

THIS IS COMPLETION CERTIFICATE

This is to certify that the thesis on “ Quantified HSE-Culture evaluation & developing Implementation Plan for Industries” by **Sajeev Kumar Nair** in Progress completion of the requirements for the award of the Degree of Doctor of Philosophy (Science) is an original work carried out by him under our joint supervision and guidance.

It is certified that the work has not been submitted anywhere else for the award of any other diploma or degree of this or any other University.

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