2025

ASSESSMENT REPORT

OF OHS COMMITTEE

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Executive Summary

The *Report on Assessment of Occupational Health and Safety (OHS) Committee 2025* offers a thorough analysis of workplace safety committee performance across Bhutan, marking significant progress in occupational health and safety practices nationwide. The report reflects a maturing safety culture among Bhutanese enterprises, with marked improvements in compliance, a rise in audit participation, and growing engagement from both employers and employees. In 2025, **overall OHS compliance scores[1] rose to 41.6%, an increase from 39% in 2024,** signaling a positive shift in safety awareness and adherence to regulatory standards. 89 enterprises with an OHS committee participated in the assessment.

The **manufacturing sector** emerged as a top performer, consistently upholding high standards in safety management. It recorded an average compliance score of **68%**, with nearly half of the enterprises scoring above the 70% benchmark. Additionally, 92% of manufacturing firms reported having active OHS Committees and meeting at least the baseline safety requirements. This strong performance can be attributed to sector-specific regulatory oversight, investments in safety infrastructure, and increasing leadership commitment to workplace health and wellbeing. The **construction sector** followed with an average score of **67%**, reflecting moderate improvements but also highlighting persistent risks associated with site management and PPE usage. The **mining sector** recorded an average of **66%**, showing improvements yet facing challenges in emergency planning and dust management. The **hydropower and energy sector** averaged **65%**, with concerns over contractor safety management and worker health surveillance. In contrast, the **service sector** lagged behind significantly, with an average compliance score of **50%**, and 85% of enterprises scoring below the satisfactory threshold, indicating systemic gaps in safety leadership, training, and PPE provisions. These findings highlight the critical need for targeted capacity-building efforts and stronger enforcement mechanisms to address safety risks and promote accountability in the sector.

To promote a culture of safety and acknowledge outstanding efforts, certificates will be presented on the World Day for Safety and Health at Work (April 28, 2025). A total of **37 enterprises (41.6%)** scoring 70% and more in the OHS assessment will receive **Certificates of Recognition**. In addition, top-performing enterprises will be honored with **Certificate of Achievement** in two categories: the top three at the **National level** and the top three within each sector—**Construction & Mining and Non-Construction**. These recognitions aim to encourage greater compliance and foster healthy competition across industries.

Based on the findings, the report outlines several key recommendations: enhancing sector-specific training for underperforming industries, reinforcing inspection and enforcement mechanisms in low-compliance regions, increasing the involvement of senior management in safety decision-making, and institutionalizing periodic reviews of safety protocols and practices. These strategic actions, if implemented effectively, are anticipated to raise the national OHS benchmark and contribute to the vision of a safer and healthier workforce across Bhutan.

While the upward trend in compliance is encouraging, the report emphasizes that continuous improvement is necessary. Addressing regional gaps and supporting vulnerable sectors will be crucial to building an inclusive and resilient national safety framework. The following sections of this report explore detailed findings, sectoral analysis, comparative data, and strategic pathways for advancing OHS standards in the years ahead.

[1] *Compliance scores are defined as achieving 70% or higher in the OHS assessment.*

INTRODUCTION

As Bhutan's economy grows and industries diversify, workplaces have changed significantly, bringing new challenges in occupational safety and health. In a small, interconnected workforce, workplace injuries, illnesses, and deaths affect not just individuals but also the nation's productivity and economic stability.

To address these pressing issues, the Assessment Program was initiated in 2015 as a strategic annual intervention. The program is aligned with Bhutan's commitment to the Sustainable Development Goals (SDGs), particularly those promoting safe and inclusive work environments under SDG 8 – Decent Work and Economic Growth. Its primary objective is to establish a robust safety culture across all sectors and levels of employment, integrating both technical compliance and behavioral change.

The first national-level assessment in 2015 covered 27 enterprises, of which 10 were recognized for exemplary safety practices. Since then, the initiative has gained momentum, with 82 enterprises assessed in 2023, and 94 enterprises covered in 2024. While there has been an increase in newly formed OHS Committees over the years, there has also been a parallel rise in inactive or dissolved committees, largely due to restructuring, closure of projects (notably hydropower), and changing business operations.

The OHS Assessment Program adopts a holistic approach, intertwining regulatory inspection with awareness-raising, education, and capacity-building. It is not solely about identifying safety violations, but about promoting a safety-centric mindset within organizations. It delves into both the technical and behavioral dimensions of safety, helping employers and employees internalize their shared responsibilities for workplace well-being.

A key element of the program is the **promotion and institutionalization of Occupational Health and Safety Committees** within enterprises. As per the Regulation on Occupational Health, Safety and Welfare (ROHSW) 2022, any enterprise with 20 or more employees is required to establish an OHS Committee. Through registration, assessment, and public recognition of high-performing committees, the program reinforces accountability and sustains momentum at the enterprise level. The broader goal of OHS is to protect employees from injuries, illnesses, and exposure to harmful substances in the workplace.

Without strong safety measures, workplaces face serious risks—such as legal issues, financial losses, and losing workers' trust. That's why all businesses, no matter their size or industry, must identify hazards, apply safety controls, provide proper training and PPE, and set clear safety procedures.

After being paused due to the pandemic, OHS assessments resumed in 2023 for the first time since 2019. The 2024 cycle expanded these efforts, showing the Department's commitment to raising safety standards across the country. Alongside the OHS assessment, this year's program will also carry out a **feasibility study for building proper dormitories for foreign workers**. Bhutan's economy relies heavily on foreign workers, especially in construction, manufacturing, and hydropower. Yet many live in poor, unsafe housing. The study aims to explore better, more formal living options—moving toward international standards of decent work.

This combined effort—linking workplace safety assessments with planning for better worker housing—marks a shift toward a more holistic, worker-centered approach. It recognizes that safety goes beyond the job site and includes living conditions, social protection, and mental well-being.

So, the 2025 program isn't just about inspections. It's a strategic national effort to strengthen Bhutan's labour governance, **promote self-regulation by employers**, and protect the basic right to safe, decent living and working conditions for all.

OBJECTIVE

The objectives of the 2025 Occupational Health and Safety (OHS) Committee Assessment are as follows:

1. Raise awareness and promote engagement on occupational health and safety among enterprises and employees.
2. Support enterprises in identifying safety gaps and improving compliance with national OHS standards.
3. Evaluate the functionality and effectiveness of registered OHS Committees.
4. Measure employee awareness and participation in workplace safety practices.
5. Generate data-driven insights to guide policy, recognize good practices, and enhance living conditions of foreign workers.

METHODOLOGY

Scope

In 2025, a total of **89 enterprises were evaluated** which focused on all active Occupational Health and Safety (OHS) Committees across different sectors and Dzongkhags. As of 2025, 143 OHS Committees had been registered, with 89 still actively functioning. The rest had become inactive, mainly because the companies had either completed their projects or closed down.

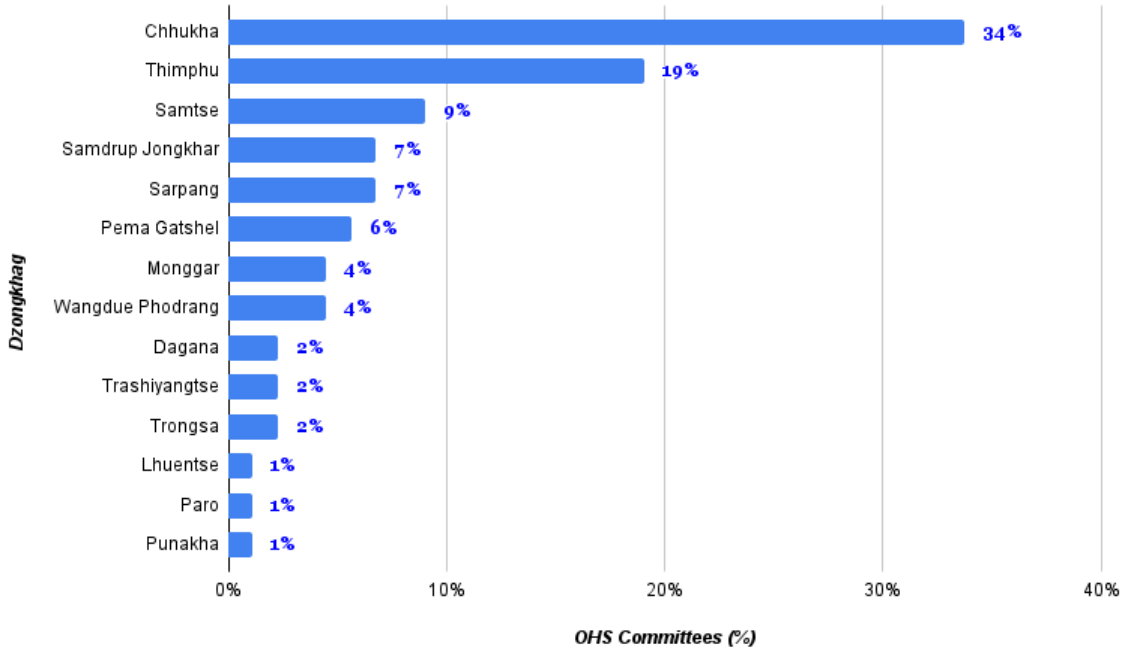

Figure 1: The bar chart shows the distribution of OHS committees (active) by Dzongkhag.

