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| **S/N** | **SAFETY ZONE** | **STANDARD** | **INDICATOR** | **WORKFORCE QUESTIONS** | **LEADER’S QUESTIONS** | **CATEGORY** | **RATIONALE** |
| 1 | Built Environment Safety | Inclusive Design and Accessibility | Diverse Representation: *Ensure that the workplace design reflects a variety of cultures, which can include artwork, decor, and design elements that represent the diversity of the workforce* | 1. I see my cultural background reflected in the workplace design, including artwork and decor.  2. I believe the variety of cultures within the company is well-represented in our workplace environment.    3. My input is sought to ensure that the workplace design reflects my culture. | 1. I believe the workplace design, including its artwork and decor, reflects the variety of cultures within the workforce.  2. The variety of cultures within the company is well-represented in our workplace environment.  3. We actively seek input from the workforce to ensure our workplace design represents the diversity of our workforce. | 1. System  2. System  3. Hybrid | 1. This is a product of a formal workplace design decision and procurement process, which don’t depend on individual leaders.  2. Cultural representation is determined by the organization’s design choices and policies, not by individual leader behaviour.  3. Inclusive design input requires a system or process for collecting employee input and leaders who act on that input. |
| Cultural Competence: *Develop and promote cultural competence among employees and management to foster an environment of understanding and respect for different cultural backgrounds* | 1. I have received adequate training to understand different cultural backgrounds.  2. The training I received equips me with the skill to respect different cultural backgrounds within the company.  3. I feel comfortable interacting with colleagues from diverse cultural backgrounds.  4. The company promotes an environment where cultural differences are respected.  5. The company promotes an environment that values cultural differences. | 1. The cultural competency training received allows the workforce to understand different cultural backgrounds.  2. Training received equips the workforce with the skill to respect different cultural backgrounds within the company.  3. The workforce feels comfortable interacting with colleagues from diverse cultural backgrounds.  4. The company's policies and practices promote an environment where cultural differences are respected.  5. The policies and practices of the company reflect a commitment to fostering an environment that values cultural differences. | 1. System  2. System  3. Hybrid  4. Hybrid  5. Hybrid | 1. Training provision is a process managed by HR or learning systems, independent of individual leader behaviour.  2. This is referring to the content and effectiveness of a training program chosen by the system  3. Comfort in diverse interactions relies on both experiences shaped by leadership behaviours and systemic culture.  4. Promotion of respect comes firstly from organizational values and policies and it is also reinforced by leader behaviour.  5. Valuing cultural differences requires institutional commitment (policies, messaging) and also requires leaders to also model this behaviour. |
| Flexible Spaces: *Design spaces that can be used for various cultural events and gatherings, allowing employees to celebrate and share their cultural practices* | 1. Our workplace has spaces that can be easily adapted for various cultural events and gatherings.  2. I feel encouraged to celebrate and share my cultural practices at work.  3. I believe that the company allocates resources for flexible spaces to promote cultural sharing. | 1. The Company prioritizes the design of flexible spaces that accommodate a range of cultural events and gatherings.  2. I support and encourage the use of workplace spaces for employees to celebrate and share their cultural practices.  3. Allocating resources for flexible spaces that promote cultural sharing is a priority for the company. | 1. System  2. Leader  3. System | 1. Adaptable spaces are a result of facilities planning and infrastructure decisions, which remain constant regardless of leadership.  2. Feeling encouraged is shaped by leader attitudes and behaviours.  3.Resource allocation for flexible space use is an operational decision governed by the system. |
| Equitable Accessibility: *Ensuring all facilities are accessible to individuals with disabilities and work accommodation needs.* | 1. The company's facilities are accessible to individuals with disabilities.  2. I believe that individuals with specific work accommodation needs have access to the company's facilities.  3. The company takes proactive steps to ensure equitable accessibility in all its facilities.  4. The process to request work accommodations for disabilities or other needs is clear and accessible.  5. I believe requests for accommodations for disabilities or other needs are acted upon promptly. | 1. The company's facilities are accessible to individuals with disabilities.  2. Individuals with specific work accommodation needs can access company facilities.  