

Md Sourab Hossain

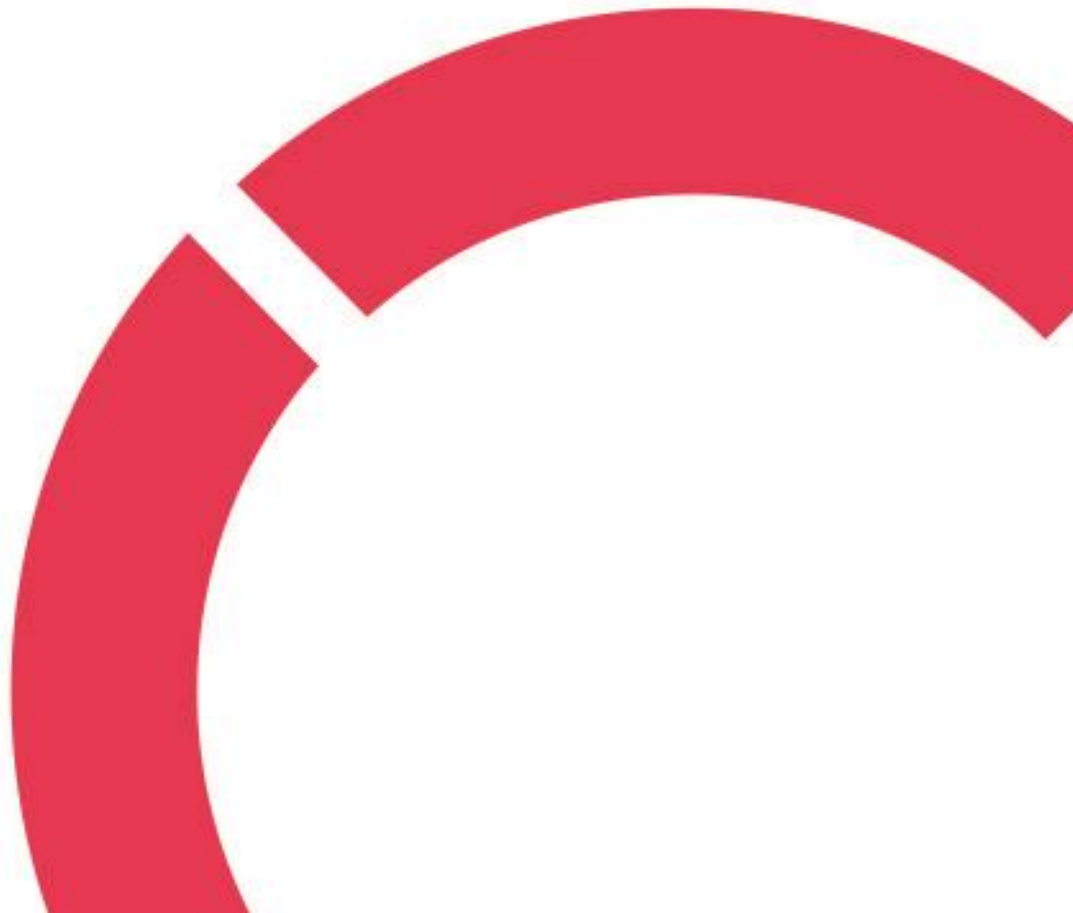
**ANALYSIS OF BEST PRACTICES FOR EMPLOYEES' HEALTH
AND SAFETY IN COMPANY X, AN RMG FACTORY IN BANGLA-
DESH**

Thesis

CENTRIA UNIVERSITY OF APPLIED SCIENCES

Bachelor of Business Administration, International Business.

December 2024



ABSTRACT

Centria University of Applied Sciences	Date December 2024	Author Md Sourab Hossain
Degree programme Bachelor of Business Administration, International Business		
Name of thesis Analysis of best practices for employees' health and safety in Company X, an RMG factory in Bangladesh.		
Centria supervisor Leena Jungner	Pages 32+ 3	
Instructor representing commissioning institution or company		
<p>This thesis examined the safety and health issues in the ready-made garment (RMG) company in Bangladesh with a focus on Company X. This thesis looked at the current state of health and safety, taking into account aspects like chemical and cotton dust pollution, as well as ways to make work circumstances better. The study's goal was to find out how safe the workplace is and how well international safety standards are followed. To do this, a quantitative research method and a survey were used to get information from 45 randomly picked workers at Company X.</p> <p>The results showed how important safety measures are, but they also gave Company X ideas that can be used to make the field better as a whole. For a company to stay in business and lead its market, its workers need to be better protected.</p> <p>The study uncovered both strong points and room for improvement in the health and safety policies of Company X in Bangladesh. Addressing employee concerns need a comprehensive strategy that prioritises improved training and open lines of communication, Company X can lead the RMG industry and ensure the safety of its workers by prioritising staff feedback and improving workplace safety. This showed that the corporation cares about the long-term success of the business and the wellbeing of its employees.</p>		
Key words economy, health hazard, readymade garments, safety, workplace standards		

ABSTRACT
CONTENTS

1 INTRODUCTION.....	1
2 COMMISSIONER.....	2
3 FRAMEWORKS OF OCCUPATIONAL HEALTH AND SAFETY.....	3
3.1 International OHS standards and guidelines	3
3.2 OHS risk management and controlling hazard.....	4
3.3 OHS management systems in enhancing RMG safety.....	5
4 SOCIO ECONOMIC ASPECT OF HEALTH AND SAFETY IN THE RMG SECTOR	7
4.1 Economic factor and impact on health and safety	7
4.2 Labour rights and workers representation.....	8
4.3 Cultural and social norms in RMG sector	9
5 RESEARCH METHODOLOGY	11
6 RESEARCH RESULTS	13
7 THE ANALYSIS OF RESEARCH RESULTS.....	24
8 CONCLUSION	28
REFERENCES.....	30
APPENDICES	

FIGURES

FIGURE 1. The current health and safety measures.....	13
FIGURE 2. Health and safety training or instructions at the workplace	14
FIGURE 3. Access to Personal Protective Equipment (PPE).....	14
FIGURE 4. Control Measures for Harmful Substances.....	15
FIGURE 5. Perception of Safety in the Production Area	15
FIGURE 6. Experience with Accidents/Injuries from Negligence.....	16
FIGURE 7. Adequacy of Emergency Procedures.....	17
FIGURE 8. Clarity of Health and Safety Risk Communication	18
FIGURE 9. Compliance with International Health and Safety Guidelines	18
FIGURE 10. Satisfaction with Health and Safety Implementation	19
FIGURE 11. Training for Supervisors and Managers on Safety Issues	20
FIGURE 12. Value of Employee Feedback on Safety Matters	20
FIGURE 13. Opportunities for Improvement in Safety Practices	21
FIGURE 14. Support for Additional Health and Safety Training Programs	22
FIGURE 15. Impact of Health and Safety Investments on Productivity and Satisfaction	22

1 INTRODUCTION

Bangladeshi Ready-Made Garments (RMG) industry is a significant component of the country's economy because it generates employment and profits via exports and competitive costs for goods and services as well as personnel who are not overly costly have greatly aided the sector's expansion. It is unfortunate that sometimes, crucial issues like worker safety are disregarded as initiatives to save expense. By giving low-cost labour first priority, certain businesses can generate higher short-term profits. But in the long-term discarding worker safety will be disastrous for workers' rights, industrial resilience against economic storms and firm competitiveness internationally. Safety in the workplace is equally crucial at RMG as it is in any other business. Ignoring these concerns could lead to horrible events like legal issues, workplace accidents and reputation harm.

This thesis aims to investigate the best health and safety policies for employees of Bangladesh's ready-made garment company with an eye towards Company X. It will examine the company's current health and safety policies to provide safer and more feasible solutions. Apart from the wellbeing of its employees, the RMG sector's potential to be successful over the long run influences also the industry's dedication to adhere to strict health and safety standards. Several well-known events as the collapse of Rana Plaza in RMG industry have underlined the critical necessity of improving safety protocols. Companies who give their workers' health and safety-first priority have the ability to boost output, lower employee turnover, and lower the total number of injuries on the workplace. Following international health and safety standards not only helps a company safeguard its staff but also helps it become more competitive and enhances its reputation within the world community. This thesis will look at the policies Company X now has in place to show excellent practices applicable all throughout the sector. The main goal of this research is to increase awareness of the necessity of using more ethical and safe business methods that benefit not only the company but also its workers, therefore helping the RMG sector to be generally successful. This means that the working environment should become more pleasant in addition to the industry as a whole growing resilience.

The thesis starts with an introduction where the aim of the thesis is discussed, followed by a description of the commissioner's details. In chapter three, occupational health and safety frameworks are discussed, and chapter four discusses the Socio-economic aspect of health and safety in the RMG sector. The next chapter discusses the methodology for the thesis, followed by the findings of the thesis. The findings are analysed in the next chapter, followed by the conclusion of the thesis.

2 COMMISSIONER

Company X is a significant player in the RMG sector of Bangladesh for high-quality apparel, that is suitable for a diverse array of businesses. The company is recognised for its premium quality. The company's success results from its rigorous safety and quality standards and dedication to premium products. Many different sectors of business may rely on Company X workwear to be safe, comfortable, and robust. This increases job safety and output. The brand is rather well-known in the RMG industry as it can satisfy a broad range of consumer demands globally and satisfy stringent safety criteria.

The commissioner of the thesis supports Company X in keeping and raising its quality and safety standards. He has to make sure the Bangladeshi business activities follow all laws and international guidelines. Company X's success stems from creative management approach, which combines a desire to excellence with a thorough grasp of local conditions. This company supports environmental responsibility, worker safety, and efficiency in culture.

Occupational health and safety are seen by Company X as a business idea rather than just a legal need. The company's focus on staff safety reveals its commitment to a sensible and long-term business plan (Company X, 2018). By giving health and safety-first priority, Company X demonstrates both social responsibility and environmental awareness. The organisation has come to see over time that its performance depends critically on employee pleasure. Operation excellence depends on safe and healthy teams.