Figure 1 shows a clear concentration of OHS Committees in industrial hubs, with **Chhukha (34%)** and **Thimphu (19%)** accounting for over half of all committees nationwide. Dzongkhags like **Samtse (9%)**, **Samdrup Jongkhar**, and **Sarpang (7% each)** also have notable representation, reflecting active industrial and cross-border operations. In contrast, eastern and central Dzongkhags such as **Lhuentse**, **Paro**, and **Punakha** report very low committee presence (1–2%), highlighting the need for targeted support, awareness programs, and institutional strengthening in less industrialized regions.

Figure 2 represents the sector-wise distribution of OHS Committees. It shows a strong concentration in **manufacturing (51%)**, followed by **services (22%)**, reflecting higher committee formation in structured and regulated sectors. **Construction (12%)** and **hydropower (9%)**, despite being high-risk, have comparatively lower representation, indicating gaps in compliance. **Mining (6%)** remains the least represented, highlighting the need for stronger enforcement and awareness in hazardous sectors.

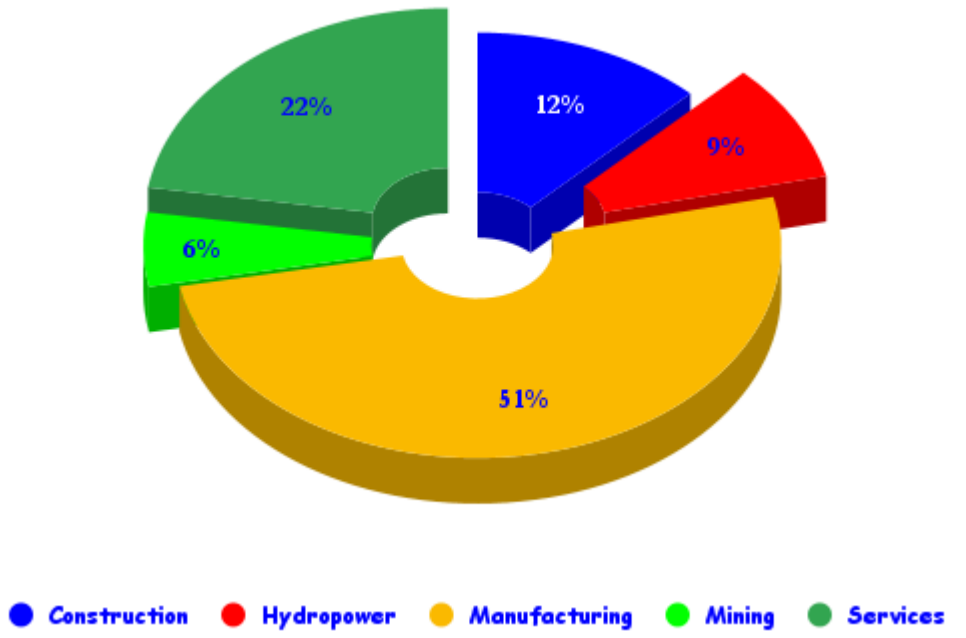

Figure 2: The bar chart shows the distribution of OHS committees (active) by Sector

Criteria

Each OHS committee was evaluated using a standardized checklist aligned with Bhutan's OHS regulations and global best practices. The assessment used three key methods: document verification (reviewing policies, inspection logs, and incident reports), structured interviews with management and OHS committee members, and on-site observations to verify actual implementation of safety measures.

The checklist was divided into two parts:

- **Part A – Technical Assessment**, which examined the effectiveness of the OHS management system through documents, interviews, and site visits.
- **Part B – Employee Survey**, where randomly selected workers (with at least six months of service) were interviewed to assess their understanding and engagement with the safety system.

This comprehensive approach ensured that both policy compliance and the real experiences of workers were captured, providing a clear picture of each workplace's safety culture and areas needing improvement.

Data Collection

The OHS Committee assessments were conducted by four assessment teams composed of officers from both the Department of Labour and ROICEs. They were responsible for carrying out on-site evaluations, verifying

documentation, and ensuring the accuracy of collected data. After completion of the assessments, all data was compiled and analyzed. The teams were as follows:

a. Team **1** covered the eastern regions (Monggar and Samdrup Jongkhar). The team was led by Tshongtu from ROICE-Samdrup Jongkhar, supported by Damcho Wangchuk from the Department of Labour and Kezang Dorji from ROICE-Mongar.
b. **Team 2** covered the central region (Trongsa and Gelephu). The team was led by Phuntsho Dendup from the Department of Labour, with Rigzin Dorji from ROICE-Gelephu and Kuenga Palden from ROICE-Samdrup Jongkhar.
c. **Team 3** covered the western region A (Chhukha and Samtse Dzongkhags). The assessment were conducted by Karma Lodroe from ROICE-Samdrup Jongkhar as team leader, along with Sonam Geley Dorjee from the Department of Labour and Pema Dorji from ROICE-Phuentsholing.
d. **Team 4** was formed for the western region B (Chhukha Dzongkhag and Thimphu Region). This team was led by Sangay Dorji (Chief LPD) of the Department of Labour, and included Pempa from ROICE-Phuentsholing and Sonam Wangmo from the Department of Labour.

A structured checklist, aligned with the national OHS guidelines, guided the assessment process to ensure a systematic review of workplace safety practices. The checklist covered critical aspects such as committee functionality, documentation of safety protocols, and adherence to national standards. Alongside the checklist, survey questionnaires were used to assess existing OHS practices from the employees' perspective and to evaluate the feasibility of establishing appropriate dormitory facilities for foreign workers.

To enhance efficiency and minimize paperwork, all assessments were conducted using Google Forms. This digital tool enabled assessors to record responses in real-time, streamline data entry, and facilitate faster consolidation of findings for analysis.

Scoring

Each enterprise received a compliance score between 0–100%, calculated based on the standardized checklist, and scores above 70% were considered compliance, whereas scores below 70% indicated serious safety gaps requiring immediate attention. To ensure consistency and accuracy, assessors marked checklist items in real-time during site visits. For the employee survey, the score was averaged from the individual ratings of workers interviewed—typically those employed for at least six months. The final enterprise score combined results from both Part A (technical assessment) and Part B (employee feedback), using the formula:

$$\textit{Score (\%)} = (\textit{Actual Points Scored} \div \textit{Total Applicable Points}) \times 100$$

Non-applicable items were excluded to maintain fairness and relevance. This method ensured that each enterprise was assessed accurately based on its unique context and compliance level.

OHS Performance in 2025

Overall Performance

The overall results of the OHS committee assessments in 2025 demonstrate a positive trajectory in workplace safety compliance:

- **Average Score**: The overall **average score obtained was 63.2%**, a slight improvement from 61.2% in 2024. This upward trend suggests that enterprises are increasingly adopting better safety practices and that previous recommendations are being implemented.

- **Compliance Distribution**: Approximately 41.6% of assessed enterprises scored above the satisfactory threshold of 70%. Of these, **12.4% achieved exemplary scores above 80%**, reflecting a dedicated commitment to OHS. On the other end, about 18% of enterprises scored below 50%, indicating persistent safety challenges in a minority of workplaces.

- **Year-on-Year Trends**: In addition to the improvement in average scores, there was a slight narrowing in the standard deviation compared to 2024, indicating reduced variability and fewer extreme low performers. This trend suggests that previously weaker enterprises are beginning to catch up. Notably, the proportion of enterprises scoring below 50% dropped from **23% in 2024 to 18% in 2025**, reflecting gradual progress—though the lowest-performing enterprises still require targeted support and sustained intervention.

Sectoral Performance

Safety performance varied significantly across industrial sectors, revealing specific strengths and persistent challenges:

1. **Manufacturing:** Manufacturing enterprises achieved the highest average score at **68%**, demonstrating strong OHS systems supported by consistent management commitment. Strengths included regular safety drills, proper machine guarding, and active worker safety committees. Notably, only manufacturing firms crossed the **90%** mark, with several large factories ranking among the top national performers.

2. **Construction:** The construction sector followed closely with an average score of **67%**. About **55%** of the firms scored above 70%, reflecting moderate compliance. While PPE use and basic safety measures were in place at most sites, issues such as incomplete scaffolding systems and irregular inspections affected overall performance.

3. **Mining & Quarrying:** This sector recorded an average score of **66%**, indicating moderate adherence to safety standards. Strengths included provision of PPE and daily hazard briefings. However, weaknesses remained in dust suppression, hearing conservation, and outdated emergency plans in several mines.

4. **Hydropower & Energy:** Hydropower enterprises averaged **65%**, a fair performance for a high-risk sector. While many plants had structured safety systems, concerns were noted in contractor management, incomplete documentation, and limited worker health surveillance.

5. **Service Sector:** The broader service sector recorded the **lowest average score at 50%**. A concerning **85%** of enterprises fell below the 70% compliance threshold. Common gaps included lack of PPE, limited safety training, and weak enforcement of standard operating procedures. This highlights the urgent need for targeted capacity-building and monitoring.

AWARDS, RECOGNITION & NEED IMPROVEMENT

Awards, Recognition

Recognizing outstanding commitment to Occupational Health and Safety (OHS) is a central element of Bhutan's National Occupational Health and Safety Strategy (2025-2035) to promote safer workplaces. Awards not only serve as a motivational tool for enterprises but also help create a culture of excellence, encourage peer learning, and reinforce accountability. In the 2025 assessment cycle, two levels of awards are categorised:

1. **Certificates of Achievement (CoA):** This represents the highest level of recognition granted under the national OHS assessment framework. It is awarded to top-performing enterprises that demonstrate exceptional safety standards, operational excellence, and a proactive safety culture. There are two types of CoA:
    a. **National-Level Category**: This category honors the top three enterprises from all sectors that achieved the highest overall OHS compliance scores. These awardees set the national benchmark for Occupational Health and Safety excellence and are formally recognized during key events such as the World Day for Safety and Health at Work. In 2025, the national-level achievers recorded compliance scores exceeding 88%, demonstrating outstanding adherence to Bhutan's OHS standards. Table 1 presents the list of enterprises receiving the Certificate of Achievement under the 'National Level Category.

Table 1: List of enterprise receiving Certificate of Achievement - National Level Category

Rank	Name of the Company	Sector	Dzongkhag	Exact Location	Final Marks
1	Tashi Metals Private Limited	Manufacturing	Chhukha	Pasakha	90.15%
2	Tashi Beverages Ltd	Manufacturing	Chhukha	Pasakha	90.01%
3	Kurichhu Hydropower Plant	Hydropower	Monggar	Gyelposhing	88.34%

    b. **Sector-Level Categories:** To ensure fair comparison across industries with varying risk profiles, **CoA** were also awarded within sector-specific categories. These include:

        i. **Construction & Mining Category:** This category comprises enterprises involved in building construction, infrastructure development, mining operations, and related civil engineering activities. Due to the inherently high-risk nature of the sector, awardees are recognized for demonstrating exceptional commitment to hazard control, worker safety training, and emergency preparedness. In 2025, enterprises in this category achieved compliance scores above 78%, reflecting strong safety practices even in complex and dynamic work environments. Table 2 presents the list of enterprises receiving the Certificate of Achievement under the 'Sector-Level Category: Construction & Mining'

Table 2: List of enterprise receiving Certificate of Achievement - Sector Level Category (Construction & Mining)

Rank	Name of the Company	Sector	Dzongkhag	Exact Location	Final Marks
1	Vajra Builder Private Limited	Construction	Thimphu	Ramtukto	84.57%
2	Khothakpa Gypsum Mine - SMCL	Mining	Pema Gatshel	Khothakpa	81.80%

3	Punatshangchhu-II Hydroelectric Project Authority (PHPA-II)	Construction	Wangdue Phodrang	Bjimthangkha	78.25%

ii. **Non-Construction Category:** This category encompasses manufacturing units, hydropower plants, service industries, and other non-construction sectors. Awardees here typically demonstrated high scores in structured safety systems, regular audits, chemical and machinery safety, and employee health monitoring. Leading enterprises in this group achieved scores above **88%**, indicating sustained excellence across all safety domains. Table 3 presents the list of enterprises receiving the Certificate of Achievement under the 'Sector-Level Category: Non-construction.

Table 3: List of enterprise receiving Certificate of Achievement - Sector Level Category (Non-construction & Mining)

Rank	Name of the Company	Sector	Dzongkhag	Exact Location	Final Marks
1	Tashi Metals Private Limited	Manufacturing	Chhukha	Pasakha	90.15%
2	Tashi Beverages Ltd	Manufacturing	Chhukha	Pasakha	90.01%
3	Kurichhu Hydropower Plant	Hydropower	Monggar	Gyelposhing	88.34%

2. **Certificate of Recognition (CoR):** This certificate is awarded to enterprises that met or exceeded minimum compliance thresholds under two sub-categories:

a. **Excellent OHS Practice**: Awarded to enterprises that scored 80% and above, this recognition highlights consistent implementation of OHS standards, functional and well-documented safety systems, and strong evidence of employee engagement. In 2025, **6 enterprises** earned this distinction. Notably, a majority of them were concentrated in industrial hubs like Pasakha, which benefits from stronger regulatory presence and resource access. These companies act as role models for safety leadership and serve as peer learning centers for others aiming to improve their OHS performance. Table 4 presents the list of enterprises receiving Certificate of Recognition - Excellent OHS Practices.

Table 4: List of enterprises receiving Certificate of Recognition - Excellent OHS Practices.

Sl. No.	Name of the Company	Sector	Dzongkhag	Exact Location	Final Marks
1	Bhutan Silicon Metal Private Limited	Manufacturing	Chhukha	Pasakha	85.36%
2	Bhutan Brewery Private Limited	Manufacturing	Chhukha	Pasakha	84.47%
3	Mountain Hazelnut Venture Private Limited	Manufacturing	Monggar	Jangdung	84.20%
4	Lhaki Steels and Rolling Private Limited	Manufacturing	Chhukha	Pasakha	81.33%
5	Chhukha Hydropower Plant	Hydropower	Chhukha	Wangchu	81.31%
6	Saint-Gobain Ceramic Materials Bhutan Pvt. Ltd.	Manufacturing	Chhukha	Pasakha	81.00%

b. **Good OHS Practice**: Awarded to enterprises scoring between **70% and 79.99%**, this recognition acknowledges satisfactory compliance with OHS requirements. While not yet at the level of full compliance, these enterprises are on a positive trajectory. The recognition is designed to encourage further investment and attention to safety systems, with the goal of achieving "Excellent" status in future assessments. A total of **25 enterprises** received this

recognition in 2025. Table 5 presents the list of enterprises receiving Certificate of Recognition - Good OHS Practices.

Table 5: List of enterprises receiving Certificate of Recognition - Good OHS Practices.

