



Petrochemical Corporation of Singapore (Private) Limited



# Review of HSE Performance for 2019

Presenter

**Er. Tan Henry**

**Olefin-I Manager**

**Annual PCS-Contractors HSE Meeting 2020**

**21 January 2020**



**VISION  
ZERO**  
Jurong Island



# Review of HSE Performance



1 Safety & Environment Performance in 2019

2 Behavioural Based Safety (BBS) Activities

3 Safety Performance Awards 2019

4 WSHC bizSAFE Programme

5 HSE Achievements in 2019

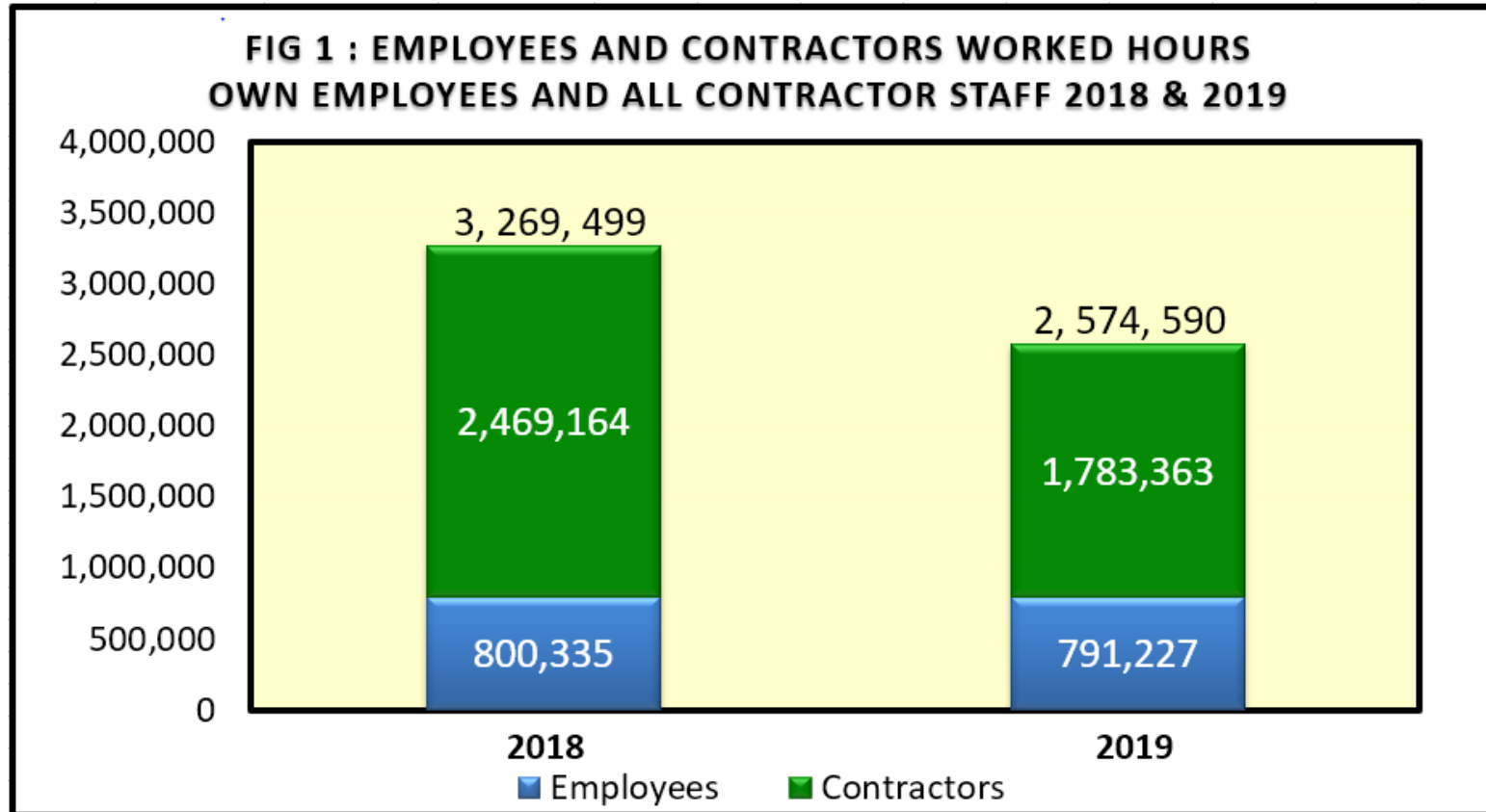
6 Targets for 2020





# 1. Safety & Environmental Performance

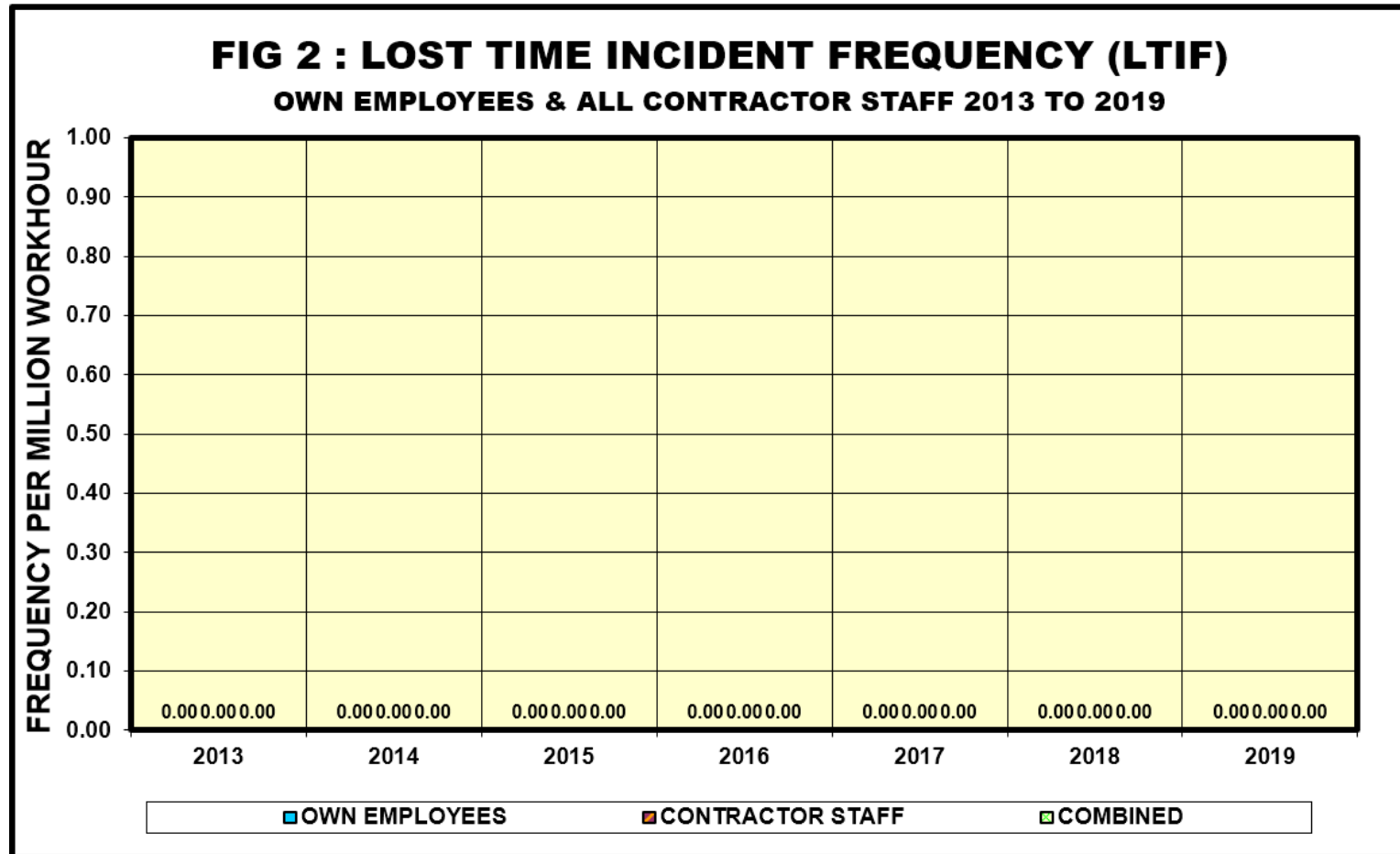
## (a) Employees and Contractors Worked Hours in 2019





