

Highlighted Figures

The apparel industry accounts for nearly 17% of total exports from Jordan.

Apparel exports in Jordan exceeded \$1.1 billion in 2011, representing an increase of almost 8% over 2010.

The factories participating in the BWJ programme employ over 95% of the 37,055 workers working in Jordan's garment sector.

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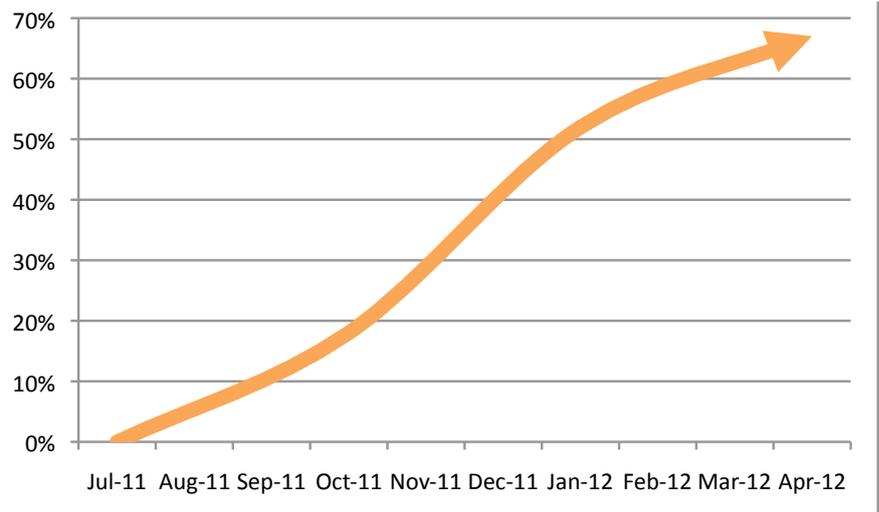
Better Work Jordan

Newsletter

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Factory Participation in Better Work Jordan up by Two-Thirds



Apparel factory participation in the Better Work Jordan programme has grown by over 67% since the Ministry of Labour began to enforce the government decision requiring all factories producing garments for export to join the programme. Currently, 55 out of the 74 factories identified by the Ministry of Labour have joined. These factories employ 35,335 workers or 95% of the sector's labour force, 61% of whom are women.

Nearly 80% of the sector's labour force is comprised of foreign workers, mostly from the South Asian countries of Sri Lanka, India and Bangladesh. This percentage has grown over the last four years as Jordanian employment in the sector is dropping. In recent months a growing number of migrant workers from Myanmar have been recruited and workers from Madagascar have begun to work at some factories indicating that the number of sending countries is diversifying.

A process has been established with the Ministry of Labour and the Jordan Garments, Accessories, & Textiles Exporters' Association (JGATE) to reach out to those factories not participating in the Better Work Jordan programme, most of which are small workshops that subcontract for the exporting factories. The official Ministry of Labour factory list is updated every six months. Meetings have been held with non-participating factories to introduce them to the Better Work Jordan programme and explain how participation in it can improve a factory's compliance with Jordanian labour law and international labour standards, as well as its competitiveness in the global supply chain. The Labour Inspectorate of the Ministry of Labour has responsibility for enforcing mandatory factory participation and has the authority to fine factories that fail to join.

Minimum Wage Increased in Jordan

The tripartite National Minimum Wage Committee comprised of government, employers and worker representatives agreed to increase the minimum wage effective on the 1st of February 2012. For Jordanian workers, the monthly minimum wage is now 190 Jordanian Dinar or a little over \$268 US. This represents an increase of almost 27%. All migrant workers in Jordan were excluded from the increase. Their minimum wage remains at 150 Jordanian Dinar per month or approximately \$212 US (with the exception of migrant workers in the apparel sector).

Based on a study conducted by the Jordan Ministry of Industry and Trade concluding that a large increase in wages for apparel workers would adversely affect global competitiveness, the apparel sector was excluded from this latest increase through an agreement negotiated between the employers and the garment union. The two parties subsequently agreed to increase the minimum wage for Jordanian

workers in the sector in two stages with the effective monthly minimum wage increased to 170 Jordanian Dinars as of the 1st of February 2012 and then to 190 Jordanian Dinars on the 1st of January 2013. The monthly minimum wage for migrant workers in the apparel sector remains at 110 Jordanian Dinars or a little over \$155 US. One time seniority bonuses of up to \$28 US a month for migrant worker who have been employed in the sector for over four years will also be given. Migrant workers are also provided with subsidized food and lodging.

The national minimum wage was last increased at the beginning of 2009 from 110 Jordanian Dinar to 150 Jordanian Dinar a month. In order to protect the competitiveness of the sector in the global supply chain, it was decided that workers in the apparel sector would not be covered by this increase. Therefore, these workers have not benefitted from the last two increases in the minimum wage.

BWJ Issues 3rd Annual Compliance Synthesis Report

The 3rd Better Work Jordan Compliance Synthesis Report was issued in March. These reports provide a snapshot of the non-compliance in factories participating to Better Work Jordan. The 3rd Compliance Synthesis Report illustrates the findings of assessments carried out between February and December 2011 at 27 factories employing on average 865 workers, 79% of whom are migrant workers and 61% of whom are women.

The data reveals that 14 of the 16 factories (87.5%) that have been assessed more than once showed measurable improvement in their overall compliance effort. Significant improvements occurred in the areas of compensation, contracts and human resources, and occupational safety and health, all areas of particular focus for Better Work Jordan advisory services. The data confirms that the provision of Better Work Jordan core services at the enterprise level creates an ongoing process of measurable improvement in compliance with national labour law and ILO core labour standards in most factories. Given the serious nature of some of the challenges facing the apparel sector in Jordan, especially those related to migrant labour, Better Work Jordan has also been working closely with stakeholders to implement new initiatives at a sectoral level, focusing in particular on areas such as working hours, curfews, labour contracts and recruitment fees, and dormitory conditions. These efforts complement Better Work Jordan enterprise-level core services as part

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Better Work Jordan Hosts 10th PAC Meeting

On 5 March 2012, BWJ hosted its 10th Project Advisory Committee (PAC) meeting.

- » The PAC reviewed BWJ's 3rd Compliance Synthesis Report.
- » The PAC was encouraged by the data indicating that most factories showed measurable improvements in compliance effort.
- » The PAC acknowledged the importance of BWJ's work to build a consensus among all key stakeholders on an approach to proactively address key issues related to forced labour.
- » The PAC re-affirmed its support for BWJ's pilot Workers' Centre project and for the Better Work Jordan program in general.

Strengthening the Capacity of the Garment Union

In February, Better Work Jordan hosted a strategic planning workshop for the General Trade Union for the Textile and Garment Industry (GTUTI). The aim was to build the skills of union leaders and staff to develop and implement a strategic vision and long-term plan for the union. The main theme of the workshop was the role of planning, strategic thinking, alignment and management within organizational development and the union's decision-making process. To provide real-life examples, participants used case studies based on major challenges faced by the union, such as the recent raise in minimum wage, the need to increase organizing and recruiting activities, and the need to retain membership once recruited. Workshop participants developed goals, objectives, and strategies for each of the three areas. A follow-up workshop is planned later in the year to review the union's action plan and issues related to its implementation.

A second workshop was held in March to develop and implement a strategy for activating factory-level Occupational Safety and Health (OSH) Committees and strengthening the role of worker representatives on these committees. Participants at the workshop identified key OSH concerns observed during their factory visits and went on to recommend strategies to increase OSH awareness and participation. In the days following the workshop, participants visited factories to solicit more in-depth feedback from OSH committee members on the major health and safety concerns affecting workers, obstacles to addressing these concerns, and effective strategies for reaching out to workers and management. In the coming weeks, Better Work Jordan will use this feedback to help the union launch a campaign to strengthen OSH committees and to expand its own program to educate workers and managers on improving occupational safety and health at the workplace and in dormitories.



Union members learn how to set strategic goals



Occupational Safety and Health (OSH) includes protective measures employees can take such as wearing face masks and earplugs.

First Quarter Training

- » **Occupational Safety and Health Management (OSHM):** Two 2-day trainings included a total of 15 participants
- » **Human Resources Management (HRM) Long Term:** 4-day training included 4 participants
- » **Human Resources Management (HRM) Short Term:** Two 4-day trainings included a total of 26 participants

Plans Go Ahead for Pilot Workers' Centre

The preparations are proceeding for the first Workers' Centre in Jordan in the Al Hassan Qualified Industrial Zone (QIZ). The Al Hassan QIZ Authority, a public-private partnership, has agreed to make available a vacant factory to house the Centre and international buyers will cover the cost of renovating the building.

Better Work Jordan has recruited an expert consultancy firm to conduct a study on the long-term sustainability of the Centre and to prepare a comprehensive sustainability plan. Better Work Jordan has also retained a legal firm to advise stakeholders on the most appropriate legal structure for the Workers' Centre. The Centre will be a legally independent entity and will be governed by a structure that will include representatives of the government, employers and workers as well as international brands, donors, and the ILO.

The Workers' Centre is an innovative initiative intended to provide for QIZ workers a safe and accessible space for recreation and targeted programming to increase the quality of their daily lives as well as their ability to care for their own well-being.

The Centre will provide workers with low-cost or free access to recreational facilities, training, legal services, and mental health and psychosocial services. The plan is to launch the Workers' Centre by the end of the summer. There are plans to replicate the concept in the country's two other major QIZs once the value and viability of the pilot Worker Centre in Al Hassan are demonstrated.



The three primary QIZs in Jordan are located near the cities of Amman, Irbid, and Zarqa.

Compliance Synthesis Report

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of a comprehensive strategy to address some of the major challenges of the apparel industry in Jordan.

Given the large number of migrant workers in the sector, Better Work Jordan has begun to look more closely at differences in labour contracts between the various nationalities to determine whether or not these differences constitute discrimination. In addition, migrant workers often are required to pay substantial fees to recruitment agents in their home countries. Workers in over 40% of factories indicated that this debt adversely affects their freedom to leave their jobs. Issues related to labour migration are challenging because they involve both sending and receiving countries.

Nightly curfews were found in ten factories (37%). This represents a significant improvement over the last Compliance Synthesis Report which reported that approximately two thirds of factories maintained a curfew for workers at night.

Excessive work hours and compulsory overtime continue to be major challenges for the sector. The

Jordanian labour law lacks any limit on the number of working hours allowed per week so workers can work an unlimited amount of overtime provided that it is voluntary and it is paid in accordance with the law. A reduction in working hours will continue to be a major focus of Better Work Jordan's advisory services.

Similar to the first two Compliance Synthesis Reports, many non-compliance findings cited in the report have to do with occupational safety and health (OSH) issues, particularly related to dormitory conditions. Of note is that measurable improvement was seen in factories assessed for a second and third time, indicating that Better Work Jordan advisory services are having an impact. These services include newly developed training programmes on OSH-related topics for factory managers and workers as part of a comprehensive effort to help factories improve OSH in factories and dormitories.

The Better Work Jordan 3rd Annual Compliance Synthesis Report can be found on the Better Work Jordan [website](#).

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Participating Suppliers

Al Areen for Garment Manufacturing L.L.C.

Al Hanan for Cloth Manufacturing Establishment

Al Masera Textile

Al Tafilah Apparel Co. Ltd.

APPAREL CONCEPTS L.L.C.

Aseel Universal Garments Manufacturing Co. Ltd.

ATATEKS FOREIGN TRADE LTD.

Atlanta Garment Mnf. Co.

Business Faith Garment Mfg. Co. Ltd.

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Classic Fashion Apparel Industry Ltd Co.

Classic Jeans Apparel Manufacturing Co.

El Hadaf Ready Wear Manufacturing Ltd.

El Zay Ready Wear Manufacturing Co.