Sl. No.	Name of the Company	Sector	Dzongkhag	Exact Location	Final Marks
1	Tala Hydro Power Plant	Hydropower	Chhukha	Tabji, Bongo	79.79%
2	Basochhu Hydropower Plant	Hydropower	Wangdue Phodrang	Rurichhu	79.60%
3	Drangchu Beverages (P) Ltd	Manufacturing	Chhukha	Phuentsholing Industrial Estate	79.55%
4	Druk Wang Alloys Limited	Manufacturing	Chhukha	Pasakha	78.63%
5	Lhaki Cement	Manufacturing	Samtse	Gomtu	78.32%
6	Bhutan Power Corporation Limited	Services	Monggar	Mongar Town	78.12%
7	RSA Pvt. Ltd. (Limestone Unit)	Manufacturing	Thimphu	Gidakom	78.03%
8	Bhutan Carbide & Chemicals Limited	Manufacturing	Chhukha	Pasakha	77.75%
9	Bhutan Agro Industries Limited	Manufacturing	Thimphu	Serbithang	77.12%
10	Living Water	Manufacturing	Thimphu	Yusipang	77.07%
11	Rigsar Construction Private Limited	Construction	Punakha	Khuruthang	76.42%
12	Ice Beverages Private Limited	Manufacturing	Samtse	Norbugang	76.33%
13	Construction Development Corporation Limited	Construction	Trashiyangtse	Namkhaling	75.39%
14	Azista Bhutan Healthcare Limited	Manufacturing	Samdrup Jongkhar	Phuntsho Rabtenling	74.75%
15	Kinjore Brewery Private Limited	Manufacturing	Chhukha	Pasakha	74.19%
16	Bhutan Agro Industries Limited	Manufacturing	Monggar	Lingmithang	73.81%
17	Bhutan Power Corporation Limited	Services	Thimphu	Thimphu	72.89%
18	Zimdra Food Private Limited	Manufacturing	Chhukha	Toribar	72.46%
19	Rigsar Construction Private Limited	Construction	Lhuentse	Lhuentse	71.94%
20	Army Welfare Project (Bhutan Centennial Distillery)	Manufacturing	Sarpang	Samtenling	71.64%
21	DrukAir Corporation Ltd.	Services	Paro	Paro Airport	71.58%
22	Construction Development Corporation Limited	Construction	Thimphu	Namkhaling	70.74%
23	Gypsum Stock Yard - SMCL	Mining	Samdrup Jongkhar	Phuntsho Rabtenling	70.66%
24	Dungsam Cement Corporation Limited	Manufacturing	Pema Gatshel	Tsenkari	70.19%
25	Bhutan Fruit Product Private Limited	Manufacturing	Samtse	Samtse	70.01%

Needs Improvement

A total of 61 enterprises scored below 70%, signaling significant shortcomings in Occupational Health and Safety (OHS) compliance. This category is characterized by common deficiencies such as inadequate hazard

control measures, poor or incomplete record-keeping, and the absence or inactivity of OHS Committees. Alarmingly, several major hydropower entities—including PHPA I, Mangdechhu, Dagachhu, and Kholongchu—also fell into this low-performing category. Given the high-risk nature and scale of these projects, their poor performance raises serious concerns about operational safety and long-term sustainability. Additionally, the inclusion of several public corporations such as Bhutan Power Corporation, Bhutan Telecom, and NRDCL underscores the urgent need for institutional reforms, targeted retraining, and stronger accountability mechanisms within state-owned enterprises.

Table 6: List of enterprises falling under "Need Improvement" Category

Sl. No.	Name of the Company	Sector	Dzongkhag	Exact Location	Final Marks
1	SD Eastern Bhutan Ferro Silicon Pvt. Ldt	Manufacturing	Samdrup Jongkhar	Phuntsho Rabtenling	69.18%
2	Serja Breweries Private Limited	Manufacturing	Samdrup Jongkhar	Phuntsho Rabtenling	68.21%
3	National Housing Development Corporation	Construction	Thimphu	Bjimena	67.93%
4	Menjong Sorig Pharmaceutical Corporation Ltd.	Manufacturing	Thimphu	Kawajangsa	67.87%
5	Lhazey Preform & Closure	Manufacturing	Samtse	Norbugang	67.14%
6	Bhutan Ferro Alloys Ltd	Manufacturing	Chhukha	Pasakha	67.14%
7	Ugyen Ferro Alloys Ltd	Manufacturing	Chhukha	Pasakha	66.94%
8	Armey Welfare Project (Distillery)	Manufacturing	Samtse	Samtse	64.83%
9	Reshore Coal Mine	Mining	Samdrup Jongkhar	Reshore	64.35%
10	Pelden Enterprise	Manufacturing	Chhukha	Pasakha	62.83%
11	Druk Green Power Corporation Ltd	Services	Thimphu	Thori Lam, lower changgangkha	62.39%
12	Habrang Coal Mine	Mining	Samdrup Jongkhar	Habrang	62.16%
13	Dungsam Polymers Limted	Manufacturing	Pema Gatshel	Tsenkari	60.49%
14	Stade Trading Corporation of Bhutan Ltd	Services	Thimphu	Babsea	60.34%
15	Tshering Wangdi Supply	Services	Pema Gatshel	Zala khe Dog	60.00%
16	PHPA I	Construction	Wangdue Phodrang	Bjimithangka	59.80%
17	Jai Prakash Associates Ltd.	Construction	Wangdue Phodrang	Kamichhu	59.66%
18	Bhutan Power Corporation Limited	Services	Sarpang	Gelephu	58.71%
19	Bhutan Telecom Ltd	Services	Chhukha	Upper Matket	58.59%
20	Bhutan Milk & Agro Pvt. Ltd	Manufacturing	Chhukha	Phuentsholing Industrial Estate	58.19%
21	Bhutan GRC	Manufacturing	Thimphu	Bjimena	56.77%
22	Bhutan Polymers Company Ltd	Manufacturing	Samtse	Gomtu	56.01%
23	Penden Cement Authority Ltd	Manufacturing	Samtse	Gomtu	55.68%

Sl. No.	Name of the Company	Sector	Dzongkhag	Exact Location	Final Marks
24	Hotel Druk	Services	Chhukha	Core Town	55.47%
25	Armey Welfare Project (Gelephu Distillery)	Manufacturing	Sarpang	Tashiling	55.32%
26	Bhutan Telecom Ltd	Services	Thimphu	Chubachhu	53.97%
27	Stade Trading Corporation of Bhutan Ltd	Services	Chhukha	Near MDP, Phuentsholing	53.47%
28	Barma Chemicals Industry	Manufacturing	Pema Gatshel	Yalang	53.31%
29	Sersang Kbong Foods Pvt. Ltd	Manufacturing	Chhukha	Pasakha Industrial Estate	53.00%
30	Karma Feeds	Manufacturing	Chhukha	Pasakha	52.71%
31	Druk Ferro Alloys Ltd	Manufacturing	Chhukha	Pasakha	52.12%
32	Natural Resource Development Corporation Ltd	Services	Thimphu	Phendey Lam	52.11%
33	Bhutan Hotel Ga Me Ga	Services	Chhukha	Core Town, Phuentsholing	51.82%
34	Singye Stone & Sand Factory	Mining	Thimphu	Bjimena	51.35%
35	Kholongchu Hydro Energy Ltd	Hydropower	Trashiyangtse	Buyang	50.80%
36	Bhutan Board Product	Manufacturing	Chhukha	Tala	50.47%
37	Penjor Construction Pvt. Ltd	Construction	Thimphu	Changedhaphu	49.94%
38	Mangduechhu Hydropower Authority	Hydropower	Trongsa	Khamaed, Dangdung, Langthel	49.75%
39	Dagachhu Hydropower Corporation Limited	Hydropower	Dagana	Baleygang	49.51%
40	Zimdra Automobile Workshop	Services	Thimphu	Babsea	46.20%
41	Tangsibji Hydro Energy Limited	Hydropower	Trongsa	Tshangkha	43.76%
42	Construction Development Corporation Ltd	Construction	Sarpang	Namkhaling	43.55%
43	Bhutan Concast Pvt. Ltd	Manufacturing	Chhukha	Pasakha	43.20%
44	Bhutan Ecolite Brix Pvt. Ltd	Manufacturing	Chhukha	Pasakha Industrial Estate	43.16%
45	Bhutan Telecom Ltd	Services	Sarpang	Upper Matket	42.52%
46	Greener Way	Services	Thimphu	Behind Bab Lakhang	39.09%
47	Zimdra Automobile Workshop	Services	Chhukha	Lower Market	37.97%
48	Kuengay Industries Private Limited (Con	Manufacturing	Dagana	Majathnag, Lamozingkha	36.22%
49	Kenpa Pvt Ltd	Manufacturing	Samtse	gomtu	33.78%
50	Rabten Engineering Workshop	Services	Chhukha	Amochhu Toorsa	30.55%
51	Tashi Engineering Workshop	Services	Chhukha	Lower Market	28.03%
52	Bhutan HydroService Limited	Services	Sarpang	Bhur	0.00%

Key Findings & Insights

Summary of Key Trends

The OHS assessment data (covering 89 workplace assessments across construction/mining and non-construction sectors) reveals a mixed level of compliance with safety standards. Most organizations have implemented core safety elements to some degree, but very few meet all requirements fully. In particular, fundamental OHS management practices are in place (e.g. safety officers designated, OHS committees formed) in many companies, yet these are often implemented with only minor deficiencies or partially. There is a notable emphasis on certain hazard areas – for instance, nearly all workplaces address fall protection, machine safety, hazardous materials management, and emergency preparedness, reflecting these as common hazard domains across industries. However, proactive safety culture initiatives (such as regular safety drills or safety day events) and advanced risk management practices (like formal incident trend analysis or routine health surveillance) are less consistently applied.

