



PCS PTE. LTD.



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

RESPONSIBLE CARE® OBJECTIVES & TARGETS 2025

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Health, Safety & Environment cum Quality Control Manager

**Annual PCS-Contractors HSE Meeting 2025
22 January 2025**



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®*



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, including mental 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

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MANAGING DIRECTOR

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01 AUG 2024
REVISION DATE



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Objectives & Targets 2025 - 1



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

Zero Lost Time Incident	
Total Recordable Case Frequency ≤ 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

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 2025 – 2a

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 WSH Advocate* * see slides 7 & 8
- *Ensure Safety Case Cycle 2 written presentation as a live document*
 - ✓ *propagate its purpose as knowledge management and retention*
 - ✓ *competency development of newer workforce*

Objectives & Targets 2025 – 2b

2. Maintain Good HSE Performance and Management System

- Emphasise *Safety Accountability, Focus and Empowerment (SAFE)* measures; alignment with Ministry of Manpower programme to strengthen Workplace Safety and Health (WSH) ownership fundamentally and sustainably
- Re-assess alignment of health and safety culture with organisational values
 - ✓ focus on *Safe Operational Culture**, prioritising health and safety in every aspect



* see slides 9 & 10

WSH Advocate



- on 11 September 2024, at the Singapore WSH Conference, Dr Tan See Leng, Minister for Manpower, announced the launch of the WSH Advocate Programme
- this programme brings together major service buyers with extensive supply chains to advocate WSH excellence by encouraging their contractors to adopt higher WSH standards
- PCS is among the pioneer batch of 18 WSH Advocates from the construction, manufacturing and transportation industries
- these companies advocate WSH excellence and uplift WSH capability amongst their contractors to augment both safety standards and business performance
- WSH Advocates play a crucial role in influencing their contractors to adopt robust WSH practices

WSH Advocate



- “queen bee” role to nurture higher WSH standards among contractors
 - require all contractors and sub-contractors to have WSH accreditation, such as at least bizSAFE Level 3
 - favour awarding contracts to safer contractors, by making good WSH performance a qualifying criterion or by putting weightage on past WSH performance in evaluating prospective contractors
 - reward contractors for good WSH performance, through greater preference for future contracts or with monetary bonuses
 - develop contractors’ and sub-contractors’ WSH capability through sharing best practices, training or engagement opportunities



Safe Operational Culture



- safe operational culture - a workplace environment that prioritises safety and health in all aspects of its operations
[Dr David Michaels, former Assistant Secretary of Labor for Occupational Safety and Health Administration (OSHA) from 2009 to 2017]
 - key principles
 - Leadership Commitment - leaders within organisations need to consistently show a strong commitment to safety
 - Active Employee Engagement - built on a foundation of open communication, where workers feel encouraged and empowered to report hazards, suggest improvements and participate in safety initiatives
 - Continuous Improvement - regularly assessing and refining safety practices, learning from incidents and adopting best practices
-

