

Impact of Compliance Issues on RMG Factories in Bangladesh: A Comparative Study

Md. Mainul Islam¹ and Md. Shahadat Hossain²

Abstract: *Compliance of RMG factories is key requirement for most of the reputed global garments buyers. Actually compliance ensures all labour rights and facilities according to the buyer's code of conduct. Though Bangladesh is experienced with RMG from late 1970s, it is familiar with compliance issues from last few years. Now a day's Compliance is more important factor to achieve a garments export order than the product quality. But only a few number of RMG factories in Bangladesh are complaint out of more than five thousand different scale factories. Because of the huge initial investment and running cost the factory owners are less interested to be a complaint factory owner. The paper presents a comparative study between complaints and non-complaint RMG factories in Bangladesh in respect of initial cost for Compliances, the compliance issues practices. The practical investigation and collected data represent that the compliance factories are most aware to follow the compliance issues because of acquiring huge buying order and also for protection of the human rights by maintaining compliance code of conduct. In light of growing competition among RMG exporting countries and consumer preference for products which meet internationally recognized social standards, it is essential for Bangladesh's RMG suppliers to improve social compliance in their factory. Ready-made garment (RMG) is the most flourishing sector in Bangladesh and it would be imperative and that each and every issue related to improvement of the productivity and as well as quality is strictly followed, in order to survive in the global market.*

Keywords: Compliance Issues; Ready-made Garment; Export Garments; Non Compliance Issue; Garments Factory in Bangladesh

Introduction

The ready-made garment (RMG) industry of Bangladesh became a prominent player in the economy within a short period of time. The industry has contributed to export earnings, foreign exchange earnings, employment creation, poverty alleviation and the empowerment of women. The export-quota system and the availability of cheap labour are the two main reasons behind the success of the industry. In order to export readymade garments, it is not only the quality parameters which are important towards acceptance of the product as per the intended end use, but also the working environment in which the garments are to be produced, is equally important so that sweatshop³ concept is totally taken care of and the code of conduct must be stretched towards achieving the objectives of social compliance issues (Deborah Leipziger May 2001). The core areas of social

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³ A sweatshop is a factory or workshop, especially in the clothing industry, where manual workers are employed at very low wages for long hours and under poor conditions.

accountability are, basically based on the principles of international human rights, local culture and tradition. The prime objective of the system is to protect the human rights in readymade garment industries. Thus, Bangladesh has a stiff challenge ahead to meet the demand of world market.

The buyers cannot be blamed in many cases for demanding compliance with the issues such as payment of adequate salaries to workers and other benefits to them as well as ensuring of safe working condition. Lawmakers, environmental and different civic groups in the importing countries have been making demands to ensure compliance with these standards and the businesses find it hard to ignore them (Jagdish Bhagwati, 1995). However, some of the buyers are noted to be making their exclusive demand on RMG exporters from Bangladesh under the guise of meeting standards.

It is also a fact that RMG producers from Bangladesh have been rather late in waking up to these issues on which depend the sustainability of their export activities. But it is also not wholly true that they are quite stranger to the issue of awareness and there are many RMG units which have taken comprehensive measures recognizing that this is indispensable for the secured growth of their exports (Marsha Dickson, 2006). But there are also other industries that have not acted on the compliance issues. It is imperative for the Bangladesh Garments Manufacturers and Exporters Association (BGMEA) to take the initiative in identifying such non-compliant units and warn them as well as extend all sorts of assistance to them in meeting the compliance requirements. The goal should be one of achieving full compliance by all the RMG units at the earliest for the longer term security of the sector as a whole.

The owners of the RMG industries should appreciate the fact that any improvements made in the areas of monetary and other benefits of workers, plus their working conditions, would only hedge them against the breakout of the kind of troubles that were to all appearances about to deal fatal blows to this sector in the closing months of 2006. The RMG industries have resumed normal functioning to a great degree since these events. But workers' discontent is simmering which does not augur well for the industry in any way (Stephen S. Golub, 2007).

Readymade garments (RMG) industries in Bangladesh, being labor intensive, has its comparative advantage over other manufacturing sectors in the country which exploits the cheap labor, mostly women. In spite of this advantage, RMG sub-sector in Bangladesh predominantly lacks value addition through backward linkage supply chain as the country's fiber, yarn and fabric production base is vulnerable to numerous constraints. (Ahmed K.H, 2002)

Despite the phenomenal success of the RMG sector, poor working conditions in the factories and a lack of Social compliance⁴ are serious concerns which have, led to labour unrest and damage to institutions and property (Steve McFadden.1996). As a result, there

⁴ *Compliance is defined as code of conduct, specification and or standard that must be followed by business organizations. Compliance issues are recognised by ILO and WTO mechanisms (Anand, 2006).*

is a rising fear in Bangladesh that the readymade garments sector may face a decline in demand. Social compliance in the RMG industry is a key requirement for most of the world's garments buyers. It ensures labour rights, labour standards, fair labour practices and a Code of Conduct (Peter Crowley, 1995).