EAM Maliban Textile Jordan (PVT) Ltd. (Dulayl)

EAM Maliban Textile Jordan (PVT) Ltd. (Satellite Unit)

Fine Apparel Ltd.

Galaxy Apparel Industry

Haifa Apparel

Harithi Textile Industrial Est.

Hi-Tech Textile L.L.C. / Regional Textile Supportive Industries

Horizon Clothing Mnf.

International British Garments Co. Ltd. (Irbid)

International British Garments Co. Ltd. (Dulayl)

Ivory Garments Factory L.L.C.

Jerash Garments & Fashions Manufacturing Co. Ltd.

Jordan Clothing Company

Jordanian Modern Textile

Maintrend International Corp.

Mustafa and Kamal Ashraf Trading (Jordan) Garment Ltd.

Needle Craft for Clothing Industry

Oasis Textile International Co. Ltd.

Paramount Garment Ltd.

Prestige Apparel Manufacturing Ltd. Co.

Prime Five Garment Mfg. Co. Ltd.

Primex Ready Wear

Rainbow Textiles LLC

Rich Door Textile Factory

Rich Pine International Group Ltd.

SABCOS AbdelQader Saleh & Brothers Co.

Sterling Apparel Manufacturing L.L.C (Sahab).

Sterling Apparel Manufacturing L.L.C (Satellite Unit)

Straight Line For Apparel Co.

The Sun Jordan Textile Co. Ltd.

Trans World Apparel Mfg. Co. Ltd.

Third Dimension Apparel L.L.C.

TRIO GARMENT MFG. CO. (Modern Apparel)

Tusker Apparel LTD. Co.

United Creations L.L.C.

Vega Textile LTD.

W&D Apparel (Jordan) Corp.

Participating Buyers

American Eagle Outfitters, Inc.

Gap, Inc.

Jones Apparel Group, Inc.

L.L. Bean.

Marks & Spencer.

New Balance.

Patagonia, Inc.

Sears Holding Corporation.

Talbots.

Wal-Mart Stores, Inc.

Li & Fung

Target

Hanesbrands

ANN INC.

Polo Ralph Lauren.

BETTER WORK JORDAN TRAINING PROGRAMMES

Better Work Jordan offers a range of targeted training programs to managers, supervisors and workers, both in the classroom and at the factory. Our trainings focus on improving compliance with labour standards, productivity and quality through building effective workplace cooperation.

For more information on any of the following trainings, contact Ms. Dara Al Damen, Training Assistant at Better Work Jordan, at < damen@betterwork.org >.

OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT	
About the course:	This course helps participants understand that OSH should be an integral part of factory management. The training gives guidance on how to improve safety and health within factories to meet both national and international standards. Participants will engage in a series of practical activities that will not only benefit safety and health within the enterprise, but also offer low-cost suggestions for improving working conditions and increasing productivity.
Target participants:	Factory management, OSH committee members and trade union/worker representatives
Duration:	2 days
INTRODUCTION TO HUMAN RESOURCES MANAGEMENT	
About the course:	This course is designed to help factories overcome non-compliance in human resources and bridge the gap between BWJ standards and current practices in garment sectors. The training programme covers: Human Resources roles, workplace cooperation, compliance with national labour legislation and personnel administration. Factories are guided to create concrete action plans, and encouraged to implement them. BWJ Enterprise Advisors monitor factories' progress through regular visits.
Target participants:	Human resource managers, Human Resource Officers, Compliance Officers
Duration:	4 days
HUMAN RESOURCES MANAGEMENT FOR COMPLIANCE	
About the course:	This course provides participants with in-depth training on the following human resource management topics: <ul style="list-style-type: none"> » Conflict resolution and industrial relations » Performance appraisal » Continuous improvement » Training/capacity building of employees » Competency mapping and job descriptions » Succession planning » Compensation and benefits.
Target participants:	Human resource managers, Human Resource Officers, Compliance Officers
Duration:	5 days

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For more information about Better Work Jordan, visit www.betterwork.org/jordan or contact us at jordan@betterwork.org