Safe Operational Culture

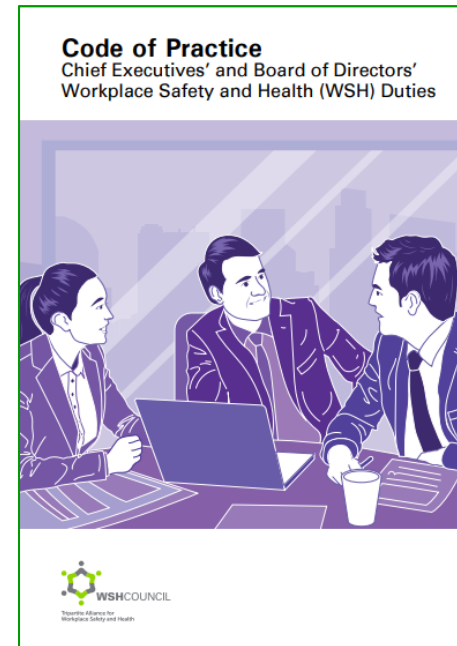
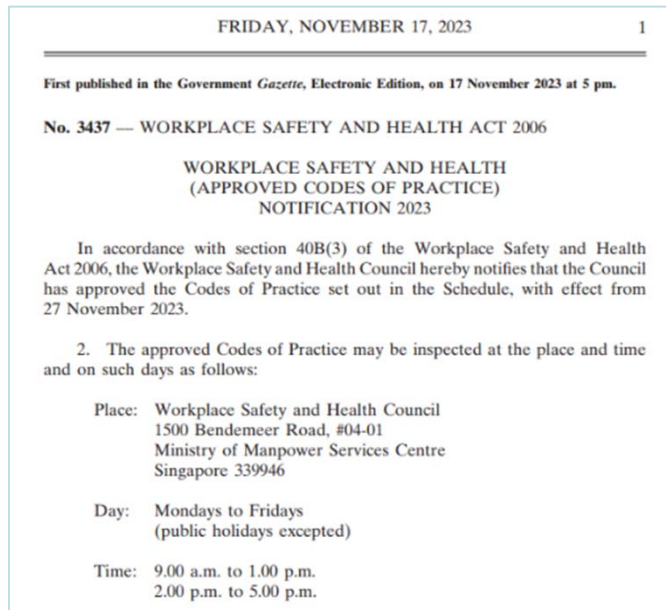


- Risk Prevention and Proactive Measures - anticipate and prevent risks before they occur, including rigorous hazard assessments, training programmes and safety protocols that are proactive rather than reactive
- Transparency and Accountability - transparency in safety reporting and holding individuals accountable for safety outcomes, as well as clear accountability mechanisms to ensure safety is prioritised
- Systems Thinking - systems approach to safety, understanding that workplace safety is influenced by various interconnected factors (workplace design, management systems, human behaviour, etc)

Objectives & Targets 2025 – 3a

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



issued
Oct 2022

Objectives & Targets 2025 – 3b

3. Ensure a HSE competent Workforce

- Keep workforce competencies* current to address business and operational challenges

- ✓ preserve and enhance knowledge flow

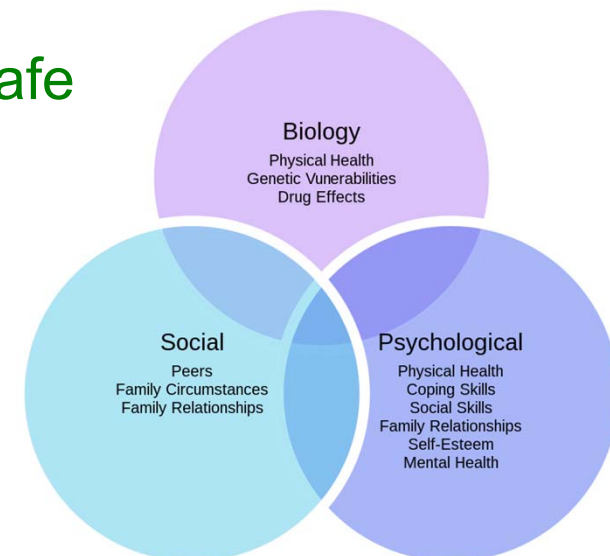
** see slide 13*

- Explore gaps and programme in keeping older workers healthy and safe

- ✓ fill knowledge gaps to better understand biological and psychosocial factors

- Practise regular “Safety Time Out” (STO) to assess task and hazards

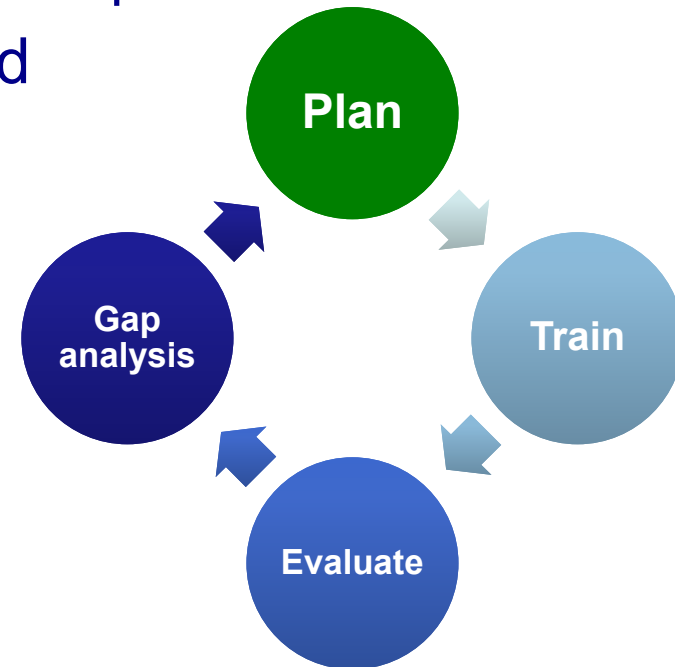
- ✓ review and enhance health and safety measures, reinforce protocols and standards



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



Objectives & Targets 2025 – 4a

4. Strengthen Responsible Care[®] Practices

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



Objectives & Targets 2025 – 4b

4. Strengthen Responsible Care® Practices

- Appraise current and future carbon footprint
 - ✓ explore carbon capture, utilisation and storage (CCUS) opportunities
- Active outreach / sharing of HSE experience / expertise, within Complex, and through SCIC / industry avenues



Regional Responsible Care meeting



Singapore Refining Company

Objectives & Targets 2025 – 5a

5. Ensure Compliance with Legal and Other Requirements

- Ensure workplace health and safety awareness and compliance through regular site inspection* ** see slide 18*
 - ✓ 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
 - Promulgate “ABC” (Alignment, Boldness, Collaboration)** for HSE excellence *** see slide 19*
 - ✓ alignment to corporate health and safety culture, embrace new practices and technologies
 - ✓ strong partnership with PCS Complex Contractors Association (PCCA)
-

Objectives & Targets 2025 – 5b

5. Ensure Compliance with Legal and Other Requirements

- Ensure Contractor Companies demonstrable commitment to, and competence in, the proper management of HSE*

** see slide 20*

Formal inspections



- 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)

ABCs of WSH



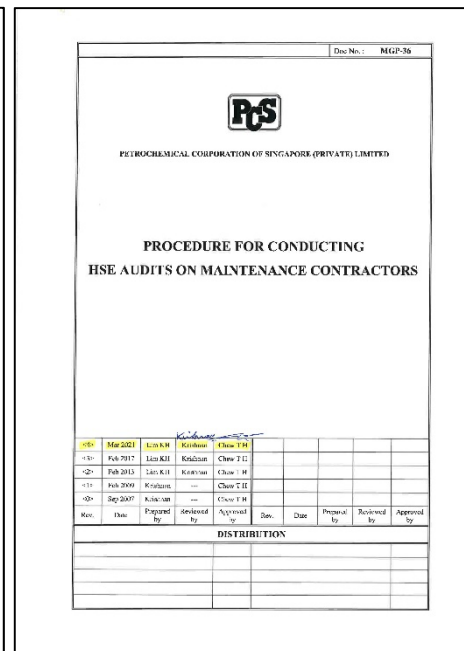
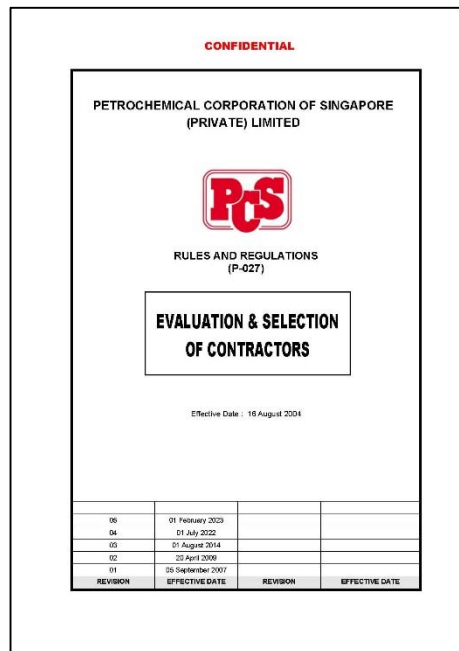
- **Alignment**
 - ✓ good WSH must yield better business opportunities
 - ✓ favour awarding contracts to safer contractors, offer WSH bonus to contractors who demonstrate good WSH
 - **Boldness**
 - ✓ seeking out better practices and adopting new solutions for ensuring WSH
 - ✓ advancements such as AI-powered video surveillance and analytics
 - **Collaboration**
 - ✓ collaborative mindset drives collective ownership of WSH outcomes across all stakeholders
 - ✓ **PCS-PCCA partnership**
-

Evaluation, Selection, Audit



- Regulations for Evaluation & Selection of Contractors

- Procedure for conducting HSE Audits on Maintenance Contractors



- 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 st attempt)	Failed	1 year

Objectives & Targets 2025 – 6



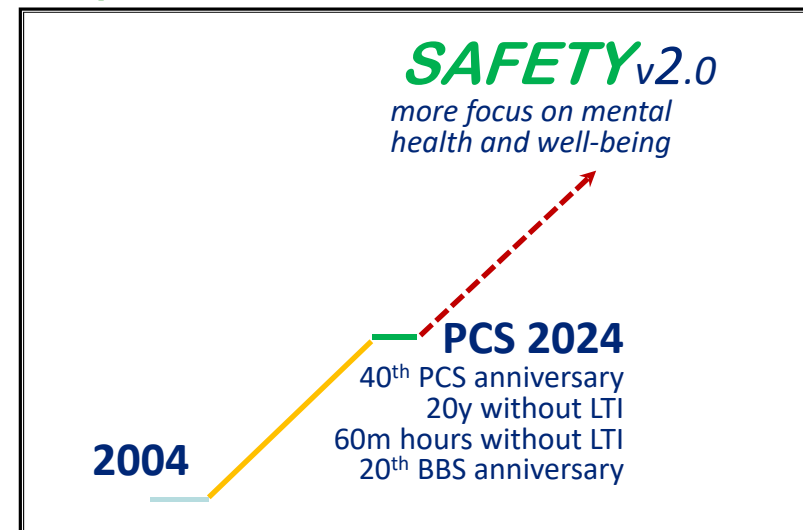
6. Achieve Safe and Successful Execution of Projects

- Ensure safe execution and completion of projects, including small Capex projects
 - Ensure ongoing communication on HSE issues, coordination of activities and proper work interface
 - ✓ appropriate level of supervision and take prompt corrective actions
 - Ensure contractors / subcontractors possess adequate knowledge and competency levels through training and mentoring system
 - ✓ not more than two tiers of sub-contractors (i.e. sub-contractor and sub-sub-contractor)
 - ✓ all must possess bizSAFE Level 3 and above
-

Safety v2.0



- following achievement of 60 million hours worked without Lost Time Incident (LTI) on 30 Jul 2024, PCS Complex Contractors Association (PCCA) approached HSE Function to discuss the future vision and landscape of PCS beyond this achievement
- general consensus among contractors' site management and feedback from ground are continual pressure relating to maintaining self/peer/stakeholder expectations on health and safety performance
 - inadvertently adds on to work-related stress and affects focus
 - workers may also worry about potential negative consequences and peer pressure



Safety v2.0



- against this backdrop and in line with PCS' mature safety culture and enhanced focus on mental health and well-being, Management decided to adopt a new phase (next generation) health and safety performance system, **Safety v2.0**
 - approach to shift focus away from possible perception of setting HSE performance records back to *fundamental purpose of keeping every one safe every day*
 - reset count to start from 31 Jul 2024
 - Contractors collectively have assured PCS that they will continue to upkeep and uphold health and safety standards
 - “new phase” is by no means a form of complacency
 - aim is improved mental state, with enhancements to minimise impacts of climate change and explore use of technology / Artificial Intelligence in health and safety
-

Safety v2.0



- no further workhour count, only Quarterly and Annual recognition; ***every day is an injury-free target and record***
- Safety Performance Award Scheme (P-024) revised for new phase, removing Combined PCS Employees & Contractors Set Target (CPST) “bonus tier”, with re-distribution into quarterly CPST
- instead of celebratory event for every 5-mil milestone, an annual “Safety Day” (with meal provided)

SAFETY v2.0
every one matters

Our CULTURE





THANK YOU



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