This thesis intends to show Company X's commitment to learning about Bangladeshi RMG employees and supporting them overcoming of challenges. By means of analysis of the best health and safety procedures and identification of opportunities for development, this research will let Company X strengthen its policies and dedication to workers. The commissioner backing of this project indicates that Company X and he are dedicated to enhancing health and safety for the company and the RMG industry of Bangladesh.

3 FRAMEWORKS OF OCCUPATIONAL HEALTH AND SAFETY

This chapter looks at the occupational health and safety laws and policies found throughout the world which gives priority to workers' health and safety in the workplace. This chapter highlights important norms such as ISO 45001 and ILO Convention 155, which respect workers' rights and duties as well as those of employers about the provision of safe working conditions. The Ready-Made Garment (RMG) industry in Bangladesh is investigated in this along with the need of these criteria in lowering occupational risks and improving worker safety.

3.1 International OHS standards and guidelines

Occupational Health and Safety (OHS) rules are essential for every industry of the economy to guarantee the welfare and safety of its employees while they are working and one pillar among them is Convention 155 on Occupational Safety and Health of the International Labour Organisation (ILO, 2024). It lists the obligations of companies as well as the rights given to staff members to guarantee that the workplace is a safe environment to operate in. ISO 45001, which is the first worldwide standard for occupational health and safety management systems, is also quite important (Chelius, 2021). Development of this standard came from the United States, and it is important to have a framework for spotting, fixing and lowering risks related to workplace safety. Replacing OHSAS 18001, the new standard ISO 45001 emphasises a methodical approach backed by leadership, integrates worker feedback, and stresses ongoing development (Chelius, 2021). Furthermore, issued by the World Health Organisation are guidelines meant to protect workers from any hazards existing on the workplace, promote safe working conditions and support emotional and psychological wellbeing and these guidelines are meant to lower the total number of workplace accidents, diseases and deaths thereby ensuring a safer environment for workers. (WHO, 2024.)

Given the sometimes-dangerous nature of the employment involved in the Ready-Made Garment sector, these occupational health and safety rules are rather pertinent to that sector. The ready-made garment industry in Bangladesh employs more than four million people. It has been the scene of several tragedies affecting safety and one of these disasters, the 2013 collapse of Rana Plaza claimed the life of about one hundred people (Kabir, 2019). Conventions developed by the World Health Organisation,

the International Labour Organisation and the International Organisation for Standardisation 45001 offer a whole framework that might be used to handle these safety issues and if these guidelines are followed the RMG industry might help to reduce the risk of ergonomic problems, fires and hazardous chemical exposure. Moreover, by following international occupational health and safety guidelines, RMG companies might enhance their global image, which allows them to enter overseas markets.

Notwithstanding the clear benefits, the RMG company in Bangladesh has several difficulties using these workplace health and safety policies and lack of financial resources to commit to thorough safety procedures and infrastructure presents one of the most important obstacles. Many RMG enterprises run with rather narrow profit margins and smaller businesses may not be able to afford to utilise ISO 45001 when it comes to their manufacturing operations due to the great expense of training, audits, and continuous monitoring (Jalil, Islam and Tareq, 2016). Apart from that Bangladesh lacks regulatory monitoring, the current safety rules and regulations are often not followed effectively. The fact that corruption exists, inadequate penalties and inadequate inspections aggravates the situation of RMG sector. It is challenging to implement occupational health and safety rules when plant owners and employees lack a thorough awareness of them (Ansary and Barua, 2015). More strict government rules, help from other nations, and industry cooperation are required to overcome these issues and raise occupational health and safety requirements in Bangladesh's ready-made garment sector.

3.2 OHS risk management and controlling hazard

Workers in ready-made garments incur certain occupational risks that might endanger them, and bleaches, dyes, and other harmful chemicals are used by fabric producers so chemical dangers are very common (Ansary and Barua, 2015). Extended usage of these drugs could lead to lung and skin cancer and RMG factories are prone to ventilation, inadequate lighting and mechanical mishaps. Mechanical breakdowns or mishaps occurring close to big machinery might cause injuries to employees (RMG Bangladesh, 2015). Along with other musculoskeletal problems this can lead to back pain, so first acknowledging these risks will enable the RMG OHS program to be developed successfully.

Good risk management in the RMG company depends on methodical risk assessment to find, evaluating and ranking any hazards. Job hazard analysis involves dissecting employment into component parts to identify dangers and implement preventative measures (RMG Bangladesh, 2015). Trained

safety officials carry out safety audits to verify compliance with occupational health and safety regulations, working environment, and safety equipment and these audits find both imagined and actual hazards, evaluate guard effectiveness and provide enhancements (Ansary and Barua, 2015). Another often used technique is the risk matrix, which ranks hazards based on probability and the degree of seriousness and risk categorisation guides management's allocation of resources and priorities, so these techniques focus on safety and allow a methodical control of workplace dangers (Bauer, 2018).

By use of engineering, administrative and Personal Protective Equipment (PPE) controls, the RMG industry lowers occupational hazards. Engineering fixes the physical surroundings to lower dangers most effectively and appropriate ventilation, machine protection and ergonomic offices help to lower the musculoskeletal incidence (PWC, 2023). Administrative controls are policies and procedures safeguarding workers and these comprise safety criteria, regular risk awareness training and tight safety limits so, gloves, masks and safety glasses personal protective equipment PPE shields from many threats (AGT, 2018). These techniques can strengthen RMG manufacturing safety culture therefore safeguarding workers and increasing efficiency.

3.3 OHS management systems in enhancing RMG safety

Establishing the organization's commitment to safety, setting goals and assigning tasks and responsibility to people for the company helps the policy to define the framework (Bauer, 2018). A good amount of this procedure consists of developing strategies for handling unanticipated circumstances and distributing resources to handle prospective risks and implementation is the act of carrying out policies and plans, so this process entails implementing training courses, safety protocols, and making sure all required safety tools are at hand (Karanikas and Hasan, 2022). To find out whether or not occupational health and safety policies are working, a regular conduct of tests, safety audits and inspections is rather essential.

The RMG sector alone can build a culture of safety and guarantee legislative compliance by including occupational health and safety into its operations. Safety is no more an afterthought when daily actions include ideas of workplace health and safety. The management has to first show their support by actively engaging in occupational health and safety events and giving them high priority before the process of reaching this integration starts. By means of safety precautions used all around the manufacturing process, from material acquisition to final inspection execution, it is possible to spot any dangers

and guarantee fast resolution of them (Akhter, Rutherford and Chu, 2019). Safety inspections are included in the production process, for example help to avoid mishaps resulting from hazards related to mechanical malfunction or labour habits, so if workers receive frequent training and are informed of probable risks, they will take preventative action, they might have a stronger feeling of investment in the safety of their employment (Nasrullah and Rahim, 2013, 177–178). Organisations have the chance to show that safety is not only a moral need but also a necessary component of their success by matching occupational health and safety goals with business objectives, such as lowering the amount of time workers are unable to work due to accidents or increasing worker productivity.

The effective occupational health and safety management systems used by multinational garment companies might help Bangladesh's ready-made garment company acquire knowledge. H&M's extensive occupational health and safety policy is a great example of their dedication to staff member safety (Nasrullah and Rahim, 2013, 177–178). To raise manufacturing safety standards, this program comprises of frequent safety training, strict compliance checks, and working with nearby vendors (RMG Bangladesh, 2018b). H&M's commitment to making sure all its suppliers follow worldwide safety criteria is shown by its attempts to have all of them certified in line with the ISO 45001 framework (H&M Group, 2022).

Levi Strauss & Co.'s Worker Wellbeing Initiative is similar in that it gives employee emotional and physical wellbeing equal weight alongside their physical safety (Rahim, 2016, 205–206). Thanks to the use of an all-encompassing occupational health and safety approach which combines health education, and gender equality workers have reported higher degrees of enjoyment and productivity (Terrey, 2024). All these circumstances highlight the importance of having a comprehensive occupational health and safety management system with regard to the needs of each individual worker's situation. It is recommended that similar processes be employed in the Bangladesh's ready-made garments industry to help meet international standards. Implementing this would improve the health and safety of employees in general, decrease accident occurrences, and increase workplace safety significantly (Guevara, 2024).

4 SOCIO ECONOMIC ASPECT OF HEALTH AND SAFETY IN THE RMG SECTOR

This chapter will cover the complex interaction among the RMG business, health and safety concerns, and economic considerations. By making workplaces safer, more productive, and less likely to have people leave work, investment on health and safety clearly has major economic advantages. Though some see these initiatives as expenses, evidence shows they really pay off in these respects.

4.1 Economic factor and impact on health and safety

A cost-benefit study shows that investing in health and safety measures may result in significant economic return and a safer workplace is correlated with a lower number of occupational injuries and diseases, which in turn reduces absenteeism. One piece of research indicates, for example that companies with strong occupational health and safety policies may cut absenteeism by as much as 50% (RMG Sustainability Council, 2023). Still another immediate benefit that one can get is increased productivity. Workers who are happy with the work they are doing as well as those who can carry out their responsibilities without jeopardising themselves boost their productivity and the smaller likelihood of expensive litigation and compensation claims resulting from non-compliance with health and safety regulations adds even another economic incentive. The RMG sector gives great importance to the health and safety of its workers as the manufacturing process depends on them and thus their condition is crucial (Chelius, 2021). By avoiding expensive interruptions in operational processes employees can help to sustain constant product output and quality.

