



Petrochemical Corporation of Singapore (Private) Limited



*SECURING THE HEALTH AND SAFETY  
OF OUR WORKFORCE  
SAFEGUARDING OUR COMMUNITY*

# **RESPONSIBLE CARE® OBJECTIVES & TARGETS 2023**

Er. Bernard Leong LW  
Health, Safety & Environment cum Quality Control Manager

**Annual PCS-Contractors HSE Meeting 2023  
26 January 2023**



# Responsible Care®



1. global chemical industry's commitment
2. continuous improvement in health, safety and environmental performance
3. open and transparent communication

- signatory since October 1999
- PCS RC Policy\* spells out **philosophy and principles**
  - ➔ governing all decisions related to health, safety and environment, in all business activities
- applies to all employees and contractors
- mindset of identifying and removing hazards at workplace

\* *Responsible Care® Policy is PCS' manifestation of generic "Health, Safety & Environment Policy", as PCS is a signatory of Responsible Care®*

**PCS** PETROCHEMICAL CORPORATION OF SINGAPORE (PRIVATE) LIMITED  
100-A/101 MERBAU ROAD, SINGAPORE 538177 TEL: (65) 5857 3300 FAX: (65) 5857 9174

**RESPONSIBLE CARE® POLICY**

PCS regards the Health, Safety and Security of our employees, contractors, customers, distributors, suppliers, neighbours, the Public and protection of the Environment as the top priority in its operations. PCS is committed to:

- **Health** ensure a healthy workplace, for the prevention of occupational ill health, by eliminating hazards and reducing occupational health risks
- **Safety** ensure a safe workplace, for the prevention of injuries, incidents, property damage and excel in process safety management, by eliminating hazards and reducing occupational and process safety risks
- **Security** ensure a secure workplace by preventing security incidents
- **Environment** protecting the environment, by minimising the impact of its activities, products and services on the environment, by using material and energy efficiently, and by minimising waste, and preventing pollution by reducing emission to air, discharge to water and to soil to the practical minimum
- **Products** ensure a clear commitment of product stewardship to minimise any impact of our products throughout their life cycles

These are done through a continual improvement process of Plan-Do-Check-Act cycle and also by subscribing to the Responsible Care® principles for the management system in production, handling, use, transport and disposal of products that PCS produces through:

- allocating sufficient resources to develop, operate and maintain the Health, Safety and Environment (HSE) and Security Management Systems
- openness to employees, contractors, customers, distributors, suppliers, officials and the community, including consultation and participation of stakeholders
- assurance of HSE related quality and safety of our products and processes
- providing feedback to and cooperation with the Government and relevant Bodies regarding Singapore HSE and Security (HSES) legal framework and Responsible Care® practices
- assisting our contractors, customers and distributors to understand the hazards of our products
- sharing of HSES experience and offering assistance to others including suppliers, neighbours and the Public

These are also done by:

- regarding HSES as a direct line management responsibility
- communicating the appropriate HSES consideration to contractors, customers, distributors and suppliers
- maintaining good customer relationship to foster safe use and handling of our products
- assisting customers and distributors in the transmission of product stewardship information
- ensuring compliance with applicable legal and other requirements
- setting targets for improvement, measurement, benchmarking, appraisal and performance reporting
- training and motivating employees and contractors to enhance HSES awareness and to promote best HSES practices
- carrying out incident investigation and taking safety management measures to prevent recurrence
- requesting contractors working at PCS to adopt the same HSES principles of this policy
- having an effective emergency response system to minimise any property and HSES damage arising from an emergency situation

HISASHI SHIBAYAMA  
MANAGING DIRECTOR

01 JUL 2021  
REVISION DATE

# Objectives & Targets 2023 - 1



## 1. Maintain a Healthy, Safe Workplace and best in class Environment

Zero Lost Time Incident	
Total Recordable Case Frequency $\leq 1.4$	TRCF, per million hours worked
Zero Environmental Incident	RAM* Consequence > Rating of 3 <i>* see slide 4</i>
Zero Hazardous Exposure leading to Occupational Diseases	
Zero Process Safety Incident	RAM Consequence > Rating of 3

- **Adhere to COVID-19 Safe Management Measures (SMM) according to current advisories; keep ourselves and communities healthy and safe**

