

SHENA
S·A·F·E

اٴوتوريتي كبڠساٴن كسلامتن
كصيحتن. دان عالم سكيتر

Safety, Health and Environment
National Authority

STAKEHOLDER PERCEPTION SURVEY

2026

ABOUT THIS REPORT

This publication summarises the key findings of the SHENA Stakeholder Perception Survey, conducted from 2 January to 12 February 2026.

It presents the views of 74 respondents on SHENA's role, communication, outreach programmes, publications and engagement, together with their priorities for future programmes.

HOW TO READ THE PERCEPTION RATINGS



POSITIVE
The two most favourable answers on a rating scale, for example "Satisfied" and "Very satisfied"

NEUTRAL
The middle answer on a rating scale



NEGATIVE
The two least favourable answers on a rating scale

These colours apply to positive, neutral and negative perception ratings. Other charts use separate colours to distinguish response categories, as indicated by their labels or legends.

Percentages are based on 74 valid responses and are rounded to the nearest whole number, so totals may not add up to 100%.

The findings reflect the views of participating respondents and may not be representative of all SHENA stakeholders.

DISCLAIMER

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Your feedback will help shape our priorities, guide future improvements and ensure that our services and initiatives remain relevant to the needs of our stakeholders.



FOREWORD

LISTENING TO OUR STAKEHOLDERS

At SHENA, we believe that listening to our stakeholders is essential to building trust, strengthening relationships and continuously improving the way we serve.

The Stakeholder Perception Survey provides an important opportunity to better understand your views, experiences and expectations of SHENA. It allows us to assess our effectiveness, identify areas for improvement and strengthen our engagement with those we serve.

As the national regulatory authority for workplace safety and health and radiation matters, we welcome the encouraging results on awareness of SHENA's role and access to our resources. We also recognise the need to improve the timeliness of our communications, strengthen stakeholder engagement and enhance our digital services. Your feedback will help shape our priorities, guide future improvements and ensure that our services and initiatives remain relevant to the needs of our stakeholders.

On behalf of SHENA, I extend my sincere appreciation to all stakeholders for your valuable feedback, trust and continued support. Together, we remain committed to ensuring that Brunei Darussalam is a safe place to work and live.

HAJI MUHSIN BIN HAJI AHMAD
Chief Executive Officer (CEO),
Safety, Health and Environment National Authority (SHENA)

74 RESPONDENTS. 37 QUESTIONS. SIX WEEKS.

SHENA conducted the survey to gather stakeholders' views on its role, communication and engagement.

SURVEY PERIOD



2 January 2026 — **12 February 2026**

RESPONSES



79 submissions received

74 valid and analysed

Five submissions containing no survey answers were excluded from the analysis.

THE QUESTIONNAIRE



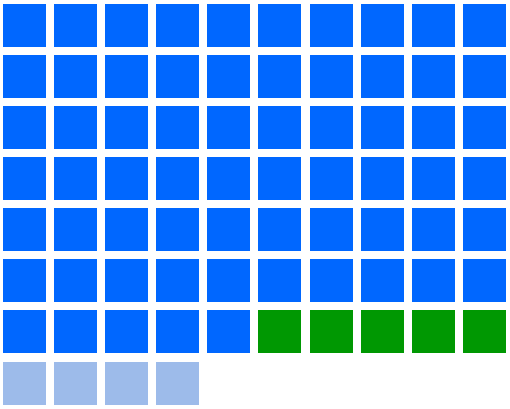
- 9 on respondent profile
- 20 on perceptions
- 1 on future programmes
- 7 open-ended

WHAT THE SURVEY COVERED

- Awareness of SHENA and the legislation it regulates
- Access to resources and digital tools
- Priorities for future programmes
- Engagement, feedback and collaboration
- Communication, outreach and publications

A CROSS-SECTION OF INDUSTRY

Respondents represented organisations of all sizes, mainly from the private sector and based in Brunei-Muara and Belait.



