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Safety, Health and Environment National Authority

CODE OF PRACTICE

WORKPLACE SAFETY AND HEALTH (RISK MANAGEMENT)

ENSURING BRUNEI A SAFE PLACE TO WORK & LIVE

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CODE OF PRACTICE (COP)

This Code of Practice (COP) is issued by the Safety, Health and Environment National Authority (SHENA) to guide organisations in ensuring their workplace safety and health obligations. This document is not legally binding and merely represents advice and guidance on how to comply with the law. It is highly encouraged for users to adopt this COP where possible unless there are better or similar alternatives or where it is not reasonably practicable to do so. Workers and managers are also encouraged to know and understand what is expected of the Company Directors who lead their organisations.

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1. INTRODUCTION

1.1 Purpose

This Code of Practice on the Workplace Safety and Health Risk Management (COPRM) is a written document that provides practical guidance to assist and supplement workplaces to comply with the Workplace Safety and Health (Risk Management) Regulations in Brunei Darussalam.

The Workplace Safety and Health (Risk Management) Regulations, requires employers, self-employed persons and principals to adopt a risk management system to protect his or her employees, and others, from bodily harm in the workplace.

This COPRM applies to all workplaces within Brunei to instil and foster an accident-prevention culture through identifying and assessing the health and safety hazards in the workplace, controlling and monitoring risks and the ability to communicate the risk involved to exposed persons at work and relevant stakeholders.

This document may be cited as a reference in a court of Law to determine whether a workplace safety and health measure has been undertaken or considered reasonably practicable in line with the Workplace Safety and Health (Risk Management) Regulations. Therefore, ensuring compliance with this Code of Practice could be used as a mitigating factor for the Court's consideration in the event of an organisation's Workplace Safety and Health Act, Cap. 277's offence.

2. ABBREVIATIONS AND INTERPRETATION

ABBREVIATIONS	DEFINITION
ATP	Approved Training Provider, an organization authorized by SHENA to provide safety and health training courses in accordance with Section 31 of the Workplace Safety and Health Act, Chapter 277
FMEA	Failure Modes and Effect Analysis, a systematic method for evaluating processes to identify where and how they might fail and assessing the relative impact of different failures
HAZOP	Hazard and Operability Study, a structured and systematic examination of a complex planned or existing process or operation to identify and evaluate problems that may represent risks to personnel or equipment
JHA	Job Hazard Analysis, a technique that focuses on job tasks to identify hazards before they occur
PEL	Permissible Exposure Level, the maximum time weighted average concentration of a toxic substance to which any person may be exposed to in accordance to Schedule 1 of the Workplace Safety and Health (General Provisions) Regulations
PHA	Process Hazard Analysis, a set of organized and systematic assessments of the potential hazards associated with an industrial process
PPE	Personal Protective Equipment, equipment worn to minimise exposure to hazards that cause serious workplace injuries and illnesses
SHENA	Safety, Health and Environment National Authority, a statutory body that was set up under the Safety, Health and Environment National Authority Act, Chapter 227 and enforced in April 2017
SWP	Safe Work Procedure, a set of step-by-step instructions compiled by an organization to help workers carry out routine operations safely
WSH	Workplace Safety and Health

In this document, the following terms are indicated as below:

a) “shall” = a legal requirement
b) “should” = a recommendation
c) “may” = a permission or optional course of action
d) “can” = a possibility or a capability.

3. DEFINITIONS

3.1 What is a Hazard?

A ‘hazard’ is anything with the potential to cause bodily injury, and includes any physical, chemical, biological, mechanical, electrical or ergonomic hazard.

3.2 What is a Risk?

A ‘risk’ means the likelihood that a hazard will cause a specific bodily injury to any person.

3.3 What is Risk Assessment?

Risk Assessment is the process of evaluating the probability and consequences of injury or illness arising from exposure to an identified hazard and determining the appropriate measures for risk control. In short, it means identifying hazards and determining the likelihood and severity of potential harm.

A risk assessment should (however are not limited to):

- Identify and address significant risks and hazards present in the workplace;
- Review all work activities, encompassing both routine and non-routine activities. The assessment should cover every aspect of the work activity, including those not under the immediate supervision of the employer e.g. tasks performed by employees, lone worker, pregnant women and people with disabilities;
- Consider non-routine activities, including but not limited to, maintenance, cleaning operations, loading and unloading of vehicles, changes in production cycles and emergency response arrangements;
- Consider the management of incidents that frequently cause accidents and establish procedures to mitigate their effects;
- Consider work organisation i.e., the way in which work is organised and the effects this can have on health;
- Take into account risks to the general public that could arise from the work activity being undertaken;
- Cover fire risks; and
- Any changes including the introduction of new equipment, procedures, or technologies.

3.4 What is Risk Management?

Risk management is a broader framework for managing health and safety risks caused by hazards within an organization. It involves forming the risk management team, identifying potential hazards, assessing the likelihood and severity of potential harm, and

then taking action to eliminate the hazard, control or monitor such risks as well as communicating these risks.

The main principles of Risk Management are:

a) **Preparation** of Risk Assessment;
b) Conduct a **Risk Assessment**;
c) **Implementation** of the Risk Control Measures;
d) **Record Keeping**; and
e) **Review**.

Figure 1: Risk Management Process

Risk Assessment is a key principle of Risk Management that includes Hazard Identification, Risk Evaluation and Risk Control. Risk Assessment shall be carried out and risk control measures shall be implemented before any new work commences.

During the Risk Management Process, there is always the need to communicate and to seek advice to mitigate identified risks, hence communication and/or consultation are consistently an integral component throughout the Risk Management process.

4. DUTIES & RESPONSIBILITIES

Every employer, self-employed person and principal shall conduct a Risk Assessment in relation to the safety and health risks posed to any person who may be affected by his undertaking in the workplace as stipulated by the Workplace Safety and Health (Risk Management) Regulations.

4.1 An employer, self-employed or principal shall

4.1.1 Be accountable for making sure that a risk assessment is conducted in the workplace.

4.1.2 To take all reasonably practicable steps to eliminate any foreseeable risk to any person.

4.1.3 Consider the controls as stated below by following the hierarchy order if the risk identified cannot be reasonably eliminated:

- Substitution;
- Engineering control;
- Administrative control; and
- Provision and use of suitable Personal Protective Equipment (PPE).

4.1.4 Support the implementation of the recommended risk control measures. If Personal Protective Equipment (PPE) is required, ensure the provision of adequate resources for its effective application and maintenance.

4.1.5 It is recommended that the Employer set up an internal Risk Assessment Team within the organisation and conduct meetings when there are new observations, issues or measures identified.

4.1.6 Require for the contractor or supplier where work has been assigned or awarded, to conduct a Risk Assessment and ensure that it is implemented onsite. The contractor or supplier must take reasonably practicable measures to eliminate, or reduce to as low as reasonably practicable, the risk that may be posed by their work (e.g., when they work with machines, equipment or when using hazardous substances).

4.1.7 Ensure that a Risk Register, a compilation of Risk Assessments forms (**Appendix C**) is available and maintained at the workplace.

4.1.8 Ensure that the Risk Register is readily available for review by designated persons at the workplace and by any regulatory agencies such as the Safety, Health and Environment National Authority (SHENA).

4.1.9 Ensure that the Risk Assessment records, including but not limited to Risk Assessment forms and control measure records, are kept for at least three (3) years from the Risk Assessment approval date.

4.1.10 Review and, if necessary, revise the Risk Assessment:

- at least once every three (3) years from the Risk Assessment approval date; or
- upon any occurrence of any bodily injury to any person as a result of exposure to a hazard in the workplace; or
- upon any accident, incident, near miss or dangerous occurrence in the workplace; or
- when there is any significant change in the work process or activity or procedures; or
- when new information on Workplace Safety and Health (WSH) risk control measures is made known such as new technological advances and data-supported methodologies; or
- when new information on WSH emerging risks is made known; or
- when there is a significant change in the workers' personal health (including mental well-being) in relation to safety critical work process or activity.

4.1.11 Monitor the effectiveness of risk control measures after their implementation in the workplace. Additionally, ensure that any residual risks are identified and managed appropriately. This includes continual monitoring and reassessment to confirm that control measures remain effective and that any new or unforeseen risks are promptly addressed.

4.2 Manager

4.2.1 The Manager may be the person who manages a physical area ("Area Manager", e.g., Warehouse Manager), a function ("Technical Manager", e.g. Production Manager) or an activity (e.g., Maintenance Manager) within the workplace. In some workplaces, the manager may also be the Employer. The Employer is to determine the appropriate level of engagement for this role.

4.2.2 The Manager who oversees the area, function or activity where the WSH risks exist, shall:

- Ensure that a Risk Assessment is conducted and risk control measures are implemented before any new work is carried out in the Manager's area;
- Approve the Risk Assessment conducted for the Manager's area. The Manager should also ensure that the risk level is not rated "High Risk" when approving work that is to be carried out;
- Ensure that the risk control measures are implemented without delay;
- Ensure that, where applicable, all operations have an established Safe Work Procedures (SWPs);
- Ensure that all persons exposed to the workplace risks are informed of:
  - the nature of the risks involved;
  - any measures or Safe Work Procedures (SWPs) implemented; and
  - the means to minimise or eliminate the risks.
- Ensure that the effectiveness of the risk control measures is monitored;
- Revise the Risk Assessment if the risk control measures are inadequate and ineffective after the implementation, by obtaining more information and/or modifying controls; and
- Maintain Risk Assessment documentation of control measures and Safe Work Procedures (SWPs) that were implemented.

4.2.3 The Manager shall assist the Employer in implementing the requirements seen in Clauses 4.1.7 to 4.1.11.

4.2.4 The Manager may authorise other personnel to execute the duties mentioned above but remains accountable for them.

4.2.5 The Manager should work together with a Human Resource Manager to specify the workplace safety and health training that is necessary for job positions and their functions.

4.3 Human Resource Manager

The Human Resource Manager should, not limited to:

- Ensure that a robust recruitment process is in place in order to choose suitable job candidates who are able to meet position requirements and WSH obligations;
- Ensure that all new employees are given appropriate and sufficient orientation, and WSH training to equip them with the relevant knowledge, skills and abilities to succeed in their positions;
- Support the Employer and relevant Managers to ensure that risk assessment, risk control measures and SWPs are effectively communicated to all employees; and
- Specify safety and health responsibilities in the job descriptions of employees and ensure that these responsibilities are effectively communicated to all employees.

4.4 Risk Management Leaders

4.4.1 Risk Management Leader should be appointed by the Employer.

4.4.2 The appointed Risk Management Leader is expected to have direct access to the Employer or at least be a senior member of the workplace, have good knowledge of work activity and is competent in Risk Management.

4.4.3 The Employer should ensure that the appointed Risk Management Leader has sufficient knowledge, training and work experience relevant to the work scope.

The Risk Management Leader should complete the relevant training course conducted by SHENA's ATP or the equivalent.

4.4.4 The appointed Risk Management Leader shall:

- assist the Employer and Managers in coordinating and conducting Risk Management processes within the workplace;
- provide regular updates on the appropriate risk control measures implemented to eliminate or reduce identified risks to the Employer, preferably monthly but no less than once a year;
- obtain approval from the Employer or the designated Manager for the implementation of risk control measures; and
- assist the Employer to ensure that the Risk Register is prepared and conducted.

4.5 Employees

4.5.1 Employees shall cooperate with employer to comply with the control measures that are outlined in the Risk Assessments.

4.5.2 Employees are obligated to promptly report to their immediate supervisors, person-in-charge or manager of any incident, accident, near miss, occupational disease or dangerous occurrence so that prompt action can be taken to address them.