# Risk Assessment Matrix



Potential Consequence					Probability of Occurrence				
					A Very Unlikely Never heard of in our industry	B Unlikely Heard of in our industry	C Likely Has occurred in PCS	D Occasional Occurred several times per year in PCS	E Routine Occurred several times per year in PCS
Rating	People	Asset	Environment	Reputation					
0	No injury	No damage	No effect	No impact					
1	Slight injury	Slight damage	Slight effect	Slight impact					
2	Minor injury	Minor damage	Minor effect	Limited impact					
3	Major injury	Localised damage	Localised effect	Considerable impact					
4	Single fatality	Major damage	Major effect	Major national					
5	Multiple fatalities	Extensive damage	Massive effect	Major international					

ZONES -  LOW RISK     MEDIUM RISK     HIGH RISK

## HARM TO PEOPLE

RATING	DESCRIPTION
0	No injury or health effect.
1	Slight injury or health effect (including First Aid and Medical Treatment cases) - not affecting work performance or causing disability.
2	Minor injury or health effect - affecting work performance, such as restriction on activities (Restricted Workday Case). Limited health effect, which is reversible, eg. skin irritation, food poisoning.
3	Major injury or health effect - affecting work performance, such as Lost Time Injury, or a need to take a few days to recover. Irreversible health damage without loss of life, eg. noise induced deafness, chronic back injury.
4	Single fatality or Permanent Total Disability (including Permanent Partial Disability) - from an incident or occupational illness, eg. poisoning, cancer.
5	Multiple fatalities - from an incident or occupational illness, eg. poisoning, cancer.

# Objectives & Targets 2023 – 2a

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## 2. Maintain Good HSE Performance and Management System

- Maintain zero major non-conformity in external and internal HSE audits
- Enhance Contractor Companies bizSAFE capacity building through PCS Maintenance Contractors HSE Committee's (PCC) championship as bizSAFE Mentor
- Ensure Safety Case written presentation as a live document
  - ✓ propagate its purpose as knowledge management and retention
  - ✓ competency development of newer workforce

# Objectives & Targets 2023 – 2b



## 2. Maintain Good HSE Performance and Management System

- Promote technology-enabled HSE
  - ✓ mind-set change to further digital transformation in health, safety, environment and productivity
- Refresh Speak Out for Safety (SOS) programme; practise “self Safety Time Out”\* to assess task and hazards

\* see slide 7



**Time Out for Safety – Plant** 02 Sep 2022

Meeting the Ministry of Resources (MOR), Workplace Safety and Health (WSH) Council, National Trades Union Congress (NTUC) and industry partners' joint call for Safety Time Out (STO) in May 2022, PCS conducted a special STO in its construction workforce on 15 May 2022.

PCS is already conducting Mass Tool Box Meeting (MTBM) monthly, involving the whole contractors' workforce and key Operations, Maintenance and HSE staff every Wednesday of the month. This MTBM is a form of STO in addition, PCS Management conducts monthly HSE webinars to the plants. This is in addition to the other monthly webinars conducted by the Safety and Health Training Committee (SHTC) and joint PCS/International Complex Construction Association (PCCA) HSE Officers and joint HSE Committees conduct regular webinars.

HSE Function conducts Learning Incident Lessons sessions monthly to share learning points from incidents in the Company and elsewhere, including VOSH Alert and COPC Process Safety Session. Management and Shareholders also regularly share incidents in the Group Companies. The monthly HSE report contains pertinent information, and a special section on "Lessons Learned from External Sources – Health & Safety in the News" highlighting VOSH Alerts and best practices.

On 1 Sep 2022, MCM announced a suite of new measures to strengthen VOSH and improve VOSH oversight. These new measures and a state of "Heightened Safety" is needed in view of the concerning rise in workplace fatalities this year. The number of workplace fatalities to date stands at 26, very close to the 27 fatalities recorded for the whole of 2021. Companies are required to conduct a **Mandatory Safety Time Out (STO)** between 1 - 15 Sep 2022.

STOs are essential parts of PCS' holistic view of Total VOSH, and allow us to pause and rethink health or safety issue or hazard. We initiated the In-site Risk Assessment (IRA) as a simple and brief assessment conducted by the person or persons jointly before commencing work to ensure that there are no identified hazards at site and preventive measures are in place, in addition to the formal Risk Assessment.

