

# **Better Work Jordan: Garment Industry 4<sup>th</sup> Compliance Synthesis Report**

Produced on 14 November 2012

Reporting period:  
September 2011 -September 2012  
Number of factory assessments in this report: 52  
Country: Jordan  
ISIC: C-14

Copyright © International Labour Organization (ILO) and International Finance Corporation (IFC) (2012)  
First published (2012)

Publications of the ILO enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to the ILO, acting on behalf of both organisations: ILO Publications (Rights and Permissions), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: [pubdroit@ilo.org](mailto:pubdroit@ilo.org). The IFC and ILO welcome such applications.

Libraries, institutions and other users registered with reproduction rights organisations may make copies in accordance with the licences issued to them for this purpose. Visit [www.ifro.org](http://www.ifro.org) to find the reproduction rights organization in your country.

---

ILO Cataloguing in Publication Data

Better Work Jordan : garment industry 4<sup>th</sup> compliance synthesis report / International Labour Office ; International Finance Corporation. - Geneva: ILO, 2012

1 v.

ISSN 2227-958X (web pdf)

International Labour Office; International Finance Corporation

clothing industry / textile industry / working conditions / workers rights / labour legislation / ILO Convention / international labour standards / comment / application / Jordan

08.09.3

---

The designations employed in this, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the IFC or ILO concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the IFC or ILO of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the IFC or ILO, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

ILO publications can be obtained through major booksellers or ILO local offices in many countries, or direct from ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. Catalogues or lists of new publications are available free of charge from the above address, or by email: [pubvente@ilo.org](mailto:pubvente@ilo.org)

Visit our website: [www.ilo.org/publns](http://www.ilo.org/publns)

Copyright © International Labour Organization (ILO) and International Finance Corporation (IFC) (2012)  
First published (2012)

## Table of Contents

Section I: Introduction and Methodology .....	6
Introduction .....	6
Institutional Context.....	7
Better Work Methodology.....	7
Calculating Non-Compliance .....	8
Note on the factories represented in this report .....	9
Limitations in the assessment process.....	9
Section II: Findings.....	11
Average Non-Compliance Rates .....	11
Detailed Findings.....	14
1. Core Labour Standards .....	14
2. Working Conditions .....	16
Section III: Factories in Detail .....	23
Methodology .....	23
Compliance effort .....	24
Section IV: Conclusion .....	25
Conclusions and Next Steps .....	25
Annexes.....	25
Annex A: Factories Covered in this Report .....	26
Annex B: Buyers Participating in Better Work Jordan .....	27

## List of Tables

In Focus 1: Bonded Labour .....	14
In Focus 2: Coercion.....	15
In Focus 3: Union Operations .....	16
In Focus 4: Wage Information, Use and Deduction .....	16
In Focus 5: Overtime Wages .....	17
In Focus 6: Employment Contracts .....	17
In Focus 7: Contracting Procedures.....	17
In Focus 8: Termination.....	18
In Focus 9: Discipline and Disputes .....	19
In Focus 10: Emergency Preparedness .....	19
In Focus 11: Worker Accommodation.....	19
In Focus 12: Health Services and First Aid.....	20
In Focus 13: Worker Protection.....	21
In Focus 14: Regular Hours .....	22

## Executive Summary

A partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC), *Better Work Jordan* was launched in February 2008. Its goal is to reduce poverty in Jordan by expanding decent work opportunities in the apparel sector. The programme aims to improve competitiveness of the industry by improving compliance with Jordanian labour law and the ILO's core labour standards and enhancing economic performance at the enterprise level.

Better Work produces public synthesis reports for each country program up to two times per year. The goal of these reports is to provide transparent information for all program stakeholders regarding working conditions in the factories participating in the program.

*Better Work Jordan* released its first public synthesis report in May 2010. In February 2011, *Better Work Jordan* published its second synthesis report; the third synthesis report was published in March 2012. The present report illustrates the findings of the assessments carried out between September 2011 and September 2012 by *Better Work Jordan* in 52 factories. Of these, 14 factories have been visited twice, 14 factories have been visited three times, and one has been assessed four times.

This report provides a snapshot of the non-compliance findings during the reporting period in factories participating to *Better Work Jordan*. The data collected illustrate compliance with labour standards according to eight clusters: four based on ILO core labour standards regarding child labour, forced labour, discrimination, and freedom of association and collective bargaining, and four indicators based on national law regarding working conditions (compensation, contracts and human resources, occupational safety and health, and working time).

The major findings emerging from the data are as follows:

**Child Labour**— Child Labour is virtually non-existent in the apparel sector in Jordan. There were two non-compliance findings related to the same factory under the Child Labour cluster. One finding under Hazardous Work related to workers under the age of 18 working long hours. Another finding under Documentation and Protection of Young Workers related to the employer not complying with documentation requirements for workers under age 18 and not having a reliable system in place to verify the age of workers prior to hiring. Both findings were quickly remedied.

**Discrimination**—A significant increase in non-compliance “on other grounds” is the result of a 2012 Better Work decision to strictly enforce legal disability quotas in all countries that have them, including Jordan. Therefore, the resulting increase in non-compliance does not reflect a decline in the effort of factories to meet Jordan's disability quotas. Also, the distinction in night time curfew applied to men and women resulted in seven factories in non-compliance with gender discrimination.

In addition, factory implementation of the new minimum wage, which provides a higher total wage for Jordanian workers, and a one-time seniority increment only for non-Jordanian workers, went into effect 1 February 2012 resulting in a significant increase in factory discrimination non-compliances based on race and origin. As a result, it was found in 46% of factories that race, colour or origin was a factor in decisions regarding pay, and in an additional two factories a factor in decisions regarding conditions of work.

**Forced Labour**—In consultation with ILO experts, *Better Work Jordan* changed its guidance with regard to a number of issues related to forced labor. These changes may have had an impact on the number of factory non-compliances. For example, *Better Work Jordan* previously found noncompliance when workers owed debts for recruitment fees to a third party that adversely impacted their freedom to leave their

employment. Currently, before finding noncompliance, *Better Work Jordan* also considers whether the employer is manipulating the debt to make it more difficult for workers to repay it, or using the debt to coerce workers. Based on the new guidance, non-compliance was cited for 13.5% of factories. The issue of recruitment fees to a third party remains an important concern.

13.5% of factories were cited for night time curfew, representing a dramatic drop from previous reports and continuing a downward trend that began a few years ago. The drop is due in part to the fact that *Better Work Jordan* currently is looking more closely at the extent to which the curfews imposed significantly impede workers' freedom of movement before finding non-compliance.

**Freedom of Association**—In July 2010, the Cabinet approved a series of amendments to the labour law. Among the amendments was the elimination of language that specifically prohibited migrant workers from joining trade unions, so migrant workers are now free to join the garment union. Still in the law is language that forbids migrant workers from forming unions of their own choice. In addition, the labour law stipulates a single trade union structure, thereby impeding the ability of all workers to form or join a union of their choice and of unions to join a federation or confederation of their choice. As a consequence, all factories are non-compliant with the Union Operations CP. One factory was cited for disciplining workers who were involved in a work stoppage.

**Compensation**—Of continuing concern, attendance and payroll records for nearly 30% of factories were deemed unreliable. One in four factories were cited for unauthorized deductions for food and accommodation, missing production targets, absenteeism, or to pay back personal loans beyond the legal limit of 10% of monthly salary. Evidence of the failure to pay overtime for ordinary overtime hours was found in 7 factories (in addition to the nearly 30% of factories found to have unreliable records). Payment of wages to some workers beyond the legal limit of seven days from the end of the payment period was found in 13.5% of factories.