# 1. Safety & Environmental Performance

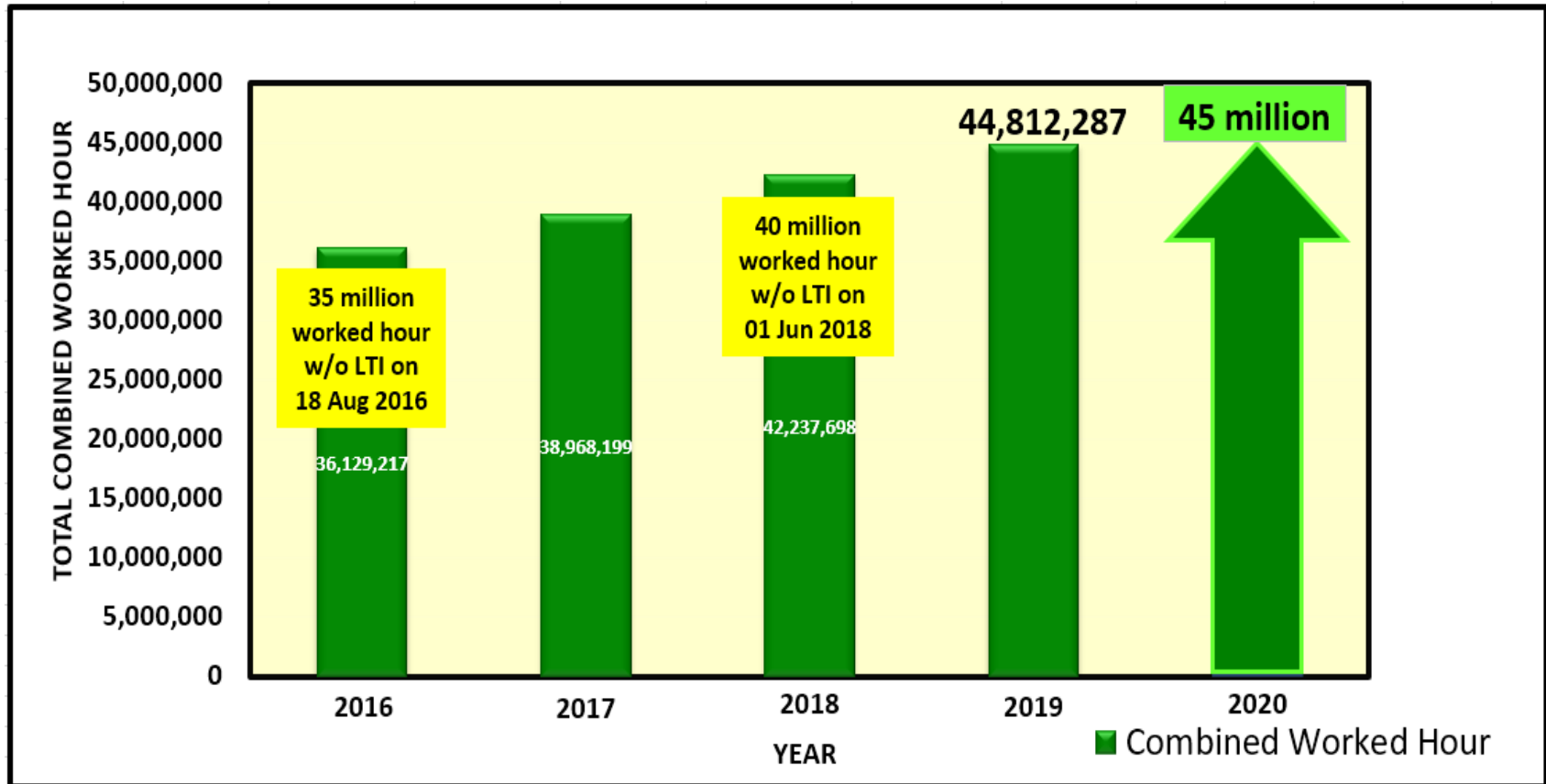
## (b) Lost Time Incident Frequency [LTIF]





# 1. Safety & Environmental Performance

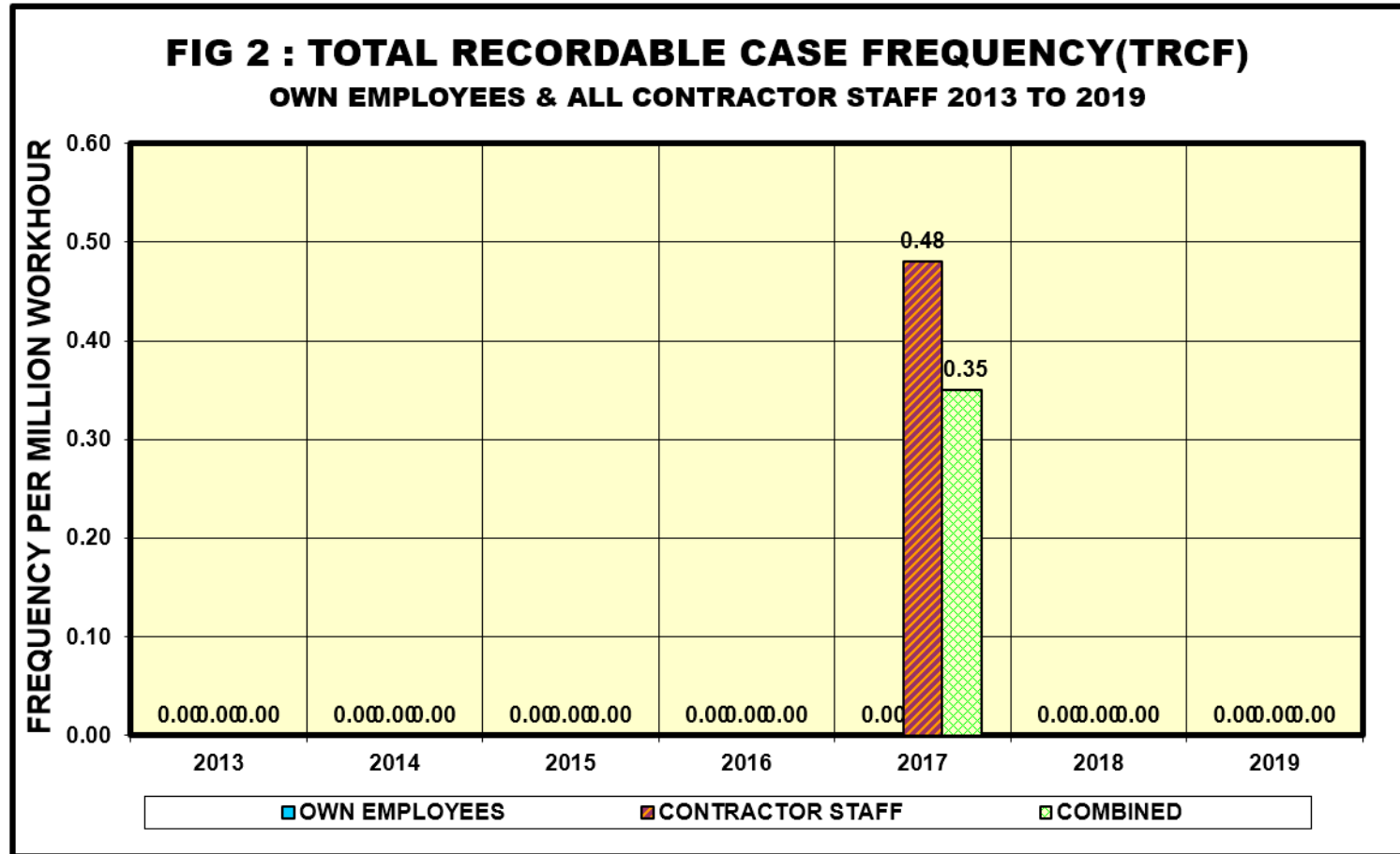
## (b) Lost Time Incident Frequency [LTIF]





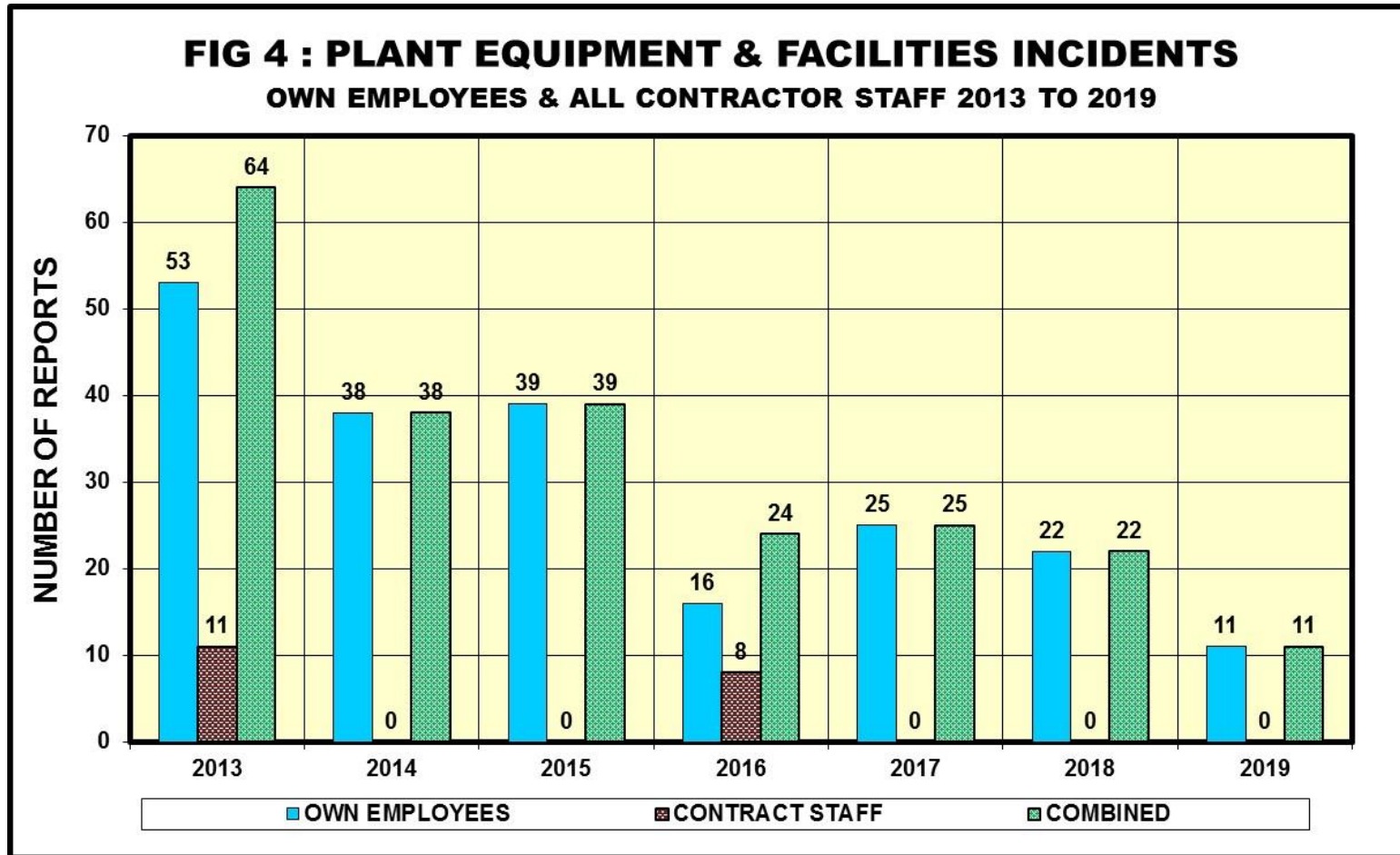
# 1. Safety & Environmental Performance

## (c) Total Recordable Case Frequency [TRCF]



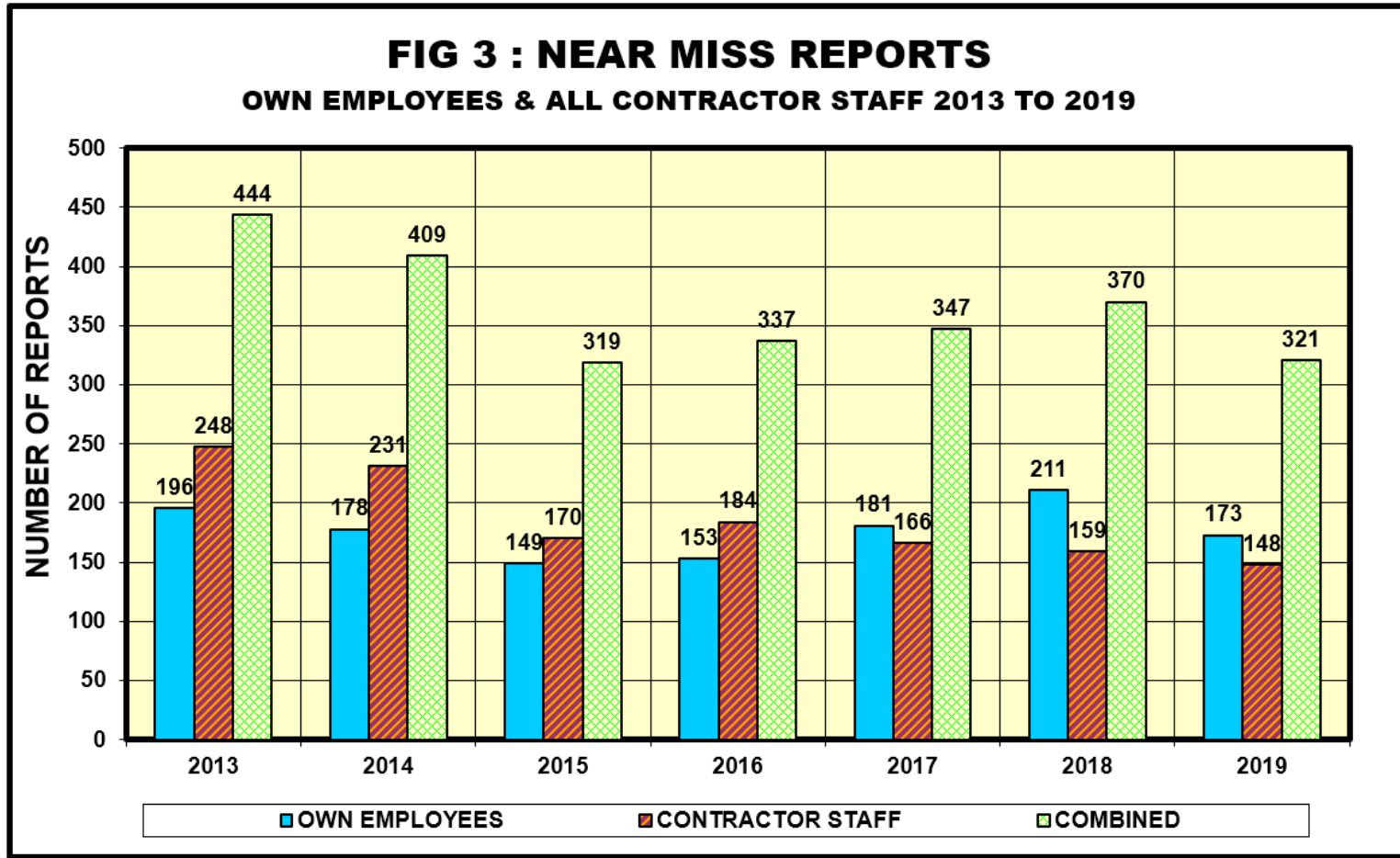
# 1. Safety & Environmental Performance

## (d) Plant Equipment / Facilities Incidents [PEF]



# 1. Safety & Environmental Performance

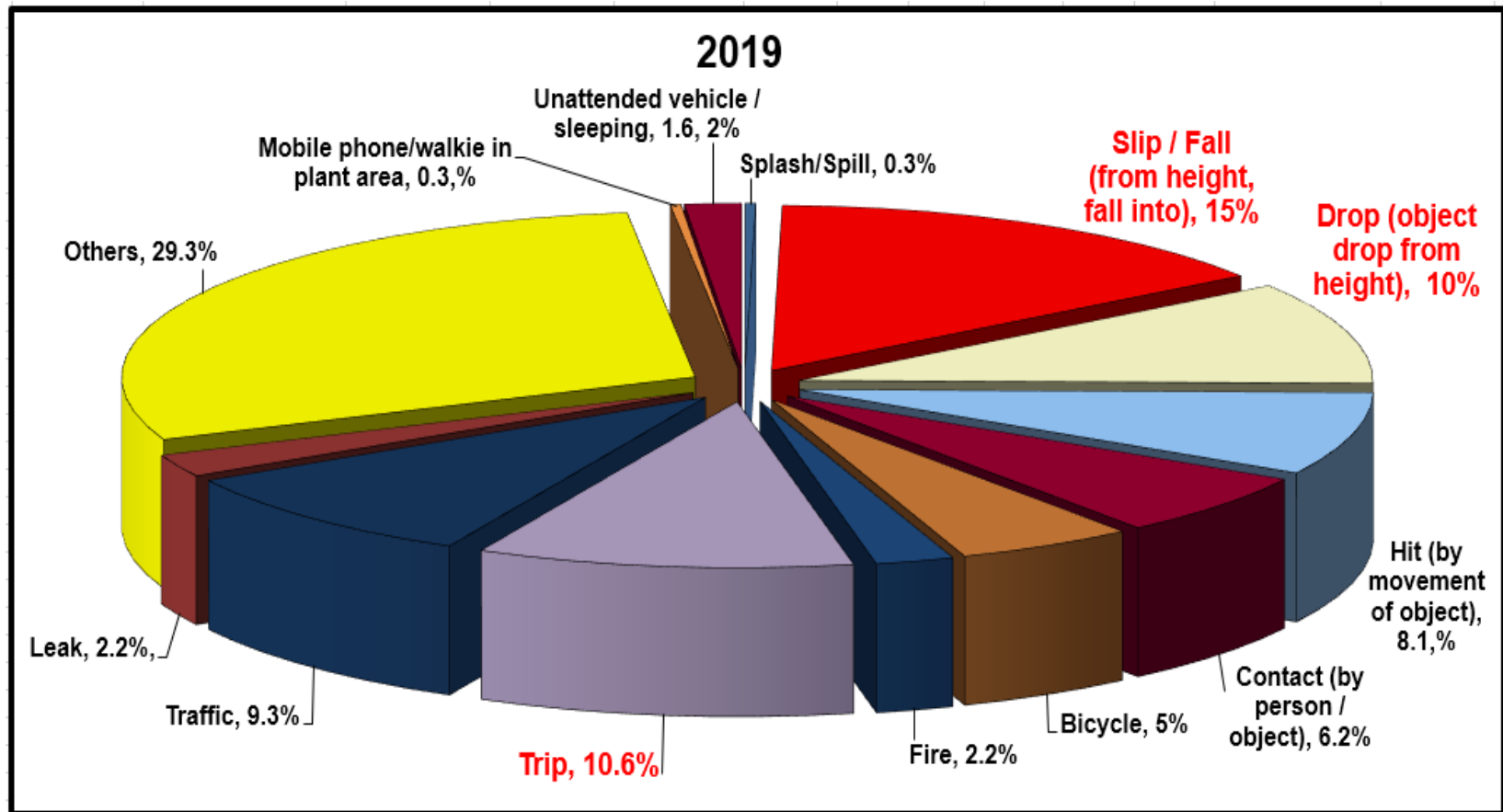
## (e) Near Miss Reports [NMR]





