SHENA

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اءوتوريتي كبغساءن كسلامتن
كصيحتن دان عالم سكيتر

Safety, Health and Environment
National Authority

ANNUAL REPORT

FOR FINANCIAL YEAR

2025-2026

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CONTENT

1	SHENA ORGANISATION	01
	BOARD OF DIRECTORS	02
	CHAIRMAN'S FOREWORD	03
	SENIOR MANAGEMENT TEAM	04
	CEO'S MESSAGE	05
	ORGANISATIONAL STRUCTURE	07
	VISION & MISSION	08
	OUR JOURNEY	09
2	FINANCIAL YEAR 2025-2026 KEY HIGHLIGHTS	10
3	SHENA'S STRATEGIC PLAN	15
4	INVESTIGATION	17
5	ENFORCEMENT	24
6	LEGISLATION & PUBLICATIONS	27
7	LICENSING & REGISTRATION	38
8	SAFETY CASE & NOTIFICATION SUBMISSION	40
9	OUTREACH TO STAKEHOLDERS	42
10	PUBLIC CONCERNS & ENQUIRIES	53
11	NATIONAL COLLABORATION	55
12	INTERNATIONAL COLLABORATION	63
13	OPERATIONAL EXCELLENCE: SUPPORT SERVICES	69
14	LOOKING AHEAD	73



1 SHENA ORGANISATION

BOARD OF DIRECTORS



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

CHAIRMAN'S FOREWORD

بِسْمِ اللهِ الرَّحْمٰنِ الرَّحِيْمِ

السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللهِ وَبَرَكَاتُهُ

On behalf of the Board of Directors of the Safety, Health and Environment National Authority (SHENA), I am honoured to present SHENA's Annual Report for the Financial Year 2025-2026.

SHENA's national mandate is clear and vital: to protect life, health, and well-being by upholding high standards of workplace safety, health, and environmental protection in Brunei Darussalam. This responsibility is firmly aligned with the principles of Maqasid Al-Syariah, particularly the preservation of life, well-being, and human dignity, and reflects the enduring vision of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam, for a safe, resilient and prosperous nation.

His Majesty has consistently emphasised that safety must never be compromised and must always be upheld to the highest standards. Through His Majesty's various Titahs, clear guidance has been given on strengthening safety standards, enhancing oversight of critical assets, ensuring disciplined execution, and adopting forward-looking strategies to sustain national resilience. SHENA embraces this call as a guiding principle in fulfilling its statutory responsibilities and advancing a stronger safety culture across the nation.

This direction is further reinforced by the Minister at the Prime Minister's Office and Minister of Defence II, the Honourable Pehin Datu Lailaraja Major General (Retired) Dato Paduka Seri Awang Haji Halbi bin Haji Mohd. Yussof, as the Minister-in-Charge of SHENA, who has underscored the need to move beyond conventional approaches in addressing increasingly complex workplace risks. Continuous reassessment of strategies, adaptive policies, and strengthened governance frameworks are essential to ensure that technological progress continues to uphold human dignity, safety and well-being. This reminder affirms the importance of a regulatory system that evolves in step with emerging industries, technologies, and risk profiles.

The Board of Directors remains steadfast in advancing the national priorities entrusted to SHENA. Over the past financial year, SHENA has strengthened Brunei Darussalam's regulatory framework for workplace safety and health, while continuing to build institutional and technical capabilities in radiation protection. These efforts were complemented by the adoption of SHENA's refreshed Five-Year Strategic Plan (2026/2027 – 2030/2031), which provides a clear roadmap aligned with the aspirations of Wawasan Brunei 2035 and supports a coordinated Whole-of-Government and Whole-of-Nation approach to national safety, health, and environmental outcomes.

As SHENA enters the next phase of its journey, the Board remains committed to providing strategic leadership, sound governance, and effective oversight to ensure that the Authority remains credible, resilient, and forward-looking. Our duty extends beyond regulatory compliance. It is to uphold public trust, strengthen institutional integrity, and support a culture in which safety, health, and environmental stewardship are embedded across workplaces and communities.

Finally, I extend my sincere appreciation to my fellow Members of the Board, the Chief Executive Officer, the Senior Management Team, and all SHENA officers and staff for their dedication, professionalism, and service. I also sincerely thank our tripartite partners, government agencies, industry stakeholders, and international collaborators for their continued support and commitment to this important national mission. Together, we will continue to cultivate a culture of safety, health, and environmental stewardship, driving Brunei Darussalam toward a safer, healthier, more resilient and more prosperous Brunei Darussalam.

YANG BERHORMAT
DATO SERI SETIA AWANG HAJI SUFIAN BIN HAJI SABTU
MINISTER AT THE PRIME MINISTER'S OFFICE (SECURITY AND LAW)
MINISTER IN CHARGE AND CHAIRMAN OF THE BOARD OF DIRECTORS
SAFETY, HEALTH AND ENVIRONMENT NATIONAL AUTHORITY (SHENA)

SENIOR MANAGEMENT TEAM



HAJI MUHSIN BIN HAJI AHMAD
CHIEF EXECUTIVE OFFICER (CEO)



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



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



HAZMIN HATTA BIN HAJI HAMZAH
DIRECTOR OF
ENFORCEMENT DIVISION



SALMAYA RAHAYU BINTI SALLEH
DIRECTOR OF
STRATEGIC PLANNING DIVISION



HAJI NORYASMIN BIN HAJI MOHD NOOR
DIRECTOR OF
COMPLIANCE AND
INTERNATIONAL DIVISION
AND
ACTING DIRECTOR OF
FINANCE AND
PROCUREMENT DIVISION



HAIROL NIZAM BIN MOKTI
DIRECTOR OF
PROCESS SAFETY DIVISION
(EFFECTIVE 1 NOVEMBER 2025)



KHAIRUL YUSRIN BIN HAJI ABDUL RAHMAN
ACTING DIRECTOR OF
INVESTIGATION & RESPONSE
DIVISION

CEO'S MESSAGE

بِسْمِ اللهِ الرَّحْمٰنِ الرَّحِيْمِ

السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللهِ وَبَرَكَاتُهُ

As the Chief Executive Officer of the Safety, Health and Environment National Authority (SHENA), it is my privilege to present SHENA's Annual Report for the Financial Year 2025-2026.

This report reflects another year of progress in strengthening Brunei Darussalam's workplace safety, health and environmental standards. Through regulatory excellence, capacity building, and strong institutional partnerships, we continue to strive for safer and more resilient workplaces across the nation.

Throughout the financial year, SHENA's work was guided by three strategic priorities: **maintaining a high standard of HSE performance across all industry and non-industry**, **ensuring the effective implementation of laws** and **fostering a high safety culture in Brunei Darussalam**. These priorities have guided our strategic decisions, concentrating our efforts on the highest-risk areas.

Our workplace incident statistics remain a vital indicator of where we must focus our efforts. Brunei Darussalam recorded six (6) work-related fatalities, one hundred and thirty-four (134) reportable injuries, and two hundred and fifty-seven (257) workplace incidents. Tragically, all six (6) fatalities resulted from falls from height, with the construction sector accounting for the largest proportion of reported workplace incidents. These figures reinforce the urgent need for ongoing vigilance and drive us to intensify preventive actions through proactive regulation, robust enforcement, education, and greater engagement with industry stakeholders.

To meet these challenges, the Enforcement Division conducted two hundred and seventy-seven (277) workplace inspections, representing a 30.7% increase from the previous year, supported by the use of technologies such as drones and monitoring equipment. The Process Safety Division authorised eight (8) Fixed Facility Safety Cases, thirty-eight (38) Mobile Facility Safety Cases, and seventy-one (71) Combined Operations Safety Cases, while processing one hundred and twenty-nine (129) Notifications of Well Operations, a 95.5% increase that reflects continued activity in Brunei Darussalam's energy sector.

SHENA also recognises that sustainable compliance is achieved not only through enforcement, but through knowledge, competence and shared responsibility. We therefore enhanced awareness and guidance by publishing key documents, including the Worksite Safety Handbook, the Working at Height Handbook for Supervisors, and the Code of Practice on Workplace Safety and Health (Risk Management) to equip organizations with actionable safety tools to strengthen operational compliance. In parallel, the registration of forty-seven (47) new Workplace Safety and Health Officers and sixty (60) new Workplace Safety and Health Co-Ordinators further strengthened the pool of competent safety practitioners nationwide.

A key milestone was the successful three-day Workplace Safety and Health Conference 2025, held in June in conjunction with the World Day for Safety and Health at Work. The conference brought together industry leaders, practitioners, policymakers and international experts to exchange knowledge, share good practices and reinforce the importance of leadership, accountability and partnership in advancing workplace safety and health.

Beyond workplaces, SHENA continued to promote a whole-of-society approach to safety. The revival of the #SAFEKIDSBN programme in November 2025, followed by a session in January 2026, introduced primary school children to safety awareness through interactive, age-appropriate activities. By nurturing safety values from an early age, we are helping to build a future generation that understands responsibility, care and safe behaviour as part of everyday life.

Within SHENA, we continued to invest in organisational capability and digital transformation. The deployment of Microsoft Copilot, adopted by 68% of our workforce, contributed to improved productivity and operational efficiency, while seventy-four (74) training participations supported the continued and professional capabilities.

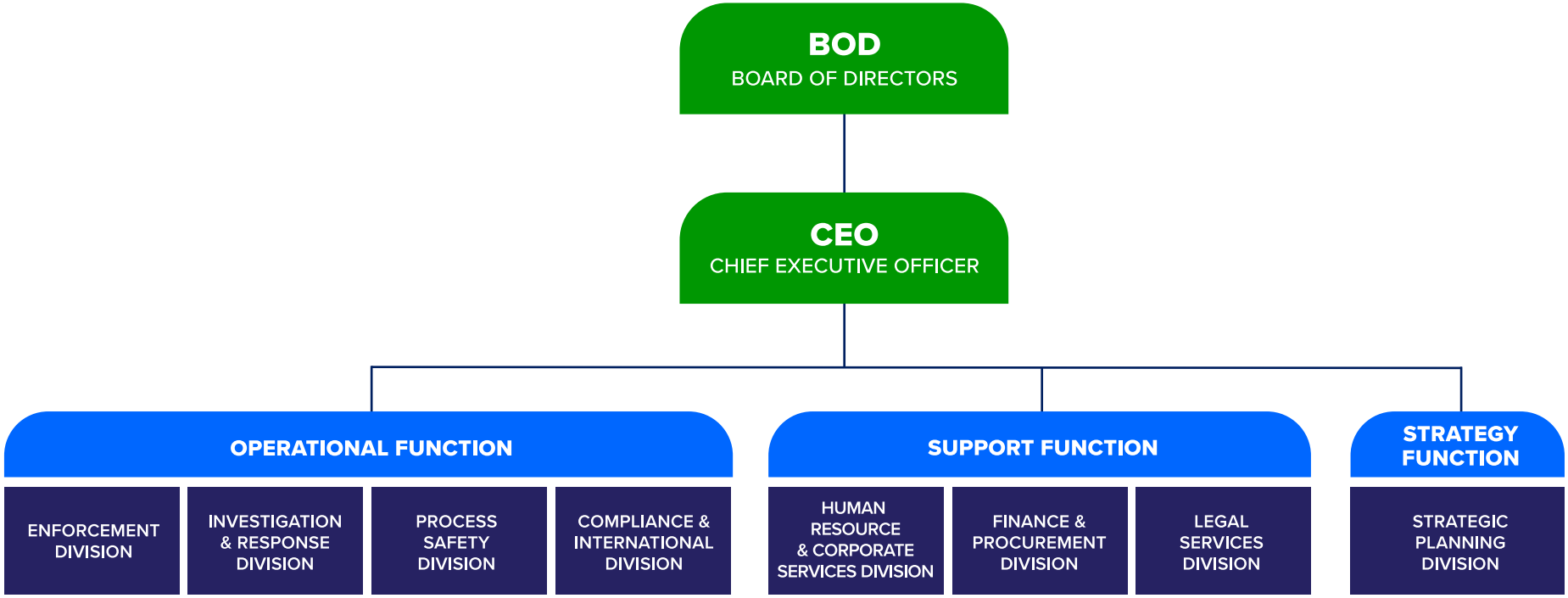
At the regional level, SHENA further strengthened strategic cooperation with Singapore's Ministry of Manpower and Malaysia's Department of Atomic Energy Malaysia, enhancing knowledge exchange and regulatory collaboration. We also look forward to assuming the Chairmanship of the ASEAN Occupational Safety and Health Network (ASEAN-OSHNET) in the year ahead, an important opportunity to contribute to regional progress in workplace safety and health.

Looking ahead, SHENA will continue to advance regulatory effectiveness by improving data centralisation, delivering real-time insights, digitising professional examinations, and fostering closer collaboration with Government partners through joint initiatives. These efforts will support more proactive decision-making and a stronger national framework for occupational safety and health.

I extend my sincere gratitude to the SHENA Board of Directors, Senior Management Team, dedicated staff, industry partners, and international collaborators for their unwavering support and commitment to making Brunei Darussalam a safe and healthy place to work and live.

HAJI MUHSIN BIN HAJI AHMAD
CHIEF EXECUTIVE OFFICER (CEO),
SAFETY, HEALTH AND ENVIRONMENT NATIONAL AUTHORITY (SHENA)

ORGANISATIONAL STRUCTURE



VISION & MISSION

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

2009

WORKPLACE SAFETY & HEALTH ORDER (WSHO), 2009 GAZETTED

2013

ENFORCEMENT OF WSHO, 2009

CONTROL OF MAJOR ACCIDENT HAZARDS (COMAH) REGULATIONS PUBLISHED

2014

BRUNEI DARUSSALAM'S MEMBERSHIP TO INTERNATIONAL ATOMIC ENERGY AGENCY (IAEA)

SIX REGULATIONS PUBLISHED

2017

COMAH REGULATIONS AMENDMENT

ENFORCEMENT OF SHENA ORDER AND RADIATION PROTECTION ORDER (RPO)

2018

ESTABLISHMENT OF SHENA UNDER THE SHENA ORDER

2020

APPOINTMENT OF BOARD OF DIRECTORS AND INTERIM CHIEF EXECUTIVE OFFICER

2021

REVISION OF SHENA ORDER AND RPO, TO SHENA ACT, CAP 227 AND RADIATION PROTECTION ACT (RPA), CAP 228

2022

SHENA RESTRUCTURED INTO FUNCTIONAL ORGANISATION ENFORCING BOTH WSHO, 2009 AND RPA, CAP 228

2024

REVISION OF WSHO, 2009 TO WORKPLACE SAFETY AND HEALTH ACT (WSHA), CAP 277

2025

ESTABLISHMENT OF RADIATION DOSIMETRY LAB

INSTALLATION AND OPERATIONALISATION OF GAMMA DOSE RATE MONITORING STATION



2 FINANCIAL YEAR 2025 - 2026 KEY HIGHLIGHTS



INVESTIGATION AND RESPONSE DIVISION

During the financial year, the Investigation and Response Division (IRD) has achieved several significant milestones. A key highlight was the establishment and official launch of the Radiation Dosimetry Laboratory on 28 April 2025. The ceremony was officiated by Yang Mulia Dato Seri Paduka Awang Haji Sufian bin Haji Sabtu, Deputy Minister (Security and Law) at the Prime Minister's Office, in his capacity as Chairman of the Board of Directors of Safety, Health and Environment National Authority. This milestone marks a significant advancement in Brunei Darussalam's capability to monitor and assess radiation exposure.

In parallel, the Division successfully oversaw the installation and operationalisation of the nation's first Gamma Dose Rate Monitoring Station, further enhancing real-time environmental radiation surveillance.

Additionally, IRD facilitated a Memorandum of Cooperation with Universiti Teknologi Brunei (UTB), signed on 4 February 2026, for the establishment of a Radiation Sampling and Analysis Laboratory. This collaboration is expected to strengthen technical expertise and analytical capacity in radiation safety and environmental monitoring.

PROCESS SAFETY DIVISION

A key highlight for the Process Safety Division (PSD) during the year was the successful organisation of the Control of Major Accident Hazards (COMAH) Workshop on 20 August 2025, in collaboration with the Petroleum Authority Brunei Darussalam (PABD). The workshop provided a valuable platform for regulators and industry stakeholders to strengthen their understanding of major accident hazard management, regulatory expectations, and best practices in process safety. Through technical presentations and constructive discussions, participants were able to exchange experiences and insights aimed at enhancing safety performance across the energy sector.

In addition to this initiative, PSD continued to actively engage with relevant government authorities, industry stakeholders, and Duty Holders to promote effective communication, strengthen regulatory awareness, and support compliance with applicable regulatory requirements. These engagements have facilitated greater collaboration, improved mutual understanding of regulatory expectations, and contributed to the continual enhancement of process safety standards within the industry.

PSD also maintained its ongoing review and assessment of COMAH Safety Cases and Notifications to ensure that identified major accident hazards are adequately managed and that appropriate control measures remain effective throughout the lifecycle of facilities and operations. Through these efforts, the Division continues to support the implementation of a robust and risk-based regulatory framework, reinforcing SHENA's commitment to safeguarding people, assets, and the environment while fostering a strong culture of process safety and continuous improvement.



ENFORCEMENT DIVISION

During the financial year, the Enforcement Division (EFD) enhanced its inspection capabilities through the utilisation of advanced technological tools, including drones, sound level meters, and air velocity meters, enabling more efficient and accurate assessments in the field.

EFD also recorded a significant increase in the number of inspections conducted, ensuring broader and more effective coverage of high-risk sectors, particularly the construction industry. This proactive approach contributed to improved monitoring and enforcement of safety standards.

Timely regulatory interventions were delivered through a risk-based prioritisation framework, ensuring that reported workplace safety concerns were addressed promptly based on risk levels. One of the initiative is by developing a new Control of Major Accident Hazards (COMAH) inspection framework to strengthen regulatory oversight of COMAH facilities.

HUMAN RESOURCE AND CORPORATE SERVICES DIVISION

Through Human Resource and Corporate Services Division (HCD), SHENA has strengthened its organisational capacity through targeted recruitment, leadership appointments, and structured workforce development, while aligning remuneration and performance management with statutory requirements. Capability building was reinforced through specialised training and expanded internship programmes to support future talent pipelines.

Operational efficiency and digital resilience remained strong, underpinned by 99% IT system uptime, enhanced infrastructure, and the deployment of AI-enabled tools. Cybersecurity performance exceeded industry benchmarks, ensuring secure and reliable operations, while continuous technical support enabled seamless internal processes and stakeholder engagement.

Significant progress was achieved on the new SHENA Headquarters, including structural strengthening works and advancement into Phase III, which focuses on building rejuvenation. The phase was awarded on 4 March 2026, marking the start of the final stage of development, with completion targeted for Q3 2027. Upon completion, the smart, revitalised headquarters will enhance operational readiness, improve employee experience, and strengthen SHENA's capacity to deliver its mandate

Governance and administrative functions were effectively delivered, including remuneration alignment, performance-based disbursements, statutory compliance, and operational support for strategic initiatives such as the Radiation Dosimetry Laboratory.

Together, these initiatives reinforce each other by strengthening people, operational readiness, systems, governance, and infrastructure, enabling SHENA to operate more efficiently, reduce risks, and enhance its ability to deliver its regulatory mandate effectively and sustainably future growth.



STRATEGIC PLANNING DIVISION

The Strategic Planning Division (SPD), with support from SHENA staff, successfully led Safety Month 2025 and the Workplace Safety and Health Conference (WSHCON) 2025, aligning national initiatives with the ILO's global theme on AI and Digitalisation in Occupational Safety and Health. The high-level conference featured over thirty (30) exhibitors and over twenty (20) speakers, complemented by a five-part WDSHW 2025 Webinar Series, promoting awareness of emerging workplace risks and strengthening national dialogue on the future of work.

A key milestone this year was SPD's facilitating of the comprehensive review and refinement of SHENA's 5-Year Strategic Plan (2026-2031). Through workshops and consultations with the Senior Management Team (SMT), officers and staffs, the Strategic Planning Unit (SPU) aligned Divisional objectives with SHENA's vision, emerging regulatory challenges, and Wawasan Brunei 2035 aspirations - reinforcing SHENA's commitment to ensuring Brunei a safe place to work and live.

Through the Corporate Communications Unit (CCU), SPD also supported various strategic communications for the Operations Divisions, alongside the publication of key regulatory materials (CoP, IGN, NTI, WSHN, RTN, guides, handbooks, and posters) as well as facilitated stakeholder engagement and outreaches including the corporate video launch.

Notably, SPD launched and continued the #SAFEKIDSBN school safety awareness programme, alongside coordinating CSR activities.

COMPLIANCE AND INTERNATIONAL DIVISION

During the financial year, the Compliance and International Division (CID) implemented a range of strategic initiatives to strengthen regulatory frameworks, enhance workplace safety standards, and build national capacity in Workplace Safety and Health (WSH). Key achievements included revising requirements for Radiation Licence and Worker Registration applications, establishing the SHENA Radiation Dosimetry Services Laboratory (RDSL), and launching the Code of Practice on Workplace Safety and Health (Risk Management).

Governance was reinforced through the establishment of the Standard Committee for Health and Safety (SCHS) and its three sub-technical committees namely Technical Committee on Scaffolding, Working at Height, and Personal Protective Equipment, under Majlis Standard dan Akreditasi Brunei Darussalam.

The CID also developed Scaffolding Standards Management System (SMS) and Scaffolding Materials Management (SMM), complimented by the launch of WSH e-handbook to support safe on-site practices. Additionally, the Division also developed Electrical Safety Guidelines and Best Practices, and expanded capacity-building efforts through collaborations with CSI, BEDB, and JCB.