**Contracts and Human Resources**— Many non-compliances in this area are related to the failure on the part of factories to translate labor contracts and factory by-laws into the workers' respective languages. This issue was compounded by the fact that many of the new factories assessed were smaller sub-contractors that were ignorant of the legal requirements, kept inadequate personnel files, and were without the capacity to translate documents into multiple languages.

The primary reason for migrant workers in 17% of factories lacking valid work permits and resident IDs was that these documents were being renewed and the government renewal process, especially annual security clearances by the Ministry of Interior, is slow.

With regard to termination, the most common issues were non-compliance with legal requirements related to severance pay (9 factories) and termination for invalid reasons. In two of these cases employers terminated workers for participating in a work stoppage, while 5 of these factories either were unable to produce proper documentation or failed to follow factory bylaws.

In this reporting period, *Better Work Jordan* assessed whether the employer took required steps to ensure that migrant workers do not pay unauthorized fees under Contracting Procedures. In addition, the payment by workers of excessive recruitment fees was considered under Contracting Procedures. Previously, these issues were looked at in the context of forced labour. This change in approach has had an impact on the number of factory non-compliances. *Better Work Jordan* is working closely with individual factories and with the sector as a whole to develop and implement effective solutions for issues related to the recruitment of migrant workers that have been identified through the factory assessment process.

With regard to Discipline and Disputes, in 9 factories workers were bullied, harassed, or subjected to humiliating treatment. In one factory, workers were disciplined using physical punishment or humiliating treatment.

**Occupational Safety and Health (OSH)**—Despite the fact that 45% of the factories covered in this report are new to the programme and assessment data indicates that a significant reduction in OSH non-compliances occurs for factories assessed a second and third time, OSH non-compliances as a percentage of all factory non-compliances fell from 47% to 43%. OSH is an area of particular focus for *Better Work Jordan* advisory and training services.

**Working Time**—Excessive work hours and compulsory overtime remain important concerns of *Better Work Jordan* and international buyers. The Jordanian labour law lacks any limit on the number of working hours allowed per week, so workers can work an unlimited amount of overtime provided that it is voluntary and it is paid in accordance with the law. Working hours will continue to be closely monitored and a major focus of *Better Work Jordan's* advisory services. In 5 factories, overtime was found to be not voluntary.

\*\*\*\*\*

Of the 29 factories that have been assessed more than once by *Better Work Jordan*, 17 (59%) showed measurable improvement in their overall compliance effort (the difference in non-compliance between two subsequent *Better Work* assessments). Eleven factories (28%) showed some decline, and one factory was unchanged. In 9 of the factories showing a decline in overall compliance effort, the decline can be largely attributed to the significant increase in non-compliances under the discrimination cluster.

Improvements were seen in 19 of the 37 compliance points (51%) whereas declines were limited to six compliance points (16%). No aggregate change was seen in the remaining 12 compliance points. Significant improvements occurred in the forced labour, compensation, occupational safety and health and working time clusters, all areas of particular focus for *Better Work Jordan* advisory and training services.

Of note is that measurable improvement across six of eight compliance points under OSH can be seen in factories assessed for a second and third time, indicating that *Better Work Jordan* advisory and training services are having impact.

The data in this report once again indicates that the provision of *Better Work Jordan* core services at the enterprise level creates an ongoing process of measurable improvement in compliance with national labour law and ILO core labour standards in most factories. To build on this impact, *Better Work Jordan* adopted an expanded vision statement for the remainder of Phase I of the programme and beyond.

First, *Better Work Jordan* will strengthen the quality and consistency of core services by extending them to every factory exporting apparel from Jordan including direct exporters and their sub-contractors; introducing a systems approach as central to the factory continuous improvement process especially in the area of human resources management; offering a regular menu of training programs for both managers and workers in areas of common need identified through factory assessments that is supported by factories and buyers; and facilitating stronger relationships between buyers and suppliers to develop joint approaches to improving conditions for workers and factory productivity and competitiveness.

Second, *Better Work Jordan* will endeavor to extend its impact beyond the factory level by working with key stakeholders to develop a stable and long-term model for the apparel sector; promoting social dialogue and sound industrial relations at the factory and sectoral levels including the strengthening of collective bargaining; developing Workers' Centers in major industrial zones to provide workers a variety of services; and working with key stakeholders to eliminate practices that can be associated with forced labor and discrimination at work.

# Section I: Introduction and Methodology

## Introduction

---

The Better Work programme, a partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC), worked in collaboration with local and international stakeholders to design *Better Work Jordan*, which was launched in February 2008. It was established at the request of the Government of Jordan which, along with the United States Agency for International Development (USAID), is a major donor.

The goal of the programme is to reduce poverty in Jordan by expanding decent work opportunities in the apparel sector. The programme aims to improve competitiveness of the industry by enhancing economic performance at the enterprise level and by improving compliance with Jordanian labour law and the ILO's core labour standards.

The apparel industry accounts for nearly 17% of the country's total exports. Apparel exports, mostly to the United States, exceeded \$1.1 billion in 2011 representing an increase of almost 8% over 2010. The garment sector mainly produces men's and women's apparel, ranging from jeans, sportswear and formal wear to undergarments. Most apparel factories are situated in 14 Qualified Industrial Zones (QIZs), with the three largest QIZs located in Dulyal, Sahab and outside the country's second largest city of Irbid in the north. The industry employs approximately 40,000 workers, well over three quarters of whom are migrant workers mostly from South and South-East Asia. The majority of migrant workers originate from India, Sri Lanka, and Bangladesh. During the past year, approximately 3,000 workers from Myanmar have been recruited and this number appears to be increasing. Women represent over 60% of the labour force.

The monthly minimum wage for Jordanian workers in the apparel sector was increased to JD 170 (USD 240) effective 1 February 2012 and will increase to JD 190 (USD 268) on 1 January 2013. The basic monthly minimum wage for all migrant workers was unchanged and remains at JD 110 (USD 155). Some migrant workers received a onetime monthly salary increase based on seniority of up to JD 20 effective 1 February 2012. Some factories have chosen to voluntarily include this seniority bonus into their salary scales. Since most migrant workers have been in the Jordan for less than two years, this increase did not have a major impact on most migrant worker salaries. *Better Work Jordan* has been citing in its factory assessment reports a non-compliance for factories employing both Jordanian and migrant workers that are paying the new minimum wage (as they are required by the law to do) for wage discrimination in accordance with the relevant international core labor standards.

The apparel sector maintains that there is no wage discrimination since according to Jordanian law wages can be paid in cash and in-kind. Factories provide migrant workers food and accommodation at a cost they claim often exceeds JD 80 a month. It is argued that there is no wage discrimination between Jordanian and migrant workers, since the in-kind contribution, when added to the basic monthly wage for migrant workers, equals the minimum wage for Jordanian workers. However, overtime pay and other benefits are calculated by employers based on the basic monthly wage of JD 110 and not the full wage and in-kind payment in accordance with national law.

*Better Work Jordan* has experienced a period of rapid growth beginning July 2011 as it has transitioned from a voluntary factory participation programme to one where all apparel factories exporting to the U.S and Israel, and their subcontractors, are legally required to participate. The number of factories grew by over 63% over this period. As a result, almost half of the factories covered in this report (45%) were assessed for the first time and many of the new factories are sub-contractors, significantly smaller in size and much less knowledgeable and experienced when it comes to social compliance.



## Institutional Context

---

The emergence of the garment industry has presented Jordan with challenges in assuring the effective application of local labour laws and international labour standards. In response, the Government of Jordan has developed a broad programme of action to improve labour administration and compliance. An important component of this programme of action is Better Work, which was established in Jordan in 2008 at the request of the government.

*Better Work Jordan* is advised by a tripartite Project Advisory Committee (PAC). The committee comprises three representatives from the government (two from the Ministry of Labour and one from the Ministry of Industry and Trade), three from employer organizations (one from the Jordan Garments, Accessories, & Textiles Exporters' Association, one from the Foreign Investors Association, and one from the Chamber of Industries), and three from worker organizations (two from the General Trade Union of Workers in Textile, Garment & Clothing Industries and one from the General Federation of Jordanian Trade Unions). The PAC has met thirteen times since the inception of the project. It has played an important role in building stakeholder support for the project, identifying challenges, and building a tripartite consensus around proposed solutions.

The PAC is complemented by an annual buyers' forum, which provides for broad stakeholder consultation. *Better Work Jordan* meets and communicates regularly with buyer representatives to discuss the *Better Work Jordan* assessment and advisory processes, to develop broad sectoral approaches to address some of the sector's more difficult and entrenched challenges, to generate greater buyer support to encourage their suppliers to implement improvements, and to encourage buyers and perspective buyers to expand their commitment to the Jordanian apparel sector.

The implementation of a collaboration plan between *Better Work Jordan* and the Ministry of Labour that was agreed on in 2010 has proceeded smoothly. Elements of the plan include selected labour inspector supplementary training and quarterly meetings between the Better Work Jordan Enterprise Advisor team and the Ministry's Labour Inspectorate.

## Better Work Methodology

---

Better Work carries out factory assessments to monitor compliance with international labour standards and national labour law. In its factory and industry-level reports, it highlights *non-compliance* findings. Better Work reports these figures to help factories easily identify areas in need of improvement. Collecting and reporting this data over time will help factories demonstrate their commitment to improving working conditions.

Better Work organizes reporting into eight areas, or clusters, of labour standards. Four of the clusters are based on fundamental rights at work regarding child labour, discrimination, forced labour, and freedom of association and collective bargaining. In 1998, member states, workers, and employer representatives at the International Labour Organization identified fundamental principles and rights at work regarding these four issues based on eight very widely ratified International Labour Conventions (29, 87, 98, 105, 100, 111, 138, and 182). These Conventions provide the baseline for compliance with the fundamental rights clusters across all Better Work country programmes.

The four other clusters monitor compliance with standards primarily set by national law, so they vary from country to country. This set consists of compensation, contracts and human resources, occupational safety and health, and working time.



Each of the eight clusters is divided into its key components. These components are known as compliance points [CP]. Each CP contains specific questions that may vary from country to country. The detailed list of CPs within each cluster is indicated in the table below.

	Compliance Clusters		Compliance Points
Core Labour Standards	1	Child Labour	1. Child Labourers 2. Unconditional Worst Forms 3. Hazardous Work 4. Documentation and Protection of Young Workers
	2	Discrimination	5. Race and Origin 6. Religion and Political Opinion 7. Gender 8. Other Grounds
	3	Forced Labour	9. Coercion 10. Bonded Labour 11. Forced Labour and Overtime 12. Prison Labour
	4	Freedom of Association and Collective Bargaining	13. Union Operations 14. Interference and Discrimination 15. Collective Bargaining 16. Strikes
Working Conditions	5	Compensation <sup>1</sup>	17. Minimum wages 18. Overtime wages 20. Method of Payment 21. Wage Information, Use and Deduction 22. Paid Leave 23. Social Security and Other Benefits
	6	Contracts and Human Resources	24. Employment Contracts 25. Contracting Procedures 26. Termination 27. Discipline and Disputes
	7	Occupational Safety and Health	28. OSH Management Systems 29. Chemicals and Hazardous Substances 30. Worker Protection 31. Working Environment 32. Health Services and First Aid 33. Welfare Facilities 34. Worker Accommodation 35. Emergency Preparedness
	8	Working Time	36. Regular Hours 37. Overtime 38. Leave

## Calculating Non-Compliance

Better Work calculates **non-compliance rates** for each factory and reports these in individual factory reports. The non-compliance rate is reported for each subcategory, or compliance point, within a cluster. A compliance point is reported to be non-compliant if even one question within it is found in non-compliance.

In public synthesis reports, Better Work calculates the average non-compliance rates for all participating factories in each of these same sub-categories. For example, an average non-compliance rate of 100% means that all participating factories were found to have a violation in that area.

<sup>1</sup> The questionnaire for Jordan does not include CP 19 on Premium Pay. This is because the labour law of Jordanian does not specify premiums for working hours at night.

While it is a strict indicator, the non-compliance rate is useful for Better Work to aggregate and compare data across countries. However, this number is not sufficient to fully describe the specific issues that Enterprise Advisors have observed during their assessment. For this reason, tables presenting average non-compliance findings at the question level are also presented in Section II with the title of **In Focus tables**. These tables, showing the number of factories found to be non-compliant to each specific question, allow the reader to fully appreciate the specific challenges in compliance identified in factory assessments.

## **Note on the factories represented in this report**

---

Synthesis reports present a snapshot of the non-compliance situation in the participating industry in the country at the time of the report. The rates presented in the synthesis report refer to participating industry averages. As factories are assessed once per year, in some cases the data included in the synthesis reports is older than 6 months.

This fourth synthesis report presents the aggregated findings of all assessments conducted by Better Work Jordan between September 2011 and September 2012. Among these 52 factories, 23 were newly-registered factories with Better Work Jordan receiving their first assessment, 14 factories have been visited twice, 14 factories have been visited three times, and one has been assessed four times

Section III of this report presents the changes in non-compliance observed in the 29 factories that have been visited more than once by Better Work Jordan.

## **Limitations in the assessment process**

---

The assessments carried out by *Better Work Jordan* follow a thorough checklist covering the above mentioned labour standards. The detailed factory assessment reports are based solely on what was observed, investigated and analyzed during the performance of the actual assessment. Factories are given five working days before the reports become official to provide feedback that may in some cases impact the final report language.

As in previous reporting periods, *Better Work Jordan* made some changes to its assessment methodology and questionnaire as well as to its classifications of non-compliance. The changes related to national law were made in consultation with the Program Advisory Committee and in particular, with the Ministry of Labor, who offered clarifications on areas of the law needing further interpretation. Changes related to core international labor standards were made in consultation and upon the advice of technical experts within the ILO. These changes may have implications for levels of compliance with specific questions or compliance points in the report.

Some level of increase in specific non-compliance findings, based on the growth of *Better Work Jordan* Enterprise Advisors' experience and greater trust and confidence from factories that are long-term program participants, is expected.

Certain issues remain very difficult to assess and verify independently. Sexual harassment is difficult to identify in a factory assessment visit. It is generally considered that due to the sensitive nature of the issue, sexual harassment is likely underreported. Workers experiencing sexual harassment are often reluctant to report it due to fear of stigma or retaliation.

Limitations in the assessment process also arise on issues related to migrant workers. It is beyond the current scope of Better Work to investigate contracting procedures in migrants' home countries, or the relationship between migrant workers and third-party labour contractors. Detecting violations of workers' entitlements upon the termination of their employment contract, after workers have left the factory or even left the country, is particularly difficult.

Finally, assessing compliance with freedom of association in Jordan presents many challenges. One challenge is that freedom of association is not adequately protected under Jordanian law. Migrant workers, for example, do not have the right to form or join a labour union of their choice. *Better Work Jordan* monitors other aspects of union operations, including access to factories by union officials and issues relating to interference in union affairs, anti-union discrimination, collective bargaining, and strikes at the enterprise level. It is difficult to gauge the impact of the legal constraints on freedom of association on these other issues.

## Section II: Findings

### Average Non-Compliance Rates

---

Chart 1 provides an overview of average non-compliance rates for factories covered in this report. Key findings are provided below, followed by a section with additional details.

#### In the areas of Core Labour Standards:

**Child Labour**—Child Labour is virtually non-existent in the apparel sector in Jordan. There were two non-compliance findings related to the same factory under the Child Labour cluster. One finding under Hazardous Work related to workers under the age of 18 working long hours. Another finding under Documentation and Protection of Young Workers related to the employer not complying with documentation requirements for workers under age 18 and not having a reliable system in place to verify the age of workers prior to hiring.

**Discrimination**—60% of factories were found non-compliant with regard to the employment of disabled workers. This is the result of a Better Work decision to strictly enforce legal disability quota in all countries, including Jordan, and in no way is an indication that the effort on the part of factories to meet the disability quotas has declined. In addition, the distinction in night time curfew between male and female workers resulted in seven factories (13.5%) in non-compliance with regard to gender discrimination. Factory implementation of the new minimum wage as of 1 February 2012 resulted in a significant increase in factory discrimination non-compliances based on race and origin, as the minimum wage increase applied only to Jordanian workers, and the seniority increment applies only to non-Jordanians. In 46% of factories it was determined that race, colour or origin was a factor in decisions regarding pay and in an additional two factories a factor in decisions regarding conditions of work.

**Forced Labour**—A non-compliance was cited for 13.5% of factories based on worker statements that their debt adversely affected their ability to leave their employment. 13.5% of factories were cited for night time curfew.

**Freedom of Association**—In July 2010, the Cabinet approved a series of amendments to the labour law. Among the amendments was the elimination of language that specifically forbids migrant workers from joining trade unions. Still in the law is language that forbids migrant workers from forming unions of their own choice. In addition, the labour law stipulates a single trade union structure, thereby impeding the ability of all workers to form or join a union of their choice and of unions to join a federation or confederation of their choice. As a consequence, all factories are non-compliant with the Union Operations CP. One factory was cited for disciplining workers who were involved in a work stoppage.

#### In the areas of Working Conditions (national law):

**Compensation**—Attendance and payroll records for nearly 30% of factories were deemed unreliable. One in four factories were cited for unauthorized deductions for food and accommodation, missing production targets, absenteeism, or to pay back personal loans beyond the legal limit of 10% of monthly salary. Actual evidence of the failure to pay overtime for ordinary overtime hours was found in 7 factories in addition to the 30% of factories found to have unreliable records. Payment of wages to some workers beyond the legal limit of seven days from the end of the payment period was found in 13.5% of factories.

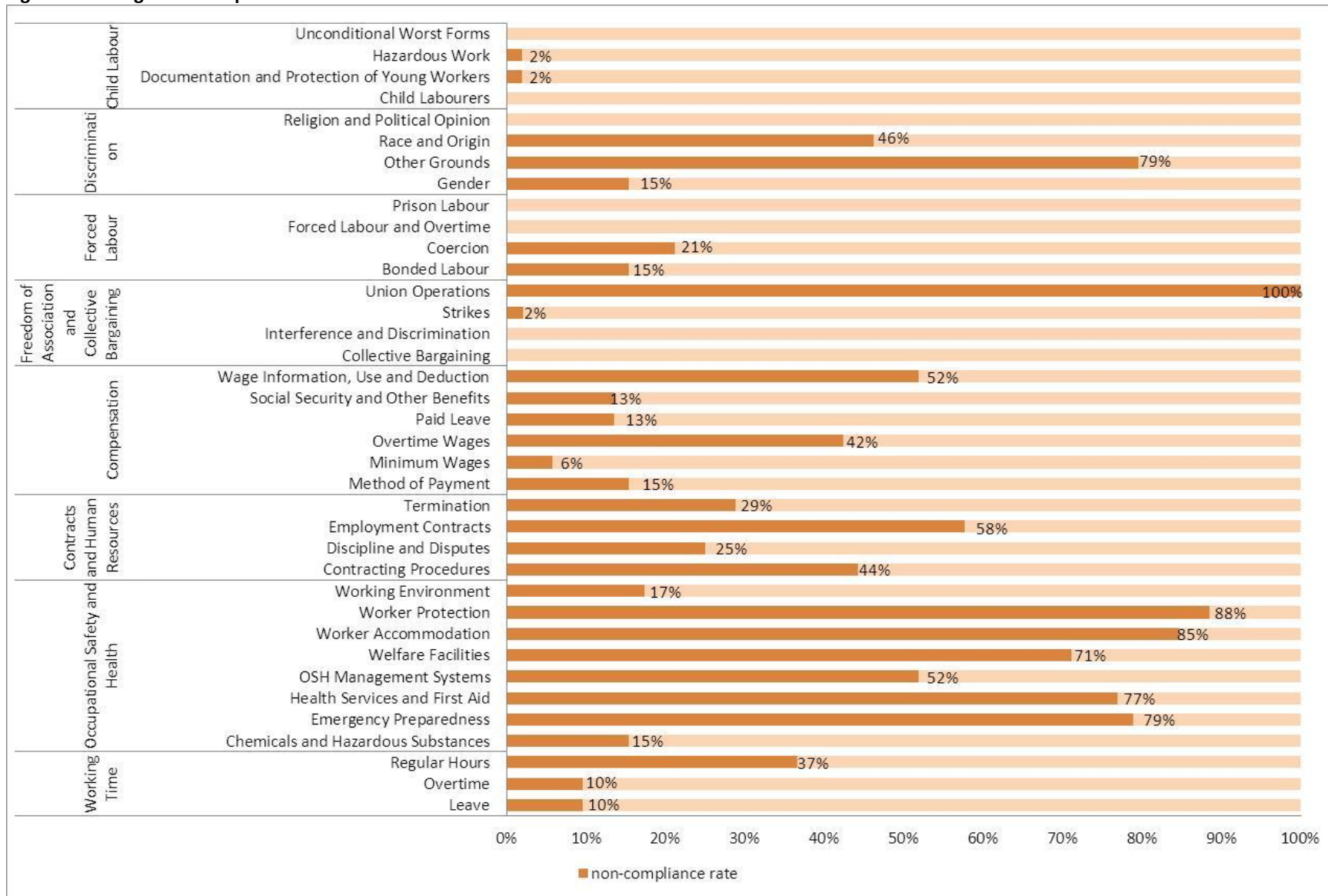
**Contracts and Human Resources**— Many non-compliances related to the failure on the part of factories to translate labor contracts and factory by-laws into all of the workers' respective languages. The primary reason for migrant workers in 9 factories lacking valid work permits and resident IDs is that these

documents were being renewed and the government renewal process, especially annual security clearances by the Ministry of Interior, can be slow. With regard to termination, the most common issues were non-compliance with legal requirements related to severance pay (9 factories) and termination for invalid reasons. In two of these cases employers terminated workers for participating in a work stoppage, while 5 of these factories either were unable to produce proper documentation or failed to follow factory bylaws. With regard to Discipline and Disputes, in 9 factories workers were bullied, harassed, or subjected to humiliating treatment. In one factory, workers were disciplined using physical punishment or humiliating treatment.

**Occupational Safety and Health (OSH)**—The Chemicals and Hazardous Substances CP has a 15% non-compliance rate related to adequate labelling of chemicals and to the lack of chemical safety data sheets. Emergency Preparedness has an overall non-compliance rate of 79%. The main issues are accessibility and marking of emergency exits, both of which are largely maintenance and system management issues. Worker Accommodation has an overall non-compliance rate of 85%. Concerns related to adequate ventilation, toilet and bathing facilities, sewage and garbage disposal, protection against heat, cold, dampness, and insects persist in almost 40% of factories. Eighteen factories did not have a joint worker/management OSH committee, 15 factories did not have written plans for OSH programs, and 12 factories did not perform an assessment of general occupational safety and health issues. Sixteen factories did not have adequate accessible toilets. In 12 factories the workplace was not clean and tidy, and the lack of adequate washing facilities and soap was found in 12 factories. The Worker Protection CP has the highest overall non-compliance rate within the OSH cluster of 88%. Almost 60% of factories failed to provide machine eye guards while 37% did not provide insulated rubber mats for standing workers and 30% provided only backless chairs for sitting workers. Workers in over 60% of factories are not effectively trained or encouraged to use personal protective equipment. There is a 17% non-compliance rate in Working Environment, related to the workplace not having an acceptable temperature (9 factories) and the workplace not being effectively ventilated (1 factory).

**Working Time**—In the Leave CP it was found that in 4 factories the employer did not provide workers at least 14 days of paid annual leave per year, or 21 days after 5 years of service. In two factories the employer did not provide workers at least 14 days of sick leave and in two factories the employer did not provide other types of required leave. Regular daily working hours exceeding 11 hours per day, found in 7 factories, applied to security guards only who often have unique arrangements for hours of work given the special nature of their work. Similarly, only security guards were found to have regular weekly working hours exceeding 48 hours in 4 factories. By law, factories are required to provide one rest day per week. Four factories were found to be in violation. In 5 factories, overtime was found to be not voluntary.

**Figure 1: Average non-compliance rates**



## Detailed Findings

---

This section describes the level of non-compliance across participating factories for each sub-section (Compliance Point) within each of the eight categories of labor standards covered by the *Better Work Jordan* assessments and, through the In Focus Tables, it presents detailed findings at the question level.

### 1. Core Labour Standards

#### a. Child Labour

There were two non-compliance findings related to the same factory under the Child Labour cluster. One finding under Hazardous Work related to workers under the age of 18 working long hours. Another finding under Documentation and Protection of Young Workers related to the employer not complying with documentation requirements for workers under age 18 and not having a reliable system in place to verify the age of workers prior to hiring. Both findings were quickly remedied.

#### b. Discrimination

In this reporting period, *Better Work Jordan* focused greater attention than in the past on the quota requirements relating to the hiring of disabled workers. This accounts for a significant increase in non-compliance “on other grounds” but in no way is an indication that the effort on the part of factories to meet the disability quotas has declined. Also, the distinction in night time curfew applied to men and women resulted in 7 factories in non-compliance with gender discrimination.

In addition, factory implementation of the new minimum wage, which provides a higher base wage only for Jordanian workers, and a seniority increment only for non-Jordanian workers, went into effect 1 February 2012 resulting in a significant increase in factory discrimination non-compliances based on race and origin. As a result, it was found in 46% of factories that race, colour or origin was a factor in decisions regarding pay, and in an additional 2 factories a factor in decisions regarding conditions of work.

#### c. Forced Labour

Non-compliance under the Forced Labour cluster is concentrated in Bonded Labour and Coercion (15% and 21% non-compliance rate respectively). These two CPs are explored more in detail in the In Focus tables below.

#### In Focus 1: Bonded Labour

<i>Question</i>	<i>Number of factories out of compliance</i>
Can workers who owe recruitment fees to a third party freely leave their jobs?	5
Can workers who owe recruitment fees to the employer freely leave their jobs?	2
Has the employer ensured that the private employment agency does not use bonded labour?	0
Does the employer provide non-cash benefits that make workers so	1



---

**indebted to the employer that they are unable to leave the job?**

---

Five factories were cited for a non-compliance based on worker statements that the debt they owe for fees they were required to pay to recruitment agents in their home countries restricts their freedom to leave their employment. An additional 2 factories were cited based on worker statements that their employer paid some of their recruitment costs, such as for airline tickets, but the need to repay the employer restricts their freedom to leave their employment.

**In Focus 2: Coercion**

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Are workers free to terminate their employment with reasonable notice?</b>	2
<b>Does the employer delay or withhold wage payments in order to coerce workers to stay on the job?</b>	0
<b>Does the employer deny workers access to their personal documents (such as birth certificates, passports, work permits and ID cards) when they need them?</b>	2
<b>Does the employer use violence or the threat of violence to intimidate workers?</b>	0
<b>Does the employer force workers to work to discipline them or as punishment for participation in a strike?</b>	0
<b>Does the employer use any other coercive tactics to overwhelm workers' ability to make decisions in their own interest?</b>	0
<b>Does the employer use threats such as deportation, cancellation of visas or reporting to the authorities in order to force workers to stay at the job?</b>	0
<b>Does the employer restrict workers from leaving the workplace?</b>	2
<b>Does the employer restrict workers' freedom to come and go from the dormitories and/or the industrial park or zone in which the factory is located?</b>	7
<b>Does the employer require workers to work beyond the term of their contracts?</b>	1

13.5% of factories were cited for night time curfew, a dramatic drop from previous reports.

There was one case of an employer refusing to allow a worker to leave upon the expiration of the labor contract until a replacement was found and two cases of factories refusing to allow workers to resign with reasonable notice

**d. Freedom of Association and Collective Bargaining**

In July 2010, the provision in the Jordanian Law prohibiting migrant workers from joining the garment union was removed. The law now allows migrant workers to be elected to enterprise level worker committees and to vote in elections for national union leadership. One factory was cited for disciplining workers who were involved in a work stoppage.

### In Focus 3: Union Operations

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Do union representatives have access to the workers in the workplace?</b>	0
<b>Can workers freely form a union?</b>	52
<b>Can workers freely join the union of their choice?</b>	52
<b>Can the union(s) freely form and join federations and confederations of their choice?</b>	52
<b>Does the employer deduct union dues from wages when workers request this in accordance with national law?</b>	0
<b>Does the employer require workers to join a union?</b>	1

Current law prohibits migrant workers from running for national union office and from forming or joining unions of their own choice. Jordanian workers are also prohibited from joining or forming unions of their own choice. As a consequence, by abiding by Jordanian labor law, all factories are non-compliant with the Union Operations CP. One factory was cited for requiring all workers to join the union with or without their consent.

## 2. Working Conditions

### e. Compensation

The Minimum Wages CP has a 6% non-compliance rate. Three factories did not pay minimum wage to probationary workers; one factory did not pay minimum wage to regular full time workers.

With regard to Paid Leave, the 13% non-compliance rate is due to incorrect payment during idle periods or work stoppages (3 factories), during sick leave (4 factories), annual leave (3 factories) and paid public holidays (4 factories).

Eight factories did not pay workers within seven days from the date wages become payable as required by national law.

### In Focus 4: Wage Information, Use and Deduction

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Does the employer keep only one accurate payroll record?</b>	15
<b>Does the employer properly inform workers about wage payments and deductions?</b>	7
<b>Does the employer restrict workers' freedom to use their wages as they choose?</b>	0
<b>Has the employer made any unauthorized deductions from wages?</b>	13
<b>When required for in-kind payment, does the employer provide enough decent quality food for workers?</b>	3

The highest overall non-compliance rate under Compensation is Wage Information, Use and Deduction (52%). Approximately 29% of factories were cited for inaccurate or duplicate attendance and payroll records. One in four factories were cited for unauthorized deductions for food and

accommodation, missing production targets, absenteeism, or to pay back personal loans beyond the legal limit of 10% of monthly salary.

#### **In Focus 5: Overtime Wages**

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Does the employer pay workers 125% of their normal wage for all ordinary overtime hours worked?</b>	22
<b>Does the employer pay workers 150% of their normal wage for overtime worked on public holidays?</b>	15
<b>Does the employer pay workers 150% of their normal wage for overtime worked on weekly rest days?</b>	16

The Overtime Wages CP has an overall non-compliance rate of 42%, which is primarily a reflection of the fact that attendance and payroll records for a significant number of factories were deemed unreliable. The discrepancy in the number of factories between the first question and the latter two questions is attributed to the fact that specific evidence was found in 22 factories of not paying overtime for ordinary overtime hours worked whereas no evidence was found of workers working on public holidays or on weekly rest days. Therefore, non-compliances related to the payment of overtime worked on public holidays and weekly rest days were restricted to those factories with unreliable attendance and payroll records.

#### **f. Contracts and Human Resources**

The highest areas of non-compliance under the Contracts and Human Resources cluster were Employment Contracts (58% non-compliance rate) and Contracting Procedures (44%). Both CPs are illustrated in the In Focus tables below.

#### **In Focus 6: Employment Contracts**

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Do the employment contracts specify the terms and conditions of employment?</b>	5
<b>Do the employment contracts comply with Jordanian legal requirements?</b>	12
<b>Do workers understand the terms and conditions of employment?</b>	5
<b>Does the employer provide workers with a copy of their contract?</b>	15
<b>Do all persons who perform work for the factory, both on the premises and offsite, have a contract?</b>	4
<b>Does the employer maintain a personnel file for each worker?</b>	3
<b>Do the factory bylaws comply with Jordanian legal requirements and were they communicated to workers?</b>	15

Many of the non-compliance findings were related to the failure on the part of factories to translate labor contracts and factory by-laws into all the workers' respective languages. This issue was compounded by the fact that many of the new factories assessed were smaller sub-contractors that were ignorant of the legal requirements, kept inadequate personnel files, and were without the capacity to translate documents into multiple languages.

#### **In Focus 7: Contracting Procedures**

<i>Question</i>	<i>Number of</i>
-----------------	------------------

	<i>factories out of compliance</i>
<b>Is the probationary period limited to 3 months?</b>	1
<b>Does the employer consider workers on limited duration contracts who work beyond their term as unlimited duration contract workers?</b>	0
<b>Does the employer comply with agreed limits on the period for vocational training?</b>	0
<b>Does the employer comply with requirements concerning sub-contracted workers at the workplace?</b>	0
<b>Do the migrant workers have valid work permits and residence IDs?</b>	9
<b>Does the employer pay for the return trip of migrant workers who have been expelled from the country because of an invalid residence ID?</b>	0
<b>Has the employer taken required steps to ensure that migrant workers do not pay any unauthorized fees?</b>	16
<b>Have workers paid unauthorized fees to recruitment agents?</b>	19

The primary reason for migrant workers in 9 factories lacking valid work permits and resident IDs is that these documents were being renewed and the government renewal process, especially annual security clearances by the Ministry of Interior, is slow often exceeding 100 days.

In this reporting period, *Better Work Jordan* assessed whether the employer took required steps to ensure that migrant workers do not pay unauthorized fees under Contracting Procedures. In addition, the payment by workers of excessive recruitment fees was considered under Contracting Procedures. Previously, these issues were looked at only in the context of forced labor. *Better Work Jordan* is working closely with individual factories and with the sector as a whole to develop and implement effective solutions for the issues that have been identified through the factory assessment process.

#### **In Focus 8: Termination**

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Do workers have an opportunity to defend themselves before they are terminated based on their conduct or performance?</b>	2
<b>Do workers receive all their entitlements upon expiration of their contracts?</b>	3
<b>Does the employer compensate workers for unused paid annual leave when they resign or are terminated?</b>	4
<b>Does the employer comply with legal requirements before terminating or suspending workers due to changes in operations?</b>	1
<b>Does the employer comply with legal requirements regarding severance pay?</b>	9
<b>Does the employer only terminate workers for valid reasons?</b>	8

There was an overall 29% non-compliance rate in Termination. The most problematic issues were non-compliance with legal requirements related to severance pay (9 factories) and eight employers terminating workers for invalid reasons. In two of these cases employers terminated workers for participating in a work stoppage, while 5 of these factories either were unable to produce proper documentation or failed to follow factory bylaws.

**In Focus 9: Discipline and Disputes**

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Did the employer resolve individual grievances and disputes in compliance with legal requirements?</b>	1
<b>Did the employer resolve individual grievances and disputes in compliance with legal requirements?</b>	2
<b>Do the disciplinary measures comply with legal requirements?</b>	2
<b>Have any workers been bullied, harassed, or subjected to humiliating treatment?</b>	10

With regard to Discipline and Disputes, in 9 factories workers were bullied, harassed, or subjected to humiliating treatment. In one factory, workers were disciplined using physical punishment or humiliating treatment.

**g. Occupational Safety and Health**

Previous assessment data has indicated that approximately two thirds of all non-compliances fall under the OSH cluster for factories being assessed for the first time, with this percentage falling significantly for factories assessed for a second and third time. Of note is that measurable improvement across six of eight compliance points (there was no change in the other two CPs) can be seen in factories assessed for a second and third time, indicating that Better Work Jordan advisory and training services are having impact.

The Chemicals and Hazardous Substances CP has a 15% non-compliance rate, related to adequate labelling of chemicals in five factories, as well as to the lack of chemical safety data sheets in two factories.

**In Focus 10: Emergency Preparedness**

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Does the workplace have adequate and accessible fire-fighting equipment?</b>	18
<b>Has the employer trained an appropriate number of workers to use the fire-fighting equipment?</b>	6
<b>Does the workplace have a fire detection and alarm system?</b>	8
<b>Are emergency exits and escape routes clearly marked and posted in the workplace?</b>	24
<b>Are there enough emergency exits?</b>	5
<b>Does the employer conduct periodic emergency drills?</b>	11
<b>Are the aisles and emergency exits accessible, unobstructed and unlocked during working hours, including overtime?</b>	26

Emergency Preparedness has an overall non-compliance rate of 79%. The main issues are accessibility and marking of emergency exits, both of which are largely maintenance and system management issues. Virtually all the non-compliance findings concerning accessibility to emergency exits were for obstructions and not because emergency exit doors were locked or chained.

**In Focus 11: Worker Accommodation**

<i>Question</i>	<i>Number of factories out of compliance</i>
-----------------	--

Does the accommodation comply with minimum space requirements?	4
Does the accommodation have enough safe water?	12
Does the accommodation have adequate toilets, showers, sewage and garbage disposal systems?	15
Is the accommodation protected against fire?	30
Is the accommodation adequately protected against heat, cold, and dampness?	22
Is the accommodation protected against disease carrying animals or insects?	25
Is the accommodation protected against noise?	0
Is the accommodation adequately ventilated?	20
Does the accommodation have adequate cooking facilities?	13
Is the accommodation adequately lit?	2
Does the accommodation offer workers adequate privacy?	3
Has the employer adequately prepared for emergencies in the accommodation?	27
Are readily trained first aid personnel available?	6
Are adequate first aid supplies readily accessible on all floors?	34
Is the accommodation clean?	12
Is the accommodation separate from the workplace (even though it may be in the same compound/industrial park)?	5

Worker Accommodation has an overall non-compliance rate of 85%. Many issues related to worker accommodations persist and are challenging to address given that labour inspectors do not regularly inspect worker dormitories. *Better Work Jordan* is currently in discussions with the Ministry of Labor about the possibility of applying Ministry of Health dormitory standards that were developed in 2010 when conducting factory assessments. Whereas it was reported in the last Compliance Synthesis Report that concerns related to adequate ventilation, toilet and bathing facilities, sewage and garbage disposal, protection against heat, cold, dampness, and insects persist in nearly half of the factories assessed, such concerns have now been reduced to an average of less than 40% of factories, indicating improvement.

#### **In Focus 12: Health Services and First Aid**

<b>Question</b>	<b>Number of factories out of compliance</b>
Do workers who have been exposed to work-related hazards receive free health checks?	3
Does the employer provide pre-assignment medical checks for workers?	11
Does the employer address safety and health risks to pregnant or nursing workers?	0
Does the workplace have required onsite medical facilities and staff?	21
Has the employer ensured that there are a sufficient number of readily accessible first aid boxes/supplies in the workplace?	32
Has the employer provided first-aid training for workers?	6

There is a 77% overall non-compliance rate in Health Services and First Aid. Nearly 62% of factories do not have fully supplied first aid boxes throughout the workplace, which is a maintenance and systems management issue, while 40% of factories failed to meet the government's stringent legal

requirements for onsite medical facilities and staff, which vary according to the size of the workforce.

The non-compliance rate for OSH Management Systems is 52%. This is due to 18 factories not forming a joint worker/management OSH committee, 15 factories not having written plans for OSH programs, and 12 factories not performing an assessment of general occupational safety and health issues.

Welfare Facilities has a non-compliance rate of 71%. This is due to 16 factories not having adequate accessible toilets, 12 factories in which the workplace was not clean and tidy, and the lack of adequate washing facilities and soap in 12 factories.

**In Focus 13: Worker Protection**

<b>Question</b>	<b>Number of factories out of compliance</b>
<b>Are electrical boxes, electrical wires, switches and plugs properly installed, grounded, and maintained?</b>	6
<b>Are materials, tools, switches, and controls within easy reach of workers?</b>	0
<b>Are appropriate safety warnings posted in the workplace?</b>	2
<b>Are proper guards installed and maintained on all dangerous moving parts of machines and equipment?</b>	29
<b>Are standing workers properly accommodated?</b>	19
<b>Are there sufficient measures in place to avoid heavy lifting by workers?</b>	1
<b>Are workers effectively trained and encouraged to use the personal protective equipment that is provided?</b>	24
<b>Are workers effectively trained to use machines and equipment safely?</b>	18
<b>Are workers punished if they remove themselves from work situations that they believe present an imminent and serious danger to life or health?</b>	0
<b>Do seated workers have suitable chairs?</b>	3
<b>Does the employer provide workers with all necessary personal protective clothing and equipment?</b>	16

The Worker Protection CP has the highest overall non-compliance rate within the OSH cluster, at 88% Workers in 46% of factories are not effectively trained or encouraged to use personal protective equipment. Almost 60% of factories failed to provide machine eye guards while 37% did not provide insulated rubber mats for standing workers and 30% provided only backless chairs for sitting workers. Workers in over 60% of factories are not effectively trained or encouraged to use personal protective equipment. *Better Work Jordan* OSH training programmes for both managers and workers have been designed to address these issues.

There is a 17% non-compliance rate in Working Environment, related to the workplace not having an acceptable temperature (9 factories) and the workplace not being effectively ventilated (1 factory).

**h. Working Time**

In the Overtime CP there is a 10% non-compliance rate. In five factories, overtime was found to be not voluntary.

In the Leave CP (10% non-compliance rate) it was found that in 4 factories the employer did not provide workers at least 14 days of paid annual leave per year, or 21 days after 5 years of service. In



two factories the employer did not provide workers at least 14 days of sick leave and in two factories the employer did not provide other types of required leave.

The Regular Hours CP has a 37% non-compliance rate and is explained in further detail in the In Focus table below.

**In Focus 14: Regular Hours**

<i>Question</i>	<i>Number of factories out of compliance</i>
<b>Do regular daily working hours exceed 11 hours per day?</b>	7
<b>Do regular weekly working hours exceed 48 hours?</b>	4
<b>Do the working time records reflect the hours actually worked?</b>	16
<b>Does the employer comply with the daily break periods specified in the factory bylaws?</b>	1
<b>Does the employer provide required weekly rest periods?</b>	4
<b>Does the employer comply with the minimum period of rest within a 24 hour period that is specified in the factory bylaws?</b>	0

Regular daily working hours exceeding 11 hours per day, found in 7 factories, applied to security guards only who often have unique arrangements for hours of work given the special nature of their work. Similarly, only security guards were found to have regular weekly working hours exceeding 48 hours in 4 factories. By law, factories are required to provide one rest day per week. Four factories were found to be in violation of the law by requiring workers to work all seven days for at least one week.

## Section III: Changes in Compliance

### Methodology

---

This section of the synthesis report concerns only the **twenty-nine factories** that have received more than one assessment visit by *Better Work Jordan*. Among these, 14 factories have been visited twice, 14 factories have been visited three times, and one has been assessed four times.

Chart 2 shows the changes in non-compliance that have occurred in the 29 factories between the most recent and the previous *Better Work Jordan* assessment. Better Work defines compliance effort as the difference in non-compliance between two consecutive Better Work assessments. As such, positive percentages indicate average improved performance and negative percentages indicate an average decline in performance.

Major areas of improvement were seen in the Occupational Safety and Health cluster, continuing a trend indicating that a significant reduction in OSH non-compliances occurs for factories assessed a second and third time. The largest increases in compliance effort were seen in the Bonded Labour and Coercion CPs in the Forced Labour cluster.

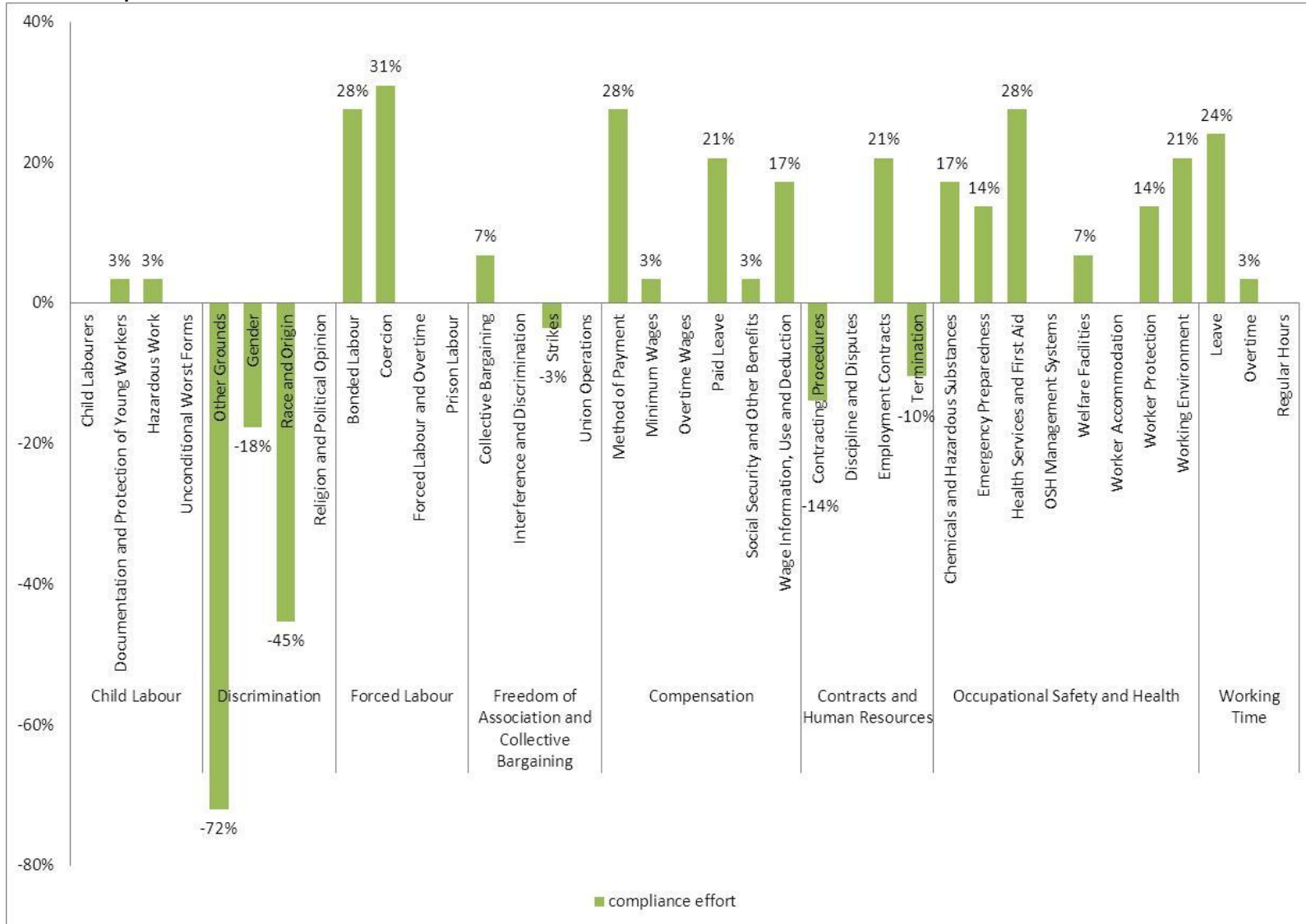
Declines in compliance effort were largely confined to the discrimination cluster. In this reporting period, *Better Work Jordan* focused greater attention than in the past on the quota requirements relating to the hiring of disabled workers. This accounts for a significant increase in non-compliance “on other grounds”. Also, the distinction in nighttime curfew applied to men and women resulted in an increase of five factories found non-compliant based on gender discrimination.

In addition, factory implementation of the new minimum wage, which provides a higher base wage only for Jordanian workers, and a one-time seniority increment only for non-Jordanian workers, went into effect 1 February 2012 resulting in a significant increase in discrimination non-compliances based on race and origin.

The two other CPs that witnessed a decline in compliance effort were Contracting Procedures and Termination. In this reporting period, *Better Work Jordan* assessed whether the employer took required steps to ensure that migrant workers do not pay unauthorized fees under Contracting Procedures. In addition, the payment by workers of excessive recruitment fees was considered under Contracting Procedures. Previously, these issues were looked at only in the context of forced labour. With regard to termination, the most common issues were non-compliance with legal requirements related to severance pay and termination for invalid reasons. In two of the cases, employers terminated workers for participating in a work stoppage.

# Compliance effort

Chart 1: Compliance effort



## Section IV: Conclusion

### Conclusions and Next Steps

---

The data in this report once again suggests that the provision of *Better Work Jordan* core services at the enterprise level contributes to an ongoing process of measurable improvement in compliance with national labour law and ILO core labour standards in most factories. To build on this impact, *Better Work Jordan* adopted an expanded vision statement for the remainder of Phase I of the programme and beyond.

First, *Better Work Jordan* will strengthen the quality and consistency of core services by extending them to every factory exporting apparel from Jordan to the U.S. and Israeli markets including direct exporters and their sub-contractors; introducing a systems approach as central to the factory continuous improvement process especially in the area of human resources management; offering a regular menu of training programs for both managers and workers in areas of common need identified through factory assessments that is supported by factories and buyers; and facilitating stronger relationships between buyers and suppliers to develop joint approaches to improving conditions for workers and factory productivity and competitiveness.

Second, *Better Work Jordan* will endeavor to extend its impact beyond the factory level by working with key stakeholders to develop a stable and long-term model for the apparel sector; promoting social dialogue and sound industrial relations at the factory and sectoral levels including the strengthening of collective bargaining; developing Workers' Centers in major industrial zones to provide workers a variety of services; and working with key stakeholders to eliminate practices that can be associated with forced labour and discrimination at work.

Under this new vision, *Better Work Jordan* expects by 2014 to have improved the lives of at least 35,000 workers and many more family members by driving sector-wide, sustainable improvement in adherence to Jordanian labor law and core labor standards, and to have enhanced the business competitiveness of the apparel sector in Jordan within the global supply chain.

# Annexes

## Annex A: Factories Covered in this Report

---

Abdul Qader Saleh & Brothers Co.  
Al Areen wear L.T.D  
Al Hadaf Apparel Manufacturing Co.  
Al Hanan for Cloth Manufacturing Est.  
AL Masera Textile  
Al Tafilah Apparel Co. LTD  
Apparel Concepts L.L.C  
Aseel Universal Garments Manufacturing Co.,  
Atateks Foreign Trade LTD.  
Atlanta Garment MNF Company  
Business Faith Garment Mfg Co., Ltd  
Camel Textile International Corp  
Casual Wear Apparel LLC  
Century Miracle  
Century Wear Co.  
Classic Fashion Apparel Industry (Unit 1, 2 & 4)  
Classic Jeans Apparel Manufacturing Co.  
EAM Maliban Textiles Jordan (PVT) Ltd  
EAM Maliban Textiles Jordan (PVT) Ltd./SatelliteUnit  
ELZAY Ready Wear Manufacturing CO.  
Fine Apparel LTD  
Galaxy Apparel Industry  
Haifa Apparel  
Harthi Textile Industrial Est.  
Hi-Tech Textile L.L.C.  
Horizon Clothing Manufacturig co.  
International British Garments  
International Business Garment MFG Co., LTD.  
Ivory Garments Factory  
Jerash Garments and Fashions Manufacturing Co Ltd  
Jordan Star Apparel Industries CO. LTD  
Jordanian Modern Textile  
M/S Rainbow Textile L.L.C.  
M/S United Creations L.L.C.  
Modern Apparel CO. LTD.  
Mustafa & Kamal Ashraf Trading (Jordan) Garment Ltd.  
NEEDLE CRAFT LTD. JORDAN  
Oasis Textiles International Co., Ltd.  
Paramount Garments Ltd.  
Prestige Apparel Manufacturing LTD Company  
Prime five garments manufacturing co  
Primex Apparel Manufacturing Co.  
Rich Door Textile Factory  
Standard Textile Jordan  
Sterling Apparel Manufacturing  
Sterling Apparel Manufacturing L.L.C. (Satellite)  
Straight Line For Apparel Co.  
Sun Jordan Textile Co. Ltd  
Third Dimension Apparel LLC  
TRANS WORLD APPAREL Mfg Co.  
Tusker Apparel Co.  
Vega Textile LTD.

## **Annex B: Buyers Participating in Better Work Jordan**

---

- American Eagle
- Gap
- Jones Apparel Group
- Polo Ralph Lauren
- LL Bean
- New Balance
- Sears
- Wal-Mart
- Marks & Spencer
- Hanes Brand Inc.
- Talbots
- Patagonia, Inc
- Li & Fung
- Target
- ANN INC.