5. PREPARATION

5.1 Formation of Risk Management or Risk Assessment Teams

5.1.1 Appointment of Risk Management Team

5.1.1.1 The Employer shall appoint:

- a Risk Management Leader as a leader of Risk Management Teams; and
- Risk Management Team Members.

5.1.1.2 The Risk Management Team shall be responsible for the overall Risk Management direction and Risk Management activities of the workplace.

5.1.1.3 The main functions of the Risk Management Team appointed by the Employer are:

- To have a thorough knowledge of the work that is to be assessed;
- Set Risk Management objectives;
- Define the scope of Risk Assessment or boundaries, e.g. by department, function and work activities;
- Assign the Risk Assessment Teams to conduct Risk Assessment for specific areas; and
- Decide on the hazards review period.

5.1.1.4 The composition of the Risk Management Team should be multi-disciplinary, and diverse with representation from major stakeholders of all the workplace functions.

5.1.1.5 For self-employed persons, a Risk Assessment can be conducted by a multi-disciplinary team that has a thorough knowledge of the work to be assessed.

5.1.1.6 Risk Management team members may be appointed from management staff, process or facility engineers, technical personnel, supervisors, production operators, maintenance staff and WSH Officers or other WSH personnel. Additionally, other staff involved in implementing and maintaining safety and health standards may be appointed, where suitable.

5.1.2 **Risk Assessment Teams**

5.1.2.1 Where more teams are required to conduct a Risk Assessment in the workplace, a Risk Assessment Teams ("Risk Assessment Teams") can be formed (**Figure 2**).

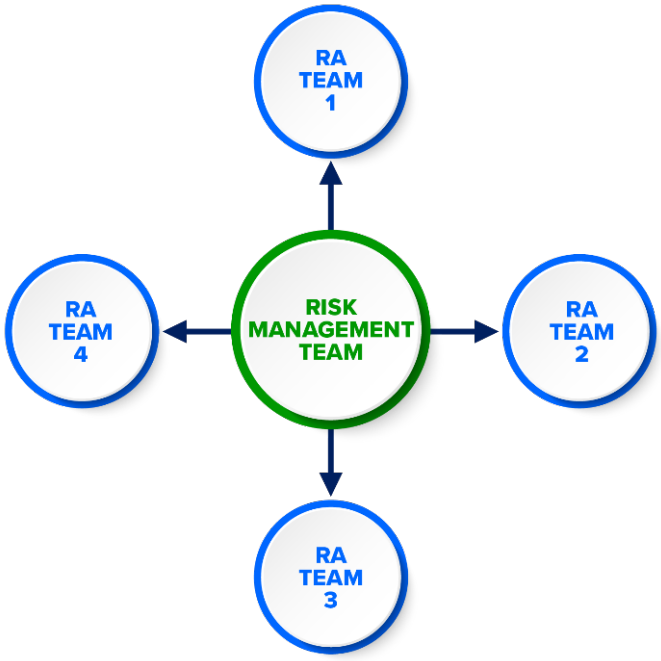

Figure 2: Risk Management and Risk Assessment Teams (for complex industry)
RA = Risk Assessment

5.1.2.2 Risk Assessment Teams are responsible for conducting Risk Assessments within the scope defined by the Risk Management Team. If an organisation requires only one team, then the functions of the Risk Management and Risk Assessment Teams may be combined within the Risk Management Team.

5.1.2.3 Risk Assessment Teams should have representatives from management and non-management levels (**Figure 3**).

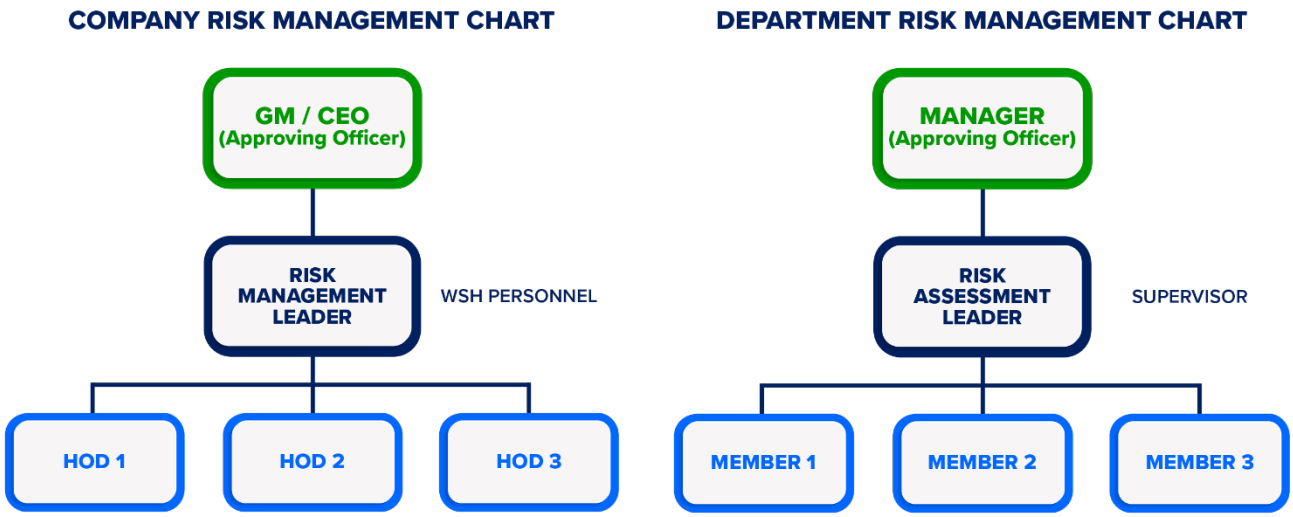

Figure 3: An example of a Risk Management Team (primary team) and Risk Assessment Team composition in a complex company

HOD: Head of Department – Production, Maintenance, HR, Finance etc.
M: Member – from Production, Maintenance, WSH Personnel or HSE, Quality Control, Contractors, Suppliers etc.

5.1.2.4 Risk Assessment Teams should have representatives who are relevant to the activity and have sufficient experience and knowledge of the activity to be able to add value to the development of a suitable Risk Assessment.

5.1.2.5 The Risk Assessment Team should include personnel who are involved with the work, which includes contractors and suppliers. If possible, it should also include persons who are familiar with the design and development of the site, machine, or process.

5.1.2.6 If the inclusion is not feasible as detailed in Clause 5.1.2.5, then designers, suppliers and other contributors may be invited to share their comments and suggestions with the Risk Assessment Team.

5.1.2.7 Alternatively, the Employer can engage with an experienced safety consultant e.g. a WSH Officer, WSH Auditor or Third-Party Consultant to assist with conducting the workplace risk assessment.

5.1.2.8 The Risk Assessment Team Leader should be experienced with the type of work within his or her scope, and have direct access to the Risk Management Team Leader, or in the absence of one, to the Employer.

5.2 Identify Tasks of Each Process

5.2.1 Define the scope of Risk Assessment

5.2.1.1 Divide the workplace into distinct areas or boundaries for assessing and controlling risks at the workplace. It may be as simple as dividing a workplace or project into its distinct parts (e.g., divisions, departments, functional areas, or work activities), and then sub-dividing each part into self-contained jobs or areas, each representing the unit for the Risk Assessment.

5.2.1.2 The Risk Management Team (the primary team responsible for the overall Risk Management direction and activities of the company) shall determine the boundaries of the Risk Assessment (e.g., department, functional area, or work activity within the workplace).

5.2.1.3 The Risk Management Team is to assign the Risk Assessment Team for each distinct area.

5.2.2 Work Activities Inventory Form

5.2.2.1 The Risk Assessment Team is to prepare an Inventory of Work Activity form for areas assigned by the Risk Management Team (See **Appendix A**).

5.2.2.2 The format of the Inventory of Work Activity form can vary but it should include:

- Activity, trade or department assessed;
- Process or activity location;
- Work activity; and
- The date when the Risk Assessment was conducted or reviewed.

5.3 Gather Relevant Information

Once the scope of the Risk Assessment is determined, relevant information should be gathered. These sources of information may include, but are not limited to:

- Relevant Legislation or Standards or Code of Practice or specifications;
- Workplace layout plan;
- Process flowchart or work outline;
- Chemical inventory list or biological inventory list;
- Master equipment list or any equipment list or loose maintenance tools;
- Records of past incidents, accidents and occupational diseases;
- Workplace Safety and Health inspection records;
- Details of existing risk controls;

- Safety and health management system audit reports;
- Workplace hygiene monitoring (exposure assessment for workplace health hazards e.g. air quality or noise);
- Feedback from employees, clients, suppliers or other stakeholders;
- Safe Work Procedures (SWPs);
- Other relevant information such as Safety Data Sheets (SDS), manufacturer's instruction manual;
- Copies of any previous Risk Assessments that are relevant;
- Medical condition (e.g., allergy), mental well-being indicators, and personal health indicators of employees in relation to safety critical work processes, or activity being assessed;
- Past training records of employees; and
- Emergency Response Plan i.e. crisis reporting processes; emergency response plan and/or infectious disease outbreaks).

6. RISK ASSESSMENT

6.1 General Requirements

6.1.1 Risk Assessment involves the processes of Hazard Identification, Risk Evaluation and Risk Control.

6.1.2 All identified hazards from work activities and sub-activities need to be evaluated for their associated risks and addressed using relevant risk controls. The steps taken and their results must be recorded in the Risk Assessment Form.

6.1.3 As part of continual improvement, it is recommended that workplace hazards be monitored regularly until:

- the risk level of the hazard is low; or
- all reasonably practicable measures have been taken in order to mitigate or eliminate the risk; or
- the remaining risks of the hazard, after all preventive and mitigation measures have been implemented, are considered residual in nature. These risk remains after all efforts to identify and eliminate or reduce hazards have been made and therefore should be identified, assessed, and managed to ensure they are kept at an acceptable level.

6.2 Principles

6.2.1 Risk Assessment serves as an integral part of the Risk Management Process. It provides a systematic approach that is woven into all organizational workflows, from devising strategies to managing projects and implementing changes. The key principles of the Risk Management process are outlined in **Figure 1.**

6.2.2 Risk Assessment is uniquely adapted and customised for each organisation and its operational area.

6.2.3 Risk Assessment inputs are based on various information sources such as the Risk Assessment Team members' competency and experience, observations, employee feedback and expert opinions or systematic reviews. The limitations of these information sources must be considered to ensure that the Risk Assessment is based on the best available information.

6.2.4 Risk Assessment should take human factors and cultural factors into account. Human factors include environmental, organisational and job factors, and human and individual characteristics, which influence behaviour at work which in turn can affect health and safety. It recognises that the capabilities and health risk factors of employees, including mental well-being, should be managed when conducting a Risk Assessment.

6.2.5 Risk Management contributes to the achievement of organisational objectives and elevates business performance; it augments operational efficiency; upholds adherence to regulatory, safety and health.

6.2.6 Risk Management addresses uncertainty and assists businesses in making well-informed decisions and arrange their actions in order of priority.

6.2.7 Risk Management should work alongside all other aspects of an organisation to facilitate continual improvement and be responsive to change when new risks emerge, or existing risks change.

6.3 Hazard identification: How to identify hazards?

6.3.1 General

6.3.1.1 The Risk Assessment Team Leader should determine the most appropriate methodologies for identifying and analysing safety and health hazards associated with work. These may include outcomes from WSH Committee meetings, brainstorming, safety walk checklists, systematic process reviews, Process Hazard Analysis (PHA), Job Observations and Job Hazard Analysis (JHA) or reporting from employees.

6.3.1.2 Hazard is defined as anything with the potential to cause harm or bodily injury and includes any physical, chemical, biological, mechanical, electrical or ergonomic hazard.

6.3.1.3 When identifying hazards, the Risk Assessment Team should consider if the hazards could cause harm beyond the immediate area of the work This involves not only evaluating the immediate area where the work is conducted but also assessing the potential impact on nearby areas, other employees, visitors, and the general public.

6.3.2 Process

6.3.2.1 Create a list of work activities and input it into the "Inventory of Work Activities Form" (See the example in **Appendix A**) then select a "Work Activity" from the "Inventory of Work Activities Form" and place it in the "Risk Assessment Form" (see example in **Appendix B**) for analysis.

6.3.2.2 Break down work activity into its sub-activities to enable the identification of all foreseeable hazards associated with the work activity. These sub-activities constitute the different steps that make up the work activity.

6.3.2.3 For each work activity or process, identify the hazard(s) and record them in the "Hazard" column. List each hazard in a separate row in the table.

6.3.2.4 The following categories of hazards should be considered:

- Physical (e.g. exposure to loud noise, fire, heat, radiation);
- Chemical (e.g. flammables, toxics, corrosives, reactive materials);
- Biological (e.g. micro-organisms, pathogens);
- Mechanical (e.g. moving parts, rotating parts);
- Electrical (e.g. exposure to live electrical wires, voltage, magnetic field);
- Ergonomic (e.g. poor posture, improper adjustment to workstations and chair); and
- Psychosocial (e.g. excessive time pressure, bullying, violence and work-related fatigue).

6.3.3 Individual and Organisational Factors

6.3.3.1 Risk Assessment should consider individual and organisational factors that could compromise or influence employees' work ability and safety (e.g., decreased mental alertness, fatigue, loss of concentration). Risk control measures can be implemented to accommodate these diverse viewpoints and behaviours.

6.3.3.2 Examples of organisational factors include excessive workload, extensive working hours, inadequate training or inadequate acclimatisation to a hot environment.

6.3.3.3 Examples of factors (that are made known voluntarily to employers at the individual level or through analysis of aggregated data from periodic health screening) to be considered include:

- Individual characteristics and fitness (e.g., eyesight, hearing, lack of physical conditioning to carry out heavy lifting or manual work);
- Personal health condition (e.g., anaemia made worse by exposure to lead, allergies due to chemicals used at the workplace);
- Conditions that, when not well managed, may affect safety critical work (e.g., high blood pressure, high cholesterol, diabetes mellitus, chronic heart condition, emotional trauma);
- Pregnancy (e.g., teratogenic chemicals that can affect the embryo or foetus);
- Smoking (a risk factor for many diseases); and
- Use of certain medications or substance misuse (which may affect cognitive abilities).

6.3.4 Workplace and Work-Related Factors

This section highlights factors related to remote work environments, public spaces, or mobile workforces.

The factors to consider when identifying hazards include:

- Work shift patterns within the organisation;
- Proximity of hazardous activities and facilities to one another;
- Suitability of tools and equipment for the task and how well they are maintained;
- Non-routine work activities and situations; and
- Environmental conditions e.g. lighting in the workplace or weather conditions during outdoor work.

6.3.5 Hazard Identification Tools

There are many hazard identification tools available which the workplace can employ contingent on their operational activities. Some examples include Job Hazard Analysis (JHA), Job Safety Analysis (JSA), HAZID (Hazard Identification), Hazard and Operability Study (HAZOP), Failure Modes and Effect Analysis (FMEA), What-if-Analysis, fault tree analysis, event tree analysis, etc.

6.4 Risk Evaluation

Risk Evaluation assesses the risks involved in the work activity that determines who could get hurt and how.

6.4.1 Risk Matrices

This COPRM recognises the various risk evaluation methods and matrices that are practised and preferred by workplaces. While the COPRM does not restrict workplaces to their choice of matrices, the numeric 5x5 Risk Matrix is recommended. Common matrices include, but are not limited to, the 3X3 Risk Matrix and the descriptive 5X5 Risk Matrix as seen in **Tables 1, 2** and **3** below.

Likelihood / Severity	Remote	Occasional	Frequent
Major	Medium Risk	High Risk	High Risk
Moderate	Low Risk	Medium Risk	High Risk
Minor	Low Risk	Low Risk	Medium Risk

Table 1: Example of 3 X 3 Matrix with descriptive ratings

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (A)	Medium	Medium	High	High	High
Major (B)	Medium	Medium	Medium	High	High
Moderate (C)	Low	Medium	Medium	Medium	High
Minor (D)	Low	Medium	Medium	Medium	Medium
Negligible (E)	Low	Low	Low	Medium	Medium

Table 2: Example of 5 X 5 Matrix with a combination of numeric

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

Table 3: Example of 5 X 5 Matrix with numeric ratings or Risk Level

The risk matrix used in the Risk Assessment should be displayed at least once, and preferably on every page of the Risk Assessment form. This is particularly important when numeric ratings are used as risk levels may represent different levels of risk with different sizes of the risk matrix.

6.4.2 Existing Controls

6.4.2.1 Existing controls are control measures that are already in place or are required to be implemented to carry out the work activity.

6.4.2.2 Assessment of severity and likelihood should be made on the assumption that existing (or required) controls are in place.

6.4.2.3 Existing (or required) controls that do not influence severity should not be considered when assessing severity.

6.4.2.4 Existing (or required) controls that do not influence likelihood should not be considered when assessing likelihood.

6.4.3 Assessment of Severity

6.4.3.1 Taking the existing risk controls and residual risks into consideration, the Risk Assessment Team should rate the severity of the possible injury or ill health.

6.4.3.2 When using the numeric 5x5 matrix, the guidance given in Table 4 should be used when selecting the level of severity.

6.4.3.3 When using other matrices, the equivalent guidance for severity should be used and described in adequate detail for adoption by users of those matrices.

6.4.3.4 Should the Risk Assessment Team members have any difficulty in developing a consensus as to the severity level, the Team is to gather more information and/or consult an industry expert.

LEVEL	SEVERITY	DESCRIPTION
5	Catastrophic	Death, fatal occupational disease or exposure, or multiple major injuries
4	Major	Serious injuries, serious occupational diseases, or exposure (includes amputations, major fractures, multiple injuries, occupational cancers, diagnosed mental illnesses, acute poisoning, disabilities, and noise-induced hearing loss)
3	Moderate	Injury or ill-health (including mental well-being) requiring medical treatment (including lacerations, burns, sprains, minor fractures, psychosocial stress, dermatitis, and work-related musculoskeletal disorders)
2	Minor	Injury or ill-health (including mental well-being) requiring first-aid only (includes minor cuts and bruises, irritation, ill health with temporary discomfort, fatigue)
1	Negligible	Negligible injury

Table 4: A guide to "Severity" rating

6.4.4 Assessment of Likelihood

6.4.4.1 Taking the existing risk controls and residual risks into consideration, the Risk Assessment Team should rate the likelihood of the hazard that may cause injury or ill health.

6.4.4.2 When assessing likelihood, the Risk Assessment Team should consider personal health risks (e.g., existing medical condition(s) of the person(s) involved in the activity that may affect the likelihood level).

6.4.4.3 When using the numeric 5x5 matrix, the guidance given in **Table 5** should be used when selecting the level of likelihood.

LEVEL	LIKELIHOOD	DESCRIPTION
1	Rare	Not expected to occur but still possible
2	Remote	Not likely to occur under normal circumstances
3	Occasional	Possible or known to occur
4	Frequent	Common occurrences
5	Almost Certain	Continual or repeating experience

Table 5: A guide to "Likelihood" rating

6.4.4.4 When using other matrices, the equivalent guidance for likelihood should be used and described in adequate detail for adoption by users of those matrices.

6.4.4.5 Should the Risk Assessment Team members have any difficulty in developing a consensus on the likelihood level, the Team is to gather more information and/or get advice from an industry expert.

6.4.5 Risk Level

The Risk Level is obtained by multiplying the values of Severity and Likelihood level (values seen in the "S" and "L" columns of the Risk Assessment form), that is, Risk Level = Severity x Likelihood. Here, "S" indicates "Severity" whilst "L" indicates Likelihood.

6.4.6 Classification of Risk – Risk Matrix

6.4.6.1 Compare the Risk Level against the Risk Matrix as seen in **Table 3**.

6.4.6.2 Risk controls must be implemented so that the risk levels are not in the red zone ("High Risk") before any work commences. Additional Risk Controls should be implemented until:

- Risk controls for the hazard in the yellow zone ("Medium Risk") are already **A**s **L**ow **A**s **R**easonably **P**racticable (ALARP); or
- The risk level is in the green zone ("Low Risk").

6.4.6.3 The core concepts of "ALARP" are:

- Weighing risk against the sacrifice (trouble, time and money) needed to control or mitigate the risk;
- The employer, self-employed person and principal must be able to demonstrate that the sacrifice is grossly disproportionate to the benefits of risk reduction; and
- Adopting measures that involve grossly disproportionate sacrifices.

6.4.6.4 The Risk Management Team or Risk Assessment Team is to determine for the organisation, with the concurrence of the Employer, which are the areas within the matrix that are to be classified as Low, Medium, and High risks. The categorisation of risk may be based on but is not limited to, industry practice, policies of the workplace and risk appetite of the organisation.

6.4.7 Action for Risk Levels

The following actions are to be implemented based on the current risk level (see **Table 6**).

RISK LEVEL	RISK LIKELIHOOD	RECOMMENDED ACTIONS
Low	Acceptable	• No additional risk control measures may be needed. • Frequent review and monitoring of hazards are required to ensure that the risk level assigned is accurate and does not increase over time.
Medium	Tolerable	• A careful evaluation of the hazards should be carried out to ensure that the risk level is reduced to As Low As Reasonably Practicable (ALARP) within a defined period. • Interim risk control measures, such as administrative control or PPE, may be implemented while longer-term measures are being established. • Management attention is required.
High	Not Acceptable	• High-Risk level must be reduced to at least Medium Risk before any work starts. • There should not be any interim risk control measures. Risk control measures should not be overly dependent on PPE. • If practicable, the hazard should be eliminated before any work starts. • Management review is required before work starts.

Table 6: Recommended action for risk levels

6.5 Risk Evaluation for Health Hazards

6.5.1 Exposure assessment should be conducted to estimate the employees' exposure to health hazards where appropriate. Exposure can be estimated by qualitative assessment or quantified by direct measurement. All exposure measurements should be conducted by competent persons using recognised methods, acceptable standard procedures and standard calibrated equipment.

6.5.2 Where there are large numbers of workers, groups of workers with similar exposure levels could be identified for a more efficient exposure assessment.

6.5.3 Exposure estimates are then compared to established Permissible Exposure Level (PEL) or other health standards to establish the likelihood of the ill-health effects.

6.5.4 Based on exposure assessment and risk evaluation, health exposure risks can be ranked to enable prioritisation of action plans to lower these risks.

6.5.5 When assessing the risk of health hazards (e.g., noise, chemicals, biological agents, and ergonomics), relevant risk factors should be taken into consideration (see **Table 7**)

HEALTH HAZARDS	RISK FACTORS
Noise	• Exposure level (sound pressure level); • Frequency of sound; • Duration of exposure; and • Frequency of exposure.
Chemicals	• Intrinsic hazard of the chemical (e.g. carcinogenicity, mutagenicity); • Physical and chemical properties; • Scale and frequency of use; • Routes of exposure; • Exposure concentration; • Exposure duration; and • Frequency of exposure.
Biological agents	• Intrinsic hazard of microorganism (pathogenicity); • Virulence; • Host range; • Viability of microorganisms present at point of exposure; • Mode of transmission; and • Routes of infection.
Ergonomics-related factors	• Weight of load or force; • Repetition or frequency of motion; • Posture (static, awkward, etc); • Direct pressure on body parts or contact stress; • Vibration; and • Temperature of the environment.
Heat	• Temperature; • Humidity; • Amount of direct sun exposure or radiant heat; • Intensity of physical work; • Physical exhaustion; • Type of clothing; • Un-acclimatised person or duration of acclimatisation; and • Susceptible individuals (with cardiovascular disease, impaired renal function, obesity, alcohol and drug abuse, dehydration).
Psychosocial	• Job content; • Workload and work pace; • Working hours; • Participation and control; and • Organisational culture.

Table 7: Risk factors of Health Hazards.
Note: This table is not exhaustive.

6.6 Risk Control

Selection of risk control measures should be based on the Hierarchy of Control. Elimination of hazard should be attempted in the first instance, where practicable. Where elimination is not feasible, other measures should be taken in order to reduce the risk by following the Hierarchy of Control order: substitution, engineering controls, administrative controls, and personal protective equipment.

6.6.1 Applying the Principles of Hierarchy of Control

6.6.1.1 The control of hazards and reduction of risks can be accomplished by following the Hierarchy of Control (see **Figure 4**).

6.6.1.2 A control measure that is higher on the Hierarchy is often more effective as the risk is reduced at or close to the source. For example, use substitution as a control before introducing engineering controls.

6.6.1.3 The control measures in the Hierarchy are not to be taken as isolated or single solutions. Generally, it is more effective to use a combination of control measures. For example, engineering controls work better with administrative controls like training and Safe Work Procedures (SWPs).

6.6.2 Additional Controls

6.6.2.1 Check the risk level for acceptability. If the risk level is “High”, then the risk must be eliminated or reduced to at least a “Medium” level by putting in additional controls.

6.6.2.2 When considering additional controls to reduce risk, the control measures that are higher up in the Hierarchy of Control should be considered first.

Hierarchy of Control

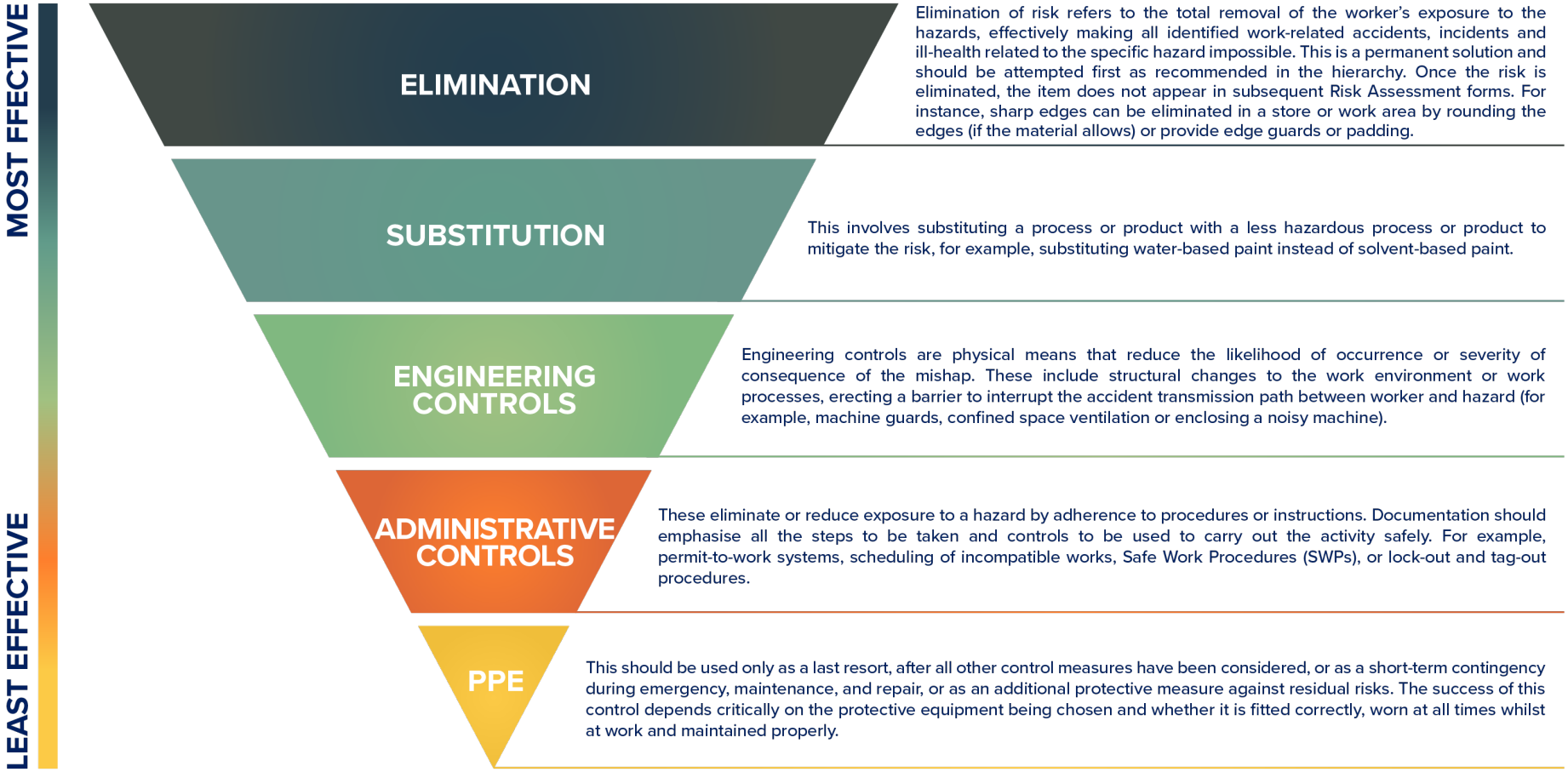

Figure 4: Hierarchy of Control

6.6.3 Re-evaluation with Additional Controls

6.6.3.1 When additional control(s) have been decided, re-rate the Severity, Likelihood and Risk levels and record them in the “S”, “L” and “Risk Level” columns in the “Risk Control” section of the Risk Assessment form.

6.6.3.2 The re-evaluated Risk Level should not be higher than the initial Risk Levels.

Note: The revised Risk levels should preferably be kept within the low-risk (Green) zone, where feasible.

6.6.4 Implementation Person and Date

6.6.4.1 A specific person should be identified to lead the implementation of the additional controls. Record the person’s name in the “Implementation Person” column.

6.6.4.2 If the person mentioned in Clause 6.6.4.1 cannot be identified at the time the Risk Assessment form was being completed, a designation of the person may be indicated. The Manager is to propose this suitable person and be recorded.

6.6.4.3 The due date for implementation is to be recorded in the “Next Review Date” column. The due dates is proposed by the Implementation Person and agreed upon by the Manager.

6.6.4.4 The Implementation Person should provide progress updates to the Risk Assessment Team periodically as determined by the Risk Assessment Team Leader.

7. IMPLEMENTATION

7.1 Risk Assessment Approval

Completed Risk Assessment forms must be approved by the Manager of the area, function, or activity where the risk is being assessed.

7.2 Implementation Actions

7.2.1 As far as is practicable, the Employer or Manager should implement the risk control measures as soon as possible.

7.2.2 The Employer or Manager must ensure that an action plan is prepared to implement the measures. The plan should include the timeline for implementation and the names of the persons responsible for implementing the safety and health control measures.

7.2.3 The Employer or Manager must ensure that the plan is monitored regularly until all the measures are implemented.

7.2.4 The Employer or Manager must ensure that all persons exposed to the risks are informed of:

- the nature of the risks involved; and
- any measure or Safe Work Procedure (SWP) implemented.

7.2.5 The Employer or Manager must ensure that regular inspections and process audits are carried out to make sure that risk control measures have been properly implemented and are functioning effectively. Examples of audit include internal WSH audits, external WSH audits, inspection after an incident/accident and or employee feedback.

7.2.6 After the implementation of additional controls, the “Existing Controls” and “Additional Controls” columns of the Risk Assessment form should be updated.

8. RECORD KEEPING

8.1 Requirements

8.1.1 The Manager shall assist the Employer to ensure that a record of the Risk Assessments that have been conducted is maintained. The Risk Assessment records include, but are not limited to, the:

- Risk Assessment forms;
- Control measure records; or
- Any Safe Work Procedures (SWPs);

which are to be kept for at least three (3) years.

8.1.2 The Manager shall assist the Employer to ensure that the risk register is readily available for review by designated persons at the workplace or when requested by SHENA.

9. REVIEW

9.1 Requirements and Guidance

9.1.1 All Risk Assessment entries shall be reviewed in line with requirements under the Workplace Safety and Health (Risk Management) Regulations and, if necessary, revised:

- at least once every three (3) years from the last Risk Assessment approval date; or
- upon the occurrence of any bodily injury to any person as a result of exposure to a hazard in the workplace; or
- where there is a significant change in work practices or procedures; or
- upon any accident, incident, near miss or dangerous occurrence in the workplace; or
- where there is a significant change in the workers' personal health (including mental well-being) in relation to safety critical work process or activity; or when new information on Workplace Safety and Health emerging risks, any threat of terrorism, disease outbreak, or mental well-being is made known.

9.1.2 Where practicable, it is recommended that Risk Assessments are be reviewed annually.

9.2 Continuous Improvements

Employers should continuously improve the suitability, adequacy and effectiveness of risk management in the workplace. As relevant gaps or improvement opportunities are identified, Employers should develop plans and tasks and assign them to those accountable for their implementation. Once implemented, these improvements should contribute to the enhancement of the risk management process.

9.2.1 Periodic Review & Improvement Plans

9.2.1.1 **Annual Safety Reviews**
Employers must conduct comprehensive safety evaluations.

9.2.1.2 **Feedback Mechanisms**
Open channels for employees to report safety concerns anonymously.

9.2.1.3 **Benchmarking**
Compare with industry best practices to identify areas for improvement.

9.2.1.4 **Innovation & Adaptation**
Encourage the adoption of new safety technologies and methodologies.

10. COMMUNICATION: HOW TO COMMUNICATE THE RISKS INVOLVED?

10.1 Risk communication is a key aspect and continuous or iterative process where an organisation is to:

- provide, share and obtain information; and
- engage in active dialogue with stakeholders regarding the identification and management of risk.

10.2 In the event of revisions to the Risk Assessment or when there is a significant change in work practices or procedures, it is imperative to communicate these changes expeditiously to employees or other persons that are potentially at risk.

10.3 Communication and/or consultation with external and internal stakeholders, including all functions and levels within the organisation, should take place during all stages of the Risk Management process.

10.4 Every person at work should know about the risks they might encounter, how to handle these risks and any SWPs that apply.

10.5 Communication within the organisation can be facilitated through different channels which encompass formal meetings, staff dialogues, trainings, bulletin boards and various digital interfaces, with each method tailored to cater to the unique requirements of different groups in the organisation. For example, the outcomes of the risk assessments should be discussed at the start of a task or during toolbox talks to ensure that workers are aware of the hazards associated with their activities and that control measures are in place at all times.

10.6 Good and effective communication and consultation involve two-way dialogues between stakeholders i.e. talking and effective listening to each other.

10.7 Communication to stakeholders affected by the risks should be done in a language that is understood by all.

11. REFERENCES

- Workplace Safety and Health Act, Chapter 277.
- Workplace Safety and Health (Risk Management) Regulations.
- A Guide to the Workplace Safety and Health (Risk Management) Regulations issued by Ministry of Manpower, Singapore, 2006.
- Code of Practice on Workplace Safety and Health (WSH) Risk Management issued by the Workplace Safety and Health Council in collaboration with the Ministry of Manpower (MOM), Singapore.
- How to manage work health and safety risks issued by Workplace Health and Safety Queensland, 2021.
- Industry Guidance Note (IGN) to Risk Management, Safety, Health and Environment National Authority (SHENA), 2020.
- Management of health and safety at work. Management of Health and Safety at Work Regulations 1999. Approved Code of Practice & Guidance (2nd Edition, 2000).

APPENDIX A - Example of an Inventory of Work Activities Form

Department, Activity or Trade Assessed:				Date:
No.	**Location**	**Process**	**Work Activity**	**Remarks**
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
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26				
27				
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29				
30				

Note:

1. This form is to be completed before filling in the Risk Assessment Form.
2. The content of the Work Activity column in the Inventory of Work Activities Form is to be transcribed to the Work Activity column in the Risk Assessment Form.

APPENDIX B - An example of Risk Assessment Form

Risk Assessment Form					
Dept/Organisation:		**RA Members: (Names)**			**Ref:**
Process:					
Activity/Location:					
RA Team Leader					
Approved by: (Name, Designation) (Date & Signature)		**Last Review Date:**		**Next Review Date (Max 3 years from Review Date):**	
		Review Date:			

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain

For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.

1. Hazard Identification				2. Risk Evaluation				3. Risk Control							
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1														
2														
3														

APPENDIX C - An example of Risk Register Cover Sheet

Workplace Name: ABC Sdn Bhd						
RA Ref. No.	**Department**	**Process / Activity Location**	**RA Approval Date**	**Next RA Review Date**	**RA Leader & Designation**	**Remarks**
RA/01	All Divisions	Infectious Disease Outbreak	1.1.2025	1.1.2028	Mr Ali bin Hj Ahmad, Manager	N/A
RA/02	All Divisions	Personal-Health Risk	1.1.2025	1.1.2028	Mr Ali bin Hj Ahmad, Manager	N/A
RA/03	All Divisions	Mental Well-Being	1.1.2025	1.1.2028	Mr Ali bin Hj Ahmad, Manager	N/A
RA/04	Human Resource Division	Office	1.1.2025	1.1.2028	Mr Ali bin Hj Ahmad, Manager	N/A

Note:

APPENDIX D - An example of Risk Assessment on Infectious Disease Outbreak

Risk Assessment Form					
Dept/Organisation:	All Divisions, ABC Sdn Bhd	**RA Members: (Names)**	**1. Lee Jun Sin** **2. Annie Ling** **3. Sita bin Silong** **4. Nazmi bin Talip**		**Ref: RA/01**
Process:	N/A				
Activity/Location:	-				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Office-based Work and Meetings	Airborne transmission of COVID-19	Illness, absenteeism, potential spread to vulnerable persons - Employees	Temperature screening, Daily monitoring test, use of hand sanitizers, routine cleaning	5	3	15	Remote work options for unwell staff, ART test to be perform at home., vaccination encouragement.	5	2	10	Mr Hatem	1.1.21	Nil

APPENDIX E - An example of Risk Assessment on Personal-Health Risk

Risk Assessment Form					
Dept/Organisation:	All Divisions, ABC Sdn Bhd	**RA Members: (Names)**	**1. Lee Jun Sin** **2. Annie Ling** **3. Sita bin Silong** **4. Nazmi bin Talip**		**Ref: RA/01**
Process:	N/A				
Activity/Location:	-				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Operation of Tower Cranes	Undetected medical conditions (e.g., heart issues, epilepsy)	Operator incapacitation, crane accident, fatality – Site Workers or public	Pre-employment Medical examination for crane operators	5	3	15	To assigned crane operators with chronic health conditions to other job; conduct regular health screening.	5	2	10	Mr Hatem	1.1.21	

APPENDIX F - An example of Risk Assessment on Mental Well-Being

Risk Assessment Form					
Dept/Organisation:	All Divisions, ABC Sdn Bhd	**RA Members: (Names)**	**1. Lee Jun Sin** **2. Annie Ling** **3. Sita bin Silong** **4. Nazmi bin Talip**		**Ref: RA/01**
Process:	N/A				
Activity/Location:	-				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain

For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.

1. Hazard Identification				2. Risk Evaluation				3. Risk Control							
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Managing Workload and Work Environment	Psychosocial stress due to high job demands, lack of control, or poor support	Job burnout, stress, depression and anxiety - Employees	Surveys on employee mental well-being	3	4	12	Assist worker in setting healthy boundaries to foster a positive working environment e.g., launching of employee wellbeing week.	3	2	6	Annie Ling	18.7.23	Nil

APPENDIX G - An example of Risk Assessment for Office Settings

Risk Assessment Form					
Dept/Organisation:	Human Resource Division, ABC Sdn Bhd	**RA Members: (Names)**	**1. Lee Jun Sin** **2. Annie Ling** **3. Sita bin Silong** **4. Nazmi bin Talip**		**Ref: RA/04**
Process:	N/A				
Activity/Location:	Office				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Prolonged sitting at desk/Poor Posture	Poor ergonomic	Musculoskeletal disorders (MSDs) from poor posture Employees	Adjustable chairs, monitor placement guidance	4	3	12	Monthly ergonomic assessments, provide standing desks, provide wrist support, quarterly ergonomic awareness and scheduled for mobility breaks	4	2	8	IT Manager	1.5.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
2	Movement within office spaces (e.g., corridors, workstations, common areas)	Slips, Trips, and Falls	Injuries from tripping over cables, loose carpets, or wet floors Employees, visitors, contracted staff	• General good housekeeping • All areas well lit, including stairs. • No loose cables. • Work areas clear e.g. no boxes left unattended in walkways • Regular inspections, • “Clean as you go” policy, • Hazard signage • Use of non-slip mats/carpet	4	2	8	NA	4	2	8	Asset Manager	2.2.2025	
3	Operating Office Electronics	Contact with live wires or faulty circuits	Electric shocks, burns or fire risks from faulty wiring or overloaded sockets Employees, contracted staff	PAT testing, surge protectors, trained employee	4	3	12	Routine inspections, strict compliance with electrical safety protocols	4	2	8	Asset Manager	2.2.2025	
4	Lifting and moving office items (Manual Handling)	Muscle strain or sprain/ Slips, Trips and Falls	Strains, back injuries from handling heavy/bulky objects e.g. deliveries of paper or monitors. Employees, contracted staff	• Trolley used to transport heavy/bulky objects • High shelves for light objects only • Manual Handling training • Two-person lift protocol	4	2	8	NA	4	2	8	HR Manager	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
5	Performing job tasks with unclear roles or high workload demands	Stress and Mental Health	Anxiety, burnout, workplace conflicts, bullying, not knowing their role etc. Employees	• Role clarity • "No bullying policy" • "Open door policy", Employees can talk to supervisors or manager if they are feeling unwell or at ease about things at work. • Workload management	5	2	10	• Mental health workshops, • Employee assistance program (EAP) • Confidential support channels	5	1	5	Divisional Manager	1.2.2025	
6	Interacting with the public or clients	Workplace Violence	Verbal/physical abuse, harassment Employees, visitors	• Code of conduct, • Security access control, • Violence Policy, • CCTV installations	4	2	8	NA	4	2	8	HR Manager	1.2.2025	
7	Working in enclosed or poorly ventilated areas	Poor air quality	Poor circulation, respiratory issues, spread of illnesses Employees, visitors	• HVAC system maintenance • Air purifiers	4	3	12	• Indoor air quality monitoring • Plant-based air purification	4	2	8	HSE Manager	1.2.2025	
8	Working in noisy or open-plan spaces	Noise (Distractions)	Reduced concentration, stress Employees	• Soundproof panels • Noise-reducing office layout • Headphones for employees	4	2	8	NA	4	2	8	HR Manager	1.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
9	Office hygiene practices/ Shared workspace	Exposure to infectious agents (e.g, viruses, bacteria)	Spread of viruses and bacteria Employees, visitors, contracted staff	• Hand sanitizing stations • Routine cleaning of shared spaces	4	4	16	• Encourage remote work when ill, • Encourage the use of masks	4	3	12	HR Manager	1.2.2025	
10	Use of display screen equipment in suboptimal lighting conditions	Display Screen Equipment (DSE) (Eye Strain & Lighting)	Discomfort from poor lighting, screen glare Employees	• Workstation and equipment set to ensure good posture and to avoid glare and reflections on the screen.	4	4	16	• DSE Training and assessments of workstations are carried out annually. • Encourage the use of adjustable lighting, anti-glare screens • Routine assessments, encourage mobility breaks • Policy on eye care benefits	4	2	8	IT Manager	1.5.2025	
11	Lone office work or site visits	Risk of violence or threats, delayed help in emergencies, security concerns	Injury or ill health while alone in office, e.g. visiting clients' offices, or while working alone in the office. Employees	• Lone working policy • To update the whereabouts of team members in Whatsapp Groupchat	5	2	10	Employees to update emergency contact details	5	1	5	Divisional Manager	Within a week	

APPENDIX H - An example of Risk Assessment for F&B Settings

Risk Assessment Form					
Dept/Organisation:	ABC Café	**RA Members: (Names)**	**1. Lee Jun Sin 2. Annie Ling 3. Sita bin Silong 4. Nazmi bin Talip**		**Ref: ABC/RA/01**
Process:	Food and Beverages				
Activity/Location:	Kitchen				
RA Team Leader	Mr Hatem	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Review Date:**	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Food Safety and National Food Handlers Program	Biological hazards such as food poisoning from bacteria like Salmonella, E. coli, and Listeria.	Inadequate food storage or poor handling practices leading to food poisoning. Employees and Customers	• Employees undergo Food Handler's course. • Employees went through the national Food Handlers vaccination requirement, • Daily debrief by Manager before start of work.	4	1	4	NA	4	1	4	Annie Ling	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
2	Movement within Café premises	Slips, Trips, and Falls	Injuries from wet floors, spills, or cluttered walkways. These incidents can lead to minor injuries like bruises or more serious injuries such as fractures or head trauma, posing significant risks to employees and customers.	• Clean and maintain premises regularly. • Keep rough floors clean and dry. • Use “Wet Floor” signs after cleaning or spills. • Report leaks or equipment faults immediately. • Install drainage and drip trays in spill-prone areas. • Provide suitable cleaning supplies. • Ensure good lighting, including in cold storage. • Keep walkways clear of cables and obstructions. • Use non-slip mats in high-risk zones. • Require staff to wear non-slip shoes.	4	4	16	• Brief staff on maintaining good housekeeping. • Repair damaged floor tiles under dishwasher. • Conduct regular inspections.	4	3	12	Lee Jun Sin	2.2.2025	
3	Beverage Preparation	a) Burns from hot liquids and steam; b) Slips from spilled liquids; c) Electrical shock from machines; d) Repetitive strain from tamping espresso	a) Scads or burns from contact with steam wands, boiling water, or spilled drinks (staff) b) Slips/falls from wet floor c) Electric shock from faulty cords d) Wrist/arm strain from repetitive motions	• Use of thermal gloves/mittens where appropriate • Floor mats provided • Anti-slip flooring installed • Regular PAT testing of electrical appliances • Barista training on proper tamping technique	4	3	12	• Add warning signs at hot equipment • Ensure regular maintenance schedule for machines. • Install footrests for better posture. • Encourage staff rotation.	3	2	6	Café Manager	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
4	Operating cooking equipments and maintenance of cooking equipment	Fire	Fire risk from electrical faults, flammable materials, or improper appliance use. These risks can lead to fires that may cause injury, loss of life, and significant property damage. Employees, Customers and Nearby Businesses and Properties	• Proper maintenance of cooking equipment to prevent the buildup of grease and other flammable residues. • Safe handling and storage of flammable materials away from the heat sources and ensure that all employees are trained in proper storage practices.	4	2	8	Installation of fire suppression systems in the kitchen and critical areas with automatic fire suppression systems, such as fire sprinklers.	4	1	4	Ali bin Hj Ahmad	Within a month	
5	Cutting/ Mise-en place or using sharp tools/equipment or Handling broken corckeries	Cuts/ minor lacerations to deep wounds	Injuries from cut from the use of knives in food preparation, slicers for food products or from handling broken glassware and dishes. These incidents can result in minor to severe lacerations, potentially requiring medical attention. Employees and Customers (could also be at risk if they come into contact with unattended broken glassware and dishes).	• Train staff on safe knife and slicer use. • Provide cut-resistant gloves for frequent handlers. • Keep knives sharp and inspect equipment regularly. • Store sharp tools securely with blade covers. • Use proper tools to clean and dispose of broken glass safely. • Train staff in first aid for cuts; ensure first-aid box are accessible.	4	2	8	NA	4	2	8	Chef Siti	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
6	Chemical handling in kitchen areas or Chemical Storage Room	Chemical Exposure	Exposure to harmful chemicals may cause respiratory issues, skin/eye irritation, or burns—risk to employees during use and to customers from surface or air residue.	• Provide employees with appropriate Personal Protective Equipment (PPE) such as gloves, goggles and masks. • Store and label chemicals in well-ventilated, designated areas.	4	2	8	• Ensure proper ventilation during use to prevent fume buildup • Use eco-friendly alternatives where possible • Train staff on safe use, hazards, and SDS • Establish clear emergency procedures for spills and exposure.	4	1	4	Ali bin Hj Ahmad	Within two months	

APPENDIX I - An example of Risk Assessment for Retail Shop

Risk Assessment Form					
Dept/Organisation:	ABC Enterprise	**RA Members: (Names)**	**1. Lee Jun Sin 2. Annie Ling 3. Sita bin Silong 4. Nazmi bin Talip**		**Ref: ABC/GDG/RA/01**
Process:	ABC Enterprise				
Activity/Location:	Gadong Branch				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Lifting, carrying, or moving stocks	Manual handling of heavy loads	Back injuries, muscle strain, hernias, slips, trips and falls - Warehouse and store workers, delivery personnel	Proper lifting techniques, manual handling training	4	3	12	Provide trolleys, mechanical lifting aids, two-person lift protocol	4	2	8	Lee Jun Sin	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
2	General Retails Movement	Slips, Trips, and Falls due to wet floors, cluttered aisles	Sprains, fractures - Employees, customers	Good housekeeping, non-slip flooring, Regular cleaning schedules, warning signage	4	2	8	NA	4	2	8	Danny	2.2.2025	
3	Stocking shelves or retrieving items from storage area	Falling stock	Head injuries, bruises or fractures - Employees, customers	Proper stacking procedures, safety barriers, only store light items in high shelves, regular stock checks	5	2	10	NA	5	2	10	Danny	2.2.2025	
4	Handling or transporting cash (e.g., at point-of sale, during bank runs, or cash counting)	Robbery or theft	Physical harm, financial loss - Cashiers, security staff	Panic buttons, secure cash handling procedures, Increased security presence, CCTV monitoring	5	2	10	NA	5	2	10	Annie Ling	2.2.2025	
5	Customer Interaction or Handling of goods	Exposure to infectious agents through close contact	Spread of illnesses - Employees, customers	Hand sanitizing stations, routine cleaning	4	4	16	Encourage sick leave, mask policies Infection Control Policy	4	3	12	Sita bin Silong	2.3.2025	
6	Handling customer complaints or disputes	Workplace Violence due to disputes with customers	Physical or emotional harm - Retail employees	Conflict resolution training, security presence, increased supervision	5	2	10	NA	5	2	10	Lee Jun Sin	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
7	Use of POS systems and electrical appliances	Faulty POS systems, overloaded sockets	Electric shocks, fire risk - Employees	Routine electrical inspections, surge protectors, fire extinguishers, emergency exits	5	2	10	Regular fire drills and training, improved fire-resistant materials	4	2	8	Nazmi bin Talip	2.2.2025	
8	Scanning and checkout operations at cashier	Repetitive motion and poor posture, for long hours	Musculoskeletal disorders - Cashiers, sales staff	Ergonomic workstations, anti-fatigue mats	4	3	12	Frequent breaks, job rotation	3	2	6	Lee Jun Sin	2.2.2025	
9	Outdoor Loading/ Unloading	Vehicle movement, manual lifting	Crush injuries, manual handling strain - Warehouse staff	Traffic management, PPE, lifting aids	5	2	10	NA	5	2	10	Nazmi bin Talip	2.2.2025	

APPENDIX J - An example of Risk Assessment for Construction

Risk Assessment Form					
Dept/Organisation:	ABC Construction	**RA Members: (Names)**	**1. Lee Jun Sin 2. Annie Ling 3. Sita bin Silong 4. Nazmi bin Talip**		**Ref: ABC/TPKA/RA/01**
Process:	ABC Construction				
Activity/Location:	Tapak A				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (2.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control							
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Machine Operation	Moving Parts	Crush injuries, amputations - Machine operators	Machine guarding, emergency stop buttons, PPE	5	3	15	Regular inspections, lockout/tagout procedures	5	2	10	Site Supervisor	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
2	Working at height	Falls from height	Head injuries, lacerations or fractures, fatalities in severe case - Workers, bystanders	Safety harnesses, guardrails, personal fall prevention plan	5	2	10	Regular training, supervision, fall protection training	5	1	5	WSH Co-ordinator	2.2.2025	
3	Handling and application of construction chemicals (e.g. adhesives, solvents)	Exposure to hazardous chemicals	Respiratory issues, chemical burns - Workers, maintenance staff	Proper storage, PPE, ventilation	5	3	15	Spill containment, safer chemical alternatives	5	2	10	WSH Co-ordinator	2.2.2025	
4	Installation and maintenance of electrical systems	Contact with live wires or faulty circuits	Electric shocks, burns - Electricians, maintenance staff	Regular inspections, insulated tools	5	2	10	Upgraded wiring, safety training	5	2	10	Electrical Supervisor	2.2.2025	
5	Manual Handling	Musculoskeletal injuries	Back injuries, muscle strain - Warehouse workers, production staff	Proper lifting techniques, training, Use of lifting aids, team lifting	4	3	12	Routine Monitoring	4	3	12	WSH Co-ordinator	2.2.2025	
6	Operation of heavy machinery and power tools	Excessive noise exposure (e.g. jackhammers)	Hearing loss - Workers	Hearing protection, noise barriers	4	3	12	Quieter machinery, soundproofing, rotating shifts	3	3	9	Site Supervisor	2.2.2025	
7	Overhead Work on Scaffolding or Elevated Platforms	Falling Objects due to Unsecured tools, materials	Head injuries, lacerations or fractures, fatalities in severe case - Workers, bystanders	Hard hats, tool tethering, toe boards, debris netting	5	2	10	Improved material storage, exclusion zones	5	2	10	WSH Co-ordinator	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
8	Hot work operations (e.g. welding)	Fire and explosion	Burns, smoke inhalation – All personnel	Fire extinguishers, hot work permits	5	2	10	Fire-resistant PPE, fire watch, training	5	1	5	WSH Co-ordinator	2.2.2025	
9	Demolition and surface cutting	Inhalation of hazardous dust and fumes (e.g., asbestos, silica)	Respiratory illnesses - Workers	PPE, proper ventilation	4	3	12	Regular air quality monitoring, substitution with safer materials	4	3	12	WSH Co-ordinator	2.2.2025	

APPENDIX K - An example of Risk Assessment for Manufacturing

Risk Assessment Form					
Dept/Organisation:	ABC Sdn Bhd	**RA Members: (Names)**	**1. Lee Jun Sin 2. Annie Ling 3. Sita bin Silong 4. Nazmi bin Talip**		**Ref: ABC/GDG/RA/01**
Process:	ABC Sdn Bhd				
Activity/Location:	Gadong				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Operating, maintaining, or cleaning machinery	Moving Parts	Crush injuries, amputations - Machine operators	Machine guarding, emergency stop buttons, PPE	5	3	15	Regular inspections, lockout/tagout procedures, trainings	5	1	5	Sita bin Silong	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control							
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
2	Chemical Handling	Exposure to hazardous chemicals	Respiratory issues, burns - Workers, maintenance staff	Proper storage, PPE, ventilation	5	3	15	Spill containment, safer chemical alternatives	5	2	10	Lee Jun Sin	2.2.2025	
3	Electrical Work	Contact with live wires or faulty circuits	Electric shocks, burns - Electricians, maintenance staff	Regular inspections, insulated tools, Upgraded wiring, safety training	5	2	10	NA	5	2	10	Nazmi bin Talip	2.2.2025	
4	Manual Handling	Manual lifting of heavy loads, awkward postures, overexertion	Musculoskeletal injuries: Back injuries, muscle strain - Warehouse workers, production staff	Proper lifting techniques, training, Use of lifting aids, team lifting	4	3	12	NA	4	3	12	Lee Jun Sin	2.2.2025	
5	Operations in Confined Spaces	Oxygen deficiency, toxic gases	Asphyxiation, poisoning - Maintenance workers	Gas detection, ventilation, Rescue plan, confined space training	5	2	10	NA	5	2	10	Nazmi bin Talip	2.2.2025	
6	Operating loud machinery	Excessive noise exposure	Hearing loss - Factory workers, machine operators	Hearing protection, noise barriers, Soundproofing, quieter machinery	4	3	12	NA	4	3	12	Sita bin Silong	2.2.2025	
7	Movement within production areas and workstations	Slips, Trips, Falls due to wet floors, cluttered workspaces	Sprains, fractures - All workers	Good housekeeping, slip-resistant flooring, Regular maintenance, warning signs	4	2	8	NA	4	2	8	Lee Jun Sin	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
8	Handling and Storage of Flammable Materials	Fire and explosion due to flammable materials	Burns, smoke inhalation - All workers	Fire extinguishers, emergency exits, Regular fire drills, improved fire-resistant materials	5	2	10	NA	5	2	10	Nazmi bin Talip	2.2.2025	
9	Repetitive work movements on Assembly line	Poor Ergonomic or Ergonomic risk factors (Repetitive tasks, poor workstation design)	Musculoskeletal disorders - Assembly line workers	Adjustable workstations, posture training, Frequent breaks, ergonomic assessments	4	3	12	NA	4	3	12	Sita bin Silong	2.2.2025	
10	Hygiene practices in shared workstations and common areas	Exposure to infectious agents (e.g, viruses, bacteria)	Spread of viruses and bacteria Employees, visitors, contracted staff	Hand sanitizing stations, routine cleaning	4	4	16	Remote work when ill, use of masks	4	3	12	Maintenance Officer	2.2.2025	

APPENDIX L - An example of Risk Assessment for Agriculture

Risk Assessment Form					
Dept/Organisation:	ABC Agro	**RA Members: (Names)**	**1. Lee Jun Sin 2. Annie Ling 3. Sita bin Silong 4. Nazmi bin Talip**		**Ref: ABC/RA/01**
Process:	ABC Agro				
Activity/Location:	Tapak B				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Operating machinery	Machinery entanglement	Serious injuries – Farm workers	PPE, machine guarding, training	5	3	15	Regular inspections, better machine maintenance	5	2	10	Lee Jun Sin	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
2	Spraying pesticides	Chemical exposure	Skin/eye irritation, poisoning – Applicators	Safe chemical handling, PPE	5	3	15	Improved ventilation, organic alternatives	5	2	10	Nazmi bin Talip	2.2.2025	
3	Field work	Extreme weather e.g. heatwaves	Heat stress, injuries - Outdoor workers	Weather monitoring, hydration plans, Shelter availability, cooling systems	4	2	8	NA	4	2	8	Lee Jun Sin	2.2.2025	
4	Manual Handling	Lifting heavy loads	Back injuries, muscle strain – Farm workers	Proper lifting techniques, manual handling training	4	3	12	NA	4	3	12	Nazmi bin Talip	2.2.2025	
5	Animal Handling	Bites, kicks, zoonotic diseases	Injuries, infections - Farmers, livestock Farm workers	Training, PPE, safe animal handling procedures, Improved animal containment, vaccination	4	3	12	NA	4	3	12	Sita bin Silong	2.2.2025	
6	Loud machinery operation	Excessive noise exposure	Hearing loss - Farm workers, equipment operators	Ear protection, machinery maintenance	4	3	12	Soundproofing, quieter machinery	3	2	6	Lee Jun Sin	2.2.2025	
7	Plowing, harvesting or grain storage inspection	Dust Exposure	Respiratory issues – Farm workers	Dust masks, ventilation, Regular monitoring, wetting surfaces to reduce dust	4	3	12	NA	4	3	12	Lee Jun Sin	2.2.2025	
8	Working in Confined Spaces (e.g., grain, silos, storage pits)	Oxygen deficiency, toxic gases	Asphyxiation, entrapment - Storage workers	Ventilation, safety protocols	5	2	10	Rescue plan, gas detection systems	5	2	10	Nazmi bin Talip	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
9	General movement in agricultural settings	Slips, Trips, Falls due to uneven ground, wet surfaces	Sprains, fractures – Farm workers	Proper footwear, clear walkways	4	2	8	Anti-slip mats, regular maintenance	4	2	8	Lee Jun Sin	2.2.2025	
10	Irrigation System Maintenance	Contact with live wires or faulty circuits	Electrocution, burns – Irrigation technicians or farm workers	Lockout/tagout procedures; use of insulated tools, routine inspections of electrical enclosures	5	3	15	Upgraded wiring, trained personnel	5	2	10	Nazmi bin Talip	2.2.2025	
11	Use of Portable Generators	Electrocution, fire risk	Injury, burns, asphyxiation – Farm workers, technician	Grounding of generator; dry, ventilated location basic PPE; proper fuel storage	4	3	12	Regular maintenance, training on safe use	4	2	8	Nazmi bin Talip	2.2.2025	

APPENDIX M - An example of Risk Assessment for Health Care Services

Risk Assessment Form					
Dept/Organisation:	ABC Healthcare	**RA Members: (Names)**	1. Lee Jun Sin 2. Annie Ling 3. Sita bin Silong 4. Nazmi bin Talip		**Ref: ABC/RA/01**
Process:	ABC Healthcare				
Activity/Location:	Gadong				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

SEVERITY (S)	1. Negligible 2. Minor 3. Moderate 4. Major 5. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	1. Rare 2. Remote 3. Occasional 4. Frequent 5. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Patient Handling	Manual lifting of patients	Back injuries, muscle strain – Nurses	Proper lifting techniques, mechanical lifting aids, Regular ergonomic training, use of assistive devices	4	3	12	NA	4	3	12	Nazmi bin Talip	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
2	Clinical Care Activities	Exposure to Infectious Diseases - Patient contact, contaminated surfaces	Illness, infection - Healthcare workers, patients	Hand hygiene, PPE, vaccination	5	3	15	Regular disinfection, isolation protocols	5	2	10	Lee Jun Sin	2.2.2025	
3	Sharps Handling	Needlestick injuries	Bloodborne infections – Nurses, lab technicians	Safe needle disposal, sharps containers, Needle safety training, improved needleless systems	5	2	10	NA	5	2	10	Nazmi bin Talip	2.2.2025	
4	Handling and Use of Chemical Agents	Chemical Exposure - Disinfectants, anesthetic gases	Respiratory issues, skin irritation – Medical staff, cleaners	Proper ventilation, PPE, Use of safer alternatives, air quality monitoring	4	3	12	NA	4	3	12	Sita bin Silong	2.2.2025	
5	Workplace Mobility	Slips, Trips, Falls - Wet floors, cluttered hallways	Sprains, fractures - Healthcare staff, patients, visitors	Good housekeeping, non-slip flooring, Regular floor inspections, spill management protocols	4	2	8	NA	4	2	8	Lee Jun Sin	2.2.2025	
6	Managing Aggressive or Violent Behaviour in Healthcare Settings	Workplace Violence - Aggressive patients or visitors	Physical or emotional harm – Healthcare workers and visitors	Security presence, de-escalation training	5	2	10	NA	5	2	10	Lee Jun Sin	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
7	X-ray, CT scan procedures	Radiation Exposure	Cancer risk, tissue damage – Radiology staff, patients	Lead shielding, exposure monitoring, Regular safety audits, radiation dose tracking	5	2	10	NA	5	2	10	Nazmi bin Talip	2.2.2025	
8	Workload and shift management	Occupational mental stress due to excessive workload, prolonged shifts	Burnout, anxiety, depression - Healthcare workers	Workload management, counseling services	5	3	15	Mental health workshops, peer support programs	4	2	8	Lee Jun Sin	2.2.2025	
9	Operating medical equipment	Contact with live wires or faulty circuits from medical equipment malfunctions	Electrocution, equipment failure, fire risk – Staff, patients	Regular maintenance, Upgraded electrical systems, routine safety checks trained personnel	5	2	10	NA	5	2	10	Nazmi bin Talip	2.2.2025	
10	Handling, managing, or monitoring of flammable materials	Fire Hazard from flammable materials, oxygen tanks	Burns, smoke inhalation – Staff, patients, visitors	Fire extinguishers, emergency exits, Regular fire drills, improved fire-resistant storage	5	2	10	NA	5	2	10	Sita bin Silong	2.2.2025	

APPENDIX N - An example of Risk Assessment for Educational Institution

Risk Assessment Form					
Dept/Organisation:	ABC School	**RA Members: (Names)**	**1. Lee Jun Sin 2. Annie Ling 3. Sita bin Silong 4. Nazmi bin Talip**		**Ref: ABC/RA/01**
Process:	ABC School				
Activity/Location:	Gadong				
RA Team Leader	Mr Hatem				
Approved by: (Name, Designation) (Date & Signature)	Mr Ali bin Hj Ahmad, Manager, ABC (1.1.2025) *Ali*	**Last Review Date:**	1.1.2022	**Next Review Date (Max 3 years from Review Date):**	1.1.2028
		Review Date:	1.1.2025		

RISK MATRIX

Likelihood / Severity	Rare (1)	Remote (2)	Occasional (3)	Frequent (4)	Almost Certain (5)
Catastrophic (5)	5	10	15	20	25
Major (4)	4	8	12	16	20
Moderate (3)	3	6	9	12	15
Minor (2)	2	4	6	8	10
Negligible (1)	1	2	3	4	4

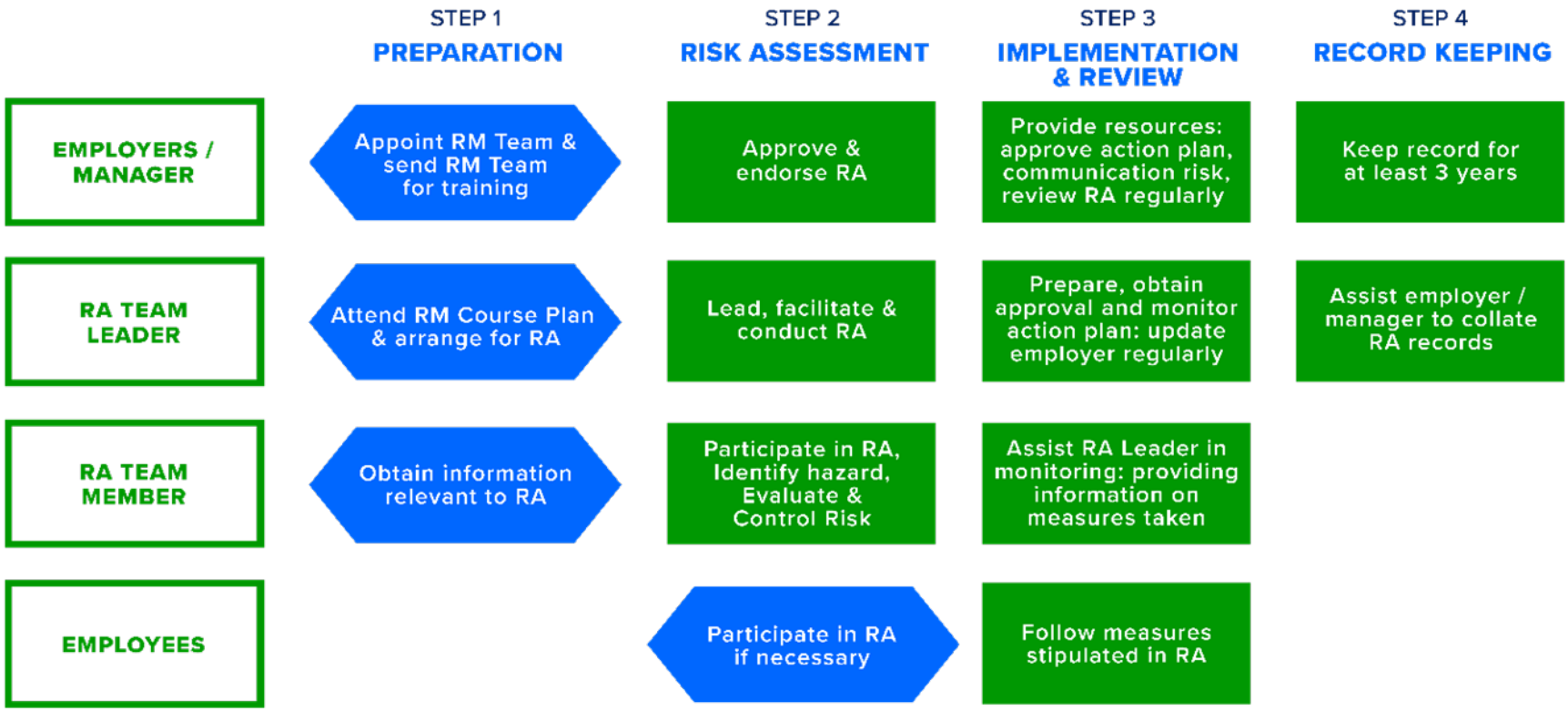
SEVERITY (S)	6. Negligible 7. Minor 8. Moderate 9. Major 10. Catastrophic	For a value of 15 to 25 (i.e. high-risk level, in red), it is essential to have control measures in place to reduce the identified hazards. For a value of 4 to 12 (i.e. medium risk level, in yellow), the risk assessment team are required to reduce the risk to as low as reasonably practicable to reduce the hazards.
LIKELIHOOD (L)	6. Rare 7. Remote 8. Occasional 9. Frequent 10. Almost Certain	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
1	Class Activities	Slips, Trips and Falls	Sprains, fractures - Students, teachers	Good housekeeping, clear walkways	4	2	8	NA	4	2	8	Lee Jun Sin	2.2.2025	
2	Laboratory Work	Chemical spills, burns	Injuries, respiratory issues - Students, teachers	Proper chemical handling, PPE, emergency wash stations, Enhanced ventilation, Laboratory SOPs.	5	2	10	NA	5	2	10	Nazmi bin Talip	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	Work Activity	Hazard	Possible Accident / Ill Health & Persons-at-Risk	Existing Risk Control (if any)	S	L	Risk Level	Additional Risk Control	S	L	Risk Level	Implementation Person	Due Date	Remarks
3	Physical Education	Sports injuries	Sprains, fractures - Students	Supervision, warm-up routines	4	3	12	NA	4	3	12	Sita bin Silong	2.2.2025	
4	Fire Safety Management	Flammable materials, electrical faults	Burns, smoke inhalation - Students, staff	Fire extinguishers, emergency exits, Regular fire drills, improved fire-resistant materials	5	2	10	NA	5	2	10	Lee Jun Sin	2.2.2025	
5	Student Supervision and Interaction	Bullying, aggressive behavior	Emotional stress, physical harm - Students, teachers	Zero-tolerance policy, school counselors, better supervision, awareness campaigns	5	2	10	NA	5	2	10	Lee Jun Sin	2.2.2025	
6	Health and Hygiene Practices in School Settings	Exposure to infectious agents (e.g, viruses, bacteria)	Spread of viruses and bacteria Employees, visitors, contracted staff	Hand sanitizing stations, routine cleaning	4	4	16	Encourage remote learning when sick, mask policies	4	3	12	Nazmi bin Talip	2.2.2025	
7	Prolonged Desk-Based Learning and Teaching	Poor Ergonomics - Prolonged sitting, poor posture	Back pain, musculoskeletal disorders - Students, teachers	Proper seating, regular breaks	4	3	12	NA	4	3	12	Sita bin Silong	2.2.2025	
8	Use and maintenance of Electrical Equipment in Classrooms	Contact with live wires or faulty circuits, overloaded sockets	Electrocution, equipment failure - fire risk - Students, staff	Routine electrical inspections, surge protectors, Upgraded wiring, stricter safety policies	5	2	10	NA	5	2	10	Lee Jun Sin	2.2.2025	

1. Hazard Identification				2. Risk Evaluation				3. Risk Control						
No.	**Work Activity**	**Hazard**	**Possible Accident / Ill Health & Persons-at-Risk**	**Existing Risk Control (if any)**	**S**	**L**	**Risk Level**	**Additional Risk Control**	**S**	**L**	**Risk Level**	**Implementation Person**	**Due Date**	**Remarks**
9	Outdoor Activities (e.g. sports, field trips, recess)	Extreme weather conditions	Heat stress, dehydration - Students, teachers	Hydration reminders, shaded areas, Improved scheduling, better cooling options	4	3	12	NA	4	3	12	Nazmi bin Talip	2.2.2025	
10	School Access and Student Supervision	Security Risks - Unauthorized access, theft	Injury, loss of property - Students, staff	Security personnel, ID badges, Better surveillance, stricter access control	5	2	10	NA	5	2	10	Sita bin Silong	2.2.2025	

APPENDIX O - Risk Management Roles & Responsibilities Process Flowchart



APPENDIX P - Self-Assessment Checklist: WSH Risk Management

Safety, Health and Environment National Authority	**SELF-ASSESSMENT CHECKLIST: WSH RISK MANAGEMENT**	DOC NO.: **SHENA/CID/GUI/4-206** JULY 2025

This self-assessment checklist is a tool to ensure that Employers, Self-employed persons and Principals comply with the requirements under the Workplace Safety and Health Act, Chapter 277 and Workplace Safety and Health (Risk Management) Regulations. The objective of this checklist is to ensure that Employers, Employees, Occupiers, and Principals are aware of the factors that have an impact on health and safety. This checklist only acts as a guide and should not be construed as implying any liability nor should it be taken to encapsulate all the responsibilities and obligations of the Employers, Employees, Occupiers, Self-employed persons and Principals under the law. If you answer 'No', you are advised to address the gaps or hazards that you have identified at your workplace. You may need to do more than one assessment and you are advised to reassess your workplace as and when required to ensure you maintain a safe workplace at all times.

This Checklist does not require submission to SHENA unless SHENA explicitly instructs you to do so. However, a copy of the filled-in checklist should be kept by the HSE focal point of your company/organisation at all times.

For further references on WSH Risk Management, you can refer to the Workplace Safety and Health (Risk Management) Regulations, **Code of Practice** and **Guidance on Workplace Safety and Health (Risk Management)** on Guidance to Risk Management at SHENA website. SHENA reminds all Employers, Employees, Occupiers, Self-employed Persons and Principals to comply with their legal obligations under the laws of Brunei Darussalam including, but not limited to, the Employment Act (Chapter 278) and the Workmen's Compensation Act (Chapter 74).

GENERAL DETAILS			
NAME OF COMPANY & OFFICE ADDRESS			
WORKPLACE ACTIVITY	☐ Agriculture ☐ Catering and Hospitality ☐ Commercial/Retail Shop ☐ Construction ☐ Food & Beverage ☐ Food Processing & Packaging	☐ Healthcare ☐ IT & Media ☐ Logistics & Transportation ☐ Manufacturing ☐ Marine & Port ☐ Oil & Gas	☐ Printing ☐ Recycling & Waste ☐ Recreational & Fitness ☐ Repair & Maintenance ☐ Warehouse ☐ Other *(Please specify)*: _____ _____

	SECTION A: WORKPLACE SAFETY SYSTEM	**YES**	**NO**	**N/A**	**REMARKS/ JUSTIFICATION/ EXPLANATION**
1	Do you have in place and has implemented **a proper system** in your workplace to manage health, safety and environment?				
	i. Risk Assessment.				
	ii. Safety Management System				
	iii. ISO 45001:2018				
	iv. Others not limited to: Hazard and Operability Study (HAZOP)/Failure Modes and Effect Analysis (FMEA)/What-if Analysis/Fault Tree Analysis/Event Tree Analysis/JHA/HIRAC/HACCP/HSE Plan/ Safety Policy/ HSE Policy (please indicate in the remark column)				

Note: In every workplace, the employer, self-employed person and principal shall conduct a risk assessment in relation to the safety and health risks posed to any person who may be affected by his undertaking in the workplace.

SECTION B: RISK ASSESSMENT		YES	NO	N/A	REMARKS/ JUSTIFICATION/ EXPLANATION
2	Have you assigned a **person or group of Risk Assessment Team** to look after health, safety and environmental matters in your workplace? E.g. WSH Officer or WSH Co-ordinator or HSE focal person or HSE competent person.				
3	Does your workplace have a **Risk Register** in place and maintained?				
4	Does your workplace or work tasks conduct **hazard identification** or hazard analysis for each task or work process?				
5	Does your workplace remove any foreseeable risk through the process of "**elimination**" to any person who may be affected by his undertaking in the workplace?				
6	When the risk identified cannot be eliminated as reasonably practicable, does your workplace take the following measures to control the risk? (a) minimising the risk as reasonably practical; (b) safe work procedures to control the risk.				
7	Does your workplace practice **any one** of the following measures as listed below in order to minimise a potential risk as reasonably practicable, if the risk identified cannot be eliminated? • **Substitution** e.g. replacement of any hazardous material, process, operation, equipment or device to less hazardous ones; • **Engineering Control** e.g. installation of barrier, enclosure, guarding, interlock or ventilation system; • **Administrative Control** e.g. permit-to-work (PTW); and • **Provision and use of Personal Protective Equipment** (PPE)				
8	Do you estimate the risks in terms of severity and the probability of causing harm? Set the priorities and tackle the most significant hazards first.				
9	Do you determine the appropriate prevention measures, budget and timing for implementing the prevention measures?				
10	Do you have an action plan or implement a proposed **preventative measure of control**?				
11	Do you conduct Risk Assessment prior to starting work/work activity?				
12	Have you **specified the roles and responsibilities of persons** involved in the implementation of any measure or safe work procedure? E.g. roles and responsibilities of Top Management, Manager, Risk Management Leader/ Risk Assessment Leader and Employees.				
13	Do you receive regular updates on the Risk Assessment and Risk Control Measures identified by your team members?				

SECTION C: RECORDS		YES	NO	N/A	REMARKS/ JUSTIFICATION/ EXPLANATION
14	Does your workplace have a record of any Risk Assessment?				
15	Does your workplace have a record of any safe work procedure?				
16	Does your workplace practice record retention of Risk Assessment for a period of not less than 3 years?				
17	Does your workplace practice record retention of safe work procedures for a period of not less than 3 years?				
SECTION D: COMMUNICATION		**YES**	**NO**	**N/A**	**REMARKS/ JUSTIFICATION/ EXPLANATION**
18	Is the nature or potential risk of the job activity identified communicated to the employee or any person in the workplace? E.g. work safety notice				
19	Are there instructions or procedures (e.g. safe work procedure) for all work with risks?				
20	Do you ensure that people who enter your workplace are not exposed to risk (e.g., the general public, customers, visitors, clients and patients, delivery man or service personnel)?				
21	Are employees protected from abusive or dangerous behaviour (e.g. customer service desk, security desk)				
22	Means of communicating the implemented risk control measures include WSH Committee meetings, feedback sessions, small group meetings, one-on-one discussions, email/telephone calls, notice board, bulletins, portal etc.				
SECTION E: REVIEW OF RISK ASSESSMENT		**YES**	**NO**	**N/A**	**REMARKS/ JUSTIFICATION/ EXPLANATION**
23	Is the Risk Assessment reviewed annually?				
24	Is the Risk Assessment reviewed and revised (if necessary) at least once every 3 years from the approval date?				
25	Is the Risk Assessment reviewed and has identified solutions when there is an occurrence of any bodily injury to any person as a result of exposure to a hazard in the workplace?				
26	Is the Risk Assessment reviewed and has identified solutions when there is a significant change in work practices or procedures?				
27	Is the Risk Assessment reviewed and has identified solutions when new information on Workplace Safety and Health emerging risks, threat of terrorism, emerging disease outbreaks, or mental well-being is made known?				
28	Is the Risk Assessment reviewed and has identified solutions when there is a significant change in the workers' personal health (including mental well-being) in relation to safety critical work process or activity?				

SECTION F: OTHERS		YES	NO	N/A	REMARKS/ JUSTIFICATION/ EXPLANATION
29	Do you conduct workplace health and safety audits on a regular basis?				
30	Do you have Workplace safety and health auditors?				
31	Has training and information been given to employees on how to identify risk?				

*If you answer **"NO" to any of the checklists from parts B- E**, it may indicate the need to implement Risk Management in your workplace. Kindly refer to the **Code of Practice** and **Guidance on Workplace Safety and Health (Risk Management)** on Guidance to Risk Management at the SHENA website for the implementation of Risk Management at your workplace.*

Any employer, self-employed person or principal who contravenes the Workplace Safety and Health (Risk Management) Regulations is guilty of an offence and liable on conviction — (a) for a first offence, to a fine not exceeding $10,000; and (b) for a second or subsequent offence, to a fine not exceeding $20,000, imprisonment for a term not exceeding 6 months or both.

SHENA SEEKS THE SUPPORT OF ALL RELEVANT STAKEHOLDERS TO ENSURE BRUNEI A SAFE PLACE TO WORK AND LIVE

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