Additional initiatives included a pre-departure WSH induction programme for Bangladeshi workers, integration of WSH requirements into government systems, the organisation of the first tripartite WSH dialogue with the ILO, and the co-organisation of a workshop on work-life balance policies to promote holistic workplace wellbeing.

LEGAL SERVICES DIVISION

During FY 2025–2026, the Legal Services Division (LSD) continued to play a strategic role in supporting SHENA's legislative development, institutional governance, and regulatory strengthening initiatives. Key achievements included advancing significant legislative and regulatory reforms, facilitating strategic institutional collaborations, and strengthening the governance framework underpinning SHENA's oversight functions. These efforts encompassed the development and progression of proposed amendments to Schedule 3 of the Workplace Safety and Health Act (Chapter 277) relating to occupational diseases, as well as the ongoing review and proposed amendments to the Workplace Safety and Health (Facilities) (Control of Major Accident Hazards) Regulations. Through comprehensive legal analysis, international benchmarking, stakeholder engagement, and regulatory review, LSD supported reforms aimed at enhancing legal clarity, strengthening the recognition and reporting of occupational diseases, and promoting greater consistency in regulatory compliance and enforcement. In carrying out these functions, LSD ensured that all proposed legislative and regulatory amendments remained legally robust, operationally practicable, and aligned with SHENA's broader mandate of strengthening workplace safety and health standards in Brunei Darussalam.

In addition, LSD provided legal and advisory support in the review, negotiation, and finalisation of the Memorandum of Cooperation between SHENA and Universiti Teknologi Brunei (UTB) concerning the establishment of the Radiation Sampling and Analysis Laboratory (RSAL), which was formally signed on 4 February 2026. Through its involvement, LSD facilitated the development of a clear and effective governance framework defining the respective roles, responsibilities, and obligations of the parties. This collaboration enhances the scientific and technical capabilities supporting SHENA's radiation regulatory functions and contributes to the delivery of reliable, effective, and evidence-based services to regulated stakeholders.

Further, in its capacity as Secretary and Secretariat to the SHENA Board of Directors, LSD continued to provide comprehensive governance, legal, and administrative support to the Board. This included coordinating Board and Committee meetings, providing legal and governance advice, maintaining statutory and corporate records, and monitoring the implementation of Board resolutions and decisions. Through these functions, LSD supported informed and timely decision-making, strengthened institutional accountability, and enabled the Board to effectively discharge its strategic oversight, governance, and fiduciary responsibilities. In doing so, LSD continued to play a critical role in promoting sound corporate governance and supporting SHENA's long-term institutional effectiveness and regulatory credibility.

FINANCE AND PROCUREMENT DIVISION

The Finance & Procurement Division (FPD) continue to contribute to financial efficiency. During the Budget Challenge session with the Senior Management Team (SMT) and the subsequent meeting with the Board of Directors, the division successfully reduced the total budget submission for the financial year by BND 689,928.00. This reduction reflects a continuous strategic approach to cost management and resource optimisation.

SHENA also proactively explored investment opportunities with local banks in Brunei that are Syariah compliant. This initiative reflects SHENA's prudent financial management and commitment to optimising funds to support SHENA's long-term financial sustainability and to support SHENA's objectives. In FY 2025/2026, SHENA successfully invested BND 5 Million in BIBD Fixed Deposit under Al-Wadiah Yad Dhammanah.



3 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 (3)** strategic objectives to fulfil, supported by **seven (7)** key initiatives, supplemented by **three (3)** enablers:





4 INVESTIGATION

The Investigation and Response Division (IRD) is responsible for conducting regulatory investigations and coordinating responses to work-related incidents, accidents, and radiation-related matters in accordance with the Workplace Safety and Health Act, Chapter 277, and the Radiation Protection Act, Chapter 228.

The Division plays a key role in ensuring compliance with relevant legislation, safeguarding workplace safety and health, and maintaining preparedness for radiological and nuclear emergencies.

Its core responsibilities include the management of Initial Incident Notifications (IIN) and incident reporting, the investigation of workplace incidents, accidents, and non-compliance cases, as well as matters related to radiological and nuclear emergency preparedness and response activities.

During the financial year, **three hundred and twenty-four (324) IINs** were received compared to only two hundred and seventy-eight (278) IINS received in the previous year, representing an increase of 16.5%.

From the three hundred and twenty-four (324) IINs, **seven (7)** Investigation Papers were opened as follows:

DATE OF IIN RECEIVED	DATE OF INCIDENT	CATEGORY OF INCIDENT	CAUSES OF INCIDENT	INDUSTRY	STATUS OF INVESTIGATION
10 February 2025	9 February 2025	Reportable Injury	Fall from Height	Manufacturing	Investigation completed. IP in draft.
5 May 2025	4 May 2025	Work-Related Fatality	Fall from Height	Construction	IP completed and submitted.
7 May 2025	7 May 2025	Work-Related Fatality	Fall from Height/ Drowning	Construction	Investigation completed. IP in draft.
24 July 2025	22 July 2025	Work-Related Fatality	Fall from Height - presumed electrocution	Construction	IP completed and under review.
4 August 2025	2 August 2025	Work-Related Fatality	Fall from Height	Construction	Investigation completed. IP in draft.
19 August 2025	13 August 2025	Work-Related Fatality	Fall from Height	Other Service Activities	IP completed and submitted.
4 April 2026	28 March 2026	Work-Related Fatality	Fall from Height	Construction	IP in draft.

A breakdown of the industries where the investigations were conducted and number of IP opened are as follows:

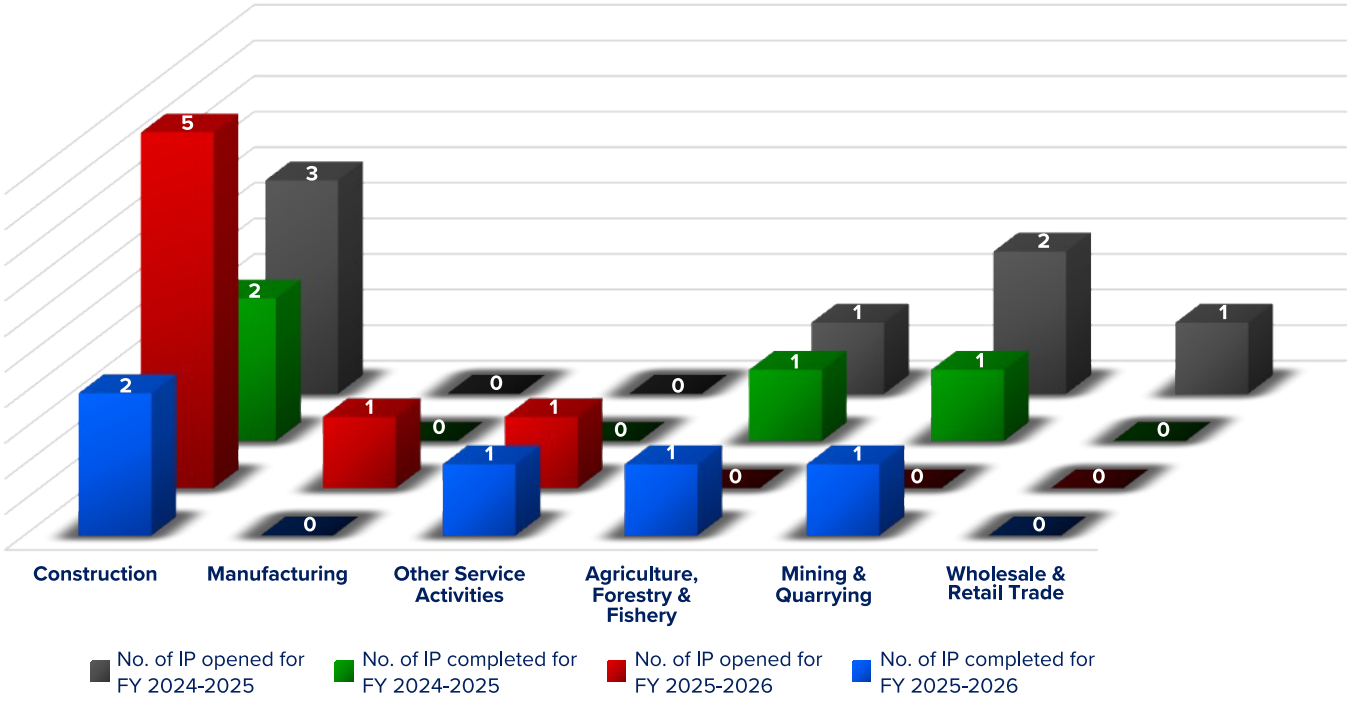


Figure 1 Investigations by Industry

In FY 2025-2026, a total of **six (6)** work-related fatalities, **one hundred and seventy (170)** reportable injuries, and t**hree hundred and twenty-four (324)** workplace incidents were reported to SHENA.

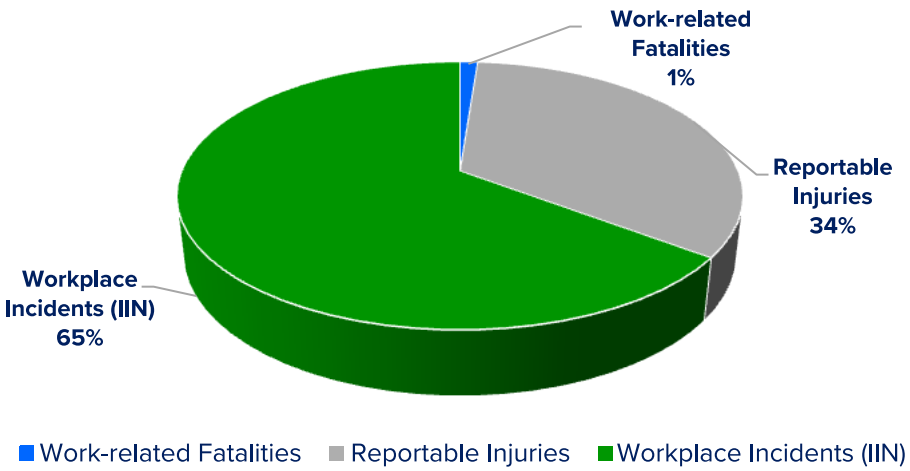


Figure 2 Percentage Breakdown of Investigation

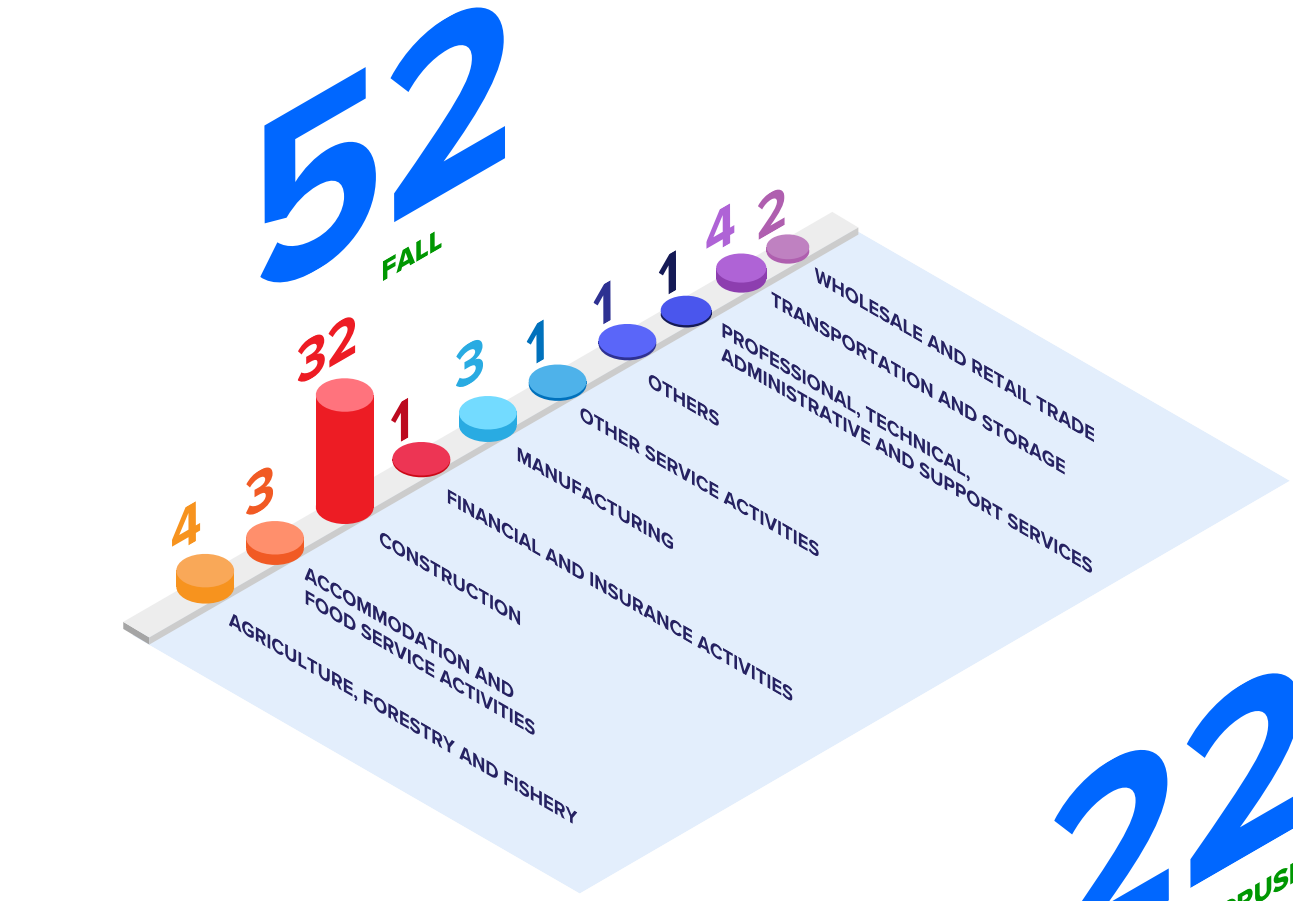
Up to 31 March 2026, the number of work-related fatalities for FY 2025-2026 is **six (6)**, an increase by one (1) (20%) compared to FY 2024-2025 total of only five (5) fatilities.

The table below provides details of the work-related fatalities recorded in FY 2025-2026:

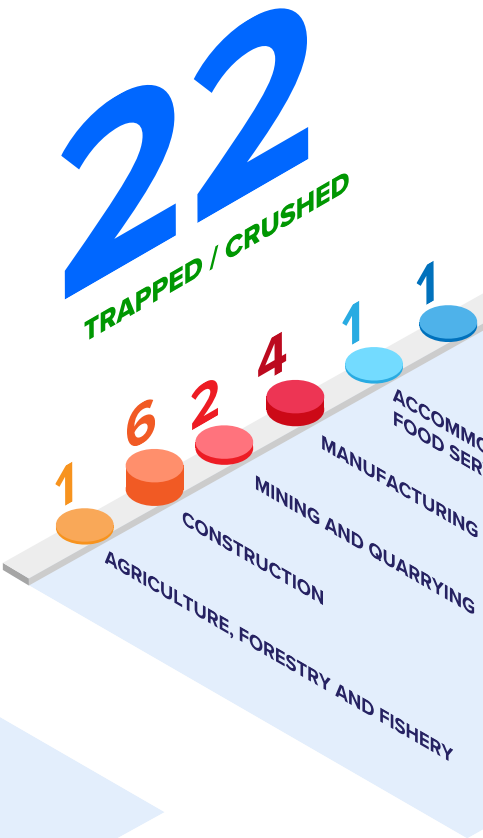
DATE OF IIN RECEIVED	DATE OF FATALITY	TYPE (CAUSE OF FATALITY)	INDUSTRY
5 May 2025	4 May 2025	Fall from Height	Construction
7 May 2025	7 May 2025	Fall from Height / Drowning	Construction
24 July 2025	22 July 2025	Fall from Height - presumed electrocution	Construction
4 August 2025	2 August 2025	Fall from Height	Construction
19 August 2025	13 August 2025	Fall from Height	Other Service Activities
4 April 2026	28 March 2026	Fall from Height	Construction



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







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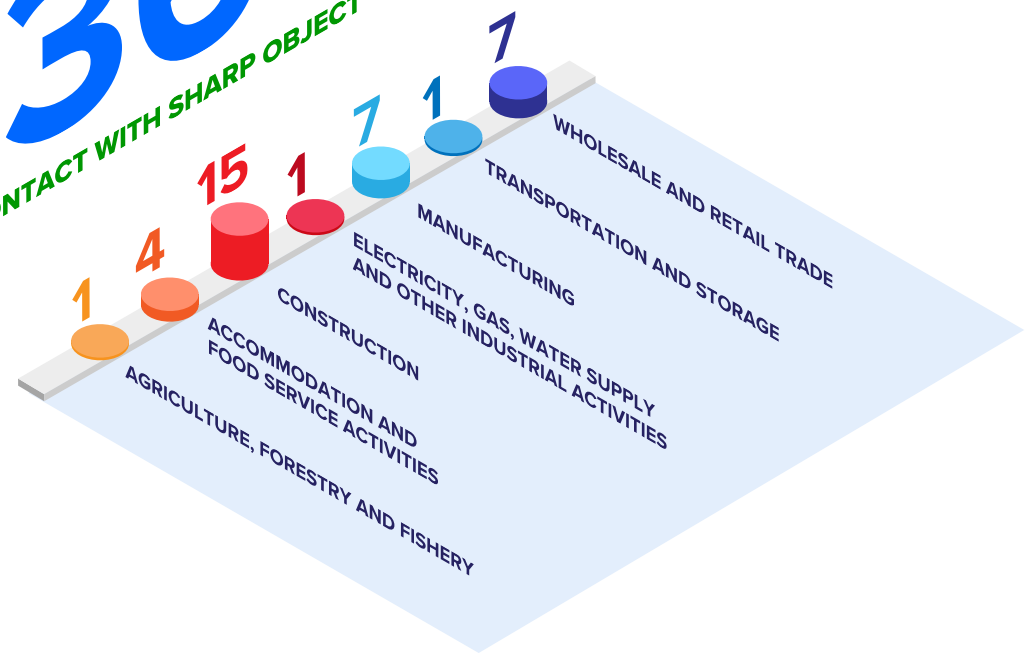
DROWNED / BURIED / ENVELOPED

36

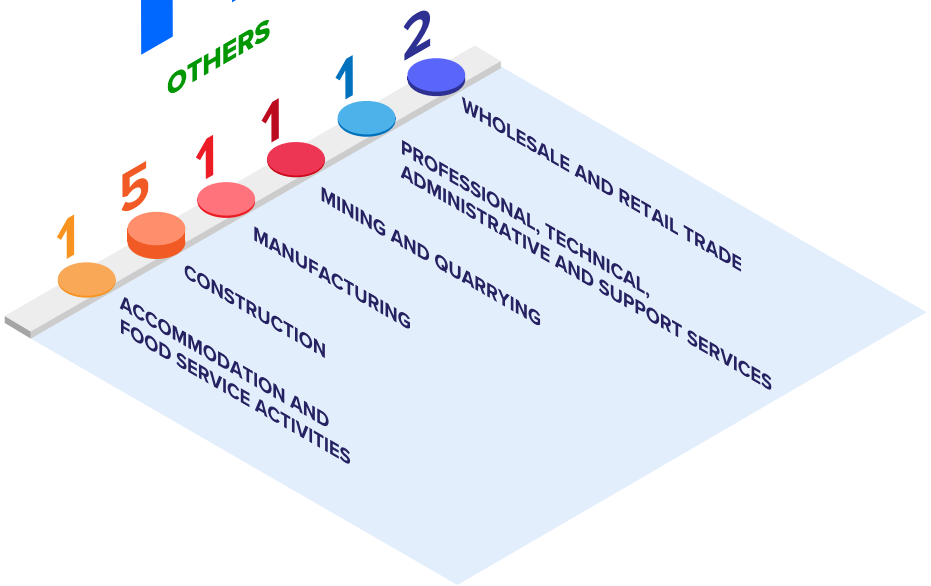
CONTACT WITH SHARP OBJECT





11

OTHERS



The table below shows the mode of injuries that has been recorded in FY 2024-2025 vs FY 2025-2026:

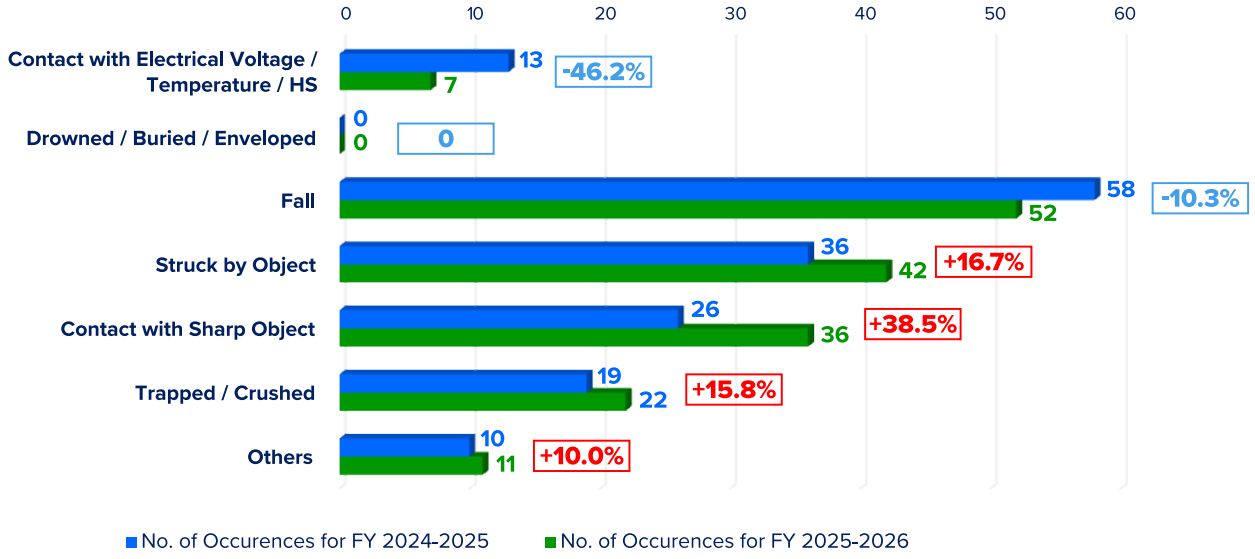


Figure 3 Mode of Injuries

Breakdown of incidents by industry during the financial year, based on the total IINs received (including non-reportable injuries):

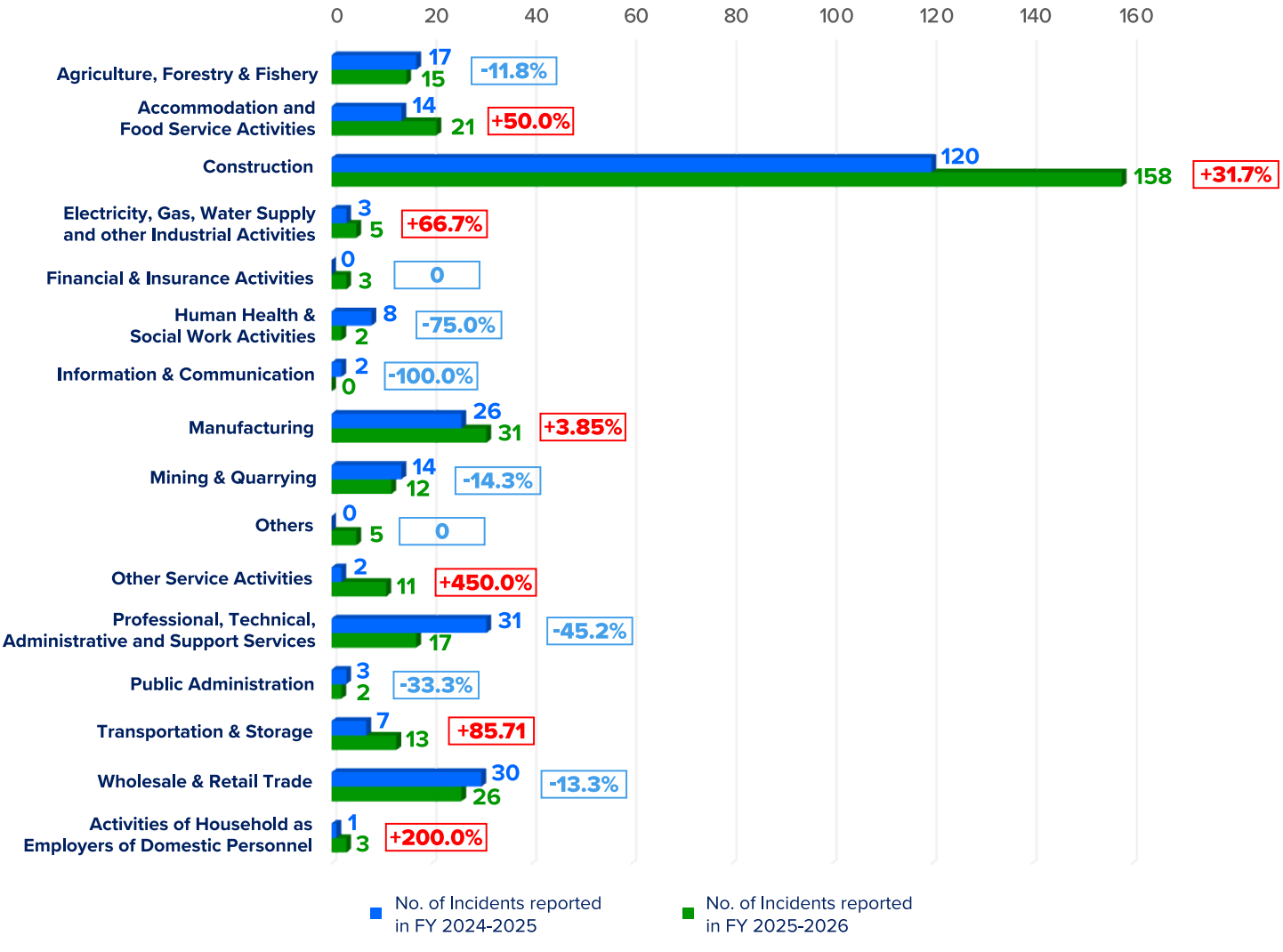


Figure 4 Breakdown of Incidents by Industry



5 ENFORCEMENT

The Enforcement Division (EFD) plays a key role in upholding workplace safety, health, and environmental standards in Brunei Darussalam. EFD is responsible for enforcing compliance with the Workplace Safety and Health Act, Chapter 277 (WSHA, Cap 277) and its subsidiary regulations, as well as the Radiation Protection Act, Chapter 228 (RPA, Cap 228).

Through regulatory inspections and monitoring activities across workplaces in various industries, EFD evaluates compliance with legislative requirements and identifies areas where workplace practices can be strengthened. These efforts support the prevention of workplace incidents, promote responsible safety management, and ensure that duty holders fulfil their legal obligations.

Where non-compliances are identified, EFD takes appropriate enforcement actions proportionate to the severity of the contravention. These actions may include the issuance of Stop Work Orders, Remedial Orders, Warning Letters, and Compound Fines, ensuring that necessary corrective measures are implemented and workplace risks are effectively controlled. Through this balanced approach of inspection and enforcement, EFD continues to strengthen regulatory oversight and reinforce a culture of safety, accountability, and compliance across workplaces.

Throughout the financial year, the Enforcement Division (EFD) undertook a total of **two hundred and seventy-seven (277)** inspections, comprising of **two hundred and seven (207)** Monitoring Visits and **seventy (70)** Regulatory Inspections. This represents a **30.7% increase** in inspection activity compared to the previous year, underscoring the Division's strengthened oversight capacity and commitment to regulatory compliance.

The significant growth in inspection numbers reflects enhanced operational efficiency, improved resource deployment, and a proactive approach to safeguarding standards across regulated entities.

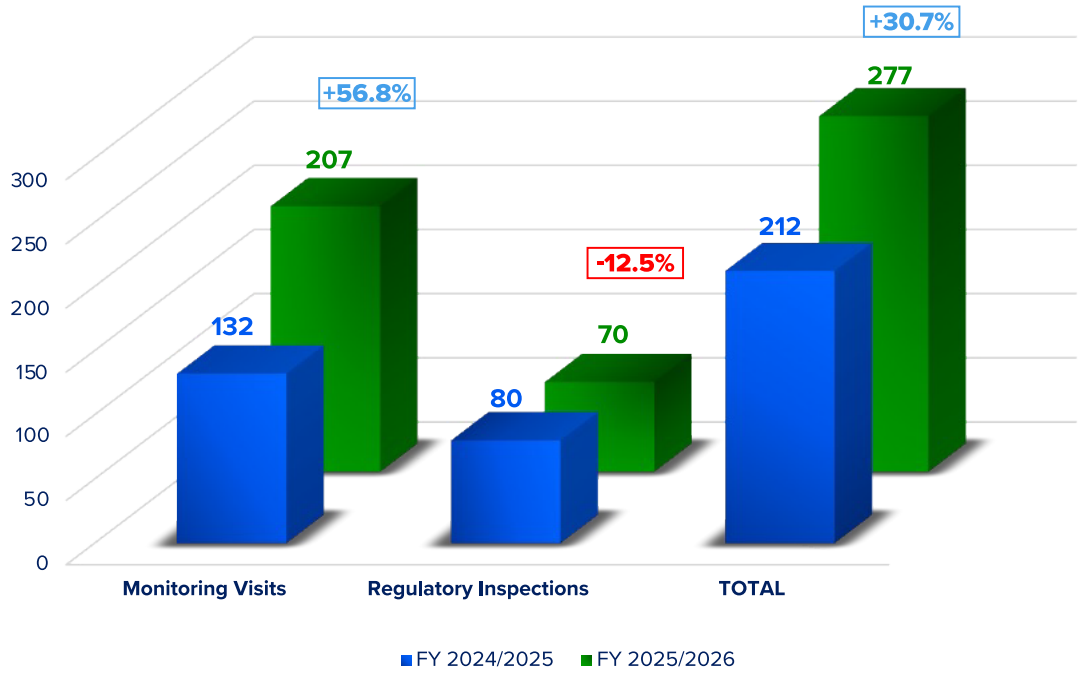


Figure 5 Inspections Conducted by EFD

Between April 2025 and March 2026, SHENA through EFD has issued a total of **fourteen (14)** legal notices. The distribution and details of these notices are illustrated in the accompanying graph, providing a clear overview of enforcement actions taken during the year.

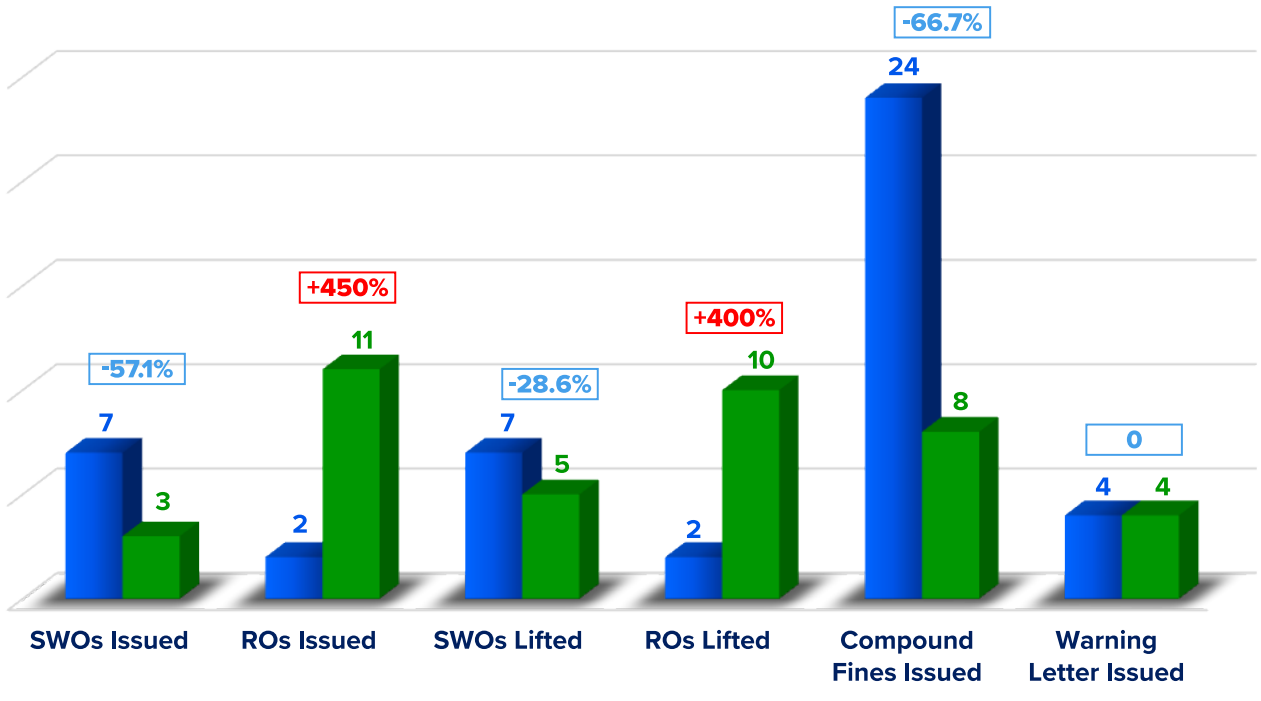


Figure 6 Enforcement Action Type

TOP 3 most common findings encountered during REGULATORY INSPECTIONS

GENERAL INDUSTRY

Common Findings:

- Risk Management
- Emergency Response & Preparedness
- Occupational Health
- Hazardous Substances
- Electrical Safety

RADIATION

Common Findings:

- Radiation Licence & Registration
- Radiation Source & Management
- Radiation Safety Procedure
- Radiation Security & Safeguards
- Radiation Transport

COMAH FACILITIES

Safety critical elements:

- Process Containment
- Detection System
- Emergency Response
- Shutdown System
- Structural Integrity

TOP 5 most common findings encountered during MONITORING VISITS

- Risk Management
- Work at Height/ Scaffolding
- Emergency Response & Preparedness
- Electrical Safety
- Hazardous Susbtances

Inspections conducted by EFD during FY 2025-2026 based on industries:

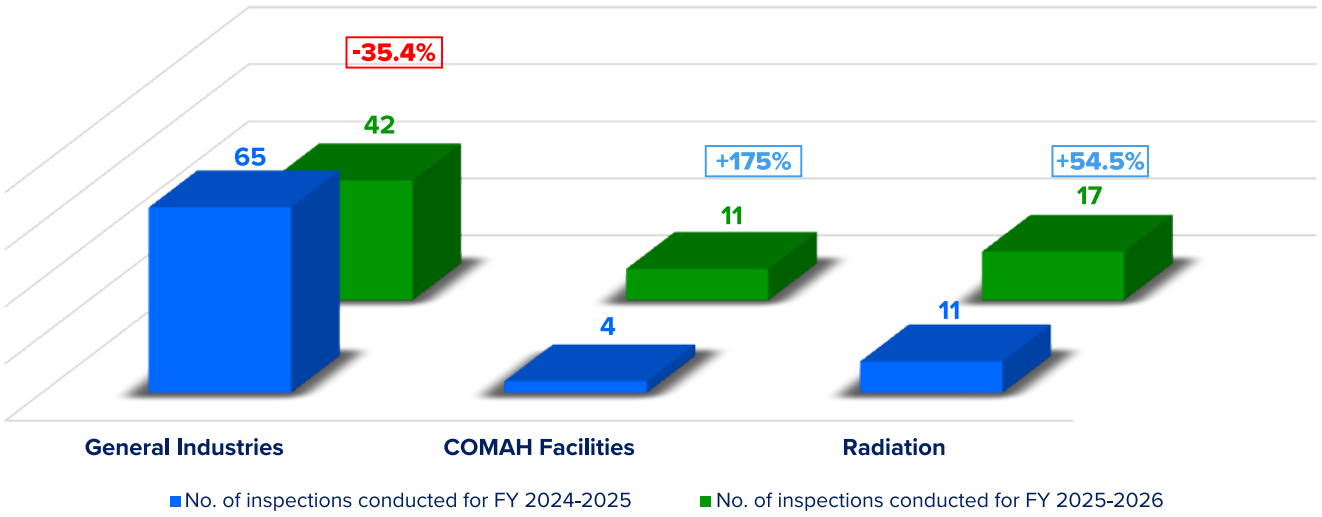


Figure 7 Industries Inspected by EFD



6 LEGISLATION & PUBLICATIONS

SHENA as the Authority is responsible for the enforcement of the WSHA and its subsidiary legislation as well as the RPA, and also continuously ensures that these laws remain up to date, current and implementable. These legislations provide the overall legal framework for ensuring safe and healthy working environments across all industries in Brunei Darussalam, to prevent accidents, injuries, and occupational diseases.

LEGISLATION

The Legal Services Division (LSD) plays a vital role in supporting SHENA in all legal matters. Its primary role is to providing legal advice and services to SHENA's management, officers, and staff, thereby facilitating the effective execution of SHENA's core functions.

The core responsibilities and functions of LSD include:

i. Initiating, recommending, and drafting new legislation and/or regulations or amendments related to workplace safety and health, and radiation;
ii. Preparing, drafting, and vetting contract and model templates;
iii. Preparing, drafting, and vetting legal documents, including legal notices, correspondences, *surat pesambah*, stop work orders, SOPs, manuals, IGNs, NTIs etc.;
iv. Reviewing investigation papers prior to submission to the Attorney General's Chambers (AGC);
v. Evaluating international agreement and benchmarking to ensure alignment with international best practices, as well as alignment with the vision and mission of both Brunei and SHENA; and
vi. Reviewing external correspondences and any publications by SHENA.

In addition, LSD also serves as the secretary and secretariat for the Board of Directors of SHENA, ensuring effective governance and administrative support.

During the financial year, the amendments to the Workplace Safety and Health Act (WSHA, Cap 277) and its subsidiary Regulations were finalised. LSD also made significant progress on several draft amendments to further strengthen SHENA's regulatory framework. These amendments aim to align with relevant international standards and to strengthen the mechanisms for implementation and enforcement, as outlined below:

1. **Workplace Safety and Health Act (WSHA, Cap 277) (Amendment):**
   Draft new amendments were proposed to strengthen the workplace safety and health framework, including refinements to improve legal clarity, regulatory consistency, and operational effectiveness, in line with international good practices, and to ensure the Act remains applicable to address evolving workplace risks. Following further consultation with relevant internal stakeholders, LSD is currently undertaking detailed legal vetting of the draft amendments.

   The proposed amendments include:
   i. Recognising and strengthening the regulation of occupational disease;
   ii. Introducing provisions to support the timely publication of learning reports from investigated incidents to drive prevention; and
   iii. Enhancing workplace safety coordination through the introduction of a workplace safety and health representative.

2. **Workplace Safety and Health Act (WSHA, Cap 277) Amendments to Schedule 3:**
   SHENA has proposed amendments and further additions to the listing in Schedule 3 of the WSHA pertaining to occupational diseases, guided by Singapore's Workplace Safety and Health Act as well as relevant reference documents issued by the International Labor Organisation.

   SHENA's amendments have undergone several consultations within SHENA, with relevant external stakeholders and the Committee (e.g., MOH and OHCOMM), as well as with private clinics.

   SHENA submitted a letter to JPM via Dato Chairman's office on 4 March 2026 for further consideration and clearance on the proposed amendments prior to submission to AGC.

3. Workplace Safety and Health (Facilities) (Control of Major Accident Hazards) Regulations

Draft amendments were proposed within LSD to ensure that the COMAH framework remains current and aligned with relevant benchmarks. Key refinements include:

i. Clarifying statutory timelines through the inclusion of “working days”;
ii. Strengthen regulatory provisions relating to safety cases; and
iii. Update offence / penalty provisions to provide clearer consequences for non-compliance.

4. Workplace Safety and Health (Safety and Health Management Systems & Auditing) Regulations

A new set of regulations, processed in March 2025, forms part of LSD’s 2025/2026 targeted KPI to introduce a structured framework for the implementation of Workplace Safety and Health Management Systems (SHMS) and auditing requirements. This includes provisions for the regulation of competent auditors and related compliance mechanisms. Following internal consultation, the draft is currently with JPM for review.

5. Review and Follow-up on Existing Draft Regulations

In addition to the above, feedback was received from AGC on several existing draft Regulations. LSD has reviewed these and responded accordingly, as summarised below:

REGULATION	CURRENT STATUS
Draft WSH (Abrasive Blasting) Regulations	Reverted to AGC on 24 September 2025
Draft WSH (Confined Space) Regulations	Submitted to AGC on 24 September 2025
Draft WSH (Fees) Regulations	Submitted to AGC on 24 September 2025
Draft WSH (Scaffolds) Regulations	Reverted to AGC on 24 September 2025
Draft WSH (Facilities) COMAH Amendments Regulations	Submitted to AGC on 24 September 2025

6. Ongoing Monitoring and Follow-up

LSD continues to actively monitor and follow up on the status of its draft Regulations with AGC on the status of several draft regulations as follows, via a letter dated 20 February 2026:

i. WSH (Noise) Regulations;
ii. WSH (Asbestos) Regulations;
iii. WSH (Scaffolds) Regulations;
iv. WSH (Confined Spaces) Regulations;
v. WSH (Abrasive Blasting) Regulations;
vi. WSH (Fees) Regulations; and
vii. WSH (Safety & Health) Training Regulations.

LSD also followed up with JPM on the status of several draft amendments and regulations, as follows, via a letter dated 24 February 2026:

i. SHENA Act (Amendment).
ii. WSH (Electricity) Regulations;
iii. WSH (Operation of Marine Yard) Regulations;
iv. WSH (Safety Health Management Systems & Auditing) Regulations;
v. Radiation Protection (Composition of Offences) Regulations; and
vi. Radiation Protection (Safety and Security Standards) Regulations.

These regulations are intended to enhance industry compliance by improving the clarity, consistency, and enforceability of requirements. This in turn will reduce uncertainty for duty holders and promote a more uniform implementation across relevant sectors. In particular:

- **WSHA Amendments**: Expected to improve compliance outcomes by providing clearer definitions, obligations, and mechanisms regarding the recognition and reporting of occupational diseases. Additionally, the amendment will strengthen preventive measures by establishing learning reports and enhance coordination by involving WSH representatives.

- **COMAH Amendments**: Designed to strengthen compliance within major hazard facilities by enhancing governance over safety cases, clarifying timelines and processes, and increasing the consequences for non-compliance. This will, in turn, encourage greater adherence among duty-holders.

- **New WSH (Safety and Health Management System & Auditing) Regulations**: Introduce structured requirements for safety and health management systems and auditing processes. The aim is to strengthen compliance by promoting systematic risk management, enhancing documentation and internal controls, instituting regular audit cycles, and ensuring consistent verification through qualified auditors.