Even if the RMG company gains benefits that can be shown, the cost of implementing health and safety policies has a major impact on the decisions taken in the company and the tremendous demand for reasonably priced clothing throughout the world is driving many manufacturers to run with rather narrow profit margins (Kabir, 2019). Consequently, the safety of employees can be sacrificed in favour of temporary financial savings for management and industrial owners, and one might feel overwhelmed in the first outlay required to set safety equipment, run training courses and guarantee accordance with international standards (RMG Bangladesh, 2018). Another reason deterring investment in Bangladesh is the ability of some sectors to violate health and safety standards due to insufficient regulatory enforcement in the country and decision-making being grounded on cost results in a lack of training, badly maintained equipment and an inadequate safety infrastructure (Saber, 2016). Workers

therefore run risk of dangers that can be avoided and the RMG sector has a great difficulty maintaining a safe working environment while also managing economic limitations.

Several instances of successful and reasonably priced health and safety solutions used in different low-cost industrial situations abound because these cases show that even with limited resources, it is feasible to apply good safety precautions (Akhter, Rutherford and Chu, 2019). Working with groups from other nations, a Cambodian textile company created a basic but quite thorough fire safety strategy and by regularly doing fire drills, buying low-cost fire extinguishers and conspicuously marking exits, the company greatly lowered the chance of fire-related catastrophes while simultaneously spending relatively little money (Jalil et al. 2016). Likewise, the application of ergonomic changes at a Vietnamese electronics company resulted in a decrease in the musculoskeletal disease prevalence among the workers, so two basic and reasonably priced solutions used in these changes were movable workstations and anti-fatigue mats (Selim 2011). These developments resulted not only in better worker health but also in higher production and lower absenteeism because as the above listed cases show it is quite possible to make major progress in health and safety with very little means. By emphasising scalable and reasonably priced solutions, the ready-made garment company in Bangladesh may improve worker safety without sacrificing profits as a whole.

4.2 Labour rights and workers representation

Improving RMG job safety depends critically on worker groups and unions and these groups help to handle rights and issues by mediating between management and workers. Unions negotiate Collective Bargaining Agreement (CBA) with more health and safety criteria to encourage companies to improve worker safety (AGT, 2018). Trade unions effectively advocated health and safety committees, which control workplace compliance and safety and training supported by unions educates employees their rights and the requirement of a safe workplace as well as prepares members to find and document dangers. Essential to the struggle for better working conditions trade unions can affect national labour policy and advocate more robust regulatory frameworks stressing workers' health and safety (Bivens, 2017).

Good health and safety standards depend on worker engagement and first seen by employees typically are occupational hazards so including them into safety management helps to identify them and among

examples are health and safety committees, risk assessments and safety audits (Jalil et al., 2016). Actively involving staff members might raise the understanding of safety issues and responsibility therefore increasing their likelihood of adherence to safety guidelines and safety and how to enhance it should be discussed with staff members so that everyone feels appreciated and helps to create safe surroundings. By letting staff members anonymously submit safety concern companies running suggestion systems try to address even small problems before they become more serious (Bivens, 2017).

Essential to health and safety, worker representation is hampered by several factors and workers who speak up about dangerous working conditions or join a union perhaps worry their employers will punish them and given union involvement sometimes results in job loss or harassment, Bangladesh's RMG company is particularly alarming (RMG Bangladesh, 2015). Representation suffers from public misinterpretation of workers' rights and safety criteria, so workers are unlikely to advocate better conditions without knowing about health and safety rules and workers' rights. Legal systems and poor enforcement complicate worker representation and weak labour laws and insufficient government inspections allow negative union tactics to evade documented incidence (Mamun and Hoque, 2022). To overcome these obstacles, it is must to cooperate with lawmakers, businesses and international organisations. It will enhance legal protections, educate employees and advance autonomous unions.

4.3 Cultural and social norms in RMG sector

Particularly with reference to Bangladesh's ready-made garment industry, cultural attitudes and social practices greatly affect people's view of occupational safety and a cultural bias that gives financial gain more weight than personal welfare might help to explain the disrespect for health and safety issues (Selim, 2011). For example, a poll carried out by the Bangladesh Institute of Labour Studies revealed that 60% of RMG employees did not clearly know their claim to a safe workplace (RMG Bangladesh, 2018b). This is a common occurrence when the work description is seen to include hazardous activities as a component of the employment and workers in Bangladesh could be reluctant to bring up safety issues for fear of consequences since of the strong emphasis on obedience and respect to authority in the society (Saber, 2016). This is thus a result of the great focus on this in the society. In this cultural setting, both workers and companies are prone to overlooking probable health and safety issues, which results in a dearth of preventative safety rules and practices.

Regarding the RMG company where women account for more than 80% of the workforce, gender dynamics greatly affect the safety and health policies followed and many times when health and safety rules are developed, female employees are left out of account. Research conducted by the International Labour Organisation indicates that ergonomic hazards which include prolonged standing and repeated motion have the ability to aggravate the severity of existing musculoskeletal illnesses (ILO, 2024). A study by ActionAid Bangladesh indicates that 70% of female garment workers had suffered harassment and abuse based on their gender while they were working (Kabir, 2019). This results in hazardous surroundings that compromise their safety and women also often assume more responsibility including caring for family members which might increase their vulnerability to fatigue and mishaps when they are working and several gender-sensitive health and safety policies can help to overcome these obstacles, so separate restrooms, policies against harassment and flexible work hours to fit women who have several jobs are a few of these steps. (Mamun and Hoque, 2022.)

Enhanced health and safety awareness and action brought about by corporate social responsibility projects might be beneficial to the RMG industry as well as society at large because long term companies that make investments in projects under their corporate social responsibility program help their staff and families therefore benefiting the company's image and reputation as well as its employees' quality of living (Jalil et al, 2016). One instance of this would be the results of a poll taken by the Ethical Trading Initiative which revealed that workers' satisfaction rose by 20% and the frequency of workplace accidents dropped by thirty percent among RMG companies who instituted CSR initiatives (Nasrullah and Rahim, 2013, 177–178). Typical topics for these courses would be worker rights to a safe workplace, the value of personal protective equipment and disaster preparedness techniques and businesses' corporate social responsibility operations could reach the larger society outside of their premises and initiatives aiming at improving employee health and safety include the building of healthcare facilities and the funding of instructional events. (Rahim, 2016, 205–206). One-way companies may help to change the lives of their staff is by instilling a sense of civic responsibility which in turn motivates a workplace that gives health and safety-first priority.

5 RESEARCH METHODOLOGY

This chapter discussed the fundamentals of quantitative research techniques with the survey as the primary instrument for data collecting in mind. This approach in the research was used to investigate the existing best health and safety policies as well as the probable hazards.

Finding trends, connections, or patterns in numerical data is the major objective of quantitative research (Bryman and Bell, 2015, 55–56). The research employs well-organized instruments like surveys, tests, or data previously collected for the research, thus helping studies seeking to determine variables or figure out what causes what. The quantitative method is simple to replicate and implement the findings in more extensive populations. (Creswell and Creswell, 2018, 34–35.)

Conversely, a qualitative research study emphasizes words, images, notes, or other elements outside of statistics. This kind of study probes further into people's feelings, opinions, and actions (Creswell and Creswell, 2018, 34–35). This form of research is conducted often using open-ended surveys, interviews, and focus groups, observation, case studies, text analysis. (Bryman and Bell, 2015, 55–56.)

For this study the quantitative research technique was used in order to address the queries about the health and safety policies of Company X. Using numerical data enables to detect patterns and linkages, thereby guiding the judgments. (Depoy and Gitlin, 2011, 15–16.)

Surveys are a frequent approach to gather data for quantitative research from many individuals in a limited period of time. To simplify administration one can acquire them in many formats like phone calls, online surveys, and paper inquiries (Depoy and Gitlin, 2011, 15–16). Among the many advantages of surveys are their dependability in gathering data, capacity to reach a sizable population, and decreased likelihood of researchers providing biased responses. (Creswell and Creswell, 2018, 34–35.)

Company X employees (at least 45) were requested to complete this survey so that a better understanding can be obtained for the health and safety concerns they see on the job and the best approaches the business addresses these problems (Creswell and Creswell, 2018, 34–35). The survey alternatives made statistical studies and result comparison simple.

Responses from among the Company X staff were collected using random sampling to ensure that the survey was unbiased. Random sampling reduces bias as employees with different perspectives to participate in the survey (Bryman and Bell, 2015, 55–56). The approach aimed at enhancing the stability of the sample, thus enabling more precise results to be obtained.

Easy to use and allowing speedy data collecting, Webropol was the web platform for distributing surveys that was used for the questions. These questions are aimed to reveal how workers see the various hazards that can arise at their workplace. The second section of the survey evaluated handling of safety. This assessment aims to ascertain how effectively personnel follow safety standards and how well the present health and safety policies address issues. Everyone had multiple-choice and Likert scale (from "strongly agree" to "strongly disagree") questions. Every question was meticulously designed to ensure it was relevant and unambiguous. (Creswell and Creswell, 2018, 34–35.)