Employee knowledge and awareness of OHS practices is generally adequate to good. The majority of workers demonstrate a solid understanding of everyday safety procedures and PPE use, which suggests that basic safety training is reaching employees. That said, knowledge gaps do exist in more specialized areas or regulatory aspects. A subset of employees showed only average or poor grasp of key safety protocols, indicating room for improvement in training programs (especially on legal OHS responsibilities, emergency actions, and hazard identification techniques). In summary, while the overall safety framework is present in most workplaces, there is significant room to strengthen both the thoroughness of implementation and the depth of employee training to achieve a higher standard of occupational safety and health.

The assessment of Temporary Living Accommodations (TLAs) at construction and mining sites shows generally positive compliance, with 67% of enterprises fully meeting standards and 25% implementing with minor deficiencies across key indicators such as structural safety, sanitation, ventilation, and access to clean water. Most TLAs were built with durable materials and provided adequate lighting and ventilation. However, 7.8% of sites revealed serious gaps, including inadequate personal space, unsafe indoor cooking practices, poor sanitation facilities, and exposed electrical wiring, posing significant health and safety risks. These findings highlight the need for stricter enforcement and improved standards for worker accommodations.

Statistical Analysis of Key Metrics

To quantify the findings, each workplace was evaluated against numerous OHS criteria and employee knowledge questions. Figure 3 below summarizes the implementation status of all assessed safety criteria across the companies (excluding items marked not applicable). It shows the proportion of criteria rated as “fully implemented,” “implemented with only minor deficiencies,” “partially implemented,” or “not implemented”: Across all assessed criteria (excluding non-applicable items), only about one-third (35%) were fully implemented with no gaps. Another 34% had been implemented but with minor deficiencies noted. Roughly 21% of required safety measures were only partially implemented, indicating significant gaps, and about 10% of criteria were not implemented at all. This distribution highlights that while basic compliance exists for many items, a substantial fraction of safety measures are incomplete or missing.

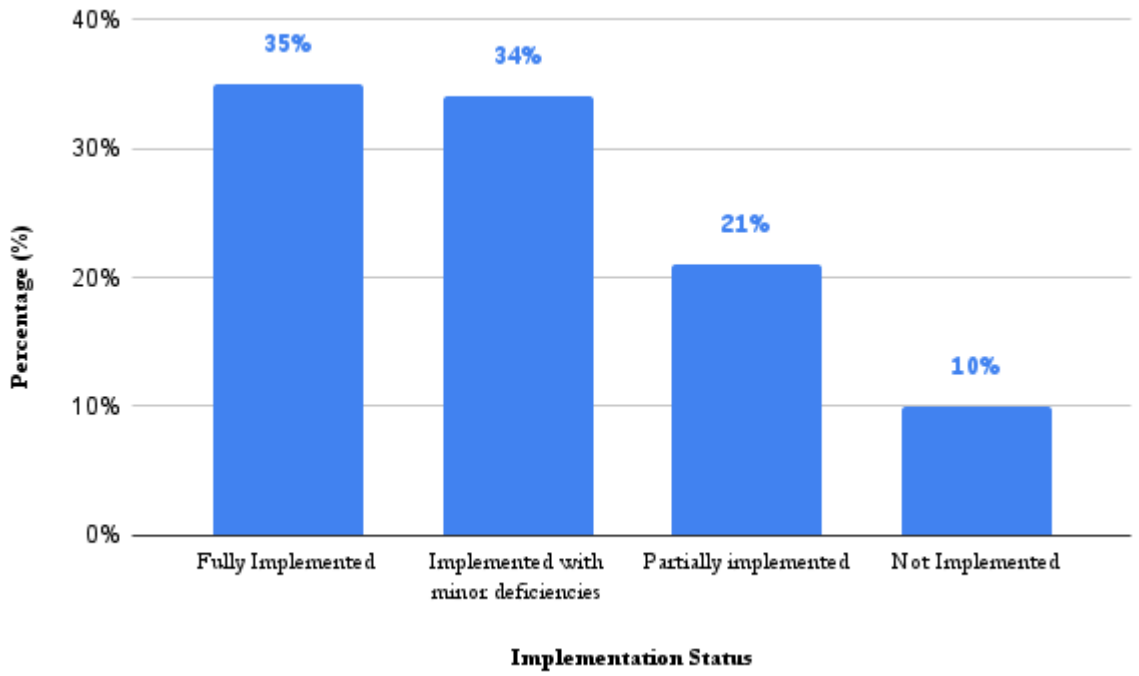

Figure 3: The column graph shows the overall OHS implementation status.

Drilling further into specific metrics, **hazard control and emergency preparedness measures** tend to fare better than administrative or culture-related measures. For example, nearly all sites had basic provisions like fire extinguishers and emergency exits in place (mostly rated fully or minor deficiencies), and housekeeping standards (orderliness, waste disposal, clear passages) were generally satisfactory. In contrast, **proactive safety programs** (such as conducting regular safety audits, celebrating Safety Day events, or obtaining health check-ups for workers) were less prevalent – many companies marked these as "partially" or "not implemented." Notably, ***85–90% of workplaces have established OHS committees and designated safety officers, but are not certified.***

491 employees' OHS knowledge was assessed by interviewing up to two employees per site on critical safety topics. Figure 4 illustrates the distribution of knowledge levels (from "Poor" to "Excellent") in their responses. Among the knowledge questions posed to employees, over half (51%) of responses were rated "Good knowledge," and about a quarter (24%) demonstrated "Excellent" knowledge. Around 20% of responses were only "Average", and a small but notable share (5%) indicated "Poor knowledge." This indicates that while most employees have a solid understanding of safety practices, there are knowledge deficiencies in specific areas. For instance, employees generally knew when and how to use PPE and could describe basic hazard controls (resulting in many good/excellent ratings in those questions). However, questions about legal responsibilities, detailed emergency procedures, or specific hazard communications (like Safety Data Sheets) yielded several average or poor responses, suggesting these topics are not universally understood.