1 square represents 1 respondent

88% from the private sector

Semi-government 7%

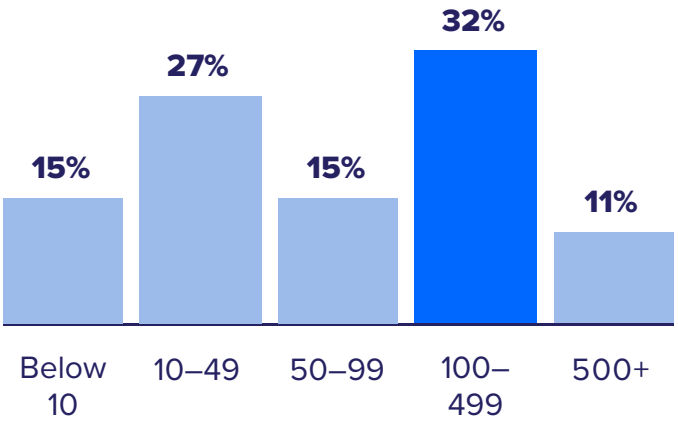
Public 5%

WORKPLACE DISTRICT



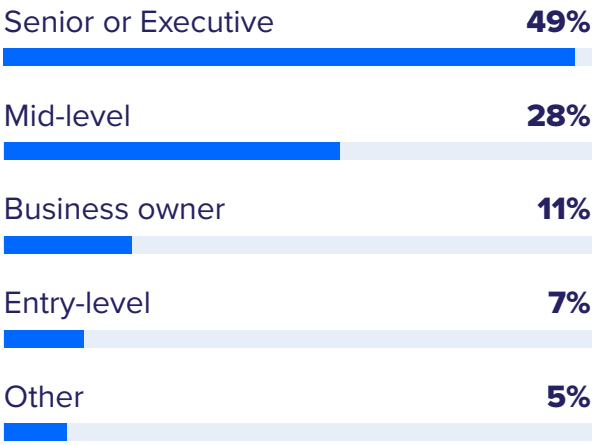
61% Brunei-Muara **38%** Belait **1%** Tutong

ORGANISATION SIZE



Number of employees

ROLE



Main industries: other industrial activities (31%), other service activities (30%), construction (15%), and human health and social work activities (9%).

STRONG AWARENESS AND EASY ACCESS

The strongest results relate to stakeholders' familiarity with SHENA, their awareness of the legislation it regulates, and access to its resources.

86%

ACCESS TO RESOURCES

of respondents find SHENA's resources, such as guidelines, reports and technical notes, easy to access.

84%

FAMILIARITY WITH SHENA

of respondents are familiar with SHENA and its role in regulating workplace safety, health and radiation matters.

84%

AWARENESS OF LEGISLATION

of respondents are aware of the Workplace Safety and Health Act, Chapter 277 (WSHA) and the Radiation Protection Act, Chapter 228 (RPA).

CLEAR COMMUNICATION WITH REAL IMPACT

Most respondents value SHENA's publications, find its communications clear, and recognise the impact of its regulations on their work.

74%

USEFUL PUBLICATIONS

of respondents find SHENA's publications useful in understanding workplace safety, health and radiation regulations.

73%

CLEAR COMMUNICATION

of respondents find SHENA's communications and updates clear and easy to understand.

73%

REGULATORY IMPACT

of respondents say SHENA's regulations and initiatives have a significant impact on their organisation's operations.

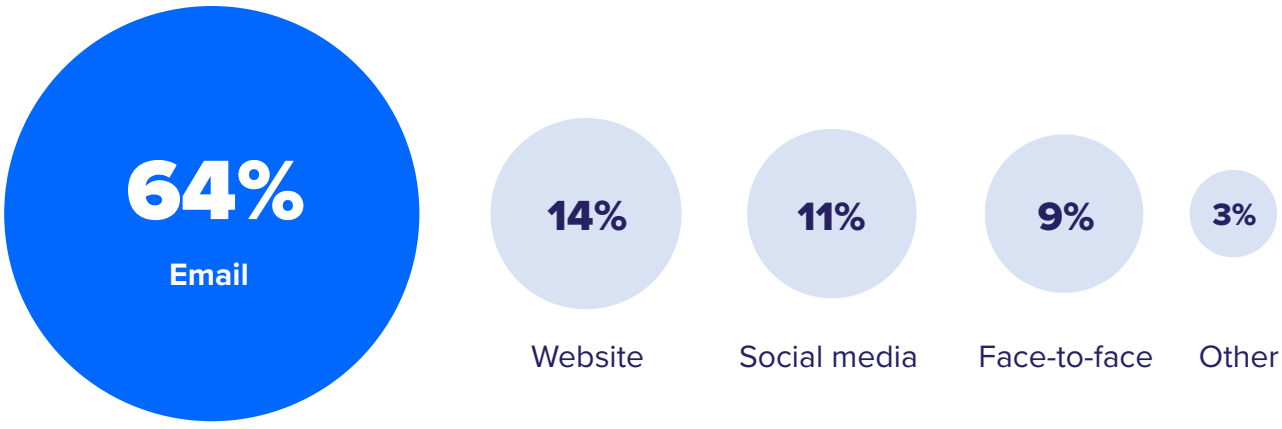
- **Across communication, outreach and resources, fewer than 10% of respondents gave a negative rating.**