# 1. Safety & Environmental Performance

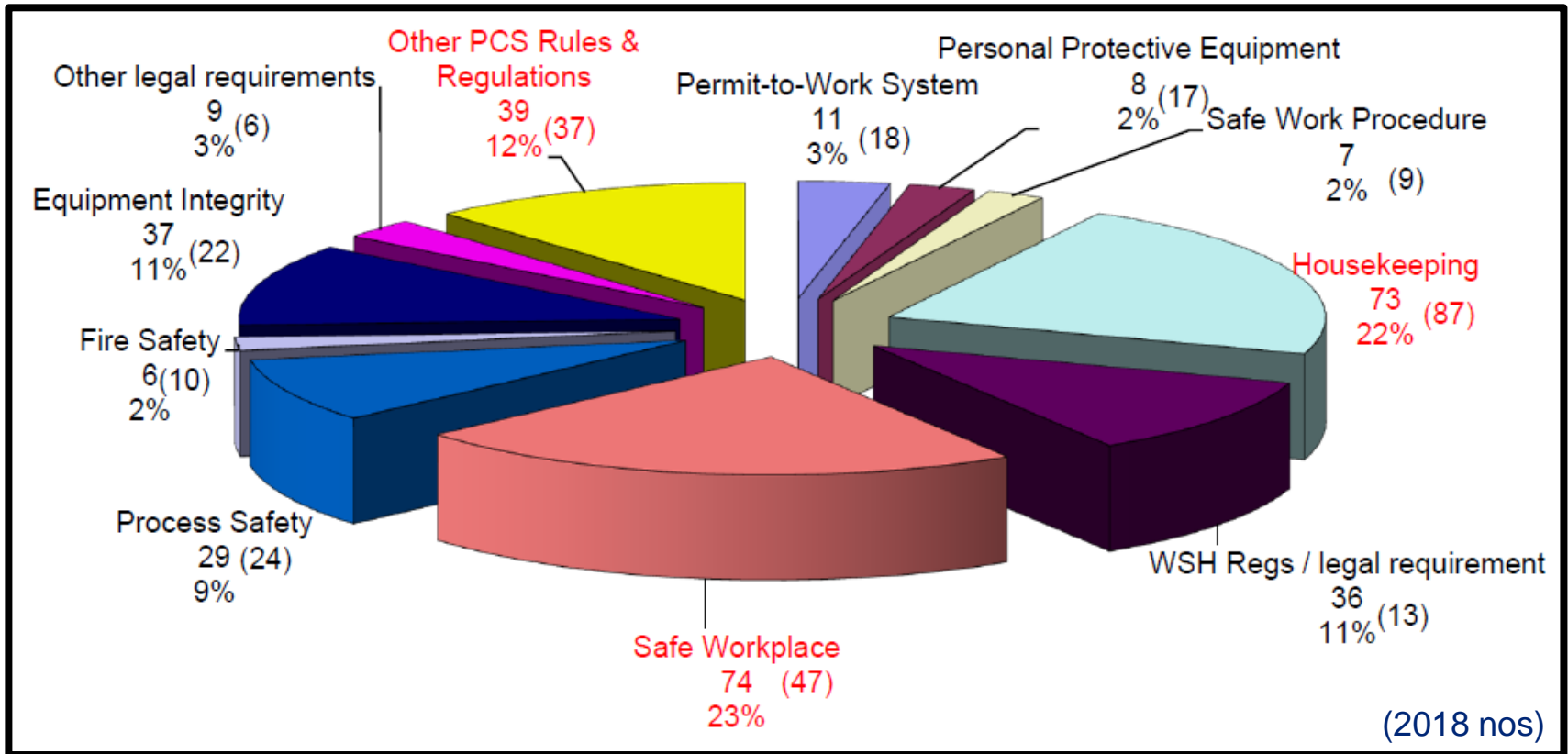
## (e) Breakdown of Near Miss Reports [NMR]



# 1. Safety & Environmental Performance

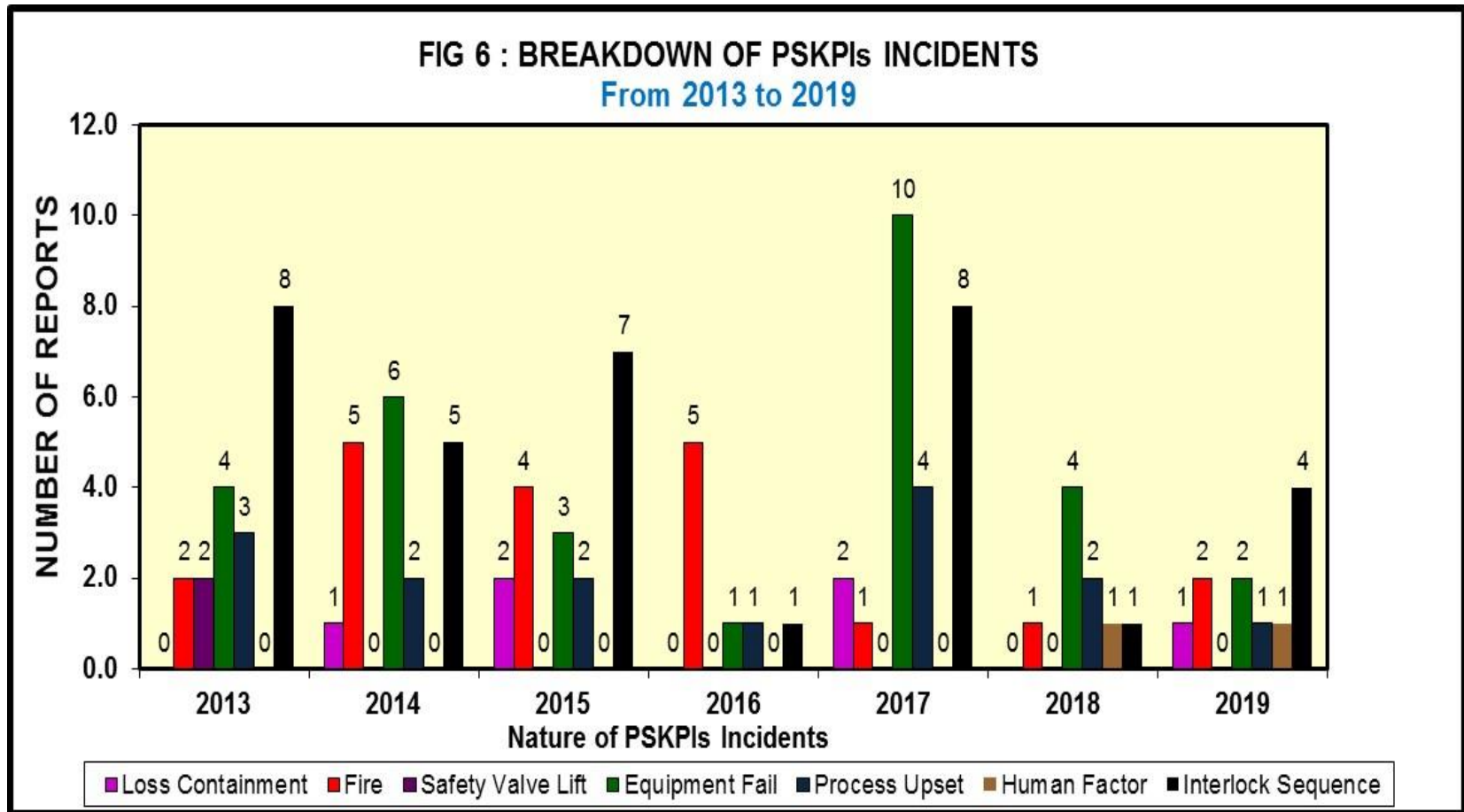
## (f) Nature of Observations / Violation / Breaches – 2019 (HSEO site visit)

Total 329 observations (2018: 284)