Review of Literature

The prospects of RMG sector, however, in Bangladesh not only depends on availability of cheap labor and government's liberal policy but also depends on compliance with codes of conduct. Compliance ensures all labour rights and facilities according to the buyer code of conduct. The aim of compliance is to maintain strictly the labour law. The Bangladesh Garment Manufacturers and Exporters Association (BGMEA) has formulated its own code of conduct for the industry, in collaboration with the major trade unions, and has set up a compliance unit that monitors labor conditions in its members' factories (UNIFEM 2008). In 2006, the Government passed a new labor code, after 12 years of deliberation and activism. It applies to all workers, and the new sections relevant to the garment industry include written contracts.

New Age (2009), a prominent daily English newspaper, reported that the majority of garment factories do not yet comply with many wage and workplace standards specified in the tripartite agreement of 2006. At the global level, campaigns have drawn attention to abuses of workers' rights in global supply chains and put pressure on international corporations to take greater responsibility for employees through corporate codes of conduct. Local employers in the Bangladesh garment industry must now demonstrate compliance with these codes to win orders from international buyers (UNIFEM 2008).

Currently, many international buyers are demanding compliance with their "code of conduct" before placing any garment import order. Informal recruitment, low literacy levels, wage discrimination, irregular payment and short contracts of service are very common practices in the RMG factories in Bangladesh. In addition to speedy supply, the social dimensions of the RMG industry are getting more attention from consumers, social workers, welfare organizations and brand name international buyers.

In light of growing competition among RMG exporting countries and consumer preference for products which meet internationally recognized social standards, it is essential for Bangladesh's RMG suppliers to improve social compliance in their factory. Ready-made garment (RMG) is the most flourishing sector in Bangladesh and it would be imperative and that each and every issue related to improvement of the productivity and as well as quality is strictly followed, in order to survive in the global market.

There are many compliance bodies worldwide. Some of the major compliance bodies are:

- ILO
- ISO 14001
- WRAP
- BSCI
- ETI
- SAI
- FLA

Variables: It has nine core areas to be addressed upon. These are as follows:

- Level of wage
- Child labour
- Health and safety
- Compensation
- Working hours
- Discrimination
- Discipline
- Free association and collective bargaining
- Management systems

Advantages of compliance in RMG:

- Increased worker morality.
- Increased product quality.
- Increased productivity.
- Have global image and global recognition for their performance.
- Improved government-industry relation.
- Have consistency in order.
- Gets higher price of products
- Free from labor unrest.
- Reduce worker turnover rate.

Objective of The Study

- 1) To Know the Present situation of compliance issues Practice among RMG industries in Bangladesh
- 2) To assess the exclusive compliance issues pattern in the RMG sector in Bangladesh.
- 3) To assess the impact of compliance issues in RMG industry.
- 4) To assess the extent of the practice of compliance rules and regulation.

Methodology

The study is mainly based on empirical survey and information, collected both from primary and secondary sources. The collected data were quantified. The study is conducted with a view to identify and analyze the effectiveness of the compliance issue practices of three compliance factories and three non-compliance factories. In this research work 6 RMG factories have been taken as data source, from which 3 are compliant and another 3 are non-compliant.

Three compliant factories are:

- Viyellatex Ltd. certified by ISO
- Esquire Knit composite Ltd. certified by BSCI
- Vertical Knit Apparel Ltd. certified by WRAP

Three non-compliant factories are:

- Tusuka Fashion Ltd.
- Parkview Dresses Ltd.
- UNIVERSAL TEXTILE ALLIANCE

From above factories both descriptive and analytical studies have been done. Both Primary and secondary data have been collected as a sample size each factory is one unit. 100 questionnaires were distributed and answer sheet was collected from each industry. The sample size was 600.

Sources of Data

It becomes important to look at the source of data, method of data collection, the choice of material to be collected and management of the field source. Data was collected from different sources for the study. All the first hand information was collected through primary inquiries from the field with a view to obtain the information afresh. Data relating to respondents opinion was collected through a questionnaire. Copies of questionnaire were distributed among the respondents personally. Secondary data are those which have collected from the publications of various agencies.

Method of Analysis

Data were analyzed by various graphs, charts and tables. To analyze the quantitative data, the researchers use SPSS software. The findings were made against the research objectives and on that basis, a conclusion was reached and some recommendations were made by the researchers.

