area Guideline	Aims to update stakeholders to ensure their agents are informed of the newly published Classification of Radiation Workplaces Area Guideline, in alignment with the Radiation Protection Act, Chapter 228.

SELF-ASSESSMENT CHECKLIST PUBLISHED IN FY 2024-2025

ANNEX 5

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	27 August 2024	Work at Height	Aims to serves as a practical tool to assist relevant stakeholders in identifying and addressing workplace safety and health risk associated with work at height activities.
2.	15 October – November 2024	Lifting Operations and Safe Use of Lifts at the Workplace	Aims to ensure that all lifting operations are properly planned, supervise and executed safely by competent persons, with equipment maintained and inspected in accordance with legal requirements.

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