# 1. Safety & Environmental Performance

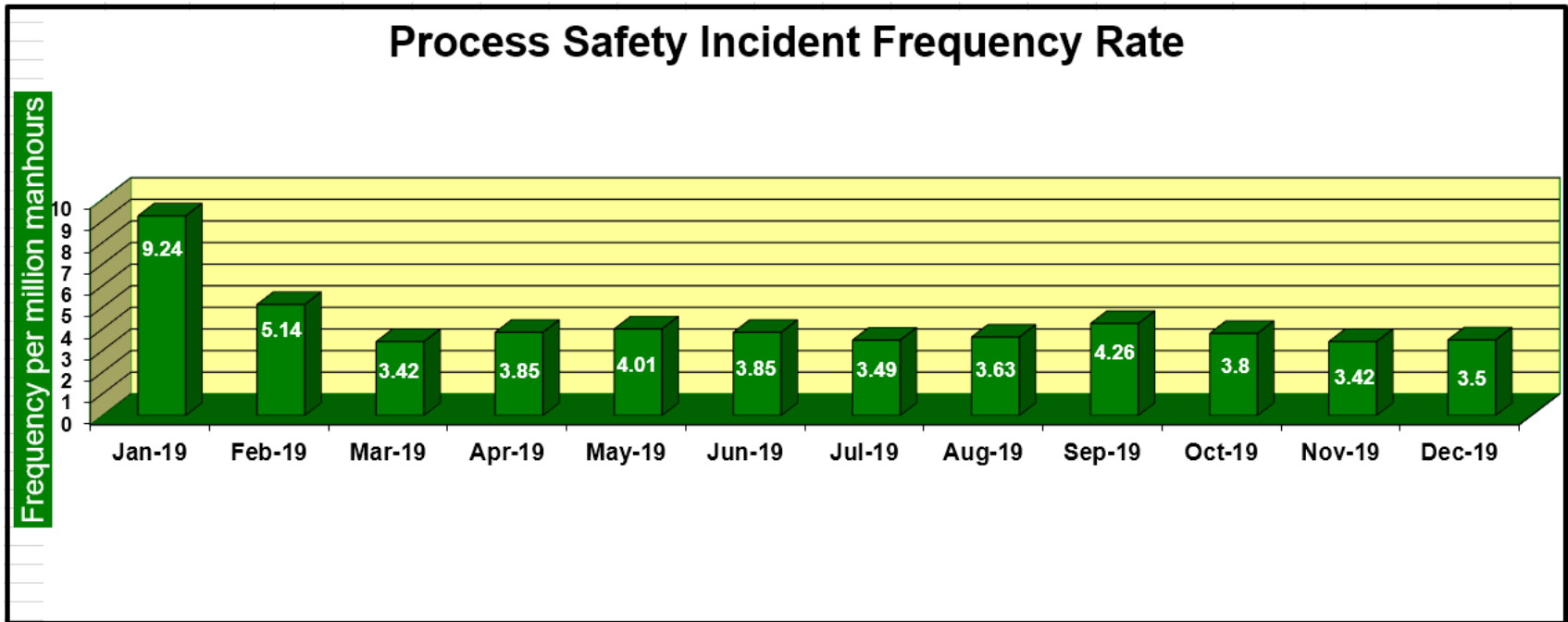
## (g) Process Safety Performance





# 1. Safety & Environmental Performance

## (g) Process Safety Performance



# 1. Safety & Environmental Performance

## (h) Environmental Performance

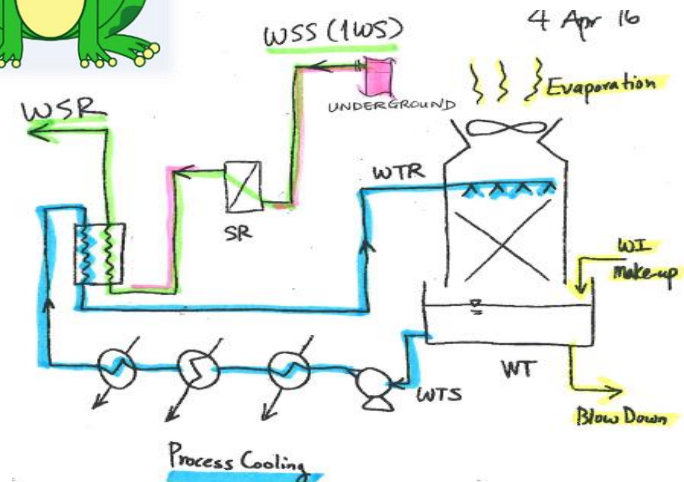
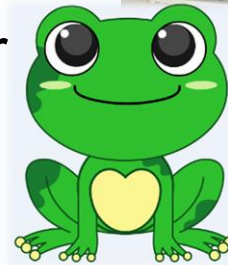
- No major environmental incident in PCS
- Meeting National Environment Agency limits on air emissions and trade effluent discharge



# 1. Safety & Environmental Performance

## (h) Environmental Performance

- January 2019: demonstration plant of Treated Wastewater Recovery Plant for Process Use recovers 500 m<sup>3</sup> water daily
- August 2019: existing Cooling Tower Water System via Indirect Supplemental Seawater Cooling conserves 700 m<sup>3</sup> freshwater per day



## 2. Behavioural Based Safety (BBS) Activities

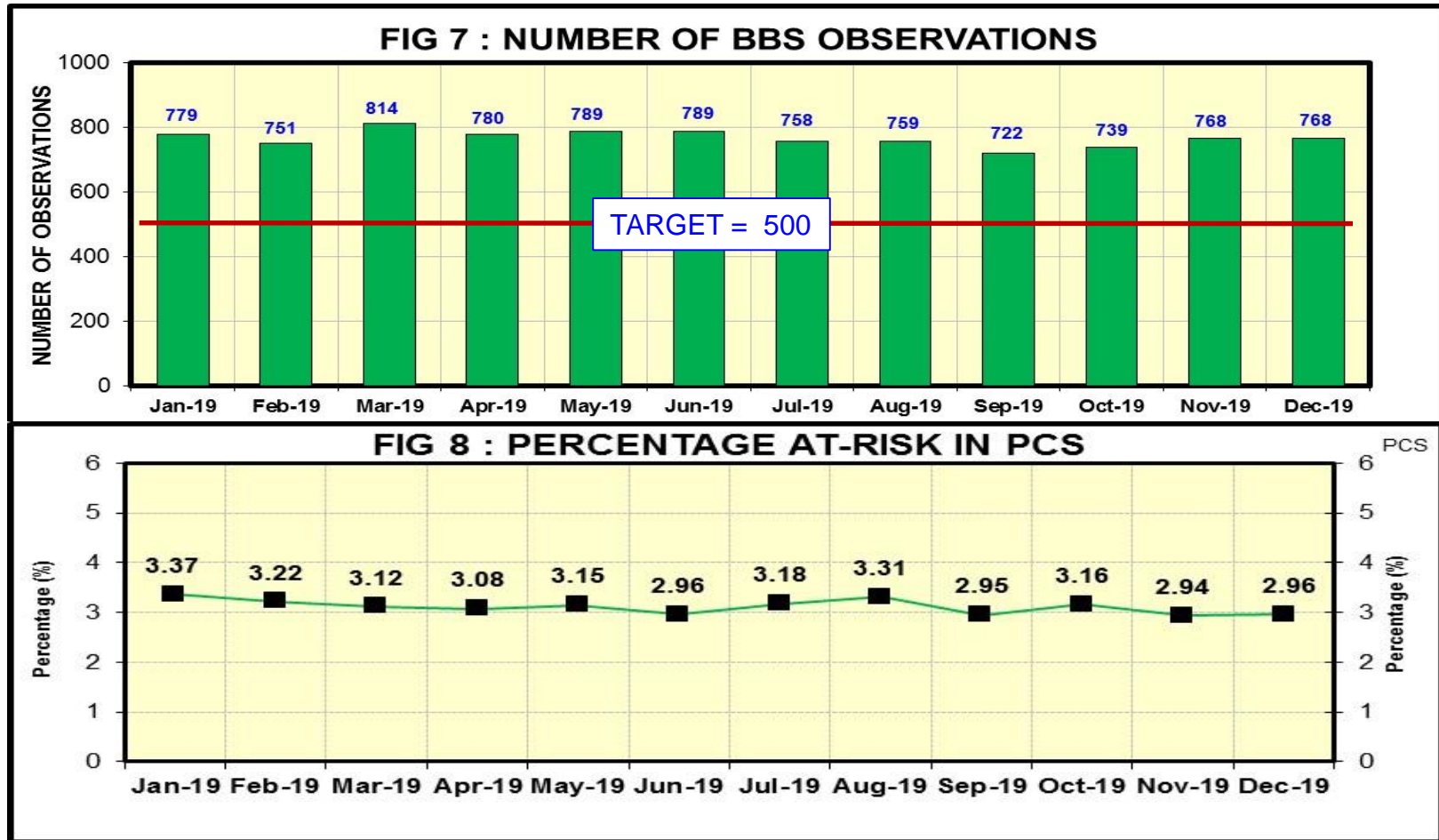
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- a. BBS Observations
- b. Nature Of Behaviour Based Safety Observation
- c. Monthly Exemplary Safe Staff / Worker Role Model
- d. BBS 15 years anniversary
- e. New Critical Behaviour Inventory (CBI) on Health and Wellness