CLEAR AND EFFECTIVE, WITH SCOPE FOR MORE TIMELY UPDATES

Most respondents rated SHENA's communications positively for clarity and effectiveness. Timeliness drew more neutral responses.



MOST EFFECTIVE COMMUNICATION CHANNELS



Circle area is proportional to the share of respondents. "Other" includes newsletters and "all of the above".

RESOURCES WITHIN REACH

SHENA's resources and publications were rated highly. Outreach programmes were also viewed positively, with about one-third of respondents neutral on satisfaction.

86%

RESOURCES ARE EASY TO ACCESS

Not sure 11% · Negative 3%

74%

PUBLICATIONS ARE USEFUL

Neutral 23% · Negative 3%

68%

OUTREACH HELPS UNDERSTANDING AND COMPLIANCE

Neutral 28% · Negative 4%

62%

SATISFIED WITH OUTREACH PROGRAMMES

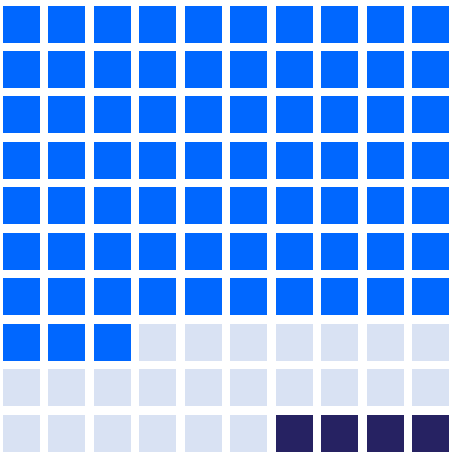
Neutral 34% · Negative 4%

> *SHENA provides excellent information to industry on a regular basis, which has kept us on track with compliance.*
>
> **SURVEY RESPONDENT**

Publications include the Approved Code of Practice Guidelines, Industry Guidance Notes and Radiation Guidelines.

REGULATION THAT SHAPES THE WORKPLACE

Most respondents recognise the impact of SHENA's regulations, and most take part in its activities.



IMPACT ON ORGANISATIONS

73%

say SHENA's regulations and initiatives have a significant impact on their operations and practices.

