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LIST OF APPENDICES

Appendix 1 – Case study interview guideline

Appendix 2 – Sample case study interview transcript

Appendix 3 – Ethical climate questionnaire

Appendix 4 – Subject matter expert interview guideline

Appendix 5 – Research publications

Appendix 1: Case study semi structured interview guideline

OVERVIEW OF THE STUDY

An organization's ethical climate offers unique insight into the ethical basis of employees' safety-related behaviour. By understanding its ethical climate, a company can discover better ways to design safety and health programs to reduce employee resistance, achieve better safety compliance and encourage greater levels of participation in safety-enhancing initiatives. This research focuses on developing a framework by aligning health and safety initiatives with ethical climates for occupational health and safety management in apparel industry. Hence, this interview is focused on identifying the occupational health and safety issues, causes and the available safety measures in the apparel industry. The framework will guide the industry practitioners to optimise productivity of the employees, while overcoming OHS issues in the apparel-manufacturing sector in order to establish OHS ensured apparel industry.

CONFIDENTIALITY STATEMENT

The information from this interview will be used only for the purpose of fulfilling the Master of Philosophy research. All the responses of the occupants will be kept confidential. Further, to maintain the confidentiality, the actual names of the organisations and the respondents will not reveal, and such responses will only be shared within department of Building Economics.

DATA COLLECTION PROCEDURE

Data collection will be done through interviews with related persons and a questionnaire survey. Interview will be tape recorded (with the consent of the interviewee) to avoid missing data and miss-interpreting any information provided by the interviewee.

Researcher:

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| |
|----------------------------|
| GENERAL INFORMATION |
|----------------------------|

Organisation name:

Organisation address:

Respondent's profile

| | |
|---------------------|--|
| Name (Optional) | |
| Age | |
| Sex | |
| Designation | |
| Experience in Years | |

Details of the organization

| | |
|---|--|
| Number of Employees in production | |
| Number of employees in other works (other than in production) | |
| Number of years in business | |
| Manufacturing products | |
| Main Customers | |

| |
|--|
| PART A: INTERVIEW ON OCCUPATIONAL HEALTH AND SAFETY |
|--|

Section 1: General safety information

1. Please explain the health and safety organization of your company?
2. Do you think it is essential to consider occupational health and safety for a successful business?
If yes, Why?
3. What is the annual budget allocation for occupational health and safety in your company?
4. Can you explain the accident reporting and recording system of the organisation?
5. Have you experienced any absenteeism or employee turnover due to an occupational health and safety issue? If yes, please explain.

Section 2: Safety issues

1. What are the physical accidents and injuries that happened in your organization?

| Type of accident | Cause/s | Actions Taken |
|-------------------------------|---------|---------------|
| Fatality accident | | |
| Permanent disabilities | | |
| Loss time injuries | | |
| First aid treatment | | |

Section 3: Health issues

2. What are the health diseases that can be identified in your organization?

| Type of disease | Yes/ No | Cause/ s | Actions Taken |
|-------------------------|---------|----------|---------------|
| Eye problems | | | |
| Breath Problems | | | |
| Cough | | | |
| Wheeze | | | |
| Allergic | | | |
| Headache | | | |
| Faint | | | |
| Skin problem | | | |
| Chest pain | | | |
| Swelling in legs | | | |
| Back pain | | | |
| Hearing problems | | | |
| Fatigue | | | |
| Liver and lung diseases | | | |
| Any other | | | |

Section 04: Health and Safety Measures

1. Please indicate to what extent following types of health and safety measures have used in your organisation?

| Safety Initiative | Indication | | | | |
|-------------------------------------|-------------|--------------|-----------------|-------------------|------------|
| | Always used | Usually used | Reasonably used | Occasionally used | Never Used |
| One off prizes | | | | | |
| Monthly gift vouchers | | | | | |
| Moral incentive scheme | | | | | |
| Safety Raffle | | | | | |
| Knockoff early on Friday | | | | | |
| Rewards | | | | | |
| Banner stands | | | | | |
| Safety Communication Systems | | | | | |
| Bracelet with a safety message | | | | | |
| Health and safety management system | | | | | |
| | | | | | |
| Any other | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

2. Please explain about the implemented initiatives.

-
3. Have your organisation received any OSH awards?
If yes, what are they?
 4. Does your organisation follow the national and international OSH regulations and standards relating to manufacturing industries?
Local standards and regulations?
International standards and regulations?
Manufacturing related regulations and standards?