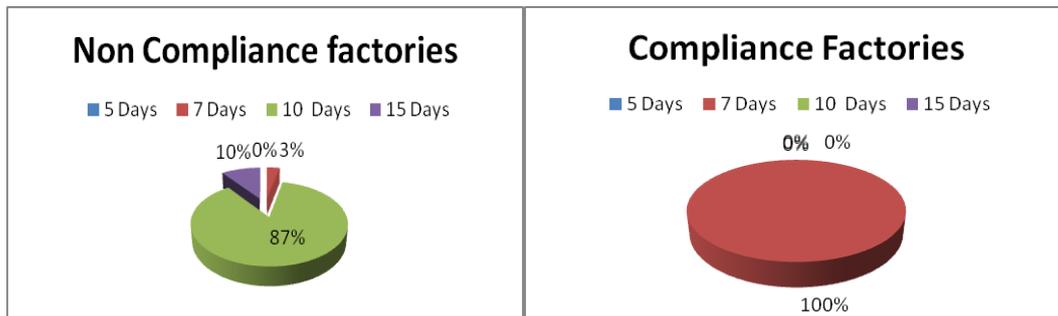
Over all Result:

Data Analysis

Table 1: Payment of wages in instalment throughout a month instead of disbursing the payment within particular period

Type	Company name	5 days	7days	10 days	15 days
Compliance Factories	Viyella tex Ltd	-	100	-	-
	Esquire Knit composite Ltd	-	100	-	-
	Vertical Knit Apparel Ltd	-	100	-	-
Non-compliance factories	Tusuka Fashion Ltd.	-	-	90	10
	Parkview Dresses Ltd.	-	10	90	-
	UNIVERSAL TEXTILE ALLIANCE	-	0	80	20

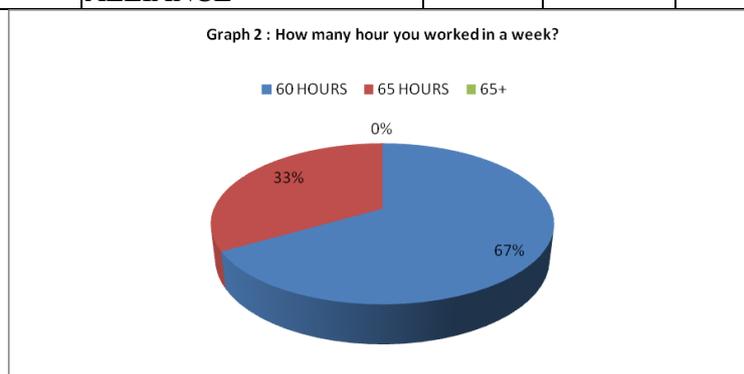
Graph: 1 Payment of wages in instalment throughout a month instead of disbursing the payment within particular period



From above table and graph it is found that most of the compliance factories pay their wage in first 7 days in their word. 52 % respondent are answered about pay their wage in first 7 days Whereas most of the non-compliance factories there are some deviation for their wage .

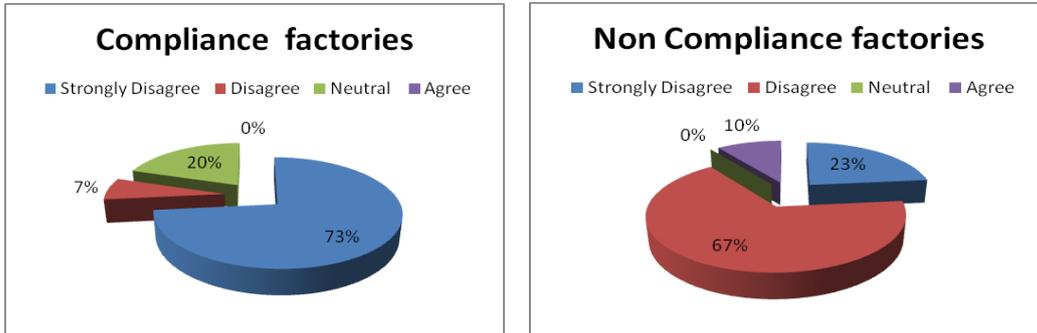
Table 2: How many hour you worked in a week?

Type	Company name	48 Hours	60 Hours	65 hours	70 hours
Compliance Factories	Viyella tex Ltd	-	100	-	-
	Esquire Knit composite Ltd	-	100	-	-
	Vertical Knit Apparel Ltd	-	100	-	-
Non-compliance factories	Tusuka Fashion Ltd.	-	20	80	-
	Parkview Dresses Ltd.	-	10	90	-
	UNIVERSAL TEXTILE ALLIANCE	-	70	30	-



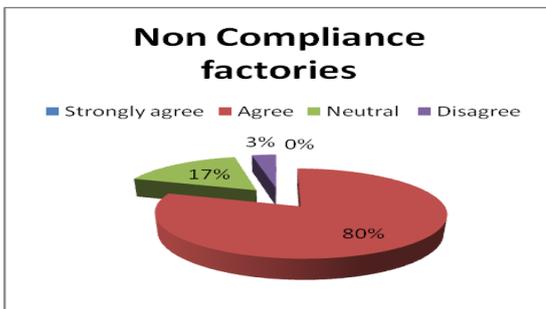
From above table and graphs it is found that most of the compliance factories use working hour 60 hours per week. In my study it is found that 67 % factories working hour is 60 hours and 33% factories working hour is 65 hours.

Graph 3: Do you know is there any child labour in your Industry:



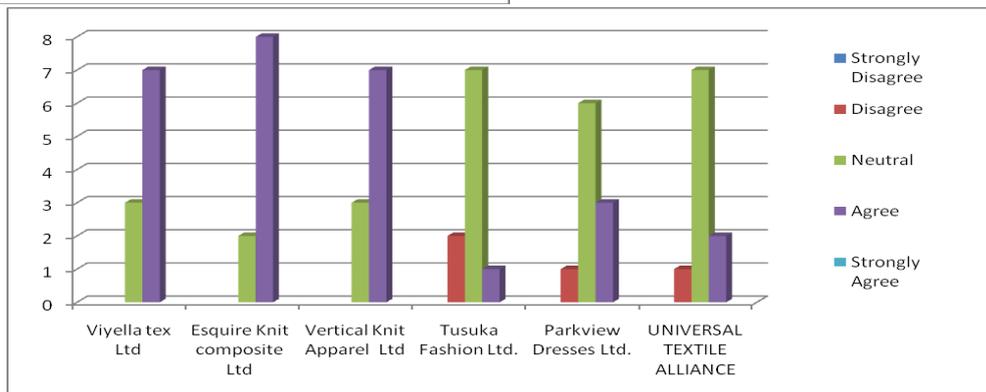
From above Graph it is found that most of the compliance factories not use child labour as their worker. Whereas some of the non-compliance factories use child labour frequently.

Graph 4 : Do you think the management properly follows the Labour law about child labour purpose.....



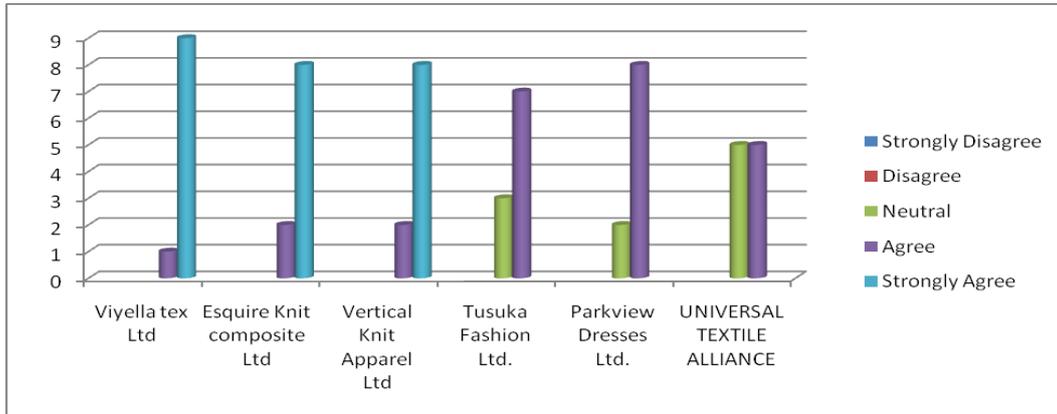
From above Graph it is found that most of the compliance factories follow labour law for their child worker. Whereas most of the non-compliance factories there are some deviation to comply the labour law.

Graph 5: Do you think is there avoiding local candidate at the time of recruitment...



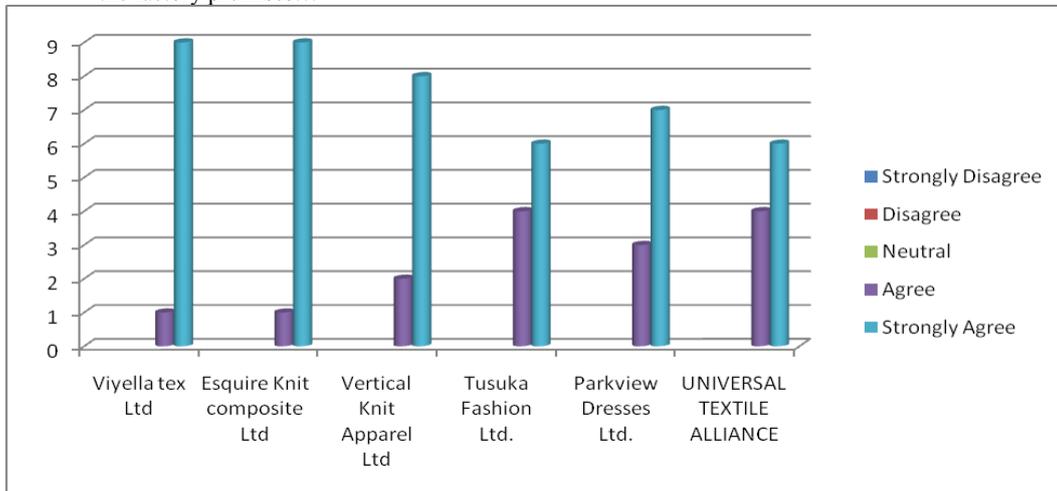
From above graph it is found that most of the compliance factories (38%) agree with avoiding local candidate for their employees and worker. Where in non-compliance factories most of them are neutral (33%) about their opinion.

Graph 6: Is workers use gloves and/or masks while handling chemicals and dyes and safety from clothing dust...



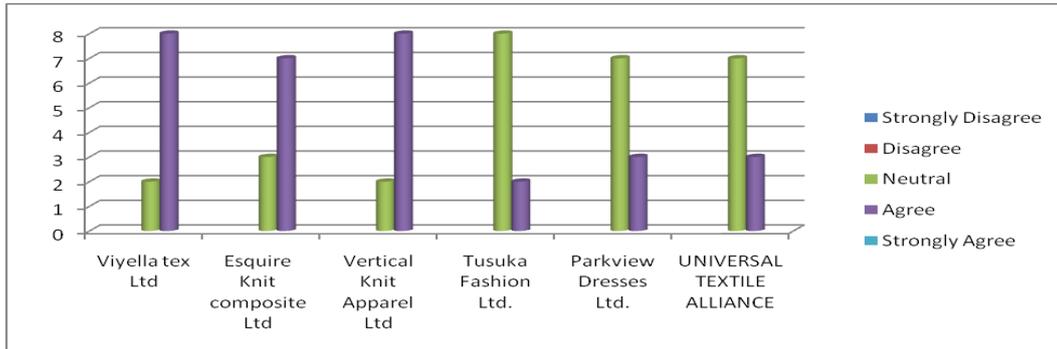
From above graph it is found that most of the compliance factories strongly uses PPE for their safety. Where in non-compliance factories most of them are unconscious about using PPE.

Graph 7: Are fire extinguishers are available and fire fighters are properly trained in case of fire disaster in the factory premises...



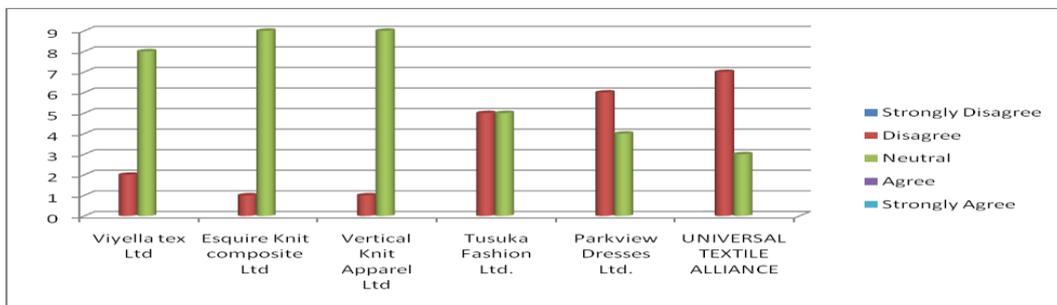
From above graph it is found that Compliance factories are very conscious about firefighting activities where non-compliance factories little bit unconscious about fire activities but they are trying to improve about firefighting activities

Graph 8: Is protective hand gloves are in use by the fabric cutting knife operators which might cause serious accident at any time...



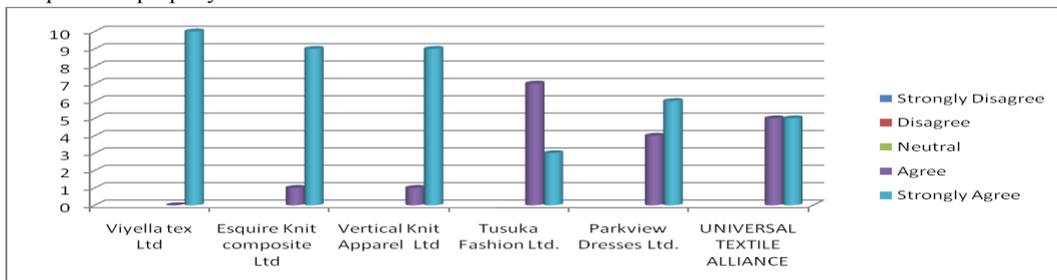
From above graph it is found that Compliance factories are very conscious about protective hand gloves are in use by the fabric cutting knife operators where non-compliance factories little bit unconscious about protective hand gloves are in use by the fabric cutting knife operators.

Graph 9: Is employees are permitted to bargain collectively about their requirements.



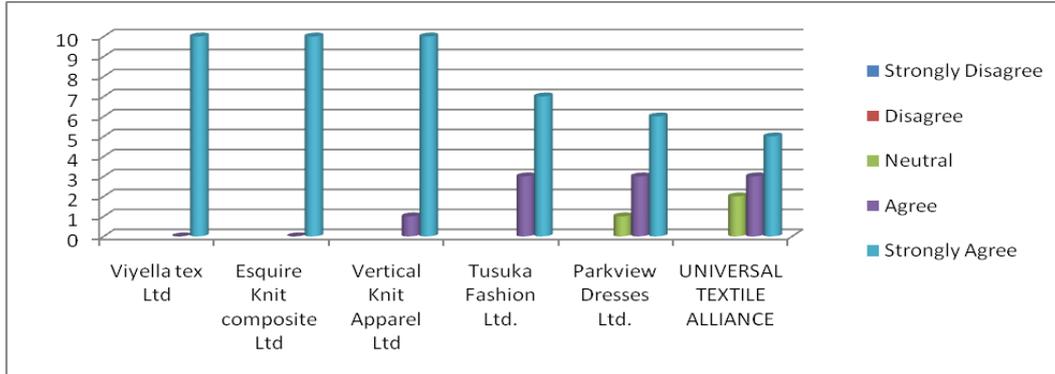
From above graph it is found that there are some discrepancy against collective bargaining between compliance factories and noncompliance factories. Compliance factories are better than non-compliance factories.

Graph 10: Is weekend and overnight worked hours are recorded in the time cards and payroll sheets and also compensated properly....



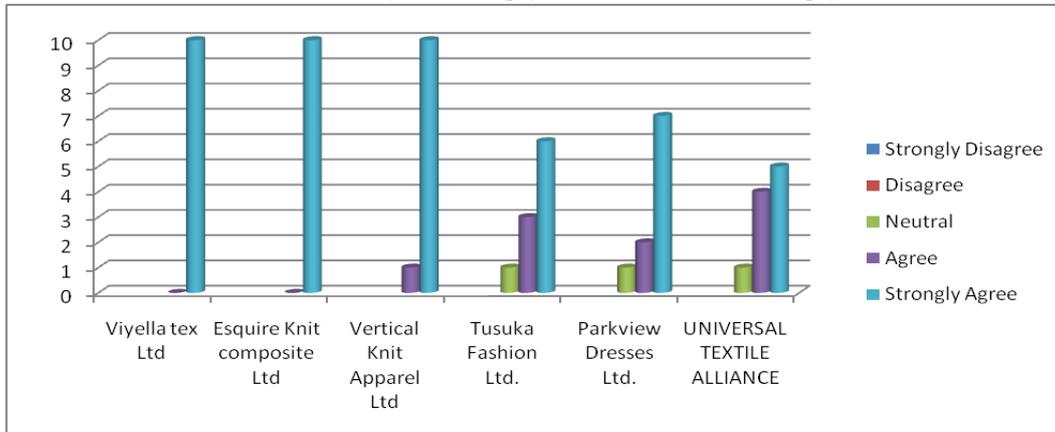
From above graph it is found that the payment of compliance factories are very good in terms of weekend and overnight worked hours are recorded in the time cards and payroll sheets and also compensated properly. Where non-compliance factories are very much casual in overtime record and payment.

Graph 11: Is female workers are working from 8 a.m. to 12 a.m. as overtime.



From above graph it is found that Compliance factories are very conscious about female workers working hour. Where in noncompliance factories are there some discrimination about female workers working hour

Graph 12: Is the companies comply with the local law of Bangladesh in the payment of overtime wages for all the workers in the factory (overtime payment is double of the basic pay)...



From above graph it is found that Compliance factories are very conscious about payment of overtime wages activities where non-compliance factories little bit unconscious about payment of overtime wages.

Findings of Study:

- ❖ From table: 1 and graph: 1 it is found that most of the compliance factories pay their wage in first 7 days in their word. 52 % respondent are answered about pay their wage in first 7 days, whereas most of the non-compliance factories there are some deviation for their wage.

Violation: Factory paid wages in installment throughout a month instead of disbursing the payment within particular period of the next month.

Corrective Action: This is considered as a delayed payment. To comply with The Payments of Wages Act of Bangladesh, 1937, wages shall be paid by 7th of the next month up to 1000 workers

- ❖ From table:2 and graph: 2 it is found that most of the compliance factories use working hour 60 hours per week. In my study it is found those 67 % factories working hour is 60 hours and 33% factories working hour is 65 hours.

Violation: Female workers were working from 8 a.m. to 12 a.m. as overtime.

Corrective Action : Factory shall allow female workers to work between 7 a.m. to 8 p.m. only with a view to comply with The Factories Act, 1965, Chapter-6, Bangladesh.

- ❖ From graph :3 it is found that most of the compliance factories Strongly disagree (73%) with not to use child labour as their worker. Whereas some of the non-compliance factories use child labour frequently.

Violation: Child labour was found at the factory. It was confirmed from the verification of personal document and the appearance of the employee. From the workers interview, it was understood that one worker was about 13 years old.

Corrective Action: According to The Factory Act of 1968 in the Bangladesh Labour Code, any person who has not completed sixteen years of age is defined as a child. Article 66 prohibits the employment of any children under the age of fourteen. Factory management agreed to take care of this matter. Most child labourers have been cleared out of Bangladesh's RMG sector under international pressure, but sporadic cases still exist due to economic reason

- ❖ From Graph: 4 it is found that 97% compliance factories strongly follow labour law for their child worker. Whereas 80% non-compliance factories follow labour law and there are some deviation to comply the labour law.
- ❖ **From graph: 5 it is found that most of the compliance factories (38%) agree with avoiding local candidate for their employees and worker. Where in non-compliance factories most of them are neutral (33%) about their opinion.**

Violation: Factory management is reluctant to recruit employees from the area where the factory is situated. This is not only to avoid local protests against working condition, but also due to fear of post scenario of a disciplinary case. Thus, there is discrimination in hiring workforce.

Corrective Action: To comply with social accountability standard, recruitment shall not be biased towards avoiding local candidate at the time of recruitment.

- ❖ **From graph: 6 it is found that 80% compliance factories strongly uses PPE for their safety. Where in 33% non-compliance factories are unconscious about using PPE. In order to comply with The Factories Act, 1965, Chapter – 3 and 4 of Bangladesh, management shall provide adequate gloves and/or masks to the appropriate workers. They must be motivated through training to use such protective equipment for safety.**
- ❖ **From graph :7 it is found that 90% Compliance factories are very conscious about firefighting activities where 30% non-compliance factories little bit unconscious about fire activities but they are trying to improve about firefighting activity.**

Violation: Fire extinguishers were found blocked in some areas of the factory and were not easily accessible.

Corrective Action: All fire extinguishers shall be cleared from obstruction at all time. Area in front of fire extinguishers shall be marked on the ground with yellow lines to indicate that the area must be kept clear at all times.
- ❖ **From graph :8 it is found that 78% Compliance factories are very conscious about protective hand gloves are in use by the fabric cutting knife operators where 60% non-compliance factories little bit unconscious about protective hand gloves are in use by the fabric cutting knife operators.**
- ❖ **From graph: 9 it is found that there are 83 % compliance factories are neutral about their opinion against collective bargaining. Where 60% non compliance factories are disagree about collective bargaining. Compliance factories are better than non-compliance factories.**
- ❖ **From graph : 10 It is found that 92% compliance factories payment are very good in terms of weekend and overnight worked hours are recorded in the time cards and payroll sheets and also compensated properly. Where 52 % non-compliance factories are very much casual in overtime record and payment.**
- ❖ **From graph: 11 It is found that 100% Compliance factories are very conscious about female workers working hour. Where in noncompliance factories are there are some discrimination about female workers working hour.**

Violation : Female workers were working from 8 a.m. to 12 a.m. as overtime.

Corrective Action : Factory shall allow female workers to work between 7 a.m. to 8 p.m. only with a view to comply with The Factories Act, 1965, Chapter-6, Bangladesh

- ❖ From graph:12 It is found that 100% Compliance factories are very conscious about payment of overtime wages activities where 37% non-compliance factories little bit unconscious about payment of overtime wages.

In spite of the promulgation of laws by the Government, the majority of garment workers remain deprived of their legal rights. Laws are there in the papers but its implementation is not always felt while looking at it from the micro level right on the ground. Some of the issues which still remain neglected are :

- i) Minimum basic salary, ii) Working hours, iii) Overtime calculation, iv) Off day in a week and v) Yearly increment.

Code of Conduct Followed by Major Buyers and Bangladesh's RMG Industry

There is lack of harmony in the Code of Conducts of the different brands, particularly in the cases of minimum age requirements, wages and benefits and overtime payment. However, there are some common concerns and standards and Bangladesh will need to be very careful in addressing the norms established by the brands. Both legislation of appropriate laws and their enforcement are important. Lack of uniformity in the brands' requirements often gives rise to confusion among suppliers. A large number of suppliers do business with several brands. Moreover, although all buyers talk about following the code of conduct which refers to maintaining and adherence to local legislation as a minimum requirement, when monitors appointed by buyers or an independent monitor conducted audit of firms, they tended to follow detailed checklists provided by respective brands which were usually local legislation plus; suppliers were often not aware about the additional requirements.

Better coordination and cooperation is essential to address this confusion and agents of the brand, government regulators and RMG industry should work towards a tripartite understanding. It is also important to develop a shared understanding about the important contribution that voluntary codes of conduct could make towards better working conditions in the factories and also towards higher productivity of labour.

Policy Recommendations

Since a number of large and medium enterprises are approaching to enter high-end segment of RMG market, maintenance of a high level of compliance standard at the factory level is being considered as the basic requirement to get those orders.

BGMEA/BKMEA has set up compliance monitoring cells to oversee maintenance of compliance standard by the factories. However, this needed to be strengthened and made more effective. In order to monitor and enforce compliance standard at factory level, an independent compliance monitoring agency could be considered. This agency could be responsible to a joint committee of government and BGMEA/BKMEA.

Besides, a common compliance standard need to be established which would take care of domestic legislation as well as buyers' requirement (code of conduct) which would be enforced through the monitoring agency. The government of Bangladesh could set up a 'Compliance Upgradation Fund' in support of developing compliance standard where

buyers also could contribute. Enforcement of standards of their own by individual (major) retailers creates a problem in absence of any 'clearing house'.