## 2. Behavioural Based Safety (BBS) Activities

### (a) BBS Observations

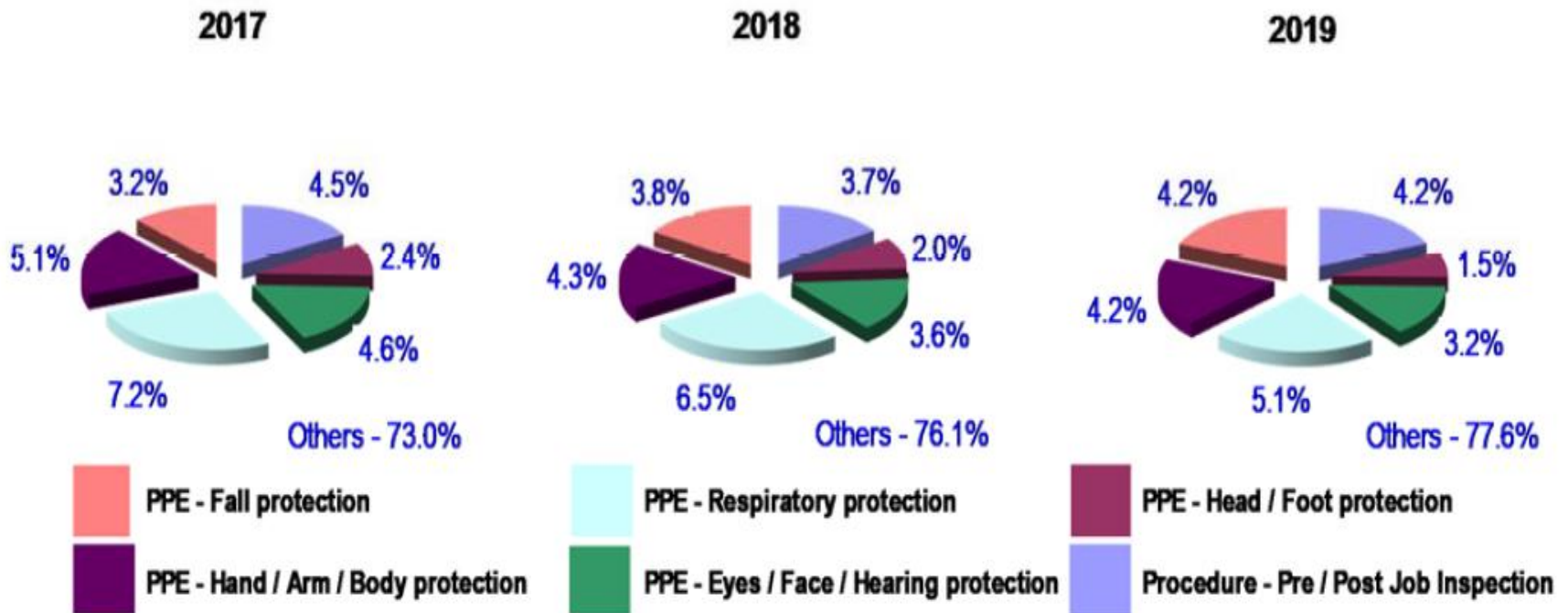




## 2. Behavioural Based Safety (BBS) Activities

### (b) Nature Of Behaviour Based Safety Observation

#### Critical Behaviour Inventory

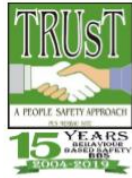


Others : Body Position, Body Use & Ergonomics, Tools & Equipment, Procedure, Environment

## 2. Behavioural Based Safety (BBS) Activities

### (c) Monthly Exemplary Safe Staff / Worker Role Models

- Carried out monthly since Jun 2015



### BBS EXEMPLARY SAFE STAFF / WORKER ROLE MODEL

**JUN 2019**

**Congratulations to  
our Role Models for  
their positive  
behaviour and safe  
work attitude  
demonstrated!**



MR CHENG YIZHANG  
OLEFIN I  
SENIOR TECHNICIAN

I must not be complacent at work due to health & fire hazard in our workplace. When carrying out isolation & purging of Z-233A/B for strainer cleaning, I ensure equipment is thoroughly purged & depressurised before handover to Maintenance. (CBI 4.4 – Pre-Post Job Inspection)



MR KARUTHASAMY VADIVEL  
HAI LECK ENGINEERING PTE LTD  
SCAFFOLDER






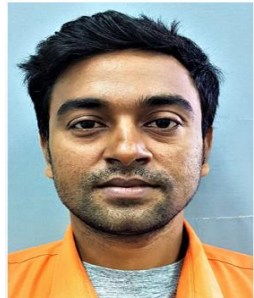






I know well that falling from height is the number one hazard in the workplace, so before I start work, I constantly check & ensure my fall protection PPE (Body Harness & dual lanyard) is always in good condition before I use them. (CBI 5.5 – Fall Protection)



## 2. Behavioural Based Safety (BBS) Activities

### (c) Monthly Exemplary Safe Staff / Worker Role Models

- Carried out monthly since Jun 2015

<u>Jan 2019</u>	<u>Feb 2019</u>	<u>Mar 2019</u>
 <p>MR SOO WING TEEN OLEFIN-II LEAD TECHNICIAN</p>  <p>MR KONG SENG NAM SANKYU SINGAPORE PTE LTD SKILLED WORKER (ROT)</p>	 <p>MR HOON KIM HUAT MAINTENANCE INSPECTION SUPERVISOR</p>  <p>MR ARMANDO ANCHETA SINGAPORE TAKADA IND. PTE LTD SKILLED WORKER</p>	 <p>MS SRI ZULAIKHA BINTE RIDUAN QUALITY CONTROL TECHNICIAN</p>  <p>MR MIAH JEWEL VINDES ENG PTE LIMITED SKILLED WORKER</p>
<u>Apr 2019</u>	<u>May 2019</u>	<u>Jun 2019</u>
 <p>MR TAN KAY CHUAN FIRE &amp; SECURITY SENIOR LEADING FIREMAN</p>  <p>MR HTAY LWIN AKT SINGAPORE PTE LIMITED SKILLED WORKER</p>	 <p>MR JOHNNY LIM HUMAN RESOURCE &amp; ADMIN SENIOR ADMIN ASSISTANT</p>  <p>MR ROHENDRO BISWAS MONINDRO HOLCAM CONSTRUCTION PTE LTD LANDSCAPING &amp; GRASS CUTTING WORKER</p>	 <p>MR CHENG YIZHANG OLEFIN I SENIOR TECHNICIAN</p>  <p>MR KARUTHASAMY VADIVEL HAI LECK ENGINEERING PTE LTD SCAFFOLDER</p>

## 2. Behavioural Based Safety (BBS) Activities

### (c) Monthly Exemplary Safe Staff / Worker Role Models

- Carried out monthly since Jun 2015

<p style="text-align: center;"><b><u>Jul 2019</u></b></p>   <p>MR SIE YEU KEUT OLEFIN II LEAD TECHNICIAN</p> <p>MR ARUMUGAM RAMACHANDRAN TECHGEMS ENGINEERING PTE LTD GENERAL WORKER</p>	<p style="text-align: center;"><b><u>Aug 2019</u></b></p>   <p>MR AWYONG KIT HOONG MAINTENANCE SUPERVISOR</p> <p>MR DAS RAMPRASAD FOSTER ASIA PACIFIC PTE LTD SITE SUPERVISOR</p>	<p style="text-align: center;"><b><u>Sep 2019</u></b></p>   <p>MS CATHERINE TAN QUALITY CONTROL LEAD TECHNICIAN</p> <p>MR TIMILLAR RAYMUND PARRENO KURIHARA KOGYO CO LTD ELECTRICIAN</p>
<p style="text-align: center;"><b><u>Oct 2019</u></b></p>   <p>MR SHUKRI BIN ALI ALRAGI BAFADAL FIRE AND SECURITY SENIOR LEADING FIREMAN</p> <p>MR G. MURUGANANTHAM TRIDENT HYDRO-JETTING PTE LTD HYDRO-JETTER</p>	<p style="text-align: center;"><b><u>Nov 2019</u></b></p>   <p>MR P. RAMASAMY PURCHASING WAREHOUSE SENIOR ADMIN ASSISTANT</p> <p>MR NADESAN DAVID INSULATION WORKER MEISEI INTERNATIONAL PTE LTD</p>	<p style="text-align: center;"><b><u>Dec 2019</u></b></p>   <p>MR MOHD NOOR BIN SAID OLEFIN-I LEAD TECHNICIAN</p> <p>MR AUNG MYO HEIN SHOWA DENKI (S) CO. PTE LTD FOREMAN ELECTRICIAN</p>

## 2. Behavioural Based Safety (BBS) Activities

### (d) BBS 15 years anniversary



## 2. Behavioural Based Safety (BBS) Activities

### (d) New Critical Behaviour Inventory (CBI) on Health and Wellness

#### CBI for 7-Health

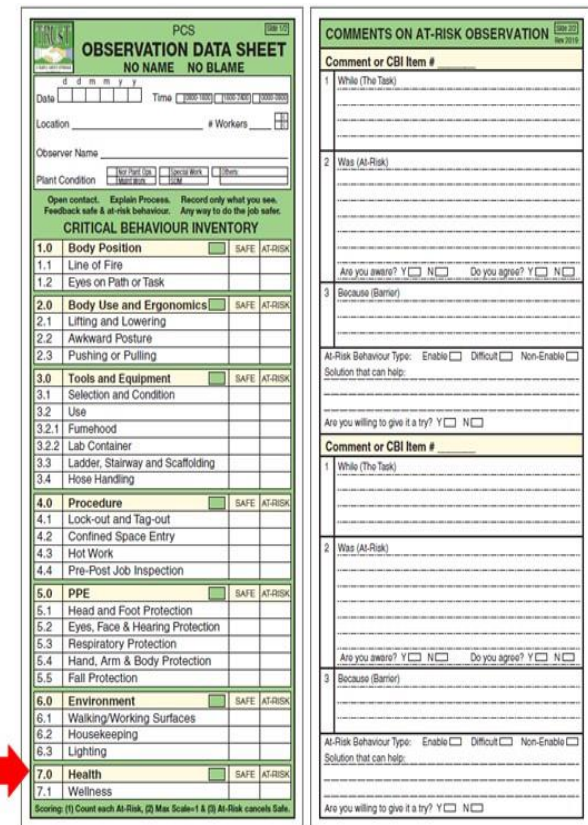
- **Wellness**

- Healthy body and seeking care when needed. Physical health is attained through exercise, eating well, getting enough sleep and paying attention to the signs of illness.