If no, why you do not follow any?
 5. Do you have policies and procedures related to the OSH? If yes, could you elaborate about the contents included in them?
 6. How you implement and update safety policies and procedures?
 7. How do you confirm that employees follow the OSH practices that have been introduced for them?
 8. If they follow the OSH procedures, how to measure their performance?
 9. What are the main complains from employees about OSH in the organisation?
 10. How did you respond to those complains?
 11. What are the actions that have been taken for the continual improvement of OSH of employees in the organisation?
 12. Do you believe that current strategies have enhanced the OHS performance of the organisation?
 13. Does your organization conduct safety training programmes for the employees in the company?
 14. Who is/are the responsible person/s?
 15. How often the company conduct training programmes?
 16. What are the including in a training programme?
 17. How often discussions related OSH are conducted in the organization?
 18. What are the existing challenges for OSH in the organisation?
 19. What are the future expectations can be used to improve OSH in the organisation?
 20. What are the limitations and barriers to improve OSH in the organisation?

I would like to thank you for the information given and time you have dedicated to this research. If you are interested to know the outcome of this research, it would be my pleasure to share it with you.

THANK YOU FOR YOUR PRECIOUS CONTRIBUTION

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Appendix 2: CSB semi structured interview transcript

GENERAL INFORMATION

Organisation name: [REDACTED]

Organisation address: [REDACTED]

Respondent's profile

| | |
|---------------------|--------------------------------------|
| Name (Optional) | [REDACTED] |
| Age | 29 |
| Sex | Male |
| Designation | Assistant Manager – Group Compliance |
| Experience in Years | 5 Years |

Details of the organization

| | |
|--|--|
| Number of Employees in production | 870 |
| Number of employees in other works (other than in production) | 150 |
| Number of years in business | 2 |
| Manufacturing products | wearing apparels - Kids' wear/ Active wear/ Women's wear |
| Main Customers | Levis, M&S, Tommy, PVH, Van Heusen |

INTERVIEW ON OCCUPATIONAL HEALTH AND SAFETY

Section 1: General safety information

1. Please explain the health and safety organization structure of your company?

Under Head of Compliance there is a central compliance team and plant compliance officers, Head of compliance directly reports to Group MD. I am belonging to the central compliance team. However, I also have the responsibility for several plants. And under my authority I have one compliance officer in each plant.

2. Do you think it is essential to consider occupational health and safety for a successful business? *Yes of course.*
3. Why you think it is important?

Healthy workforce is a key factor to increase productivity and efficiency. Safety will increase the morale of the workers to work towards the development of the company . That will increase the company profit directly. And also accidents can be considered as a cost to the company. we have to pay for medical, and some times we have to pay compensation. So, I think if a company can reduce the accidents that wil be a huge benefit to them.

4. What is the annual budget allocation for occupational health and safety in your company?

That is about 0.9million per year. That is basically for the improvements relating to health and safety. For the compensation and other things, we are not paying from this budget. from this budget we do all the safety improvements within the plants. That 0.9 million is for a single plant.

-
5. Can you explain the accident reporting and recording system of the organisation?

We follow the procedure in Factories Ordinance for reporting accidents. General register is maintained as a legal requirement. In addition there are accident and illness registers maintained at medical center of each plant. Every accident and disease, even a headache is recorded in that book which is at the medical centre. There is an internal investigation procedure for accidents.

6. Have you experienced any absenteeism or employee turnover due to an occupational health and safety issue?

We have not experienced any employee turnover specifically because of OSH issues. But due to needle pricks and severe cuts, several times, employees were hospitalized. Some of the times they had stayed in the hospital for 2-3 days. Then they were unable to attend to work. And also, there were cases with temporary disablements due to needle pricks and trimmer cuts in hours.