Everyone must follow health and safety rules and regulations, watch out for unsafe acts or conditions, and bring them to the attention of supervisors / managers. This is embodied within our Stop And Report (STAR) programme, where everyone, in any form, is empowered to intervene and report any unsafe act or condition by stopping any ongoing unsafe activity.

**Examples of STO /IRA for everyday task or activity** Perform IRA before any work

**Vehicle safety**

- do NOT disembark from or embark onto a moving vehicle, do so only after the vehicle has stopped completely.
- do NOT position yourself within the blind spot of a vehicle, e.g. behind or beside a vehicle.
- walk along designated foot path to keep yourself safe from vehicles.
- From the driver's point of view, keep to the right hand side and observe regulations, i.e. maintain the correct lane position if the vehicle you are in seems to be queuing.

**Loading / unloading**

- drivers / operators to follow safe procedure for parking vehicles (e.g. engage parking brakes, install wheel chocks)
- perform loading / unloading activities on flat and stable ground.
- loads are properly secured, and that people are not exposed to being struck by toppling loads.

**Cycling**

- perform a bicycle pre-ride check.
- mount / dismount with awareness of ground condition and bicycle accessories.

**Situation Awareness / Mindfulness**

- common sense or instinctive in lack of awareness, or mindlessness.
- be alert in every situation.
- Perception: **SEE** in every situation, you must see what is around you.
- Comprehension: **UNDERSTAND** if you see or hear anything you do not understand, you must ask.
- Prediction: **THINK AHEAD** before you are anything, you must think about what will happen next.
- improve mindlessness and generate a calm state by having a short period of time dedicated to quieting the mind.

☐ Start Each Day Right ☐

- Always wear your PPE
- Check the weather
- Check the ground, "not in good working" condition the day
- Organise your day / activities
- Use task lists to ensure what you are going to do and
- Be aware of your surroundings, Be Chemically Aware

**Time Out for Safety – Service - Admin** 02 Sep 2022

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**Examples of STO /IRA for everyday task or activity** Perform IRA before any work

**Office safety**

- do NOT position yourself within the "line of fire" (e.g. doorway, opening / closing cabinets, etc)
- do NOT climb on or handling things / documents, if using ladder, do not stand on the top step / rung
- walk on proper pathway, beware of slippery / uneven surfaces, provide warning signs (e.g. cleaner to put up warning sign on wet floor, etc)
- practice "Sport contact" when ascending / descending stairs, hold on to handrail

**Loadings / unloading / vehicle safety**

- drivers / operators to follow safe procedure for parking vehicles (e.g. engage parking brakes, install wheel chocks)
- perform loading / unloading activities on flat and stable ground / aware of the contents (e.g. break tags, etc)
- loads are properly secured, and that people are not exposed to being struck by toppling loads.
- If you are driving / riding, keep to the right hand side and obey traffic regulations, or position the driver to show them if the vehicle you are in seems to be queuing.

**Cycling**

- perform a bicycle pre-ride check.
- mount / dismount with awareness of ground condition and bicycle accessories.

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☐ Start Each Day Right ☐

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- Use task lists to ensure what you are going to do and
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# Safety Time Out (STO) - 1

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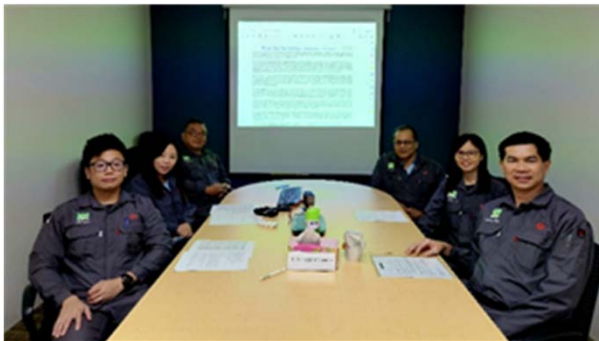


- planned event which companies take a short time off from daily work routine to improve safety, and communicate importance of WSH to all workers
  - activities can take various forms, including:
    - top management do workplace walkabout to emphasise visibility and commitment to safety
    - encourage workers to report hazards and near misses
    - share learning points from incidents
  - PCS is already conducting various forms of STOs, prior to call by MOM:
    - monthly Mass Tool Box meeting for contractors
    - monthly Management HSE walkabouts
    - monthly Learning Incident Lessons sessions to share learning points from incidents in the Company and elsewhere, including WSH Alert and CCPS Process Safety Beacon
-

