



BetterWork
Jordan

Annual Report

**A Decade of
Sustainable Change**



International
Labour
Organization



IFC

International
Finance Corporation
WORLD BANK GROUP

2019 DATA



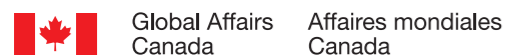
An innovative report to inspire concrete changes

Better Work Jordan (BWJ) presents another edition of its Annual Report with a refreshed look. Not only does this new format highlight factories' assessment results, it also showcases the programmes's key initiatives, partnerships, achievements and challenges from the past year.

This report draws attention to Better Work Jordan's ten-year journey since its inception in 2009 as well as its future vision, highlighting efforts to forge new partnerships and nurture

existing ones. It illustrates our support to the industry's response to the coronavirus (COVID-19) pandemic. Readers can access the [11th Annual Synthesis Report](#), which presents more detailed findings from assessments completed in 2019.

Better Work Jordan is a joint initiative of the International Labour Organization (ILO) and the International Finance Corporation (IFC), supported by our partners and donors below.



This publication was produced with the financial support of the Labour Program of Employment and Social Development Canada (ESDC), the European Union and the United States Department of Labor. Its contents are the sole responsibility of Better Work Jordan and do not necessarily reflect the views of these donors. The funding that is provided by the United States Department of Labor falls under cooperative agreement number IL-21187-10-75-K. 48 percentage of the total costs of the program in 2019 was financed with Federal funds, for a total of 881,911 dollars. This material does not necessarily reflect the views or policies of the United States Department of Labor, nor does mention of trade names, commercial products, or organizations imply endorsement by the United States Government.

The digital version of the Annual Report can be found on our website: <https://annual-report.betterwork.org/2019>

Promoting decent working and living conditions across the garment industry

Better Work Jordan aims to ensure decent working and living conditions across the country's garment sector, while now inspiring change in other manufacturing industries. The programme provides assessment, advisory and training services to improve compliance with the Jordanian labour law and International Core Labour Standards. Since Better Work's arrival in Jordan in 2009, the sector has almost doubled in size valued at US\$ 1.9 billion in 2019, comprising 23% of the country's total exports. The report highlights the latest developments in social dialogue within the workplace and at industry level. It looks at the more inclusive, industry-wide Collective Bargaining Agreement (CBA), and provides insights from factories on their progress towards well-functioning worker-management engagement. We and our stakeholders have doubled efforts on gender equality and inclusion. The report looks at persistent challenges in the industry, such as verbal abuse and the mental wellbeing of workers.

OUR PROGRESS

- ◆ Extending support to factories exporting to EU markets under the relaxed Rules of Origin (RoO) scheme;
- ◆ Supporting stakeholders in the fourth Collective Bargaining Agreement;
- ◆ Assisting the union to improve communication with migrant workers;
- ◆ Continuing our partnership with the MoL through building the capacity of labour inspectors.

4 COUNTRY OVERVIEW

A number of changes stand out in 2019: amendments to Jordanian labour law; a record number of MoL inspectors participating in assessment and advisory visits to factories; and a renewed focus on effective grievance systems.

6 HOW WE WORK

In addition to the 83 assessments, 480 advisory visits and 62 training sessions delivered in 2019, we collaborated with external researchers to produce three studies to inform evidence-based policy making.

8 OUR STRATEGY

A focus on plans to promote respectful workplaces, strengthen women and migrants' voices and improve dormitory living conditions in collaboration with stakeholders.

10 NON-COMPLIANCE HIGHLIGHTS

The highlights from the eight different clusters focus on areas where non-compliance is low or has improved and in areas where non-compliance is high or has regressed.

11 KEY ACHIEVEMENTS

In 2019, we facilitated and provided legal guidance to the most participative CBA process to date. MoL inspectors joined all assessment visits in the second half of 2019, and factories hired more people with disabilities.

14 PERSISTENT CHALLENGES

Many factories lack effective grievance systems and roughly a third do not have functioning joint union-management committees.

16 SPOTLIGHT

Looking back over a decade of Better Work in Jordan, we present the main changes in the programme and the garment sector as a whole, showcasing key improvements in non-compliance rates over time.

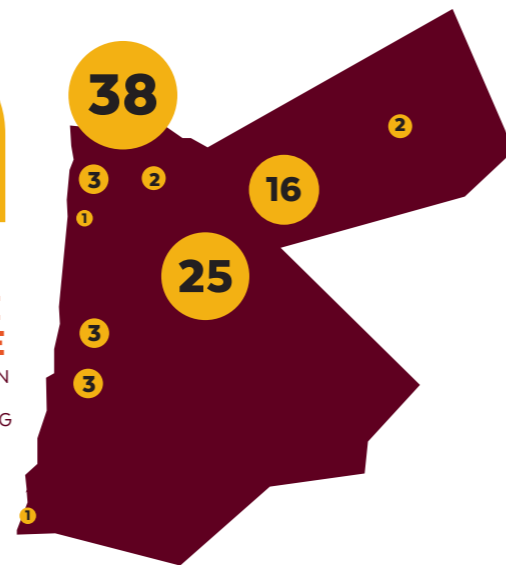
18 THE WAY FORWARD

How collaboration and joint initiatives with national partners and more than a dozen brands are driving sustainable impact.

Jordan

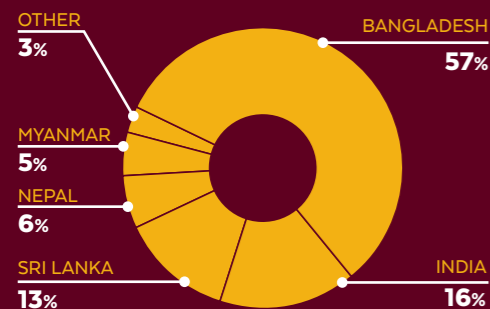
Better Work Jordan launched in 2009 and has been working closely with its partners to improve working conditions in the garment industry ever since. There has been a decrease in non-compliance as well as improvements such as the provision of daycare facilities for workers' children. Areas such as occupational safety and health (OSH) and grievance mechanisms still need attention.

WHERE WE ARE
THE LOCATION OF OUR 94 PARTICIPATING FACTORIES



WORKERS' PROFILE

About 79% of the over 73,000 workers in 81 factories covered in this report are migrant workers, predominately from South East Asia.



“We aspire to create an environment where all workers are empowered and continue to flourish while also strengthening Jordan’s economy and boosting investments so that Jordan’s garment sector is regarded globally as the epitome of success and a role model for all the other sectors to follow.”

Ihab Qadri, representative of leather and garment sector at Jordan chamber of industry



94
factories in our programme (90 garment and 4 non-garment)



74,130
workers in our factories (79% are migrants and 0.6% work in the non-garment sector)



83
assessment visits performed by our team



480
advisory visits to support factories and workers



1,221
trained from 32 factories (77% of them are women)



26
international buyers participating in the programme

ACHIEVEMENTS

20

INSPECTORS from the Ministry of Labour started delivering **ADVISORY AND ASSESSMENT VISITS** together with our team and enterprise advisors, thereby ensuring a sustainable impact.



For the first time in history, the discussions on the fourth Collective Bargaining Agreement (CBA) included **INCLUSIVE CONSULTATION WORKSHOPS** with workers, especially migrants. The new CBA includes annual salary increases, addresses violence and harassment in factories, and promotes the mental wellbeing of workers.

9

DAYCARE FACILITIES established so far across the garment industry; two of these facilities are in industrial zones and serve multiple factories.



We are now going **BEYOND THE GARMENT INDUSTRY** and offering services to chemical, plastic and engineering factories.

CHALLENGES

32%

of factories do not have a functioning **JOINT UNION-MANAGEMENT COMMITTEE**.



23%

of factories had obstructed or inaccessible **EMERGENCY EXITS**, a persistent challenge in factories.



44%

of factories do not have adequate **LIVING AND EATING** areas in worker accommodation.



22%

of factories subjected their workers to **VERBAL ABUSE**.





The three-level approach

Our work goes far beyond factory assessments. It also comprises initiatives at the global level to invite international stakeholders and brands to tackle on-the-ground problems and at the country level through partnerships with government institutes, the union and employers' associations.



 <p>GLOBAL REACH</p> <p>We act as a global resource for data-supported information and strategies for improving labour conditions and enhancing productivity. The ILO, IFC and the World Bank leverage their partnership through Better Work to collaborate on public policy and technical interventions for decent work outcomes.</p>	 <p>COUNTRY LEVEL</p> <p>We work with national constituents to build capacity, influence labour laws, and strengthen industrial relations. Our efforts improve competitiveness and strengthen the private sector, so factories perform better. We work with local institutions and social partners for stronger workplace compliance.</p>	 <p>FACTORY STRATEGY</p> <p>We offer hands-on assistance to promote worker management cooperation. Training, advisory services and practical tools help managers and workers increase their ownership of labour law compliance and to self-diagnose as well as fix problems themselves.</p>
--	---	--

OUR CHECKLIST

We evaluate over 200 issues on the eight topics below on international (red) and national (yellow) labour regulations.

							
CHILD LABOUR	DISCRIMINATION	FORCED LABOUR	FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	COMPENSATION	CONTRACTS AND HUMAN RESOURCES	OCCUPATIONAL SAFETY & HEALTH	WORKING TIME

COUNTRY LEVEL INITIATIVES IN 2019

 <p>WORKING WITH EMPLOYERS</p> <p>Six industry seminars were conducted to build the capacity of factory middle management on topics such as sexual harassment prevention, mental health, dormitory management, respectful workplaces, supervisory skills and amendments to Jordan's labour law.</p>	 <p>PARTNER-SHIPS</p> <p>Our strategies focus on sustaining Better Work's impact in collaboration with all stakeholders. For this goal, we signed four agreements with national stakeholders, and continued collaboration with NGOs, international organisations, and brands.</p>	 <p>SPECIAL PROJECTS</p> <p>In collaboration with Gap Inc.'s Personal Advancement and Career Enhancement programme (P.A.C.E), Better Work empowered and upskilled 238 local, migrant and refugee female workers along with 37 female job seekers in rural areas with UN Women.</p>
---	---	--

STEPS TO SUPPORT FACTORIES' ACTIVITIES IN 2019

 <p>ADVISORY SERVICES</p> <p>Better Work Jordan provided 480 advisory visits to factories with a focus on enhancing management systems and worker-management committees. We conducted 52 joint advisory visits in 2019. Of those, 29 were with labour inspectors and 25 with the union, increasing outreach to the sectors' workforce.</p>	 <p>ASSESSMENTS</p> <p>We conducted 83 assessment visits throughout 2019. During the second half of the year, all of them were delivered jointly with a team of 20 MoL inspectors. These joint visits increased the learning and communication between Better Work Jordan and the MoL inspection units and will continue in 2020.</p>	 <p>TRAINING</p> <p>We delivered 62 training sessions to 1,221 workers and managers from 32 factories on topics such as Supervisory Skills Training, Workplace Communication and Training of Trainers (ToTs) on Sexual Harassment Prevention. A mobile-based survey across multiple languages was tested to evaluate the effectiveness of these programmes.</p>
--	---	---

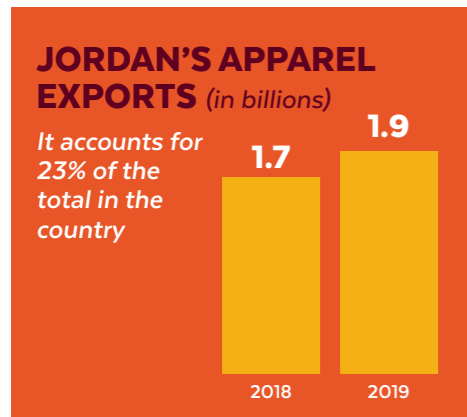
STUDIES FOR EVIDENCE-BASED INITIATIVES

Better Work conducts and disseminates research in order to inform policy-making. Better Work Jordan has recently published three research papers:

- ◆ **Transparency and Compliance.** This research shows that non-compliance rates improved for publicly-reported issues, adding evidence to the positive correlation between compliance and transparency.
- ◆ **Mental Wellbeing of Migrant Workers.** This report looks at the role of mental health on the wellbeing of migrant workers, evaluates current mental health care in factories, and proposes solutions for addressing gaps in care.
- ◆ **The Garment Industry and us.** The history of the garment industry from the 1990s to the present gives important context for the sector and our role in it.

For better worker wellbeing and a competitive industry

Better Work Jordan strives to accelerate and sustain improvements in working conditions and business competitiveness in Jordan's garment industry as well as the exporting industrial sector at large. In the current strategic phase (2017-2022), the focus is on boosting scalability and sustainability of impact. This is achieved by working with national stakeholders and strengthening their capacities, particularly those of labour inspectors, the union and employers. In addition to the comprehensive and proven in-factory interventions which drive stakeholders' ownership, we are contributing to greater evidence-based policy making. This enables the private sector to be more competitive and adhere to international labour standards to a larger degree, creating more employment for Jordanian workers. Our thematic focus in 2020 includes the three areas discussed in detail (see right).



GOALS

PROMOTING RESPECTFUL WORKPLACES



STRENGTHENING MIGRANTS' AND WOMEN'S VOICES



IMPROVING DORMITORY LIVING CONDITIONS



OUR APPROACH

RESULTS

NEXT STEPS

- ◆ Promoting a respectful workplace culture is key to preventing and addressing verbal abuse and gender-based violence.
- ◆ Raising awareness directly among workers, as well as building the capacity of supervisors and managers. Labour inspectors and union staff feed into this effort.

- ◆ 44 managers from factories, mainly HR personnel, were trained on sexual harassment prevention through an industry seminar conducted by Better Work in collaboration with the MoL Women and Children's Affairs directorate.
- ◆ We also organised a Training of Trainer for Respectful Workplace Programme for 15 participants (10 female and 5 male) from 8 different factories.

- ◆ Support factories in developing internal policies to address violence and harassment as requested in the latest CBA and in line with ILO's efforts in relation to Convention 190.
- ◆ Continue to raise awareness in collaboration with factory middle-management and the union including outreach work with migrant workers.

- ◆ Support the placement of 3 Bangladeshi union organizers in the union office in QIZ to facilitate communication between migrant workers and the union leadership.
- ◆ Raise awareness of migrant workers on their rights and strengthen their capacity inside garment factories.

- ◆ The union held an election for the Advisory Board in Al-Dulayl industrial zone – a new body to represent and consolidate migrant workers' voices in the sector.
- ◆ Consultations sessions on the CBA were conducted in collaboration with ILO Bureau for Workers' Activities (ACTRAV).

- ◆ Conducting joint advisory visits with the union to factories, including satellite units and migrant and female workers in rural areas to inform them about the new CBA.
- ◆ Support the union in the upcoming Advisory Board elections, in particular around informing workers.

- ◆ Dormitories greatly affect the physical and mental health of factory workers, as well as their productivity during the work hours. Better Work Jordan takes a holistic approach to improving workers' living conditions from on-the-ground assessments to policy recommendations.

- ◆ Better Work Jordan, in collaboration with the Jordanian Ministry of Labour and Ministry of Health, developed a customised Dorms Inspection/Assessment Guideline.
- ◆ Some 15 inspectors were trained on dorm guidelines. Secondees from SSC and MoL joined Better Work in assessing living conditions.

- ◆ In the context of the COVID-19 pandemic and in the absence of union activities, Better Work consultants conducted calls with migrant workers during the lockdown while workers were in the dormitories to raise awareness on how they can be protected and prevent the spread of the virus. From 22 to 30 April, around 700 calls were carried out to migrant workers in their housing facilities.

NON-COMPLIANCE HIGHLIGHTS

Main results from our assessments

The following non-compliance findings comprise successes as well as challenges identified during the assessments of 81 garment factories throughout 2019. For each compliance cluster, we have highlighted two non-compliance rates to show either a) an area of success and improvement, or b) an area of challenge and regression. It is important to acknowledge improvements in working conditions while also flagging labour violations, particularly ones that are persistent. Many of the core international standards fall under our zero-tolerance protocol with the MoL. Violations of these standards are taken very seriously and reported immediately to the MoL.



<p>CHILD LABOUR</p> <p>1% of factories have workers under the age of 18 performing hazardous work in the factories.</p> <p>2% of factories have workers under the age of 18 without proper documentation.</p>	<p>DISCRIMINATION</p> <p>2% of factories use gender as a factor in making decisions at work.</p> <p>12% of factories do not meet legal requirements for hiring workers with disabilities.</p>	<p>FORCED LABOUR</p> <p>0% of factories restrict workers' freedom to come and go from dormitories or industrial park.</p> <p>1% of factories deny workers access to their personal documents when they need them.</p>	<p>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</p> <p>1% of factories deny union representatives access to employees in the workplace.</p> <p>57% of factories failed to fully implement all of the CBA provisions.</p>
<p>COMPENSATION</p> <p>2% of factories do not pay at least minimum wage for ordinary work hours.</p> <p>25% of factories do not pay workers on time (within seven days).</p>	<p>CONTRACTS AND HUMAN RESOURCES</p> <p>10% of factories do not compensate workers for unused paid annual leave when they leave the factory.</p> <p>28% of factories have employment contracts that do not comply with Jordanian legal requirements.</p>	<p>OCCUPATIONAL SAFETY & HEALTH</p> <p>38% of factories have workers that are not effectively trained to use protective equipment.</p> <p>44% of factories do not have adequate eating and living areas in the dorms.</p>	<p>WORKING TIME</p> <p>5% of factories do not provide workers with at least 14 days of sick leave.</p> <p>5% of factories do not have time records that accurately reflect hours worked.</p>

KEY ACHIEVEMENTS

More workers' voices in the new agreement

Thanks to long-lasting and stronger partnerships with Jordan's stakeholders, we were able to achieve improvements in different areas. The fourth CBA was developed with record levels of workers' participation, across seven nationalities. It added new workers' benefit provisions such as addressing violence and harassment, providing psychological health support as well as annual wage increases for workers in the sector.

This year's CBA is evidence of successful collaboration among all actors in the garment sector, showing good practice in social dialogue. We will continue working for a better environment and to provide a platform for workers to empower them, build their capacities and hear their voices."

Fathallah Amrani,
Chairperson of the General Union of Workers in Textile and Clothes Industries



Building the capacity of labour inspectors, with a larger role in delivering factory services

For the first time, they joined our team in half of the factories' evaluations, ensuring our sustainability



Better Work and the MoL continued their collaboration to ensure knowledge transfer and sustainable impact. One key element is the secondment programme, which has seen 20 labour inspectors participate since mid-2018. Through in-class and field visits, the labour inspectors enhanced their knowledge of international labour standards and skills

to carry out comprehensive assessment and advisory services to factories. In addition, a total of 59 MoL inspectors were trained on different topics spanning health and safety, dormitory conditions and sexual harassment prevention. This is part of a broader partnership between us and the Ministry of Labour established by the MoU signed in 2016.

KEY ACHIEVEMENTS



FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

An approach that reflects workers' needs

All CBA meetings were translated into three languages to ensure workers' full participation in the discussions

For the first time, the discussions on the fourth sector-wide CBA focused on inclusive consultation workshops with workers, especially migrants. The sessions were held in three industrial zones – Irbid, Al-Dulayl and Sahab – and received 283 participants from different factories and various nationalities (Jordanians, Bangladeshi, Burmese, Indian, Nepali, Sri Lankan and Pakistani). Facilitated by the head of union, the meetings were translated by its representatives and our team into three languages: Arabic, Bangla and Hindi, and workers inputs and requests were later raised in negotiations with employers. After extensive discussion, the [new three-year CBA](#) was signed by two apparel employers' associations and Jordan's garment union during the 43rd PAC meeting on 2 December. It includes new provisions such as:

- ◆ Annual salary increase for workers;
- ◆ Internal policies to address violence and harassment and to promote the mental wellbeing of workers;
- ◆ Health clinics with medical staff in accordance with the MoL regulations.



JORDANIAN LEGAL CONTEXT

As Jordan is yet to ratify ILO Convention No. 87 on the Freedom of Association and Protection of the Right to Organize, all factories assessed continue to be non-compliant on workers' ability to freely join and form unions. Jordanian Labour Law stipulates a single trade union structure – one union per sector, which restricts workers from forming their own unions and requires them to join the sector's existing union. Despite the progress in 2019 towards an inclusive CBA, more remains to be done.

100%
of factories are non-compliant on freedom of association.

57%
of factories failed to fully implement all provisions of the CBA.

5%
of factories had workers who were not informed about the CBA.

The 2019 CBA reflects the harmonised relationship that was engaged to introduce new needs-based outcomes for long-term sustainability and stability across the garment sector in Jordan. Open and strong dialogue to recognise, explore and accommodate the parties' demands and interests for specific needs with realistic results to reach better compliance."

Dina Khayyat, Vice Chairman of JGATE

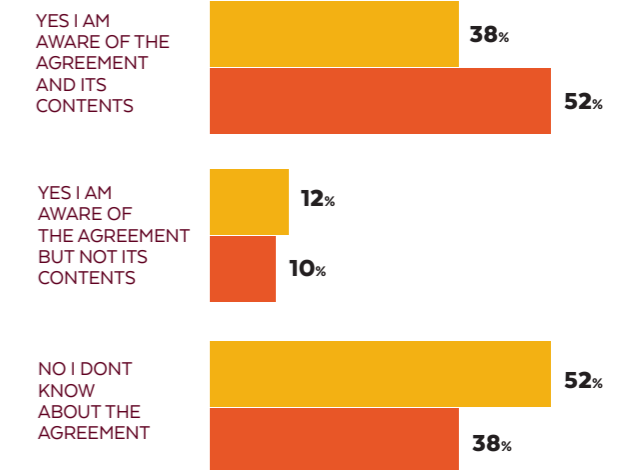
KEY ACHIEVEMENTS

WORKER AND MANAGER SURVEYS

Better Work has consistently invested in research to measure the impact of the programme, which has involved collecting survey data directly from workers and managers to amplify the programme's own compliance data. Better Work Jordan re-launched worker and manager surveys in 2019 with two rounds of data collection.

Each round of the survey covered roughly 1,700 workers across 77 factories (2% of the garment sector workforce), and gathered data on demographic information, working conditions, factors for business competitiveness, engagement with national stakeholders, and life for workers outside the factory. Results from the June survey were published in a [policy brief](#), and are used throughout this report to complement findings from assessment visits.

Are you aware of the sector-wide CBA for the garment sector in Jordan?



ON THE GROUND BENEFITS

More female workers have access to daycare facilities

The service is bringing working mothers closer to their children and communities

As women make up 73% of the workforce in the industry, Better Work Jordan and partners have supported the establishment of daycare facilities in different garment factories across Jordan to help increase women's economic participation and improve the enterprises' profitability.

Although the number of daycare facilities in the Jordanian garment industry increased to nine in 2019, of which four are operating in "satellite units" across Jordan, Better Work Jordan assessments found 19% non-compliance among assessed factories which failed to adhere to laws governing daycare facilities. More work needs to be done to promote women and family-friendly environments inside factories. Many factory managers are reporting the positive impact of providing daycare facilities. In 2018, Maliban factory management contracted a childcare facility in the local community to care for the children of working mothers. Having started with 20 working



mothers in 2018, the factory now has 33 on the production line. "This experience made female workers more comfortable to stay in their jobs, but it also provided an opportunity to build the capacity of the local community", said Mohammed Qutaishat, Maliban Factory Manager, about the programme. Hanan Khawaldeh, a 37-year-old mother of four children and a supervisor in the Needle Craft factory, shares her story: "I would not have been able to continue working if there was no nursery in the factory." When her daughter Bailasan was born, she couldn't find a suitable nursery close to home to take care of her. "Now, as I take my daughter with me to the nursery next to the factory, things are getting better. I can see her and check on her whenever I need to."



**SOCIAL
DIALOGUE**

How to motivate the sector to hear their employees

Verbal abuse remains a persistent problem

A number of workers revealed in interviews that they were shouted at or scolded when they failed to meet production targets or had a production defect. Verbal abuse remains a concern in factories: in 2019, workers were bullied, harassed or subjected to humiliating treatment in 22% of factories, a number that stayed steadily high for the last few years. As many as 28% of satellite units were cited as non-compliant on verbal abuse. This practice occurs throughout the garment industry in many countries and stems from a misguided idea that yelling at workers will make them perform faster or make fewer mistakes. This could be particularly relevant in Jordan of late due to the increased demand in 2019, placing a higher burden on factories – and ultimately workers – to meet production deadlines. Better Work impact assessment research shows, however, that verbal abuse lowers worker productivity and the quality of work, as well as having adverse health effects.

Solving these problems and ensuring social dialogue requires an active and functioning labour-management committee. They provide essential channels for ensuring workers' grievances are addressed and their voices heard. The garment sector's CBA requires



factories to form union-management committees with an equal balance of worker and employer representatives, that meet at least once per month, but the factories failed to comply with this:

- ◆ Of the 81 factories assessed, 26 did not have a functioning joint union-management committee (for a committee to be functioning, it needs to meet regularly with sufficient attendance and workers need to be aware of the committee);
- ◆ 10 of them did not have any committee at all, an increase from eight factories in 2018;
- ◆ In 11 factories the workers were not aware of the committee and in four, they met infrequently.

Higher production demands could have a negative effect as joint union-management committees not only meet less often but have fewer efficient meetings as more factory time is devoted to hitting higher production targets. We are working to bolster these committees in 2020 while also ensuring that multiple channels are available to workers to voice their complaints.

In 2019, assessment findings on verbal abuse are backed up by data from worker and manager surveys:

- ◆ 33% of workers reported that verbal abuse was a concern for them or their co-workers;
- ◆ More women reported concerns than men, and Jordanians are more likely to report concerns than migrant workers;
- ◆ 75% of the managers interviewed said that the labour-management skills of their supervisors was a challenge to their business;
- ◆ 30% of managers agreed that workers performed better in response to threats than encouragement;
- ◆ We reported an increase in demand from factories for supervisory skills training in 2019 year as factories sought to prepare their supervisors better.

A FACTORY IMPROVED LABOUR CONDITIONS BY CREATING MULTIPLE CHANNELS FOR WORKERS TO REPORT GRIEVANCES

When they are in place, worker-management committees are effective ways to solve grievances. One Jordanian garment factory realised the importance of building proper communication with its workforce, so the management set up different approaches to bridge such gaps. They included labour-management committee meetings, open-door policy, regular worker surveys, establishing an active welfare committee, hotline number, by creating dorms wardens. This was central to improving labour conditions and created a dialogue between workers and managers.

CHANGES IN ASSESSMENT CRITERIA IN 2019

Following consultations with tripartite stakeholders, Better Work Jordan implemented changes in 2019 to the assessment guidance for two compliance points. In both cases, employers are now held responsible for the treatment of workers during the recruitment process. Under contracts and HR, factories are found to be non-compliant if workers paid any recruitment fees. Under gender discrimination, factories are marked non-compliant if any workers were subjected to recruitment-related pregnancy tests.



25%
of factories had workers who paid unauthorised recruitment fees.



51%
of factories had workers who had undergone recruitment-related pregnancy tests.

“Having a strong grievance handling system in the factory proved to save employers’ time and money as solutions are found for workplace problems.”

HR Manager of a factory who applied grievance mechanisms

“Two months ago, I raised an anonymous grievance on the hygiene and cleanness of the washrooms in the department I work at. One week later, the factory said it would take action. My workplace cleanness is much better now. I feel more confident in reaching out to my management.”

A quality assurance female worker, 25 years old, from Bangladesh



A 10-year journey

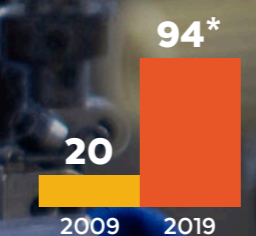
Better Work Jordan celebrates a rewarding decade-long relationship with its key partners and stakeholders

In 2019, Better Work Jordan marked the 10-year anniversary of its operations in the country. Since being set up in 2008 at the request of the Jordanian government, our efforts have deepened the partnership with national and international actors which has contributed to our growth and effectiveness in improving working conditions and promoting decent work in the garment sector. Over the past decade, the industry has improved non-compliance rates, enhanced social dialogue at both sectoral and factory levels, and cemented Jordan's role as a preferred supplier, especially for the US market. In addition, the public reporting system, the transparency portal, was introduced in 2017 to ensure continuous progress in compliance. Sector-wide CBAs have encouraged social dialogue and helped eliminate for the most part wage discrimination between Jordanians and migrant workers. The programme is currently in its third strategic phase (2017-2022) and continues its initiatives at all levels – factory, country and global. The timeline below highlights our progress:

TIMELINE

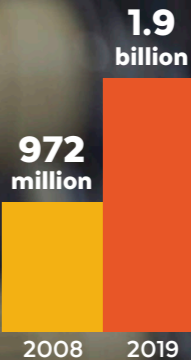
<p>2009</p> <p>Phase I: 2009-2013</p> <ul style="list-style-type: none"> Launch of our core services across local factories in the garment industry. 	<p>2010</p> <ul style="list-style-type: none"> Release of instructions on our role in assessing working conditions in the garment sector. Signing of the first cooperation protocol with the Ministry of Labour. 	<p>2013</p> <p>Phase II: 2013-2018</p> <ul style="list-style-type: none"> First Collective Bargaining Agreement in Jordan's garment industry. 	<p>2014</p> <ul style="list-style-type: none"> Opening of the Worker Centre for migrant workers at Jordan's Al-Hassan Industrial Zone. 	<p>2015</p> <ul style="list-style-type: none"> Apparel employer associations and Jordan's garment union commit to implementing a unified contract for migrant garment workers by 2016. Renewal of the CBA in Jordan's garment industry. 	<p>2016</p> <ul style="list-style-type: none"> Removal of garments produced in Jordan from the US Forced Labour List MoU between Better Work Jordan and the MoL. 	<p>2017</p> <p>Phase II: 2017-2022</p> <ul style="list-style-type: none"> EU-ILO collaboration in response to the provisions under the RoO Agreement which aims to ensure decent working conditions in companies exporting to the EU and to enhance opportunities for Syrian refugees. 	<p>2018</p> <ul style="list-style-type: none"> Signing of a MoU on boosting the provision of safer working conditions across the country's factories. Adaptation of BW's tools to the chemical, plastics and engineering industries. Launch of Better Work Jordan Transparency Portal. Third Collective Bargaining Agreement. 	<p>2019</p> <ul style="list-style-type: none"> Continuation of our secondment programme with the Ministry of Labour Agreement with the General Trade Union of Workers in Textile, Garment & Clothing Industries. 	<p>2019</p> <ul style="list-style-type: none"> Industry-wide policy of zero recruitment fees on migrant workers. Labour Ministry's inspection guidelines to apply across EU-exporting factories. Start of our services across new manufacturing sectors. Fourth Collective Bargaining Agreement.
---	---	--	--	--	---	---	--	---	---

NUMBER OF PARTICIPATING FACTORIES

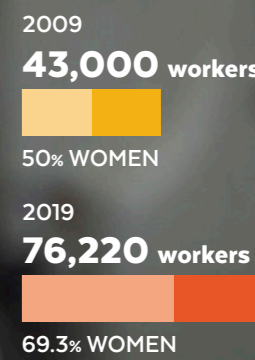


*4 of them outside the garment sector: chemicals, engineering and plastics

EXPORTS WORTH

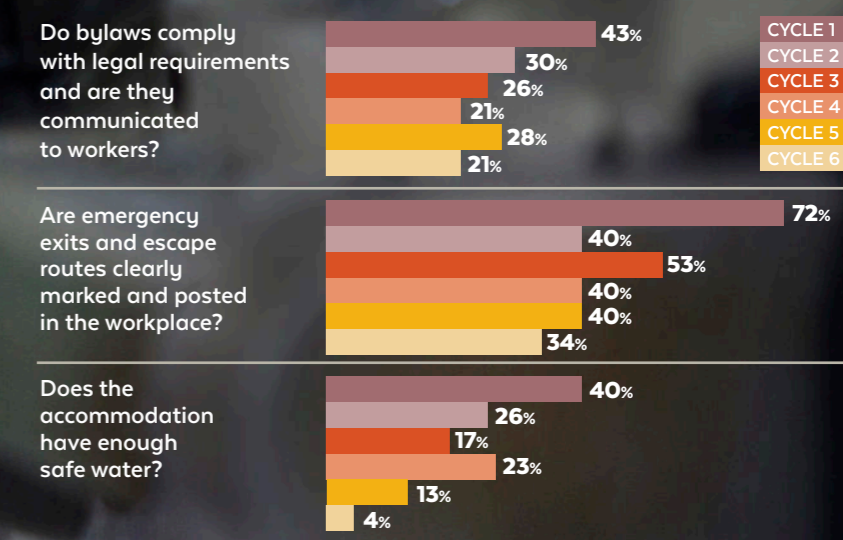


THE SECTOR'S WORKFORCE



THREE BIG ACHIEVEMENTS

Here we compare the average non-compliance rates from Cycle 1 to Cycle 6 for the subset of 47 factories in our programme for at least six cycles, focusing on areas of concern. Comparing non-compliance rates over cycles is the most accurate way to see the effect of the programme over time.





Joint initiatives with partners for sustainability

In 2020, Better Work Jordan will work with its national and international stakeholders to:

- ◆ Support the development of a sector strategy for creating an institutional framework for collaboration, embedding our principles and programmes into the national plan;
- ◆ Promote structural integrity and safety of dormitories for the benefits of workers and factories;
- ◆ Liaise with all stakeholders to limit the impact of the COVID-19 pandemic on workers and business and identify a collective approach to support the industry at this difficult times.



GOVERNMENT

We will continue our collaboration with the Government of Jordan to help create effective labour regulation and enabling business environment for sustainable impact, including job creation for Jordanians. Better Work Jordan will keep building the capacity of the MoL for enhanced ownership in inspecting working conditions. We will also work with the MoL improving the living conditions of workers in the apparel industry by training inspectors on dorm assessments in line with health and safety standards.

Workers' welfare is our core mandate, and we will continue our collaboration with our stakeholders to maintain the transfer of knowledge and build their capacity to improve the living and working conditions of workers in the garment sector and beyond."

Tareq Abu Qaoud, Better Work Jordan Programme Manager



FACTORY OWNERS

We will work with factory owners to create a workplace environment that is non-discriminatory and gender-responsive to promote the wellbeing of all workers. In collaboration with employers, we will conduct a worker survey on wellbeing in their factories to identify the gap and support the needs of workers. We will also develop new materials relevant to mental health for workers, welfare committees, and dorm supervisors to raise their awareness on this issue.



EMPLOYERS' ASSOCIATIONS

Employers' associations are vital partners in our efforts to create better conditions for garment workers in a way that also boosts business performance. We are working closely with employers' associations (JCI, J-GATE and Syndicate) on the development of a strategy that will articulate how to grow the sector sustainably and to increase the employment opportunities for Jordanians.



LOCAL UNION

We will collaborate with the union to strengthen its capacity to organise and represent all workers including migrant workers and Jordanian workers in remote areas. Recently joined union organisers will facilitate the communication between migrant workers and the union leadership, as well as conduct training for migrant workers.



DEVELOPMENTAL DONORS

We will work together with donors to respond to workers' needs in the garment and non-garment sectors, boost productivity and enhance competitiveness in the labour market. We will continue our partnership with donors to build the capacity of our national stakeholders to create decent working conditions in the garment sector and beyond.



GLOBAL PARTNERS

Through ongoing partnerships with international brands and retailers, and with engagement with fellow UN agencies, we will continue to leverage the influence and expertise of global players in advancing Better Work Jordan's objectives.

IMPROVING WORKERS' WELLBEING

Workers' mental health has a major impact on employers and businesses through low productivity rates and high turnover. We've been collaborating through activities with academia, the World Health Organization (WHO) and NGOs to increase the resilience and coping mechanisms and raise the awareness of migrant workers on mental health issues. See our collaborations below:

- ◆ Columbia University's School of International & Public Affairs (SIPA): research on how we and national constituents can promote worker wellbeing in the garment sector;
- ◆ A roundtable discussion with the WHO to better understand and respond to the psychological and psychosocial needs of the garment sector's workforce. A training was delivered in 2019 to 26 medical staff in ten garment factories as a pilot to study the early diagnosis of mental health issues, and how to refer these cases to organisations when necessary;
- ◆ We are seeking additional resources to scale-up training for medical professionals in factories and conduct an in-depth worker survey to identify and raise awareness of support needs for workers.

Check all non-compliance and compliance issues in our Transparency Portal here: portal.betterwork.org/transparency



betterwork.org



[@Better_Work](https://twitter.com/Better_Work)



[BetterWorkProgramme](https://www.facebook.com/BetterWorkProgramme)