➤ **Visible Signs**

➤ **Observable Symptoms**

❖ **That becomes a Risk**



**PCS OBSERVATION DATA SHEET**  
NO NAME NO BLAME

Date: [ ] [ ] [ ] [ ] [ ] [ ] Time: [ ] [ ] [ ] [ ] [ ] [ ] Location: [ ] # Workers: [ ]

Observer Name: [ ]  
Plant Condition: [ ] [ ] [ ] [ ]

**CRITICAL BEHAVIOUR INVENTORY**

1.0	Body Position	<input type="checkbox"/>	SAFE	AT-RISK
1.1	Line of Fire			
1.2	Eyes on Path or Task			
2.0	Body Use and Ergonomics	<input type="checkbox"/>	SAFE	AT-RISK
2.1	Lifting and Lowering			
2.2	Awkward Posture			
2.3	Pushing or Pulling			
3.0	Tools and Equipment	<input type="checkbox"/>	SAFE	AT-RISK
3.1	Selection and Condition			
3.2	Use			
3.2.1	Fumehood			
3.2.2	Lab Container			
3.3	Ladder, Stairway and Scaffolding			
3.4	Hose Handling			
4.0	Procedure	<input type="checkbox"/>	SAFE	AT-RISK
4.1	Lock-out and Tag-out			
4.2	Confined Space Entry			
4.3	Hot Work			
4.4	Pre-Post Job Inspection			
5.0	PPE	<input type="checkbox"/>	SAFE	AT-RISK
5.1	Head and Foot Protection			
5.2	Eyes, Face & Hearing Protection			
5.3	Respiratory Protection			
5.4	Hand, Arm & Body Protection			
5.5	Fall Protection			
6.0	Environment	<input type="checkbox"/>	SAFE	AT-RISK
6.1	Walking/Working Surfaces			
6.2	Housekeeping			
6.3	Lighting			
7.0	Health	<input type="checkbox"/>	SAFE	AT-RISK
7.1	Wellness			

Scoring: (1) Count each At Risk, (2) Max Score=1 & (3) At-Risk cancels Safe.

**COMMENTS ON AT-RISK OBSERVATION**

Comment or CBI Item # [ ]

1 While (The Task) [ ]

2 Was (At-Risk) [ ]

Are you aware? Y  N  Do you agree? Y  N

3 Because (Barrier) [ ]

At-Risk Behaviour Type: Enable  Difficult  Non-Enable

Solution that can help: [ ]

Are you willing to give it a try? Y  N

Comment or CBI Item # [ ]

1 While (The Task) [ ]

2 Was (At-Risk) [ ]

Are you aware? Y  N  Do you agree? Y  N

3 Because (Barrier) [ ]

At-Risk Behaviour Type: Enable  Difficult  Non-Enable

Solution that can help: [ ]

Are you willing to give it a try? Y  N

### 3. Safety Performance Awards

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#### (a) Combined PCS Employees / Contractors Set Target (CPST)

- Award is given when PCS employees and contractors meet the Total Recordable Case Frequency set and maintain a Lost Time Incident free period for the quarter
- PCS Employees and Contractors Achieved the Quarterly Set Target for all 4 Quarters in 2019
- Contractor workers received vouchers totalling S\$17,500 for the achievement in each quarter

## 3. Safety Performance Awards

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### (b) Contractors Safety Set Target (CSST)

- Award is given to the Direct Contractor Company which achieved a One Year Lost Time Incident Free record while working in PCS
- Bonus Award given for achieving consecutive 3<sup>rd</sup>, 5<sup>th</sup>, 7<sup>th</sup>, 9<sup>th</sup>, 12<sup>th</sup> and every 3-yearly thereafter
- Commemorative plaques and monetary rewards given for the achievement



### 3. Safety Performance Awards

#### Contractor Companies awarded CSST Bonus Award in 2019

	ASAHI KOKUSAI TECHNEION SINGAPORE PTE. LTD.	FOSTER ASIA PACIFIC PTE LTD	KYC SCAFFOLDING PTE. LTD.	SANKYU (SINGAPORE) PTE LTD	VINDES ENGINEERING PTE LTD	TRIDENT HYDRO JETTING PTE LTD	TECHGEMS ENGINEERING & CONSTRUCTION PRIVATE LIMITED
Award							
Category	1	1	1	1	1	2	2
Years worked w/o LTI	27	15	15	15	15	15	3
Cheque amount	S\$1000	S\$1000	S\$1000	S\$1000	S\$1000	S\$500	S\$250

- Category 1 – monthly workhour exceeding 6,000 hours
- Category 2 – monthly workhour exceeding 1,000 hours but less than 6,000 hours
- Category 3 – monthly workhour less than 1,000 hours

### 3. Safety Performance Awards

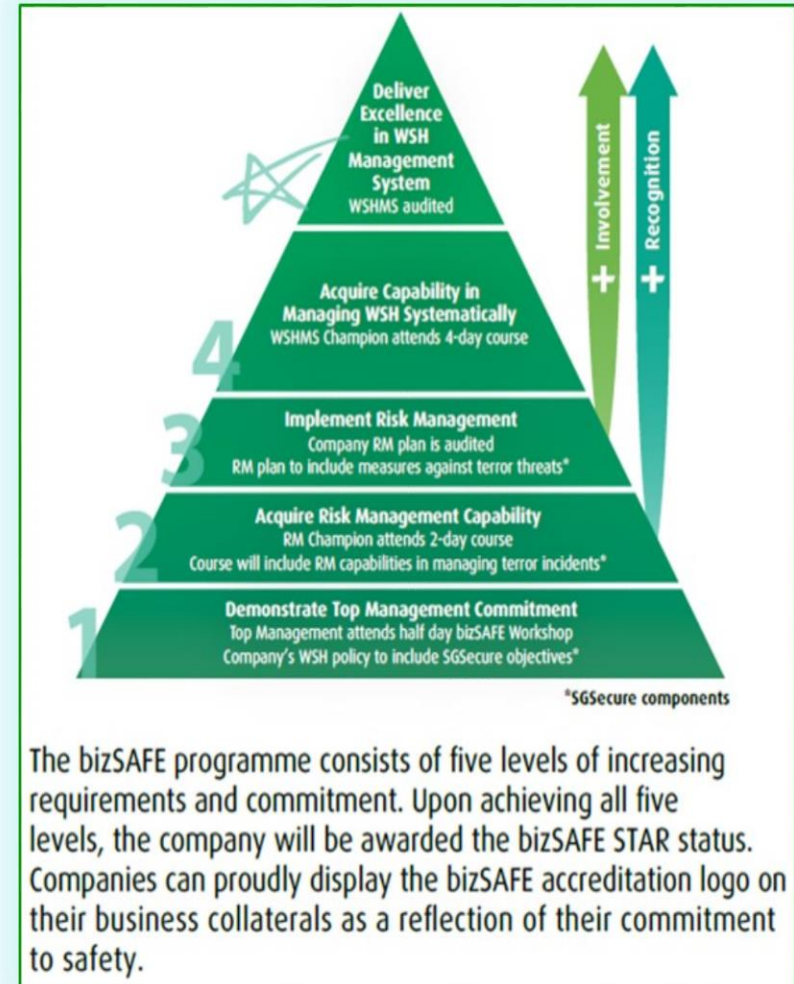
#### Long Service Award To Contractors HSE Personnel

	Company	Name	Years Service as at 31 Dec 2019	Voucher Amount
1	Vindes Engineering Pte Ltd	James Sum Kin Fock	10	S\$300
2	Vindes Engineering Pte Ltd	Lawrence Toh Huang Yan	10	S\$300
3	Yokogawa Engineering Asia Pte Ltd	Thein Lwin	7	S\$200
4	A+ Engineering Pte. Ltd.	Muhammad Shafiq	5	S\$200
5	Hai Leck Engineering (Private) Limited	Saminathan Arunagiri	5	S\$200
6	Sankyu (Singapore) Pte Ltd	Subramanian Sivanantham	5	S\$200

## 4. WSHC **bizSAFE** Programme



- PCS was one of the pioneering companies to become bizSAFE Mentor since 2011
- Mentors work closely with the WSH Council in advancing the WSH agenda in Singapore
- All contractor companies to be certified to at least **bizSAFE Level 3** before allowed to work in PCS
- Most of our in-house contractor companies are at Level Star, while three of them are bizSAFE Partners





# 4. WSHC *bizSAFE* Programme

## Maintenance Contractors

	Company	BizSAFE Level	Expiry Date
1.	Sankyu (Singapore) Pte Ltd	Partner	27 Jun 2021
2.	Hai Leck Engineering (Private) Limited	Partner	24 July 2020
3.	Kurihara Kogyo Co., Ltd.	Partner	17 May 2021
4.	Foster Asia Pacific Pte Ltd	Level Star	11 Mar 2021
5.	Singapore Takada Industries Private Limited	Level Star	21 Feb 2020
6.	KYC Scaffolding Pte. Ltd.	Level Star	6 Dec 2022
7.	VinDes Engineering Pte Ltd	Level Star	10 May 2022
8.	Asahi Kokusai <u>Techneon</u> Singapore Pte. Ltd.	Level Star	12 Sep 2020
9.	Yokogawa Engineering Asia Pte Ltd	Level Star	16 Jun 2020
10.	Holcam Construction Pte Ltd	Level Star	7 Sep 2022
11.	Showa Denki (Singapore) Co. Pte. Ltd.	Level Star	11 Mar 2021
12.	Meisei International Private Limited	Level Star	4 Aug 2022
13.	PSM <u>Aircon</u> & Engineering Pte. Ltd.	Level Star	7 Nov 2021
14.	Trident Hydro Jetting Pte Ltd	Level Star	15 Mar 2022
15.	<u>SetSCO</u> Services Pte Ltd	Level Star	11 Mar 2021
16.	Prowess Engineering Design and Services	Level Star	20 Jun 2022
17.	<u>TechGems</u> Engineering & Construction Pte. Ltd.	Level Star	27 May 2020
18.	A+ Engineering Pte. Ltd.	Level Star	6 Feb 2021