# Safety Time Out (STO) - 2



- STOs are essential parts of PCS' holistic view of Total WSH
  - pause and re-think a health or safety issue, or hazard
- PCS instituted In-situ Risk Assessment (iRA) as a simple and brief assessment conducted by the person or persons jointly before commencing work to ensure that there are no identified hazards at site and preventive measures are in place, in addition to the formal Risk Assessment
- STop And Report (STAR) programme empowers everyone, at any level, to intervene and report any unsafe act or condition by stopping any ongoing unsafe activity





# Objectives & Targets 2023 – 3a

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## 3. Ensure a HSE competent Workforce

- Identify appropriate training and targeted delivery to enhance awareness and understanding of hazards and risks of workplaces and activities; assess / ensure competence to consistently follow Safe Work Procedures

*\* see slide 11*

- Identify underlying **human factors** [human errors\*\*], including competency-based behaviour and mental health well-being, on performance variability; incorporate learnings for new hires

*\*\* see slide 12*



# Objectives & Targets 2023 – 3b

## 3. Ensure a HSE competent Workforce

- Emphasise empowerment and nurture ownership in health, safety and environment
  - ✓ awareness of Workplace Safety and Health (WSH) legislations and regulations, including Codes of Practices

FRIDAY, OCTOBER 14, 2022 1

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First published in the *Government Gazette*, Electronic Edition, on 14 October 2022 at 5 pm.

No. 2861 — WORKPLACE SAFETY AND HEALTH ACT 2006

WORKPLACE SAFETY AND HEALTH  
(APPROVED CODES OF PRACTICE)  
NOTIFICATION 2022

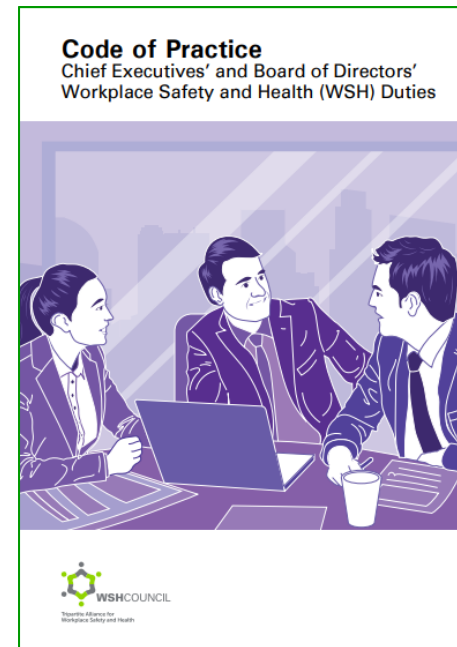
In accordance with section 40B(3) of the Workplace Safety and Health Act 2006, the Workplace Safety and Health Council hereby notifies that the Council has approved the Codes of Practice set out in the Schedule, with effect from 31 October 2022.

2. The approved Codes of Practice may be inspected at the place and time and on such days as follows:

Place: Workplace Safety and Health Council  
1500 Bendemeer Road, #04-01  
Ministry of Manpower Services Centre  
Singapore 339946

Day: Mondays to Fridays  
(public holidays excepted)

Time: 9.00 a.m. to 1.00 p.m.  
2.00 p.m. to 5.00 p.m.