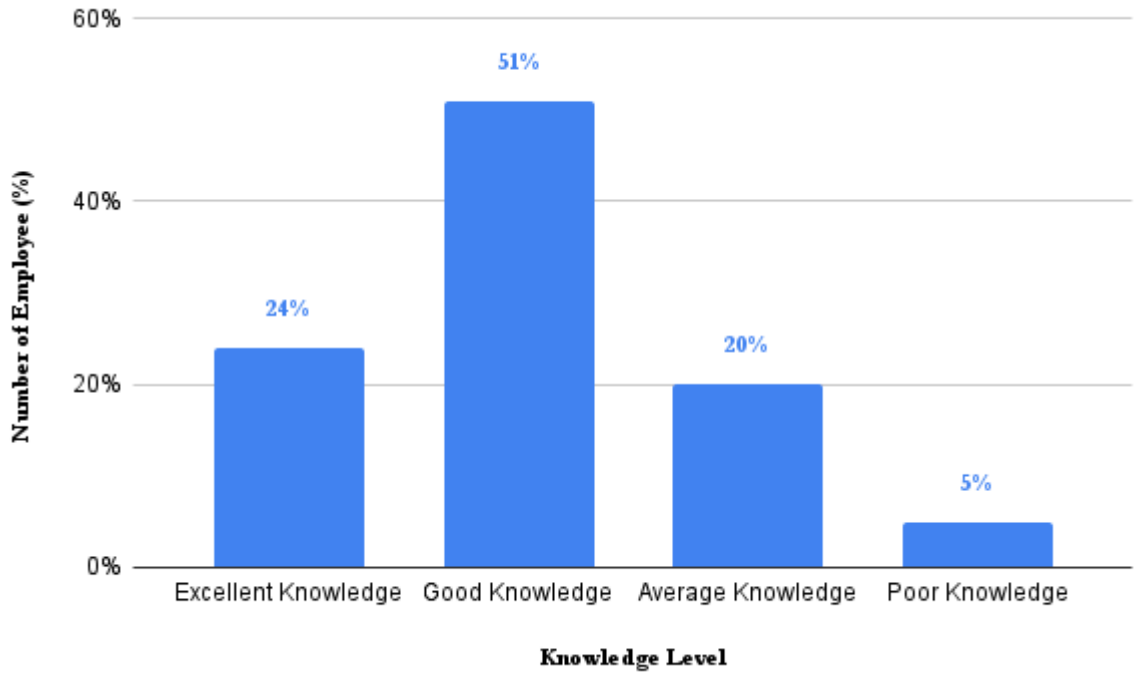

Figure 4: Distribution of Employee OHS Knowledge Levels.

In terms of incident frequency and severity, about 90% of workplaces claim to have a system for reporting accidents and near-misses, but fewer (roughly 70%) follow through with fully investigating and analyzing incident trends. This gap implies that while incidents are being recorded, their severity levels and root causes may not be systematically reviewed in all cases. Consequently, important metrics like frequency rates of incidents or injury severity are likely under-utilized in driving improvements. The emphasis on criteria such as regular risk assessments and accident investigations (with around 30% not or only partially implemented) suggests that some organizations may not be proactively examining hazards and past incidents to prevent future ones.

In summary, the statistical analysis underscores a pattern: core safety infrastructure is present in most workplaces, and employees have a decent baseline of safety knowledge, but the rigor and completeness of OHS programs vary widely. Many companies fall short on advanced or proactive safety practices, which is evident from the significant portion of criteria that are only partially implemented or not in place at all.

Lapses, Anomalies, and Areas of Concern

The assessment identified several lapses and areas of concern where OHS practices are weakest or neglected. These represent critical gaps that could lead to increased risk if not addressed. Key issues include:

- Inadequate Substance Abuse Controls: A large number of workplaces do not implement alcohol and drug testing policies. In fact, the two criteria with the highest "not implemented" counts were *post-incident/for-cause drug and alcohol testing* and *random drug/alcohol testing*. Over half the applicable sites lack any form of post-incident testing for substance use, and a similar proportion do not conduct random checks. This lapse can allow impairment-related hazards to go undetected, especially in high-risk industries.

- Lack of Safety Culture Initiatives: Many companies do not actively promote a positive safety culture beyond basic compliance. For example, 70+% of workplaces do not celebrate an annual Safety Day or similar safety awareness events. Additionally, regular toolbox talks or safety briefings, while present in some form, are not universal. The absence of these initiatives suggests missed opportunities to engage workers in safety dialogue and reinforce safe behaviors.

- Poor Worker Feedback and Communication Channels: Over one-third of assessed sites have no formal worker feedback system for safety concerns. In these cases, workers may not have a clear, anonymous way to report hazards or suggest improvements. This is a concern as frontline employees often are the first to notice unsafe conditions. The lack of feedback mechanisms can result in hazards going unreported until an incident occurs.

- Safety Officer Qualifications: While most companies have assigned safety officers, several did not have officially certified safety officers registered with the labour authority. Approximately 68 instances were noted where the safety officer role was either unfilled or the person had not obtained required certification. This is anomalous given regulatory requirements – it indicates either smaller organizations not meeting thresholds for a safety officer or oversight in compliance. A non-certified safety officer may not be fully versed in the latest OHS regulations or best practices, posing a compliance risk.

- Incomplete Risk Assessment and Analysis: A recurring weakness is the failure to conduct regular risk assessments and incident analyses. About one-third of workplaces do not perform formal risk assessments at least biannually as required. Moreover, in many cases where incidents are reported, there is no thorough analysis of incident data for trends or continuous improvement. Over 60 instances noted "incident data not analyzed." These gaps mean that hazards may remain unrecognized and lessons from minor incidents or near-misses are lost, increasing the likelihood of repeat accidents.

- Limited Training for Specialized Roles: Certain specialized safety training appears lacking. Notably, accident investigation training for safety personnel is absent in many organizations (65 instances of "not implemented" for that criterion). This lapse means when incidents do happen, companies might not have staff skilled in uncovering root causes. Additionally, about 52 workplaces had no trained first aiders on staff, and over 50 had not provided the mandated periodic occupational health check-ups for employees. These are critical lapses – without trained first responders, injury outcomes can worsen, and without health monitoring, occupational illnesses or exposures may go undetected.

- Health Surveillance Gaps: While most companies conduct general health check-ups annually, these are basic screenings typically covering vital signs and general physical health. However, very few companies conduct job-specific or occupational health surveillance tests such as:

    - Hearing (audiometry) tests for noise-exposed workers,
    - Respiratory tests (e.g. spirometry) for dust or chemical-exposed workers,
    - Biological exposure monitoring for chemical or heavy metal exposure,
    - Lung X-rays or other diagnostic tools for high-risk groups.

  These specialized health assessments are required biannually under occupational health guidelines, but the vast majority of companies do not conduct them. This is a serious oversight, especially in high-risk industries like construction, mining, and manufacturing.

Furthermore, in workplaces where general check-ups are conducted, the health data is rarely analyzed to:

- Identify patterns or trends in worker health,
- Flag early signs or suspected cases of occupational diseases,
- Plan preventive measures or adjust work assignments based on findings.

This lack of data analysis renders the health check-ups ineffective as a preventive tool and weakens the system's capacity to monitor for long-term occupational illnesses.

- Hazard-Specific Gaps: In construction and high-risk industries, certain hazard controls were notably inconsistent. For example, while fall protection equipment (guardrails, harnesses) and machine guarding were generally present, some sites lacked proper implementation (e.g. scaffolds not always supervised by a competent person, or lockout/tagout procedures not fully in place). Confined space safety procedures were often marked “not applicable” in non-construction settings, but in those sites where confined spaces do exist, a few had no formal confined space entry program or rescue plan, which is a serious safety gap. Similarly, in chemical handling, some workplaces did not maintain complete hazardous material inventories or separate incompatible chemicals, though most at least had Safety Data Sheets available. These anomalies point to certain companies possibly overlooking hazard controls that are not part of their routine operations until an incident reveals the weakness.

Deep Analytical Report

1. **Root Cause Clustering:** An in-depth analysis of low-performing enterprises revealed recurring root causes. The most dominant clusters were administrative failures, lack of structured safety training, and weak incident reporting and response mechanisms. These systemic issues significantly hinder compliance and risk management.

2. **Performance Volatility Analysis:** Year-on-year score fluctuations were assessed to identify enterprises with inconsistent OHS performance. Notably, AWP Distillery and Dagachhu Hydropower Project (HPP) exhibited significant volatility, indicating unstable safety management systems that require close monitoring and sustained intervention.

3. **Committee Functionality vs. Performance:** A strong correlation was observed between active, well-functioning OHS committees and higher compliance scores. Enterprises with certified focal persons, regular committee meetings, and clear accountability consistently outperformed those without these structures.

4. **Gap Heat Index:** This index measures the severity and concentration of non-compliance issues. Greener Way and Dagachhu HPP registered the highest levels of critical gaps, pointing to the need for urgent corrective action and continuous oversight.

5. **High-Risk Sector Alert Matrix:** Sectors such as hydropower and mining revealed clusters of low-performing enterprises with serious safety lapses. These sectors require prioritized, sector-specific interventions to mitigate risks and improve compliance.

6. **Early Warning Indicators:m** Basic safety indicators—such as presence of certified officers, availability of PPE, and frequency of training—emerged as predictive flags. Enterprises lacking these elements were frequently underperformers, suggesting their use as early warning signs for proactive support.