## Service Contractors

	Company	Function-in-Charge	BizSAFE Level	Expiry Date
1.	Veolia ES Singapore Industrial Pte. Ltd.	HRA	Level Star	19 Apr 2022
2.	Loh Kim <u>Chay</u> Marine Service	Olefin-I	Level Star	8 Aug 2021
3.	<u>Archiplast</u> Engrg Services & Modelling	Engineering	Level Star	10 Feb 2020
4.	<u>Ikari</u> Services Pte Ltd	HRA	Level Star	15 Jan 2020
5.	The Wok People Pte. Ltd.	HRA	Level Star	20 Mar 2022
6.	AETOS Security Management Pte. Ltd.	F&S	Level Star	10 Mar 2020
7.	<u>ComfortDelGro</u> Bus Pte. Ltd.	HRA	Level Star	11 Mar 2021
8.	Vancam Construction Pte. Ltd.	HRA	Level Star	11 Mar 2021

\* PCS Maintenance Sub-Contractors also must be at least bizSAFE level 3 Certification

CERTIFICATION  
level 3

## 5. HSE Achievements in 2019

### (a) Workplace Safety & Health Performance (Gold) Award

PCS MD Akira Yonemura-san received the WSH Performance (Gold) Award conferred by WSH Council at the gala dinner held on 30 Jul 2019



Recipients Lauded  
For Exemplifying  
WSH 2028 Spirit



# 5. HSE Achievements in 2019

## (a) Workplace Safety & Health Performance (Gold) Award

PCS believes that it is important to treat its employees and contractors with the same level of health and safety. Respecting the contractors as equal – **“One PCS, One Team”**



## 5. HSE Achievements in 2019

### (b) Responsible Care®

- Excellence Award in all six RC Codes
- SCIC Responsible Care® Leadership Award (5<sup>th</sup> time)



## 5. HSE Achievements in 2019

### (c) Energy Efficiency National Partnership Awards

- Best Practices category - 3 October 2019





## 5. HSE Achievements in 2019

### (d) 5<sup>TH</sup> CCPS Global Summit on Process Safety

held at the Resorts World Sentosa from 22 to 23 October 2019.



Co-hosted by the Center for Chemical Process Safety (CCPS) and the Singapore Chemical Industry Council (SCIC), Singapore's inaugural hosting of the 5th CCPS Global Summit on Process Safety (GSPS)



CCPS-CSB-SCIC(PCS) collaboration.  
GM (P) with (from L to R): Ms Louisa Nara (CCPS Global Technical Director), Dr Kristen Kulinowski (CSB Interim Executive Authority), Mr Shakeel Kadri (CCPS Executive Director and CEO)

## 5. HSE Achievements in 2019

### (d) 5<sup>TH</sup> CCPS Global Summit on Process Safety

On Social Media...MOM's Facebook



**Singapore Ministry of Manpower**

"There is a constant stream of activities organised for companies that are part of the Jurong Island Vision Zero Cluster. For example, we hold learning journeys to firms with innovative practices so that we can all network, share ideas and collaborate to raise the industry's safety standards collectively."

- Engineer Lucas Ng Hong Kiang, General Manager (Plant) of the Petrochemical Corporation of Singapore



**Singapore Ministry of Manpower**

"The Petrochemical Complex Contractors Association (PCCA) acts as a nexus for knowledge transfer and sharing so that smaller firms can leverage the technical know-how of bigger firms to improve their safety capabilities. The importance of this association lies in how its members have been major injury-free since the inception of PCCA in 2005."

- Apostal Ivan Lee, President of Petrochemical Complex Contractors Association

# 5. HSE Achievements in 2019

## (d) 5<sup>TH</sup> CCPS Global Summit on Process Safety

held at the Resorts World Sentosa from 22 to 23 October 2019

**ChE** AIChE - American Institute of Chemical En...  
 31,610 followers  
 1d • 🌐 Anyone

CCPS Executive Director Shakeel Kadri (left) with Wim Roels, SCIC Chair and CEO of Borouge (right) at the 5th Global Summit on Process Safety #Singapore #CCPS #processsafety



**ChE** AIChE - American Institute of Chemical En...  
 31,610 followers  
 1d • 🌐 Anyone

Zagy Mohammed, Minister of State for Manpower and National Development of Singapore, speaking at the the 5th CCPS Global Summit on Process Safety #CCPS #ProcessSafety



Further across the globe...AIChE's LinkedIn

## 5. HSE Achievements in 2019



### (d) 5<sup>TH</sup> CCPS Global Summit on Process Safety

held at the Resorts World Sentosa from 22 to 23 October 2019



PCS-PCCA delegates, showcasing "One PCS, One Team" partnership with PCCA.

PCS PCCA delegates showcasing "One PCS, One Team" partnership with PCCA

# 5. HSE Achievements in 2019



## (e) Jurong Island Vision Zero Learning Journey to PCS 7 March 2019



PCS schedules regular meet up with our contractors' Senior Management and their workers, as part of our communication, engagement and feedback programme.

Every quarter, contractors' Site Management and workers (on roster) join a dialogue session, a platform where HSE and wellness programmes are shared and a forum for contractors to air their views as well as give suggestions towards a healthy and safe workplace.

PCS is glad to be one of the Vision Zero Champions to proactively advocate health and safety at work on Jurong Island.



1<sup>st</sup> Quarter 2019 Dialogue cum Vision Zero Sharing.

### PCS MD and GM(Plant) addressing the participants



The learning journey was jointly organised with the Workplace Safety and Health Council, together with support from the Singapore Chemical Industry Council Limited (SCIC).

In opening the Dialogue, PCS Managing Director, Mr. Akira Yonemura, shared that the Dialogue is an ideal avenue for him, PCS managers, as well as contractors' management to obtain feedback and feel the ground, aside from regular walkabouts in the plant.

He mentioned that when WSH Council approached PCS to open one of our events to Jurong Island stakeholders, we chanced upon this Dialogue to share our belief and our programmes, which are in alignment with the Vision Zero mindset. He further stressed that, in PCS, contractors are regarded not just as service providers, but as partners who are accorded the same health, safety and security provisions as our employees.



PCS General Manager (Plant), Er. Lucas Ng HK, as the chairperson of the Jurong Island Vision Zero Working Group, in delivering his welcome address, mentioned that the Group has plans to organise events like forums and dialogue sessions with management and workers, as more companies pledged to the Cluster. An example is PCS' Dialogue sessions to showcase to companies that do not or have not created an engagement platform with the contractors' management and workers to embark on such a programme.

He reiterated that PCS has a strong cultivated health and safety culture and unique teamwork culture, and has always been an advocate of open sharing.

## 5. HSE Achievements in 2019



### (e) Jurong Island Vision Zero

#### Learning Journey to PCS 7 March 2019



Guests from Contractors, the Workplace Safety and Health Council (WSHC) and Ministry of Manpower (MOM) registering for the event.

Following the Jurong Island Vision Zero Cluster launch last November, we took the opportunity to encourage contractor companies to come on board and pledge their commitment to the Vision Zero movement, at our annual gathering with contractors' Senior Management in January.

In keeping with the momentum, the recent 1<sup>st</sup> Quarter 2019 PCS Contractors Dialogue event on 7 March, included a "Learning Journey" (WSH Council's terminology) on Contractor Management and Behaviour Based Safety, for companies that have pledged to this Cluster.

# 5. HSE Achievements in 2019



## (e) Jurong Island Vision Zero Learning Journey to PCS 7 March 2019



GM(Plant) addressing guests' queries.



HSE Manager with SCIC staff supporting the event.

WSH Council have since published an article on the first Jurong Island Vision Zero learning journey, at PCS' quarterly contractors dialogue, with more than 50 participants from pledgee companies in attendance. PCS, as well as WSH Council, received feedback that the experience was eye-opening, and that the participants are looking forward to attending more of such learning journeys in future.

Not to be left out, the Singapore Chemical Industry Council (SCIC) Ms. Wendy Chai shared on the Responsible Care® programme in Singapore. The Vice President of Association of Process Industry (ASPRI) Mr. Francis Tay, who is also a member of the Jurong Island Vision Zero Working Group, supported the event.

The day ended with a small reception where guests were treated to "finger food" and to catch up with fellow Jurong Islanders.



# 5. HSE Achievements in 2019



## (e) Jurong Island Vision Zero

### Learning Journey to PCS 7 March 2019



The Jurong Island Vision Zero (VZ) Cluster was formed in November 2018. It is the first VZ Cluster in Singapore, comprising more than 40 companies on Jurong Island who have collectively

pledged towards VZ — to embrace the mindset that all workplace injury and ill-health can be prevented.

50 participants from the pledged companies visited PCS and were given the opportunity to sit in on one of the organisation's regular dialogue sessions with PCS' contractors and witness, first-hand, the robust working relationship between PCS and their contractors




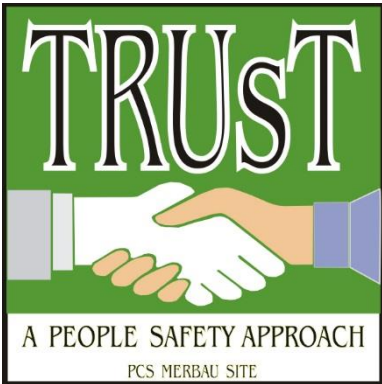



# 6. Target for 2020



Safety Performance Journey:

**45 million Hours Worked without LTI and beyond ...**

		 <b>S</b> Top And Report
<b>Speak Out for Safety (SOS)</b>	<b>Behavioural Based Safety (BBS)</b>	<b>S</b> Top And Report (STAR)

# Review of HSE Performance for 2019



## THANK YOU