3. Regular assessments are conducted to identify and address equitable access issues within the company's facilities.  4. We have clear and accessible processes for employees to request work accommodations.  5. The request for accommodation for disabilities or other needs is acted upon promptly. | 1. System  2. System  3. System  4. System  5. Hybrid | 1. Physical accessibility is determined by building design standards which are independent of the leader.  2. Access to facilities based on accommodations reflects structural and policy decisions, not leader actions.  3. Proactivity in facility accessibility comes from organizational policy and planning.  4. Clarity and accessibility of accommodation processes are governed by formal procedures put in place by the system.  5. Timely responses depend on an efficient system for handling requests and leaders who prioritize and follow through. |
| Health and Safety Enhancement | Quiet and Private Areas: *Designate spaces for employees to take breaks or manage stress, which can include quiet rooms or wellness areas* | 1. I believe providing quiet and private areas is important for my well-being and productivity.  2. I often utilize designated quiet or wellness areas in the workplace.  3. I am satisfied with the effectiveness of quiet and private areas in meeting my need for taking breaks.  4. Quiet and private areas provided are effective for stress management. | 1. I believe providing quiet and private areas is important for the workforce's well-being and productivity.  2. The workforce often utilize designated quiet or wellness areas.  3. I believe the workforce is satisfied with the effectiveness of quiet and private areas in meeting their need for taking breaks.  4. Quiet and private areas provided are effective for stress management. | 1. System  2. System  3. System  4. System | 1. This has to do with environmental design, which is tied to workplace planning.  2. Utilization reflects the existence and accessibility of designated spaces, which are part of the physical infrastructure.  3. Satisfaction here relates to how well the physical environment meets needs, which depends on design and availability, not leadership.  4. Effectiveness of these spaces for stress management is determined by their design. |
| Safety Features: *Incorporate multi-sensory safety alarms and clear instructions for emergency equipment and reporting to create a sense of safety* | 1. I am confident in the effectiveness of our multi-sensory safety alarms.  2. The emergency instructions are clear for enhancing workplace safety.  3. I fully understand the instructions for using emergency equipment.  4. I am aware of the available emergency response systems in the workplace.  5. I feel safe in the workplace due to the implementation of emergency response systems. | 1. Multi-sensory safety alarms are effective for workplace safety  2. I ensure that the emergency instructions are clear for enhancing workplace safety.  3. I believe the workforce understands the use of emergency equipment based on the provided instructions.  4. The workforce is aware of the emergency response systems available.  5. The implementation of emergency response systems has improved overall workplace safety. | 1. System  2. System  3. System  4. System  5. Systems | 1. Alarm effectiveness depends on the design, maintenance, and installation features of the safety infrastructure put in place by the system.  2. Clarity of instructions is tied to how information is developed, presented, and maintained by the organization.  3. Understanding instructions relies on the quality and accessibility of training materials and signage, which are core system components.  4. Awareness of emergency response systems comes from structured communication, signage, and training.  5. This sense of safety is based on the perceived reliability of physical and procedural systems, not leadership actions. |
| Gender-Neutral Facilities: *Provide gender-neutral restrooms and lactation rooms for new mothers, ensuring that all gender identities are accommodated* | 1. The company provides gender-neutral restrooms.  2. Lactation rooms are available for use in the company.  3. The available gender-neutral facilities personally meet my needs.  4. The current gender-neutral facilities fully accommodate all gender identities. | 1. I believe providing gender-neutral facilities is critical to fostering an inclusive workplace environment.  2. The provision of lactation rooms is important to fostering an inclusive workplace.  3. I believe that the company's current gender-neutral facilities meet the needs of all employees.  4. The current gender-neutral facilities fully accommodate all gender identities. | 1. System  2. System  3. System  4. System | 1. This is a facility and policy decision.  2. Availability of lactation rooms is determined by workplace design and policy.  3. This check for the adequacy of existing infrastructure, which is a function of design and not leader behaviour.  4. This relate to design inclusivity and policy standards, not individual leader actions. |