7. **Score Predictors Regression:** A regression analysis identified three key predictors of high OHS scores:

    a. Presence of Certified OHS Officers;
    b. Regular Safety Training;
    c. Well-maintained Documentation.

    Each of these factors independently contributed to a ~12% improvement in overall compliance scores.

8. **Best Practice DNA Extraction**: Top-performing enterprises demonstrated a common set of practices:

    a. Monthly OHS Committee meetings;
    b. Biannual emergency preparedness drills;
    c. Deployment of certified safety officers;
    d. Robust and updated Standard Operating Procedures (SOPs).

    These practices form a replicable model that can guide underperforming enterprises.

9. **Sectoral Readiness Index:** The manufacturing sector showed the highest readiness for advanced safety reforms, followed by hydropower and construction. The service sector continues to lag behind, lacking both foundational structures and strategic planning, and thus requires tailored capacity-building support.

Recommendations for Improvement

Based on the analytical findings and field assessments, the following targeted recommendations are proposed to elevate occupational health and safety (OHS) performance across the enterprises:

1. **Strengthen Safety Management Systems:** The Score Predictors Regression and Best Practice DNA analyses underscore the importance of structured OHS systems. Enterprises should move beyond basic compliance to adopt comprehensive OHS Management Programs. This includes:
    - Appointing certified OHS officers.
    - Conducting biannual risk assessments.
    - Implementing a formal incident investigation and trend analysis process.

    By systematically reviewing near-misses and accidents, companies can uncover root causes—aligned with the Root Cause Clustering findings—and implement effective prevention strategies.

2. **Improve Training and Workforce Competence:** The lack of training emerged as a dominant factor in poor-performing clusters. Address this through:

    - Targeted training for safety committee members on accident investigation and root cause analysis.
    - Periodic refresher training for all staff on hazard identification, emergency response, and legal OHS responsibilities.
    - Focusing on areas with low knowledge scores, such as regulatory understanding and SOP adherence.

Training and documentation together were shown to independently improve scores by ~12%, as revealed in the regression analysis.

3. **Implement Substance Abuse Control Policies:** To prevent impairment-related incidents, introduce a workplace alcohol and drug policy that includes:
    - Random and post-incident testing (in line with legal and ethical guidelines).
    - Awareness programs on the impact of substance use at work.

    This recommendation is particularly relevant for high-risk sectors identified in the Alert Matrix, where alertness is critical.

4. **Enhance Worker Engagement and Feedback Loops:** Enterprises with stronger safety cultures and feedback systems—reflected in the Best Practice DNA—tended to outperform others. Practical steps include:
    - Anonymous reporting tools (e.g., drop boxes, mobile apps).
    - Toolbox talks with structured feedback sessions.
    - Incentive-based programs to reward hazard reporting and proactive safety actions.

    Active engagement encourages early reporting of hazards, aligning with the Early Warning Indicators model.

5. **Foster a Robust Safety Culture:** The Safety Culture is foundational to achieving sustained compliance. Promote this through:
    - Safety Day events and ongoing safety campaigns.
    - Regular toolbox meetings, used not just for instruction but for reinforcement of a shared safety vision.
    - Leadership visibility and commitment—managers should lead by example.

    This cultural investment correlates with performance stability, as seen in low-volatility enterprises.

6. **Ensure Comprehensive Emergency Preparedness:** Regular emergency readiness was a hallmark of top performers. All enterprises should:
    - Conduct at least annual fire and evacuation drills.
    - Maintain and test alarms, extinguishers, and exit lights.
    - Ensure emergency contacts and evacuation plans are clearly posted.

    First aid capabilities must be enhanced, with certified first aiders proportionate to workforce size and periodic drills to maintain response readiness.

7. **Address High-Risk Hazard Control:** The Gap Heat Index and Alert Matrix flagged widespread deficiencies in hazard-specific controls. Enterprises must:
    - Develop and enforce SOPs for high-risk activities like work at height, confined spaces, machinery use, and chemical handling.
    - Conduct regular inspections and preventative maintenance of safety-critical equipment.
    - For construction: enforce scaffold safety, fall protection, excavation barricading.
    - For manufacturing: prioritize lockout/tagout, machine guarding, and storage protocols.

Immediate corrective actions are needed where issues like missing ventilation or incomplete chemical inventories were observed.

8. **Institutionalize Health Surveillance and Worker Welfare:** Most enterprises conducted general health checkups, but specialized checkups (hearing, respiratory) are largely absent. Recommendations include:
    - Annual general checkups and biannual specialized tests for at-risk roles.
    - Trend analysis of medical data to detect early signs of occupational disease.
    - Improvement of worker amenities—sanitation, potable water, and hygiene facilities.
    - Regular inspection and upgrading of Temporary Living Accommodations (TLAs), especially in construction zones.

    This is essential not only for compliance but also to uplift worker morale and retention.

9. **Improve Temporary Living Accommodations (TLAs):** To improve TLAs, clear minimum standards should be enforced, covering structural safety, sanitation, spacing, electrical safety, and banning indoor cooking. Pre-occupancy inspections, standardized fire safety measures, and routine maintenance must be mandated. Training for site supervisors and contractors is also essential. While many enterprises have made progress, stricter enforcement and regular monitoring are needed to ensure safe, dignified housing for workers.

Way Forward

The 2025 Occupational Health and Safety (OHS) assessment has shed light on both the progress achieved and the challenges that remain in implementing safety standards across Bhutan. Building on these findings, a set of strategic actions is proposed to further enhance workplace safety outcomes nationwide.

First, ***targeted support must be extended to enterprises that scored below 70%***, as they represent the most vulnerable segment. Immediate interventions such as on-site technical guidance, structured mentorship with high-performing companies, and follow-up audits within three months can help these enterprises strengthen their safety practices and close critical compliance gaps.

Additionally, it is essential to ***develop sector-specific OHS guidelines*** tailored to the needs of high-risk and low-performing sectors such as construction, small-scale manufacturing, and the service industry. These guidelines should emphasize critical areas like PPE usage, hazard identification, emergency preparedness, and incident investigation..

While capacity building remains a central strategy, it must be complemented by ***stronger regulatory enforcement***. This includes more frequent inspections of persistently low-performing firms and the consistent application of penalties for repeated non-compliance. Simplified compliance tools tailored to micro & SMEs should also be introduced to ensure that all businesses, regardless of size, can meet the minimum safety standards.

To sustain progress, we must also invest in strengthening its ***national OHS monitoring and data systems***. A more robust data platform will enable real-time, granular analysis of safety trends across sectors, regions, and enterprise types. Regular publication of dashboards and performance summaries will foster transparency and create a public benchmarking system that incentivizes compliance and promotes healthy competition.

Conclusion

The 2025 Assessment of Occupational Health and Safety (OHS) Committees marks an important milestone in Bhutan's journey toward safer, healthier, and more resilient workplaces. The results demonstrate a positive national trend, with overall compliance improving from previous years and a growing number of enterprises institutionalizing structured OHS practices. High-performing sectors such as manufacturing, construction, and mining exemplify the potential impact of sustained leadership commitment, regulatory engagement, and proactive safety management.

Nevertheless, the assessment also highlights persistent disparities across sectors and regions, particularly in the service industry and among enterprises in less industrialized Dzongkhags. Critical gaps—including limited proactive safety culture initiatives, inadequate health surveillance systems, and weaknesses in incident reporting and analysis—underscore the need for continuous capacity-building, stronger enforcement, and greater leadership accountability.

The recognition of outstanding enterprises through Certificates of Achievement and Certificates of Recognition aims not only to honor excellence but also to foster a spirit of healthy competition and continuous improvement. It reflects Bhutan's broader strategy to transition from reactive compliance to proactive safety management and self-regulation.

Moving forward, targeted interventions must focus on underperforming sectors, and vulnerable enterprise groups. Strengthening OHS management systems, enhancing worker participation, reinforcing regulatory oversight, and improving worker living conditions will be crucial. Investing in sector-specific strategies, capacity-building, data-driven monitoring, and leadership engagement will accelerate Bhutan's progress toward a robust, inclusive, and sustainable occupational safety and health framework.

The findings of this assessment reaffirm that the vision of "safe and healthy workplaces for all" is attainable with sustained collective commitment. With continued strategic action, Bhutan can further solidify a national culture of safety, ensuring the protection, dignity, and well-being of every worker across all sectors.

ANNEXURES

Annexure I: Comparative Data for the last three assessment years (2023-2024)

Sl. No.	Name of company	Region	2023	2024	2025
1	AWP (Distillery Factory)	Phuentsholing	91.7	54.2	64.8
78	Azista Bhutan Healthcare Limited	Samdrup Jongkhar	NA	NA	74.8
2	Barma Chemicals Industry	Samdrup Jongkhar	70.3	80.4	53.3
3	Basochhu Hydropower Plant	Thimphu	90.9	90.8	79.6
4	Bhutan Agro Industries Limited	Thimphu	56.1	73.3	73.8
89	Bhutan Agro Industries Limited	Mongar	NA	NA	73.8
5	Bhutan Board Products Ltd.	Phuentsholing	71.2	48.2	50.5
6	Bhutan Brewery Private Limited	Phuentsholing	85.3	73.3	84.5
7	Bhutan Carbide and Chemicals Ltd.	Phuentsholing	79.5	68	77.8
8	Bhutan Centennial Distillery	Gelephu	81	94.7	71.6
9	Bhutan Concast Private Limited	Phuentsholing	55.8	34.3	43.2
10	Bhutan Ecolite Private Limited	Phuentsholing	30.6	31.1	43.2
11	Bhutan Ferro Alloys Ltd	Phuentsholing	79.1	65.5	67.1
12	Bhutan Fruit Product Ltd	Phuentsholing	83	57.6	70.0
13	Bhutan GRC	Thimphu	79.8	59.7	56.8
14	Bhutan Hotel Ga Me Ga	Phuentsholing	NA	23.2	51.8
15	Bhutan Hydropower Service Limited	Gelephu	90.6	72.5	0.0
16	Bhutan Polymer Company Ltd.	Phuentsholing	85	55.6	56.0
84	Bhutan Power Corporation Limited	Monggar	NA	NA	78.1
85	Bhutan Power Corporation Limited	Sarpang	NA	NA	58.7
17	Bhutan Power Corporation Limited - Chubachu	Thimphu	NA	65.5	72.9
18	Bhutan Silicon Metal Private Limited	Phuentsholing	84.2	65.3	85.4
19	Bhutan Telecom	Phuentsholing	49.9	42.7	58.6
20	Bhutan Telecom Limited - Gelephu	Gelephu	NA	81.6	42.5
21	Bhutan Telecom Limited - HQ	Thimphu	NA	56.9	54.0
22	CDCL - Thimphu	Thimphu	64	84.1	70.7
23	Chukha Hydro Power Plant (DGPCL)	Phuentsholing	82.3	60.3	81.3
24	Dagachhu Hydropower Corporation Limited	Gelephu	88.5	80.8	49.5
25	Drangchu Beverages Pvt. Ltd	Phuentsholing	70.5	56.7	79.5
26	Druk Ferro Alloys Ltd	Phuentsholing	63.3	47.2	52.1
27	Druk Green Power Corporation Limited	Thimphu	47	64.3	62.4
28	Druk Wang Alloys Ltd	Phuentsholing	80.8	59.4	78.6

Sl. No.	Name of company	Region	2023	2024	2025
29	DrukAir Corporation Limited	Thimphu	37.1	52.2	71.6
30	Dungsam Cement Corporation Limited (DCCL)	Samdrup Jongkhar	74	74.8	70.2
31	Dungsam Polymers Limited	Samdrup Jongkhar	75.9	70.9	60.5
32	Gelephu Distillery (AWPL)	Gelephu	83.3	85.2	55.3
33	Greener Way	Thimphu	35.6	58	39.1
88	Gypsum Stock Yard - SMCL	Samdrup Jongkhar	NA	NA	70.7
34	Habrang Coal Mine	Samdrup Jongkhar	85.6	83.6	62.2
35	Hotel Druk	Phuentsholing	33.4	18.4	55.5
36	ICE Beverages Private Limited	Phuentsholing	86.9	51.5	76.3
37	Jai Prakash Associates Limited	Thimphu	63.8	75.5	59.7
38	Karma Feed	Phuentsholing	73.7	56.7	52.7
39	Kenpa Private Ltd.	Phuentsholing	38.2	NA	33.8
40	Kholongchu Hydro Energy Limited	Trashigang	NA	NA	50.8
41	Khothakpa Gypsum Mine - SMCL	Samdrup Jongkhar	82.6	88.3	81.8
42	Kinjore Brewery Private Limited	Phuentsholing	40.7	53.3	74.2
43	Kuengay Industries	Gelephu	NA	58.9	36.2
44	Kurichu Hydropower Plant	Trashigang	96.9	75.5	88.3
45	Lhaki Cement	Phuentsholing	88.3	74.3	78.3
46	Lhaki Steels & Rolling Private Limited	Phuentsholing	85.8	64.7	81.3
47	Lhazey Preform and Clouser	Phuentsholing	70.5	47.3	67.1
48	Living Water	Thimphu	NA	51.6	77.1
49	Mangdhechu HydroElectric Project	Gelephu	83.7	78.4	49.8
50	Menjong Sorig Pharmaceuticals Corporation Ltd.	Thimphu	NA	67.2	67.9
51	Mountain Hazelnut Venture Private limited	Mongar	86.8	71.9	84.2
52	National Housing Devlopment Corporation	Thimphu	24.2	56.4	67.9
53	Natural Resource Development Corporation Ltd	Thimphu	NA	54.4	52.1
54	Pelden Enterprise	Phuentsholing	75	51.3	62.8
55	Penden Cement Authority Ltd.	Phuentsholing	72.2	70.5	55.7
83	Penjor Construction Pvt. Ltd	Thimphu	NA	NA	49.9
56	PHPA 1	Thimphu	71.4	70.8	59.8
57	PHPA II	Thimphu	81.3	80.2	78.2
58	Rabten Engineering Workshop	Phuentsholing	26.9	NA	30.5
86	Reshore Coal Mine	Sarpang	NA	NA	64.3
59	Rigsar Construction Private Limited	Phuentsholing	NA	42	71.9
79	Rigsar Construction Private Limited	Thimphu	NA	NA	76.4

Sl. No.	Name of company	Region	2023	2024	2025
80	Rigsar Construction Private Limited	Monggar	NA	NA	71.9
60	RSA Private Limited	Thimphu	57.1	85.7	78.0
61	Saint Gobain Ceramic Materials Bhutan Pvt. Ltd	Phuentsholing	83.7	88.8	81.0
62	SD Eastern Bhutan Ferro Silicon Pvt. Limited	Samdrup Jongkhar	74.9	75.4	69.2
87	Serja Breweries Private Limited	Samdrup Jongkhar	NA	NA	68.2
63	Sersang Kbong Food Private Limited	Phuentsholing	65.3	40.4	53.0
64	Singye Stone & Sand Factory	Thimphu	50.6	61.5	51.3
81	Stade Trading Corporation of Bhutan Ltd	Thimphu	NA	NA	60.3
65	State Trade Corporation of Bhutan Limited	Phuentsholing	32.9	50	53.5
66	Tala Hydro Power Plant (DGPCL)	Phuentsholing	92.1	78.5	79.8
67	Tangsibji Hydro Energy Limited	Gelephu	89.9	NA	43.8
68	Tashi Beverages Ltd	Phuentsholing	94.5	80.7	90.0
69	Tashi Engineering Works	Phuentsholing	11.1	NA	28.0
70	Tashi Metals Private Limited	Phuentsholing	83	82.8	90.2
71	Tshering Wangdi Supply	Samdrup Jongkhar	51.1	60.6	60.0
72	Ugyen Ferro Alloys Ltd	Phuentsholing	48.7	40.9	66.9
73	Vajra Builder Private Limited	Thimphu	80.1	82.3	84.6
74	Zimdra Automobile	Thimphu	NA	40.6	46.2
75	Zimdra Automobile Workshop	Phuentsholing	37.2	NA	38.0
82	Zimdra Automobile Workshop	Thimphu	NA	NA	46.2
76	Zimdra Food Private Limited	Phuentsholing	98	97.8	72.5
77	Zimdra Food Private Limited	Phuentsholing	98	97.8	72.5

Note: NA means the assessment was not conducted