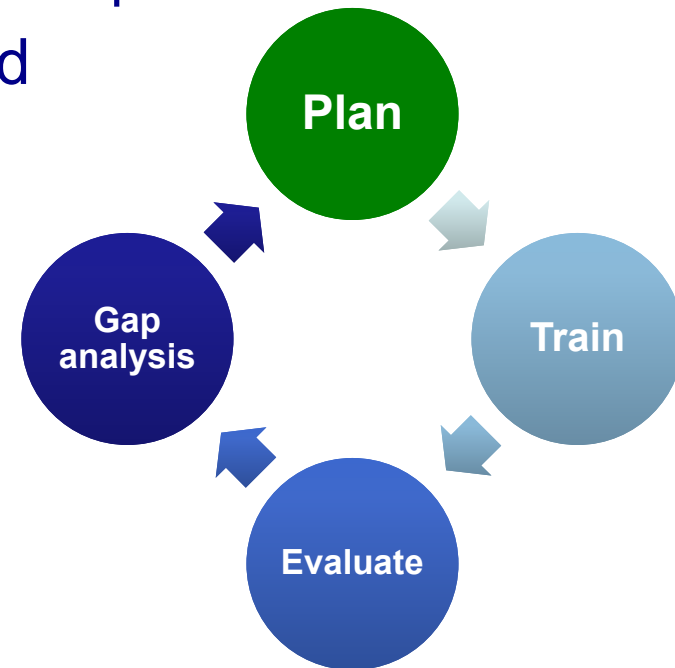


issued  
Oct 2022

# Training and Competency



- Section 12 of Workplace Safety and Health Act 2006
  - “...such measures as are necessary to ensure the safety and health of the employer’s employees at work”
    - “...ensuring that those persons at work have adequate instruction, information, training and supervision”
- Different types of expertise required
- **Competency** is a combination of **Knowledge, Ability** and **Skill**
  - ✓ written training programme
  - ✓ compiled by competent person
  - ✓ given prior to start of work, changes
  - ✓ records to be kept
  - ✓ refresher training every 3 years



# Human Error in Process Safety



- Human error led to two of most significant incidents
- ✓ Piper Alpha (1988)
  - failure to fit blind correctly
  - shift changeover
  - contractor failed to report status of work
- ✓ BP Texas City (2005)  
(underlying problems)
  - historical deviations of start-up
  - lack of communication
  - fatigued operators

## Classification

- ✓ **Learning gap**  
*[don't know]*
- ✓ **Memory gap**  
*[know but don't remember]*
- ✓ **Inconsistency**  
*[have knowledge but variability in method]*
- ✓ **Application**  
*[know but incorrect action]*
- ✓ **Omission**  
*[know but missing step or action]*
- ✓ **Decision**  
*[wrong decision in a given situation]*

# Objectives & Targets 2023 – 4a

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## 4. Strengthen Responsible Care<sup>®</sup> Practices

- *Continue outreach activities, sharing practical and sustainable approaches in Responsible Care<sup>®</sup> programmes as Responsible Care<sup>®</sup> Leader*
  - ✓ *embed Responsible Care<sup>®</sup> in marketing collateral and outreach programmes*
- *Active support and participation in national workplace health and safety initiatives*



# Objectives & Targets 2023 – 4b

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## 4. Strengthen Responsible Care<sup>®</sup> Practices

- Explore carbon capture, utilisation and storage (CCUS) opportunities, including renewable energy sources
  - ✓ alignment with national net-zero greenhouse gas emissions target
- Active outreach / sharing of HSE experience / expertise, within Complex, and through SCIC / industry avenues



# Objectives & Targets 2023 – 5

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## 5. Ensure Compliance with Legal and Other Requirements

- Ensure workplace health and safety awareness and compliance through regular site inspection\* *\* see slide 16*
  - ✓ identify and control potential risk situations to eliminate injuries
- Ensure alignment to WSH 2028 Vision\*\* (MOM Tripartite Strategies)
  - ✓ incorporate WSH 2028 strategies in programmes and activities *\*\* see slide 17*
- Ensure Contractor Companies demonstrable commitment to, and competence in, the proper management of HSE\*\*\* *\*\*\* see slide 18*

# Formal inspections

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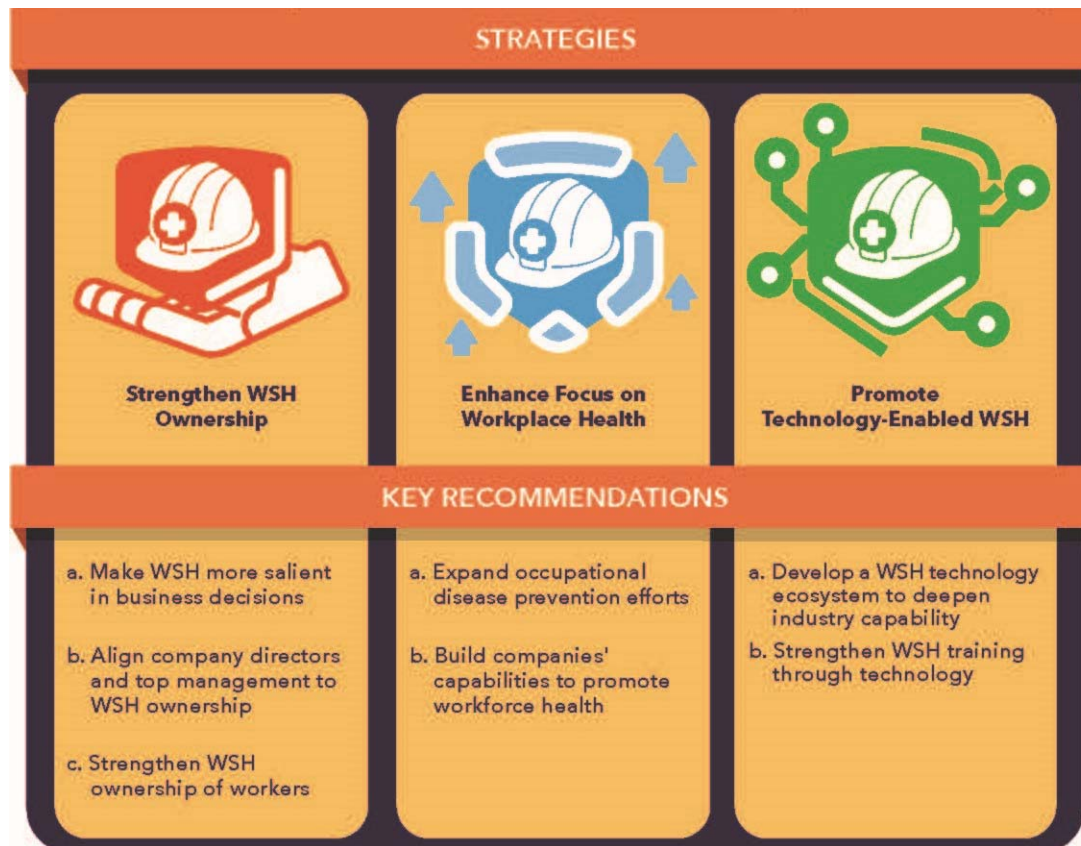
- Monthly
  - √ Management Team
  - √ Safety & Health Working Committee
  - √ PCS Maintenance Contractors HSE Committee (PCC)
- Bi-weekly
  - √ HSE Officer, support functions (Technology & Optimization, IT & Plant Services, Maintenance, Contractor)



# WSH 2028



***Vision – A Healthy Workforce in Safe Workplaces;  
A Country Renowned for Best Practices in  
Workplace Safety and Health***



## Strategic Outcomes



# Evaluation, Selection, Audit



- Regulations for Evaluation & Selection of Contractors

- Procedure for conducting HSE Audits on Maintenance Contractors

**CONFIDENTIAL**

PETROCHEMICAL CORPORATION OF SINGAPORE  
(PRIVATE) LIMITED

RULES AND REGULATIONS  
(P-027)

**EVALUATION & SELECTION  
OF CONTRACTORS**

Effective Date : 18 August 2004

04	01 July 2022				
03	01 August 2014				
02	20 April 2009				
01	05 September 2007				
<b>REVISION</b>	<b>EFFECTIVE DATE</b>	<b>REVISION</b>	<b>EFFECTIVE DATE</b>		

Doc No. : MGP-36

PETROCHEMICAL CORPORATION OF SINGAPORE (PRIVATE) LIMITED

**PROCEDURE FOR CONDUCTING  
HSE AUDITS ON MAINTENANCE CONTRACTORS**

<2>	Feb 2013	Krishnan	---						
<1>	Feb 2009	Krishnan	---	Chew T H					
<0>	Sep 2007	Krishnan	---	Chew T H					
Rev.	Date	Prepared by	Reviewed by	Approved by	Rev.	Date	Prepared by	Reviewed by	Approved by

- 7.2 Contractors failing to achieve the minimum score of 75% may be subjected to one or more actions as given below, as decided by the Maintenance Manager –
- Re-audit within three months (only if there is reason to believe that the failure was due to administrative discrepancies and not due to inadequacy of their HSE Management System)
  - Eviction from PCS facilities (land, office or store)
  - Not considered for any new work under PCS Maintenance
  - Termination of contract and/or removal from the 'Approved contractor list' (this shall be on consultation with the Purchasing Manager)

Score in previous audit	Status	Audit
Score ≥ 85%	Star	4 years
85% > Score ≥ 75%	Passed	3 years
Score < 75% (Failed in 1 <sup>st</sup> attempt)	Failed	1 year

# Objectives & Targets 2023 – 6a

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## 6. Achieve Safe and Successful Execution of Projects and SDM 2023

- Ensure safe execution and completion of projects, including small Capex projects
- Execute Shutdown Maintenance (SDM) 2023 safely and successfully
  - maintain “one-stop SDM Centre” communication
  - **target – Total Recordable Case  $\leq 1$**
- Ensure ongoing communication on HSE issues, coordination of activities and proper work interface
  - ✓ appropriate level of supervision and take prompt corrective actions

# Objectives & Targets 2023 – 6b

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## 6. Achieve Safe and Successful Execution of Projects and SDM 2023

- Ensure contractors / subcontractors possess adequate knowledge and competency levels through training and mentoring system\*
  - ✓ requirement of **bizSAFE Level 3** (minimum) for sub-contractors

*\*see slide 21*



# Knowledge & Competency

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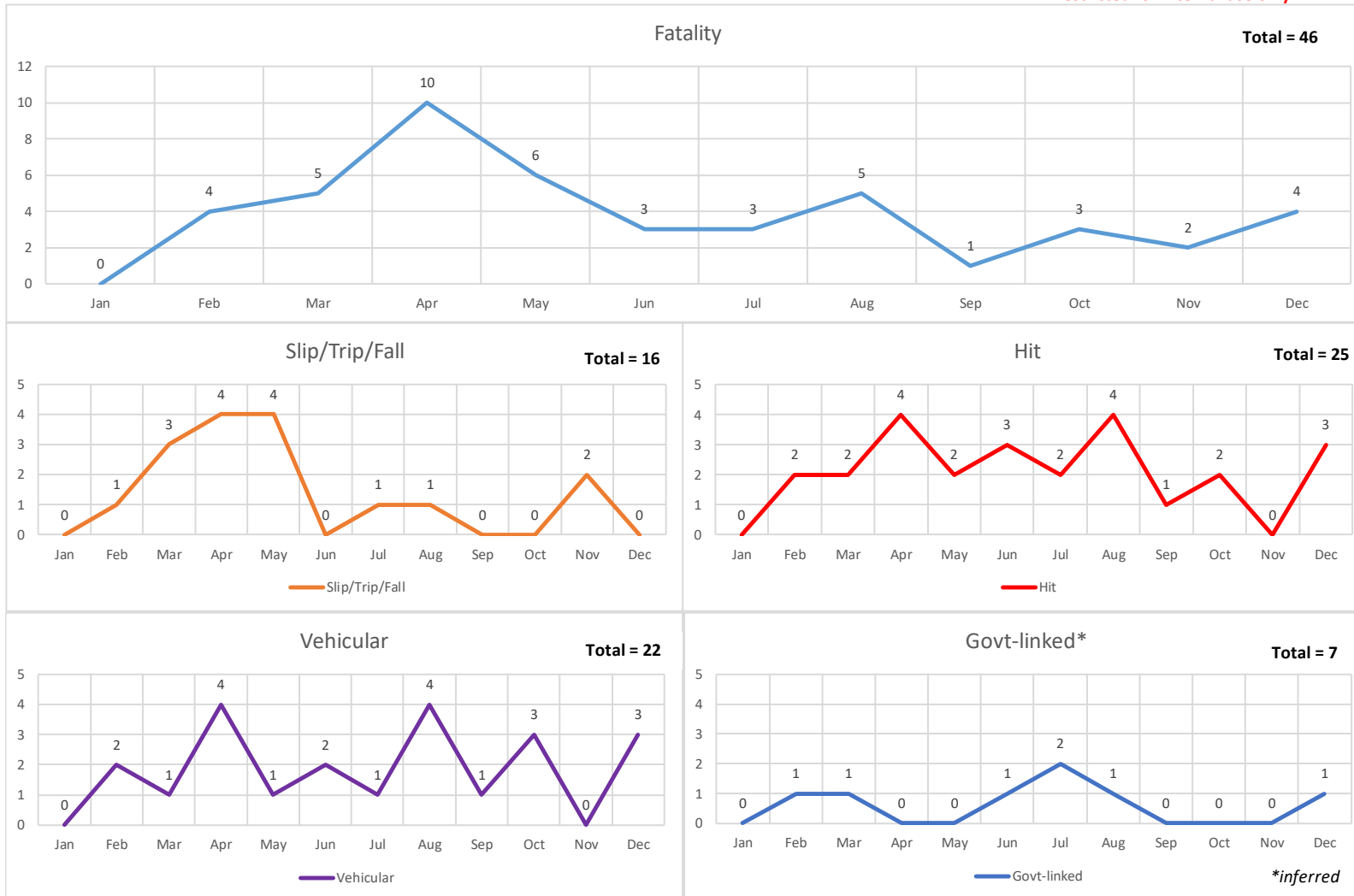
- Apply Workplace Safety & Health in Process Plant (AWSHPP) #
- Complex Safety Induction Training (CSIT) [site specific safety and health awareness] #
- basic language / communication (conversational English)
- where applicable
  - ✓ Work-at-Height Course for Workers
  - ✓ Perform Work in Confined Space Operation #
- trade / skill-based training
- behavioural / culture assimilation
  - ✓ BBS, SOS, STAR

**# appeal to all Contractors to send their workers (esp. those working in Complex) for courses at PCS ATO (administered by PCCA) – all fees collected channelled back for workforce HSE promotion and well-being**

# National Workplace Fatalities 2022



Restricted for internal use only



All data from WSH Alert and print/social media

# International Advisory Panel (IAP)

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- International Advisory Panel (IAP) for Workplace Safety and Health formed in 2006:
    - ✓ advise on significant trends and developments in workplace practices that would impact WSH in Singapore
    - ✓ share approaches to WSH challenges in other countries that might guide Singapore's WSH developments
    - ✓ critique WSH standards, practices and the regulatory regime in Singapore and provide advice on possible improvements to bring WSH standards in Singapore to the level of leading-edge country leaders
  - 8<sup>th</sup> IAP meeting convened from 17 – 19 January 2023, against the backdrop of an increase in workplace fatalities in 2022 to 1.3 per 100,000 workers, amid the post-COVID-19 recovery
-

# International Advisory Panel (IAP)



- theme “Strengthening WSH in the Post-Pandemic Future”
  - focus on enabling businesses to strengthen WSH as they navigate immediate disruptions post-COVID-19 and plan towards addressing medium- and longer- term issues, such as ageing workforce and climate change, and tapping on technology to enable better WSH outcome
- PCS Senior Advisor and Head of Sustainability, Er. Lucas Ng HK, is on the panel of Local Industry Experts





# Key Recommendations of IAP

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- IAP offered eight recommendations to strengthen Singapore's WSH in a post-pandemic future
  - placing strong emphasis on top management's responsibility for WSH; top management must foster a safe operations culture where safety considerations are embedded into all aspects
  - extending WSH oversight to contractors in the whole supply chain
  - bring interest of business into greater alignment with WSH
  - building **workplaces where workers feel safe to speak up**
  - inculcating a more pervasive training culture, beyond foundational training and level up WSH practices
  - improving WSH know-how of small-to-medium enterprises (SME)
  - promoting age-friendly workplace safety practices and designs
  - pre-emptively addressing WSH risks arising from climate change and green technology

*<https://www.mom.gov.sg/-/media/mom/documents/press-releases/2023/iap-2023-recommendations-report.pdf>*

# International Advisory Panel (IAP)



- Senior Minister of State for Manpower Zaqy Mohamad emphasised in his closing address of the 8<sup>th</sup> IAP **“We need to ensure that our whistleblowing channels remain accessible, in fact as accessible as they can be, and at the same time remove the fear of reprisals ... because there is always that fear of reprisal should the employers be reported outside of the enterprise. If workers cannot have an open dialogue with their employer, how do you improve workplace safety ?”**

***PCS has in place BBS, SOS and STAR programmes for everyone in any level to speak out and intervene***



During SDM HSE walkabout, a member of PCS Board of Directors noted a worker stopped her from entering a cordoned off worksite.

Example to emphasise this has been PCS practice all along – speak out / intervene in unsafe act / condition.

# Our CULTURE



\* mousepad – our gift to you



THANK YOU



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