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

1 Agreement between SHENA and Octagon ERP Sdn Bhd for the provision of Temporary Preventive & Corrective Maintenance of the E-SHENA Online Registration Portal

This agreement is for SHENA to engage Octagon ERP Sdn Bhd to provide short-term (3 months) preventive and corrective maintenance support for the E-SHENA Online Registration Portal, ensuring the portal remains operational and that issues are identified, rectified, tested, and documented in a timely manner during the contract period.

2 Addendum No. 1 / 2025 to the Agreement between SHENA and KOPRI for Driver Services for Corporate Vehicles Belonging to SHENA

Referring to the main driver services agreement signed on 20 March 2023, this Addendum makes the requirement for SHENA to provide written notice to the Contractor effective upon any extension of the agreement.

3 Tenancy Agreement between Darussalam Enterprise and SHENA (D&T Level 4) / SHENA (KHUB Level 6)

This Tenancy Agreement outlines the standard terms and conditions established by SHENA for the rental of the D&T Building, Level 4 and KHUB Building, Level 6. It defines the rights and obligations of both the landlord and tenant concerning the premises, including rental and payment arrangements, permitted use, maintenance and repair responsibilities, procedures for renewal and termination, and ensures the orderly occupation and effective management of the tenancy.

4 Agreement between SHENA and Silverkars Rental for the Provision of Driver Services to SHENA

This agreement sets out the terms and conditions for SHENA's procurement of driver services from Silverkars Rental, specifically to provide dedicated drivers to support SHENA's day-to-day operational and official transport requirements. The agreement covers the scope of driver duties and service expectations (including availability, conduct, and reporting), replacement arrangements to ensure continuity of service, and the deliverables, timeline, payment terms, and responsibilities of both parties to ensure consistent and reliable transport support throughout the contract period.

5 Agreement between SHENA and Brumasintan Sdn Bhd for the Provision of Structural Strengthening Work

This Agreement sets out the terms and conditions for the structural strengthening works at the new SHENA Building. The agreement covers the contractor's obligation to design (where required), and execute strengthening repair works to existing reinforced concrete elements, together with the required technical submissions (e.g.). Design/report endorsed by a qualified person, project management arrangements, timelines, payment terms, and the parties' responsibilities to ensure the works are completed safely, compliantly and to SHENA's satisfaction.

6 Addendum No. 2/2025 to the Agreement between SHENA and Azure Technologies for Leasing, Delivery, Configuration, Installation, Deployment, Testing, and Support of Photocopier Services for SHENA

Referring to the main photocopier services contract signed in August 2022; this Addendum makes effective an insertion to allow the Lessee (SHENA) to extend the lease agreement for such period as reasonably required.

7 Memorandum of Cooperation between SHENA and UTB on Radiation Sampling and Analysis

This Memorandum of Cooperation sets out the mutual understanding between SHENA and UTB to establish and strengthen cooperation on the Radiation Sampling and Analysis Laboratory (RSAL), including collaboration on radiation monitoring, emergency preparedness planning, and environmental radiation research, with RSAL to be established at UTB's premises and both parties contributing through defined roles and coordination arrangements.

Additionally, the Division also actively worked on the following:

1 Draft Memorandum of Understanding on Cooperation between SHENA and the Government of the Republic of Singapore, represented by the Ministry of Manpower on Work Attachments Programme.

This Memorandum of Understanding (MOU) establishes a framework for a work attachments programme between both parties, aimed at enhancing expertise in occupational safety and health across areas such as enforcement, compliance, and regulatory frameworks. SHENA worked closely with its Singapore counterparts towards the finalisation of the MOU, including the submission of the draft MOU to AGC on 4 March 2026 as part of the finalisation process.

PUBLICATIONS

As part of its regulatory mandate, SHENA, through the Compliance and International Division (CID), continues to develop and issue key guidance materials to support safety, health, and environmental compliance across regulated industries. These include Industry Guidance Notes (IGN), Notes to Industry (NTI), and Radiation Guidelines, which provide clear direction on regulatory expectations and best practices.

In addition, SHENA produces a range of awareness materials such as Technical Notes, posters, and brochures on priority safety topics. Practical tools, including Self-Assessment Checklists, Compliance Reports, and Safety Notices, are also made available to assist organisations in evaluating their operations and aligning with applicable regulatory requirements.

The continued publication of these materials underscores SHENA's commitment to strengthening a proactive safety culture, fostering continuous improvement, and ensuring that guidance remains practical and accessible to stakeholders. These initiatives play a vital role in enhancing awareness, promoting accountability, and supporting the adoption of sustainable safety practices across sectors.

During the financial year, CID led the development of targeted publications addressing emerging safety concerns and clarifying regulatory obligations. These efforts are aimed at enabling regulated entities to take timely and proactive steps towards compliance. In the FY 2025-2026, the following publications were produced:

PUBLICATION	TOTAL PUBLISHED FY 2024-2025	TOTAL PUBLISHED FY 2025-2026	CHANGES (%)
Industry Guidance Notes (IGN)	2	0	-100%
Notes to Industry (NTI)	10	8	-20%
Workplace Safety And Health Notice (WSHN)	7	5	-28.6%
Radiation Technical Note (RTN)	3	6	100%
Radiation Guidelines	1	2	100%
Self-Assessment Checklists	2	2	-
Code of Practice	1	1	-
WSH Handbook	0	2	-
Workplace Safety and Health Compliance and Performance Report	1	0	-100%

INDUSTRY GUIDANCE NOTE (IGN)
PUBLISHED IN FY 2025-2026

No publication on IGN was published.

NOTE TO INDUSTRY (NTI)
PUBLISHED IN FY 2025-2026

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	17 April 2025	Publication of Worksite Safety Handbook & Handy Pocket Guide	A notice to inform stakeholders of the publication of the Worksite Safety Handbook which is a condensed, quick and handy reference guidance to promote practical and accessible workplace safety guidance.
2.	2 May 2025	Additional Minimum Training Qualification Recognised for the Registration of WSH Officers	A notice to inform stakeholders of the additional minimum training course qualifications recognised for the registration of WSH Officer.
3.	21 May 2025	Update on Brunei Darussalam Workplace Safety & Health Act Chapter 277 Course Syllabus	A notice to inform training providers of key updates to the syllabus including: the revised title of the legislation and the newly gazetted regulations: a) Workplace Safety and Health (Work at Heights) Regulations, 2025 and Workplace Safety and Health (Workplace Safety and Health officers) (Amendment) Regulations, 2025.
4.	19 June 2025	Publication of Working at Height Handbook for Supervisors	A notice to inform all relevant stakeholders of the publication of SHENA's Working at Height Handbook for Supervisors – a comprehensive understanding of good practices and supervisory responsibilities in managing Work at Height safely.
5.	1 July 2025	Code of Practice and Checklist on Risk Management at the Workplace	A notice to inform all relevant stakeholders of the Code of Practice and Self-Assessment Checklist for Risk Management at the workplace.
6.	17 July 2025	Course Syllabus: Risk Management Plan (RMP) Training Course	A notice to inform training providers and relevant stakeholders concerning the course syllabus for the Risk Management Plan (RMP) to equip learners with a comprehensive understanding of RMP at the workplace, supporting the Workplace Safety and Health Risk Management Regulations and the Code of Practice on the Workplace Safety and Health Risk Management in Brunei Darussalam.

NO.	ISSUE DATE	TOPIC	PURPOSE
7.	22 September 2025	Commencement of Compound Fines for Non-Appointment of WSH Co-ordinators at Worksites under Class I, II and III Contractors	A notice to inform all relevant stakeholders regarding the implementation of compound fines for the failure to appoint Workplace Safety and Health Co-ordinators for Class I to III Contractors.
8.	29 September 2025	Self- Assessment Checklist: Workplace Safety and Health Management System	A notice to inform all relevant stakeholders of the self-assessment checklist developed for the Workplace Safety and Health Management System in reference to the Code of Practice: Workplace Safety and Health Management System.

WORKPLACE SAFETY AND HEALTH NOTICE (WSHN)
PUBLISHED IN FY 2025-2026

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	22 May 2025	Importance of safe and right use of ladders at the workplace	To issue notice to implement strict safety measures and priorities ladder safety in the workplace.
2.	28 May 2025	Managing risks from harmful insects and animal attacks in the workplace	To issue a reminder to remain vigilant against the risks posed by harmful insects and animal attacks in the workplace.
3.	3 September 2025	Workplace injuries related to the use of cutting machinery	To issue notice for all workplaces utilising cutting machines to review current practices and implement the necessary measures to ensure worker's safety due to a concerning trend of workplace incidents involving various types of cutting machines across multiple industries.
4.	2 October 2025	Safety Precautions for safe loading and unloading of vehicles	To issue notice to all stakeholders to emphasise the importance of ensuring safe loading and unloading of vehicles.
5.	14 October 2025	Urgent reminder on safe use of ladders to prevent fatal fall incident	To issue reminder on the serious risks associated with work at height activities. The notice is a call to action to review and strengthen WAH safe work practices including safe use of ladder in the workplace.

RADIATION TECHNICAL NOTE (RTN)
PUBLISHED IN FY 2025-2026

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	19 February 2025	Guidelines on Management of Disused Controlled Apparatus	To notify Licensee and Radiation Protection Officer on the issuance of the Guidelines on Management of Disused Controlled Apparatus.
2.	27 June 2025	Notification on the Establishment of SHENA Radiation Dosimetry Services Laboratory	To notify stakeholders on the establishment of SHENA Radiation Dosimetry Services Laboratory.
3.	5 August 2025	Submission of Management Plan for Disused Radioactive Source (For Categories 1, 2 & 3)	To notify Radiation Licensees on developing and maintaining of Management Plan for Disused Radioactive Source (for Categories 1, 2 & 3 only) to ensure safe management of radioactive sources throughout their lifecycle, including the end-of-life planning and disposal.
4.	8 August 2025	New Requirements for Licence Applications and Radiation Protection Officer (RPO) Registration	To notify Licensee and Radiation Protection Officer on the new requirements of Radiation Licence and Radiation Worker Registration Applications.
5.	8 August 2025	[UPDATE] Course Syllabus: Radiation Protection Act (RPA) (Chapter 228) and SHENA's Requirements under the RPA in Radiation-Related Training Courses	To notify Approved Training Providers delivering Radiation Protection Act (RPA), Chapter 228 training course that certificates issued are valid three (3) years from the date of issuance.
6.	19 September 2025	Revision to the General Requirements for Radiation Licence Application	To notify applicants on the revised guidelines on General Requirements for Radiation Licence Application.

RADIATION GUIDELINES
PUBLISHED IN FY 2025-2026

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	19 February 2025	Guidelines on Management of Disused Controlled Apparatus	To ensure that disused controlled apparatus whether reused, dismantled, or returned, is managed safely and efficiently with prior regulatory approval.
2.	19 September 2025	General Requirements for Radiation Licence Applications	To provide guidance to applicants intending to undertake radiation activities on the relevant licensing requirements.

SELF-ASSESSMENT CHECKLISTS
PUBLISHED IN FY 2025-2026

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	1 July 2025	WSH Risk Management	A simple tool to assist Employer, Principal and Self-employed persons in complying with the Workplace Safety and Health (Risk Management) Regulations in identifying gaps, strengthening risk management practices, and maintaining ongoing compliance.
2.	30 September 2025	Workplace Safety Health Management System	A simple tool introduced to support organisations in strengthening compliance with the Workplace Safety Health Management System through structured self-assessment and continuous improvement in workplace safety and health practices.

CODE OF PRACTICE
PUBLISHED IN FY 2025-2026

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	1 July 2025	Code of Practice Workplace Safety and Health (Risk Management)	To provide practical guidance to organisations on systematically identifying, assessing, controlling and reviewing workplace risks, in order to ensure compliance with the Workplace Safety and Health (Risk Management) Regulations, prevent work-related injuries and ill health, and promote a proactive risk management culture across all levels of the organisation.

WSH HANDBOOK
PUBLISHED IN FY 2025-2026

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	19 June 2025	Worksite Safety Handbook	To provide small construction businesses and subcontractors with a practical, easily accessible safety resource that helps them prioritise safety, stay compliant with relevant regulations, and minimise accidents on job sites.
2.	17 April 2025	Working at Height Handbook for Supervisors	To provide businesses and subcontractors with a practical, easily accessible safety resource that helps them prioritise safety, stay compliant with relevant regulations, and minimise working at height accidents on job sites.

WORKPLACE SAFETY AND HEALTH COMPLIANCE AND PERFORMANCE REPORT
PUBLISHED IN FY 2025-2026

NO.	ISSUE DATE	TOPIC	PURPOSE
1.	17 November 2025	Workplace Safety and Health Compliance and Performance Report	To provide consolidated national data related to Workplace Safety and Health (WSH) compliance and performance in Brunei Darussalam to all relevant stakeholders. The report further supports SHENA's commitment to promoting transparency and fostering data-driven improvement, in national WSH performance, in line with international good practices and the principles of International Labour Organisation (ILO) Conventions on occupational safety and health.



7 LICENSING & REGISTRATION

The Registration and Licensing Unit (RLU) serves as SHENA's primary regulatory gateway under the Workplace Safety and Health Act (Cap 277) and the Radiation Protection Act (Cap 228). The Unit administers and oversees the registration, licensing, and authorisation of high-risk workplace activities, competent persons, radiation-related practices, and specialised equipment to ensure compliance with national regulatory requirements and internationally aligned safety standards. RLU manages the end-to-end lifecycle of regulatory authorisations, including Workplace Safety and Health (WSH) professionals, Approved Training Providers (ATPs), radiation facilities, Radiation Protection Officers (RPOs), General Radiation Workers (GRWs), and radioactive material activities, while also overseeing Authorised Examiners (AEs) and Third-Party Inspection Agencies (TPIAs) to strengthen technical assurance, operational control, and workplace safety across industries in Brunei Darussalam.

During the financial year 2025-2026, SHENA actively advanced its regulatory mandate by licensing, registering, and authorising Workplace Safety and Health (WSH) and Radiation personnel as well as organisations. These efforts were aimed at fostering a nationwide culture of safety, health, and radiation protection.

The table below provides a summary of the licences, registrations, and authorisations issued during the reporting period, reflecting SHENA's commitment to strengthening compliance and safeguarding standards across all regulated sectors.

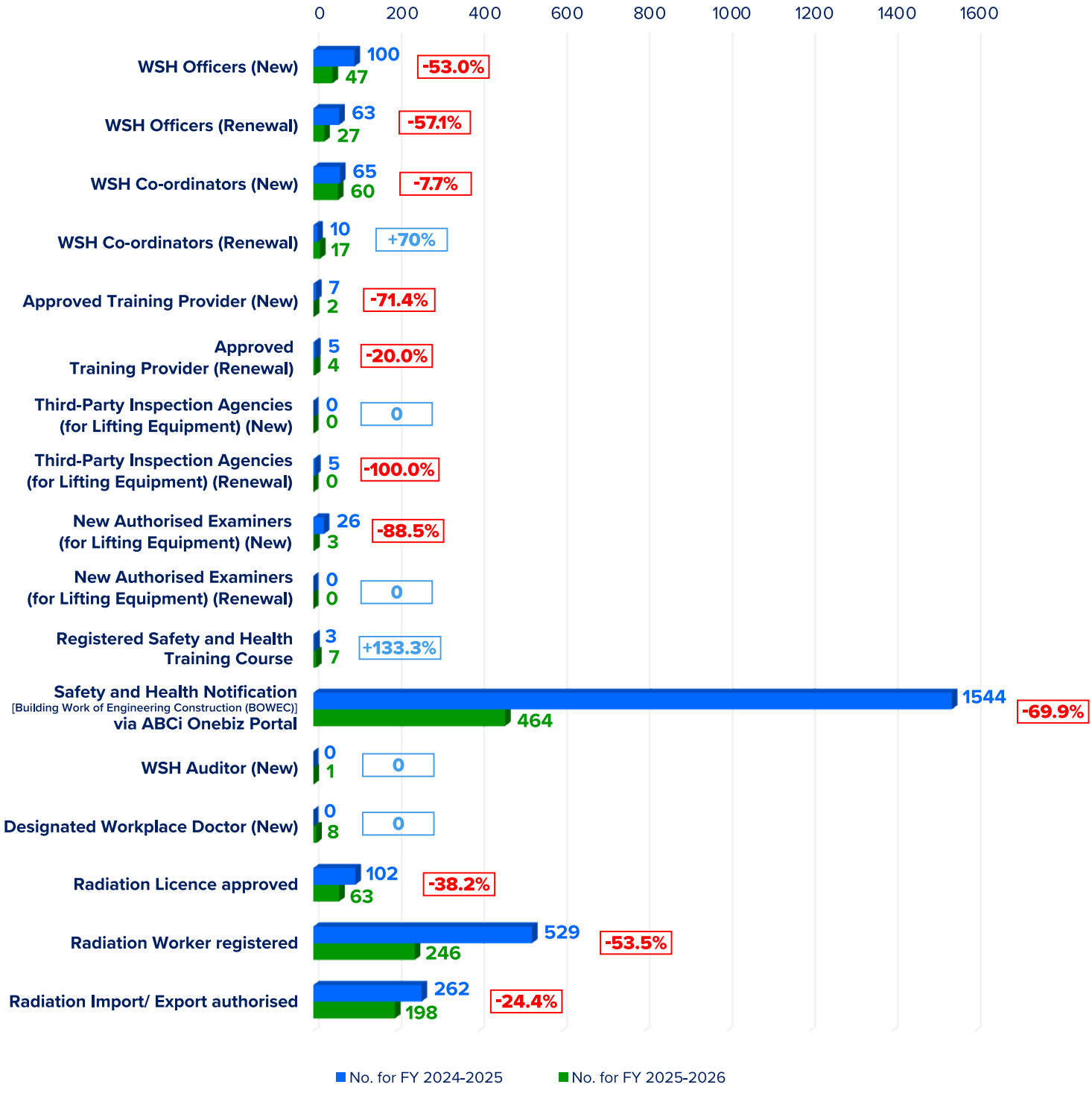


Figure 8 Summary of the Licences, Registrations, and Authorisations Issued



8 SAFETY CASE CERTIFICATION & NOTIFICATION SUBMISSION

Process Safety Division enforces the Workplace Safety and Health (Facilities) (Control of Major Accident Hazards) Regulations (COMAH), 2013 particularly the Safety Case and Notification. Stakeholders of Process Safety Division are from oil and gas / petrochemical facilities including Mobile Facility through assessment of COMAH Notifications Submissions such as Design and Relocation Notification (DN), Notification of Wells Operation (NOWO) and Decommissioning and Restoration (DRN) Notifications (including the Material Changes).

Additionally, Process Safety Division also provides advice and guidance on COMAH Regulations, 2013 to Key Stakeholders and the Public.

The submission of Safety Cases and Notifications forms an integral part of SHENA's risk-based regulatory framework. These submissions provide critical information on facility operations, major accident hazard management, and planned activities, enabling SHENA to assess risks, monitor industry developments, and ensure compliance with regulatory requirements.

The chart below presents the number of COMAH Safety Cases and Notifications received during the financial year, reflecting the breadth of regulatory activities undertaken across the industry.

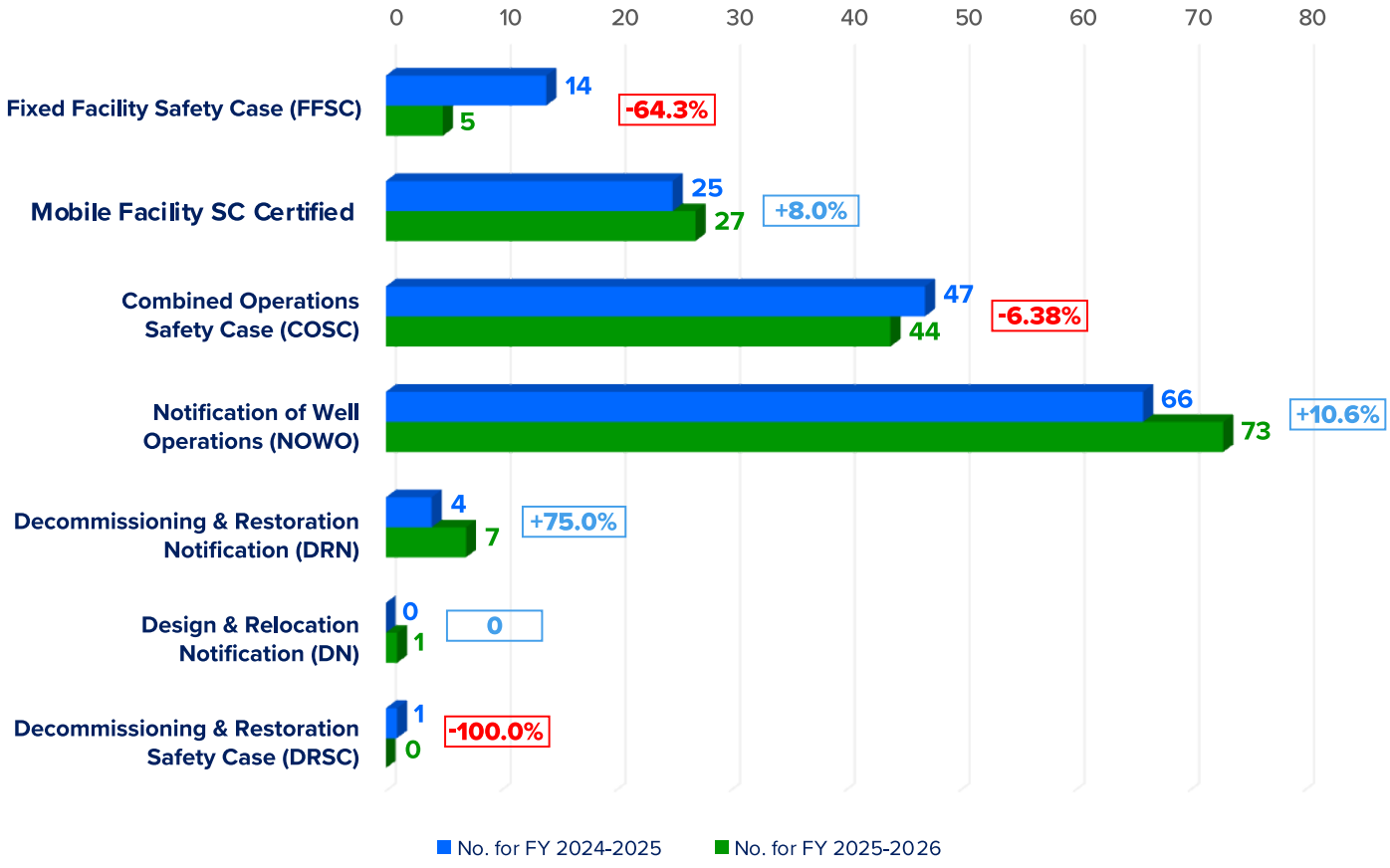


Figure 9 Safety Case Certifications / Notifications



9 OUTREACH TO STAKEHOLDERS

Stakeholder engagement remained central to SHENA's efforts to strengthen health, safety, environmental, and radiation awareness across Brunei Darussalam. Throughout the year, SHENA collaborated with industry representatives, employers, workers, government agencies, educational institutions, and the wider community through outreach programmes, awareness campaigns, workshops, forums, and conferences. These engagements promoted greater understanding of regulatory requirements, encouraged the adoption of best practices, and supported proactive risk management across various sectors.

To enhance compliance and public awareness, the Enforcement Division (EFD) conducted stakeholder engagement sessions, nationwide inspections, and joint enforcement activities with relevant agencies. The division also developed awareness materials on safe working at height practices and workplace first-aid requirements, while regularly sharing enforcement findings and inspection outcomes through SHENA's communication platforms to improve transparency and stakeholder awareness.

The Process Safety Division (PSD) continued to support industry understanding of regulatory expectations through the development and publication of technical guidance documents. During the year, work progressed on several Industry Guidance Notes covering key areas such as Combined Operations Safety Case (COSC), Decommissioning and Restoration (DRN), Notification of Well Operation (NOWO), Fixed Facility Safety Case (FFSC), Mobile Facility Safety Case (MFSC), Material Change (MC), and New Projects, Design Notification (DN) and Quantitative Risk Assessment (QRA).

SHENA maintained regular communication with stakeholders through a wide range of channels, including its website, social media platforms, publications, mainstream media, technical forums, webinars, exhibitions, and stakeholder dialogues. Supported by the Strategic Planning Division's Corporate Communications Unit (CCU), these platforms facilitated the dissemination of regulatory updates, technical guidance, awareness materials, and reporting information in a clear and timely manner.

The CCU also led several key awareness initiatives during FY 2025-2026, including World Day for Safety and Health at Work (WDSHW) 2025, the WDSHW Webinar Series, Workplace Safety and Health Conference (WSHCON) 2025, the SHENA Radiation Engagement Forum 2025, SAFEKIDSBN, and SHENA's 7th Anniversary corporate video. Together with publication campaigns, enforcement communications, and corporate social responsibility activities, these initiatives broadened public outreach and strengthened stakeholder participation.

In support of long-term capacity building, the Human Resource and Corporate Services Division (HCD) engaged students and young professionals through career fairs, outreach programmes, internships, and university collaborations. These initiatives provided practical exposure to SHENA's regulatory functions and promoted greater interest in workplace safety, health, and radiation protection, contributing to the development of future talent and a stronger safety culture.

Through sustained engagement, collaboration and outreach activities, SHENA continues to foster a culture of shared responsibility for health, safety, environmental protection, and radiation safety, supporting safer workplaces and the wellbeing of the community.

The audience demographic for outreach to stakeholders organised by SHENA are as follows:

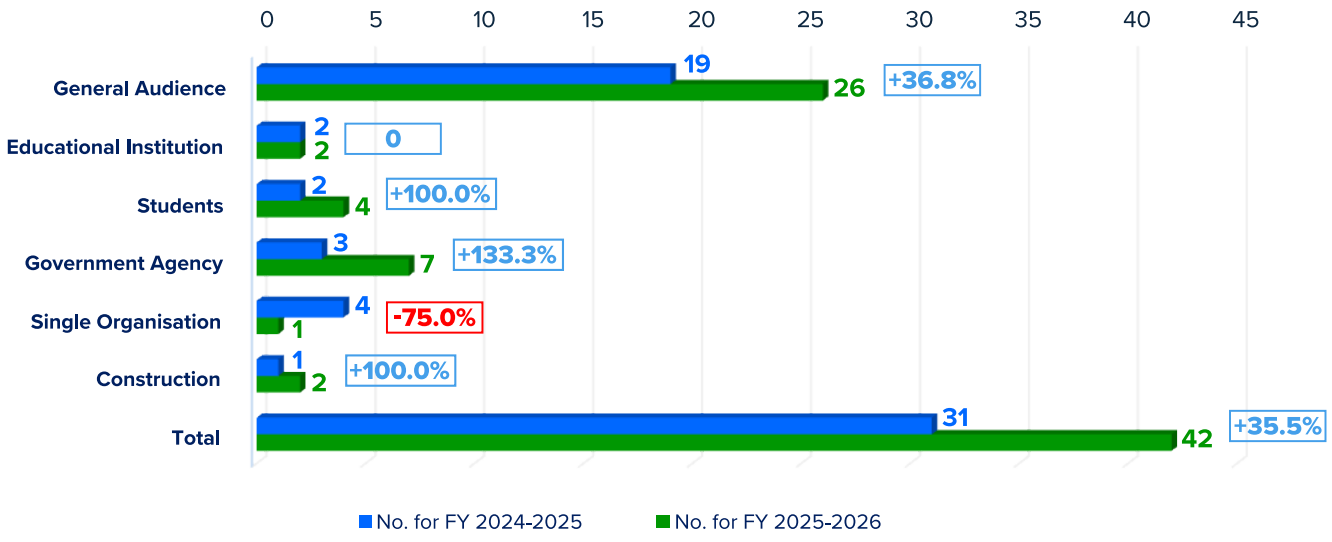


Figure 10 Audience Demographic for Outreach to Stakeholders

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









16 APRIL 2025
MCYS SESSION ON INTRODUCTION TO SAFETY AND HEALTH AT WORK AND REQUIREMENTS FOR APPOINTMENT OF SAFETY & HEALTH OFFICERS / COORDINATORS AT WORK
MINISTRY OF CULTURE, YOUTH AND SPORTS
Audience: Government agency

17 APRIL 2025
SHENA OUTREACH PROGRAMME TO HNTEC OFFICE ADMISTRATION STUDENTS (IBTE SCHOOL OF BUSINESS)
IBTE (SCHOOL OF BUSINESS)
Audience: Students

17 APRIL 2025
SHENA OUTREACH PROGRAMME TO CONSTRUCTION COMPANIES
DEPARTMENT OF LABOUR
Location: Department of Labour, Dewan Tripartite
Audience: Construction

24 APRIL 2025
WDSHW 2025: KRISTAL FM RADIO INTERVIEW
Location: Kristal FM Radio
Audience: General

28 APRIL 2025
WDSHW 2025: RTB WAWANCARA RAMPAI PAGI
Location: RTB Sg. Akar
Audience: General

28 APRIL 2025
WDSHW 2025: PILIHAN FM RADIO INTERVIEW
Location: RTB Sg. Akar
Audience: General

7 MAY 2025
WDSHW 2025 - SHENA WEBINAR 1: REFLECTING ON THE ILO GLOBAL REPORT FOR WDSHW 2025
Location: Online
Audience: General

20 MAY 2025
ELECTRICAL SAFETY COMMITTEE (ESCOM) WORKSHOP 2025
AENBD
Location: iCentre Auditorium, Anggerek Desa
Audience: General

21 MAY 2025
WDSHW 2025 - SHENA WEBINAR 2: BUILDING STRONGER WORKPLACE SAFETY THROUGH THE CODE OF PRACTICE FOR WSH MANAGEMENT SYSTEMS
Location: Online
Audience: General

22 MAY 2025
UNN SAFETY DAY 2025
UNIFIED NATIONAL NETWORKS SDN BHD (UNN)
Location: UNN Sumbiling
Audience: Single organisation

28 MAY 2025
WDSHW 2025 - SHENA WEBINAR 3: MANAGING HEAT STRESS AT WORK
Location: Online
Audience: General

28 MAY 2025
WORKSHOP IN POLITEKNIK ON WSH LEGISLATION
UNIFIED NATIONAL NETWORKS SDN BHD (UNN)
Location: IBTE
Audience: Educational Institution









3 JUNE 2025

SHENA - U.S. DEPARTMENT OF ENERGY COLLABORATION ON NUCLEAR SAFEGUARDS AWARENESS

UNITED STATES DEPARTMENT OF ENERGY

Location: Empire Hotel
Audience: General

4 JUNE 2025

WDSHW 2025 - SHENA WEBINAR 4: WORK AT HEIGHT - KEEPING WORKERS SAFE

Location: Online
Audience: General

9 JUNE 2025

OUTREACH TO POLITEKNIK BRUNEI

Location: Politeknik Brunei
Audience: Educational institution

11 JUNE 2025

WDSHW 2025 - SHENA WEBINAR 5: EMPOWERING OCCUPATIONAL DISEASES REPORTING

Location: Online
Audience: General

17 JUNE 2025

WDSHW 2025: INTERACTIVE LIVE Q&A WRAP-UP

Location: Online
Audience: General

30 JUNE 2025

KURSUS INDUKSI PERKHIDMATAN AWAM (IN-HOUSE) 2025 BAGI PEGAWAI DAN KAKITANGAN JABATAN PERKHIDMATAN AWAM

Location: JPA HQ
Audience: Government agency

2 JULY 2025

TAKLIMAT SEMPENA KONVENSYEN JABATAN PERANCANG BANDAR DAN DESA

Location: Ministry of Development HQ
Audience: Government agency

8 - 10 JULY 2025

WORKPLACE SAFETY AND HEALTH CONFERENCE (WSHCON) 2025

Location: International Convention Centre (ICC), Berakas
Audience: General

28 JULY 2025

SHENA OUTREACH PROGRAM TO JPA

Location: JPA HQ
Audience: Government agency

7 AUGUST 2025

RADIATION ENGAGEMENT FORUM

Location: Auditorium, Level 1, D&T Building
Audience: General

20 AUGUST 2025

REGULATORY WORKSHOP ON COMPLIANCE WITH THE WORKPLACE SAFETY AND HEALTH (FACILITIES) (CONTROL OF MAJOR ACCIDENT HAZARDS) REGULATIONS ("COMAH REGULATIONS") FOR OIL AND GAS OPERATORS

PETROLEUM AUTHORITY OF BRUNEI DARUSSALAM

Location: Prime Minister's Office
Audience: General

26 AUGUST 2025

ENGAGEMENT WITH TOWING OPERATORS

MAJLIS KEBANGSAAN KESELAMATAN JALAN RAYA (MKKJR) AND BRUNEI INSURANCE TAKAFUL ASSOCIATION (BITA)

Location: Auditorium, Level 1, D&T Building
Audience: Construction













4 SEPTEMBER 2025

ENFORCEMENT OUTREACH FOR CONSTRUCTION COMPANIES

UNITED STATES DEPARTMENT OF ENERGY

Location: Auditorium, Level 1, D&T Building
Audience: General

11 - 13 SEPTEMBER 2025

UBD CAREER FAIR

UNIVERSITI BRUNEI DARUSSALAM

Location: UBD
Audience: General

15 SEPTEMBER 2025

KURSUS INDUKSI BAGI PEGAWAI DAN KAKITANGAN DALAM BAHAGIAN II HINGGA V DI KEMENTERIAN PEMBANGUNAN DAN JABATAN-JABATAN DI BAWAHNYA

Location: MOD HQ
Audience: Government agency

18 SEPTEMBER 2025

ACADEMIC VISIT BY POLITEKNIK BRUNEI SCHOOL OF HEALTH SCIENCES STUDENTS TO SHENA

Location: Auditorium, Level 1, D&T Building
Audience: Students

14 OCTOBER 2025

WORLD STANDARDS DAY ORGANISED BY PSABD AND MOFE

PSABD & MOFE

Location: Balai Khazanah
Audience: General

21 - 22 OCTOBER 2025

THE 2ND RBAF TRAINING CONFERENCE 2025

ROYAL BRUNEI ARMED FORCES

Location: Evolution Centre, Training Institute, Penanjong Garrison, RBAF
Audience: RBAF

4 NOVEMBER 2025

DARUSSALAM ASSETS (DA) WSH FORUM

Location: Empire Hotel
Audience: Government agency

10 NOVEMBER 2025

#SAFEKIDSBN AT SR BERIBI TELANAI

Location: Beribi Telanai Primary School
Audience: Students

11 NOVEMBER 2025

RDSL EXHIBITION AT UBD INTERNATIONAL HIGHER EDUCATION SUMMIT AND EXHIBITION ON ENTREPRENEURSHIP, INNOVATION AND COMMERCIALISATION (IHEEIC) 2025

UNIVERSITI BRUNEI DARUSSALAM

Location: UBD
Audience: General

12 NOVEMBER 2025

ENGAGEMENT WITH ATP ON RISK MANAGEMENT PLAN COURSE

Audience: General

18 - 19 NOVEMBER 2025

SHENA AND ILO NATIONAL OSH MASTER PLAN WORKSHOP

Location: Centrepoint Hotel
Audience: General

20 NOVEMBER 2025

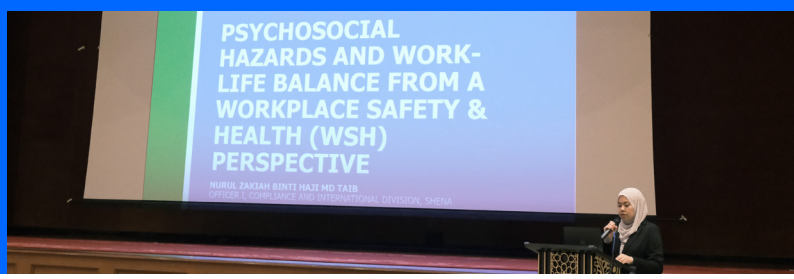
HSSE AWARENESS TALK TO MINISTRY OF RELIGIOUS AFFAIRS

Location: Dewan Multaqa, KHEU
Audience: Government agency









10 JANUARY 2026

PROGRAM INDUKSI PERKHIDMATAN AWAM BAGI PEGAWAI DAN KAKITANGAN JABATAN BELIA DAN SUKAN

JABATAN BELIA DAN SUKAN

Location: Stadium Negara
Audience: Government agency

14 JANUARY 2026

SCAFFOLDING STANDARDS FOR BUILDING CONTRACTORS

PSABD, MOFE

Location: Dewan Indera Pahlawan, ABCi
Audience: General

15 JANUARY 2026

#SAFEKIDSBN AT SR BENDAHARA LAMA

Location: Bendahara Lama Primary School
Audience: Students

27 - 28 JANUARY 2026

WORK-LIFE BALANCE POLICY FOR ALL WORKPLACES WORKSHOP

HEALTH PROMOTION CENTRE (HPC), PUBLIC SERVICE DEPARTMENT (JPA) & DEPARTMENT OF LABOUR

Location: Prime Minister's Office
Audience: General

9 FEBRUARY 2026

SESI TAKLIMAT ON COMPLIANCE WITH THE WORKPLACE SAFETY AND HEALTH ACT, CHAPTER 277 AND ITS REGULATIONS - PARTICULARLY FOR THOSE UNDER THE NON-CLINICAL SUPPORT SERVICES (NCSS) PROJECT

MINISTRY OF HEALTH

Location: MOH
Audience: General





31 MARCH 2026

C3L OPEN DAY LIFELONG LEARNING FESTIVAL - WORKSHOP ON WSH RISK MANAGEMENT REGULATIONS TO ACADEMIA, GOVERNMENT, PRIVATE CLINICS

CENTRE FOR LIFELONG LEARNING (C3L), UBD

Audience: General



WORKPLACE SAFETY AND HEALTH CONFERENCE (WSHCON) 2025



The Safety, Health and Environment National Authority (SHENA) marked the annual World Day for Safety and Health at Work with the official launch of the inaugural Workplace Safety and Health Conference (WSHCON) 2025, held at the International Convention Centre (ICC), Berakas. The event was held from 8 July 2025 to 10 July 2025.

With the theme being “Revolutionising Health and Safety: The Role of AI and Digitalisation at Work”, WSHCON 2025 places an emphasis on how automation, data analytics, smart systems, and AI-driven workforce management can help transform workplace practices. While AI offers significant opportunities to enhance workplace safety through real-time hazard monitoring, predictive risk analysis, and tailored safety training, it also introduces several challenges, including data privacy concerns, ethical considerations, and workforce readiness issues. As Brunei Darussalam advances its digital transformation agenda, the WSHCON 2025 served as a timely platform for regulators, industry leaders, and technology providers to share insights and collaborate in building more innovative and safer workplaces.

The WSHCON 2025 also featured notable presentations by regional experts from leading institutions, including the Universiti Tun Hussein Onn Malaysia (UTHM), Malaysia; Institute of Ergonomics and Hygiene (IEH), Singapore; AcuiZen Technologies, Singapore; the Sabah State Health Department, Malaysia; and Scorpion Tact Services Sdn Bhd, Malaysia.

Participants engaged in discussions on a wide range of topics throughout the conference programme, including the impact of AI on occupational roles and sustainable safety practices through digitalisation, occupational disease reporting, national safety performance updates, radiation control, and enforcement measures.

The Opening Ceremony was officiated by Yang Mulia Dayang Hajah Farida binti Dato Seri Paduka Haji Talib, Permanent Secretary (Energy), Prime Minister’s Office, and Member of SHENA’s Board of Directors, who attended as the Guest of Honour on behalf of Yang Berhormat Pehin Datu Lailaraja Major General (R) Dato Paduka Seri Awang Haji Halbi bin Haji Mohd Yussof, Minister at the Prime Minister’s Office and Minister of Defence II, and the Minister in charge of SHENA.

Yang Mulia Dayang Hajah Farida delivered the opening address on behalf of Yang Berhormat Pehin, in which he highlighted the transformative potential of AI and digitalisation in predictive analytics, wearable technologies, and AI-powered inspections. The address also emphasised the importance of ethical implementation, human oversight, and safeguarding mental well-being amidst rapid change. He reaffirmed Brunei Darussalam's commitment to a robust regulatory framework, referencing the Workplace Safety and Health (Work at Heights) Regulations 2025 and updates to the Workplace Safety and Health Officers Regulations 2025. The address concluded with a call for a whole-of-nation approach towards building a resilient people-centred safety culture guided by the principles of Maqasid al-Syariah.

Following the opening speech, the Keynote Address entitled 'The Role of Artificial Intelligence (AI) and Digitalisation in Occupational Safety and Health' was delivered by Professor Ts. Dr. Abdul Mutalib Leman, from the Faculty of Engineering Technology, Universiti Tun Hussein Onn Malaysia (UTHM) and Board Member of the National Institute of Occupational Safety and Health (NIOSH), Malaysia, provided key perspectives that framed the discussions over the three-day conference.

Distinguished guests at the launching ceremony for WSHCON 2025 included Permanent Secretaries, Deputy Permanent Secretaries, Senior Officials, SHENA's Board of Directors, Chief Executives and Managing Directors from Statutory Boards and private companies, representatives of diplomatic missions, and health, safety, and environment (HSE) professionals from across industries.

The WSHCON 2025 featured eight (8) panel sessions exploring Industry 4.0 technologies, contractor compliance, behavioural safety, occupational hygiene, inclusive safety strategies, and risk management. Over twenty (20) panel speakers from various sectors contributed during the conference, and thirty (30) exhibition booths were showcased by Government agencies and private industries.







#SAFEKIDSBN

During the financial year, the Safety, Health and Environment National Authority (SHENA), in collaboration with the Ministry of Education, has successfully held two (2) #SAFEKIDSBN outreach programmes. The objective of the programme is to introduce students to the fundamental safety and health concepts through an interactive and productive educational learning session.

The programme is part of SHENA's ongoing mission to foster a strong culture of safety and responsibility among young learners. The session encouraged students to practice safe habits not only at school, but also at home and in their everyday lives.

The first #SAFEKIDS outreach programme of the FY 2025-2026 was held at Sekolah Rendah Beribi Telanai on 10 November 2025. A total of forty-nine (49) students participated in the programme, which featured a mix of safety briefings, hands-on activities, and team-based challenges designed to enhance awareness, communication, and confidence.



Building on the success of the programme held in November, the second edition of #SAFEKIDSBN focused on reinforcing key safety habits amongst forty-nine (49) students from Sekolah Rendah Bendahara Lama. This initiative encouraged students to practice safe habits not only within the school environment but also at home and in their daily routines.

The key highlight of the programme was the immersive Virtual Reality (VR) learning experience, where students explored simulated environments to identify hazards and practice making safe decisions. This innovative approach reflects SHENA's commitment to using engaging tools to make safety education both effective and enjoyable.

Throughout the sessions, students participated with great enthusiasm, actively guided by SHENA officers and their teachers. Points were awarded for participation, teamwork, and energy, with top-performing groups receiving special recognition. Prizes and certificates were also presented to students in appreciation of their involvement and positive engagement.

Programmes like #SAFEKIDSBN are part of SHENA's broader effort to raise public awareness and foster a safety-first mindset across all age groups. By engaging young learners, SHENA aims to empower the next generation to become champions of safety and health in Brunei Darussalam.





CORPORATE SOCIAL RESPONSIBILITY

As part of its ongoing commitment to Corporate Social Responsibility (CSR), SHENA expanded its community engagement efforts during FY 2025-2026 through the introduction of two new initiatives: a public Blood Donation Drive and an Occupational First Aid Training programme for foreign construction workers, designed to enhance emergency preparedness and promote workplace safety awareness among vulnerable worker groups.

BLOOD DONATION DRIVE
22 MAY 2025

SHENA in collaboration with the Blood Donation Centre, Ministry of Health, successfully organised a Blood Donation Drive as part of its Corporate Social Responsibility (CSR) commitment to public health and safety on 22 May 2025.

Held in conjunction with the World Day for Safety and Health at Work 2025, the initiative was participated by SHENA employees and members of the public in a shared mission to save lives, improve health and increase the national blood supply. The drive saw more than one hundred (100) individuals who came forward to donate, demonstrating a strong spirit of solidarity and compassion.

The event served not only as a platform for blood donation, but also as a powerful reminder of how one simple act can make a life-saving difference. It underscored SHENA's core values of care, safety, and community service, which go beyond its regulatory responsibilities. Through initiatives like this, SHENA remains steadfast in its commitment to promoting a culture of safety, health and humanity.





OCCUPATIONAL FIRST AID TRAINING PROGRAMME
23–24 OCTOBER, 1–2 NOVEMBER & 8–9 NOVEMBER 2025

Since 2013, the construction industry has recorded fifty-two (52) work-related fatalities out of eighty-five (85) in total, accounting for approximately 61% of all workplace deaths in Brunei coming from this industry. The sector also continues to record the highest number of reportable injuries, with forty-eight (48) cases in 2024 and fifty-four (54) cases in 2025, representing a 12.5% increase. Data further shows that Indonesian and Bangladeshi nationals make up nearly 60% of all reported workplace incidents, reflecting the significant presence in high-risk industries.

SHENA in collaboration with Embassy of the Republic of Indonesia to Brunei Darussalam, has conducted The Occupational First Aid Course. The programme was conducted over three sessions from 23-24 October, 1-2 November, and 8-9 November 2025, by SavingLife Resources Company, an Approved Training Provider under SHENA. The course aimed to enhance participants' understanding of workplace safety and health, and to equip participants with essential first aid skills to manage serious injuries and potentially save lives.

The CSR Occupational First Aid Course is part of SHENA's ongoing commitment to fostering a safety-first culture across all industries and ensuring that every worker returns home safely each day.

DONATION DRIVE FOR KOMPLEKS RUMAH KEBAJIKAN (KRK)

6 MARCH 2026

SHENA organised a CSR donation drive for Kompleks Rumah Kebajikan (KRK), as part of its ongoing commitment to supporting the community and extending assistance to those in need.



The donations, consisting of basic essential items contributed by members of SHENA's Senior Management Team, were handed over by Yang Mulia Salmaya Rahayu binti Salleh, Director of Strategic Planning Division and Yang Mulia Umi Khadijah binti Haji Zaini, Director of Human Resource and Corporate Services Division, to Yang Mulia Puan Noryani binti Haji Abdul Rani, Assistant Director of the Welfare Home Complex.

Through initiatives such as this CSR donation drive, SHENA continues to demonstrate its commitment to supporting the community and contributing to the well-being of vulnerable groups.



DONATION DRIVE FOR UNDERPRIVILEGED FAMILIES IN KAMPONG SIBUT, TEMBURONG

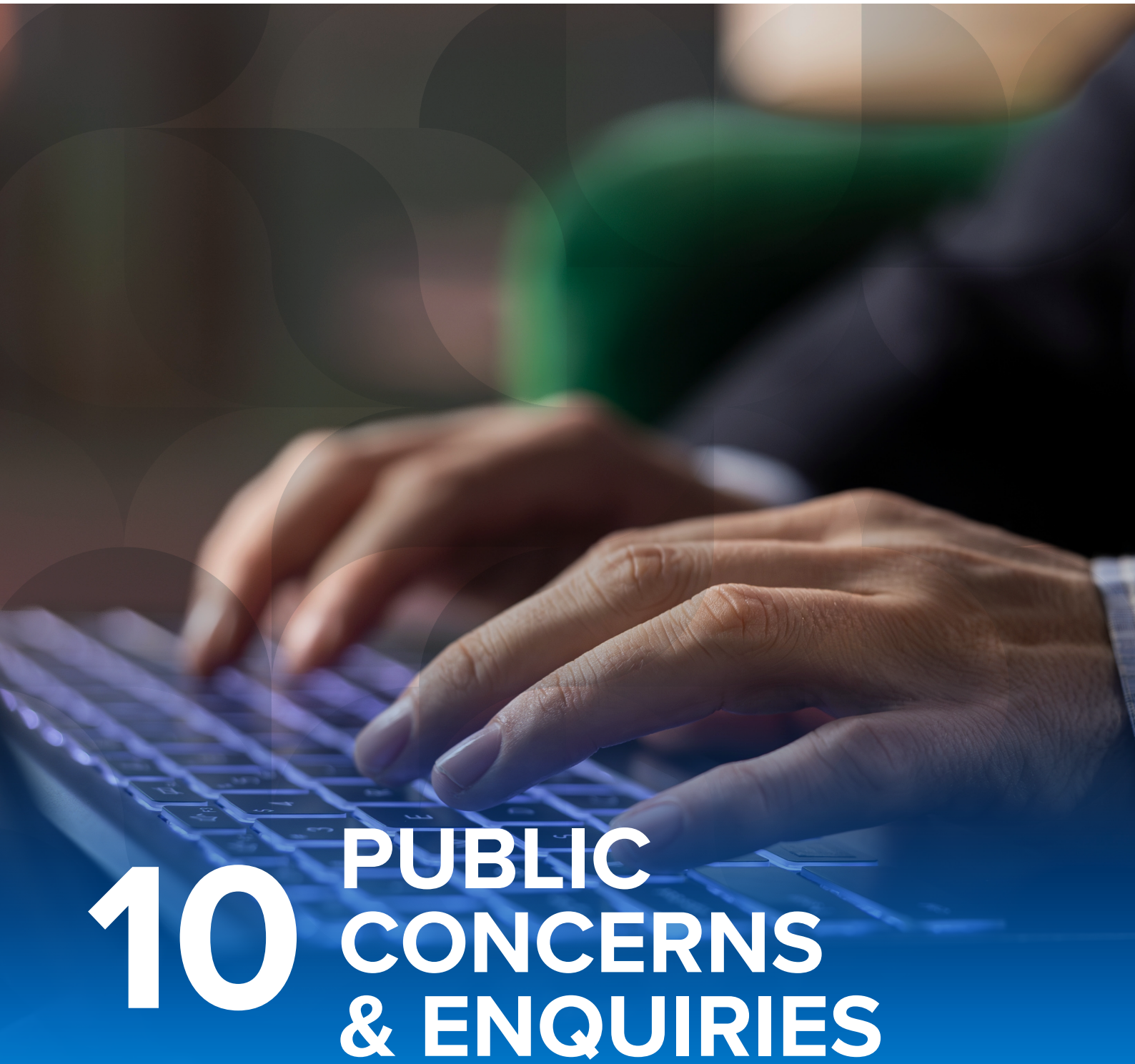
12 MARCH 2026

SHENA organised a CSR Donation Drive to support underprivileged families in Kampong Sibut, Temburong.

The donation handover ceremony was held at Balai Ibadat Kampong Sibut, Temburong, where essential household items and basic necessities were distributed to ten (10) underprivileged families from the village community.

The donations were presented by Yang Mulia Tuan Haji Muhsin bin Haji Ahmad, Chief Executive Officer of SHENA, to representatives of the recipient families.

This initiative underscores SHENA's continued commitment to community wellfare and social responsibility, particularly during the blessed month of Ramadhan, by extending meaningful support to underprivileged families within the community.



10 PUBLIC CONCERNS & ENQUIRIES

	FY 2024-2025	FY 2025-2026	% Change
UNSAFE ACT / SITUATION	20	22	+10%
ENVIRONMENT CONCERN	1	0	-100%
HEALTH CONCERN	1	0	-100%
RADIATION CONCERN	0	0	-
INVALID CONCERN	4	5	+25%
ADVICE & GUIDANCE ON WSH	128	95	-25.8%
REQUEST FOR MEETING / SUPPORT	33	29	-12.1%
RADIATION RELATED ENQUIRIES	30	17	-43.3%
REGISTRATION / LICENSING ENQUIRIES	49	67	+36.7%
CAREER ENQUIRIES	136	51	-62.5%
OTHERS / GENERAL ENQUIRIES	44	11	-75%
TOTAL	446	297	-33.4%

During FY 2025-2026, a total of two hundred and sixty-seven (297) concerns and enquiries were received, representing a 33.4% decrease compared to four hundred and forty-six (446) cases recorded in FY 2024-2025.

Advice and Guidance on Workplace Safety and Health (WSH) remained one of the most common enquiry categories, although the number declined from one hundred and twenty-eight (128) to ninety-five (95). Registration and Licensing Enquiries increased significantly by 36.7%, from forty-nine (49) to sixty-seven (67) cases, indicating continued stakeholder engagement with regulatory and licensing matters. Reports of Unsafe Acts/Situations also increased by 10.0%, from twenty (20) to twenty-two (22) cases, reflecting sustained public vigilance towards workplace safety issues.

Conversely, notable decreases were observed in Career Enquiries (-62.5%), Radiation-Related Enquiries (-43.3%), Others/General Enquiries (-75.0%), and Requests for Meetings/Support (-12.1%).

Environment Concern and Health Concern each recorded no concerns during the financial year, compared to one concern each in the previous year, while no Radiation Concerns were reported in either financial year. Invalid Concern shows an increase of one (1) (25%) compared to the previous financial year. Overall, the reduction in enquiries may indicate improved accessibility of information, greater public awareness of regulatory requirements, and enhanced stakeholder understanding of workplace safety, health, and radiation-related matters.



11 NATIONAL COLLABORATION

Collaboration with government agencies, industry stakeholders, educational institutions, and other relevant organisations remains a cornerstone of SHENA's efforts to advance workplace safety and health, radiation protection, and regulatory compliance across Brunei Darussalam. Through strategic partnerships, joint inspections, stakeholder consultations, awareness programmes, information-sharing initiatives, and inter-agency coordination meetings, SHENA promotes a collaborative approach in addressing safety, health, and environmental challenges while fostering a culture of continuous improvement.

These collaborative efforts provide valuable platforms for knowledge exchange, technical cooperation, and the sharing of best practices. Joint inspections enable participating agencies to identify areas of non-compliance, align recommendations, and ensure that regulatory decisions incorporate the perspectives and expertise of all relevant stakeholders. This coordinated approach enhances the consistency, efficiency, and effectiveness of regulatory oversight while strengthening transparency, accountability, and mutual trust among partners.

By working closely with national stakeholders, SHENA continues to enhance its enforcement and outreach capabilities, support innovation and capacity building, and encourage sustained compliance with regulatory requirements. These partnerships contribute to the development of a stronger safety culture and a more resilient and sustainable future, reinforcing SHENA's commitment to safeguarding workers, the public, and the environment.

ENFORCEMENT DIVISION

During the financial year, the Enforcement Division (EFD) carried out **seven (7) joint inspections** in collaboration with partner agencies and authorities. These coordinated efforts harnessed collective expertise and resources, ensuring that diverse regulatory perspectives informed a more holistic and effective enforcement approach.

By aligning with the mandates of collaborating agencies, SHENA strengthened its oversight capacity and reinforced its commitment to comprehensive, multi-stakeholder regulatory enforcement.

COLLABORATION	AGENCIES (STAKEHOLDERS)
Joint Inspection to a government building	• Attorney General's Chambers (AGC) • Ministry of Health
Joint Inspection to Pasar Kuala Belait	• Belait District Office
Joint Inspection to a supply chain company	• Labour Department • Ministry of Religious Affairs • Authority of Building Controls and Construction Industry • Royal Customs and Excise Department
Joint Inspection to selected government schools	• Ministry of Education
Joint Inspection to recycling centres companies	• Jabatan Alam Sekitar, Taman dan Rekreasi (JASTRe) • Royal Customs and Excise Department (RCED)
Joint Inspection to a manufacturing company	• Department of Forestry
Joint Inspection to a miling company	• Wasan Milling Company Sdn Bhd

In line with last year's commitment and objectives, SHENA continued to support other enforcement agencies through participation in *operasi bersepadu* initiatives. These collaborations provided valuable opportunities to establish a common understanding of laws and requirements across agencies, while promoting a holistic approach to compliance with applicable regulations.

Through this joint effort, SHENA enhanced its visibility, raised awareness about SHENA and its mandate under WSHA and RPA, and fostered stronger stakeholder engagement. The initiative also enabled the gathering of information and informal reporting of non-compliances via a shared platform, further reinforcing the promotion of safe and healthy workplaces across Brunei Darussalam.

COMPLIANCE AND INTERNATIONAL DIVISION

COLLABORATION	AGENCIES (STAKEHOLDERS)	OBJECTIVE	ACTIVITIES
SHENA JKR HSE Working Group	• Health, Safety, and Environment (HSE) Division, Jabatan Kerja Raya (JKR)	• Enhance implementation and monitoring of the WSHA in government projects, especially those under JKR, MOD. • Promote awareness and understanding of workplace safety and health among contractors and stakeholders. • Facilitate information sharing on good practices, lessons learned from incidents, and regulatory updates.	Meetings, Socialisation with JKR Officer-in-Charge and Contractors, To implement Construction Projects by Public Works Department on the implementation of Pre-requisites of WSH in JKR Projects for Class 4, 5 and 6 via LTN, joint compliance site visit.
OH-Comm	• Occupational Health Division, Ministry of Health • Brunei Shell Petroleum • Kare OH Specialist Clinic • Yong Clinic and Dispensary	• Strengthen Occupational Health and Occupational Hygiene management. • Develop an agreed scope and process to promote occupational health (OH) work practices. • Collaboration among multi -agencies/organisations in transparent manner.	Meetings, Workshops on OH-Comm Work Plans, technical leads on OH-related publications and development of OH-related courses, technical consultation on OH-related regulations, joint engagement sessions with relevant stakeholders.
ESCOM	• Autoriti Elektrik Negara Brunei Darussalam (AENBD) • Department of Electrical Services (DES) • Berakas Power Company Sdn Bhd (BPC) • Institute of Brunei Technical Education (IBTE) • Institution of Engineering and Technology (IET) • Universiti Teknologi Brunei (UTB) • TDJ Consultancy Group • Fire and Rescue Department (FRD) • Brunei Shell Petroleum (BSP) • Electrical Contractors	• Identify safety concerns related to the use of electricity. • Assess and obtain a better understanding of the constraints and/or limitations of the workplace from complying with legislation or safety recommendations issued by Authorities. • Develop and socialise guidance documents or approved code of practice on safe use of electricity. • Promote and create awareness of the importance of regulatory compliance towards electrical safety in the country.	Meetings, workshops and site visits.

COLLABORATION	AGENCIES (STAKEHOLDERS)	OBJECTIVE	ACTIVITIES
Standard Committee on Health and Safety (SCHS)	• Department of Labour (DOL) • Ministry of Education (MOE) • Ministry of Health (MOH) • Pusat Pekerjaan Brunei (PPB) • Jabatan Kerja Raya (JKR) • Authority of Building and Construction Industry (ABCi) • Industry HSE Group (iHSEG) • Occupational Safey and Health Workers Association (OSHWA)	• Promote transparency on safety-related concerns and practices to ensure they are addressed appropriately prior to finalising the Health and Safety Standards. • Provide a mutual platform through a tripartite between government agencies / regulators, the employers' group, and the workers' group, including educational institutions, to realise the Health and Safety Standards for Brunei Darussalam. • Leverage existing networks to transfer and share best practices and resources with government agencies to promote people mobility and enhance knowledge, complimenting Goals No. 1 and No. 3 of Wawasan 2035.	Meetings
Technical Committee on Scaffolding (TCS)	• Brunei Shell Petroleum Sdn Bhd (BSP) • Pejabat Perancangan Tenaga Manusia (PPTM) • Sustainable Development Goals (SDGs) • The Institution of Engineering and Technology (IET) Brunei Darussalam Network • Authority of Building and Construction Industry (ABCi) • Department of Technical Services (DTS) • Brunei LNG Sdn Bhd (BLNG) • Massutera Engineering Sdn Bhd (MESB) • Royal Brunei Sdn Bhd (RB) • University Brunei Darussalam (UBD) • Ashcore Sdn Bhd • Institute of Brunei Technical Education (IBTE) • Universiti Teknologi Brunei (UTB)	• Review regional / international best practices on scaffolding standards for general and specific products. • Develop Scaffolding Standards for Brunei • Submit final draft of scaffolding standards • Obtain approval from the Standards Committee on Health and Safety (SCHS) • Review the Scaffolding ecosystem in Brunei, including human capacity, demand, competency and testing facility for long term solution.	Meetings, trainings and workshops.

COLLABORATION	AGENCIES (STAKEHOLDERS)	OBJECTIVE	ACTIVITIES
Civil Service Institute (IPA)	• SHENA Approved Training Providers • WSH Co-Ordinators	• Capacity building, compliance and governance strengthening within the Ministries. • Currently three trainings conducted which are: HSE Induction; WSH Risk Management and WSH Committees.	Trainings
Housing Development Department (HDD, Jabatan Kemajuan Perumahan JKP)	• Housing Development Department (HDD), Jabatan Kemajuan Perumahan (JKP)	• To mirror JKR projects approaches on WSH pre-requisites in HDD projects (for their contractors) to ensure compliance towards WSH contract management. This includes WSH Officers, WSH Co-Ordinators, Safety and Health Management System and Risk Management.	Meetings
Procure.bn	• Procure.bn	• To integrate mandatory WSH requirements such as WSH Officers, WSH Co-ordinators, Safety and Health Management System and Risk Management into the Procure.bn platform to enhance vendor awareness and compliance during DAs procurement processes.	Meetings
Jawatankuasa Kerja Radiasi dan Nuklear (JKRN)	• Department of Energy, Prime Minister's Office • Royal Customs and Excise Department, Ministry of Finance and Economy • Royal Brunei Armed Forces (RBAF) • Department of Environment, Parks and Recreation (JASTRE), Ministry of Development • Ministry of Transport and Infocommunications • National Disaster Management Centre, Ministry of Home Affairs • Brunei Fire Rescue Department, Ministry of Home Affairs	• To support the National Chemical, Biological, Radiological, Nuclear and Explosive (CBRNe) Committee in the development and implementation of policies and strategies in a holistic manner, with a focus on the safety and security of nuclear and radioactive materials. • To monitor and evaluate the effectiveness of safety and security policies and strategies related to nuclear and radioactive materials to ensure that national security objectives are continuously safeguarded and upheld. • To prioritise the protection of the public, critical and high-risk infrastructure, and the environment in all aspects of the safety and security of nuclear and radioactive materials.	Meetings, Workshop, Tabletop-exercise, Crisis Management, Sub-working group.

INVESTIGATION AND RESPONSE DIVISION

COLLABORATION	OBJECTIVE
Royal Brunei Armed Force (RBPF)	• Incident reporting and regulatory investigations. • Request of information, investigation documents and exhibit management.
Occupational Health Division, Ministry of Health	• Shared workplace accident and occupational disease database.
Embassies and High Commissions to Brunei Darussalam	• Interpreter services.
Maritime and Port Authority of Brunei Darussalam	• Regulatory investigation.
Universiti Teknologi Brunei (UTB)	• Signing of Memorandum of Cooperation, renovation of laboratory, transfer of asset and preparations for the operationalisation of the lab.



STRATEGIC PLANNING DIVISION

In 2025, the Strategic Planning Division had formalised a strategic partnership with the Schools Department at the Ministry of Education (MoE). This partnership was designed to integrate safety, health, and environmental consciousness directly to students. Throughout the year, this high-level strategic collaboration had resulted in impactful grassroots execution, characterized by a series of outreach initiatives aimed at primary education institutions.

The collaboration saw the successful rollout of the SHENA Safety Awareness Programme, which targeted primary schools to instill fundamental safety principles in young learners. A primary highlight of this collaboration was the engagement at Bendahara Lama Primary School, where SHENA officers facilitated interactive sessions designed to promote general workplace and home safety practices. This momentum was carried forward through a subsequent programme held at Beribi Telanai Primary School. These sessions served as critical platforms for SHENA to engage not only with students but also with educators and school administrators.

COLLABORATION	AGENCIES (STAKEHOLDERS)	OBJECTIVE	ACTIVITIES
WDSHW 2025 Communications	• Prime Minister's Office • SHENA divisions • Media partners	To raise public awareness on the WDSHW 2025 theme and SHENA's safety messages.	Supported the Minister-in-Charge's message, webinar promotions, media coordination and public-facing content.
Blood Donation Drive (CSR)	• Ministry of Health - Blood Donation Centre	To support public health as part of SHENA's CSR work.	Organised a blood donation drive on 22 May 2025 with more than one hundred (100) individuals coming forward to donate.
#SAFEKIDSBN Safety Awareness Programme	• Beribi Telanai Primary School • Bendahara Lama Primary School • Ministry of Education stakeholders	To teach young students basic safety awareness through simple and engaging activities.	Held sessions on 10 November 2025 and 15 January 2026.
Indonesian Construction Workers CSR Programme	• Construction sector employers • Indonesian construction worker community	To improve first aid knowledge among foreign construction workers and support safety culture in the construction sector.	Ran three (3) Occupational First Aid Course sessions in October and November 2025 and supported certificate presentation on 17 November 2025.
Media Relations and Publications	• Radio Television Brunei • Pelita Brunei • Borneo Bulletin • Media Permata • SHENA digital channels	To ensure accurate and timely dissemination of SHENA news, publications, enforcement notices and awareness materials.	Prepared and coordinated press releases, media invites, social media posts, publication uploads and website updates.

COLLABORATION	AGENCIES (STAKEHOLDERS)	OBJECTIVE	ACTIVITIES
CSR Donation Drive for KRK	• Kompleks Rumah Kebajikan (KRK)	To support community welfare during Ramadhan.	Held donation drive on 6 March 2026.
CSR Donation Drive in Temburong	• Kampong Sibut community	To support families in need and strengthen SHENA's community presence.	Distributed essential household items and basic needs to ten (10) families in Kampong Sibut, Temburong on 12 March 2026.
SHENA 7th Anniversary	• All SHENA divisions	To mark SHENA's seventh anniversary and communicate SHENA's progress and regulatory role.	Released the CEO's message and corporate video on 6 October 2025.





12 INTERNATIONAL COLLABORATION

In an increasingly interconnected global environment, international collaboration remains a key pillar of SHENA's efforts to advance workplace safety and health, radiation protection, and regulatory excellence. Recognising the importance of aligning national practices with internationally recognised standards, including those promoted by the International Labour Organisation (ILO), SHENA actively engages with regional and international organisations, regulatory authorities, and technical experts through conferences, workshops, training programmes, technical meetings, and knowledge-sharing platforms. As Brunei Darussalam's focal point for the ASEAN Occupational Safety and Health Network (ASEAN-OSHNET), SHENA plays an active role in initiatives that promote knowledge exchange, regulatory harmonisation, and the adoption of regional and international best practices.

These collaborations enable SHENA to remain abreast of emerging global trends, regulatory developments, and innovative approaches in occupational safety and health, radiation safety, and emergency preparedness. Through the exchange of expertise and participation in joint activities, SHENA continues to strengthen its technical capabilities, enhance institutional capacity, and build valuable professional networks. Furthermore, these partnerships support the continuous improvement of national regulatory frameworks, enforcement strategies, and capacity-building initiatives, ensuring that Brunei Darussalam remains aligned with evolving international standards and best practices. SHENA remains committed to fostering strong international partnerships that contribute to safer workplaces, enhanced public protection, and a more resilient and sustainable future for the nation.

INTERNATIONAL COLLABORATION

RADIATION INCIDENT RESPONSE (COLLABORATION WITH JABATAN TENAGA ATOM)

- Invited as technical advisors to ensure response actions are conducted in a safe manner.
- To ensure the public, asset and environment are safe from any excessive and unnecessary radiation exposure.

SHENA'S WORKING VISIT TO SINGAPORE

- 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 programs 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.

SHENA'S WORKING VISIT TO MALAYSIA

The delegation from SHENA led by Yang Mulia Haji Muhsin bin Haji Ahmad, Chief Executive Officer of SHENA, has successfully concluded a series of official working visits to the Department of Atomic Energy Malaysia (ATOM Malaysia), the Malaysian Nuclear Agency, and the Department of Occupational Safety and Health (DOSH) Malaysia.

The visits were undertaken to strengthen mutual understanding, foster institutional learning, and enhance bilateral cooperation in the governance of safety, health, and radiation protection.

SCIENTIFIC VISIT TO OFFICE OF ATOMS FOR PEACE, BANGKOK, THAILAND

To explore effective governance frameworks and implementation mechanisms in the areas of environmental radiation monitoring.

ASEAN-OSHNET

- To ensure the workshops align with national, regional priorities and the ASEAN-OSHNET Work Plan 2026-2030.
- To promote excellence in occupational safety and health, encouraging regulatory compliance and driving other organisations in Brunei Darussalam to adopt high OSH standards.







INTERNATIONAL COLLABORATION

SAFEGUARDS

- The meeting aims to strengthen nuclear safeguards implementation in the Asia-Pacific region. It promotes cooperation, information sharing, and capacity building among member states, supports training and professional development, and helps countries effectively meet their international safeguards obligations.
- To elevate Brunei Darussalam's status in the area of safeguards, to ensure the safe and peaceful use of nuclear materials in Brunei Darussalam.

INTERNATIONAL ATOMIC ENERGY AGENCY (IAEA)

- To establish more robust framework for the safe and secure management of radioactive sources throughout their entire lifecycle.
- Ensure successful execution of technical cooperation projects and ensuring that the country's needs are effectively communicated to the IAEA.
- To leverage technical cooperation and expertise from the IAEA and relevant local authorities to implement projects under the 2026-2027 TCP cycle.

INTERNATIONAL LABOUR ORGANISATION (ILO)

- Continue the progress of implementing the ILO Convention 187 (Promotional Framework for Occupational Safety and Health Convention) commitments with the support of ILO, particularly National OSH Policy, National OSH Masterplan, National OSH Profile and National Tripartite Mechanism.
- The objective is to carry out a full implementation of the convention.

SCIENTIFIC ASEAN NETWORK OF REGULATORY BODIES ON ATOMIC ENERGY (ASEANTOM) MEETING

- 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.
- The planned visit aimed to strengthen bilateral ties between SHENA and Atom Malaysia and explore opportunities in strengthened cooperation in the regulatory areas.





INTERNATIONAL COLLABORATION

ASIA PACIFIC OCCUPATIONAL SAFETY AND HEALTH ORGANISATION (APOSHO)

- To expand SHENA's own databse of experts that can be invited for official events i.e. WSHCON, WSH Forum etc. or otherwise other related matters whenever we need to seek out relevant experts.

ASIAN NUCLEAR SAFETY NETWORK (ANSN)

The ANSN aims to support the achievement of a high level of nuclear safety, radiation safety and nuclear security at the regional level in line with the IAEA safety standards and security guidance documents, including by:

- Serving as a platform for collaboration and the development of strategies for addressing challenges in the region.
- Providing forums for sharing experiences and knowledge to identify best practices applicable to the region.
- Coordinating and implementing activities, including capacity building initiatives.
- Developing and pooling professionals in relevant areas within the region.





REGIONAL / INTERNATIONAL MEETINGS AND EVENTS



REGIONAL WORKSHOP ON DEVELOPING A PROTECTION STRATEGY FOR A NUCLEAR OR RADIOLOGICAL EMERGENCY DA LAT VIETNAM

24-28 MARCH 2025

To gain further insights, knowledge and preparation for Brunei Nuclear or Radiological Emergency.

12TH ASEAN NETWORK OF REGULATORY BODIES ON ATOMIC ENERGY (ASEANTOM) ANNUAL MEETING, MALAYSIA

11 AUGUST 2025

SHENA's participation reinforces Brunei Darussalam's commitment to strengthening national regulatory capacity, in line with regional objectives to uphold the highest standards of nuclear safety, security, and safeguards within the ASEAN community.

THE 6TH ASEAN-OSHNET AWARDS: AOA-6, BANGKOK, THAILAND

3 SEPTEMBER 2025

The 6th ASEAN-OSHNET Awards (AOA 6) recognised companies within the AMS for exemplary OSH performance and best practices, aimed at raising the profile of OSH regionally and inspiring continuous improvement among the AMS companies.

Representing Brunei Darussalam, Adinin Works & Engineering Sdn. Bhd. received the ASEAN-OSHNET Excellence Award.

REGIONAL / INTERNATIONAL MEETINGS AND EVENTS



MALAYSIAN INDUSTRIAL SAFETY AND HEALTH ASSOCIATION (MISHA) ASIA EXCELLENCE AWARDS DINNER 2025

23 JANUARY 2026

SHENA was awarded the MiSHA Asia Country Award 2025 under the theme of the Occupational Safety and Health Principle of Prevention (OSHPoP) at the MiSHA Asia Excellence Awards Dinner 2025 held at the Putrajaya International Convention Centre.

TECHNICAL VISIT TO SHELL RESEARCH CENTRE (SRC) AMSTERDAM AND NEDERLANDSE AARDOLIE MAATSCHAPPPIJ (NAM) NETHERLANDS

27-30 JANUARY 2026

Joint Technical Visit with Petroleum Authority, BSP, Darussalam Asset and SHENA to Shell Research Centre and NAM.

THE 26TH ASEAN-OSHNET COORDINATING BOARD MEETING: CBM-26, BANGKOK, THAILAND

4 SEPTEMBER 2025

The 26th ASEAN-OSHNET Coordinating Board Meeting (CBM 26) provided updates on current projects and activities including associated meetings under the ASEAN-OSHNET Workplan 2021-2025, and initiated discussions on the ASEAN-OSHNET Workplan 2026- 2030.

During the meeting, Brunei Darussalam, through SHENA, formally confirmed its readiness to assume the responsibilities of the ASEAN-OSHNET Secretariat for the 2026-2029 term. Additionally, Brunei Darussalam accepted the role of Coordinator of the ASEAN Business Coalition on HIV/AIDS (ASEAN-BCA) for the 2025-2027, under the purview of the Department of Labour, MOHA.

GENERAL DEBATE OF THE 69TH REGULAR SESSION OF THE INTERNATIONAL ATOMIC ENERGY AGENCY (IAEA) GENERAL CONFERENCE, VIENNA INTERNATIONAL CENTRE, AUSTRIA.

15-19 SEPTEMBER 2025

To reaffirm Brunei Darussalam's commitment to the safe, secure, and peaceful use of nuclear technology, Yang Mulia Haji Muhsin bin Haji Ahmad, Chief Executive Officer of SHENA outlined three (3) key points in the national statement.





13 OPERATIONAL EXCELLENCE: SUPPORT SERVICES

Operational excellence within SHENA is underpinned by the effective delivery of support services that enable SHENA to fulfil its regulatory and strategic objectives efficiently and effectively. Throughout the financial year, the Support Services function continued to strengthen organisational performance through the provision of essential administrative, financial, human resource, procurement, information technology, and corporate support services. These efforts ensured the smooth operation of SHENA's day-to-day activities while enhancing governance, accountability, and resource management. By streamlining internal processes, improving service delivery, supporting staff development, and promoting digitalisation and continuous improvement initiatives, Support Services played a critical role in fostering organisational resilience and operational efficiency. Through its commitment to excellence, the function continues to support SHENA's mission of safeguarding workplace safety and health, radiation protection, and environmental well-being across Brunei Darussalam.

SHENA PERFORMANCE REVIEW FOR FY 2025-2026

The FY 2025-2026 has been a positive period of regulatory action, outreach, and critical operational performance for the Safety, Health and Environment National Authority (SHENA). As depicted in SHENA's SCORECARD 2025/2026, the Authority's governance mandates emerged as high points of the year, showcasing a mobilised team committed to national enforcement. Under the Governance pillar, which carries a 40% target weightage in the Scorecard, SHENA achieved outstanding results across virtually all indicators. Most notable was the Authority's enforcement drive, where Inspections reached a Year-To-Date (YTD) total of two hundred and seventy-seven (277) against a planned threshold of one hundred and seventy (170), securing a weightage of 17.31%. Similarly, Collaboration & Socialisation efforts achieved an outstanding forty-three (43) engagements, while Licensing & Registration (89%) and COMAH Facility Safety Cases Reviewed (94%) both exceeded expectations. These governance highs can be attributed to successful processing systems and a strategic shift toward aggressive field inspections. Furthermore, the stark increase in collaboration suggests that industry stakeholders have become highly receptive to safety socialisation, actively seeking awareness of the national regulatory framework as well as SHENA's guidance to align their operations with national standards.

In contrast, National Performance Indicators present a reality that underscores the volatile nature of national safety oversight. On a positive note, SHENA achieved its strict target for Serious Accidents, recording zero (0) incidents. However, the most critical low light of this reporting period is Work-Related Fatalities, where a YTD figure of six (6) resulted in no weightage achievement for this metric. Although non-fatal serious accidents remained minimised, failures in high-risk sectors - such as construction - inflated the fatality rate. These tragic outcomes may indicate that SHENA's regulatory presence is needed, especially in stressing on-site risk assessment and workforce education, whereas high-risk sectors have yet to also fully mature to prevent fatal incidents.

The third layer of SHENA's Scorecard involves Operational Excellence, which depicts a clear contrast between internal capability development and financial performance. The Authority's advancement in projects and activities were highly successful, with Innovation & Growth achieving a YTD progress rate of 95.3% (earning a 9.53% weightage). Conversely, financial metrics were underrealised across the board, with Revenue Performance (7.3 Million BND), Operating Expense Ratio (81%), and Budget Spend Performance (6.37 Million BND) all falling below minimal expectations and yielding 0.00% in weightage achieved. Moving forward, SHENA would aim to stabilise these fiscal variances and harmonise those pertinent metrics related to operational costs and revenue streams.



HUMAN RESOURCES

During the financial year 2025-2026, a total of thirteen (13) vacancies were advertised to support SHENA's workforce requirements. Six (6) positions were successfully filled during the year, strengthening operational and regulatory capacity.



Two (2) positions remain ongoing at screening and selection stage, while three (3) positions are under review as part of organisational enhancement initiatives. The remaining two (2) positions will be progressed in the next financial year as part of SHENA's continued manpower planning efforts.

In the same financial year, SHENA continued to support the development of future talent through structured career programmes. During the year, two (2) internship students were hosted under the Universiti Teknologi Brunei (UTB) Capstone Internship Programme to support industry exposure and practical learning opportunities within the Workplace Safety and Health (WSH) regulatory environment.

In addition, five (5) i-Ready apprentices were recruited through JobCentre Brunei to build future WSH talent and regulatory capability.

As part of SHENA's commitment to employee wellbeing, the Human Resource and Corporate Services Division, in collaboration with Wellness team, organised a Mental Health Awareness talk on 28 May 2025. The session focused on building resilience, preventing burnout, and enhancing awareness of workplace mental health.

An HR Clinic was also conducted on 20 June 2025, providing open consultation sessions for staff on to seek clarification on HR policies, career development pathways, and employee-related concerns. This initiative contributed to improved communication, transparency, and engagement between employees and the Human Resources function.

HCD also organised a Drug Awareness Programme in collaboration with Biro Kawalan Narkotik in February 2026, to deliver a session aimed at reinforcing workplace awareness on substance misuse risks and reinforcing workplace compliance responsibilities.

In September 2025, SHENA participated in the Universiti Brunei Darussalam (UBD) Career Fair to strengthen employer branding, promote career opportunities in regulatory and Workplace Safety and Health (WSH) industry, and to cultivate interest in HSE-related fields among emerging talent.

On 18 September 2025, SHENA welcomed students from Politeknik Brunei and academic visit to SHENA at providing insights into SHENA's role in regulating safety, health and environment, enhancing students' understanding of national HSE practices, exposing them to potential career and internship opportunities within the organisation.

In the FY 2025-2026, HCD has coordinated structured training and capacity development programmes to strengthen SHENA's safety awareness and technical competencies.

A total of sevety-four (74) training participations were recorded, comprising seventy (70) OSH-related programmes and four (4) radiation-focused regional and international programmes, reflecting targeted capability building aligned with SHENA's regulatory mandate.

The regional and international programmes (4) focused on radiation safety and regulatory cooperation, enhancing officers' exposure to international standards and frameworks through participation in initiatives such as those under the International Atomic Energy Agency and regional collaboration platforms.



The OSH technical competency programmes, seventy (70) covered specialised training in key operational areas, including process safety, confined space management, electrical safety, scaffolding compliance, emergency response, IOSH (UK) Managing Safely, NEBOSH, and occupational first aid. These programmes strengthened core inspection, enforcement, and workplace safety competencies.

In the same financial year, one (1) officer from the Enforcement Division has attended the Distance Learning Course on Occupational Safety and Health organised by the International Training Centre ILO. The course was funded by the Japanese Government for six months, between 10 February 2025 to 25 July 2025.

Collectively, these capacity development initiatives enhanced workforce capability, improved regulatory readiness, and supported SHENA's effectiveness in delivering its safety, health, and environmental mandate.



14 LOOKING AHEAD

As SHENA looks ahead, each division has undertaken a comprehensive review in outlining the key initiatives and forward plans aimed at strengthening core functions, enhancing service delivery, improving internal processes, and advancing regulatory outcomes. It also identifies operational challenges and constraints, including resource requirements, evolving regulatory demands, and process improvement opportunities, together with the strategies developed to address them. Through targeted capacity-building programmes, digital transformation initiatives, process optimisation, and strategic alignment of resources, SHENA remains committed to fostering a culture of continuous improvement and innovation. These efforts will support SHENA's vision of creating safer workplaces, strengthening radiation protection, and promoting a healthier and more sustainable environment across Brunei Darussalam.

INVESTIGATION AND RESPONSE DIVISION

For the upcoming financial year, the Investigation and Response Division (IRD) has identified key strategic goals focused on strengthening operational efficiency and enhancing regulatory effectiveness. A primary priority is the streamlining of IRD's scope of work to ensure greater focus on its core deliverables, particularly in the areas of regulatory investigations and incident response. In addition, the Division aims to enhance its capabilities in managing radiation-related incidents through a more structured manner that maximises the limited available resources within SHENA.

To achieve these objectives, SHENA will explore the possibility of establishing a centralised Registry Unit to support the systematic management of operational data and improve information governance across the Division. Radiation emergency preparedness and response capabilities will also be strengthened through the formalisation and endorsement of Standard Operating Procedures (SOPs), as well as the establishment of a dedicated Emergency Response Team for radiation incidents.

Looking ahead, the Division has identified several operational challenges, including the expansion of its workload beyond core functions, limited availability of subject matter experts (SMEs) within the Division, and competency gaps in key areas of regulatory investigation such as evidence management and expert witness testimony. These challenges may impact the quality and timeliness of incident response and enforcement actions.

To address these challenges, IRD will undertake a review to further streamline its core functions, with non-core responsibilities proposed for reallocation to the appropriate divisions. The Division will also prioritise structured training programmes aimed at strengthening regulatory investigation competencies and developing technical expertise in high-risk sectors and commonly encountered hazards. In parallel, enhancements and improvements to the Initial Incident Notification (IIN) form on the SHENA website is to be implemented to facilitate easier reporting by stakeholders and improve the quality and completeness of information received, thereby supporting more effective regulatory decision-making.

ENFORCEMENT DIVISION

For the upcoming financial year, the Enforcement Division (EFD) has set clear strategic priorities to strengthen regulatory oversight and workplace safety. Key goals include improving inspector competency and inspection processes, supported by enhanced resourcing of technologies and transportation. Efforts will also focus on raising stakeholder awareness and understanding of high-risk activities such as work at height and compoundable offences. In addition, EFD will continue to enhance collaborations with relevant agencies through joint inspections, expand inspection coverage within the education sector in partnership with the Ministry of Education, and reinforce regulatory oversight of COMAH facilities through strengthened inspection programmes and risk-based monitoring of major hazard installations.

To achieve these objectives, the Division will identify inspector competency gaps and align training with current inspection demands and upcoming regulations. Inspection numbers will be increased, with a focus on prioritising high-risk workplaces. Current EFD Standard Operating Procedures (SOPs) will be reviewed and updated to ensure consistency and effectiveness. Collaboration with relevant agencies will remain central to enforcement efforts, and all initiatives will be incorporated into the Division's annual inspection programme to ensure structured delivery and measurable outcomes.

Looking ahead, EFD has identified several challenges that needs to be addressed. These include limited resources in terms of manpower, transportation, and equipment, the need to manage additional tasks outside the Division's core scope, and the unavailability of subject matter experts in specialised areas. Addressing these constraints will be critical to sustaining operational effectiveness and ensuring regulatory compliance across sectors.

At the same time, the Division recognises significant opportunities to strengthen its role and impact. These include the provision of Occupational Health Regulatory Inspections, the establishment of a Work Task Force based on relevant themes to enhance collaboration and focus, and the ability to leverage technologies and digitalisation to improve efficiency and oversight. Together, these opportunities provide a pathway for innovation, collaboration opportunities with other relevant agencies, and more efficiency in carrying out the division's main tasks.

To address these challenges, the division will look into the procurement of inspection tools and also identify competency gaps within the division, and address these gaps through training. EFD has already procured several technological equipment, such as a drone, gas detector, sound level meter and air velocity meter as their inspection tools, which are utilised to produce more concrete and accurate data and evidence in ensuring workplaces are in compliance with the law. At the same time, the utilisation of such technological tools serve as a mitigation measure to enhance inspectors' safety and operational efficiency. These tools enable inspectors to obtain a wider view of the workplace, inspect elevated or inaccessible structures and high-level structures without unnecessary exposure to the inspector. It is also used to conduct objective occupational hygiene monitoring. This includes verification of compliance with the permissible exposure levels prescribed under the Third Schedule of WSHA, Cap 277, verification of occupational noise exposure levels, evaluation of workplace air movement, and verification of the adequacy of ventilation systems in controlling workplace health-related hazards. As a way forward, EFD is looking into procuring more equipment, such as a dust and lux meter, as additional inspection tools and part of inspection improvements.

PROCESS SAFETY DIVISION

Looking ahead to the upcoming financial year, the Process Safety Division (PSD) will continue to strengthen its role as a competent and forward-looking regulator, supporting SHENA's commitment to safeguarding people, assets, and the environment through effective process safety oversight. The Division remains focused on enhancing regulatory effectiveness, strengthening organisational capability, and adapting to the evolving needs of the oil and gas industry. A key priority for PSD will be the enhancement of performance monitoring and strategic planning processes to support evidence-based decision-making and continuous improvement. The Division also aims to strengthen its international presence by increasing participation in regional and international technical forums, expert panels, and industry engagements. Such participation will facilitate knowledge sharing, benchmarking against international best practices, and further strengthen SHENA's reputation as a credible and progressive regulator. PSD will continue the review of Safety Cases and Notifications to ensure that safety risks associated with major hazard facilities remain adequately identified, assessed, and controlled throughout their operational lifecycle. In parallel, the Division will continue to develop and publish Industry Guidance Notes (IGNs) and provide technical support for the implementation and enhancement of relevant laws, regulations, and regulatory frameworks.

To support the achievement of these objectives, PSD will work closely with the Compliance and International Division (CID) and the Strategic Planning Division (SPD) in advancing strategic initiatives and international engagements. Internally, the Division will continue investing in workforce development through technical competency enhancement, leadership development, succession planning, and knowledge management initiatives. These efforts will ensure that PSD remains equipped with the skills and expertise required to address increasingly complex regulatory challenges. Where specialised knowledge is required, PSD will continue to engage external subject matter experts (SMEs), industry specialists, and technical consultants to support the assessment of non-routine and complex activities, contribute to technical studies, and assist in the development of regulatory guidance and publications. Such collaborations will further strengthen the Division's technical capability and readiness to address emerging industry developments.

PSD also recognises significant opportunities arising from developments within the energy sector. These include the assessment and regulation of emerging downstream activities, the increasing utilisation of Floating Production Units (FPUs) and Floating Production Storage and Offloading (FPSO) facilities, expanding deepwater operations, and the management of ageing facilities. These developments present opportunities for PSD to further strengthen its regulatory frameworks, assessment methodologies, and technical guidance to address new and evolving risk profiles.

In addition, the Division will continue reviewing and enhancing its competency framework, assessment principles, and regulatory guidance documents, while supporting the ongoing development of regulations and publications related to the Control of Major Accident Hazards (COMAH). PSD will also pursue opportunities to strengthen stakeholder engagement through verification visits, industry workshops, technical seminars, webinars, and collaborative forums. The Division will further explore secondment and industrial attachment programmes to broaden technical exposure, facilitate knowledge exchange, and promote stronger collaboration between regulators and industry stakeholders.

Notwithstanding these opportunities, PSD recognises that the increasing trend of facility decommissioning, restoration activities, and changing industry operating models will continue to reshape the regulatory landscape. These developments will require the Division to remain agile and responsive in adapting its regulatory approaches, oversight strategies, and technical competencies to ensure continued effectiveness.

To address these evolving challenges, PSD will continue to strengthen its regulatory frameworks, digitalisation efforts, performance monitoring systems, and risk-based regulatory approaches. The Division will also pursue strategic initiatives aimed at enhancing organisational readiness, optimising resource allocation, and ensuring that its capabilities remain aligned with future industry developments and SHENA's strategic priorities.

Through these efforts, PSD remains committed to maintaining a robust, transparent, and effective process safety regulatory regime that supports safe and sustainable industry operations while contributing to the long-term resilience and development of Brunei Darussalam's energy sector.

COMPLIANCE AND INTERNATIONAL DIVISION

In the financial year ahead, each unit under the Compliance and International Division (CID) has identified their strategic goals and priorities to strengthen regulatory oversight, enhance stakeholder engagement, and advance international collaboration.

Registry & Licensing Unit (RLU)

Within the RLU, efforts will focus on reviewing and updating existing SOPs, advancing the phased digitalisation of registration processes, and maintaining and upgrading the E-SHENA Online Registration Portal for Radiation Licences, Radiation Protection Officers, and Radiation Workers. Examinations will also undergo digital transformation, beginning with Microsoft Forms and progressing to full integration within the E-SHENA portal. New registrations are forecasted for Industrial Hygiene Service Providers and Scaffold Contractors, while SHENA will assume direct control of examinations under the Radiation Protection Act, Chapter 228, and tentatively for Safety and Health Management in Construction.

In order to deliver its strategic priorities, emphasis will be placed on reviewing and updating existing SOPs, alongside the phased digitalisation of registration and examination processes. The E-SHENA Online Registration Portal will be maintained and upgraded to support Radiation Licences, Radiation Protection Officers, and Radiation Workers, while examinations will transition to digital platforms, beginning with Microsoft Forms and later fully integrated into the portal.

Within the RLU, increased scope of responsibilities without proportional manpower remains a pressing issue, compounded by the complexity of digitalisation initiatives, regulatory readiness gaps, and risks to examination integrity.

For the RLU, opportunities include strengthening regulatory positioning, leveraging digital data intelligence, ensuring revenue sustainability, and fostering cross division integration. Capacity building and regional benchmarking will further enhance the Unit's ability to align with international best practices while tailoring solutions to Brunei's context.

Standards & Compliance Unit (SCU)

The SCU will prioritise strengthening workplace capability in managing hazardous substances through new guidance publications and tiered competency pathways. Collaboration with academic institutions such as UBD will support the development of structured professional pathways for Industrial Hygienists, while industry learning visits will address laboratory gaps. In psychosocial risk management, SHENA will partner with the Health Promotion Centre, Ministry of Health, Public Service Department, and Labour Department to develop a Work-Life Balance Policy, alongside the creation of a validated Psychosocial Risk Assessment Tool with UBD. Additional initiatives include targeted engagement on occupational disease reporting, strengthening OH/IH compliance through OH Comm, enhancing risk management under WSH regulations, accelerating the establishment of WSH Committees across government ministries, and rolling out new standards and guidelines on scaffolding and electrical safety.

To achieve the goals, emphasis will be placed on reviewing and updating existing SOPs, alongside the phased digitalisation of registration and examination processes. The E SHENA Online Registration Portal will be maintained and upgraded to support Radiation Licences, Radiation Protection Officers, and Radiation Workers, while examinations will transition to digital platforms, beginning with Microsoft Forms and later fully integrated into the portal.

The SCU has identified that challenges stem from the maturity of the local ecosystem and workplace practices, which require tailored initiatives rather than direct adoption of external models. Limited specialised technical manpower, particularly in areas such as Industrial Hygiene and psychosocial risk management, further constrains capacity. Additionally, stronger internal data systems are needed to support evidence-based decision-making, while coordination across divisions and agencies demands more structured governance.

SCU has recognised that ongoing collaborations based on shared interests; formalised through MoUs and supported by joint working committees; present opportunities for clearer governance and sustained partnerships. Strengthening internal data systems and coordination through learning visits, stakeholder engagements, and ecosystem mapping will improve evidence-based decision making and alignment of initiatives. Additionally, building internal technical capacity and exposing staff to regional collaborations and joint projects will help tailor initiatives to local workplace practices, thereby improving practical compliance outcomes.

Technology and International Unit (TIU)

The TIU will advance bilateral cooperation with Singapore and Malaysia, including work attachments and the signing of an MoU with ATOM Malaysia. SHENA will assume responsibilities as Vice-Chair of ASEAN OSHNET, establishing its Secretariat and ensuring timely coordination with the ASEAN Secretariat. Engagements will also extend to APSN, IAEA, ILO, ASEANTOM, ANSN, and APOSHO, with priorities ranging from radioactive source management and technical cooperation projects to the drafting of the National OSH Masterplan 2027-2030, launching the National OSH Policy and Profile, and strengthening regional networks in occupational safety and radiation protection.

Together, these strategic priorities reflect SHENA's commitment to regulatory excellence, capacity building, and international leadership, ensuring that workplace safety, health, and radiation protection standards continue to evolve in line with national and global best practices.

The TIU will also advance bilateral cooperation with Singapore and Malaysia through internal consultations with relevant divisions and frontline agencies. At the regional level, SHENA will optimise resource utilisation and initiate communication with the ASEAN OSHNET Secretariat and ASEAN Secretariat, ensuring smooth coordination as part of its biennial activities. Engagements will also extend to Safeguards, IAEA, ILO, ASEANTOM, ANSN, and APOSHO, with plans including exposure to international best practices, strengthening regulatory frameworks, publishing guidance documents, and coordinating technical cooperation projects. Task forces and structured internal processes will be established to finalise key outputs such as the National OSH Masterplan 2027-2030, while targeted collaborations will ensure SHENA's active role in regional networks and working groups.

Challenges that TIU faced are resource and budget limitations in advancing bilateral and regional collaborations. For Singapore and Malaysia, constraints in manpower and resources may affect the implementation of agreed activities. As ASEAN OSHNET Secretariat, SHENA must manage increased workloads, budget constraints for member participation, and declining engagement from large companies in the ASEAN OSHNET Award. Safeguards work is challenged by limited experience in completing Additional Protocol declarations and capacity gaps in implementation. Engagements with the IAEA are constrained by manpower shortages, regulatory delays, and resource limitations, requiring cross-divisional expertise to balance high-level deliverables with existing responsibilities. Similarly, participation in ILO initiatives depends on stakeholder buy-in and sufficient resources to finalise key documents.

The TIU will benefit from opportunities to enhance bilateral cooperation with Singapore and Malaysia through improved budget planning and prioritisation. At the regional level, ASEAN OSHNET offers avenues to enhance collaboration and knowledge sharing across divisions, while Safeguards and IAEA engagements provide access to technical assistance and international best practices. SHENA's participation in ILO initiatives, ASEANTOM, ANSN, and APOSHO will further strengthen its regulatory capabilities, leveraging established networks as benchmarks for enhancing national activities and expanding professional expertise.

To effectively respond to identified challenges and leverage emerging opportunities, the CID will adopt a structured and phased implementation strategy. The initial focus will be on Government ministries, establishing standardised frameworks as a foundation before progressively extending implementation to SMEs and higher risk sectors. In parallel, CID will increase the number of competent persons in Workplace Safety and Health (WSH) through SHENA approved training providers, thereby strengthening national capability.

Internal coordination and governance will be reinforced through joint working groups and platforms such as OH Comm, ESCOM, and Standards Committees, ensuring alignment of regulatory and capability building initiatives. Strategic collaborations formalised through MoUs will be leveraged to support knowledge transfer, shared expertise, and co development of programmes with relevant stakeholders. Enhanced internal data systems, informed by learning visits, stakeholder engagements, and ecosystem mapping, will underpin evidence based planning and decision making.

Capacity building will be advanced through structured competency development, staff upskilling, and participation in compliance projects. Phased workplans and pilot initiatives will be implemented to progressively address gaps and scale successful programmes nationally. The Registry & Licensing Unit will maintain its 82% Licensing/Registration KPI through monthly dashboard monitoring, divisional updates, escalation protocols for delayed responses, and cross training of officers between Radiation and WSH. New registrations, including Industrial Hygiene Monitoring Service Providers and Scaffold Contractors, will be introduced following SOP finalisation, benchmarking, and pilot rollouts. Digitalisation efforts will continue with the expansion of the Online Registration Portal, vendor selection oversight, and examination control through moderated exam banks and phased integration into online systems.

Bilateral cooperation with Singapore and Malaysia will also be strengthened through phased work placements and structured planning. As ASEAN OSHNET Secretariat, SHENA will manage resources effectively, collaborate with international agencies such as the ASEAN Health Cluster, ILO, and WHO, and ensure budget efficiency by aligning member participation with designated portfolios. Promotional efforts will be increased to encourage greater participation, particularly among SMEs. Safeguards initiatives will leverage APSN capacity building opportunities to competently implement the Additional Protocol, while IAEA engagements will prioritise technical assistance and strengthen collaboration with national agencies for smoother project execution. For ILO initiatives, internal coordination on resources, budgets, and logistics will be reinforced, supported by frequent stakeholder engagement.

Together, these plans provide a comprehensive roadmap for CID to overcome resource and capacity constraints, strengthen regulatory oversight, and capitalise on opportunities for innovation, collaboration, and international leadership in workplace safety, health, and radiation protection.

LEGAL SERVICES DIVISION

The Legal Services Division (LSD) remains committed to advancing and strengthening SHENA's legislative framework, which serves as a cornerstone of governance and regulatory integrity. This commitment is reflected in the continued development and enhancement of key regulations under the Workplace Safety and Health Act (WSHA), Chapter 277, and the Radiation Protection Act (RPA), Chapter 228. LSD also undertakes systematic, risk based reviews of existing legal instruments to ensure they remain current, enforceable, and responsive to emerging workplace safety, health, and radiation related risks.

For the upcoming financial year, LSD has prioritised the development of targeted regulations and legislative amendments to address key risk areas, strengthen compliance mechanisms, and promote a proactive safety culture. These include amendments to the WSH (Control of Major Accident Hazards) Regulations to improve oversight of major hazard installations, the development of new WSH (Personal Protective Equipment at Work) Regulations to ensure consistent standards for worker protection, and amendments to the Radiation Protection Act to align with evolving technologies and international safety frameworks.

To achieve these goals, LSD will pursue structured benchmarking against international best practices, strengthen stakeholder engagement through early and continuous consultation, and build internal capacity via specialised training and advisory programmes. Manpower support will also be enhanced to address increasing workloads and ensure timely delivery of legal outputs.

Looking ahead, LSD has identified challenges such as manpower constraints, limited subject matter expertise in specialised areas, and dependence on multi stakeholder technical inputs, which may affect timelines and efficiency. At the same time, opportunities exist to strengthen capacity through international collaboration and benchmarking, enabling SHENA to align its legal frameworks with global standards and enhance regulatory credibility.

To address these challenges and capitalise on opportunities, LSD will strengthen internal capacity through recruitment and targeted upskilling, strengthen international collaboration to advance legal drafting and advancing contract management capabilities. Collectively, these initiatives reinforce SHENA's mission to safeguard workplace safety, health, and radiation protection through a robust, responsive, and forward looking regulatory framework.

STRATEGIC PLANNING DIVISION

Strategic Planning Unit (SPU)

The Strategic Planning Division (SPD) aims to facilitate SHENA's transition toward a more sophisticated, data-centric operational model. For the upcoming fiscal year, the Division has established a series of strategic goals designed to enhance the organisation's internal frameworks in support of its regulatory oversight capabilities. Central to these priorities is information management through the implementation of a data repository. The objective of this initiative is to centralise disparate operational data into a singular platform. By consolidating information that was previously siloed across various lines, SHENA's planned data repository intends to streamline the process of data input and retrieval and significantly reduce the lead time required for report generation. This upgrade represents a strategic move to empower senior management with real-time insights that facilitate a more informed decision-making process.

To achieve these objectives, the rollout of the centralised data repository will be accompanied by a shift toward more analytical reporting structures. Among these new outputs is a dedicated corporate communications and social media perception internal bulletin, which will allow the organisation to monitor its public standing and the effectiveness of its outreach efforts.

Furthermore, the Division will begin steering the development and use of a Workplace Safety and Health (WSH) compliance and performance report. This report is designed to be an essential reference tool, outlining incidents, accidents, and work-related fatalities alongside their specific circumstances. By providing a wide view of safety trends, this report will serve as a foundation for evidence-based policy adjustments and targeted enforcement activities, ensuring that SHENA strategic undertakings are evidence-based rather than based on anecdotal observation.

The methodology for realising these goals relies heavily on a collaborative and consultative approach. The Division recognises that the success of a data-driven initiative will rely on the quality of input and the buy-in of the various operational units. Consequently, the Division intends to maintain active engagement with all internal stakeholders to ensure that the tools being developed are not only functional but also deeply impactful for the organisation's day-to-day operations. By aligning these tactical projects with the broader corporate strategy, the Division ensures that technical implementation contributes directly to the overarching vision of ensuring Brunei Darussalam is a safer place to work and live.

In conjunction with these new reporting mechanisms, the Division is committed to the continuous refreshment of SHENA's corporate scorecard and Business Plan. A regular and systematic review of these fundamental organisational tools ensures that all key performance indicators and strategic milestones remain relevant and aligned with the current organisational aspirations and goals. This process will involve a critical assessment of our existing benchmarks and, where pertinent, the recalibration of goals to reflect the actual progress and shifting priorities of the Authority. By keeping SHENA Business Plan fluid yet disciplined, the Division aims to provide a reliable compass for the organisation with a view to ensuring all efforts remain synchronized and focused on high-priority outcomes in the years to come.

Corporate Communications Unit (CCU)

In the next financial year, the Corporate Communications Unit will focus on strengthening stakeholder engagement, enhancing public awareness, and supporting SHENA's strategic objectives through effective communication initiatives. Key priorities include delivering comprehensive communications support for Safety Month, Safety Forum 2026, and the World Day for Safety and Health at Work 2026 campaign to promote a stronger culture of workplace safety and health.

The Unit will also enhance social media monitoring and quarterly reporting to Senior Management Team, providing deeper insights into public concerns, sentiment trends, key recommendations, and proposed actions. Efforts to expand the #SAFEKIDSBN programme to additional primary schools will continue, with programme improvements guided by feedback from participating schools and students. Corporate Social Responsibility (CSR) initiatives will remain a focus through community donation drives, health-related collaborations, and safety awareness programmes that contribute to public well-being. In addition, the Unit will maintain and strengthen SHENA's branding standards by ensuring consistent application of the Corporate Identity Manual (CIM), website content, social media templates, and event layout formats across all communication platforms and activities.

CCU will achieve these goals by continuing to serve as SHENA's central communications support for press releases, social media, outreach, speeches, media coordination and major events. The main challenges are the growing number of events, public expectations for timely updates, social media monitoring demands and the need for crisis readiness. Opportunities include stronger public interest in workplace safety, the success of #SAFEKIDSBN and improved stakeholder engagement.

In terms of technologies, CCU will continue using the SHENA website, online forms, Trello and digital templates. CCU will also explore digital tools for public perception tracking, crisis communications, CSR reporting and annual report evidence collection.

HUMAN RESOURCE AND CORPORATE SERVICES DIVISION

For the upcoming financial year, the Human Resource and Corporate Services Division (HCD) will focus on driving organisational growth through workforce and digital capability, building a future ready workforce and leadership pipeline, strengthening operational excellence, governance and service delivery, and enhancing employee experience, and promoting cost optimisation and prudency measures.

Key priorities include accelerating digital transformation through Microsoft 365 optimisation, AI enabled solutions, automation, and smart workplace initiatives integrated with the SHENA New Headquarters project. At the same time, HCD will strengthen talent sustainability through leadership development, succession planning, and workforce capability building, ensuring SHENA remains an employer of choice. Operational excellence will be reinforced through governance frameworks, improved administrative processes, service delivery standards, contract management oversight, cybersecurity readiness, and disaster recovery capabilities to ensure efficient and resilient operations, while employee wellbeing and workplace transformation will be advanced through modern, safe, and engaging work environments.

To achieve these goals, HCD will expand leadership development programmes, succession planning, and onboarding processes, supported by the Performance Evaluation Tool (PET) to build a high performing workforce. Digitalisation will be accelerated through expanded use of Microsoft 365, AI enabled tools, and automation to streamline processes and improve collaboration. Operational effectiveness will be strengthened through enhanced contract management, vendor oversight, prudent cost management, and investment in resilient IT systems. The Division will also oversee the successful implementation of the SHENA New Headquarters project, ensuring a future ready workplace that enhances employee experience and long term organisational sustainability.

HCD faces challenges in sustaining a pipeline of leaders and specialised technical talent, strengthening employee retention, and embedding a performance driven culture. Digital adoption is constrained by varying levels of staff readiness, continuous system enhancement needs, and cybersecurity risks. Operationally, the Division must balance daily responsibilities with strategic initiatives such as the New Headquarters project, while managing manpower capacity, cost efficiency, and service quality.

Despite these challenges, significant opportunities exist. Leadership development, succession planning, and digital transformation offer pathways to strengthen organisational capability. The expansion of Microsoft 365 and AI enabled technologies presents opportunities to improve productivity, collaboration, and decision making. The New Headquarters project provides a strategic opportunity to establish a modern, smart, and sustainable workplace that enhances employee experience and long term growth

HCD will strengthen leadership development programmes, succession planning, and workforce capability building to ensure talent sustainability. Digital transformation will be accelerated through investments in staff digital skills, automation, and AI enabled solutions, alongside strengthened cybersecurity and disaster recovery readiness. Operational effectiveness will be enhanced through continuous process reviews, stronger governance frameworks, proactive vendor management, and prudent resource utilisation. The Division will also advance the SHENA New Headquarters project and smart workplace initiatives, promoting employee wellbeing, workplace safety, and sustainability.

During the financial year, HCD deployed AI-enabled tools, including Microsoft Copilot, to strengthen digital capability, improve operational efficiency, and support data-driven decision-making across the organisation. Since deployment to March 2026, Copilot adoption has grown significantly, with daily active users increasing from approximately 3-5 to 8-13 users (around 150-200% growth), while daily prompt activity increased from fewer than 20 to over 100 prompts per day (approximately 300-500% growth). Throughout the deployment period, 59 out of 87 users actively adopted Copilot, representing approximately 68% utilisation across the organisation.

The increased adoption and usage indicate deeper integration of AI-enabled tools into daily operations, particularly in administrative, operational, and IT service functions. This has improved efficiency in areas such as correspondence drafting, report preparation, meeting summarisation, document review, technical documentation, information retrieval, and data analysis, reducing manual effort, accelerating task completion, and improving workflow consistency and collaboration across divisions. Collectively, these initiatives demonstrate the growing operational value of digital and AI-enabled technologies in supporting SHENA's productivity, service delivery, and long-term digital transformation objectives.

ENSURING BRUNEI IS A SAFE PLACE TO WORK & LIVE

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