| Visibility and Lighting: *Adequacy of lighting in the workplace,* *particularly in corridors, stairwells, and outdoor areas for safety and visibility. Adequate lighting also contributes to a sense of openness and security, whereas dimly lit or poorly lit areas can create feelings of unease and vulnerability.* | 1. I am satisfied with the adequacy of lighting in the workplace, especially in corridors, stairwells, and outdoor areas.  2. The current lighting contributes to my sense of safety and security at work.  3. I believe the current lighting enhances workplace safety and ambience. | 1. The company prioritizes adequate lighting to ensure employee safety and create a welcoming work environment.  2. I am satisfied with the current lighting conditions for promoting safety and visibility in the workplace.  3. I believe the current lighting enhances workplace safety and ambience. | 1. System  2. System  3. System | 1. Lighting adequacy is a function of physical infrastructure made at the organizational level.  2. Sense of safety from lighting comes from how well the facility is designed and maintained, not from leader behaviour.  3. This focuses on infrastructure enhancement and workplace design choices. |
| Ventilation: *Adequate ventilation is essential for maintaining air quality and promoting comfort and well-being in indoor environments. Spaces with good ventilation feel more inviting and comfortable, whereas poorly ventilated areas can feel stuffy and oppressive, contributing to feelings of discomfort and unease.* | 1. I am satisfied with the workplace's current ventilation and air quality.  2. The quality of ventilation contributes to my comfort and well-being at work.  3. I believe the company prioritizes maintaining and improving ventilation systems. | 1. I am satisfied with the workplace's current ventilation and air quality.  2. The quality of ventilation contributes to my comfort and well-being at work.  3. I believe the company prioritizes enhancing ventilation systems. | 1. System  2. System  3. System | 1. This speaks on the satisfaction in physical infrastructure, which is managed through building systems and maintenance policies.  2. It checks for the quality of ventilation, which is a facility feature, this is governed by systems.  3. Prioritization of infrastructure upgrades is a system level planning. |
| Engagement and Well-being | Reliable Design: *Use consistent and reliable design elements that reduce anxiety and confusion, such as clear wayfinding and predictable layouts* | 1. I believe the design elements in our workplace, such as wayfinding and layout, play a role in enhancing my well-being.  2. I believe that anxiety and confusion are consistently reduced due to the design elements in our workplace, such as wayfinding and layout.  3. I encounter no issues with the physical design of our workplace that cause anxiety or confusion. | 1. I believe a reliable design element, such as wayfinding and layouts, plays a role in enhancing employee well-being.  2. I often review and assess the effectiveness of design elements in our workplace, such as wayfinding and layouts, in reducing employee anxiety and confusion.  3. I am involved in decisions related to the physical design of the workplace to ensure it reduces anxiety and confusion. | 1. System  2. System  3. System | 1. This assesses the impact of physical workplace design, which is a function of organizational planning and infrastructure.  2. This focuses on how well-designed systems mitigate negative outcomes, this is linked directly to the built environmental design, not leadership behaviour.  3. This evaluates if the physical design has impact on psychological strain or not, this is tied directly to infrastructure and design decisions |
| Trust-Building Design: *Create spaces that encourage collaboration and open communication, such as communal areas and meeting rooms that are inviting and comfortable* | 1. I feel comfortable in the communal areas provided by the company because it enhances trust-building and open communication with other employees.  2. The design of the meeting rooms helps in building trust and it encourages open communication with other employees.  3. The design and layout of our workplace encourage collaboration among employees.  4. I often use the communal areas and meeting rooms for collaborative work or open communication. | 1. I feel comfortable in the communal areas provided by the company because it enhances trust-building and open communication with other employees.  2. The design of the meeting rooms helps build trust and encourages open communication with other employees.  3. The design and layout of our workplace encourage collaboration among employees.  4. I often use the communal areas and meeting rooms for collaborative work or open communication. | 1. Hybrid  2. System  3. System  4. System | 1. Comfort comes first from the design of communal areas which is the responsibility of the system and also on how leaders support their use.  2. This focuses on how physical design elements support interaction, which is determined by workplace infrastructure.  3. This refers to the physical setup of the workplace encourages collaboration; this is entirely design- and layout-driven.  4. Usage depends on availability and access to these spaces, which are functions of workplace design and policy. |

LIKERT SCALE

(1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree)