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Annual Report 2019: An Industry And Compliance Review

Jordan

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LIST OF ABBREVIATIONS

ACTRAV	Bureau for Workers' Activities
BWJ	Better Work Jordan
CAT	Compliance Assessment Tool
CBA	Collective Bargaining Agreement
DoS	Department of Statistics
EU	European Union
FoA	Freedom of Association
GoJ	Government of Jordan
IFC	International Finance Corporation
ILO	International Labour Corporation
IMF	International Monetary Fund
JCI	Jordan Chamber of Industry
JD	Jordanian Dinar
J-GATE	Jordanian Garment, Accessories & Textiles Exporters' Association
MoH	Ministry of Health
MoITS	Ministry of Industry, Trade & Supply
MoL	Ministry of Labour
MoPIC	Ministry of Planning and International Cooperation
OSH	Occupational Safety and Health
SCP	Strategic Compliance Plan
SHP	Sexual Harassment Prevention
SME	Small and Medium Enterprise
PAC	Project Advisory Committee
WHO	World Health Organization
ZTP	Zero-Tolerance Protocol

Summary Findings

Better Work Jordan's Tenth Annual Report presents findings and observations from 79 factory assessments completed in 2018. The Annual Report also highlights trends in non-compliance rates over the past three years. Compliance findings are complemented by additional observations through factory engagement and the programme's collaboration with industry stakeholders.

Better Work's enterprise assessment – a two-day unannounced onsite visit – is a key component of the programme's core services. The compliance data is divided into eight clusters: four under core labour standards (assessed against international labour standards) and four under working conditions (assessed according to the national law and regulations). While individual assessment reports allow Better Work, the factory and buyers to identify and understand non-compliance in factories, the annual report presents an opportunity to consolidate and analyse more sectoral trends.

The following are highlights from each compliance cluster:

INTERNATIONAL LABOUR STANDARDS

Child Labour: Employment of children under age sixteen is a zero-tolerance issue under Better Work Jordan's collaboration agreement with the Ministry of Labour (MoL). In 2018, Better Work Jordan reported two cases of child labour to the MoL. Both cases involved underage migrant workers from Bangladesh with forged birth years on their passports. Such cases remain a challenge for everyone in the industry and the lack of follow-up after returning the child to their home countries is a concern. Better Work Jordan will raise this concern with stakeholders and will also gather information on existing best practices on this issue. The programme will work to build a better understanding of the referral systems of labour-sending countries to support and monitor returnees.

Discrimination: Non-compliance under Discrimination was concentrated under requirements to hire persons with disabilities, differences in attendance bonuses for Jordanians and non-Jordanians, and differences in working hours during Ramadan based on nationality. In 2018, Better Work Jordan observed a number of factories either paying attendance bonuses to only Jordanians or paying lower bonuses to migrant workers. The non-compliant factories have been advised to pay equal attendance bonuses to all Jordanian and non-Jordanian workers.

Forced Labour: In 2018, two factories were found non-compliant for restricting workers' access to their passports and personal documents and both cases were reported to the MoL under the established zero-tolerance protocol. The MoL then responded to the cases to ensure all documents were returned to the workers. While Better Work Jordan was able to follow-up with the management from one of the non-compliant factories, the other factory has since denied the programme's requests for advisory visits.

Freedom of Association and Collective Bargaining: As Jordan is yet to ratify ILO Convention No. 87 and the Jordan Labour Law currently stipulates a single trade union structure, all assessed factories were non-compliant under the compliance point Freedom to Associate. Another area of non-compliance was the implementation of the sectoral collective bargaining agreement (CBA). Although most factories met some requirements, about 53 per cent of the factories had not implemented one or more provisions in the CBA. The non-compliance for this requirement has fallen noticeably since 2017 when the non-compliance rate was 86 per cent.

WORKING CONDITIONS

Compensation: As noted under Overtime Wages, more factories are paying accurate overtime wages to workers. The non-compliance rate for ordinary overtime has dropped by 22 percentage points and for holiday overtime by 31 percentage points since 2016. The share of factories

non-compliant with social security contributions – both worker deductions and employer contributions – has remained somewhat consistent at around 22 per cent in the past three years. These non-compliant factories continue to miscalculate social security contributions as they do not base the calculation on all the elements of wages.

Contracts & Human Resources: There has been a continuous improvement under Contracting Procedures, where fewer migrant workers are paying unauthorized recruitment fees and more factories are making efforts to ensure fairer recruitment. The non-compliance rate for unauthorized fees decreased by some 36 percentage points since 2016. More factories are also establishing and running joint-union management committees and a number of factories have remedied their factory by-laws to allow workers to defend themselves against any disciplinary penalties. However, Better Work Jordan continues to be concerned about verbal abuse cases reported under this cluster. In 2018, 14 factories were cited for verbal abuse and all cases involved line supervisors or production staff shouting or making humiliating remarks to workers.

Occupational Safety & Health: Although the Occupational Safety & Health (OSH) cluster continues to have some of the highest non-compliance rates, there have been some noteworthy improvements in the past years. For instance, the number of factories non-compliant with accessible aisles and exits, providing childcare facilities and ensuring electrical safety has decreased in recent years. In contrast, the increase in factories where workers are dissatisfied with food is a concerning trend. This non-compliance rate increased by 20 percentage points since 2017. Better Work Jordan will emphasise this point to employers as they are responsible for providing decent food as part of their in-kind benefits.

Working Time: The Jordanian Labour Law does not limit overtime hours but restricts regular working to 48 hours per week. In 2018, four factories were non-compliant with keeping accurate working hours records. This non-compliance rate has dropped considerably since 2016, from 19 per cent to five per cent. The overall average hours worked was 53.3 per week, which has decreased by 2.6 hours. The average was 58.7 among migrant workers and 58.3 among subcontracting factories.



86
Factories



3,220+
Workers
interviewed



3,316
Workers,
Supervisors and
Managers



80
Assessment
Reports



380
Advisory
Visits



220
Training sessions



FOUR
Industry Seminars

FOUR
Collaboration
Agreements

Introduction

Better Work Jordan is a partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC). The ILO flagship programme is bringing together stakeholders from all levels of the global garment manufacturing industry to improve working conditions and respect for labour rights, and boost competitiveness.

Better Work country programmes prepare public reports synthesising industry updates and highlighting compliance findings and trends in order to increase transparency and to communicate observations to a wider audience. Since the programme's inception in 2008, Better Work Jordan has published nine such reports and this is Better Work Jordan's Tenth Annual Report.

Annual Report 2019: An Industry and Compliance Review covers assessments and activities between January and December 2018. Compliance findings are drawn from 79 assessments reports from 2018. The report is divided into three sections: Section I presents the country context and updates from Better Work Jordan, Section II dives into detailed compliance findings from factory assessments and observations from advisory and training visits, and Section III presents the conclusions and ambitions going forward. Details on methodology, limitations and the lists of participating factories and buyers can be found under the Annexes.

COUNTRY AND LABOUR MARKET CONTEXT

Economy

The Jordanian economy continues to be strained by ongoing regional uncertainty, which has suppressed both domestic and regional demand, as well as the persistent national current account deficit. As the World Bank notes, the country's recovery depends on reducing debt levels, implementing structural reforms and identifying sources to expand investment, while benefitting from international assistance and potential regional recovery.¹ The annual GDP growth remained modest at

2.1 per cent in 2018.² Inclusive growth has remained a challenge, with low economic growth rates in rural areas and the prevalence of high unemployment rates.

The agreement between Jordan and the IMF centres on returning the combined public deficit to a downward path through steady fiscal consolidation and the continued implementation of reforms to enhance business environments and employment prospects. A key structural reform prescribed under the agreement was to broaden an income tax law that would reduce the personal income tax exemption thresholds.

The reforms were met with a number of demonstrations throughout 2018, especially in the context of existing grievances about the country's economic conditions. The protests commenced with a strike by Jordan's professional associations in May that later led to the reshuffling of the ministerial cabinet and resignation of the former Prime Minister. A new Prime Minister was designated in June. The controversial income tax law was later passed in December 2018.

The labour market

Jordan has a population of over 10 million, of whom about two-thirds are Jordanian nationals.³ The Jordanian labour market is characterized by three segments: Jordanians, migrant workers, and refugees. In 2017, Jordan's Department of Statistics estimated over 340,000 migrant workers and refugees registered with the Ministry of Labour (MoL). The majority of the registered workers are from Egypt, Bangladesh and Syria and are employed in agriculture, construction and manufacturing.⁴

Overall, labour market outcomes have been gradually worsening in Jordan over the past decades. Jordan's unemployment rate stood at 18.7 per cent in the fourth quarter of 2018, which is 0.2 percentage points higher than that recorded in 2017.⁵ The unemployment rate was 16.9 per cent for men and 25.7 per cent for women. The highest rate of unemployment was recorded in age groups 15-19 and 20-24 age groups at 47.3 per cent and

38.1 per cent, respectively. As before, labour force participation among women remained staggeringly low at 16.3 per cent during the fourth quarter, compared to 60.1 per cent for men.⁶ The Jordanian government continues to be the largest employer in the country. About 26 per cent of employed Jordanians were working in public administration and services in 2017.⁷

Jordan continues to enact regulations that close specific sectors and occupations for non-Jordanians and has introduced sector-specific quota systems. Such quota systems are in place to encourage employers to increase the number of Jordanians they employ. For example, as of 2019, employers in the garment sector are required to have a minimum of 20 per cent Jordanian workforce before being permitted to renew work and residency permits for migrant workers. This requirement is 25 per cent if the employers want to bring new migrant workers to the country.⁸

Migrant workers by definition cross borders for economic opportunities and work. Among registered migrant workers, Egyptians and Bangladeshis are the two most represented nationalities. Egyptian men are commonly employed in the construction sector, whereas Bangladeshi women workers are associated with the domestic and garment manufacturing sectors. Jordan has continued to implement the kafala (sponsorship) system that ties migrant workers' immigration status with their employment status and a specific employer.

Following the London Conference in 2016, Jordan has made significant strides to simplify its regulatory system to enable Syrian refugees' access to the formal labour market. Starting in early 2016, the Jordanian government started issuing work permits to Syrians, which effectively enabled their access to formal work in specified sectors. Further, work permits in the agriculture and construction sectors are no longer linked with single employers for Syrian refugees in Jordan.

Minimum wage

Jordan has set the minimum wage at different rates for Jordanians and non-Jordanians. The most recent minimum wage was issued, for the first time, by the office of the Prime Minister. Government instructions also specified that the wage should be revised every year.

The minimum wage for Jordanians increased by 15 per cent in 2017 from JD 190 (about US\$ 268) to 220 (\$

310) per month, while the minimum wage for non-Jordanians remained fixed at JD 150 (US\$ 212). Non-Jordanians in the garment sector are, however, set to be paid a minimum of JD 125 in paid wages and JD 95 as in-kind, with the total amount adding to JD 220 as per the sector's collective bargaining agreement (CBA). As a result, Jordan now has a three-tiered minimum wage contingent on nationality and industry sector.

Amendments to the Jordanian Labour Law

The Jordanian Parliament launched debates on amending the Labour Law in early 2018. Among many recommendations, the Committee was considering a series of revisions set to make the legislation more gender-sensitive. As of February 2019, the recommendations under discussion included provisions to increase annual leave, introduce a three-day paternity leave and penalize gender-based wage discrimination. If implemented, the changes will increase annual leave from 14 to 21 days and the inclusion of paternity leave in the private sector would be a first. Employees who have worked with the same employer for over five consecutive years will be entitled to 28 days of annual leave. The amendments also included changes in the definitions of flexible work and collective labour disputes. Another important recommendation included Article 12, which would allow children of Jordanian women married to non-Jordanians to obtain jobs without the need for work permits.

Article 72 of the Labour Law currently requires that employers with over 20 women employees with children aged four or younger provide day care facilities. If approved, the amendments will extend this to both working women and men with children when the company's employees have at least 15 children under the age of five. The amendments will also allow employers to contract external service providers if they are unable to provide the day care facilities themselves.

Articles 53 and 54 are also under discussion. They will further enable pay equity and impose fines for employers paying discriminatory wages. This will raise the fines to no less than JD 500 and no more than JD 1,000 for each case of workers underpaid on the basis of gender.

Jordan is yet to ratify ILO Convention No. 87 on the Freedom of Association and Protection of the Rights to Organize. Article 98 of the Labour Law states that trade

unions may be formed within the limits of the law but sets conditions that restrict the right to establish a union. The legislation stipulates a single trade union structure per sector and requires the MoL's approval and at least 50 Jordanian founding members to establish new unions. Although the Temporary Law No. 26, 2010, which is included in the Labour Law, allows migrant workers to join the already established trade unions, migrant workers are still not allowed to be founding members.

INDUSTRY OVERVIEW

Jordan continues to enjoy a number of trade agreements, including the US-Free Trade Agreement (FTA) with the United States since 2010. The FTA allows Jordan to gain preferential duty and quota-free access to the US market. The Jordanian garment industry has

been one of the primary beneficiaries of this agreement. Prior to the US-FTA, the two countries had signed the Qualified Industrial Zone (QIZ) agreement in 1999.

In 2002, Jordan entered the Association Agreement with the European Union (EU) that enabled a Free Trade Area opening up two-way trade. The agreement was revisited in 2016 when the EU and Jordan agreed to simplify the rules of origin (RoO) requirements as a component of the EU's broader response to the Syrian refugee crisis. The revisions were aimed at boosting Jordan's trade competitiveness, supporting the host communities and promoting job creation for Jordanians and Syrians. The simplified RoO agreement was amended in late 2018 following a review by all parties. The agreement now extends until 21 December 2030, applies to all companies regardless of their geographic location, and reduces the minimum requirement for employed Syrian refugees to 15 per cent.⁹

THE ILO PROGRAMME OF SUPPORT TO THE JORDAN COMPACT: 2018 REVIEW AND BETTER WORK JORDAN

The ILO Programme of Support to the Jordan Compact (POS) directly responds to Jordan's ongoing labour market challenges exacerbated by the conflict in Syria. The POS builds on a series of pilot interventions launched between 2013 and 2015. Since 2016, the ILO POS has scaled development-focused and employment-driven interventions to support Jordan in job creation and decent work. By the end of 2018, the POS portfolio (2016-21) included 17 projects, amounting to over US\$ 63 million.

The POS works on three key objectives:

- ◆ Strengthen labour market governance for improved compliance with decent work principles
- ◆ Support the development of an enabling environment to underpin improved private sector productivity and the creation of decent work
- ◆ Support the immediate creation of decent jobs for Jordanians and Syrian refugees to ease current conditions.

In addition, the approach includes three cross-cutting actions:

- ◆ Conducting research and analysis to support evidence-based policymaking
- ◆ Strengthening social dialogue and social partnerships to develop sustainable national solutions
- ◆ Raising awareness and improving the education of all actors to enhance the participation of Syrian refugees in the labour market.

Under the POS, Better Work Jordan is working to support the monitoring and promotion of decent work in the manufacturing sectors – including chemicals, garments, engineering materials and plastics. In 2018, the programme expanded its services to the above-mentioned non-garment sectors, which included an adaptation of existing assessment models and the issuance of Labour Law Guides for all sectors.

With support from the World Bank's Program-for-Results in Jordan, Better Work Jordan was also able to implement the Transparency Portal starting mid-July 2017. The platform allows the public to view the compliance status of manufacturers against selected international labour standards and the national Labour Law. Section 2 presents a more detailed analysis of the Transparency Portal and the publicly reported data.

Better Work Jordan continued to train Labour Inspectors on key topics, including the Better Work assessment methodology, sexual harassment prevention and addressing human trafficking. In 2018, the programme also continued its long-term secondment programme with three Labour Inspectors and initiated a new short-term secondment with three Labour Inspectors per quarter. This focus on working closely with the Ministry of Labour is expected to allow spillover effects and contribute to Better Work Jordan's sustainability.

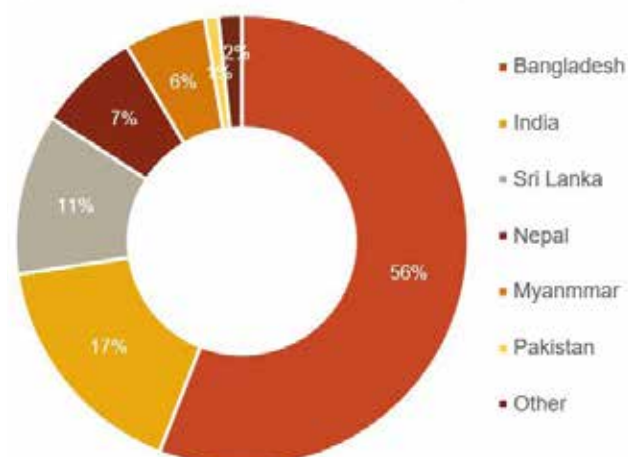
For more information on the POS, see: https://www.ilo.org/beirut/areasofwork/syrian-refugee-crisis/jordan/WCMS_670182/lang--en/index.htm. For more information on the Transparency Portal, see: <https://portal.betterwork.org/transparency>.

Garment industry

Jordan's garment exports continued to grow throughout 2018. Garments and related exports were valued to over US\$ 1.7 billion and accounted for about 25 per cent of the country's total exports in 2018.¹⁰ Jordan exported about US\$ 1.5 billion worth of garments to the US and over US\$ 57 million to the EU market in 2018.¹¹ The US continued to be Jordan's largest garment export market due to the established Free Trade Agreement (FTA) between the two countries. The value of garments exported to the EU has increased by almost 57 per cent increase since 2016.

In January 2019, the exporting garment industry employed over 68,300 workers, with about 16,700 Jordanians and 51,500 migrant workers.¹² The majority of Jordan's garment factories are located in the economic zones in Dulayl, Irbid and Sahab and the majority of the workers continue to be economic migrants from South Asia and Southeast Asia. Figure 1 presents the share of work permits issued by the MoL to the garment sector in 2018.¹³ Although the percentage distribution is similar to that in 2017, the share of Bangladeshi workers has grown by some four percentage points and the share of Sri Lankan and Nepali workers have shrunk by three and two percentage points, respectively.

FIGURE 1. SHARE OF WORK PERMITS ISSUED IN THE GARMENT SECTOR BY COUNTRY OF ORIGIN (2018).



Tackling high unemployment rates and low labour force participation among Jordanian women remained a priority for the government throughout 2018. The Jordanian government conceived the idea of 'satellite units' in 2010 to address unemployment in rural areas and to promote a decentralised approach to economic development. The driving idea was to bring factory jobs to rural Jordanian women rather than them going to the economic zones, which are often away from population centres. This initiative also provides employers with some incentives, such as rent-free buildings and covering some labour costs, to establish and run satellite factories. According to the Ministry of Labour, 18 satellite factories were operational, four were under construction and two were being planned by the end of 2018.

THE 'ENHANCING PRODUCTIVITY IN JORDAN'S SATELLITE GARMENT FACTORIES' PROJECT (2017-2018)

Between May 2017 and August 2018, Better Work Jordan implemented a project aimed at studying and improving the productivity and working conditions in the satellite garment factories. The project was supported by the IFC and funded by the World Bank's Jobs Umbrella Trust Fund. It was implemented in 15 satellite factories and one subcontracting factory. The intervention combined elements of both technical and non-technical approaches to improve productivity and delivered over 110 training sessions to over 1,100 workers, supervisors and managers.

This particular intervention has allowed Better Work Jordan to develop a nuanced understanding of the operational context and challenges faced by these satellite factories. As such, the programme is now engaging with the government and the private sector to discuss how a more sustainable and efficient model can be scaled to improve Jordanian women's access to decent jobs in the sector.

Other industries

Following the Jordan Compact, Better Work Jordan expanded its services to selected non-garment sectors under the EU-ILO collaboration initiated in 2017. The collaboration came in the context of the EU's simplified (RoO) initiative for Jordan, where Better Work Jordan's role evolved to support the MoL in monitoring and promoting decent work conditions in factories authorised under the RoO. The manufacturing sectors – chemicals, engineering materials and plastics – were selected on the basis of their export potential.

By the end of 2018, 12 companies were authorised to benefit from the simplified RoO initiative. Three of these companies produce garments and are already participating in the programme. However, the eligible non-garment companies are yet to enrol in Better Work Jordan. Better Work Jordan is currently working with the government and relevant stakeholders to formulate a mechanism that enables the eligible companies' participation.

BETTER WORK JORDAN

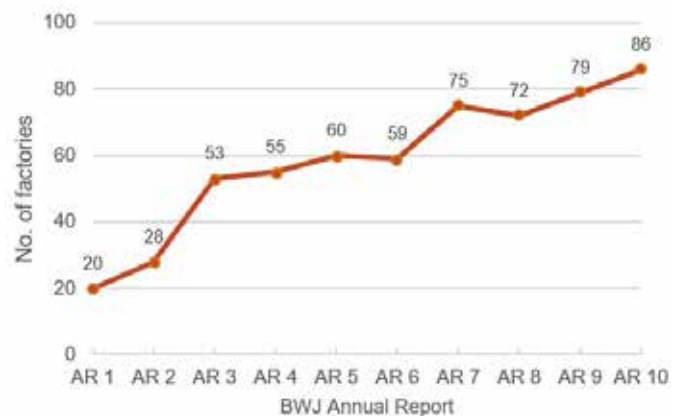
Better Work was established in Jordan in 2008 and started operations in 2009 at the request of the Jordanian government. The programme will mark 10 years of operations in 2019. Currently, in its third strategic phase (2017-2022), the Better Work Jordan has continued its work with the national tripartite constituents to improve working conditions and promote decent work in the garment sector to support the government in attaining broader development goals.

Participating factories

Better Work Jordan was introduced as a voluntary programme for garment manufacturers in 2008. However, seeing low enrolment rates and the need to drive industry-wide improvements, the Jordanian government mandated garment factories exporting to the US and Israel and their subcontractors to work with Better Work Jordan. The number of Better Work Jor-

dan factories has since grown simultaneously with the industry's expansion. Figure 2 illustrates the number of factories enrolled in Better Work Jordan as reported in the programme's annual reports.

FIGURE 2. NUMBER OF GARMENT FACTORIES ENROLLED IN BETTER WORK JORDAN.



As of December 2018, 86 garment factories were enrolled in Better Work Jordan – 50 direct exporters, 21 subcontractors and 15 satellites. Another seven factories should be participating in the programme according to the MoL and an additional two according to other suppliers.

Partnerships for impact and sustainability

Recognising the importance of sustainability and ownership, Better Work Jordan has amplified its collaboration and capacity building efforts under its third strategic phase. The programme has four operational collaboration agreements with the national institutions – the Ministry of Labour, the Garment Trade Union (GTU), Jordan Chamber of Industry (JCI) and the Social Security Corporation (SSC).

The MoL and Better Work Jordan have been working closely since the programme's inception in 2008. The

first memorandum of understanding was signed in 2010, which formalized the relationship between MoL and BWJ and outlined the necessary activities. This agreement was accompanied by a Zero-Tolerance Protocol (ZTP) to address any human rights violations observed.

The Better Work Jordan-MoL agreement was revised in late 2016 to add further clarity and detail. For instance, the revised agreement elaborated on training and capacity-building efforts and added definition to the ZTP issues and their remediation. As per the agreement, Better Work Jordan is training labour inspectors via classroom and field training. Training topics include, but are not limited to, the Better Work model and compliance tool and investigating and addressing sexual harassment. The collaboration has also initiated a long-term secondment programme that is now in its fourth year and three labour inspectors are working with Better Work Jordan under this collaboration. This long-term secondment is now complemented with a short-term programme, through which three additional labour inspectors work with the programme every quarter. Better Work Jordan is also supporting the ILO's additional efforts with the MoL, including the Strategic Compliance Plan (SCP).¹⁴

Throughout 2018, Better Work Jordan worked with an OSH officer from the SSC under the collaboration agreement signed in 2017. In addition to compliance assessments, the seconded officer vastly contributed to advising factories on OSH improvements and supported Better Work Jordan in designing and delivering industry seminars related to OSH.

Better Work Jordan signed its most recent collaboration agreement with Garment Trade Union (GTU) in 2018, which provides a framework for their ongoing collaboration. Under this agreement, Better Work Jordan and the GTU will conduct joint advisory visits and training sessions as a part of the collaboration and capacity building efforts. This collaboration will put an added emphasis on enabling and strengthening the GTU's capacity to engage workers, especially migrant workers.

COLLABORATION WITH EMPLOYER ASSOCIATIONS TO PROMOTE DECENT WORK IN SME GARMENT FACTORIES

Small and medium enterprises (SMEs) are an important characteristic of Jordan's garment industry, especially among those either exporting to the neighboring countries or producing for the local market. These workshops have traditionally been outside the scope of Better Work Jordan's mandate. But in an effort to promote competitiveness among SMEs and to potentially connect them to the global supply chain, J-GATE and the JCI partnered with Better Work Jordan to build a baseline understanding of the dynamics in such workshops. Accordingly, Better Work's compliance tool was adjusted to fit the context of SMEs and the programme has inspected 21 enterprises so far.

Together, the factories employed about 516 workers – of whom about 64 per cent were Jordanian and about 42 per cent were women. Other nationalities included Bangladeshis, Egyptians, Indians and Syrians.

The majority of observed non-compliances were concentrated under the clusters against the international labour standards and OSH. It is a positive sign that the SMEs have voluntarily opened their workshops for assessments and are willing to work on their non-compliances. In collaboration with the employers' association and the garment trade union, Better Work Jordan is expecting to host workshops on topics related to international labour standards, national labour law, OSH and human resources for the SMEs throughout 2019.

Partnership with brands and retailers is another important component of driving change in the Jordanian garment industry. In 2018, the GAP, Inc. partnered with Better Work Jordan to deliver the Personal Advancement & Career Enhancement (P.A.C.E.) programme to women workers in Jordan's garment industry.¹⁵ The pilot is set to deliver the programme to some 120 Jordanian female garment workers in satellite garment factories between December 2018 and May 2019. The training modules focus on providing the participants enabling knowledge, skills and confidence to navigate the workplace and their personal lives. Financial literacy,¹⁶ skills development and communication are only some of the training topics in the programme. There are ongoing discussions on expanding the collaboration to non-Jordanian women workers following this initial pilot.

Better Work Jordan Gender Strategy (2019-2022)

Better Work Jordan has launched a four-year gender strategy to amplify its work to provide gender-responsive services and to more actively promote gender equality.¹⁷ The strategy was developed based on a contextualized understanding of Jordan's garment sector as well as the country at large. Given the representation of workers from various nationalities, added efforts have been included to adopt and promote an intersectional approach to understanding and promoting gender equality.

The strategy is designed to be implemented through factory initiatives as well as through working at sectoral and national levels with a focus on informing and strengthening policies. Overall, the programme will actively work towards making its services more gender-responsive in addition to scaling services and introducing new initiatives.

The strategy is structured around four key themes – Discrimination, Paid Work & Care, Voice & Representation and Leadership & Skills Development – under which Better Work Jordan will work towards specific goals.



DISCRIMINATION

Factories are free of discrimination



PAID WORK & CARE

Improved health and wellbeing for workers in the garment sector



VOICE & REPRESENTATION

Stronger women's voice and representation in social dialogue mechanisms



LEADERSHIP & SKILLS DEVELOPMENT

Increased opportunities and agency for women workers to fulfil their potential

Under Discrimination, Better Work Jordan will prioritise the development and implementation of policies to address discriminatory practices, including gender-based violence and pay. Both men and women's active participation is crucial, and the specific interventions will be designed accordingly. The programme will also continue to deliver its ongoing activities, especially the Sexual Harassment Prevention (SHP) training.

In collaboration with external experts, the programme will work towards enhancing awareness about the health and well-being of workers, including improved access to health services. This component will include general and reproductive health as well as psychological wellbeing.

Women's voice and representation inside factories as well as in the sectoral dialogue are key to addressing

challenges and promoting inclusive wellbeing. Under Voice & Representation, Better Work Jordan will work with factories, the garment trade union and other actors to strengthen women's participation in factory committees and sectoral collective bargaining. The programme will emphasize the inclusion and participation of migrant workers in such dialogues.

In line with national priorities, Better Work Jordan will contribute to skills development and career progression of women workers in the garment industry. The programme will support ongoing and new public initiatives to bring and retain Jordanian women in the workforce.

A focus on workers' wellbeing

ILO Convention No. 155 concerning Occupational Safety and Health and the Working Environment, 1981 defines the term health, in relation to work, as: "not merely the absence of disease or infirmity; it also includes physical and mental elements affecting health which are directly related to safety and hygiene and work."

Mental health is a critical component of every individual's overall wellbeing. Yet it can be taboo to discuss or address the challenges to achieve and maintain mental health. Awareness of mental illness as a public health issue has started to rise in recent years, often as a result of high-profile figures speaking publicly and candidly on the topic. The UN recently launched its first ever strategy for workplace mental health and wellbeing in 2018, further highlighting its importance in the world of work.

Why now?

While Better Work Jordan has been reporting on health and safety in relation to physical matters in OSH assessments, information on mental health issues is elusive and often anecdotal. The programme has documented recurrent cases of garment workers struggling with psychological wellbeing. In the most extreme, Better Work Jordan learned of four cases of suicide and two attempted cases among garment workers in participating factories in 2018.

Facing such cases highlighted the programme's lack

of understanding of the context as well as of potential solutions relating to psychological wellbeing. Further, upon an initial mapping of potential organizations and partners in 2018, Better Work Jordan found that almost all psychological support interventions were targeted towards Jordanians and Syrians, which effectively leaves behind thousands of migrant workers in the construction, domestic and garment sectors.

What's next?

There are many factors and life events that affect a person's psychological wellbeing. Risk factors – both individual and environmental – can create vulnerability to developing mental health problems if exposed to adversity, high stress and/or other traumatic events.¹⁸ In this context, while individual risk factors are a complex interplay of biological and social factors (such as displacement, poverty, domestic abuse), environmental risk relates to factors associated with the workplace (such as workload, inequity, a lack of respect).¹⁹ As a large portion of a person's adult life is spent at work, experiences in the workplace are undoubtedly important factors determining a person's overall wellbeing. This is perhaps especially true for migrant workers who move countries for economic opportunities and are relatively more vulnerable.

Keeping all such factors in mind, any initiatives implemented will need to be focused on both individuals as well as the environment in which garment workers operate. Although effective mental health services are multidimensional, the workplace can be an appropriate environment in which to educate individuals and raise awareness of overall wellbeing.²⁰ It can also be a place to prevent and promote wellbeing through policy and action, including a more comprehensive approach to OSH.²¹

As a stepping stone, Better Work Jordan will first aim to build a more robust understanding of how the work context interacts with psychological wellbeing and the existing institutional network and support in place to aid garment workers. The programme will then design specific interventions based on the evidence. Better Work Jordan also notes a growing number of factories establishing 'welfare committees' and recruiting counsellors to provide support to workers, which is a positive development.

Compliance Findings

FACTORIES IN THE SAMPLE

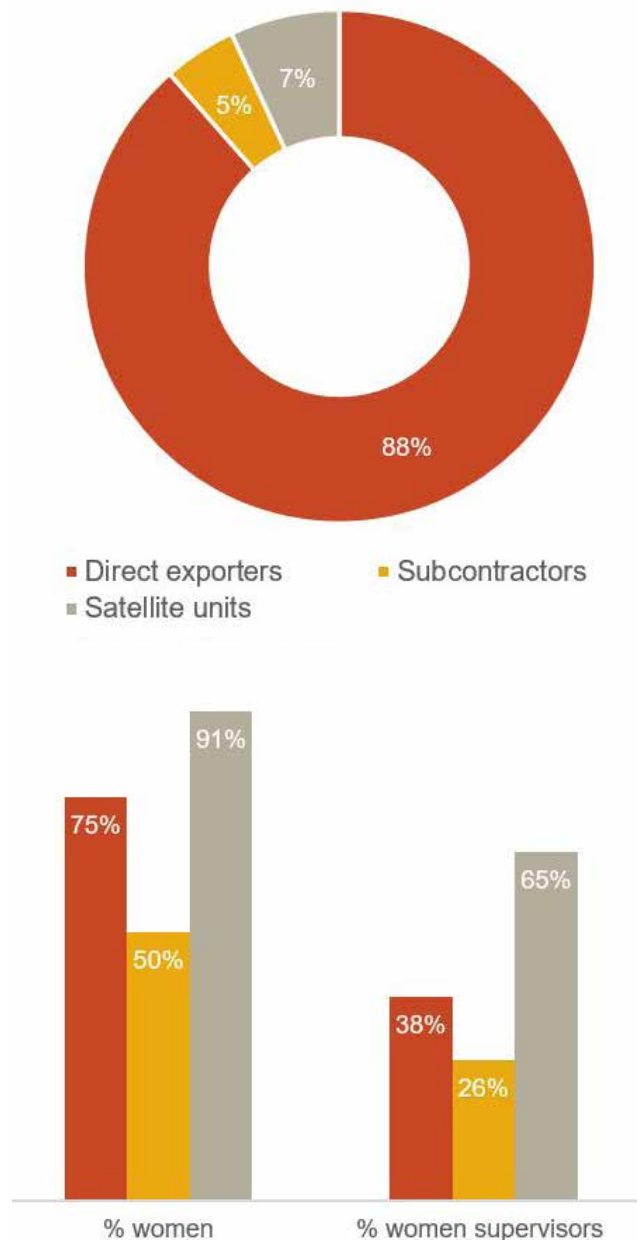
The compliance findings section is based on assessment data from 79 garment factories. The sample has an array of factory types – 48 direct exporters, 16 subcontractors and 15 satellite units. Since the previous annual report, the share of satellite units has increased and subcontractors decreased. Ten factories in the sample completed Cycle 1 of the Better Work model and the average was Cycle 5.

Demographics Of The Workers Employed

According to Better Work Jordan’s data, the 79 factories employed a total of 65,272 workers. About 75 per cent of the employed workers were women and about 78 per cent non-Jordanians. As Figure 3 illustrates, direct exporters employed the majority, about 89 per cent , of the workforce.

Almost 49,000 women were employed in various capacities in the 79 factories. When taking a deeper look, about 75 per cent of the workforce in direct exporters were women, and the share was about 50 per cent among subcontractors and almost 91 per cent in satellite units. It is also worthy to note that only about 39 per cent of the total 3,951 supervisors employed were women. When disaggregated by the type of factory, this share was about 38 per cent for direct exporters, 26 per cent for subcontractors and 65 per cent for satellite units.

FIGURE 3. PERCENTAGE OF TOTAL WORKERS AND WOMEN WORKERS EMPLOYED BY FACTORY TYPE.



COMPLIANCE SITUATION

Figure 5 summarises the non-compliance rate for the 79 assessed factories. Non-compliance rates are reported for each compliance point under the eight Core Labour Standards and Working Conditions clusters followed with detailed observations.

FIGURE 5. NON-COMPLIANCE RATE BY COMPLIANCE POINT.



DETAILED FINDINGS

CHILD LABOUR

According to the Jordanian Labour Law, 16 is the legal minimum age for employment and workers under the age of 18 are considered juvenile in Jordan. Although this law is applicable to both Jordanians and non-Jordanians, the recruitment and migration of unaccompanied minors is considered human trafficking under Jordan's Anti-Trafficking unit. Non-compliance observed under the Child Labour cluster in 2018 is limited to the Child Labourers compliance point.

CHILD LABOURERS

Employment of children under age sixteen is one of the zero-tolerance issues according to Better Work Jordan's collaboration agreement with the MoL. When detected, Better Work Jordan is obliged to report such cases to MoL, who then follows up with the appropriate institutions and organizations.

No factories were found in non-compliance for issues related to hazardous work or documentation in 2018. Two instances of child labour were found and reported in 2018. One of the non-compliant factories was in Better Work Cycle 2 and the other in Cycle 9. In both cases, Better Work Jordan found newly recruited Bangladeshi workers who confirmed that they were under 16-years of age. The MoL referred the cases to the Anti-Trafficking Unit, who ruled out trafficking in both cases.

In the first case, the underage migrant worker confirmed that the birth year on her passport was falsified to enable her to migrate for work and that she was only 14-years old. The management of this factory stated that they would follow up with Bangladesh Overseas Employment and Services Limited (BOESL).²² The girl was later sent back to Bangladesh according to the Ministry's instructions.

In the second factory, Better Work Jordan found a

Bangladeshi girl hiding in a storage room during the assessment. The MoL followed up on the case and conducted a bone test, which showed that the girl was about 12-years old. The factory, under the MoL's instructions, later sent the girl back to her home country.

Child labour, especially in the case of migrant workers, continues to be difficult to detect and prove. The practice of forging passports and birth certificates makes this particularly challenging. Often times, passport forgery takes place individually or through middlemen and before the aspiring migrant arrives to any employer representative or an accredited recruitment agency. The prevention of such cases is largely dependent on recruitment agencies, but employers should ensure that the agencies they work with are exercising due diligence, and themselves take additional measures to verify age.

In the event that minors are identified, they are sent back to their home countries in most cases without sufficient follow-up or assurance of rehabilitation. This highlights the need for ensuring the children's protection and the responsibility of governments, employers and trade unions in enabling the child's reintegration. It is important for both the sending and receiving countries to have established protocols or referral systems to ensure the child's safety.

Better Work Jordan has observed good practice in a factory that could serve as a model for others: when the employer realized that the company had recruited an underage and unaccompanied Nepali migrant worker, after consultations with Better Work Jordan and ILO representatives in Nepal and Jordan, the company sent the worker back to Nepal. The child was then supported with skills training and provided certain financial compensation. Once the girl reached 18 years of age, the employer offered her another job in the factory. Similar remedial approaches have worked well in other countries, although the situation is Jordan is challenging, particularly in cases involving underage workers coming from outside the country.

TABLE 1. IN FOCUS: CHILD LABOURERS

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017	AR 2018	AR 2019
	(N=67)	(N=74)	(N=79)
Have you found any workers under the age of 16?	1%	0%	3%
Do workers who are under age 18 perform work that is hazardous, including working overtime, at night, or more hours than allowed by law?	4%	3%	0%
Does the employer subject any workers under age 18 to the unconditional worst forms of child labour?	3%	3%	0%
Does the employer comply with documentation requirements for workers under age 18, and have a reliable system in place to verify the age of workers prior to hiring?	0%	0%	0%

DISCRIMINATION

Freedom from discrimination is a fundamental human right. ILO Discrimination (Employment and Occupation) Convention No. 111, 1958 defines discrimination as any distinction, exclusion or preference made on the basis of prohibited grounds (i.e., race, colour, sex, religion, political opinion, national extraction or social origin), which has the effect of nullifying or impairing equal opportunity or treatment in employment and occupation.²³ The Convention also allows for countries to identify additional grounds of discrimination requiring protection.

Common non-compliances under Discrimination are related to the compliance points Other Grounds (22 per cent), Race and Origin (18 per cent) and Gender (four per cent). The overall non-compliance rates for discrimination based on Race and Origin and Gender have dropped by some 10 and four percentage points,

respectively. As in the previous year, no factories were found in non-compliance with the 'Religion and Political Opinion' compliance point.

GENDER

Better Work Jordan documented differences in recruitment fees paid by Bangladeshi women and men migrant workers in two factories. Bangladeshi men reported paying over US\$ 200 more in recruitment fees than Bangladeshi women in the same factories. Both factories responded that they covered the fees for both women and men, irrespective of the differences in fees paid.

Measures aimed at protecting women based on stereotypical assumptions are considered discriminatory. One such practice that Better Work Jordan has observed is factories having curfew hours for women workers in their dormitories. In 2018, one factory was documented locking the front doors of their dormitory for women. Interviewed workers reported that the dormitory supervisors had the keys. Male workers did not have similar restrictions in their accommodation. The factory management noted that the practice was for security reasons and that, as the building was rented, the landlord was in charge. The management also stated that they will request the landlord to keep the doors unlocked at all times.

Newly recruited women migrant workers continued to report taking pregnancy tests prior to departure from their home countries. Such cases were not reported as non-compliance, as the factories did not mandate the tests, but the issue was noted in the assessment reports. After building consensus among the national partners in 2018, Better Work Jordan is changing its approach and is reporting these pregnancy tests as non-compliance as of 1 January 2019.²⁴

Although no factories were found to be in non-compliance for sexual harassment during the assessments, this by no means suggests that Jordan's exporting garment industry is free of sexual harassment. Workplace power dynamics, fear of retaliation, a perceived lack of safe space, and social conditioning are some of the factors that discourage victims and other workers from speaking up or seeking help. This makes it particularly difficult to investigate and document sexual harassment cases.

BETTER WORK'S SEXUAL HARASSMENT PREVENTION (SHP) TRAINING

Sexual harassment is a severe form of gender-based discrimination, and in some cases violence, with potential physical, psychological and/or social repercussions. Investing in both preventive and remedial mechanisms is important in protecting workers. Through its Sexual Harassment Prevention (SHP) training, Better Work has traditionally targeted workers and employers in factories. This has now been expanded to include Labour Inspections and trade union staff and representatives.

At the factory level, Better Work Jordan promotes sexual harassment prevention through advisory and training services. While advisory visits focus on helping factories develop and implement SHP policies, training sessions directly raise awareness among workers, supervisors and management from all genders and nationalities.

Starting 2017, Better Work Jordan also extended this training to Labour Inspectors, with an added focus on interviewing and investigation skills. The programme has also trained some 80 Labour Inspectors on SHP with support from the EU Delegation to Jordan.

Better Work Jordan held an industry seminar on SHP in September 2018. The event brought together representatives from different garment factories as well as members from the MoL's Women's Affairs Directorate. The seminar focused on establishing and implementing preventive and remedial mechanisms to tackle sexual harassment.

OTHER GROUNDS

Factories are required to hire a stated share of persons with disabilities based on the number of Jordanians they employ. If a factory employs 25–50 Jordanians, the employer is required to hire at least one person with a disability and if a factory employs over 50 Jordanians, the workforce should have at least four per cent of workers with disabilities. In 2018, 17 factories were unable to meet the required number of persons with disabilities employment. It should be noted that among the non-compliant factories, five did not hire any persons with disabilities while the remaining factories employed some workers with disabilities, but failed to employ the mandated numbers (see Annex D).

RACE AND ORIGIN

Three factories were found noncompliant for discrimination related to working conditions based on race. All non-compliant factories implemented different working hours for Jordanians and migrant workers during the month of Ramadan. Management in these factories reported that they had obtained approval from the MoL. While Better Work Jordan applauds the initiative by employers to accommodate workers fasting during Ramadan, providing different working hours based on migrant status disproportionately affects certain groups of workers in ways that are discriminatory.

Pay includes all elements of compensation, including basic wages, overtime and bonus payments, wage differentials based on seniority, leave allowance and in-kind benefits. As per the CBA, employers are required to implement wage related provisions, including an equal sum for total wages and in-kind benefits for Jordanians and non-Jordanians. Employers are also required to use the same figure for Jordanians and non-Jordanians when calculating overtime payments, social security and annual leave. Better Work Jordan refers to the ILO Convention No. 111 and the sectoral CBA brokered in 2017 as legal references when assessing compliance with pay.

In 2018, Better Work Jordan found 11 factories employing discriminatory practices in regard to pay based on race. Ten of the non-compliant factories were discriminating between Jordanians and migrant workers when providing attendance bonuses. These factories were either not paying migrant workers any attendance bonuses or giving them lower bonuses compared to Jordanian workers. Employers state that these incentives were implemented to reduce absenteeism among Jordanians. Better Work Jordan recommends that factories choosing to implement attendance bonuses provide the same bonuses to all workers, because providing different bonuses based on a worker's nationality disproportionately affects certain groups of workers and is assessed as non-compliant.

FORCED LABOUR

COERCION

Migrant workers' access to their personal documents, such as passports and residency permits, is crucial to their safety in destination countries and their freedom of movement. Passport retention is often explained by employers as necessary for safekeeping, yet such practices can unacceptably restrict workers' freedom of movement, especially in the absence of workers' formal, genuine consent.²⁵ Better Work Jordan remains vigilant on this subject and crosschecks information through document reviews, workers and management interviews. Cases of document confiscation are immediately reported to the MoL under the zero-tolerance protocol.

In 2018, two factories were found noncompliant for denying workers' access to their personal documents and one factory for restricting workers' movement to and from their residence. One of the non-compliant factories withholding documents was in Better Work Cycle 1 and the other in Cycle 8.

Over two-thirds of workers interviewed in one factory reported that their passports were withheld by the factory management and that their access requests had been denied. Additionally, the factory management required workers to submit their passport in order to re-

ceive their salaries. The case was immediately reported to the MoL, who verified the situation and issued a warning letter to the factory. The MoL reported that the factory had returned the majority of passports and about 20 passports were still with the management to renew work and residency permits. Better Work Jordan was unable to follow-up on this case as the factory has since denied access for advisory visits.

In the second case, all interviewed workers during the assessment stated that the factory management kept their passports and that they are returned only when workers are returning to their home countries. Newly recruited workers stated that this subcontracting factory had kept the passports to issue work permits and residency cards. Workers who have been working in the factory for longer periods reported that they had the work permits but not their passports. The MoL followed up on this case and verified that the management had kept passports for renewal. The factory management confirmed that they have returned all passports to workers during a Better Work advisory visit. This information is yet to be verified directly from workers.

Women workers in the non-compliant factory limiting movement reported that they were not allowed to leave the main gate of their dormitory past 6 PM. The factory management, however, reported that there was no such official policy and they will follow-up with security guards.

TABLE 2. IN FOCUS: COERCION

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
Does the employer deny workers access to their personal documents (such as birth certificates, passports, work permits and ID cards) when they need them?	10%	3%	3%
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?	1%	1%	1%
Are workers free to terminate their employment with reasonable notice, and to leave their jobs when their contracts expire?	0%	0%	0%
Does the employer delay or withhold wage payments in order to coerce workers to work?	0%	0%	0%
Does the employer force workers to work to discipline them or as punishment for participation in a strike?	0%	0%	0%
Does the employer restrict workers from leaving the workplace?	0%	0%	0%
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?	0%	0%	0%
Does the employer use violence or the threat of violence to intimidate workers?	0%	0%	0%

FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING

FREEDOM TO ASSOCIATE

As Jordan is yet to ratify ILO Convention No. 87, all factories assessed continue to be non-compliant with workers' ability to freely join and form unions. Jordanian Labour Law stipulates a single trade union structure, which restricts workers from forming their own unions and requires them to join the sector's existing union.

Forcing or requiring workers to join trade unions is also a form of non-compliance. One factory was found to be using pre-selected and computerised affirmations of 'yes' to join the union in their contracts. Over two-thirds of the Jordanian workers interviewed confirmed that they were unaware of having a choice and of the required membership fee deductions. The manage-

ment had acknowledged the mistake and followed up by inviting union representatives to communicate the requirements for union membership to all workers.

COLLECTIVE BARGAINING

Forty-two of the assessed factories were unable to implement one or more provisions of the CBA and five factories failed to inform their workers about this agreement. Figure 5 illustrates the share of issues among the 52 non-compliant factories. Some of the common issues include maintaining dormitories according to the Ministry of Health's regulations, forming and running union-management committees and calculating benefits for workers. It is worthwhile to note that the number of factories fully implementing the CBA has increased over the years (see Figure 6) and the non-compliance rate has dropped by 34 percentage points since 2016.

FIGURE 4. COMMONLY CITED ISSUES WITH CBA IMPLEMENTATION.

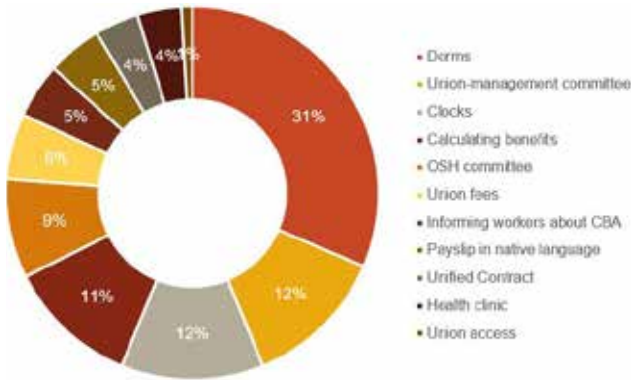
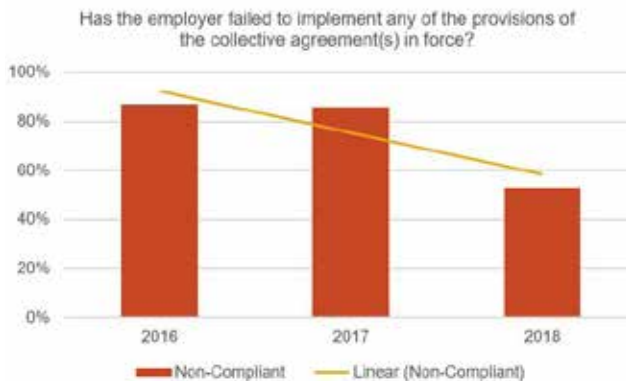


FIGURE 5. SHARE OF FACTORIES NON-COMPLIANT WITH IMPLEMENTING THE CBA (2016-2018).



UNION OPERATIONS

Under Union Operations, one factory restricted the union’s access to the workplace and workers’ dormitories, and eight employers improperly deducted union membership fees. As per the sectoral CBA, employers are required to collect monthly dues of JD 0.5 (US\$ 0.70) from all union members and deposit the total to the union’s bank account by the 15th of each month. In 2018, three employers paid dues on workers’ behalf. In the remaining cases, the employers had either deducted fees without the workers’ knowledge or were unable to provide signed copies of membership forms where workers had indicated their accord to become a member. The cases were reported to the garment trade union as well as the Bureau for Workers’ Activities (ACTRAV).

COMPENSATION

METHOD OF PAYMENT

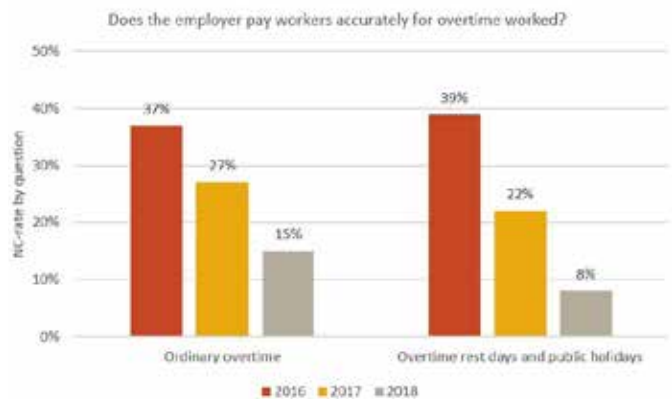
As per Article 46 of the Jordanian Labour Law and the sectoral CBA, employers are required to have a well-defined payment cycle with a set payday for their workers. Workers must be paid all wages, bonuses and overtime accordingly within seven days of this set date. In 2018, Better Work Jordan found 12 factories non-compliant for not paying their workers on time. Seven of these cases involved the employers paying bonuses or overtime pay at a later date than the wages. The other factories were paying their workers, both wages and bonuses, after the set payment date.

OVERTIME WAGES

The Jordanian Labour Law requires that employers pay 125 per cent of their normal wages for all ordinary overtime hours worked and 150 per cent for all overtime hours during weekly rest days and public holidays. Normal wages include all entitlements (including seniority bonuses) and in-kind payments when calculating ordinary overtime. This is applicable to piece-rate workers as well.

Twelve employers failed to accurately calculate ordinary overtime and six employers failed to do so for overtime hours during rest days and public holidays. As in previous years, the majority of non-compliant factories were inaccurately calculating overtime wages, as they did not factor in financial benefits beyond paid wages. The share of factories implementing inaccurate overtime wages has decreased compared to the previous years (see Figure 6).

FIGURE 6. NON-COMPLIANCE RATE WITH OVERTIME PAY (2016-2018).



THE POTENTIAL ROLE OF TECHNOLOGY IN EFFECTIVE WAGE PAYMENTS

Electronic wage payments can have an important role in ensuring that workers are paid correctly and on time. It is expected to increase the transparency of payments, including overtime. In 2018, Jordan started implementing electronic wage transfers for teachers in the private education sector, which was highly lauded by the ILO.

Experiments in the garment sector: The UN's Better than Cash Alliance (BtCA) is a partnership of governments, international organizations and the private sector aimed at advancing financial inclusion and enabling digital financial services. The Jordanian government joined in 2017. The BtCA previously ran a case-study on digitizing payments in Bangladesh's garment sector. The BtCA and the Central Bank of Jordan (CBJ) are currently running a pilot with a Jordanian garment factory. The BtCA has also worked with Better Work Jordan and GAP, Inc. to revise the PACE programme's 'financial literacy' module of include digital payments (see p. 16).

Including migrant workers and understanding the market: Remittances are an important facet of a migrant worker's experience. In Jordan, outward remittances are common, especially of lower-value transfers and with high frequency. These are commonly cash-based. Before experimenting with digitizing wages, especially for migrant workers, it is important to understand the workers' demands for such financial services as well as potential challenges. The Swiss Development Cooperation (SDC), in collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), will be conducting a demand-side analysis and a behavioural analysis of migrant workers and employers with regards to financial services. This will include migrant workers from the garment sector, which Better Work Jordan will help facilitate. Observations and findings from the analyses are expected to be available in mid-2019, which will inform future project designs. Ideally, given the right regulatory frameworks, digitizing payments will not only enable transparent payments but also facilitate cross-border remittances for migrant workers.

For more information on the ILO's project on Pay Equity in the education sector, see: https://www.ilo.org/beirut/media-centre/news/WCMS_644225/lang--en/index.htm. For the ILO's brief on minimum wage protection in the Arab States, see: https://www.ilo.org/beirut/publications/WCMS_660002/lang--en/index.htm.

For access to BtCA's case study, see: https://bt-ca-prod.s3.amazonaws.com/documents/282/english_attachments/BangladeshGarmentFactoryCaselet_March_2017.pdf?1488943735

SOCIAL SECURITY AND OTHER BENEFITS

According to the Jordanian Social Security Law, employers are required to pay 14.25 per cent of the workers' base wages to the SSC and to collect 7.5 per cent of workers' base wages. This includes in-kind payment in the case of migrant workers. The law also requires employers to forward this contribution to the SSC within the first 15 days of the following month and to increase the employer contribution by one per cent for workers in hazardous occupations.

In 2018, 18 factories were non-compliant with calculating, collecting and forwarding workers' contribution to social security and 17 were non-compliant with calculating and sending the employer contribution to social security. This share of non-compliant factories has been somewhat consistent over the past three years (see Table 3). Non-compliance is most commonly due to miscalculation of social security contributions, where employers do not base calculations on the accurate amount of fixed allowances.

TABLE 3. IN FOCUS: SOCIAL SECURITY AND OTHER BENEFITS

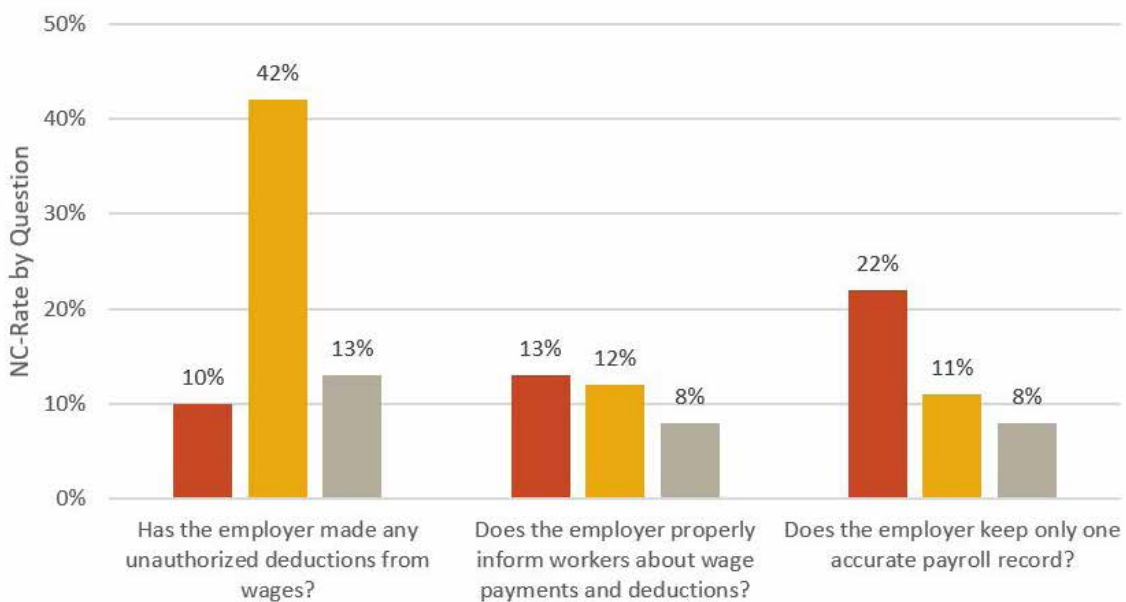
COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
Are workers provided with transportation to and from the workplace?	6%	1%	0%
Does the employer correctly calculate and send the employer contribution to the Social Security Corporation?	22%	22%	22%
Does the employer correctly calculate, collect, and forward workers' contributions to the Social Security Corporation?	22%	22%	23%
Does the employer pay workers the required seniority bonus?	15%	11%	4%

WAGE INFORMATION, USE AND DEDUCTION

In 2018, Better Work Jordan found that 10 factories made unauthorised wage deductions. As in previous years, a common reason for non-compliance was not correctly computing legitimate deductions based on the fixed 30 days per month according to Jordanian Labour Law. However, there has been progress in the industry and the share of non-compliant factories has dropped by 29 percentage points since 2017 (see Figure 7). The rise in non-compliance from 2016 to 2017 was largely due to changes in the then newly agreed CBA. The errors in wage calculations were easily solved as factories corrected how they made deductions for absenteeism.

Six factories were found noncompliant for not keeping accurate payroll records in 2018. Although the Jordanian Labour Law does not impose a legal limit to overtime, factories sometimes choose to hide real working hours and keep multiple records to supposedly adhere to brands’ standards for overtime. As evident in Figure 7, a growing share of factories are transparent about their payroll records.

FIGURE 7. NON-COMPLIANCE RATE UNDER WAGE INFORMATION, USE AND DEDUCTION (2016-2018).



CONTRACTS AND HUMAN RESOURCES

Workers should not pay recruitment fees or costs, and it should be considered the responsibility of both origin and destination country governments, agencies and employers to ensure this principle is complied with. For a number of years, Better Work Jordan has been citing factories as non-compliant for unauthorized recruitment fees if their workers paid over US\$ 300 in fees. In 2018, Better Work Jordan’s tri-partite Project Advisory Committee decided that the programme will start reporting factories as non-compliant if workers recruited after 1 January 2019 have paid any recruitment fees at all.²⁶

CONTRACTING PROCEDURES

During 2018, Better Work Jordan found that workers paid unauthorized fees over US\$ 300 in 14 factories, and that in 10 factories, employers did not take sufficient steps to ensure that migrant workers do not pay unauthorized fees. Eight of the non-compliant factories were found noncompliant for both issues.

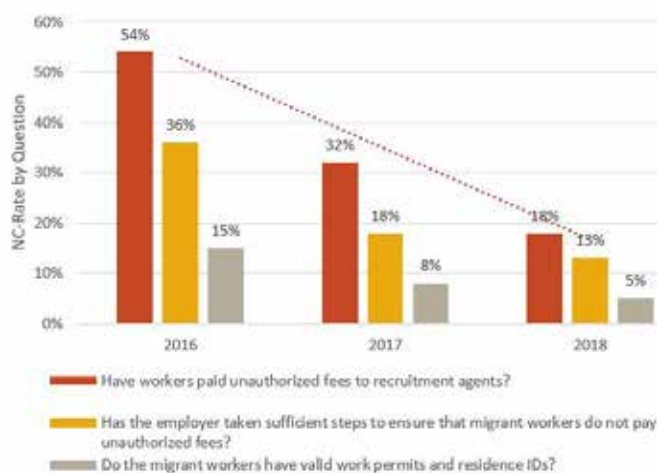
As in previous years, newly recruited Indian workers were often among those found to be paying high recruitment fees. Among the 14 factories, 12 were non-compliant as they employed Indian workers who

had paid high recruitment fees, ranging from US\$ 400 to about US\$ 860. The continued presence of middlemen in the in process is a likely cause for this persistent problem and the majority of the Indian workers recruited to Jordan come through personal networks. As the Indian government only allows men to migrate to Jordan for work, this incidence also has a gender element, where male migrant workers are generally paying higher recruitment fees than their counterparts.

Employers at destination are obliged to pay certain recruitment costs, such as work visa and costs associated with residency permits and such. Employers, undoubtedly, have an important role in enabling safe and fair recruitment of migrant workers and it is expected that employers take various steps to ensure that their workers do not pay unfair and excessive recruitment fees. Nine out of the 10 non-compliant with taking sufficient steps were unable to provide the required documents (including copies of power of attorney, demand letter and air tickets) for their Indian workers.

It is worth highlighting the progress to date in making labour migration to Jordan's garment sector fairer than in past years. Figure 8 illustrates encouraging trends related to recruitment of migrant workers, as non-compliance levels have decreased on some key issues. The non-compliance rate for unauthorized fees has dropped by 36 percentage points since 2016.

FIGURE 8. TRENDS IN NON-COMPLIANCE RATE UNDER CONTRACTING PROCEDURES 2016-2018.



DIALOGUE, DISCIPLINE AND DISPUTES

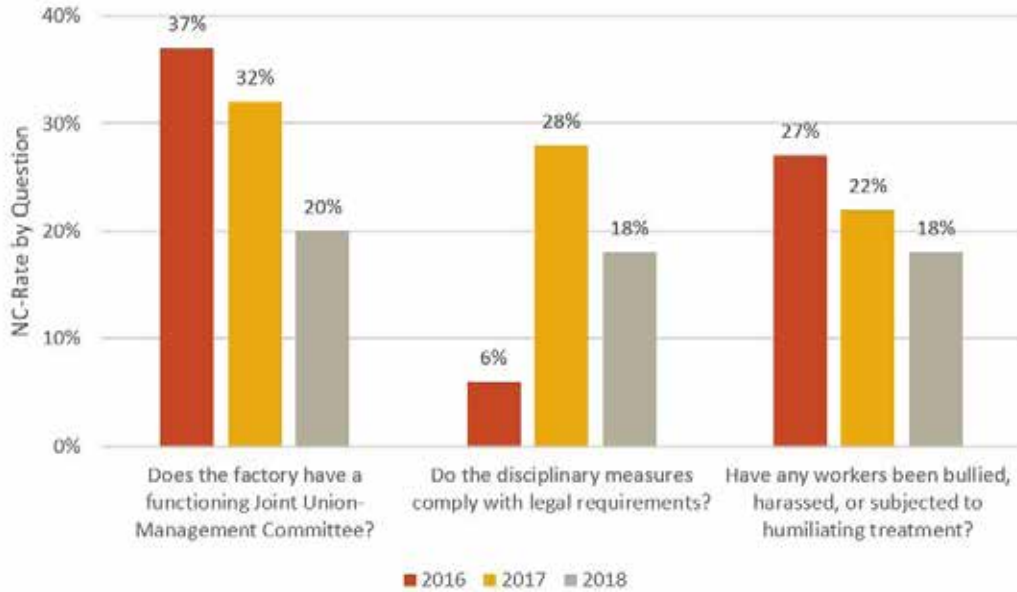
An effective and functioning labour-management committee is a cornerstone for social dialogue in factories and ultimately industrial relations at the sectoral level. They are important means of ensuring workers' grievances are addressed and their voices are heard. The garment sector's CBA requires factories to form union-management committees with equal numbers of workers and employer representatives that meet at least once every month.

Among the 79 assessed factories, 17 did not have a functioning joint union-management committee. Eight out of the non-compliant factories had not established a joint union-management committee. The remaining factories either had majority workers who were not aware of such committees or did not have regular meetings for the committees to be effective.

In 2018, 14 factories were non-compliant for employing disciplinary measures that did not comply with legal requirements. Eleven out of the 14 factories did not allow workers to defend themselves as per the factory by-laws. As shown in Figure 9, the non-compliance rate for disciplinary measures increased by 22 percentage points between 2016 and 2017. This rise was largely due to factories amending their bylaws following the new CBA, but wrongly removing workers' right to defend themselves before any punishment. This was a fairly remediable issue that many employers were willing to address. The non-compliance rate has decreased by 10 percentage points since. Better Work Jordan will continue to highlight this issue to the non-compliant factories through its advisory services and hopes to further reduce this non-compliance rate.

In 2018, Better Work Jordan documented 14 factories with cases of bullying or harassment, among which seven were direct exporters, five satellite factories and two subcontractors. All non-compliant factories were cited for verbal abuse, where interviewed workers reported that production staff or their line supervisors would shout at them or use humiliating remarks to pressurise them to meet targets. Although the overall share of factories with such issues has declined slightly over the years (see Figure 9), the absolute numbers remain a concern – 14 in 2018, 16 in 2017 and 18 in 2016.

FIGURE 9. TRENDS UNDER DIALOGUE, DISCIPLINE AND DISPUTES (2016-2018).



Better Work research and impact assessment show that verbal abuse not only has a negative impact on workers’ health but also affects their productivity and lowers their quality of work. Through its advisory and training services, Better Work tries to establish and improve worker management dialogue. Advisory visits are key in encouraging active bipartite committees and encouraging factory-level social dialogue. Training topics such as Supervisory Skills Training (SST) equip new and old supervisors with skills to adopt more humane practices and better motivational techniques. Impact research shows the value of SST in improving workplace relations between supervisors and workers.²⁷

EMPLOYMENT CONTRACTS

Twenty factories had bylaws that were non-compliant with the Jordanian legal requirements. Many of the non-compliant employers either did not translate the bylaws into workers’ languages or did not post them in the workplace. As shown in Table 4, the non-compliance rate has decreased by 17 percentage points since the previous annual report. In 2017, several employers tried to change their bylaws after the new CBA was published and had not translated the new bylaws into the workers’ languages. Although many have remediated this since, some employers still need to address this challenge. Better Work Jordan will continue to raise this issue to factories.

In 2018, 19 factories had employment contracts that did not comply with the law and 17 factories did provide their workers with contract copies. Among factories not complying with employment contracts, 11 are under the same

UNIFIED CONTRACTS FOR MIGRANT AND REFUGEE GARMENT WORKERS IN JORDAN

The unified contract was designed to replace the practice of migrant garment workers signing multiple contracts in their home country, and then signing different contracts when they arrive in Jordan. The contract was mostly aimed at clarifying employment conditions and ensuring that workers are contracted in a transparent and fair manner. Facilitated by the ILO and Better Work Jordan, the terms of the unified contract were first agreed upon by employer associations and the garment union in 2015.

The unified contract was adapted in 2016 by the United Nations High Commissioner for Refugees (UNHCR) for refugees in the garment sector. The amended contract clearly states the needed employment conditions and takes into account a worker’s refugee status in Jordan.

The unified contract was also one of the main provisions of a sector-wide collective bargaining agreement (CBA). Employers are required to provide contracts in Arabic as well as in the workers’ languages. All migrant workers and refugees hired or re-contracted should be done so using unified contracts.

As industry stakeholders initiate discussions for revising CBA, they should also look into the unified contract and analyse if any changes are required in either the content of the contract or its implementation. Better Work Jordan has also been documenting issues among factories using multiple probationary periods for Jordanian workers, which should be taken into consideration when discussing contracting procedures.

For more information on the Unified Contract, see: <https://betterwork.org/blog/portfolio/unified-contract-for-migrant-garment-workers-in-jordan/>.

management and had illicit changes in contracts for their skilled workers in cutting and printing. These factories had previously signed contracts with workers which included a fixed salary covering overtime pay. When changing the contract in 2018, the management reduced the fixed monthly salary, which is non-compliant with the Jordanian law. Other cases included not using the unified contract for migrant workers for some nationalities, keeping contracts without signatures and having multiple probationary periods for some Jordanian workers.

TABLE 4. IN FOCUS: EMPLOYMENT CONTRACTS

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
Do the factory bylaws comply with Jordanian legal requirements and were they communicated to workers?	13%	42%	25%
Do the employment contracts comply with Jordanian legal requirements?	31%	47%	24%
Does the employer provide workers with a copy of their contract?	15%	38%	22%
Do the employment contracts specify the terms and conditions of employment?	6%	5%	6%
Does the employer maintain a personnel file for each worker?	7%	0%	6%
Do all persons who perform work for the factory, both on the premises and offsite, have a contract?	9%	3%	3%
Do workers understand the terms and conditions of employment?	0%	1%	3%

TERMINATION

According to the Jordanian Labour Law, when a worker resigns, employers need to provide a discharge letter showing the final sum the worker receives as severance pay. This pay should cover the worker's last month

salary, unused annual leaves and any other dues. In 2018, 13 factories did not accurately compensate workers for unused paid annual leave when they resigned, and four factories did not comply with the required severance pay. Employers commonly did not include in-kind payments or other wage benefits when calculating the severance pay or annual leave payments.

Two factories terminated workers for wrongful reasons and one factory terminated workers without proper notice. Better Work Jordan has noted the difficulty in verifying termination procedures. Unlawful deduction and inaccurate payment can result in significant amounts being denied to workers. Following up on cases and enabling repatriation is especially difficult in the case of migrant workers.

TABLE 5. IN FOCUS: TERMINATION

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2017 (N=74)	AR 2017 (N=79)
Does the employer compensate workers for unused paid annual leave when they resign or are terminated?	22%	22%	16%
Does the employer comply with legal requirements regarding severance pay, and do workers receive contractually required entitlements upon expiration of their contracts?	7%	8%	5%
Does the employer only terminate workers for valid reasons?	1%	0%	3%
Does the employer provide workers proper notice of termination?	1%	1%	1%
Do workers have an opportunity to defend themselves before they are terminated based on their conduct or performance?	1%	0%	0%
Does the employer comply with legal requirements before terminating or suspending workers due to changes in operations?	0%	0%	0%

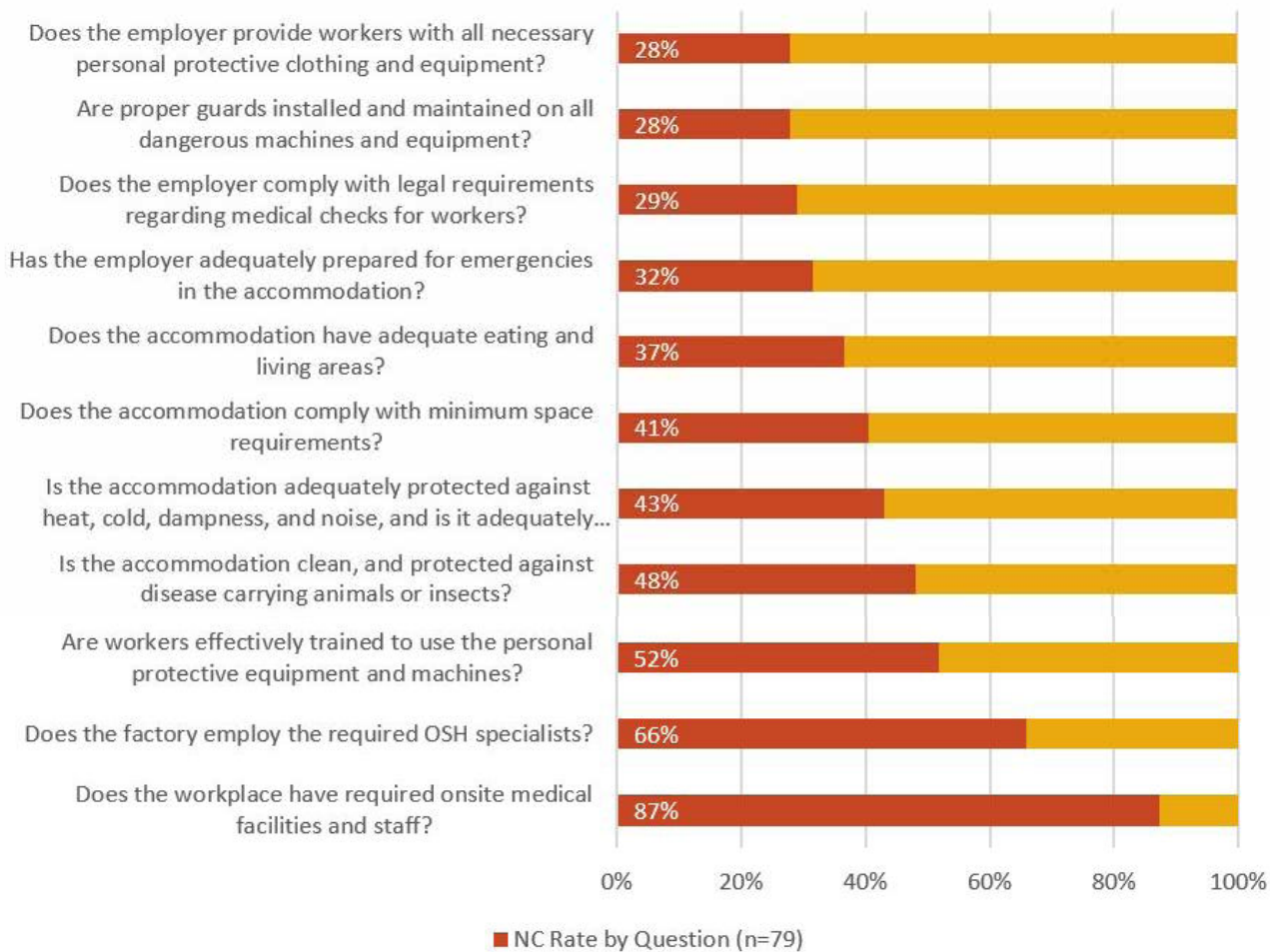
OCCUPATIONAL SAFETY AND HEALTH

Occupational Safety and Health (OSH) is the largest cluster in Better Work Jordan’s compliance assessment tool, with 54 questions under eight compliance points. The compliance points include: Chemicals and Hazardous Substances, Emergency Preparedness, Health and First Aid, OSH Management Systems, Wel-

fare Facilities, Worker Protection, Worker Accommodation, and Working Environment.

Similar to previous years, OSH has some of highest non-compliance rates observed among factories. Out of all 54 questions, three non-compliance rates are above 50 per cent. Figure 10 presents some of the questions with the highest rates of non-compliance in 2018.

FIGURE 10. QUESTIONS UNDER OSH WITH THE HIGHEST NON-COMPLIANCE RATES



CHEMICAL AND HAZARDOUS SUBSTANCES

Nine factories were found noncompliant for not keeping an inventory for chemical and hazardous substances and five for not storing such substances properly. Depending on their operations and products, garment factories work with different sets of chemicals and hazardous substances. Adequate handling of such substances includes proper labelling, keeping updated inventories and storing them in safe spaces.

EMERGENCY PREPAREDNESS

Twenty factories did not have clearly marked exit routes, 18 did not have accessible and unobstructed exits, and 11 did not conduct adequate periodic emergency drills. Aisles, escape routes and emergency exits should be unobstructed at all times. Evacuation plans, including paths and location of emergency exits should be clearly marked and posted in all factory departments. The absence of such measures is a com-

mon OSH hazard found in the factories. This is often due to careless storage of production materials and a lack of planning. Employers have made some level of improvement under both of these requirements as the share of factories with obstructed exit paths fell by 18 percentage points and factories with inadequately marked aisles by 13 percentage points.

TABLE 6. IN FOCUS: EMERGENCY PREPAREDNESS

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
Are emergency exits and escape routes clearly marked and posted in the workplace?	34%	38%	25%
Are the aisles and emergency exits accessible, unobstructed and unlocked during working hours, including overtime?	40%	41%	23%
Does the employer conduct periodic emergency drills?	22%	15%	14%
Are there enough emergency exits?	1%	7%	9%
Does the workplace have a fire detection and alarm system?	30%	14%	9%
Does the workplace have adequate and accessible fire-fighting equipment?	12%	9%	6%
Has the employer trained an appropriate number of workers to use the fire-fighting equipment?	1%	4%	5%
Are flammable materials safely stored?	10%	3%	3%
Are possible sources of ignition appropriately safeguarded?	0%	4%	0%

KEY RECOMMENDATIONS FROM 2018 WORKSHOP ON OSH CHALLENGES IN JORDAN

Better Work Jordan and the Ministry of Labour held a workshop on OSH challenges in Jordan in mid-2018. The event brought together ILO specialists, national OSH and labour inspectors. After identifying the major challenges, the workshop noted recommendations that were then submitted to the MoL.* Some key recommendations included:

Policy and schemes

- ◆ Prepare and endorse a national OSH strategy, including a clear implementation plan and monitoring mechanisms
- ◆ Enhance the role of the National Committee for OSH
- ◆ Activate the participation of trade unions, employers' organizations and relevant institutions in the development of policies and plans related to OSH
- ◆ Eliminate any inconsistencies between legislations and instructions.

Legislation

- ◆ Assess the gap between the national legislation and international OSH standard
- ◆ Evaluate the legislation on safety in the Labour Law and develop the necessary regulations, instructions and decisions to address any gaps
- ◆ Update the Golden List requirements to be more comprehensive.

Technical, administrative and logistical

- ◆ Develop sectoral plans based on risk assessments
- ◆ Prepare sectoral OSH manuals to be shared with labour inspectors, workers and employers
- ◆ Integrate computerized inspection systems into a unified electronic system that can be continually monitored and updated

*The ILO submitted a total of 38 recommendations based on the workshop.

HEALTH SERVICES AND FIRST AID

The majority of garment factories continue to be unable to meet the requirements for onsite medical facilities and staff. The Jordanian Law requires employers to provide one doctor and one nurse if they employ 50-100 workers. This requirement increases progressively with the number of workers. For factories with 101-500 workers, employers are required to hire one physician, two nurses and one medical unit. If the employer hires over 1,000 workers, then employers are required to have at least three physicians, four nurses and one medical unit.

In 2018, 69 factories were non-compliant with this requirement in 2018. Further, this non-compliance rate has increased by 13 percentage points since the previous annual report.

The number of factories non-compliant with the required medical checks increased by 16 percentage points. In 2018, 23 employers did not comply with the legally required medical checks for workers. As per Jordanian Labour Law and regulations, employers are required to verify the fitness of worker before they start working in factories and those exposed to chemicals, pesticides or noise are required to go through bi-annual medical checks. Nine of the non-compliant factories did not conduct any initial or other health checks in the previous 12 months. Other cases involved only partial checks for workers.

TABLE 7. IN FOCUS: HEALTH SERVICES AND FIRST AID

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
Does the workplace have required onsite medical facilities and staff?	79%	74%	87%
Does the employer comply with legal requirements regarding medical checks for workers?	19%	14%	29%
Has the employer ensured that there are a sufficient number of readily accessible first aid boxes/supplies in the workplace?	39%	32%	13%
Has the employer provided first-aid training for workers?	6%	7%	8%

PROVIDING CENTRALIZED MEDICAL SERVICES IN INDUSTRIAL ZONES

Workers' access to adequate medical services is an ongoing challenge for Jordan's garment sector. As observed, factories often lack the needed medical staff to respond to workers' health issues, especially so in emergency cases. There has been also been a number of cases of delayed diagnosis in the past year.

Further, there is also significant turnover among medical staff in factories and the communication barrier between Jordan doctors and nurses and migrant workers remains an obstacle. As the medicine and nursing are closed

professions in Jordan, the medical staff is limited to Jordanians.

This issue was discussed during the 39th PAC meeting in October 2018, where the employers' association suggested potentially establishing medical centres close to factories. This would, theoretically, increase workers' access to quality services and also reduce costs for employers as they'd pool together the costs. The idea also received verbal support from the MoL. The stakeholders are still discussing how this proposal can be implemented in practice.

OSH MANAGEMENT SYSTEMS

A fair share of employers continues to struggle with meeting with the quota for OSH officials. In 2018, Better Work Jordan found 52 factories that did not hire the required number of OSH specialists. As per the law, employers should hire at least one OSH specialist and two technicians if the workforce is between 201 and 500. If number is around 501-1,000 workers, employers are required hire at least two OSH specialists and three OSH technicians. This requirement increases by one specialist and two technicians for each additional 1,000 workers.

The Jordanian Labour Law also requires factories form joint OSH committees with representatives from different departments. Workers on these committee are expected to be either selected by the trade union or elected by workers. The committees should also be approved by the MoL and hold regular meetings with recorded minutes. Common issues included committees not having regular meetings, irregular meeting and not getting the MoL's approval. Thirteen factories did not form a joint worker-management OSH committee and were reported non-compliant.

In addition to forming committees, effective OSH management require regular assessments and comprehensive written plans and policies. In 2018, 12 employers had not performed an OSH assessment and 11 did not have written OSH plans. Better Work Jordan will continue to work closely with these factories through its advisory and training services to help address these issues.

TABLE 8. IN FOCUS: OSH MANAGEMENT SYSTEMS

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
Does the factory employ the required OSH specialists?	76%	70%	66%
Has the employer formed a joint worker/management OSH committee?	22%	16%	16%
Has the employer performed an assessment of general occupational safety and health issues in the factory?	7%	14%	15%
Does the employer have written plans for OSH programs?	9%	11%	14%
Does the employer record work-related accidents and diseases?	6%	8%	6%
Does the factory have a valid business license? (business licenses require building safety approvals)	4%	5%	3%

GENDER AND OCCUPATIONAL SAFETY & HEALTH

Recognising diversity, including gender differences, in the workforce is vital in ensuring the health and safety of all workers. The gender division of labour, employment patterns, social structures and biological differences can contribute to gender-specific patterns of occupational hazards and risks (ILO, 2014), and consequently, a recognition of the gender is essential in promoting safer workplaces and healthier outcomes for all workers.

Safety and health in the workplace: An understanding of gender differences which is then systematically incorporated and applied to OSH strategies and plans can improve risk prevention measure for the benefit of all workers. Gender roles, behaviours and needs should be taken into account when establishing such measures.

Women's representation: OSH committees are bi-partite bodies composed of worker and employer representatives, which work to achieve and maintain decent OSH conditions at the enterprise level. The impact assessment of Better Work provides evidence that some aspects of dialogue mechanisms are correlated with better worker health. The analysis suggests that whether workers are freely chosen to the committee and whether the gender composition is reflective of the workforce are some important factors. This link suggests that where workers have a genuine space to address workplace health and safety issues, action is taken that results in better workplace OSH conditions.

To access Better Work's thematic brief on Occupational Safety and Health, see: <https://betterwork.org/blog/portfolio/progress-and-potential-a-focus-on-osh/>. To access ILO's working paper on gender sensitivity and OSH practice, see: https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---pro-trav/---safework/documents/publication/wcms_324653.pdf

WELFARE FACILITIES

Twenty employers were found non-compliant with providing decent quality food and 12 for not providing adequate eating areas. Better Work Jordan reports factories as non-compliant when the majority of the interviewed workers share concerns about food quality and/or quantity. Workers in more factories reported dissatisfaction with the food provided in 2018 compared to the share in 2017. The share of employers non-compliant with this requirement increased by 20 percentage points since the previous report. Eleven out of the 20 non-compliant factories were under the same management and the majority of complaints involved not receiving adequate vegetables and cooked meat. As employers are covering the food costs for migrant workers with the in-kind payment, they must also take the responsibility to provide quality food to workers. Better Work Jordan will highlight this issue to industry stakeholders and urge employers to take prompt action. The programme will emphasize the need to provide nutritional food to workers and recommend that employers consult experts.

Article 72 of the Jordanian Labour Law requires that factories employing at least 20 women workers, who altogether have at least 10 children under the age of four, provide day care facilities at the workplace. Twelve factories failed to provide adequate day care facilities in 2018. Six of the non-compliant factories were providing JD 25 per month to workers with children under age four. The number of factories providing such facilities has improved since the past year, as the share of non-compliant factories decreased from 30 per cent in the previous Annual Report to 15 per cent in 2018. Overall, seven factories participating in Better Work Jordan have established day care facilities.

TABLE 9. IN FOCUS: WELFARE FACILITIES

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
When provided as in-kind payment, does the employer give workers enough food of decent quality?	18%	5%	25%
Does the employer provide an adequate day care facility for the children of women workers?	33%	30%	15%
Does the workplace have adequate changing rooms/ lockers to meet the needs of workers?	13%	16%	15%
Does the workplace have an adequate eating area?	19%	11%	15%
Does the workplace have adequate accessible toilets?	9%	9%	8%
Does the employer provide workers enough free safe drinking water?	1%	1%	1%
Does the workplace have adequate hand washing facilities and adequate soap?	4%	0%	0%

WORKER PROTECTION

The provision of personal protective equipment (PPE) such as masks, metal gloves, glasses and earmuffs is essential in ensuring workers' safety and employers are required to adequately train workers to use such equipment. Both workers and employers are responsible for ensuring the effective usage of PPE. Better Work Jordan found 41 factories non-compliant with effective training of workers in 2018. As shown in Table 10, factories have somewhat improved in installing proper guards and complying with ergonomic requirements.

The participating factories have significantly improved the non-compliance rate related to electrical hazards. In 2018, three factories were non-compliant with electrical safety requirements, which lowered the non-compliance rate by 19 percentage points. This improvement is likely to have been the result of a combination of efforts from buyers to assess and improve electrical safety and Better Work Jordan's industry seminars and training on OSH and hazard-hunting.

TABLE 10. IN FOCUS: WORKER PROTECTION

COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
Are workers effectively trained to use the personal protective equipment and machines?	51%	45%	52%
Are proper guards installed and maintained on all dangerous machines and equipment?	24%	32%	28%
Does the employer provide workers with all necessary personal protective clothing and equipment?	24%	27%	28%
Does the employer comply with ergonomic requirements?	45%	34%	20%
Are electrical wires, cables, switches, plugs and equipment (e.g. transformer, generator, electrical panel, circuit breakers) properly installed, grounded (for equipment), and maintained?	24%	23%	4%
Are appropriate safety warnings posted in the workplace?	1%	1%	1%
Are workers punished if they remove themselves from work situations that they believe present an imminent and serious danger to life or health?	0%	0%	0%

WORKING TIME

The availability of reliable and accurate time records greatly determines the ability to assess all compliance questions under both Working Time and Compensation. Factories have become increasingly forthcoming and transparent about working hours records over the past years. Better Work Jordan also verifies information in these documents with insights gathered from interviews with workers, allowing the programme to build a comprehensive and accurate picture.

LEAVE

The Jordanian Labour Law requires employers to provide 14 days of sick leave per year to their workers, irrespective of a worker's start date. Workers are required to provide a

report issued by a nurse or doctor approved by the factory. This number of days can be extended in the case of hospitalization or if prescribed by a medical commission.

Three factories were found non-compliant with workers with adequate days of sick leave, two with providing breastfeeding breaks and two with providing the required days of annual leave. Two of the non-compliant factories did not allow its workers go on paid sick leave, even when they provided doctor's notes. One satellite factory did not have an MoL approved doctor and had to send all requests to the main company's doctor to review, who did not approve any requests from the satellite unit.

REGULAR HOURS

None of the assessed factories were noncompliant with maintaining regular working hours and providing weekly rest periods. The Jordanian Labour Law limits ordinary hours to 48 hours per week but does not prescribe a limit to overtime. According to Article 46 of the Labour Law, any additional hours are considered overtime and should be compensated accordingly. Four factories failed to keep accurate time records. Three of the non-compliant factories did not reflect accurate overtime worked and one factory had manual attendance records for Jordanian and Syrian workers.

TABLE 11. IN FOCUS: REGULAR HOURS

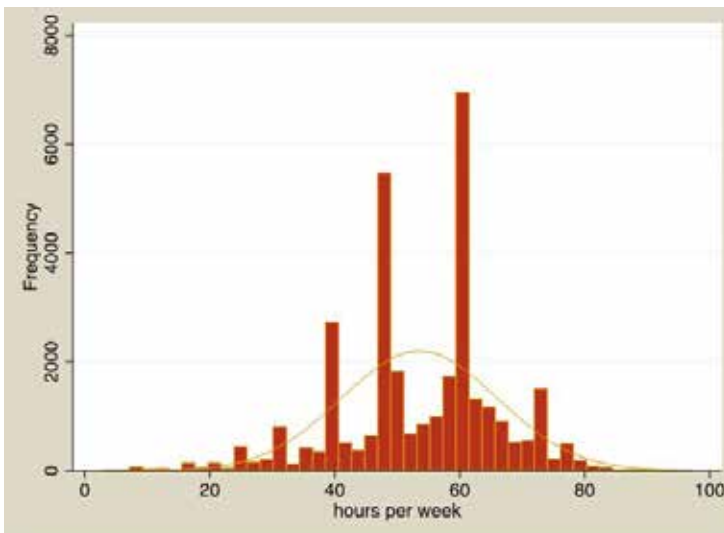
COMPLIANCE QUESTION	NC RATE BY QUESTION		
	AR 2017 (N=67)	AR 2018 (N=74)	AR 2019 (N=79)
Do the working time records reflect the hours actually worked?	19%	7%	5%
Do regular working hours exceed 11 hours per day or 48 hours per week?	3%	1%	0%
Does the employer provide required weekly rest periods?	0%	0%	0%

Better Work Jordan also reviews attendance records, working hours and compensation as a part of its assessment. The following presents working hours records from 75 factories from over 3,200 workers.²⁸ The overall average was 53.5 hours per week, with the highest observation reaching 97 hours. This average has decreased since the past year, where the average was 56.1. As before, the average is higher among non-Jordanian workers (58.7 hours per week) and subcontractors (58.3 hours per week).

TABLE 12. BREAKDOWN OF HOURS WORKED PER WEEK.

CATEGORY		# OF OBSERVATIONS	MEAN HOURS PER WEEK	STD. DEV.	MIN	MAX
Overall		32,830	53.5	12.49	3	97
Nationality	Non-Jordanian	22,020	58.7	10.43	3	97
	Jordanian	10,800	43	9.20	4	80
Gender	Female	23,701	52.5	12.42	3	96.5
	Male	9,119	56.2	12.15	2	97
Factory type	Direct Exporters	21,024	54.5	11.66	3	87
	Subcontractors	2,945	58.3	14.62	8	97
	Satellite Units	4,714	44.9	10.78	4	73

FIGURE 11. AVERAGE HOURS WORKED PER WEEK.



THEMATIC FOCUS: LIVING CONDITIONS FOR MIGRANT WORKERS

Employers in Jordan’s garment industry are contractually required to provide housing for migrant workers as a part of their employment. In an industry where migrant workers occupy about 75 per cent of the workforce, compliant and healthy living standards in such housing are a priority. It is important that worker safety, both physical and psychological, are promoted in these employer-provided living spaces.

Freedom and rights of workers should be recognised and respected within their living quarters and housing rules and regulations must be reasonable and non-discriminatory. It is best practice to consult workers or worker representatives when establishing such rules. Effective management of living facilities

is also important in ensuring decent living conditions, which should encompass the physical maintenance of buildings, security and resident consultations.

MONITORING WORKER ACCOMMODATION IN JORDAN

According to the ILO Recommendation 115 on Workers’ Accommodation (1961), employer-provided premises should be inspected regularly to ensure that the accommodation is clean, decently habitable and maintained in a good state of repair. Although non-binding, the ILO Recommendation 115 provides guidance on policy, legislation and practice to national authorities as well as employers.

National regulations and standards generally guide the monitoring of workers’ accommodation. Employment contracts require that employers provide food and shared housing to all recruited migrant workers. However, the Ministry of Health’s Public Health Law regulates such housing. Guidance on regulating and monitoring dormitories can also be found in sectoral agreements and in a limited number of buyer codes of conduct. The garment sector CBA brokered in 2017 specifies that employers are required to cover food and housing costs through in-kind payments of JD 95 per month (about US\$ 134).

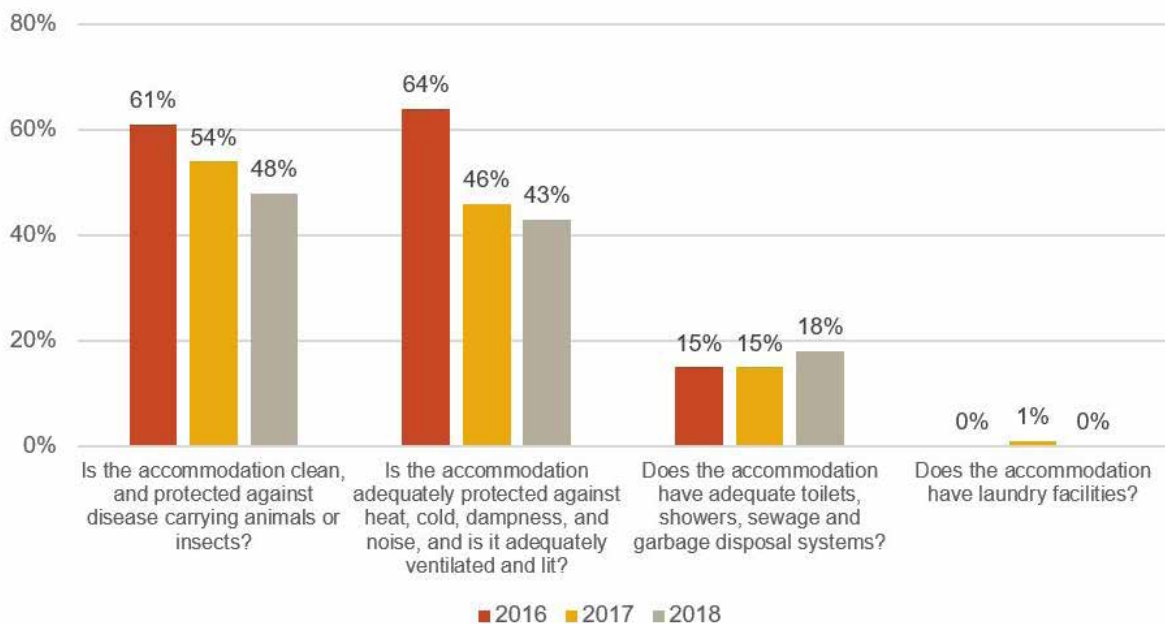
Until late 2016, only Better Work Jordan conducted scheduled visits to employer-provided dormitories. While the MoH oversaw the maintenance of dormitories, their visits were limited to special cases. The garment trade union would also visit the dormitories occasionally, often to address specific cases. This left the dormitory inspection outside the MoL’s remit for many years.

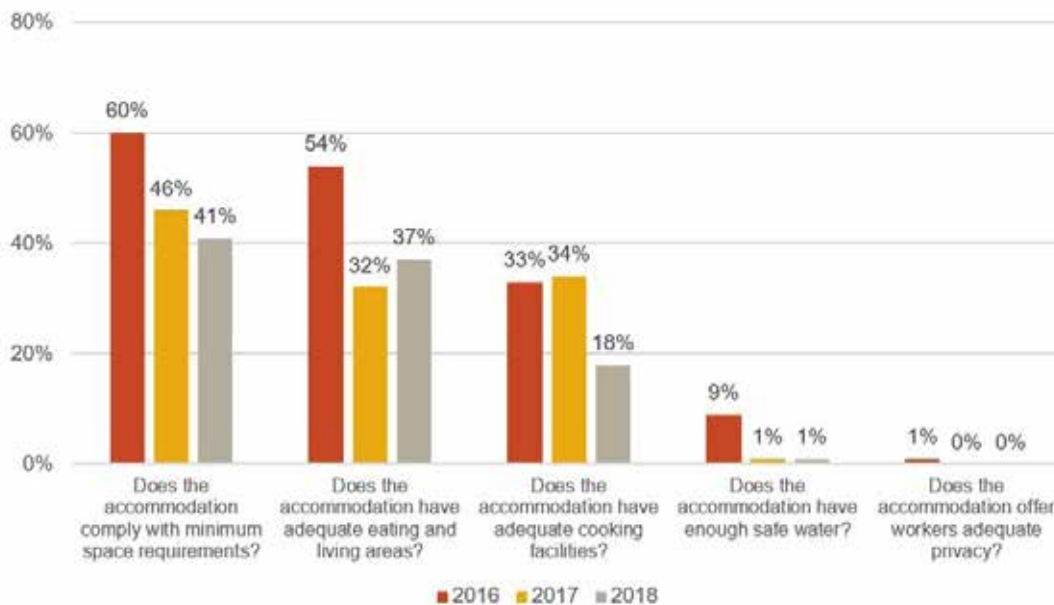
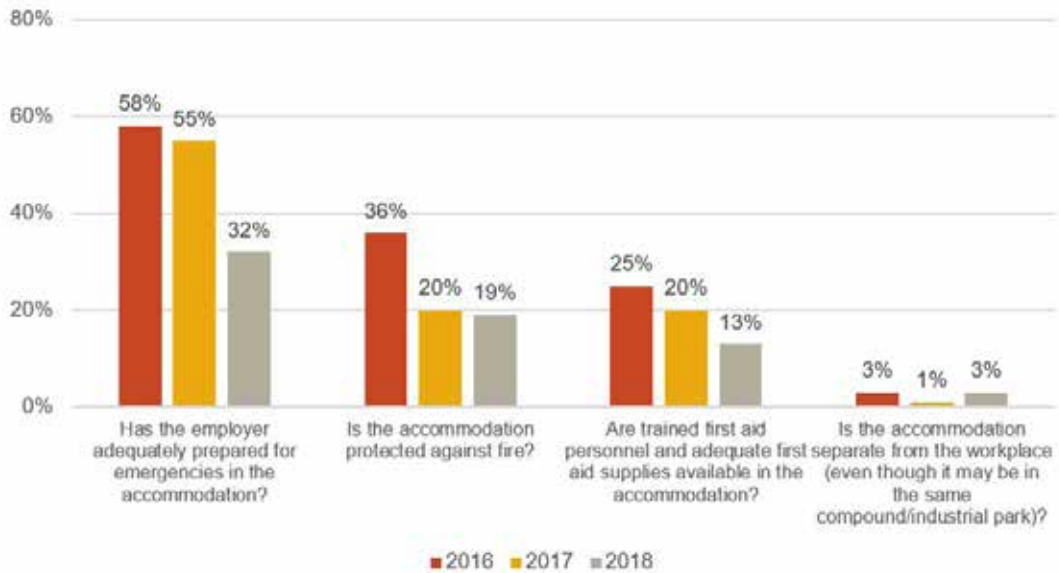
The MoH and the MoL signed a much-awaited agreement in 2016 that allowed Labour Inspectors to access and evaluate conditions in these dormitories. As per the agreement, 80 Labour Inspectors have been trained by MoH officials on relevant legal requirements and on dorm inspections.

COMPLIANCE UNDER WORKER ACCOMMODATION

Worker dormitories have been part of Better Work Jordan’s core services since 2009. The Worker Accommodation compliance point falls under the OSH Cluster, with 13 questions assessing safety and systems in dormitories. The questions are assessed against the Jordanian Public Health Law as well as ILO Recommendation 115 on Workers’ Accommodation. The following figures present non-compliance rates under Worker Accommodation compliance point from 2016 to 2018.

FIGURE 12. NON-COMPLIANCE RATES UNDER WORKER ACCOMMODATION (2016-2018).





GOING FORWARD

Although there have been some improvements under worker accommodation, many of the non-compliance rates continue to be high. Going forward, Better Work Jordan will emphasise dorm inspection with the Labour Inspectors, who have requested such training. While doing so, the programme will also invest in developing more targeted manuals for the MoL (assessment guidelines and checklists) and advisory and training materials for employers (with a focus on management systems). Further, Better

Work Jordan will conduct a survey of dormitories with a focus on the buildings’ structural integrity and safety.

PUBLICLY REPORTED ISSUES

Greater transparency is expected to increase accountability and consequently, compliance. Better Work had initially tested public reporting on selected compliance questions in Cambodia and Haiti and had observed some positive results.²⁹ Based on this evidence, Better Work expanded

to other countries. The Better Work Transparency Portal currently hosts compliance on selected issues from six countries.³⁰ A factory's compliance findings remain on the portal until a new assessment report is published.

Public reporting was introduced in Jordan starting July 2017 with support from the Jordanian government and the World Bank. Twenty-nine compliance questions across different clusters are included. The Transparency

Portal presents the compliance status of factories that are Cycle 2 and above. As of February 2019, 22 factories on the Portal are compliant with all publicly reported issues.

Tables 12 and 13 present non-compliance rates with publicly reported issues in the past three years from factories in Better Work Cycle 2 and above. A detailed study on the effect of public reporting on compliance in Jordan will be conducted in 2019.

TABLE 13. PUBLICLY REPORTED ISSUES - CORE LABOUR STANDARDS

COMPLIANCE POINT	QUESTION LABEL	NC-RATE BY QUESTION		
		2016 (N=58)	2017 (N=67)	2018 (N=69)
Access	Was the assessor's access to the enterprise unreasonably restricted?	0%	0%	0%
Child Labourers	Have you found any workers under the age of 16?	2%	0%	3%
Gender	Is gender a factor in decisions regarding conditions of work?	9%	0%	1%
	Are workers subject to sexual harassment?	0%	0%	0%
	Does the employer terminate workers who are pregnant or on maternity leave or force them to resign?	0%	0%	0%
Coercion	Does the employer restrict workers from leaving the workplace?	0%	0%	0%
	Does the employer deny workers access to their personal documents (such as birth certificates, passports, work permits and ID cards) when they need them?	12%	1%	1%
Forced Labour and Overtime	Are workers forced to work overtime under threat of penalty?	0%	0%	0%
Freedom to Associate	Does the employer require workers to join a union?	0%	0%	1%
Interference and Discrimination	Has the employer tried to interfere with, manipulate, or control the union(s)?	0%	0%	0%
	Does the employer punish workers for joining a union or engaging in union activities?	0%	0%	0%
	Has the employer terminated workers or not renewed their contract due to the worker's union membership or activities?	0%	0%	0%
Collective Bargaining	Has the employer failed to implement any of the provisions of the collective agreement(s) in force?	84%	78%	52%
Strikes	Has the employer punished any workers for participating in a strike?	0%	0%	0%

TABLE 14. PUBLICLY REPORTED ISSUES - WORKING CONDITIONS

COMPLIANCE POINT	QUESTION LABEL	NC-RATE BY QUESTION		
		2016 (N=58)	2017 (N=67)	2018 (N=69)
Minimum Wages/ Piece Rate Wages	Does the employer pay at least minimum wage for ordinary hours of work to regular full-time workers?	0%	3%	0%
Overtime Wages	Does the employer pay workers 125% of their normal wage for all ordinary overtime hours worked?	41%	24%	12%
Wage Information, Use and Deduction	Does the employer properly inform workers about wage payments and deductions?	14%	8%	7%
Paid Leave	Does the employer pay workers correctly for maternity leave?	0%	0%	0%
Contracting Procedures	Has the employer taken sufficient steps to ensure that migrant workers do not pay any unauthorized fees?	38%	15%	10%
Dialogue, Discipline and Disputes	Have any workers been bullied, harassed, or subjected to humiliating treatment?	31%	16%	19%
OSH Management Systems	Has the employer formed a joint worker/management OSH committee?	22%	11%	15%
Chemicals and Hazardous Substances	Are chemicals and hazardous substances properly stored?	12%	8%	7%
Welfare Facilities	Does the employer provide workers enough free safe drinking water?	2%	3%	1%
Worker Accommodation	Is the accommodation protected against fire?	41%	19%	20%
	Has the employer adequately prepared for emergencies in the accommodation?	62%	49%	33%
Emergency Preparedness	Does the workplace have a fire detection and alarm system?	26%	14%	12%
	Are there enough emergency exits?	2%	5%	9%
	Are the aisles and emergency exits accessible, unobstructed and unlocked during working hours, including overtime?	43%	38%	19%
	Does the employer conduct periodic emergency drills?	23%	12%	10%

Conclusions

Better Work Jordan's Tenth Annual Report provides some noteworthy trends in Jordan's garment industry. A decade of operations in Jordan has allowed Better Work to observe, and often, to lead sectoral changes. As noted in the beginning of this report, government-mandated factory participation in the programme has allowed Better Work Jordan to support industry-level improvements together with national tripartite members. Yet more remains to be done.

Promoting factory compliance: The average non-compliance rate across the 79 factories was 10.3 per cent, which decreased by some three percentage points since the previous year. In 2018, Better Work Jordan observed improvements in several compliance areas, including contracting procedures, electrical safety and overtime pay. There is also a growing number of factories implementing the sectoral CBA and a growing number of factories are making needed changes.

Addressing issues related to underage migrant workers will require support from multiple partners, including the sending governments, as effective interventions need to take place cross-borders. Better Work Jordan continues to be concerned about verbal abuses in factories. With limited improvements, participating factories need to more give greater attention to addressing these issues. Short lead times and production pressure remains a concern in the global garment industry. In addition to training employers and supervisors on stress management and communications, buyers also need to take an active role in combatting such practices.

Although there have been some improvements, many areas under OSH need to be further addressed. Better Work Jordan will continue to advocate a 'systems-based' approach for tackling such issues. The recent increase in food dissatisfaction should also be a point of concern for factories. The programme will highlight these concerns to factories and support them in devising solutions. Better Work Jordan will also continue to follow the discussion on establishing centralized medical services for workers.

Implementing a more comprehensive approach to worker wellbeing: As Better Work Jordan seeks to expand initiatives to promote worker wellbeing, there is a need to better understand workers' needs, the existing support mechanisms and shortcomings in the national context. The programme will work in collaboration with other ILO projects and specialised UN agencies to develop and implement targeted interventions.

Understanding the impact of public reporting: As Better Work continues to seek to better understand compliance changes as well as the impact of the programme on workers' lives, Better Work Jordan is committed to further analysing its factory-level compliance and survey data to answer questions. In 2019, Better Work Jordan is expecting to conduct research on the effects of public reporting on factory compliance.

National partnerships: Better Work Jordan's collaboration with national partners is a cornerstone of the programme. This is particularly evident in the programme's current strategic phase 2017-2022, which seeks to increase capacity building efforts with the tripartite partners. Better Work Jordan will continue to build on its collaboration with the MoL through secondment, workshops and sharing information. It will also operationalize its collaboration agreement with the garment trade union and intensify efforts to support the union in becoming more inclusive of migrant workers.

Supporting garment SMEs: In 2019, Better Work Jordan will continue to support the employers' associations and the garment trade union in improving working conditions in garment SMEs in Jordan. As these factories are commonly outside the global value chain, employer commitment is essential for any initiative to be effective. So far, the assessed workshops have shown interest in addressing their areas of non-compliance.

Annexes

ANNEX A: FACTORIES COVERED IN THIS REPORT

Ajloon Satellite Unit (Hi Tech Apparel Concepts)

Al Areen wear Ltd.

Al Hanan for Cloth Mfg. Est.

AL Masera Textile

Al Mustamerah for Tex

Al Tafilah Apparel Co. Ltd..

Apparel Concepts L.L.C.

Aseel Universal Garments Mfg. Co.

Aseel Universal Garments Mfg. Co./Al Mwaqar

Atateks Foreign Trade Ltd.

Atlanta Garment Mfg. Co.

Best Quality Jordan

Business Faith Garment Mfg. Co. Ltd.

Cady Garments Company

Camel Textile International Corp.

Casual Wear Apparel L.L.C.

Century Miracle-Indian Building

Century Miracle-Main Building

Classic Fashion Apparel Industry Ltd Co. - Printing

Classic Fashion Apparel Industry Ltd Co. - Bussairah

Classic Fashion Apparel Industry Ltd Co. (Unit 1)

Classic Fashion Apparel Industry Ltd Co. (Unit 8)

Classic Fashion Apparel Industry Ltd Co. (Unit 9)

Classic Fashion Apparel Industry Ltd. Co. - Karak

Classic Fashion Apparel Industry Ltd. Co. (Unit 4)

Classic Fashion Apparel Industry Ltd. Co. (Unit 10)

Classic Fashion Apparel Industry Ltd. Co. (Unit 2)

Classic Fashion Apparel Industry Ltd. Co. (Unit 6)

Classic Fashion Apparel Industry Ltd. Co. (Unit 7)

EAM Maliban Textiles Jordan (PVT) Ltd.

EAM Maliban Textiles Jordan (PVT) Ltd. (Satellite)

El Zay Ready Wear Mfg. Co.

Fashion Curve Mfg. Apparel Co.

Fine Apparel Ltd..

Galaxy Apparel Industry

Galaxy Apparel Industry (Satellite)

Genius for Garments Company

Haifa Apparel

Hi Tech -Textile (R-TEX)

Hi-Tech Textile L.L.C.

HY Apparel

Indo Jordan Clothing Company (Unit 1)

Indo Jordan Clothing Company (Unit 2)

International Elegance Garment Mfg. Co. Ltd.

Ivory Garments Factory L.L.C.

Ivory Garments Factory L.L.C. (Satellite)

Jerash Garments and Fashions Mfg. Co. Ltd (Unit 2)

Jerash Garments and Fashions Mfg. Co. Ltd. (Unit 1&3)

JOBEDU

Jordanian Modern Textile

Mas Al Safi Apparel Mfg. L.L.C. (Satellite)

Mas Al Safi Apparel Mfg.

Musa Co. for Mfg. ready garments

Mustafa & Kamal Ashraf Trading (Jordan) Garment Ltd.

Needle Craft for clothing industry

Noble Apparel Jordan L.L.C.

Peace Gate Garment

Pine Tree Co. for textile Mfg. P.S.C (TWJ)

Prestige Apparel Mfg. Ltd. Co.

Rainbow Textile L.L.C.

Rich Door Textile Factory

Rich Pine International Group Ltd.

Sana Garment Co. (Irbid)

Sana Garments Co.

Sidney Apparels LLC.,

Southern Garment Mfg. Co. Ltd.

Standard Jeans Apparel Mfg. Co. (Satellite Unit 2)

Standard Jeans Apparel Mfg. Co. (Unit 1)

Standard Jeans Apparel Mfg. Co. (Unit 3)

Standard Textile Jordan

Straight Line for Apparel Co.

Third Dimension Apparel L.L.C.

Tusker Apparel Co.

Tusker Apparel Ltd. Co. Satellite (Rusaifa)

United Creations L.L.C.

United Creations L.L.C. (Satellite)

Vega Textile Ltd.

Victorious Apparels Mfg. Co. Ltd.

W&D Apparel (Jordan) Corp.

ANNEX B. LIST OF PARTICIPATING BUYERS

American Eagle Outfitters, Inc.

Dick's Sporting Goods Ltd

GAP, Inc.

J. Crew

Li & Fung Trading Ltd

Newtimes Development

New Balance Athletic, Inc.

NIKE, Inc.

Ralph Lauren Corporation

PVH Corp.

Sears Holdings Management Corporation

Wal-Mart Stores, Inc.

Target Corporation

Disney Worldwide Services

Under Armour, Inc

L. L. Bean Inc

John Lewis

Marks and Spencer

Ascena Retail Group Inc.

JOBEDU

Ann Taylor Inc.

Global Brands Group

Post CH AG

Talbots Inc.

ANNEX C: METHODOLOGY AND LIMITATIONS

Factory Assessments: Better Work conducts factory assessments to monitor compliance with core International Labour Standards and the national labour law. Assessment reports highlight non-compliance findings, which are then used to help factories identify areas in need of improvement. Collecting and reporting these data over time help factories demonstrate their commitment to improving working conditions.

Better Work organizes reporting into eight clusters. The first four clusters comprise the core labour standards – Child Labour, Discrimination, Forced Labour, and Freedom of Association and Collective Bargaining. These standards protect the fundamental rights at work under the ILO’s eight Core International Labour Conventions, and International Labour Standards are used as a baseline for compliance in these four clusters. The remaining clusters – Compensation, Contracts and Human Resources, Occupational Safety and Health, and Working Time – fall under Working Conditions. The compliance points for these areas incorporate differences in national legislation depending on the country of operation. Better Work establishes a benchmark based on international standards and good practices in areas where national laws do not cover or sufficiently address an issue regarding working conditions. The eight clusters are then divided into compliance points (CP), and each CP includes a number of questions, which may vary by country.

As the majority of workers in Jordan’s garment industry are from South Asia, Better Work Jordan has continued to work with consultants from Bangladesh and Sri Lanka to strengthen the programme’s engagement with workers and factories. This has allowed the programme to build direct communication and engagement with workers and enable access to information.

Calculating Non-Compliance: Better Work calculates non-compliance rates for each factory and reports them in individual factory reports. The non-compliance rate is reported for each CP, and a CP is reported as non-compliant if one or more of its questions show evidence of non-compliance. In public annual reports, Better Work uses the average compliance rates across

all participating factories within the reporting period. For instance, an average non-compliance rate of 100 per cent under a question indicates that all participating factories had violations in that area.

Limitations of Better Work Assessment: Detailed factory assessment reports are based solely on what is observed, investigated and analysed during assessment visits. Before the reports become official, factories are given five working days to provide feedback and clarifications, which in some cases impacts the language in the final report. Certain issues remain difficult to assess and verify independently. For instance, sexual harassment is difficult to identify during a factory assessment visit. It is generally considered a sensitive issue and is likely to be underreported. The low literacy level of a large percentage of workers can also affect the integrity of documentation related to workers’ consent for overtime work, storing personal documents, disciplinary procedures and employment rights. To overcome such limitations to some extent, information provided by workers and management are crosschecked through representative interview samples and various documents maintained at the factory.

Limitations of Better Work Jordan Assessments: In the context of Jordan, limitations in the assessment process can also arise when monitoring issues specific to migrant workers. It is beyond the scope of the programme to thoroughly investigate contracting procedures in workers’ country of origin. Age verification for migrant workers can be challenging as birth dates in national passports, the primary document available to verify workers’ age, can be falsified with fake birth certificates.

Detecting violations of workers’ entitlements upon termination of their contract has been difficult, especially in cases where no proper documentation is maintained to indicate the amount paid to workers. Furthermore, in some cases where the paperwork may show that the worker received all their entitlements, whether the worker had actually received the stated amount cannot be verified once the worker has left the country. Unlawful terminations are also difficult to justify through multiple sources and are usually dependent on cross-checking workers’ statements following

incidents such as work stoppages or strikes. In such cases, the management may maintain paperwork to show that the worker had wilfully resigned or may not maintain any termination-related documents at all.

Assessing compliance with FoA in Jordan has been challenging for Better Work Jordan for a number of reasons. The existing Jordanian Labour Law does not adequately protect freedom of association, and the single union structure prevents workers from forming a labour union of their choice. Factories de facto become non-compliant on questions related to freedom of association. Better Work Jordan continues to monitor other aspects of union operations, including union access to factories, facilities, anti-union discrimination, compliance with the sector-wide CBA, and strikes at the enterprise level. At the same time, the trade union for the Jordanian apparel sector does not fully represent the majority migrant workforce as only locals can participate through voting and nominations in the union board elections. The union also has limited capacity in adequately communicating with the migrant workforce due to language barriers.

Limitations of Calculating Non-Compliance: The binary ‘yes or no’ structure of the answers to compliance limits the ability of Better Work to numerically present the severity of non-compliance and is not conducive to capturing the ‘levels of non-compliance’. For example, a factory may significantly improve in a particular area but may still not qualify as compliant. While an aggregate and strict indicator, the non-compliance rate is useful for Better Work to compare data across countries and have a general idea of areas of non-compliance in the industry. It is often beyond the capacity of such numbers to fully capture the specific issues observed during factory assessments. Accordingly, it is important to examine the Clusters and CPs in further details to create a more comprehensive understanding of the industry and the overall non-compliance rates (as presented).

ANNEX D. FACTORIES NON-COMPLIANT WITH EMPLOYING PERSONS WITH DISABILITIES

FACTORY NO.	# OF JORDANIAN WORKERS	MINIMUM REQUIREMENT	% QUOTA MET
1	55	2	0
2	25	1	0
3	27	1	0
4	39	1	0
5	38	1	0
6	391	15	40
7	285	11	45.5
8	104	4	50
9	85	3	66.7
10	492	20	70
11	111	4	75
12	444	17	76.5
13	133	5	80
14	134	5	80
15	247	10	80
16	188	7	85.7
17	484	19	89.5

- 1 The World Bank. 2018, October 3. Jordan's Economic Outlook: October 2018. See: <https://www.worldbank.org/en/country/jordan/publication/economic-outlook-october-2018>.
- 2 Data retrieved from the World Bank on 10 Feb. 2019. See: <https://data.worldbank.org/country/jordan>.
- 3 The ILO in collaboration with the Swiss Agency for Development and Cooperation (SDC) released an in-depth report – A Challenging Market Becomes More Challenging: Jordanian Workers, Migrant Workers and Refugees in the Jordanian Labour Market – in 2017. The report focused on the labour market and employment issues in Jordan. The report covered issues faced by Jordanians, economic migrants and refugees, and provides a comprehensive understanding of Jordan's complex labour market. The report can be found on the ILO website.
- 4 ILO. 2018. Decent Work Country Programme–Jordan (2018–2022).
- 5 Data retrieved from Jordan's Department of Statistics on 17 March 2019. See: http://dos.gov.jo/dos_home_e/main/archive/Unemp/2018/Emp_Q4_2018.pdf
- 6 Ibid.
- 7 ILO. 2018. Decent Work Country Programme: Jordan (2018–22).
- 8 The Ministry of Labour Instructions were most recently revised on 4 February 2019, which decreased the requirement from 25 per cent to 20 per cent .
- 9 The agreement previously required employers to be located in one of the 18 specified Special Economic Zones (SEZs) and was valid until 2026. It also required enterprises to have at least 15 per cent Syrian refugees in their production units for the initial two years and 25 per cent in the following years.
- 10 Although the exports have increased, there are concerns that rising costs may weaken Jordan's competitiveness. Energy prices have increased along with custom duties for inputs and taxes. Starting January 2019, income taxes paid by garment manufacturers will increase from 14 per cent to 20 per cent by 2024. For more information, see: https://www.just-style.com/analysis/soaring-costs-could-slow-jordan-garment-export-growth_id135494.aspx
- 11 Data collected from the Jordan Chamber of Industry (JCI) on 2 April 2019.
- 12 Data collected from Jordan's Ministry of Labour on 4 February 2019.
- 13 Data collected from Jordan's Ministry of Labour on 4 February 2019.
- 14 For more information on the ILO's Strategic Compliance Planning for Labour Inspectorates, see: https://www.ilo.org/labadmin/info/public/fs/WCMS_606471/lang--en/index.htm.
- 15 For more information on P.A.C.E., see: <https://www.gapincusustainability.com/people/pace-changing-one-million-lives>.
- 16 The 'financial literacy' module was revised by the UN's Better than Cash Alliance (BtCA) to include information on digital payments.
- 17 To access Better Work Jordan's Gender Strategy 2019–2022, see: <https://betterwork.org/blog/portfolio/better-work-jordan-gender-strategy-2019-2022/>.
- 18 United Nations. 2018. A healthy workforce for a better world: United Nations system mental health and well-being strategy.
- 19 Ibid.
- 20 ILO. 2000. Mental health in the workplace. https://www.ilo.org/skills/pubs/WCMS_108221/lang--en/index.htm.
- 21 See the ILO SOLVE's training package for more information on workplace health promotion and wellbeing: <https://www.ilo.org/safework/areasofwork/workplace-health-promotion-and-well-being/lang--en/index.htm>.
- 22 BOESL is the state-owned migration agency in Bangladesh.
- 23 For more information on International Labour Standards on Equality of opportunity and treatment, see: <https://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/equality-of-opportunity-and-treatment/lang--en/index.htm>.
- 24 This decision was reached during Better Work Jordan's 39th Project Advisory Committee (PAC) meeting on 15 October 2019. The exceptions to this are workers from Nepal, where the government mandates such pregnancy tests for all women migrant workers.
- 25 For more information, see the ILO's Company Guide # 1 Passport retention. https://www.ilo.org/wcmsp5/groups/public/---arab-states/---ro-beirut/documents/publication/wcms_552312.pdf
- 26 During a PAC meeting in early 2018, stakeholders agreed that the industry will actively work towards implementing a zero-fee policy and that Better Work Jordan. For information ongoing conversations on defining recruitment fees and costs, see: https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---migrant/documents/meetingdocument/wcms_647387.pdf and https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/meetingdocument/wcms_646693.pdf.
- 27 For more information on Better Work's Supervisory Skills Training, see: <http://sst.betterwork.org/>.
- 28 The sample uses records from 3,329 workers for three months each. Since hours are recorded as weekly observations, each weekly hour reported is treated as individual observations when computing the averages. For newly hired workers, only reported hours are entered. This led to 32,820 observations when calculating the average hours worked between the 75 factories.
- 29 Better Work's Discussion Paper 29: Lights On: Transparency and Compliance analyses factory-level compliance from Cambodia to evaluate the effect of reintroduction of public reporting in Cambodia. To access the paper, visit: <https://betterwork.org/blog/portfolio/discussion-paper-29-lights-on-transparency-and-compliance-evidence-from-cambodia/>.
- 30 To access the Transparency Portal, visit: <https://portal.betterwork.org/transparency/compliance>.



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