Conclusion

By complying with law, manufactures are only a few steps away from meeting international standards, a point they should capitalize on. In the quota free apparels market, Bangladesh must compete with all major players to sustain its existing share as well as expand into new territories. Compliance is a key requirement for all global buyers; hence Bangladeshi manufacturers must equip themselves with these tools in order to maintain the dynamism of their industry. Hopefully the findings of above study will help the factory owners to think about the advantages of implementing compliance issues in their RMG factories.

Economists identified high lead time, less productivity comparing to other competing nations despite relatively low wages and infrastructure bottleneck as the major impediments for garment industries in Bangladesh.

It is desired that factories should pay higher wages and provide more welfare oriented services to the workers. But the abrupt reduction of CMT (cutting, making and trimming) charges in recent months by the buyers has resulted in additional expenditure towards overhead cost for the factory owners. Thus, the buyers also need to consider that the rate at which they place their orders should commensurate with the cost involvement to match with the desired compliance level.

References

MATERIAL TYPE	IN-TEXT EXAMPLE	REFERENCE LIST EXAMPLE
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Book: Editorial	The Daily New Age. April 19, 2009	The Daily New Age. April 19, 2009. “Garment industry still flouting minimum compliance.
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Book: Various Author	Company Prospectus	[13] Company prospectus of Viyellatex Ltd.
Book: Various Author	Company Prospectus	[14]Company prospectus of Esquire Knit composite Ltd
Book: Various Author	Company Prospectus	[15] Company prospectus of Vertical Knit Apparel Ltd, .
Book: Various Author	Company Prospectus	[16] Company prospectus of Tusuka Fashion Ltd.
Book: Various Author	Company Prospectus	[17] Company prospectus of Parkview Dresses Ltd.
Book: Various Author	Company Prospectus	[18] Company prospectus of Universal Textile Alliance

Annexure

Comparative Study of Compliance issues in the impact on RMG Factories in Bangladesh

“We appreciate your cordial participation”

Participant Profile

Name of Industry	:	_____
Age	:	<input type="checkbox"/> 13 – 18 <input type="checkbox"/> 18 – 25 <input type="checkbox"/> 25 – 35 <input type="checkbox"/> 35+
Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Female

Exploring media

- 1) Payment of wages in installment throughout a month instead of disbursing the payment within particular period
 a) 5 days b) 7 days c) 10 days d) 15 days e) 25 days

- 2) How many hour you worked in a week
 a) 48 b) 60 c) 65 d) 70 e) Above 70

- 3) Do you know is there any child labour in your Industry:



Strongly Disagree Disagree Neutral Agree Strongly Agree

- 4) Do you think the management properly follow the Labour law about child labour purpose..



Strongly Disagree Disagree Neutral Agree Strongly Agree

- 4) Do you know where in their use of forced labour in the factories:



Strongly Disagree Disagree Neutral Agree Strongly Agree

5) Do you think is there avoiding local candidate at the time of recruitment...



Strongly Disagree Disagree Neutral Agree Strongly Agree

6) Overtime wages of the workers were deducted as a means of punishment if they could not achieve the daily production target



Strongly Disagree Disagree Neutral Agree Strongly Agree

8) Is workers use gloves and/or masks while handling chemicals and dyes and safety from clothing dust ...



Strongly Disagree Disagree Neutral Agree Strongly Agree

9) Number of toilets in the production floor are sufficient to cover all the employees.



Strongly Disagree Disagree Neutral Agree Strongly Agree

10) Is soap and towels were there inside all the toilets in a factory....



Strongly Disagree Disagree Neutral Agree Strongly Agree

11) Are fire extinguishers are available and fire fighter are properly trained in case of fire disaster in the factory premises



Strongly Disagree Disagree Neutral Agree Strongly Agree

12) Is evacuation plan available throughout the factory and drinking water closets very near (2-3 feet) to the toilets.....



Strongly Disagree Disagree Neutral Agree Strongly Agree

13) Is Primary/secondary aisles are blocked by fabric roll, cartons, garments etc. in different sections of the factory. Is Electrical control panel are blocked.



Strongly Disagree Disagree Neutral Agree Strongly Agree

14) Is protective hand gloves are in use by the fabric cutting knife operators which might cause serious accident at any time...



Strongly Disagree Disagree Neutral Agree Strongly Agree

15) Is employees are permitted to bargain collectively about their requirements



Strongly Disagree Disagree Neutral Agree Strongly Agree

16) Is weekend and overnight worked hours are recorded in the time cards and payroll sheets and also compensated properly....



Strongly Disagree Disagree Neutral Agree Strongly Agree

17) Is female workers are working from 8 a.m. to 12 a.m. as overtime.



Strongly Disagree Disagree Neutral Agree Strongly Agree

18) Is overtime worked hours have exceeded the legal limits of stipulated hours per month with a large margin...



Strongly Disagree Disagree Neutral Agree Strongly Agree

19) Is the company comply with the local law of Bangladesh in the payment of overtime wages for all the workers in the factory (overtime payment is double of the basic pay)...



Strongly Disagree Disagree Neutral Agree Strongly Agree