Neutral 23% Insignificant 4%

PARTICIPATION IN SHENA ACTIVITIES

81% at least occasionally



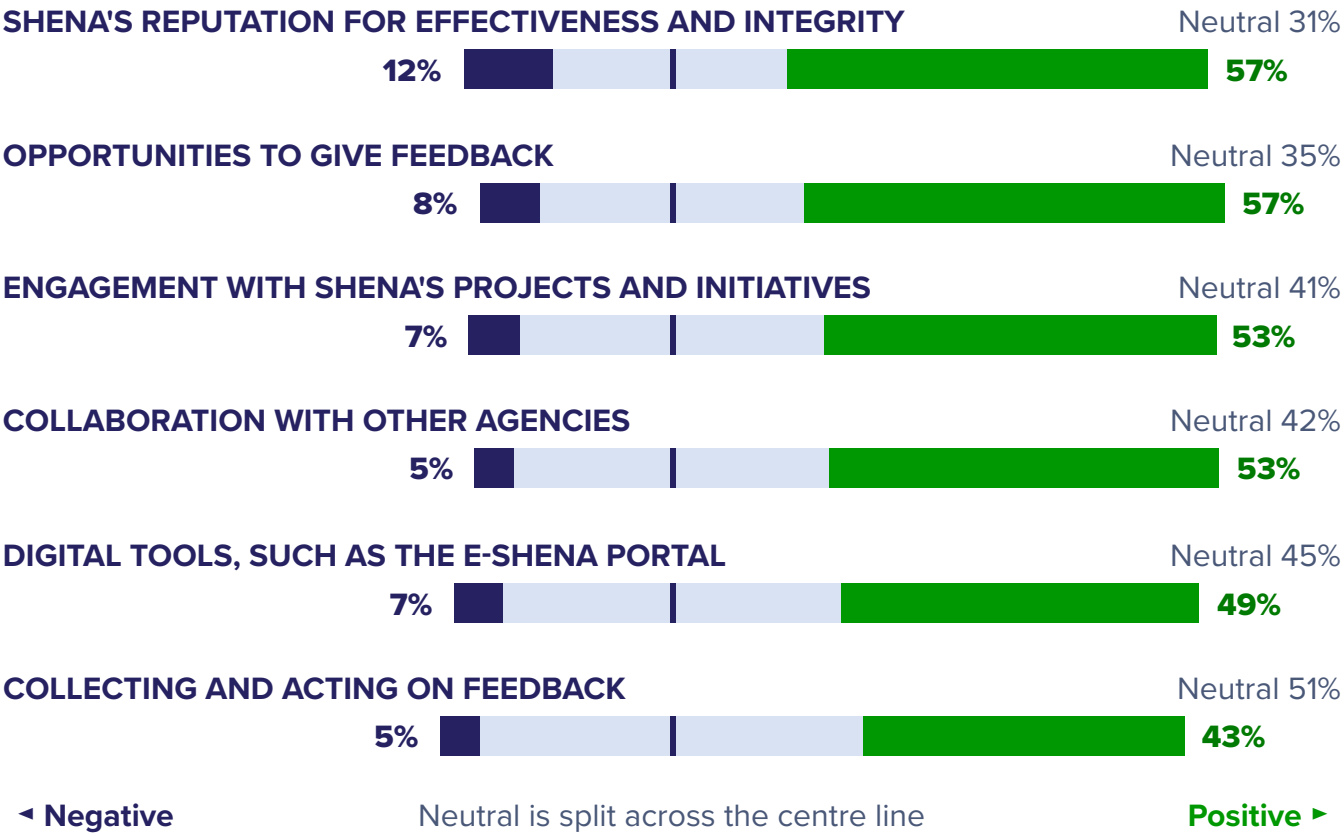
Frequently or very frequently Occasionally Rarely Never 5%

> *Audits done by SHENA have continued to help improve our own organisation's policies and standard operating procedures.*
>
> SURVEY RESPONDENT

WHERE MORE CAN BE DONE

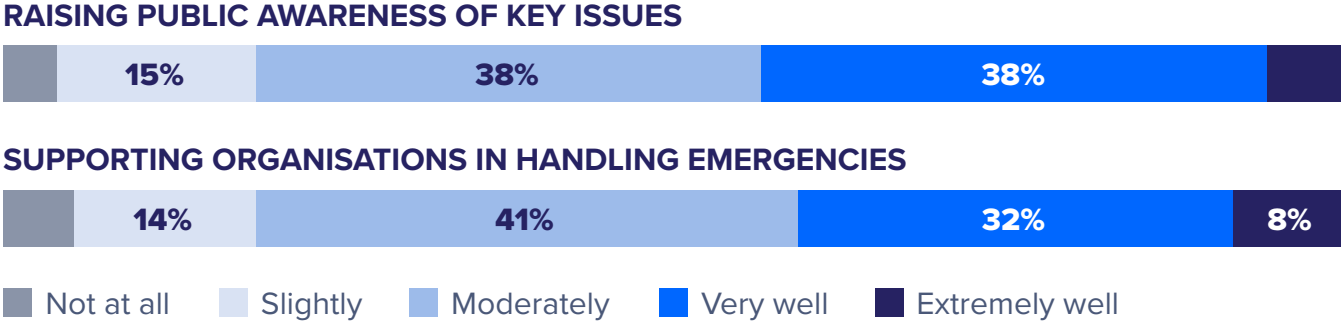
Several areas attracted a relatively high share of neutral responses. These findings highlight opportunities to better understand stakeholder experiences and strengthen engagement and service delivery.

ENGAGEMENT, REPUTATION AND DIGITAL SERVICES



AWARENESS AND EMERGENCY PREPAREDNESS

In each area, 81% of respondents rated SHENA at least moderately well, while fewer than half selected “Very well” or “Extremely well”.

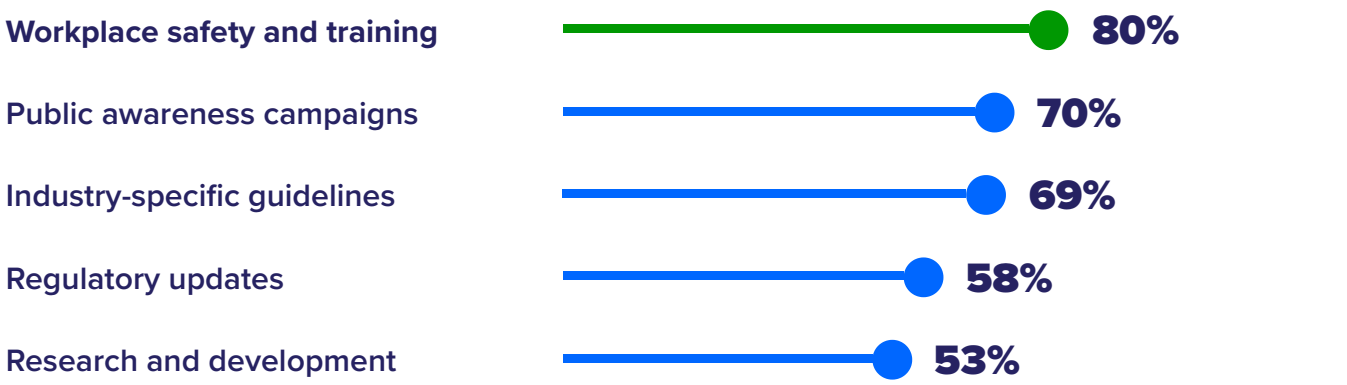


WHAT STAKEHOLDERS WANT NEXT

Training, awareness campaigns and industry-specific guidelines top the list.

PREFERRED FUTURE PROGRAMMES

More than one could be selected



THEMES FROM WRITTEN FEEDBACK

01 Practical, industry-specific guidance, such as checklists and templates

02 Affordable and shorter training programmes

03 More face-to-face engagement and site visits for dialogue

04 Anonymised lessons learnt from workplace incidents

05 Recognition for organisations with good safety practices

06 Faster responses and clear points of contact

A site visit by SHENA drove the improvement of safety culture within the company. Management reaffirmed their commitment to safety after the visit.

SURVEY RESPONDENT

During our ATP licence renewal, we often ask questions to clarify procedures, and SHENA provides guidance promptly.

The Radiation Engagement Forum provided clear regulatory updates, shared best practices and allowed direct interaction with SHENA representatives.

Provide clear channels for stakeholders to raise concerns or suggestions and show how input is acted upon.

Participating in SHENA's WSH Conference broadened our understanding of the topics presented.

Comments have been anonymised and lightly edited for length and clarity.

BUILDING ON WHAT WE HEARD

Based on the findings, SHENA proposes to focus on five areas to strengthen its communication and engagement with stakeholders.

PROPOSED FOCUS AREA	WHAT WE HEARD
01 LISTENING AND REPORTING BACK Make it easier to give feedback, and share how SHENA has acted on it.	**51%** gave a neutral rating for SHENA's feedback mechanisms
02 MORE RELEVANT UPDATES Send timelier updates tailored to industry, covering regulatory changes, events and guidance.	**34%** gave a neutral rating for the timeliness of SHENA's updates
03 MORE DIRECT ENGAGEMENT Hold more discussions with stakeholders, including workplace visits for dialogue.	**41%** gave a neutral rating for engagement with SHENA's projects and initiatives
04 PRACTICAL GUIDANCE AND ACCESSIBLE TRAINING Explore industry-specific guidance and work with partners on accessible training.	**80%** want training; 69% want industry guidelines
05 EASIER DIGITAL SERVICES Review SHENA's digital tools, including the e-SHENA Portal and online applications, to improve access to information and simplify user processes.	**45%** gave a neutral rating for SHENA's digital tools

These findings will provide a baseline for monitoring progress through future stakeholder engagement and surveys.

Ensuring Brunei is a Safe Place to Work and Live

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