Section 2: Safety issues

7. What are the physical accidents and injuries that happened in your organization?

Needle pricks and cut injuries are the most common cases in our factory. However, time to time other accidents like trips, falls, electrocutions are happening.

| Type of accident | | Causes | Actions for prevention/ reduction |
|---------------------------------|---|--|---|
| Fatality accident | <i>No</i> | | |
| Permanent disabilities | <i>No</i> | | |
| Loss time injuries | <i>Needle pricks</i> | <i>Not using PPE Workers were not skilled enough to that work Mentally disturbed</i> | <i>We changed the PPEs. Provided new PPEs. And also after changing the PPEs normally we conduct training and awareness sessions for the relevant parties.</i> |
| | <i>Trimmer cuts</i> | <i>Not using PPE Incorrect procedures Using nonstandard tools Lack of competency</i> | <i>Reviewed SOPs Conducted training/Awareness sessions for the relevant parties such as cutting machine operators and the supervisors</i> |
| | <i>Tripping/ falling</i> | <i>Poor housekeeping Improper arrangements No adequate space for storing Poor space planning</i> | <i>We had to strength the supervisor. We defined the roles and responsibilities of the supervisors. And in some situations we had to rearrange the factory floor.</i> |
| | <i>Minor electrocuti ons</i> | <i>Lack of competency Poor health condition Using unsafe tools Miss using devices</i> | <i>Electricians are advised to conduct regular checks on machines</i> |
| First aid treatment cases | <i>Needle Pricks Trimmer Cuts</i> | <i>Causes and actions taken are similar to the loss time injuries. We categorise them based on the consequences of the injury or accident.</i> | |

Section 3: Health issues

1. What are the health diseases that can be identified in your organization?

| Type of disease | Yes/ No | Cause/ s | Actions Taken |
|----------------------------|------------|---|--|
| Eye problems | No | | |
| Breath Problems | No | | |
| Cough | No | | |
| Wheeze | No | | |
| Allergic | No | | |
| Headache | Yes | High temperature Lack of ventilation Mental stress Long hour workings Family problems | Providing a water cooling system to ensure proper ventilation and reduced temperature Awareness Sessions |
| Faint | Yes | Illnesses High temperature Nutritional issues | Treated at the medical center initially and send to the nearest hospital if required Air conditioning the factory floor |
| Skin problem | No | | |
| Chest pain | No | | |
| Swelling in legs | No | | |
| Back pain | Yes | Wrong postures Low quality seating | Provide ergonomic awareness at induction level |
| Hearing problems | No | | |
| Fatigue | No | | |
| Liver and lung diseases | No | | |
| Any other | | | No |

As I said earlier every, reported disease is recorded at the book which is at the plant medical centre in each plant. So, when we going through those records we have identified that headache is the most common disease. However, these are only the reported diseases. That means, only the diseases which workers have got medicines from our medical centres are recorded there. So, I can tell the figures only based on those

records. Other than headaches back pains are reported more. And also fainting we have seen several times.

2. According to your experience, what is the main root cause for accidents and diseases in your company? Workers behaviours or workplace conditions?

It is unsafe acts. Because to eliminate the unsafe conditions we have took many actions. Basically, various engineering controls. Managing unsafe acts is the very difficult task. As you also know, this is a very special industry. You can see different kinds of people here. This garment culture is very different. the educational level of the floor workers is low compared to the other industries. Therefore, it is very difficult for them to understand the importance of safety against with the production. the workers are provided with the required personal protective equipment and the necessary awareness. But the problem is they do not wear them willingly. Their belief is that without PPE they can work more quickly, which enable them to get the production related incentives. The suitable machine protectors have also been provided, but the breakdowns are not been informed to the technical persons. So, after working without machine guards they may get accidents.

Section 04: Health and Safety Measures

1. Please indicate to what extent following types of health and safety measures have used in your organisation?

| Safety Initiative | Practiced/ Practising | Never Practised |
|-------------------------------------|--------------------------|--------------------|
| One off prizes | | x |
| Monthly gift vouchers | | x |
| Moral incentive scheme | x | |
| Safety Raffle | | x |
| Knockoff early on Friday | | x |
| Rewards | | x |
| Banner stands | x | |
| Safety Communication Systems | x | |
| Bracelet with a safety message | | x |
| Safety and health management system | | x |
| Awareness Training | x | |
| Consequences Management | x | |

3. Please explain the earlier mentioned initiatives.

Safety communication sense we normally conduct trainings for the workers time to time. But we do not follow tool box kinds of things. And time to time we display various banners in the factory premises. when a worker sees a banner or a poster with a message that will go to his/her head. As we have put them in our canteen and the corridors, there is a possibility for the employees to see it several times a day.

And in the sense of consequence management, for every accident reported we conduct some follow-up actions. Some times we may have to take disciplinary actions. But up to now we have not gave resign letters to anybody.

-
4. what do you mean by moral incentive scheme?

A safety and health committee is there in the plant. That committee handles the health and safety in the plant up to some extent. That is basically formed from the representatives of the factory floor workers together with the personnel from the management. employees who have showed a great safety job will be added to this committee. In the view of employees' that is a reward to them. These people are selected by the Human Resources manager with the support of safety and health executive of the plant.

5. Have these measures reduced the number of accidents and diseases in your company?

These actions have reduced the number of complains. However, still number of complaints is reported in monthly meetings. And daily, a considerable number of workers take medicines from the company medical centre. So, still we are finding ways to improve OSH in the company

6. Have your organisation received any OSH awards?

No. Still we havn't received any awards related to OSH

7. Does your organisation follow the national and international OSH regulations and standards relating to manufacturing industries?

Yes. we follow a number of regulations and standards

Local standards and regulations? Factory ordinance, ICTAD fire regulation

International standards and regulations? WRAP, SMETA

Manufacturing related regulations and standards? GMP

-
8. Do you have policies and procedures related to the OSH? If yes, could you elaborate about the contents included in them? *Yes*

There are policies related to emergency preparedness, work at heights, Work permits, Risk assessment guideline, Blood pathogens, machine guarding, PPE, LOTO, Electrical safety, Incident investigation, Occupational exposure levels, Drinking water, chemical management, canteen management etc. Each policy fully describes the procedures to be followed in the related subject and formats of the documentation required is also provided as annexures

9. How you implement and update safety policies and procedures?

Policies to be updated on an annual basis or as per the changes occurring in the processes. Implementation of the policy should be done by the plant management with support of the compliance team.

10. How do you confirm that employees follow the OSH practices that have been introduced for them?

I conduct daily factory visits to see what people are doing. That is like three times per week. Every time I visit the plant, I visit the factory floors too. And also there are internal audits conducted by the central management. That audits also check for the OSH practices.

11. If they follow the OSH procedures, how to measure their performance?

Monthly analyzing the accident and illness records

12. What are the main complains from employees about OSH in the organisation?

The main complains are like difficulty in wearing PPEs. The workers think that PPEs are implemented for the sake of managing company name. As I said earlier they do not understand the importance of

wearing them. They just complain that with the PPEs their work rates are decreasing. And also the other complain is that difficulty in adhering to safety processes. They consider this safety and their job as two different things. How many times we have told them that safety processes are implemented for their safe? But still they are complaining.

13. How did you respond to those complains?

Some attitude changing mechanisms are needed to change all these. Still we are designing some programmes.

14. What are the actions that have been taken for the continual improvement of OSH of employees in the organisation?

Having ESH committees representing workers at each plant and get their involvement in risk assessments.

15. Do you believe that current strategies have enhanced the OHS performance of the organisation?

Yes up to some extent. But still we have to look for improvement strategies.

16. Does your organization conduct safety training programmes for the employees in the company? Yes

Who is/are the responsible person/s? Compliance executive/ HRM

How often the company conduct training programmes? Every 6 months

What are the including in a training programme? Identification of risks, control measures, first aid, PPEs required, Safety procedures, etc.

17. How often discussions related OSH are conducted in the organization?

In the plant wise it is monthly meetings. As I said earlier, the committee consisting of representatives of floor workers and management get together and discuss their problems.

18. What are the existing challenges for OSH in the organisation?

Lack of top level attention is the main problem. The budget we are getting for safety is not enough for new improvements. And the other major thing is changing the worker attitudes towards safety. Without that there is no point of going for major plans. because if the workers are not participating, it will be only a cost, not an investment.