6 RESEARCH RESULTS

The findings of the survey showed insights into the health and safety protocols within the RMG sector of Bangladesh. A total of 45 employees participated in the survey. Not all questions were mandatory to answer in the survey. The following are the findings of the survey,

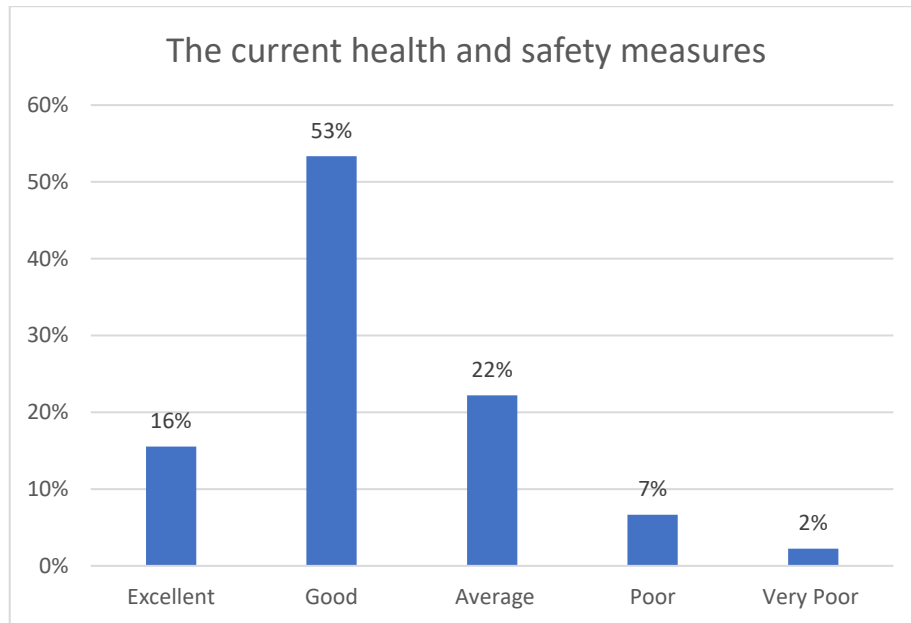


FIGURE 1. The current health and safety measures

Figure 1 illustrates whether the ongoing health and safety procedures in the workplace are well-implemented or not. Based on the survey, 16% of respondents responded that it was excellent and 53% responded that it was good, which is the majority of the respondents here.

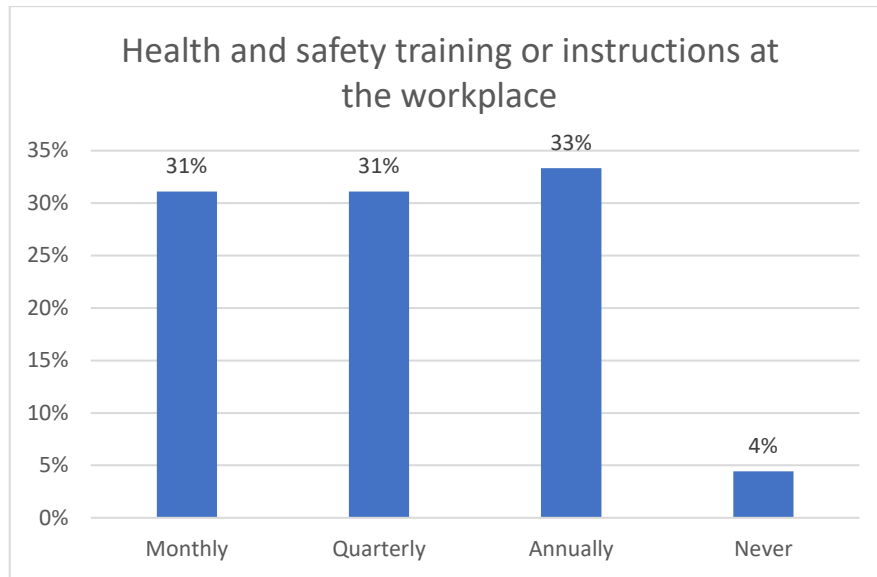


FIGURE 2. Health and safety training or instructions at the workplace

Figure 2 shows how often an employee receives health and safety training or instructions at the workplace. Most of the employees receive health and safety training either monthly, quarterly, or annually. However, only a small portion of the employees never received any training or instructions.

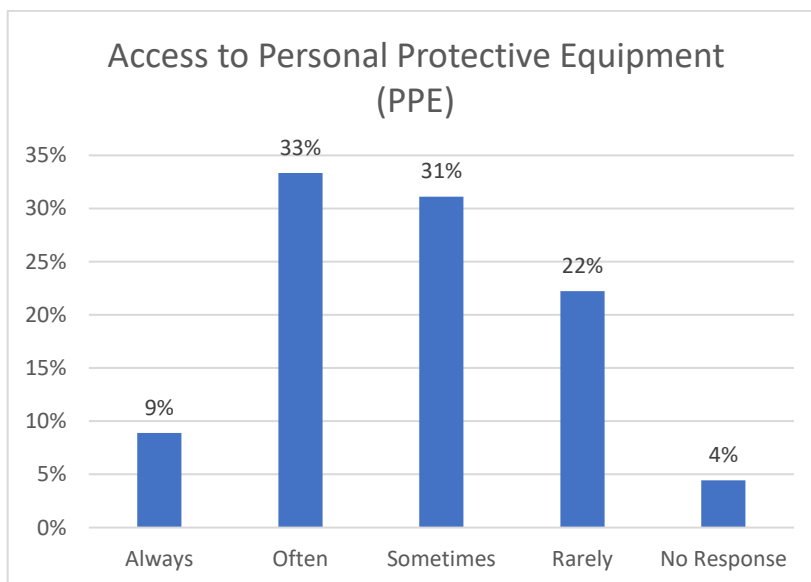


FIGURE 3. Access to Personal Protective Equipment (PPE)

Figure 3 shows that just 9% of workers always have access to personal protective equipment (PPE), 33% often, and 31% sometimes. However, 22% hardly have access, raising serious safety issues. 4% also gave no answer, suggesting perhaps uncertainty or a lack of interest in the question.

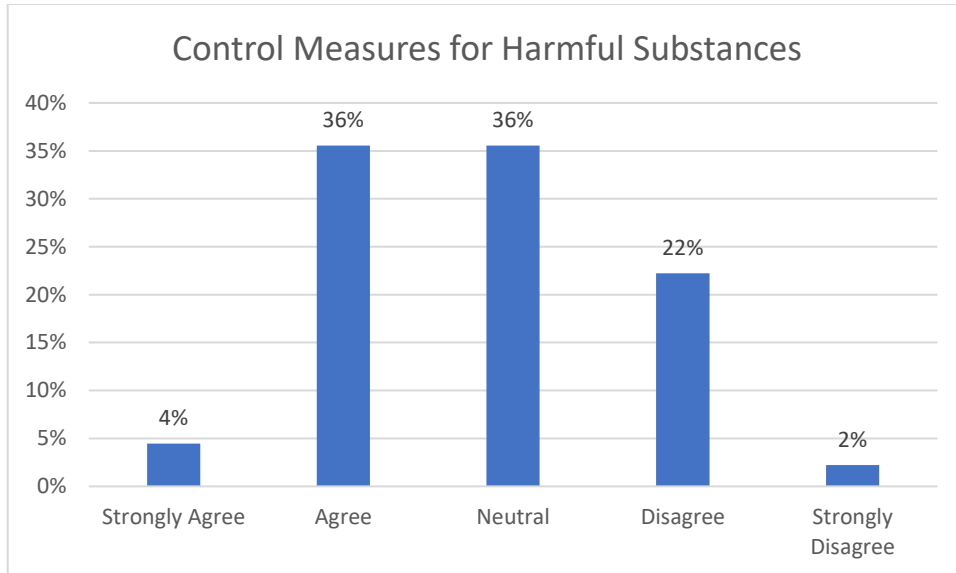


FIGURE 4. Control Measures for Harmful Substances

Figure 4 illustrates that 40% of respondents (4% strongly agree, 36% agree) believe sufficient steps are being taken to control negative substance exposure in the workplace. 36% are neutral, indicating uncertainty. In particular, 24% (22% disagree, 2% strongly disagree) believe the policies are inadequate, so raising possible issues regarding workplace safety.

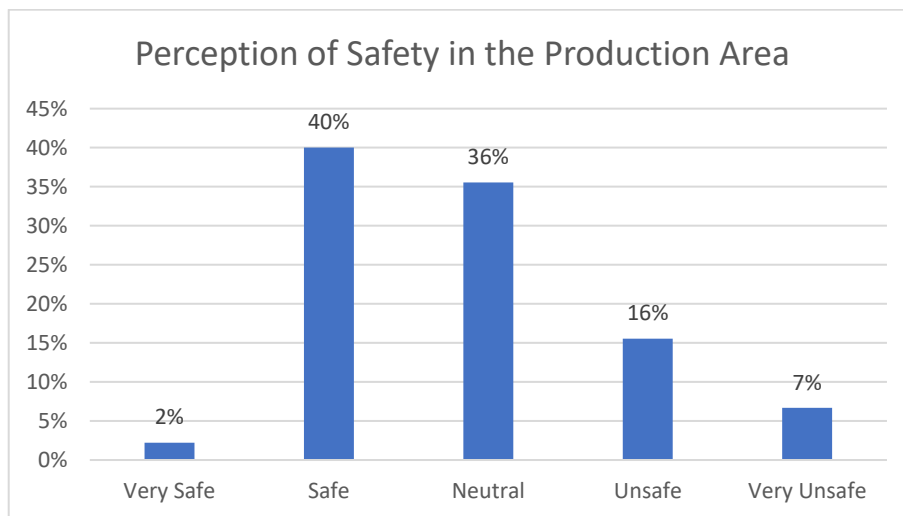


FIGURE 5. Perception of Safety in the Production Area

Figure 5 shows that 2% of the workers feel very safe and 40% of the workers feel safe or safe, 36% feel neutral. Still, 16% of respondents feel unsafe and 7% feel very unsafe, suggesting possible safety issues. The strong, neutral and unsafe answers point to areas where workplace safety precautions might use some work.