19. What are the future expectations can be used to improve OSH in the organisation?

we are planning to adhere to Client standards. That way we can increase the demand for apparel as well as increase the safety level within the factory. But for changing the worker attitudes we are searching for ways. Because, even we have conducted some training kind of things that have not worked very much, I think.

I would like to thank you for the information given and time you have dedicated to this research. If you are interested to know the outcome of this research, it would be my pleasure to share it with you.

THANK YOU FOR YOUR PRECIOUS CONTRIBUTION

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Appendix 3: Ethical Climate Questionnaire

SURVEY TO MEASURE ETHICAL CLIMATE OF THE ORGANISATION

Part A: Respondent Profile

Name (Optional):

Company (Optional):.....

Age:

Sex: Male / Female (Please strike inappropriate)

Marital status: married / never married / Divorced / widowed

Please state your highest educational level

| Category (Please indicate with a tick) | |
|--|--|
| Tertiary education | |
| A/L | |
| O/L | |
| Incomplete O/L | |

Please state your working category and experience

| Category (Please indicate with a tick) | | Experience (Years) |
|--|--|--------------------|
| Executive or above | | |
| Supervisor | | |
| Machine operator | | |
| Other (Specify) | | |

Part B - ETHICAL CLIMATE QUESTIONNAIRE

INSTRUCTIONS TO OBSERVERS:

We would like to ask you some questions about the general climate in your company. Please answer the following in terms of how it really is in your company, not how you would prefer it to be. Please be as candid as possible; remember, all your responses will remain strictly anonymous.

Please indicate whether you agree with each of the following statements about your company. Please use the scale below and write the number which best represents your answer in the space next to each item.

| Criterion | Completely False | Mostly False | Somewhat False | Somewhat True | Mostly True | Completely True |
|-----------|---------------------|-----------------|-------------------|------------------|----------------|--------------------|
| Scale | 1 | 2 | 3 | 4 | 5 | 6 |

To what extent are the following statements true about your company?

| Item | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| People are expected to do anything to further the company's interests | | | | | | |
| Work is considered sub-standard only when it hurts the company's interests | | | | | | |
| People are concerned with the company's interests – to the exclusion of all else | | | | | | |
| Decisions here are primarily viewed in terms of contribution to profit | | | | | | |
| The most important concern is the good of all people in the company | | | | | | |
| Our major consideration is what is best for everyone in the company | | | | | | |
| People in this company view team spirit as important | | | | | | |
| People are very concerned about what is generally best for employees in the company | | | | | | |
| It is very important to follow strictly the company's rules and procedures here | | | | | | |
| Everyone is expected to stick by company rules and procedures | | | | | | |
| Successful people in this company go by the book | | | | | | |
| Successful people in this company strictly obey company policies | | | | | | |

Appendix 4: Subject matter expert interview guideline

INTERVIEW TO IDENTIFY RELATIONSHIPS BETWEEN SAFETY INITIATIVES AND ETHICAL CLIMATES

Part A: Respondent Profile

Name :
Designation :
Organisation :
Experience :

Part B: Categorisation of health and safety initiatives

Please categorize the following safety initiatives in to the three given ethical climates and add any other suggestions which can be implemented.

| Safety Initiatives | Ethical Climate | | |
|-------------------------------------|---|--|---|
| | Egoist (Maximization of self interest) | Benevolence (The most good for the most people) | Principled (Adherence to universal principles) |
| Banners | | | |
| Bracelet with a safety message | | | |
| Consequence Management | | | |
| Knockoff Early on Friday | | | |
| Meetings | | | |
| Monthly gift vouchers | | | |
| Moral Incentive Scheme | | | |
| One off Prizes | | | |
| Rewards | | | |
| Safety and health Management System | | | |
| Safety Raffle | | | |
| Safety story book | | | |
| Safety Violation Cards | | | |
| Scratch Card for Good Practices | | | |
| Tool Box Talks | | | |
| Health and safety trainings | | | |
| Written Safety Communication | | | |

Appendix 6: List of publications

Research papers published and presented in international conferences:

Rathnayake, R. M. N. U and Karunasena G. (2016). Review of strategies to improve workplace safety through ethical climates. 5th CIOB World Construction Symposium, 29th -31st July, Colombo, Sri Lanka, pp. 389-398.

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