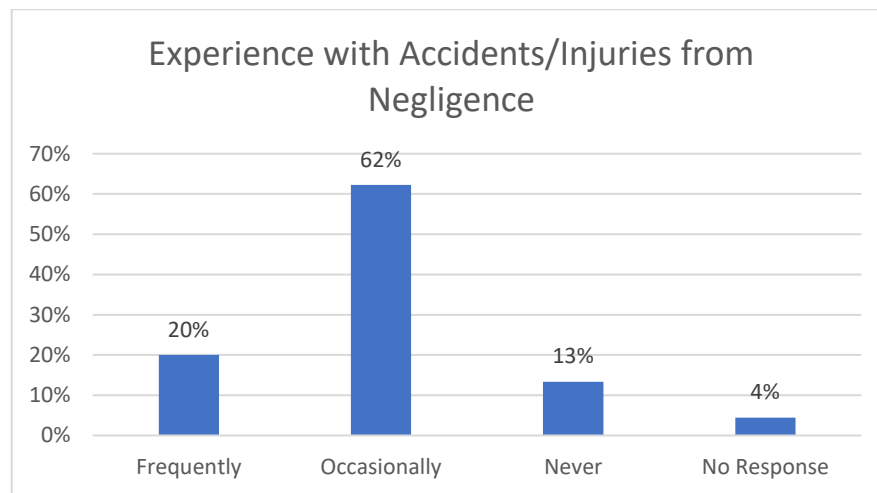


FIGURE 6. Experience with Accidents/Injuries from Negligence

Figure 6 reveals a significant concern regarding safety negligence in the workplace, with 62% of respondents occasionally seeing or experiencing accidents or injuries. While 13% say they have never run across such problems, 20% say they do often. The 4% of respondents who did not answer showed some hesitation in discussing the subject.

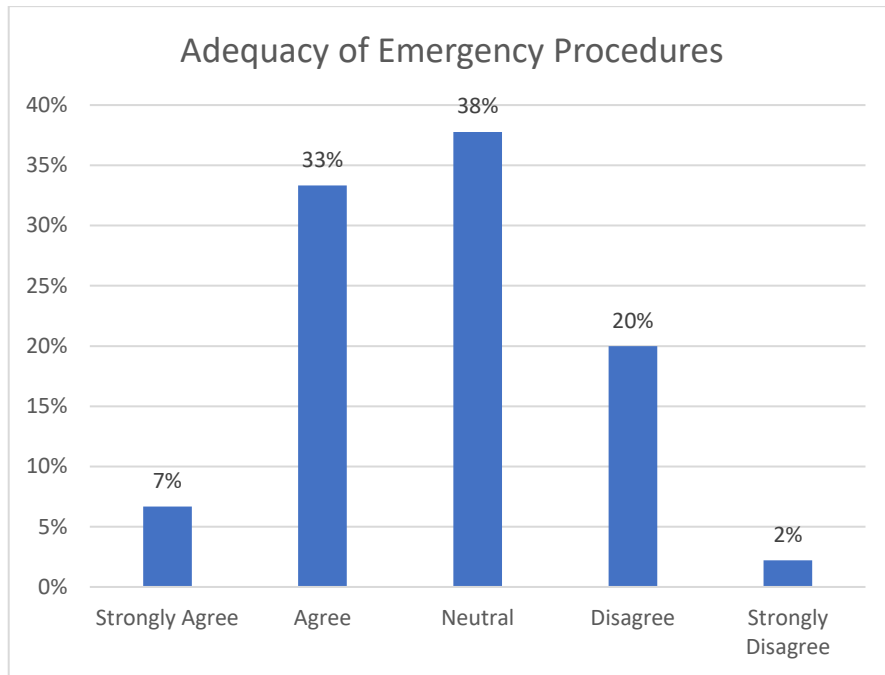


FIGURE 7. Adequacy of Emergency Procedures

Figure 7 shows a conflicting view of workplace emergency policies. Of the respondents, 7% strongly agree strongly and 33% agree that the workplace has sufficient emergency procedures in place, and a noteworthy 38% indicate neutrality instead. This points to an opportunity for improvement in safety communication and training inside the company since it raises possible questions regarding the efficiency of emergency actions.

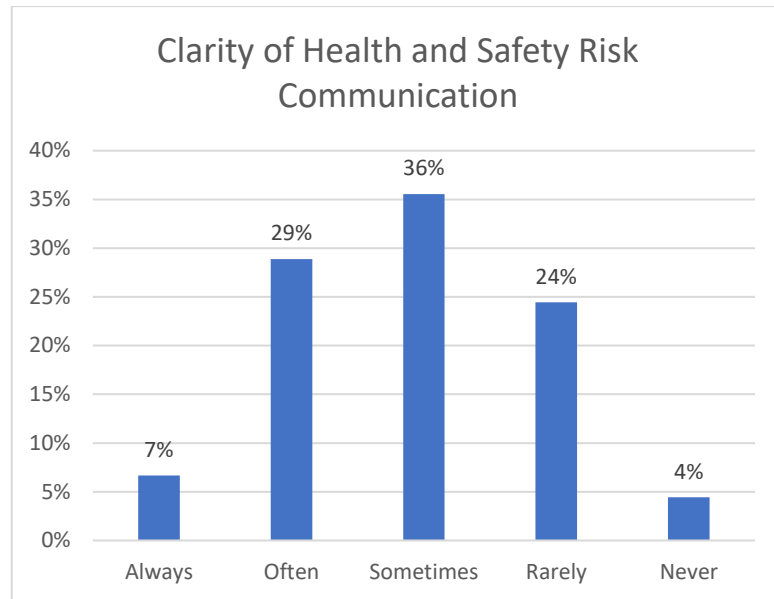


FIGURE 8. Clarity of Health and Safety Risk Communication

Figure 8 reveals only 7% of workers believe that health and safety risks are always clearly communicated. However, the majority here said the health and safety risks are sometimes communicated clearly. This implies that better communication plans are needed since most workers might not know important facts about hazards to health and safety.

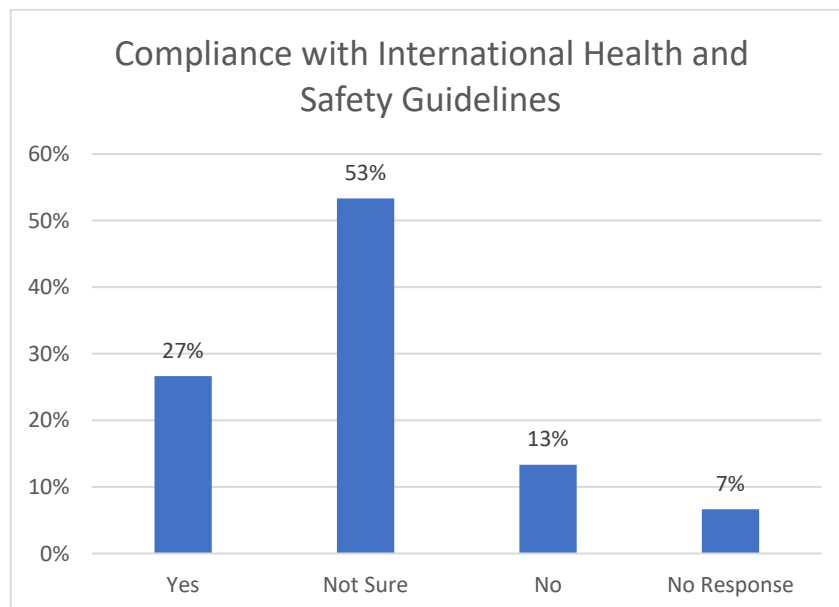


FIGURE 9. Compliance with International Health and Safety Guidelines

Figure 9 reflects notable uncertainty about adherence to international health and safety guidelines in the RMG industry. It can be observed that 53% of the people surveyed are not sure as to whether international health and safety standards are adhered to or not. However, 27% think that there is adherence to such principles. Only 13% of the opinion that there is no observance of such principles. 7% did not answer the question.

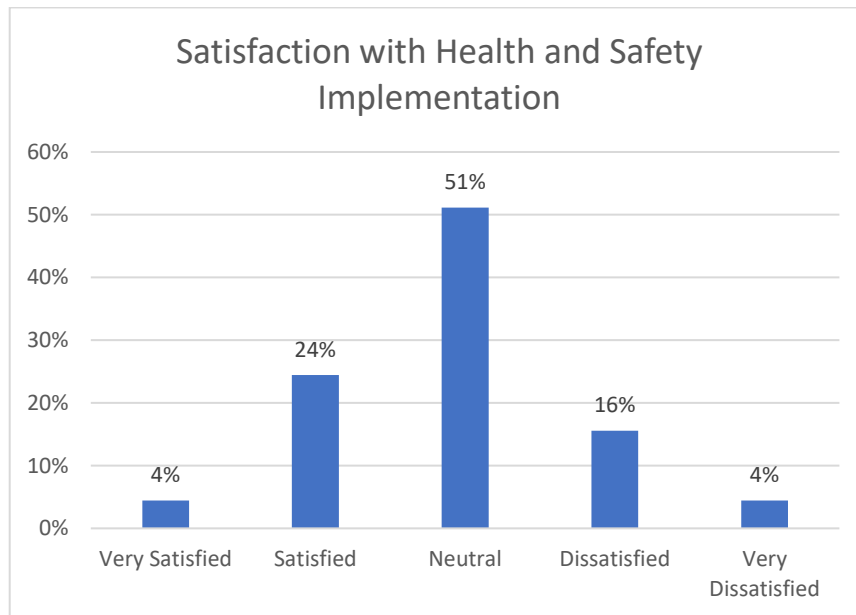


FIGURE 10. Satisfaction with Health and Safety Implementation

Figure 10 findings point to uncertainty since most of the respondents, 51%, are neutral about occupational health and safety policies. Although 4% are very satisfied, 16% are dissatisfied, and 4% are very dissatisfied. This draws attention to a great chance to increase employee satisfaction and involvement by means of better health and safety policies.

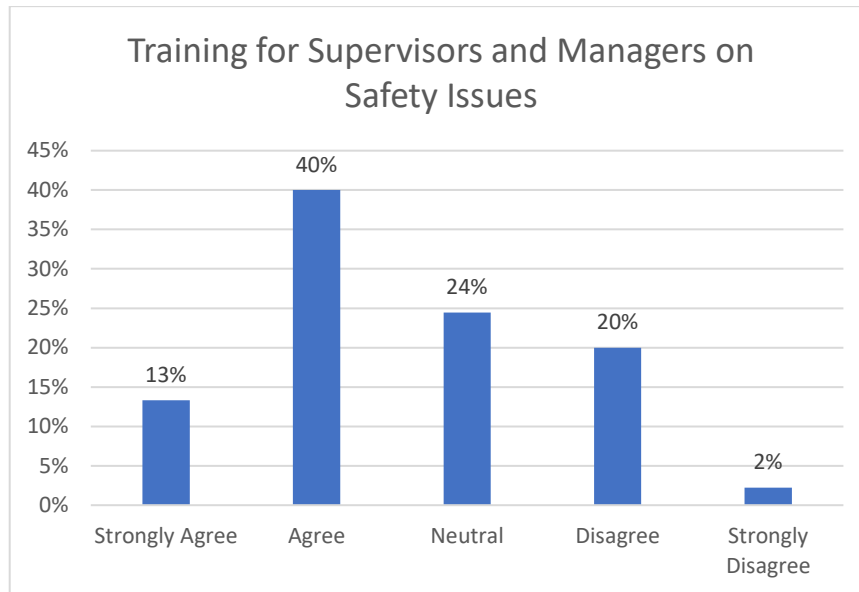


FIGURE 11. Training for Supervisors and Managers on Safety Issues

Figure 11 shows that 13% of respondents strongly agree that managers and supervisors are adequately trained in workplace health and safety. However, a noteworthy 24% expressed neutral opinion.

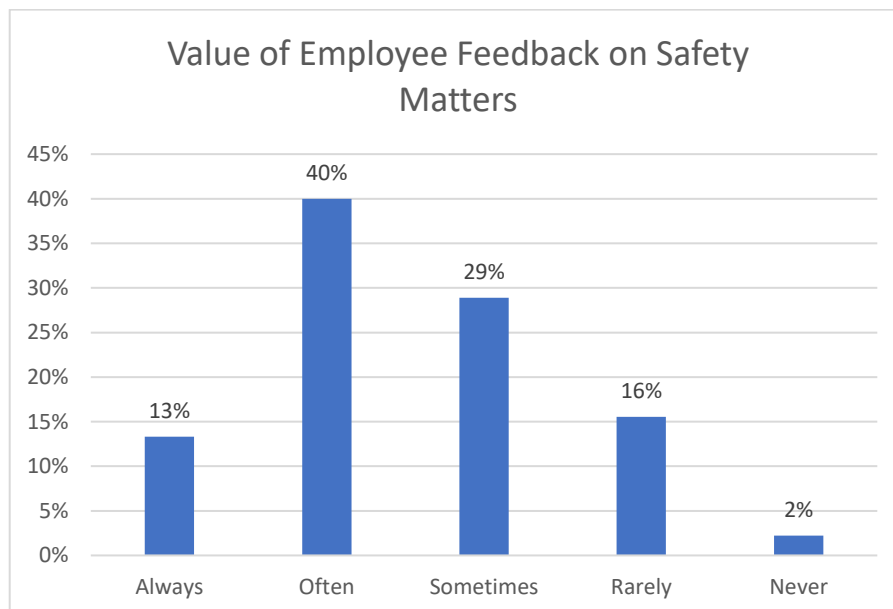


FIGURE 12. Value of Employee Feedback on Safety Matters

Figure 12 indicates that a notable share of the staff (40%) believes that their feedback is "often" appreciated, in contrast to a lesser share (13%) who thinks their feedback is "always" appreciated. It seems

that there is an overall belief that, while feedback is taken into account, it may not be implemented all the time.

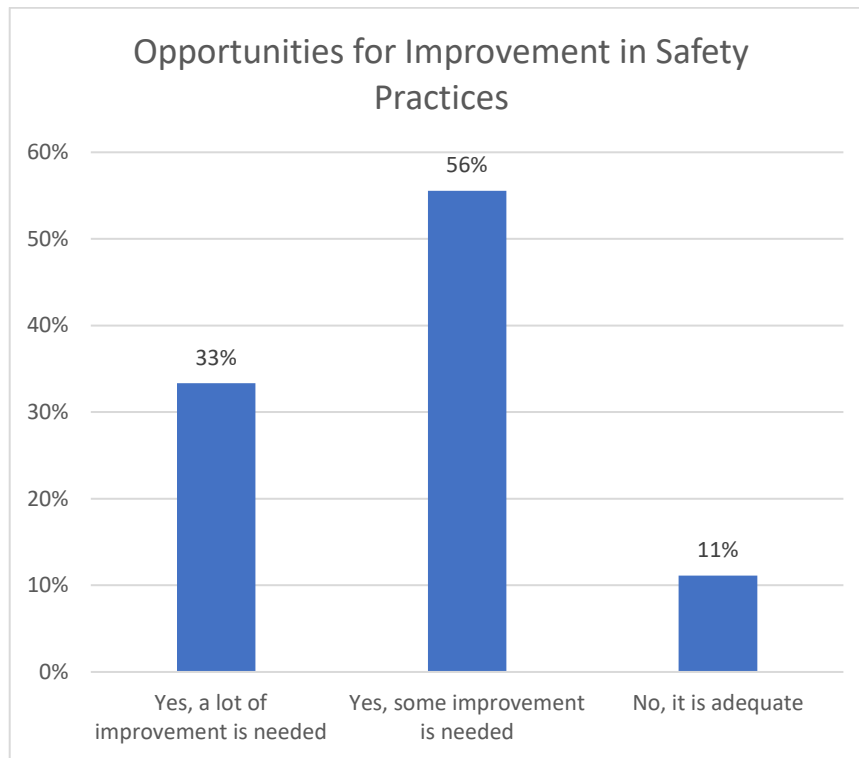


FIGURE 13. Opportunities for Improvement in Safety Practices

Figure 13 represents a clear view of insufficient health and safety procedures in the workplace, with 56% of respondents thinking that some improvements are required. Specifically, only 11% of respondents are not happy with current practices; 33% see a lot of improvement is needed for change.

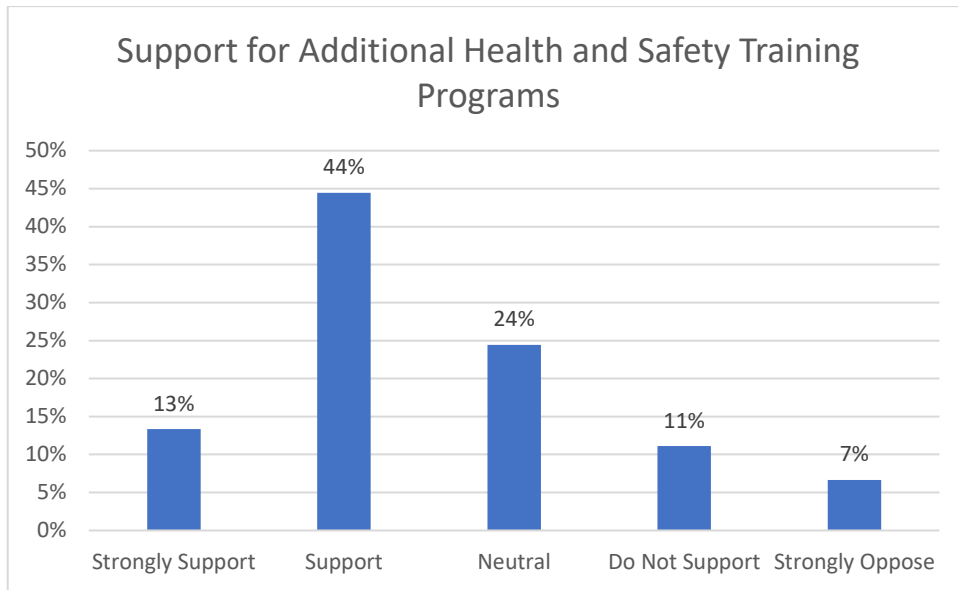


FIGURE 14 Support for Additional Health and Safety Training Programs

Figure 14 shows 13% of employees either strongly supporting and 44% support additional health and safety training program. However, 11% don't support and 7% strongly oppose the health and safety training programs while 24% remain neutral.

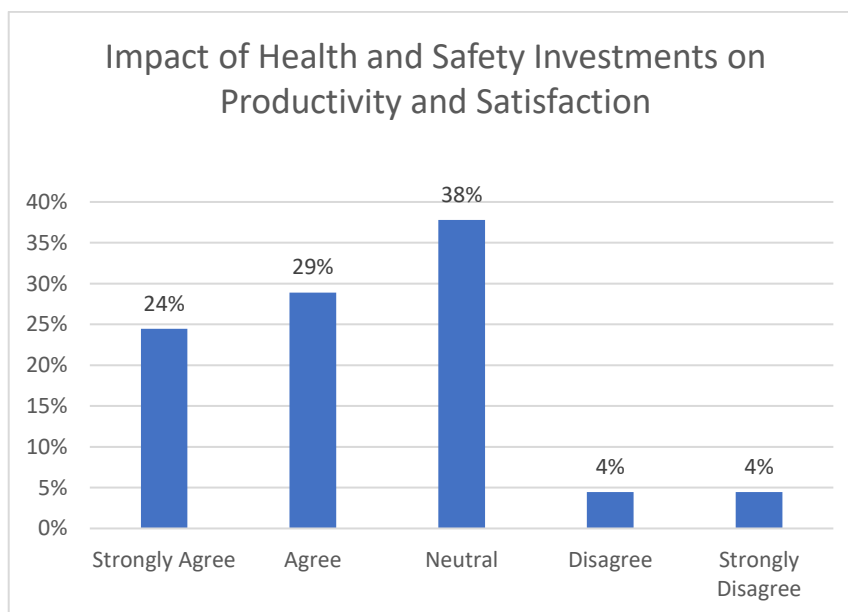


FIGURE 15. Impact of Health and Safety Investments on Productivity and Satisfaction

Figure 15 illustrates that 24% of people strongly agree and 29% agree that good health and safety policies increase employee satisfaction and productivity. The majority attitude emphasises the need to give workplace health initiatives a top priority for general organisational success.

7 ANALYSIS OF RESEARCH RESULTS

The results of the survey present a mixed picture of the state of health and safety policies in Company X. Though most employees enjoy the present health and safety policies, there are still important issues that need attention. In a direct approach, the participants showed a positive attitude towards the health and safety protocols; however, when they were asked questions that were deeper and more specific, a whole different scenario came to light.

Safety perception is important in every workplace. According to the survey, the majority of participants believe that current safety protocols are efficient. This figure is positive since it indicates that employees respect and grasp safety procedures, which is encouraging. This begs questions about the 7% and 2% of the population still think that the safety protocols are not sufficient enough. These employees can have pressing problems. Although a small minority of workers feel unsafe or unsure, this could point to more general organisational problems. This could also imply that a direct question would not reveal the actual scenario in the organisation. Therefore, a more nuanced question was asked to learn more about workplace safety, which revealed some insightful information as well as some pressing matters.

Most workers, according to the survey, get monthly, quarterly, or annual health and safety training. The fact that most staff members get regular instruction demonstrates the company's dedication to development. A tiny fraction of the workforce, however, claimed never to have had any training, implying a communication and access gap to important safety knowledge. An essential requirement, as well as a fundamental component of a culture that upholds employee welfare, is training. Certain employees might not be able to manage workplace hazards without these training initiatives. This is so because they lack the competencies required for their employment. This situation raises the chances of mishaps and injuries.

However, when the employees were asked about their access to PPE, the real scenario was beginning to surface. According to the survey, just 9% of employees consistently wear PPE. Moreover, 22% of employees also claimed that they did not have easy access to this essential safety gear. This figure reveals the inadequate safety measures followed by the company. Lack of personal protective equipment (PPE) might raise health hazards and injuries. Employers owe both moral and legal requirements to

their employees to provide them with safe tools for employment. This is a job responsibility. It is recommended that the company moves fast to provide every employee with the appropriate personal protective equipment (PPE) and training.

While 22% of respondents disagree and 2% strongly disagree on the fact that sufficient steps are being taken to control detrimental substance exposure. Chemical substances can be dangerous, and health and safety measures need to make workers aware of the steps being taken to lower those risks. This covers well-defined policies and effective, open execution. Lack of communication regarding the health commitment of an employer can lower morale and raise turnover. This can give companies issues. One feels security knowing that their company values their health.

Among the production workers, 2% feel very safe and 40% feel safe. The concern of this group implies that some manufacturing techniques could require quick attention. These areas or behaviors could require quick focus. Establishing a safety culture means attending to every employee's worries, including those of those who feel exposed. This relates particularly to underprivileged workers. Next, management is recommended to look at the reasons behind these emotions.

The results of accidents and injuries linked to carelessness show the need for reform. The consequences are obvious since 62% of the respondents have either occasionally experienced accidents or injuries, while 20% have frequently experienced accidents. In a situation when such events are rather frequent, safety procedures and training have obviously been insufficient. It is recommended that this problem be taken care of right away since repeated mishaps can damage employees as well as the company's reputation and operations.

The results of the survey, which focused on emergency service procedures, expose several points of view. Regarding the survey question that asked about the adequacy of the emergency procedures (33%), it indicated that the procedures in place are adequate, whereas 20% disagreed. Very few people, 7%, went up to the level of agreement, and only 2% were in the category of disagreement. This implies that while a fraction of respondents was pleased with the emergency procedures, a bigger group was indifferent or even negative.

Another crucial revelation of the survey was the communication of health and safety hazards. The company has to increase openness and involvement since 36% of employees believe health and safety hazards are sometimes clearly communicated. However, 29% said often and 7% said always when

they were asked about the clarity of health and safety risk communication. Workers are recommended to be informed of possible hazards and the steps being taken to remove them only through effective communication. Regular meetings, updates on safety policies, and easily available tools for hazard reporting and question-asking can all fit under this. Open communication helps workers to develop confidence and motivates them to own safety responsibilities.

One of the issues is the ambiguity around international health and safety rules. The fact that 53% of respondents are not sure as to whether international health and safety standards are adhered to or not which points to unclear safety policies of the company. Both morality and law demand following rules. Company X is recommended to make sure that its practices satisfy global standards and that its staff members understand them and how the business follows them to grow. Improving openness in this field could raise staff satisfaction and confidence.

The survey revealed that 51% of employees have no view on the contentment of their health and safety policy. The neutrality would suggest either ignorance or lack of involvement. Furthermore, it is noteworthy that twenty percent of the survey participants expressed discontent. It suggests that problems have to be resolved. Finding out what staff believes to be lacking from present policies will help produce more customized and efficient solutions.

Initiatives on health and safety depend critically on training for managers and supervisors. A considerable number of respondents, 40%, responded that the training was adequate, whereas 24% were indifferent. A significant portion (20%) did not agree with the training. A small share of the groups, 13%, was strongly in favour; on the other hand, only 2% were against. Such completion shows that even though some of the respondents were happy with the training, most of them were indifferent or even worse. This difference points to a gap in supervising knowledge and ability. Managers have to be ready to apply procedures for health and safety. Comprehensive management training strengthens safety procedures and supports their relevance all around the company.

Although many employees express indifference on the matter, a significant number feel that there is a need for improvement. This indicates that there is little regard for employee input with respect to health and safety issues. In order to ameliorate the circumstances, the institution should carry out an in-depth evaluation of the current systems, improve interaction, train people on a regular basis, seek employees' opinions, and implement nearly all the suggestions made by the employees. In so doing, the

organisation will be able to provide a safer workplace and show that it cares about the health of its workers.

According to the survey, 33% of the participants believe that a lot of improvement is needed for safety procedures. The overwhelming agreement is that Company X needs to change; thus, it can review its present procedures and apply changes that appeal to its employees. By means of their participation in the improvement process, employees can take responsibility for safety procedures and promote an always improving culture.

Another positive result is that 57% of staff members strongly support more training in health and safety. Such a good attitude indicates that the employees realize the need for continuous training and development for the safety of the workplace. By giving these training programs top priority, the business can raise employee retention, satisfaction, and safety.

Lastly, the survey reveals that most respondents think investments in health and safety increase output and satisfaction. Therefore, giving employee wellbeing a top priority is not only a compliance issue but also a strategic need since 53% of respondents believe that better policies of health and safety enhance organisational results. Businesses that make investments in employee health and safety foster a friendly workplace and increase their global competitiveness.

Ultimately, the survey revealed some good health and safety policies in Company X, as well as some areas that need development. Employee concerns will need a multifarious approach stressing enhanced training, communication, access to personal protective equipment (PPE), and safety protocol evaluation. By giving staff feedback top priority and enhancing workplace safety, Company X can lead the RMG sector and safeguard its employees. This will demonstrate the company's dedication to business longevity and staff welfare. It will help create a stronger and safer sector that can withstand upcoming economic difficulties and promote a culture of safety that benefits all.

8 CONCLUSION

The aim of this thesis was to study the most effective health and safety policies that can be implemented for the workforce in the Ready-made Garments (RMG) of Bangladesh, taking Company X as a case study. The study was designed to evaluate what the firm is currently practicing and to consider the possible changes after assessing the safety training, personal protective equipment (PPE) usage, and emergency management strategies. In addressing these critical aspects, the study consequently sought to provide concrete suggestions to improve the workplace safety culture in Company X for the advantage of the organization and its workers.

The study's methodology was to survey the existing health and safety procedures in Company X. The results of the survey showed that most employees know the basic health and safety procedures; however, there are significant knowledge deficiencies, especially regarding the use of PPE and emergency response protocols. According to the survey, workers respect and know about health and safety procedures. This implies that many staff members know these systems. Conversely, this awareness begs questions regarding industrial manufacturing workplace safety (RMG). Based on the data given, a lot of employees voiced uncertainty about safety, PPE, and emergency readiness. Though much more has to be done to enhance safety culture, positive views form a basis.

Initially, a number of research questions arose, such as how Company X can enhance the health and safety training of its employees, whether the company supplies enough PPE, and to what extent the safety communications are effective. The study was able to establish weaknesses in training and PPE supply, but it did not cover all dimensions of safety communication due to its narrow scope. Not the least, most of the targets assigned by the commissioner, were accomplished. These results give Company X precise proposals on how to advance safety measures at the company and meet more international requirements on such sensitive issues, which was one of the major objectives of the study.

It is hard to find consistent and enough training for all employees, especially managers. Hence, there is a great room for development. Leaders especially should pay this close attention. Good training lets staff members not only comply but also control their health and safety. By means of extensive training, Company X can raise the knowledge of its employees and foster a safety-oriented culture. This investment would lower hazards and boost culture. This expenditure would promote safety and responsibility

in the workplace. One of the main problems needing quick response is the lack of PPE. Ensuring that every employee has the correct protective gear is moral as well as legal. Company X can greatly lower workplace injuries and health problems resulting from this basic need, thus improving employee morale and productivity. Employee comments point to open and honest communication about health hazards and safety procedures being lacking in production sectors. Therefore, a lack of clarity in this field might raise employee anxiety, which might influence their performance and job satisfaction. Employee comments and open lines of contact can enable employees to take more part in safety projects. This not only promotes cooperation but also helps management and staff to develop trust. Furthermore, the need to adhere to international health and safety recommendations is underlined in the study. As it grows internationally, the RMG sector must progressively adhere to these criteria to keep its reputation and competitiveness. Given the globalizing nature of the RMG sector, the dedication of Company X to international safety standards could help strengthen its brand image and draw environmentally friendly and socially concerned consumers. This is so because these clients give environmental concerns a top priority.

Global changes mean Bangladesh's RMG sector has to adjust to new worker rights and safety standards. Companies that make investments in employee health and safety satisfy their moral responsibilities and set themselves for long-term viability. This is so because they can meet their responsibilities without sacrificing them. For the business, a good safety culture can yield several long-term advantages. Among these are the advantages of employee retention, productivity, reputation, and economic resilience.

In hindsight, there are certain aspects of the research that can be appreciated of the study, and there are other aspects that could have been worked on. For example, conducting the research on a larger sample of participants would have painted a clearer picture of the safety culture at Company X within and not only the department in focus. More information on the subject of international standards on safety practices and their applicability to the Bangladesh RMG sector would have been very helpful in justifying the suggestions. There is also a need to find out all the cases of successfully implemented safety measures in other industrial sectors and their relevance to this particular study in order to make my written production more effective.

REFERENCES

- Akhter, S., Rutherford, S. and Chu, C. 2019. Exploring the System Capacity to Meet Occupational Health and Safety needs: the Case of the ready-made Garment Industry in Bangladesh. *BMC Health Services Research*, 191. <https://doi.org/10.1186/s12913-019-4291-y> Accessed 21 September 2024.
- AGT. 2018. *Improving and Ensuring Worker Safety in the Bangladeshi RMG Sector | Ethical Trading Initiative*. [online] Ethicaltrade.org. Available at: <https://www.ethicaltrade.org/insights/resources/improving-and-ensuring-worker-safety-bangladeshi-rmg-sector> Accessed 1 September 2024.
- Ansary, M.A. and Barua, U. 2015. Workplace Safety Compliance of RMG Industry in Bangladesh: Structural Assessment of RMG Factory Buildings. *International Journal of Disaster Risk Reduction*, 144, pp.424–437. Available at: https://www.researchgate.net/publication/282424322_Workplace_safety_compliance_of_RMG_industry_in_Bangladesh_Structural_assessment_of_RMG_factory_Buildings Accessed 9 October 2024.
- Bauer, T. 2018. *Immigrant labor and workplace safety*. 10th ed. London: London Centre For Economic Policy Research.
- Bivens, J. 2017. *How Today's Unions Help Working people: Giving Workers the Power to Improve Their Jobs and Unrig the Economy*. Economic Policy Institute. Available at: <https://www.epi.org/publication/how-todays-unions-help-working-people-giving-workers-the-power-to-improve-their-jobs-and-unrig-the-economy/> Accessed 9 October 2024
- Bryman, A. and Bell, E. 2015. *Business Research Methods*. 4th ed. Oxford: Oxford University Press.
- Chelius, J.R. 2021. *Workplace safety and health : the role of workers' compensation*. 15th ed. Washington: American Enterprise Institute for Public Policy Research.
- Creswell, J.W. and Creswell, J.D. 2018. *Research design: Qualitative, quantitative & mixed methods approaches*. 5th ed. Los Angeles: Sage.
- Depoy, E. and Gitlin, L.N. 2011. *Introduction to research : understanding and applying multiple strategies*. 1st ed. St. Louis, Mo.: Elsevier/Mosby.
- Guevara, P. 2024. *HSE Management System: an In-Depth Guide*. SafetyCulture. Available at: <https://safetyculture.com/topics/hse-management-system/> Accessed 9 October 2024.
- H&M Group 2022. *Sustainability Commitment*. H&M Group. Available at: <https://hmgroupp.com/sustainability/standards-and-policies/sustainability-commitment/> Accessed 14 October 2024.
- Jalil, A., Islam, M.T. and Tareq, M. 2016. *Study on migration pattern of workforce in RMG sector for positioning RMG related skill training centers*. Dhaka: National Skills Development Council, Government of The Peoples Republic of Bangladesh.
- Kabir, H. 2019. *Health vulnerabilities of ready-made garment (RMG) workers: a systematic review*. BMC Public Health. Available at: https://www.academia.edu/105274279/Health_vulnerabilities_of_readymade_garment_RMG_workers_a_systematic_review Accessed 1 September 2024.

- Karanikas, N. and Hasan, S.M.T. 2022. Occupational Health & Safety and Other Worker Wellbeing areas: Results from Labour Inspections in the Bangladesh Textile Industry. *Safety Science* 14612. Available at: https://www.researchgate.net/publication/355215966_Occupational_Health_Safety_and_other_worker_wellbeing_areas_Results_from_labour_inspections_in_the_Bangladesh_textile_industry Accessed 20 October 2024.
- Mamun, M.A.A. and Hoque, M.M. 2022. The Impact of Paid Employment on Women's Empowerment: A Case Study of Female Garment Workers in Bangladesh. *World Development Sustainability*, 1(4). <https://doi.org/10.1016/j.wds.2022.100026> Accessed 1 September 2024.
- Nasrullah, N.M. and Rahim, M.M. 2013. CSR Practices in the RMG sector of Bangladesh. *CSR, Sustainability, Ethics & Governance*, 5(2).177–178. Available at: <https://www.scribd.com/document/482693215/nasrullah2013-pdf> Accessed 1 September 2024.
- PWC. 2023. *What's next for the ready-made garments (RMG) sector in Bangladesh?* Available at: https://www.pwc.com/bd/en/assets/pdfs/research-insights/2023/27504_WhatNextForRMGSector_WCAG-Final.pdf Accessed 1 September 2024.
- Rahim, M.M. 2016. Improving Social Responsibility in RMG Industries through a New Governance Approach in Laws. *Journal of Business Ethics*, 143(4).205–206. <https://doi.org/10.1007/s10551-016-3131-9> Accessed 1, September 2024.
- RMG Bangladesh. 2015. *Ensuring occupational health and safety in RMG factories - RMG Bangladesh*. [online] RMG Bangladesh. Available at: <https://rmgbd.net/2015/08/ensuring-occupational-health-and-safety-in-rmg-factories> Accessed 1, September 2024.
- RMG Bangladesh. 2018a. *Govt awards 10 RMG factories for workplace safety - RMG Bangladesh*. [online] RMG Bangladesh. Available at: <https://rmgbd.net/2018/04/govt-awards-10-rmg-factories-for-workplace-safety> Accessed 1 September 2024.
- RMG Bangladesh. 2018b. *ILO: Improve workplace safety for the next generation - RMG Bangladesh*. [online] RMG Bangladesh. Available at: <https://rmgbd.net/2018/04/ilo-improve-workplace-safety-for-the-next-generation> Accessed 1 September 2024.
- RMG Sustainability Council. 2023. *Safe Evacuation & Safety Hazards in Ready-Made Garment Factories*. Available at: <https://www.rsc-bd.org/storage/app/media/SAFE%20EVACUATION%20AND%20SAFETY%20HAZARDS%20IN%20READY-MADE%20GARMENT%20FACTORIES%20EN.pdf> Accessed 1 September 2024.
- Saber, S.A. 2016. *Bangladesh RMG roadmap : targeting US\$50 billion export by 2021*. Dhaka, Bangladesh: Bangladesh Garment Manufacturers and Exporters Association.
- Selim, S. 2011. *Ecological modernisation and environmental compliance : the garments industry in Bangladesh*. New Delhi; Abingdon: Routledge.
- Terrey, R. 2024. *Understanding Occupational Health and Safety OHS: a Comprehensive Guide*. The-entourage.com. Available at: <https://www.the-entourage.com/blog/understanding-occupational-health-and-safety-ohs-a-comprehensive-guide> Accessed 9 October 2024.

WHO. 2024. *Protecting workers' Health*. Who.int. Available at: <https://www.who.int/news-room/fact-sheets/detail/protecting-workers> Accessed 10 September 2024.

Survey Questions

Health and Safety Conditions

1. How would you rate the current health and safety measures implemented in your workplace?
 - a) Excellent
 - b) Good
 - c) Average
 - d) Poor
 - e) Very Poor

2. How often do you receive health and safety training or instructions at your workplace?
 - a) Monthly
 - b) Quarterly
 - c) Annually
 - d) Never

3. Do you have access to personal protective equipment (PPE) when required for your tasks?
 - a) Always
 - b) Often
 - c) Sometimes
 - d) Rarely
 - e) Never

4. Are there adequate measures in place to control exposure to harmful substances (e.g., cotton dust, chemicals) at your workplace?
 - a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree

Section 2: Perception of Safety Risks

5. How safe do you feel while working in the production area?
 - a) Very Safe
 - b) Safe
 - c) Neutral
 - d) Unsafe
 - e) Very Unsafe

6. Have you ever experienced or witnessed any accidents/injuries due to safety negligence in your workplace?
 - a) Frequently
 - b) Occasionally
 - c) Never

7. Do you feel that your workplace has sufficient emergency procedures in place?
 - a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree

8. Are health and safety risks communicated clearly to all employees?
 - a) Always
 - b) Often
 - c) Sometimes
 - d) Rarely
 - e) Never

Section 3: Implementation of Best Practices

9. Do you think your company follows international guidelines for health and safety in the RMG sector?
 - a) Yes
 - c) Not sure
 - d) No

10. How satisfied are you with the implementation of health and safety measures in your workplace?
 - a) Very Satisfied
 - b) Satisfied
 - c) Neutral
 - d) Dissatisfied
 - e) Very Dissatisfied

11. Are supervisors and managers trained to handle workplace health and safety issues effectively?
 - a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree

12. Do you feel that employee feedback on health and safety matters is valued and acted upon?
 - a) Always
 - b) Often
 - c) Sometimes
 - d) Rarely
 - e) Never

Section 4: Future Improvements

13. Do you believe there is room for improvement in the health and safety practices at your workplace?
- a) Yes, a lot of improvement is needed
 - b) Yes, some improvement is needed
 - c) No, it is adequate
14. Would you support the implementation of more health and safety training programs if offered by your employer?
- a) Strongly Support
 - b) Support
 - c) Neutral
 - d) Do Not Support
 - e) Strongly Oppose
15. Do you feel that investing in better health and safety practices would positively impact productivity and employee satisfaction in your company?
- a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree