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Annual Report 2026

An Industry and
Compliance
Review



International
Labour
Organization



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International
Finance Corporation
WORLD BANK GROUP

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► List of Abbreviations

BWEG	Better Work Egypt
CAT	Compliance Assessment Tool
CBA	Collective Bargaining Agreement
CP	Compliance Point
EA	Enterprise Advisor
FoA/CB	Freedom of Association and Collective Bargaining
GBV	Gender-Based Violence
IFC	International Finance Corporation
ILO	International Labour Organization
MoL	Ministry of Labour
OSH	Occupational Safety and Health
SOP	Standard Operating Procedures
PAC	Project Advisory Committee
PPE	Personal Protective Equipment
ToT	Training of Trainers
ZTP	Zero-Tolerance Protocol



► IN NUMBERS



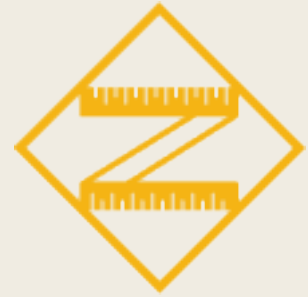
65

Factories



280

Advisory visits



57

Assessments



2,010

Training
participants



85,000

Workers in registered
factories



45

International
buyers



► Introduction

This report provides aggregate results from compliance assessments conducted by Better Work Egypt in 57 factories in 2025, alongside insights gathered through advisory visits and factory-level engagement. The report also demonstrates how data and intelligence generated through the programme support broader sector-wide action, including efforts to strengthen labour standards and inform policy and reform discussions. The findings and analysis presented in this report are intended to provide a basis for reflection among stakeholders and to contribute to strategic discussions as the programme continues to support decent work in the garment sector in Egypt.

The report is structured as follows: the Introduction covers the labour market context, particularly in the garment sector, as well as the main activities of the Better Work Egypt's programme. The main findings and analysis are presented in the section on Working Conditions in the Garment Sector and the Non-garments, which draws on non-compliance findings from 57 assessment reports (54 garment factories and 3 non-garment factories) as well as data gathered during advisory visits. Finally, the Conclusion outlines the way forward and the key priorities for the programme and the garment sector in the coming year.

► Country Context

Egypt's labour market and industrial landscape in 2025 were shaped by economic adjustment, regulatory reform, and sustained export-driven growth in key manufacturing sectors. Against a backdrop of inflationary pressures and rising production costs, the Government of Egypt introduced policy measures aimed at strengthening worker protection and improving employment conditions, including updates to wage regulations and labour legislation. At the same time, export-oriented industries continued to play a strategic role in supporting foreign currency inflows and employment generation.

The ready-made garment (RMG) sector, in particular, remained a key pillar of Egypt's industrial base and export economy, demonstrating strong resilience and growth despite ongoing global economic uncertainty. Garment exports reached approximately USD 3.4 billion in 2025 — a 22 per cent increase compared to 2024 — marking the highest level recorded by the industry and underscoring the sector's importance as a major source of foreign currency and employment.

Global supply chain reconfiguration remained a defining trend in 2025, as international apparel brands continued to diversify sourcing locations in response to geopolitical tensions, rising production costs in parts of Asia, and the need for shorter and more resilient supply chains. Egypt's geographic proximity to European markets, preferential trade agreements, and improving compliance landscape continued to position the country as a strategic alternative sourcing destination. As a result, several global buyers maintained or expanded their engagement with Egyptian suppliers.

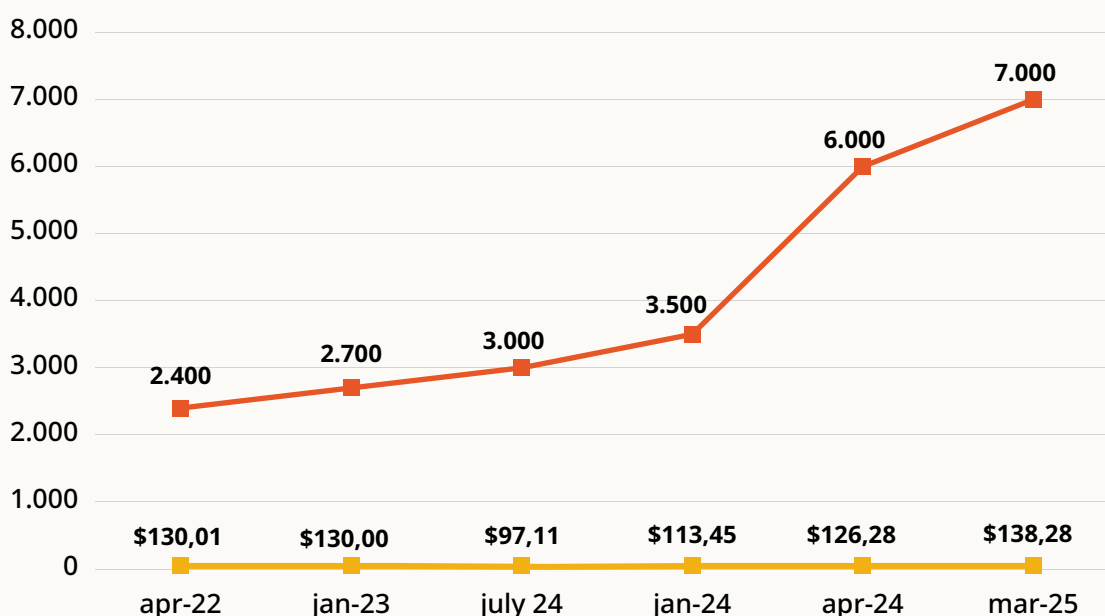
In parallel, Egypt enacted a new Labour Law in 2025 (Labour Law No. 14 of 2025), replacing the previous labour framework and aiming to modernize employment relations and regulation in line with evolving labour market dynamics. Key provisions of the law, which came into force in September 2025, include expanded protections against discrimination and workplace harassment, the formal recognition of part-time and remote work, the extension of maternity leave to 120 days, and the introduction of paternity leave. The law also simplifies contractual requirements, reduces the training levy on employers, and establishes specialized labour courts to expedite dispute resolution. These reforms



aim to align Egypt's labour market with international standards, improve working conditions, and enhance investor confidence, especially in labour-intensive sectors such as garment manufacturing.

In March 2025, the Government of Egypt introduced a new private-sector minimum wage of EGP 7,000 per month, an increase from the previous minimum wage of EGP 6,000. This amount is exclusive of the employer's mandatory contributions to the Social Insurance Authority. Pursuant to the subsequent ministerial clarification, in-kind benefits may be considered; additionally, the net in-cash wage payable to the employee, after all lawful deductions, shall not fall below EGP 5,500.¹

Minimum Wage in Egypt: EGP and USD Equivalent



	apr-22	jan-23	jul-23	jan-24	apr-24	mar-25
EGP min wage	2.400	2.700	3.000	3.500	6.000	7.000
USD equivalent	\$130,01	\$130,00	\$97,11	\$113,45	\$126,28	\$138,28

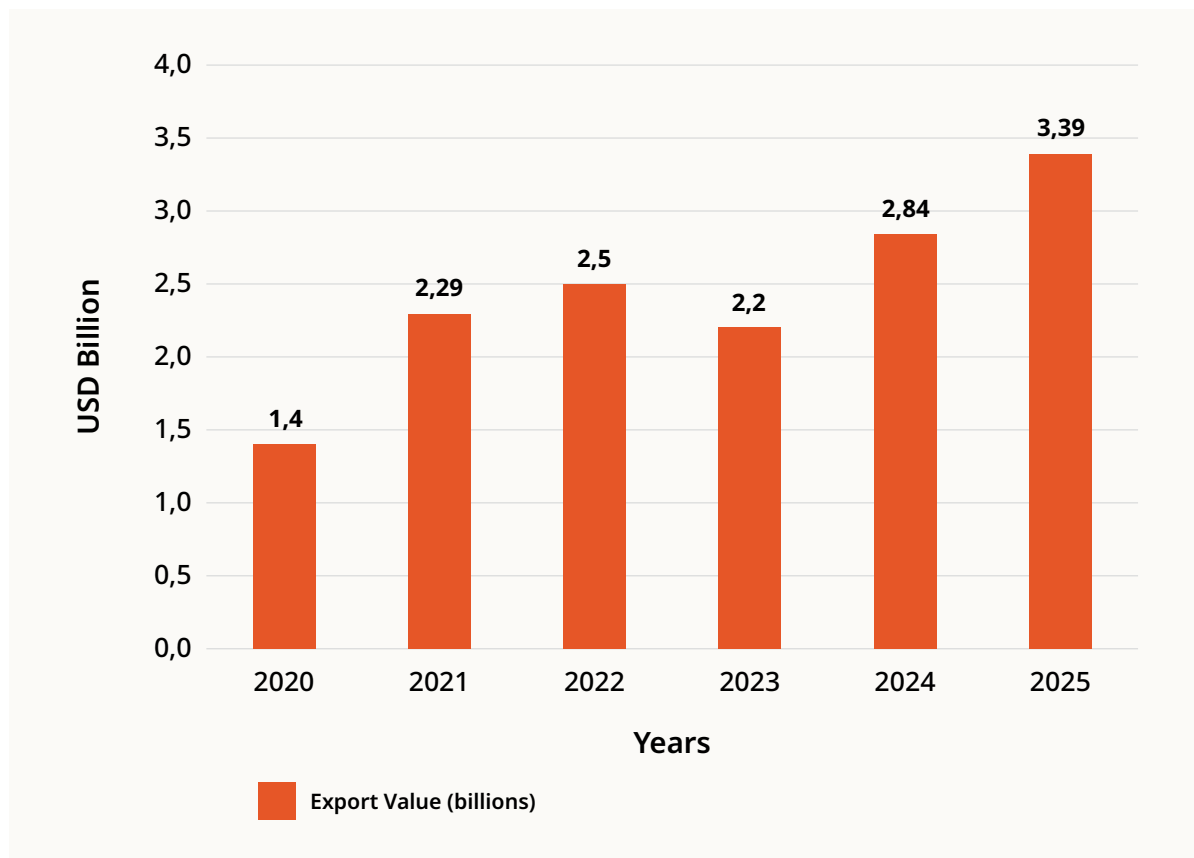
¹ Egypt's private-sector minimum wage has undergone rapid increases since 2022, shifting from the absence of a formal benchmark in 2021 (with the social insurance minimum wage at EGP 1,200) to a series of successive raises aimed at improving worker protection amid economic pressures. The minimum wage was introduced in April 2022 (EGP 2,400) with exemptions allowed, then increased to EGP 2,700 (January 2023)—with exemptions removed—followed by further increases to EGP 3,000 (July 2023) and EGP 3,500 (January 2024) with a strict no-exemption policy. A major jump occurred in May 2024, raising the wage to EGP 6,000 (including the employer's share of social insurance contributions) and temporarily reopening the exemption option due to the sharp increase. Most recently, effective 1 March 2025, the minimum wage rose to EGP 7,000, issued as a final and enforceable decision with no exemptions, and excluding the employer's share of social insurance contributions.



On top of these regulatory developments, broader economic conditions throughout the year continued to shape the operating environment for the garment sector. Exchange rate fluctuations, rising energy and raw material costs, and tighter financial conditions affected production costs and business planning, while at the same time reinforcing the importance of maintaining export competitiveness. These pressures highlighted the delicate balance between improving wages and working conditions on the one hand and sustaining industrial growth and employment on the other.

In this context, promoting decent work in Egypt's garment sector remained both a strategic priority and a developmental necessity. Strengthening compliance with national labour legislation and international labour standards, supporting constructive labour-management relations, and enhancing the capacity of factories to meet buyer requirements were essential to ensuring that the sector's continued export growth translates into sustainable and inclusive development. As Egypt consolidates its position as a reliable sourcing destination, the advancement of decent work remains fundamental to building resilient supply chains and reinforcing the country's reputation as a competitive and responsible actor in the global apparel industry.

Figure 1: Egypt RMG Export Value (2020 – 2025)





► About Better Work Egypt

Better Work is a partnership programme of the International Labour Organization (ILO) and the International Finance Corporation (IFC) that aims to improve working conditions and competitiveness in global supply chains, with a particular focus on the apparel industry.

Better Work Egypt (BWEg) was launched in 2020 under the Strengthening Labour Relations and their Institutions in Egypt (SLARIE) programme, with the aim of improving labour conditions, promoting gender equity, and strengthening social dialogue in Egypt's ready-made garment (RMG) sector. Now guided by its 2022–2027 strategy, BWEg integrates a range of targeted interventions at enterprise, sectoral, and national levels to support a more compliant, inclusive, and resilient industry.

At its core, the programme's approach begins at the factory level through independent compliance assessments, advisory services, and targeted training aimed at strengthening compliance with labour standards while building the capacity of managers and workers to engage in effective workplace cooperation and social dialogue. Gender equity is embedded throughout this approach, including through trainings on women's rights, gender-based violence prevention, leadership development, maternity protection, and workplace policies that support women workers. By grounding interventions in factory-level evidence and continuous engagement with workers and management, the programme promotes locally owned and sustainable improvements in working conditions.

Insights generated through factory assessments, advisory visits, and training activities are aggregated and translated into evidence that informs engagement with actors at sectoral, national, and global levels. Through regular dialogue with employers' and workers' organizations, the Ministry of Labour and labour inspectorates, and other national stakeholders, BWEg contributes to strengthening labour administration systems, clarifying regulatory frameworks, supporting legal and policy reforms, and promoting more coherent approaches to decent work in global supply chains. The programme also facilitates dialogue between international buyers and suppliers through regional and global forums, while supporting brands and factories in identifying shared solutions to systemic challenges affecting compliance and competitiveness.

At the same time, factories serve as practical testing grounds where new policies, workplace cooperation mechanisms, and training approaches can be piloted, refined, and assessed in practice. In this way, BWEg operates through a continuous feedback loop: factory-level evidence informs sectoral and policy dialogue, while reforms, capacity building, and global engagement feed back into factories through strengthened systems, improved workplace practices, and more sustainable compliance outcomes.

The following section highlights how the programme's core components were operationalized in 2025, including key activities, priorities, and areas of engagement across different levels of intervention.



Programme components and key interventions in 2025:

- ▶ Workplace Compliance ASSESSMENT and Capacity Building: BWEG supports sustainable workplace change through compliance assessments, advisory services, training, and capacity-building activities focused on improving working conditions and strengthening workplace practices. Factory assessments help identify priority non-compliance issues and inform corrective actions, while advisory support and training help factories implement sustainable improvements.
- ▶ In 2025, BWEG developed its training needs assessment based on findings from the 2024 factory assessments. A total of 2,010 workers received training on minimum wage regulations, occupational safety and health (OSH), women's rights, and contract-related protections. In parallel, strengthening OSH and HR management systems was prioritized through a unified 2025 workplan agreed between the Ministry of Labour (MoL), BWEG and the ILO's ETEL project ("Strengthening the Elimination of the Worst Forms of Child Labour through the Implementation of the National Action Plan") jointly delivered four Training of Trainers (ToT) sessions. These sessions created a pool of 42 trained labour inspectors, including 23 women. The newly trained inspectors subsequently co-delivered a series of seminars that reached 357 factory representatives, 34% of whom were women. In parallel, BWEG and ETEL, in partnership with the Federation of Egyptian Industries (FEI) and the Egyptian Chamber of Apparel and Home Textiles (ECAHT), developed three sector tools — the Child Labour Code of Conduct, an OSH compliance guide, and a leaflet on Fundamental Principles and Rights at Work (FPRW) — to strengthen alignment with national labour law and international labour standards. In light of the new labour code enacted in 2025, these compliance guides will be updated, published, and disseminated in 2026. Additionally, through 27 meetings conducted with buyers, BWEG actively engages with international brands to reinforce buyer expectations and encourage factories to comply with national legal requirements, particularly on wages, linking compliance with continued sourcing opportunities.
- ▶ Gender Equality, SOCIAL DIALOGUE, and Inclusive Workplaces: Gender equity is at the center of BWEG's approach. The programme delivers specialized trainings on women's rights under the Egyptian labour law, gender-based violence prevention, and leadership development. Site visits assess nursery provisions and maternity-related policies to support legal compliance and create safer environments for pregnant workers and mothers. BWEG also advocates for workplace policies that support women's needs, including adequate maternity leave and the provision of on-site childcare facilities.
- ▶ In 2025, BWEG supported enterprise-level dialogue through 46 OSH Committee meetings and 164 advisory visits dedicated to improving worker-management coordination and communication. The programme also uses these structures for social dialogue to discuss topics beyond OSH, such as grievance mechanisms. Gender inclusion is reflected in participation rates across interventions. Recognizing that women only constitute 23% of OSH committee members, BWEG supported the inclusion of women in social dialogue and training activities through advocacy for higher women participation in OSH committees in advisory visits, in addition to ensuring gender-balance in training participants as well as promoting gender sensitive trainings such as GBV, SST, and Women Leadership, as a result, BWEG trained a total of 46% women; 40% women in OSH-related trainings.



- ▶ Tripartism, dialogue, and Advocacy: BWEg plays a vital role in aligning sectoral progress with national goals. By leveraging data from factory assessment and advisory reports, training needs assessments, and Ministry of Labour review checklists, the programme facilitates dialogue among government, industry and worker representatives, as well as brands. Engagements—such as industrial workshops and tripartite forums—support policy coherence on key issues including OSH, wage policy, and gender equality.
- ▶ Grounded in factory assessments and annual report findings, BWEg tailored its 2025 interventions to emerging priorities, including minimum wage enforcement and emergency preparedness. In addition, BWEg consolidated the progress made in 2024 with the Ministry of Labour (MoL) by moving from inspector training to joint action at the factory level. Building on the training of 104 inspectors and the validation of new labour and OSH tools, BWEg and the MoL rolled out explanatory guides and awareness sessions to support implementation of the new minimum wage, while scaling up dissemination of OSH and labour leaflets to enterprises. Following joint advocacy with the ILO wage specialist, a meeting was held with the Export Council to discuss the implementation of the new minimum wage. As a result, the MoL issued an official clarification on wage composition, marking an important milestone that reignited dialogue among employers, brands, and exporters. Unified compliance instructions on compensation were subsequently distributed to national partners and brands. At the same time, tripartite meetings in the RMG sector reinforced inclusivity, wage transparency, and workers' rights, while labour inspections expanded into high-risk industries beyond garments. Together, these efforts are laying out the foundations for a more sustainable inspection system, fairer wage implementation, and stronger compliance with national labour laws.
- ▶ Sustainability and Institutional Ownership: BWEg promotes long-term impact through localized ownership models. Better Work supports the capacity building of labour inspectors by sharing tools and methodologies that they can use to carry forward their mandated advisory and enforcement functions. BWEg also builds the capacity of in-factory staff to identify and address compliance issues independently. Collaborations with other ILO programmes help scale interventions, share best practices, and reinforce a unified strategy for advancing decent work across Egypt's industrial sector.



► Compliance overview

Methodology and Data

After registration, factories receive initial advisory services during the first 100 days. An unannounced assessment is then conducted, and the corresponding report is published on the BW's portal within one month. Based on the assessment findings, each factory, with the support of a BW Enterprise Advisor, develops an Improvement Plan (IP) and undertakes remediation activities throughout the remainder of the cycle. Tailored training programmes and seminars are delivered according to the factory's specific needs and identified compliance issues. Towards the end of the cycle (around the 11th month), BW prepares a Progress Report capturing the factory's achievements and challenges over the course of the year.

The primary focus of the BWeg Annual Synthesis Report is to utilize assessment data to provide a snapshot of compliance performance in Egyptian garment factories over the past year. A core component of the programme's factory engagement is the enterprise assessment conducted by Better Work Enterprise Advisors. During these assessments, factories are categorized as non-compliant when evidence indicates failure to comply with specific provisions of Egyptian labour law or core international labour standards. The compliance data is categorized into eight clusters, with five aligning with core labour standards assessed against international benchmarks, and the remaining three assessed in accordance with national laws and regulations.² While individual assessment reports serve to pinpoint and comprehend non-compliance within factories, the annual report offers an opportunity to examine and contextualize sector-wide trends.

BW assessments cover more than 250 questions and issues across the eight international and national labour legislation topics outlined below. They are conducted in person and on an unannounced basis.

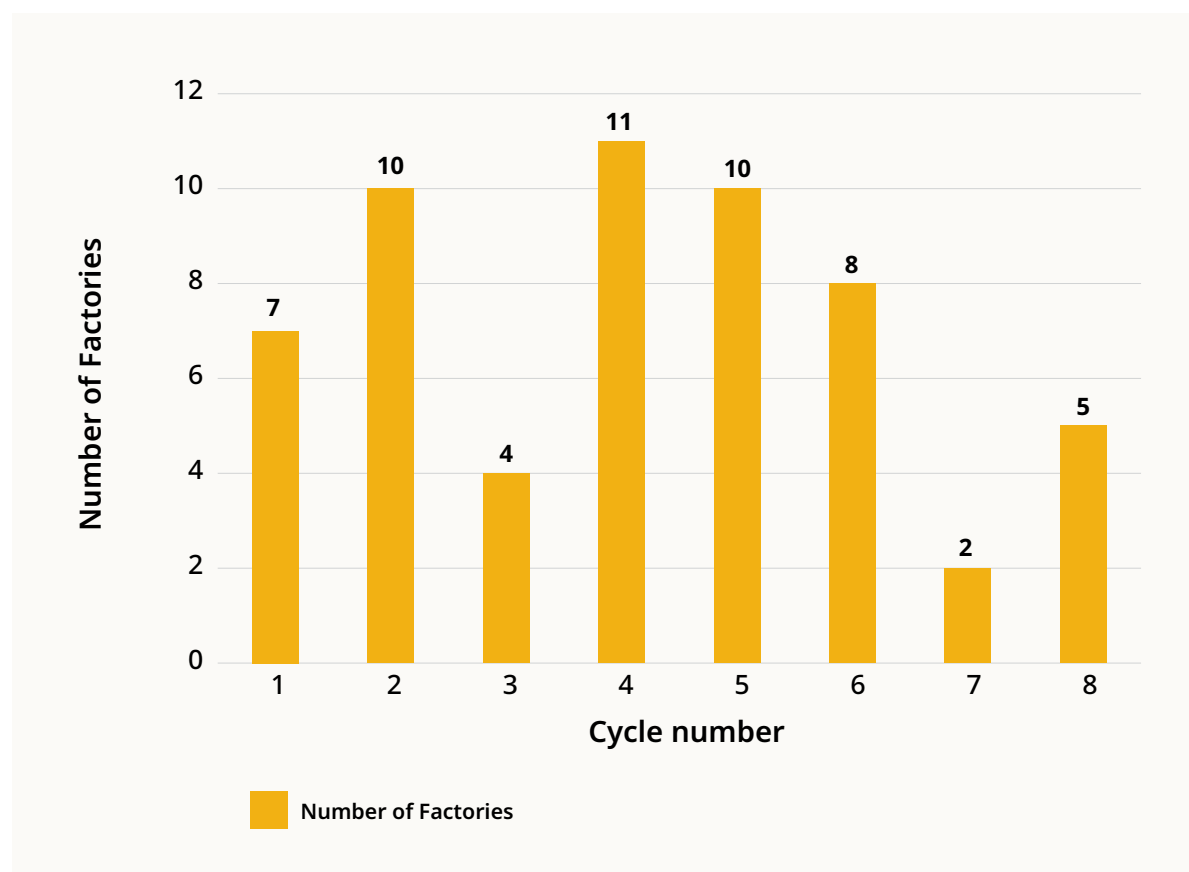
INTERNATIONAL LABOUR STANDARDS	NATIONAL LABOUR LAW
Child Labour	Compensation
Discrimination	Contracts and Human Resource
Forced Labour	Working time
Freedom of association and collective Bargaining	
Occupational Safety and Health	

² At its 110th Session in June 2022, the International Labour Conference expanded the ILO's framework of fundamental principles and rights at work by including "a safe and healthy working environment," thereby designating the Occupational Safety and Health Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) as fundamental Conventions. This decision mandates all ILO Member States, irrespective of their ratification status of these conventions, to uphold, promote, and fulfill the principles regarding the fundamental right to a safe and healthy working environment, as outlined in the ILO Constitution, in a manner consistent with good faith and international obligations. However, this is yet to be reflected on BWeg CAT.



This report covers assessment findings from 57 factories. As shown in Figure 2, 7 factories in the sample completed the 1st Cycle of Better Work model, and 5 factories have completed their 8th cycle.³

Figure 2: Distribution of Factories per Cycle in 2025



► DEMOGRAPHICS OF THE WORKERS EMPLOYED

Workers are distributed across several key industrial regions in Egypt. Among the 57 assessed factories, the highest concentration is in Alexandria and surrounding areas (21 factories), including Kafr El Dawwar. Significant clusters are also located in the Canal region, including Ismailia and Port Said (14 factories), and in Greater Cairo (12 factories), covering Cairo, Giza, Qalyoub, and 10th of Ramadan, including three non-garment factories. Additional factories are situated in the Delta region (2 factories), including Bilbays and Menofeya. A smaller share of factories is located in Upper Egypt (4 factories), primarily in Minya.

Across these locations, the total workforce amounts to 84,427 workers, with near gender parity (50 per cent women). However, women's representation declines at supervisory level, where they account for 25 per cent of 4,874 supervisors. Migrant workers make up a small share of the workforce (2 per cent) and are male. Overall, while the workforce is geographically diverse and balanced at entry level, gaps remain in women's participation in leadership and decision-making structures across regions.

³ Factories who completed their seventh and eighth cycle have participated in BWEg's pilot phase in 2017 and 2018.



Figure 3: Workforce by group/gender

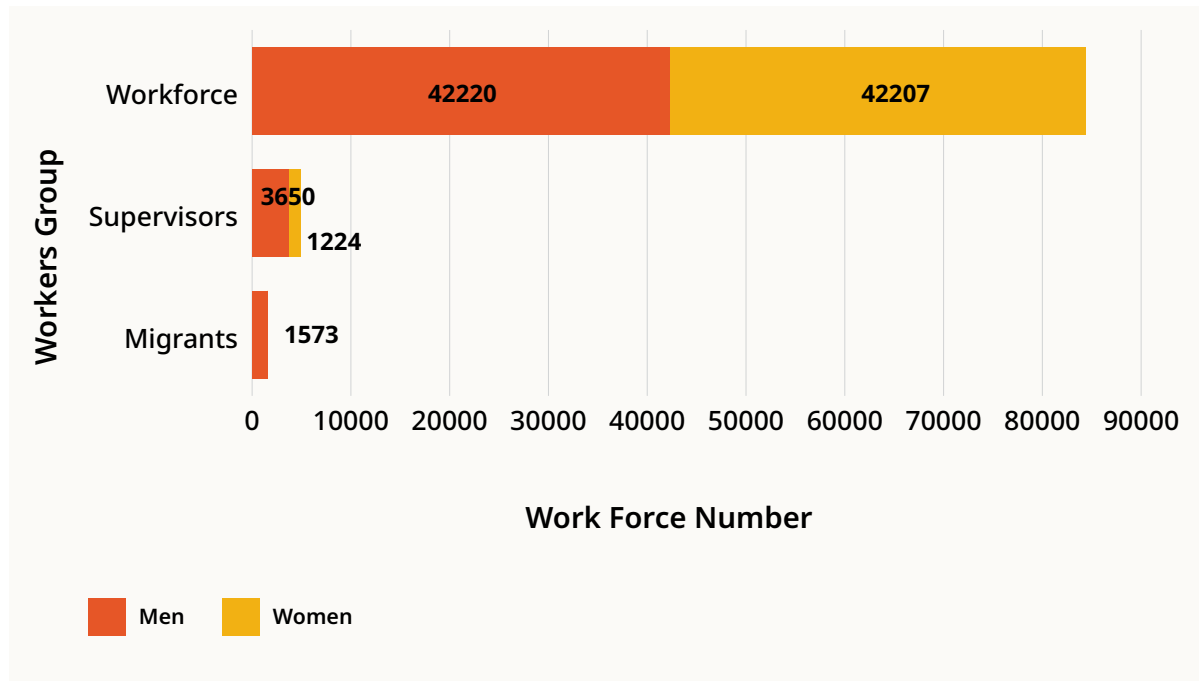
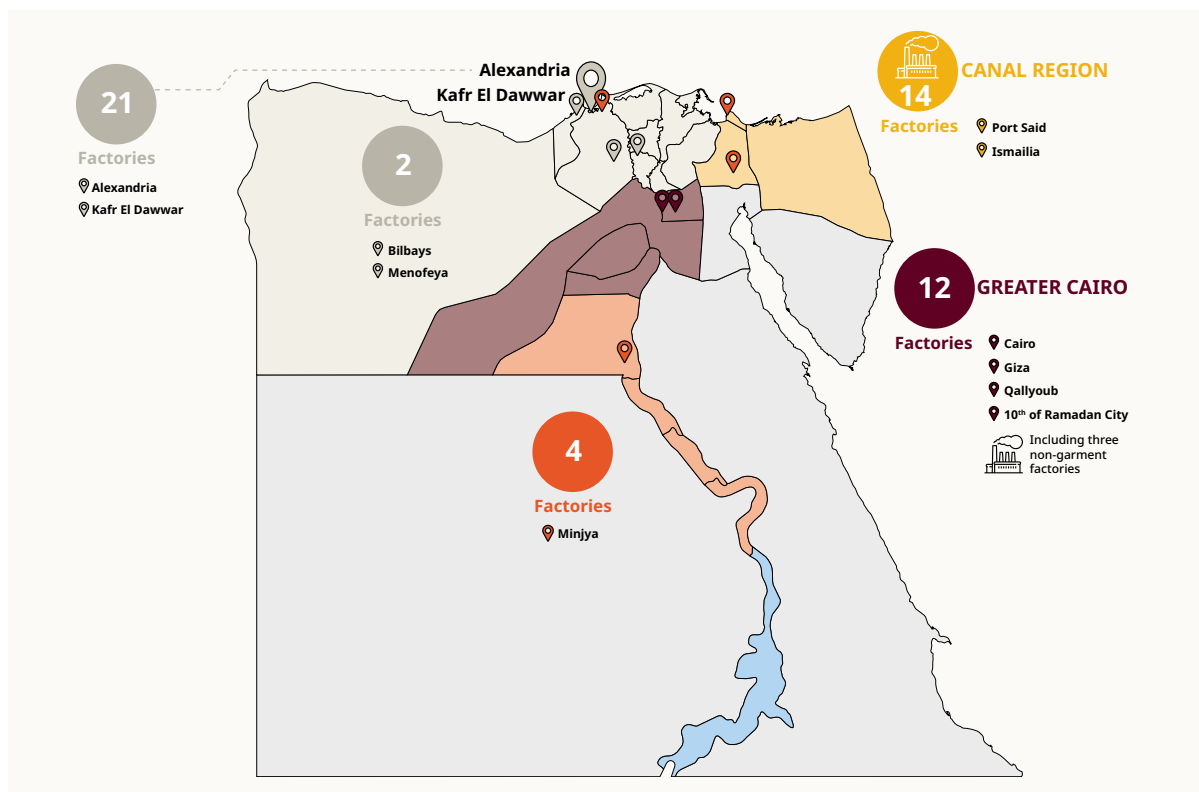


Figure 4: Geographic Areas of Factories.





In addition to the non-compliance data, this report draws up data from the following sources:

- ▶ Data gathered by EAs over the course of advisory visits. The advisory log has rich information, such as how many visits occurred and the topic of discussion.
- ▶ And finally, team observations from factory visits and conversations with tripartite stakeholders and buyers.

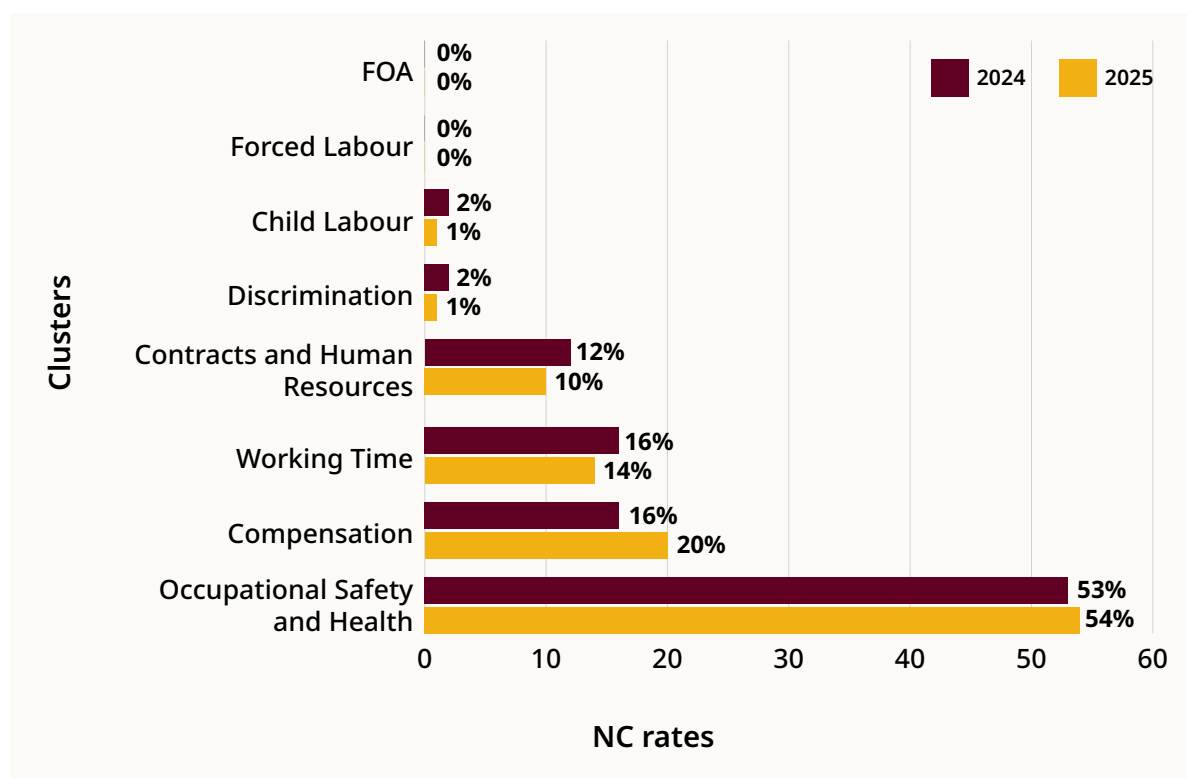
For more information on the data presented in this report and the limitations of the various sources, see Annex C.

▶ Detailed findings

In 2025, the programme conducted annual unannounced assessments across 57 factories to evaluate their compliance with national and core labour standards. These assessments helped identify areas of non-compliance, and BWEg provided targeted support to factories in addressing the identified gaps. Beyond factory-level challenges, the assessments also uncovered systemic non-compliance issues that extend beyond individual factory control, requiring significant tripartite collaboration to ensure improvements.

The chart below presents a comparative overview of compliance levels between 2024 and 2025, showcasing the progress made through these interventions.

Figure 5: NCs per cluster – Data comparison of 2024 and 2025.



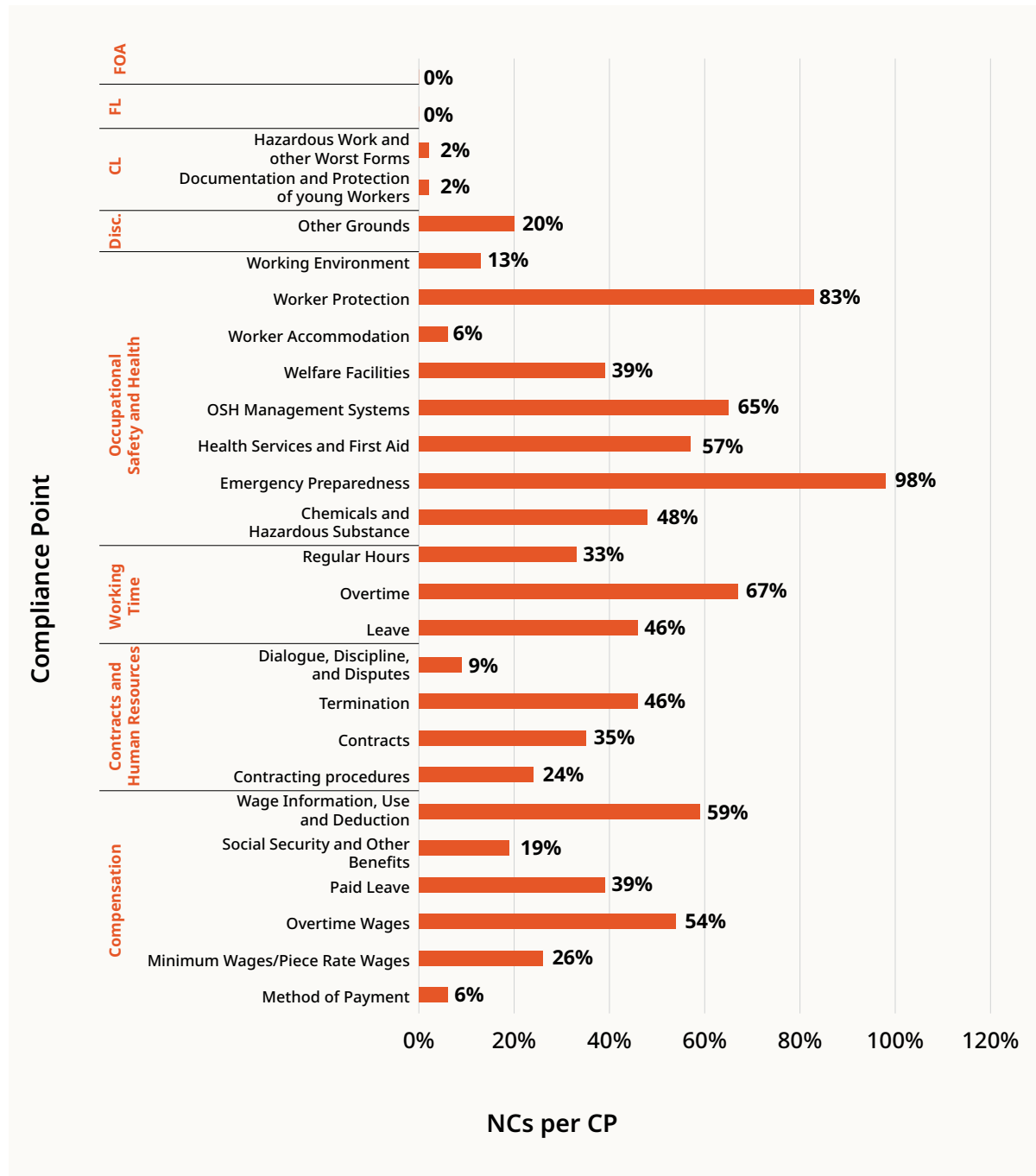


The following section presents detailed findings by cluster using key non-compliance rates and changes in non-compliance over the course of participation in the Better Work Egypt programme. Better Work calculates non-compliance rates for each factory and reports them in individual factory reports. The non-compliance rate is reported for each compliance point (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 for a compliance point indicates that all participating factories had at least one non-compliance question in that compliance point during the reporting period.

Better Work acknowledges that some issues, in particular those relating to core labour standards, are subject to under-reporting. For example, issues such as sexual harassment are sensitive and are more difficult to detect during factory assessments. In addition, the assessment of freedom of association and collective bargaining in the workplace is often complex and can be difficult to identify in a two-day assessment. To ensure that under-reported and less visible compliance risks are still addressed at the policy and institutional level, BWEG proactively raises such issues to the national agenda through regular meetings and targeted workshops with MoL.



Figure 6: Non-compliance % per compliance point in 2025.





► CORE LABOUR STANDARDS

The compliance clusters on Discrimination, Child Labour, Freedom of Association and Collective Bargaining (FOA/CB), and Forced Labour have been assessed in line with the related ILO fundamental conventions, which Egypt has ratified.⁴ The related core labour standards have been integrated into Egypt's national legal framework; their implementation is a legal obligation. A safe and healthy working environment was designated as a fundamental principle and right at work in 2022, and Better Work Egypt is adjusting the OSH cluster in its compliance assessment tool to reflect this change in status. Although neither of the two newly designated fundamental conventions (Conventions 155 and 187) have been ratified to date, Better Work assesses the fundamental principles and rights at work in line with the core conventions.

Better Work Egypt uses a structured assessment and engagement model to identify non-compliance and guide remediation processes. In the area of Child Labour, two factories were found non-compliant. One factory was non-compliant with working hours for workers under age 18 and one factory was observed to employ subcontracted workers between the ages of 15 and 18 without adhering to legal regulations related to documentation and working hours.

Under the Other Grounds compliance point in the Discrimination cluster, 20 per cent of factories failed to meet the legal quota to employ 5 per cent of workers with disabilities. BWEG observations show that, while a growing proportion of factories formally meet the quota, this is often achieved through the employment of workers with critical disabilities who do not perform on-site work. Among factories employing workers with disabilities, 95 per cent included off-site workers receiving wages without active workplace engagement, while 68 per cent employed at least some workers with disabilities on-site in roles suited to their abilities. Additionally, regarding wages for off-site workers with disabilities, BWEG observes that these workers are covered by the social security scheme based on the minimum insured wage of 2,400 EGP, while their net pay is around 2,100 EGP after deducting their share of social insurance contributions. Furthermore, two factories were found to be paying off-site workers less than the insured wage. Accordingly, although compliance with quota requirements is improving, greater attention is needed to promote meaningful workplace inclusion and accessible employment opportunities for persons with disabilities.

Under the cluster of Forced Labour, none of the factories were found to be engaging in forced labour counter to ILO Convention Nos. 29 or 105. Additionally, no non-compliance was cited in the area of Freedom of Association and Collective Bargaining, despite changes in policy and practice since the SLARIE project, Trade Union presence in the RMG sector remains low. While BWEG is working with the MoL, other projects in the ILO are working with the social partners on awareness of the TU registration laws and on the enabling environment. Though union presence remains limited. BWEG advocates for stronger implementation of the Trade Union Law through collaboration with the Ministry of Labour and technical guidance on registration procedures. To encourage worker management dialogue at enterprise level, Better Work continues to support legally mandated bipartite OSH committees.

4 Discrimination: Convention No. 100 (*ratified 1960*) and Convention No. 111 (*ratified 1960*).

Child Labour: Convention No. 138 (*ratified 1999*) and Convention No. 182 (*ratified 2002*).

Forced Labour: Convention No. 29 (*ratified 1955*) and Convention No. 105 (*ratified 1958*).

Freedom of Association and Collective Bargaining: Convention No. 87 (*ratified 1957*) and Convention No. 98 (*ratified 1954*).



Box I. Disability Inclusion in the Workplace: Current Trends and Challenges

Employment of workers with disabilities remains a significant challenge in the garment sector. 20 per cent of factories did not meet the legal requirement that workers with disabilities constitute at least 5 per cent of the workforce. However, BWEG observations indicate that achieving quota compliance does not necessarily result in meaningful workplace inclusion. While a growing proportion of factories formally meet the quota, this is often achieved through the employment of workers with critical disabilities who do not perform work on-site. Among employed workers with disabilities, above 80 per cent are off-site workers receiving wages without active workplace engagement.

While employed on-site workers with disabilities receive at least the minimum wage, BWEG further observed that off-site workers are typically registered in the social insurance system based on the minimum insured wage, which they receive reducing by employee social insurance contributions.

Non-compliance was identified in 4 per cent of factories, including cases where workers with disabilities were not granted the legally required one-hour reduction in daily working hours.

Employers continue to report challenges in identifying and recruiting qualified workers with disabilities. Most workers with disabilities are recruited through referrals from the Ministry of Labour rather than through direct recruitment channels, suggesting a need for stronger job-matching mechanisms, skills development initiatives, and support services that facilitate access to employment opportunities.

Recent legal reforms have reinforced protections already established under disability legislation, including the 5 per cent employment quota and the entitlement to a one-hour reduction in daily working hours without loss of pay. The new Labour Law further strengthens these protections by granting workers with disabilities 45 days of paid annual leave. These developments increase the importance of ensuring both compliance with legal requirements and the effective inclusion of workers with disabilities in the workplace.

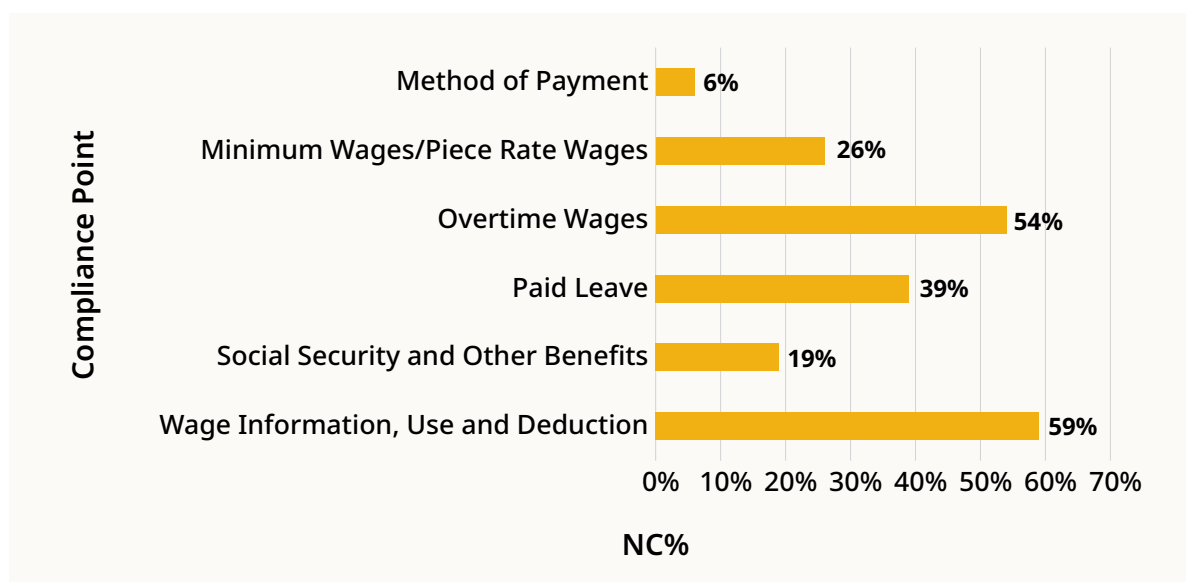
Moving forward, collaboration with the ILO, UN partners, and the Egyptian High Council for Disabilities, including through the UN Disability Working Group, will support efforts to strengthen workplace inclusion, improve access to employment opportunities, and promote the full realization of labour rights for workers with disabilities.



► NATIONAL LABOUR STANDARDS:

Compensation

Figure 7: Compensation NCs 2025



Minimum Wages

In 2025, following the enactment of ministerial Decree No. 15 of 2025, which increased the minimum wage from EGP 6,000 to EGP 7,000 effective March 2025—exclusive of the employer’s mandatory contributions to the Social Insurance Authority—and subsequent clarifications allowing in-kind benefits while requiring a minimum net in-cash wage of EGP 5,500, non-compliance was observed across 26 per cent. Non-compliance was primarily driven by improper wage structuring and conditional allowances.

Of these, 5 factories paid workers less than the required EGP 5,500 net in-cash wage, while 7 factories met the EGP 7,000 total wage threshold but failed to ensure the legally required minimum EGP 5,500 was paid in cash, relying instead on wage structures that included conditional allowances, incentives, or in-kind benefits. The remaining 2 factories were found to have transparency and payroll accuracy concerns, including discrepancies between payroll records and workers’ statements, falsified signatures, and unverifiable wage components.

BWEG EAs observed that 22 factories committed to retroactive payments to comply with minimum wage requirements before or after BW assessment.

Method of Payment

Egyptian Labour Law mandates that wages must be disbursed at least once monthly. Assessments in 2025 found non-compliance in 3 factories (5 per cent), primarily due to delays in wage and overtime payments. In 1 factory, wages for multiple months were paid after up to 40 working days, with workers consistently receiving salaries between the 17th and 20th of the following month. Although management provided partial cash advances, payments remained non-compliant with legal timelines.



Delayed overtime payments were identified in 2 factories (3.5 per cent). In these cases, overtime—particularly night shifts—was paid separately and typically disbursed around the 15th–20th of the following month, with some payments still pending at the time of assessment. Workers confirmed consistent delays, and management attributed these to internal payroll processing practices.

Overtime Wages

Overtime compensation is governed by Egyptian labour law, which mandates premium pay rates of at least 135 per cent for ordinary overtime and 170 per cent for night overtime starting at sunset, calculated based on the legally mandated wage. Work performed on public holidays must be compensated at double the regular rate and weekly rest days must be compensated with an additional full day's pay, in addition to a compensatory day off. Labour Law 2025 revised regulations for public holiday compensation, if work circumstances necessitate work, the workers shall be entitled to double the normal daily wage, or, at the worker's written request, an alternative day off, which shall be documented in the worker's personnel file, effective September 2025. Additionally, overtime compensation is calculated based on the standard working hours for industrial establishments, which is 42 hours per week. Accordingly, the total monthly working hours should be calculated based on 30 days multiplied by 7 hours, resulting in 210 hours per month. Based on this, the correct hourly rate should be calculated as the monthly wage divided by 210 hours.⁵

In 2025, 54 per cent of factories were non-compliant with at least one aspect of overtime compensation.

Ordinary overtime: Non-compliance was identified in 33 per cent of factories. Common violations included calculating overtime based on basic or wages below the legal minimum wage and using 240 monthly working hours instead of the legally required 210 hours, resulting in underpayment. In almost 9 per cent of factories, overtime hours were not fully recorded, **inconsistently reflected in the payroll, or not compensated at all. Additional issues included exclusion of portions of worked overtime and requiring workers to continue working after clocking out, identified in 2 factories.**

Night overtime: Non-compliance was observed in 28 per cent of factories. Similar calculation errors were identified, including incorrect base wages and inflated working hours. In one factory, night overtime was paid at 135 per cent instead of the legally required 170 per cent, while in three factories, hours were not recorded or were paid through informal or non-transparent methods, limiting the assessors' ability to verify whether workers were compensated correctly.

Public holiday overtime: Non-compliance was identified in 35 per cent of factories. Key issues included failure to pay the legally required 200 per cent premium, calculating compensation based on actual hours worked rather than a full day, and reliance on incorrect base wage. In six factories (assessed before the new labour law was enacted in September 2025), workers were granted compensatory days off instead of premium pay. In addition, gaps in attendance and payroll records limited verification of payments in five factories.

⁵ Law No. 133 of 1961: Industrial establishments, as designated by a decision of the Minister of Industry, shall not require a worker to perform actual work exceeding forty-two hours per week. Periods allocated for meals and rest shall not be included in the calculation of working hours. the Egyptian Ministry of Labor's **Ministerial Decree No. 289 of 2025**, which regulates and determines working hours in industrial establishments as part of implementing the new **Labor Law No. 14 of 2025** stipulates that without prejudice to the provisions of **Law No. 133 of 1961** concerning the regulation of workers' employment in industrial establishments, and without prejudice to the provisions contained in individual or collective labour contracts or the work regulations of establishments that grant better benefits to workers, a worker shall not be required to perform actual work in industrial establishments for more than eight hours per day or forty-eight hours per week. Periods allocated for meals and rest shall not be included in the calculation of working hours.



Weekly rest day overtime: Non-compliance was found in 28 per cent of factories. In 15 factories workers were compensated based on actual hours worked rather than a full day, and they were not provided with a compensatory rest day in 12 factories. Overtime calculation errors were observed in 11 factories including the use of basic salaries below the minimum wage and incorrect hourly divisors (240 hours instead of 210 hours). In 6 factories, rest day work was not recorded or could not be verified due to inconsistencies between records and worker interviews.

QUESTION	NC RATE 2025
Does the employer pay workers correctly for all ordinary overtime hours worked?	33%
Does the employer pay workers correctly for all overtime hours worked on public holidays?	35%
Does the employer pay workers correctly for all hours worked on weekly rest days and for corresponding compensatory days off?	28%
Does the employer pay workers correctly for all overtime hours worked at night?	28%

Box II. Advocating for Fair and Consistent Wage Compliance

BWEG has played a pivotal role in advocating for the consistent and lawful application of minimum wage regulations in Egypt's garment sector, amidst frequent policy changes, economic challenges, and currency devaluation. Through sustained engagement with the Ministry of Labour (MoL), the Federation of Egyptian Industries (FEI), the Export Council, brand partners, and manufacturing groups, BWEG has worked to align stakeholder understanding and promote practical, enforceable compliance.

In 2025, these efforts intensified around the new minimum wage, which increased from EGP 6,000 including employers' contribution to social insurance in May 2024 to EGP 7,000 excluding the employers' contribution to social insurance effective March 2025. To prepare stakeholders, BWEG convened a high-level online seminar with enterprises, brands, FEI, and MoL, to share concerns on the new minimum wage application and grey areas. As a result of the meeting, and through advocacy by the Export Council and major exporters, the Minister of Labour issued an official letter to FEI confirming that workers net-cash earnings shall not fall below EGP 5,500, accordingly, in-kind benefits as well as workers contribution to social insurances and taxes, shall not exceed EGP 1,500, totaling at least EGP 7,000 for full time workers.

At the factory level, Better Work has documented persistent non-compliance among smaller factories—often those are indirect brand suppliers—where awareness and capacity are limited. In contrast, larger factories affiliated with international brands show higher compliance, reflecting the influence of sustained brand engagement and BW guidance. Importantly, increased advocacy and monitoring have facilitated commitment from brand suppliers, which resulted in retroactive payment of compensation differentials in 22 factories, recorded as part of remediation actions.



Paid Leave

Under Egyptian labour law, workers are entitled to correct compensation for all types of paid leave, including annual leave, maternity leave. Additionally, workers with disabilities are entitled to a paid reduced one hour of work.

In 2025, 39 per cent of factories were found non-compliant with requirements related to paid leave compensation. Non-compliance was primarily related to incorrect calculation of unused annual leave balance settlement, non-monetary settlements, and failure to provide full maternity leave compensation.

26 per cent of factories were not compliant with annual leave payment requirements, with the most common issue being the incorrect calculation of unused annual leave balance settlements. In most cases, payments were calculated based on the basic or insured salary, rather than the legally required latest gross wage at the time of payment, resulting in underpayment. In some factories, outdated wage rates were used despite minimum wage increases, while in others, payments were calculated based on the wage applicable at the time of accrual rather than at disbursement. Additional issues included delayed, partial, or unverifiable settlements. In 7 per cent of factories, annual leave balances were either not settled within the legally required maximum period of three years, only partially paid, or could not be verified due to incomplete documentation. In one factory, workers were required to accept compensation in non-monetary forms, such as company products, instead of cash payment.

Non-compliance related to maternity leave was identified in 14 per cent of factories. In these cases, women workers did not receive their full wage during maternity leave, as required by law. Employers often relied solely on social insurance payments (75 per cent of the insured wage) without providing the required top-up to full salary. In some cases, in-kind benefits were excluded from calculations, or workers were not informed of their entitlements.

Non-compliance related to workers with disabilities was identified in 4 per cent of factories. In one case, workers with disabilities were not granted the legally required reduction of one working hour per day and were found to be working the same hours as other workers. In another case, workers with disabilities employed off-site were paid a fixed monthly amount significantly below both the legal minimum wage and their insured wage, despite being formally employed.

QUESTION	NC RATE 2025
Does the employer pay workers correctly for annual leave?	26%
Does the employer pay workers correctly for maternity leave?	14%
Does the employer pay workers with disabilities and workers who care for relatives with disabilities correctly for their reduced daily hour of work?	4%



Social Security and Other Benefits

A total of 19 per cent of factories were found non-compliant with Social Security and Other Benefits. The most common issue in this compliance point, identified in 11 per cent of factories, was the failure to pay employer contributions regularly or in full. In several cases, payments were either significantly delayed, partially settled, or limited to a few months of the year, resulting in accumulated debts to the Social Insurance Authority.

In 9 per cent of factories, employers collected workers' contributions but failed to remit them consistently to the relevant authorities, raising concerns regarding the handling of worker deductions. Delayed enrolment in social insurance schemes was identified in 4 per cent of factories, where workers were only registered after three to six months of employment, often justified by management due to high turnover.

Additional issues were observed in 7 per cent of factories, related to failure to pay contributions to the Social, Cultural, and Health Fund, either due to lack of awareness or inconsistent application of legal requirements.

QUESTION	NC RATE 2025
Does the employer collect and forward workers' contributions to social, health and unemployment insurance funds?	7%
Does the employer pay contributions to the fund for social, health and cultural services for every worker?	11%
Does the employer pay the legally required employer contributions to social, health and unemployment insurance funds?	9%

Wage Information, Use and Deduction

In 2025, 59 per cent of factories were found non-compliant with at least one aspect of wage information, use, and deduction, indicating lack of workers awareness on wage calculations, in addition to gaps in transparency, payroll accuracy, and wage practices. Identified issues relate to the accuracy of payroll records, workers' awareness of wage calculations and deductions, and unauthorized or non-compliant deductions.

In 15 per cent of factories, employers did not maintain one accurate payroll record. Assessors identified inconsistencies between payroll, attendance, and production records, as well as discrepancies between documented wages and amounts reported by workers. In some cases, multiple payroll systems were used, or payments were made in instalments, limiting transparency and preventing verification of wages and overtime.



In 47 per cent of factories, workers were not adequately informed about their wage calculations, overtime payments, or deductions. Although payslips were provided, they were often unclear or incomplete, with some wage components grouped under unclear categories or omitted entirely. In several cases, workers were unaware of key elements such as overtime rates, in-kind benefits, or profit-sharing schemes. Additionally, issues such as unsigned payslips or signatures by supervisors further reduced transparency.

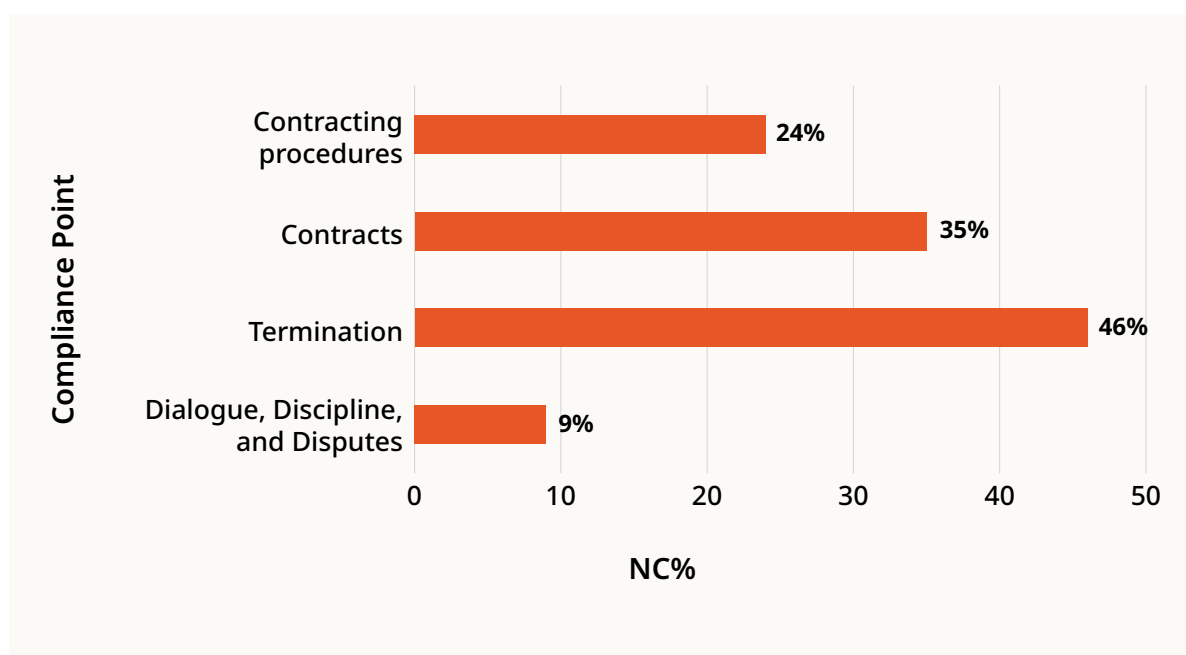
Non-compliant wage deductions were identified as 9 per cent of factories. These included disciplinary deductions exceeding legal limits, deductions calculated on incorrect base wage, and loan repayment schemes where deductions reached up to 50 per cent of wages—exceeding the legal threshold of 25 per cent. In some cases, deducted amounts were not remitted to the competent authority as required.

QUESTION	NC RATE 2025
Does the employer properly inform workers about wage payments and deductions?	47%
Does the employer keep one accurate payroll record?	15%
Has the employer made any unauthorized deductions from wages?	9%

Contracts and Human Resources

The Contracts and Human Resources cluster includes contracting procedures, employment contracts, dialogue, discipline and disputes, and termination. In 2025, 65 per cent of Better Work Egypt factories were in non-compliance with one or more issues under the Contracts and HR cluster.

Figure 8: Contracts and HR NC rates.





Termination

Issues under the Termination compliance point show that 46 per cent of the assessed factories were not compliant with legal requirements concerning compensation of unused annual leave for resigned workers. In 26 per cent of factories, workers were compensated based on their basic insured salary rather than their latest gross salary, contrary to national labour law. In addition, 9 per cent of factories failed to compensate resigned workers for their unused annual leave balances. In 11 per cent of factories, assessors were unable to verify the accuracy of final settlements due to incomplete or inconsistent documentation, including missing payment details, lack of signed resignation documents, or absence of clear records indicating whether entitlements had been paid. Delays in final settlement payments were another recurring issue. 26 per cent of factories were found to delay payments beyond the legally mandated seven-day period following the worker's request for resignation. Many factories followed fixed payroll cycles—such as monthly or bi-monthly payments resulting in workers receiving their severance several weeks after resignation. In some cases, delays extended up to 30–60 days, and in others, no clear payment dates were recorded, making compliance verification difficult.

Employment Contracts

35 per cent of factories assessed in 2025 are non-compliant with elements of Employment contracts compared to 44 per cent in 2024. Workers did not have signed contracts or copies of their employment agreements, including annexes detailing wages and allowances. Many contracts were incomplete, missing essential legal elements such as salary amounts, duration, social insurance numbers, or signatures, while others included illegal clauses restricting post-employment opportunities. Several contracts specified salaries below the legal minimum wage, either by stating the basic insured wage or omitting required components of the gross wage.

Internal work rules were outdated in 9 per cent of factories assessed, not reflecting actual working days and hours or shift schedules, and in many cases lacked endorsement by the competent authority. Although management in most factories committed to addressing these gaps, the lack of proper documentation, legal clarity, and low levels of worker awareness continues to undermine contract enforcement and workers' rights.

QUESTION	NC RATE 2025
Do all persons who perform work for the factory, both on the premises and offsite, have a contract?	6%
Do the employment contracts comply with other legal requirements?	4%
Do the employment contracts specify the terms and conditions of employment?	13%
Do the internal work rules comply with legal requirements?	9%
Do workers understand the terms and conditions of employment?	17%



Contracting Procedures

24 per cent of the participating factories were not compliant with the elements of Contracting Procedures. Identified issues were found in repeated probationary periods for workers who had their contracts renewed or were rehired, contrary to legal requirements. Management often justified this by citing standardized contract forms but committed to revising them. Non-compliance concerning migrant workers was identified in 11 per cent of factories, where employers failed to obtain valid work permits or visas for migrant workers. In other cases, permits were issued under different legal entities within the same corporate group, without proper contractual provisions allowing worker relocation.

Additional issues were identified in the engagement of subcontracted workers. In 13 per cent of factories, assessors found that subcontracted housekeeping, cleaning, or security workers were employed without adequate oversight from factories. Common issues included the absence of accessible employment contracts and personnel records, lack of social insurance coverage, and inability to verify wage payments and working hours due to missing documentation. In addition, subcontracted workers in three factories were paid below the legal minimum wage and did not receive overtime compensation despite working extended hours. In some cases, workers were also denied weekly rest days. Management often stated that responsibility lies with the subcontracting company; however, these findings highlight gaps in due diligence and oversight, as factories remain accountable for ensuring that subcontracted workers receive their legal entitlements.

QUESTION	NC RATE 2025
Does the employer comply with limits on the period of employment for probationary workers?	6%
Does the recruitment process for migrant workers comply with legal requirements?	11%
Have you found non-compliance with legal requirements for compensation, contracts, OSH, and/or working time pertaining to non-production workers and/or sub-contracted workers?	13%

Dialogue, Discipline and Disputes

In 2025, 9 per cent of factories were non-compliant with elements of Dialogue, Discipline and Disputes. In 1 factory, workers were sanctioned differently for the same violation, and the sanction was not proportionate to the committed offence. Additionally disciplinary measures are vague, and the disciplinary policy is not attested by the labour office. Workers in 5 factories were subjected to verbal abuse and public humiliation, particularly when production targets were not met. These issues highlight a need for immediate corrective measures and supervisory training to ensure compliance and protect workers' rights. BWEG is close coordination with the factories that reported these NCs has conducted Supervisory Skills Training, Leadership Development Program, as well as regular awareness during advisory visits to strengthen internal reporting systems to mitigate the risks of verbal abuse and relevant issues that may arise from supervisors.

QUESTION	NC RATE 2025
Do the disciplinary measures comply with legal requirements?	2%
Have any workers been bullied, harassed, or subjected to humiliating treatment?	9%



► WORKING TIME

Better Work examines three main aspects of working time: regular hours (33 per cent non-compliance), overtime (67 per cent non-compliance), and leave (46 per cent non-compliance). While non-compliance remains more pronounced in working hours and overtime, gaps in leave entitlements continue to be observed in 2025, particularly in relation to casual leave.

Leave

In 2025, 44 per cent of factories did not provide the required time off for casual leave, indicating that this remains the most common issue under leave provisions. In the majority of factories, workers were unaware of their casual leave entitlement, instead, any absence without prior notice results in deductions. In contrast, non-compliance related to other types of leave was less widespread. Around 9 per cent of factories did not provide required one hour of breastfeeding breaks for women with children under two years of age, while 3.5 per cent did not grant annual leave in accordance with legal requirements, as workers' entitlements were reduced. Practices included deducting multiple leave days for a single day of absence, calculating annual leave based on actual attendance rather than legal entitlement, and converting accumulated late arrival hours into annual leave deductions. Lower levels of non-compliance were identified in maternity and sick leave, each recorded at 2 per cent. Under sick leave, one factory was found non-compliant as workers were not granted their full sick leave as recommended by specialized physicians. Additionally, the same factory did not provide maternity leave for pregnant women workers, accordingly they were resigning, and returning to work after giving birth, or resigning indefinitely.

LEAVE CP QUESTIONS	NC RATE 2025
Does the employer provide required time off for casual leave?	44%
Does the employer provide required annual leave?	4%
Does the employer provide required time off for breastfeeding breaks?	9%
Does the employer provide required maternity leave?	2%
Does the employer provide required sick leave?	2%



Overtime hours

More than half of the assessed factories (56 per cent) exceeded the legal limits on overtime hours, indicating continued pressure on working time management. In verified cases, workers exceeded the legal daily working hours limit by an average of approximately 3 hours per day. In addition, 44 per cent of factories did not provide compensatory days off when workers performed work on weekly rest days, reflecting ongoing challenges in ensuring adequate rest periods. A smaller share of factories (9 per cent) did not obtain prior written approval from the competent authority before implementing overtime, as required by law. Labour law as amended in 2025 no longer requires overtime approval before working overtime, instead, companies should notify the labour office prior to or after working overtime.

OVERTIME CP QUESTIONS	NC RATE 2025
Does the employer comply with limits on overtime hours worked?	56%
Does the employer provide compensatory days off when workers work on weekly rest days?	44%
Does the employer obtain written approval from the competent authority prior to working overtime?	9%

Regular Hours

Non-compliance related to regular working hours showed an overall improvement in 2025 compared to 2024. The proportion of factories not providing required daily break periods decreased significantly to 20 per cent, down from 50 per cent in 2024, indicating notable progress in ensuring workers receive adequate rest during the workday.

Similarly, non-compliance related to inaccurate working time records declined to 9 per cent, compared to 18 per cent in the previous year, suggesting improvements in timekeeping systems and record management. Non-compliance with legal limits on regular daily or weekly working hours also decreased slightly, from 8 per cent in 2024 to 6 per cent in 2025. In addition, fewer factories failed to reduce working hours for workers with disabilities or those caring for relatives with disabilities, with non-compliance decreasing from 8 per cent to 4 per cent. Overall, these trends reflect gradual improvements in compliance with regular working time requirements, particularly in relation to break periods and working hour reductions for vulnerable groups.

REGULAR HOURS CP QUESTIONS	NC RATE 2025
Does the employer provide required daily break periods?	20%
Do the working time records reflect the hours actually worked?	9%
Do regular daily or weekly working hours exceed the legal limit?	6%
Does the employer reduce working hours for workers with disabilities and for workers who care for relatives with disabilities by 1 hour per day?	4%



► OCCUPATIONAL SAFETY AND HEALTH

Occupational Safety and Health (OSH) occupies the largest segment in Better Work Egypt's CAT, with 73 questions covering eight compliance points on Emergency Preparedness, Worker Protection, Health Services and First Aid, Chemicals and Hazardous Substances, OSH Management Systems, Welfare Facilities, and Worker Accommodation. OSH is the cluster with the highest non-compliance rates, totaling 54 per cent of 2025 non-compliance findings.

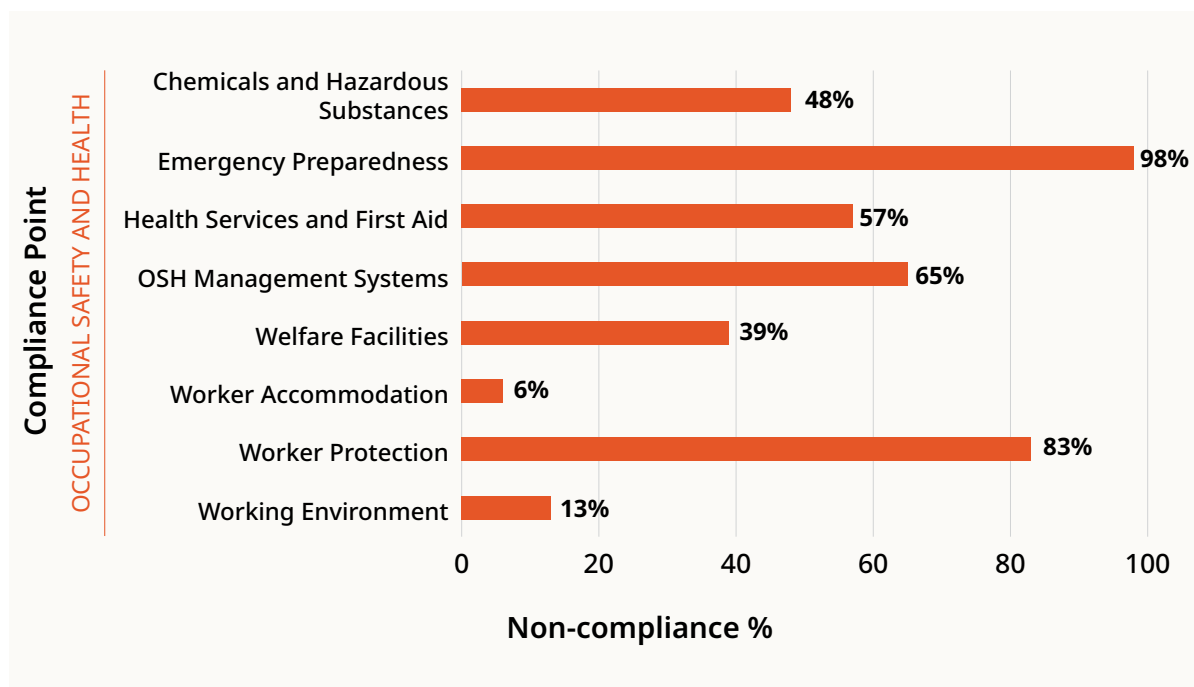
BWEG observes a continuing pattern of violations despite ongoing efforts to support OSH management systems in the participating factories. In 2025, BWEG facilitated a total of 46 OSH committee meetings aimed at enhancing inclusivity and fostering dialogue within these committees, with a particular focus on establishing gender-balanced representation. These meetings covered a range of topics, including committee roles and responsibilities, strategies to increase worker participation, and advice on worker-management communication channels.

Furthermore, BWEG conducted seven meetings with the workers' representatives' on these OSH committees to discuss methods of social dialogue, and to enhance communication channels and strengthening collaboration beyond OSH matters.

Additionally, based on the 2025 OSH Training Needs Assessment, BWEG identified demand for targeted capacity building on General OSH, Handling of Chemicals and Hazardous Substances, and Health and Safety Management for OSH Specialists, reaching 1,004 participants (40% women).

According to the findings, 95 per cent of the factories have violations under the OSH cluster.

Figure 9: % of non-compliant factories under OSH cluster.





Emergency Preparedness

98 per cent of the factories assessed were reported to have key violations under emergency preparedness in the areas of adequate accessibility and marking of emergency exits, adherence to fire safety measures, such as effective and functioning fire alarms and firefighting equipment, and the development and implementation of emergency plans.

Fire safety remains a persistent issue, over half the participating factories lack adequate firefighting equipment, while 67 per cent have failed to develop an emergency plan. 33% did not comply with having clearly marked and unobstructed emergency exits and routes.

QUESTION	NC RATE 2025
Does the workplace have adequate fire-fighting equipment?	57%
Are the emergency exits accessible, unobstructed, and unlocked during working hours, including overtime?	33%
Does the employer develop and implement an emergency plan?	67%
Does the workplace have a fire detection and alarm system?	47%
Are emergency exits and escape routes clearly marked and posted in the workplace?	46%
Has the employer trained an appropriate number of workers to use the fire-fighting equipment?	26%
Are flammable materials safely stored?	11%
Are possible sources of ignition appropriately safeguarded?	24%
Does the employer conduct periodic emergency drills?	2%
Are there enough emergency exits?	2%

Worker Protection

The most common issue under Worker Protection related to the use of personal protective equipment (PPE) and machinery, with 65 per cent of factories not effectively training or encouraging workers to use them properly. Gaps were also noted in key safety measures. 30 per cent of factories did not fully implement protections against falls and falling objects, while 20 per cent had issues related to electrical installations and maintenance. In addition, 13 per cent of factories did not have adequate machine guarding in place, and 11 per cent did not meet ergonomic requirements.

Provision of PPE remained an issue in 9 per cent of factories, and 7 per cent did not hold the required permits for operating certain equipment such as elevators and compressors. A smaller proportion of factories (2 per cent) lacked appropriate safety warning signage. At the same time, no factories were found non-compliant regarding the certification of technicians handling specialized equipment.



QUESTION	NC RATE 2025
Are workers effectively trained and encouraged to properly use personal protective equipment and machines?	65%
Are proper guards installed and maintained on all dangerous machines and equipment?	13%
Does the employer comply with ergonomic requirements?	11%
Are electrical wires, cables, switches, plugs, and equipment (e.g. transformer, generator, electrical panel, circuit breakers) properly installed, grounded (for equipment), and maintained?	20%
Has the employer taken legally required measures to protect workers from falls from heights and from falling objects?	30%
Does the employer have the legally required permits for the operation of elevators, other electrical lifting and pulling appliances, steam boilers, and other steam pressure devices?	7%
Does the employer provide workers with all necessary personal protective clothing and equipment?	9%
Are appropriate safety warnings posted in the workplace?	2%

Health Services and First Aid

In 2025, non-compliance related to workplace health services and first aid was identified across several areas. The most common issue concerned medical checks, with 35 per cent of factories not complying with legal requirements for conducting initial pre-hiring or periodic medical examinations for workers.

28 per cent of factories did not adequately address occupational safety and health risks for pregnant and nursing workers. Non-compliance related to the protection of pregnant and nursing workers was identified across multiple factories, particularly concerning working hours and overtime. The most common issue was the failure to reduce daily working hours by one hour starting from the sixth month of pregnancy, as required by law. In several factories, pregnant workers were found to be working the same hours as other workers. In some cases, employers provided alternative arrangements—such as additional rest days or breaks—instead of reducing daily hours, which does not meet legal requirements. In addition, pregnant workers were found to be engaged in overtime work, including work on weekly rest days and public holidays. In some factories, even where the one-hour reduction was applied, workers continued to perform overtime. In other cases, the reduced hour was treated as overtime and compensated accordingly. These practices are not in line with legal provisions, which prohibit overtime work for pregnant workers and for a period following childbirth⁶. Verification challenges were also noted. In some factories, discrepancies between attendance records and worker interviews made it difficult to confirm whether reduced working hours were effectively implemented.

6 According to Article 70 of the Egyptian Child Law No. 12 of 1996 (as amended by Law No. 126 of 2008), pregnant workers are entitled to a reduction of at least one hour in their daily working hours starting from the sixth month of pregnancy. In addition, the law prohibits employing women in overtime work during pregnancy and for a period of six months following childbirth.

Furthermore, under **Egyptian labour law**, it is not permitted for women workers, from the sixth month of pregnancy onwards, to work more than six hours per day, and they must not be required to perform overtime work during this period.



Management frequently attributed these practices to worker preferences, particularly related to transportation arrangements or income needs. However, these findings indicate gaps in the implementation of legal protections for pregnant and nursing workers, especially in relation to working hours and overtime restrictions.

Under medical facilities, 15 per cent of factories did not have the required onsite medical facilities or qualified medical staff in place. In some factories, although a nurse was employed and a doctor was contracted, the doctor did not visit regularly, and no onsite clinic was available. In other cases, contracts with doctors had expired, or medical services were limited to specific shifts only, leaving a significant number of workers without adequate medical coverage. A recurring issue concerned the qualifications of onsite nurses. In several factories, nurses did not hold the required formal qualifications or certifications to perform their duties. In some cases, facilities relied on nursing assistants or unqualified personnel to provide basic care, with the expectation that serious cases would be referred to nearby hospitals. In addition, some factories did not ensure adequate medical coverage across all shifts, particularly for second and third shift workers, despite large workforce numbers. More limited issues were identified in first aid preparedness. Four per cent of factories did not maintain a sufficient number of accessible first aid boxes or supplies, while 2 per cent did not provide first-aid training to workers.

QUESTION	NC RATE 2025
Does the employer comply with legal requirements regarding medical checks for workers?	35%
Does the workplace have required onsite medical facilities and staff?	15%
Does the employer address safety and health risks to pregnant and nursing workers?	28%
Has the employer ensured that there are a sufficient number of readily accessible first aid boxes/supplies in the workplace?	4%
Has the employer provided first-aid training for workers?	2%



Chemicals and Hazardous Substances

In 2025, non-compliance related to chemical safety was identified across several areas. The most common issue concerned the labelling of hazardous substances, with 30 per cent of factories not properly labelling chemicals, limiting workers' ability to identify and handle risks safely. In addition, 22 per cent of factories did not maintain safety data sheets for hazardous chemicals used in the workplace. Proper storage of chemicals was also an issue in 15 per cent of factories, increasing the risk of unsafe handling or accidental exposure. More limited gaps were observed in workplace preparedness and systems. Nine per cent of factories did not provide adequate washing facilities or cleansing materials in case of chemical exposure, and 4 per cent did not maintain an inventory of hazardous substances. **Table 3. In Focus: Chemicals and Hazardous Substances**

COMPLIANCE QUESTION	NC RATE 2025
Are chemicals and hazardous substances properly stored?	15%
Are chemicals and hazardous substances properly labelled?	30%
Does the employer have chemical safety data sheets for the hazardous chemicals used in the workplace?	22%
Does the employer provide adequate washing facilities and cleansing materials in the event of exposure to hazardous chemicals?	9%
Has the employer taken action to assess, monitor, prevent and limit workers' exposure to chemicals and hazardous substances?	0%
Does the employer keep an inventory of chemicals and hazardous substances used in the workplace?	4%

OSH Management Systems

In 2025, non-compliance related to OSH management systems remained significant across several areas. The most common issue concerned the employment of OSH technicians and specialists, with 52 per cent of factories not meeting legal requirements whether in hiring the required number of OSH technicians and specialists, or not fulfilling their legally required training, or not having approval on the OSH team formation, or designated staff were not adequately assigned to OSH responsibilities.

In addition, 23 per cent of factories did not have effective mechanisms in place to ensure cooperation between workers and management on OSH matters, including properly functioning OSH committees. Issues for the OSH committee are similar to the OSH team in terms of lack of legally required training for committee members, approval on the OSH committee formation, with the addition of unequal representation between management and workers.

Gaps in risk assessment were also observed, with 13 per cent of factories not conducting general occupational safety and health assessments as required. Risk assessments are either lacking several departments, did not include workers with disabilities or pregnant workers, or were not updated with all control measures. Finally, a smaller proportion of factories (4 per cent) did not hold one or more of the legally required building permits or approvals from the local licensing authorities.



COMPLIANCE QUESTION	NC RATE 2025
Has the employer performed an assessment of general occupational safety and health issues in the factory?	13%
Does the employer have legally required building permits and permits from the local licensing committee?	4%
Does the factory have required OSH technicians and specialists?	52%
Has the employer developed mechanisms to ensure cooperation between workers and management on OSH matters?	23%

Welfare Facilities

In 2025, several factories showed gaps in providing adequate welfare facilities to workers. Around 22 per cent of factories did not meet legal requirements related to workplace facilities, including provision of nursery services to working mothers, while 20 per cent lacked adequate eating areas. In addition, 9 per cent of factories did not provide sufficient or accessible toilet facilities.

A recurring issue concerned the provision and accessibility of childcare services. While many factories had formal contracts with external nurseries, workers were often unaware of these services or did not use them. In multiple cases, no records of beneficiaries were maintained, limiting verification of access. Some nurseries also imposed restrictions—such as minimum age requirements—that reduced accessibility for workers with younger children. In several factories, interviewed workers confirmed that they had not been informed about the availability of nursery services, despite existing contracts. In other cases, services were technically available but not utilized, either due to lack of awareness or because workers relied on alternative childcare arrangements. These findings indicate that, beyond formal compliance, greater efforts are needed to ensure that workers are informed about and able to access available welfare services.

COMPLIANCE QUESTION	NC RATE 2025
Does the workplace have an adequate eating area?	20%
Does the workplace have all required facilities?	22%
Does the workplace have adequate accessible toilets?	9%



Worker Accommodation

30 per cent of factories hire migrant workers, with a total of 1601 migrants, mostly Bengali and Indian, 51 of which are supervisors (17 factories). Two factories grant workers accommodation allowances in cash. Accordingly, migrant workers are responsible for arranging their own housing. To support this arrangement, both factories facilitated personal rental agreements between buildings' owners and the migrants, ensuring workers were accommodated through these agreements rather than direct housing provision by the factory.

Non-compliances for workers' accommodation were identified in 6 per cent of factories where factories were not compliant with emergency preparedness in worker accommodation. Examples included the absence of fire safety equipment such as fire extinguishers and first aid kits, lack of fire detection and alarm systems, and missing or non-functional emergency infrastructure such as secondary exits and emergency lighting. In some cases, escape routes were not clearly marked, evacuation plans were not in place, and no fire drills had been conducted. Assessors also observed situations where fire alarm systems were not functioning and first aid boxes were empty, limiting the ability to respond effectively in case of emergencies.

In addition, 2 per cent of factories did not provide adequate privacy for workers in accommodation facilities. For example, dormitories lacked secure personal storage such as lockers, preventing workers from safely storing their belongings.

QUESTION	NC RATE 2025
Does the accommodation offer workers adequate privacy?	2%
Has the employer adequately prepared for emergencies in the accommodation?	6%

► Public Reporting

By making assessment results publicly available, the Transparency portal encourages continuous improvement for factories that have been found 'non-compliant' on issues relating to occupational safety and health, child labour, discrimination, forced labour, worker compensation, contracts, freedom of association and collective bargaining.

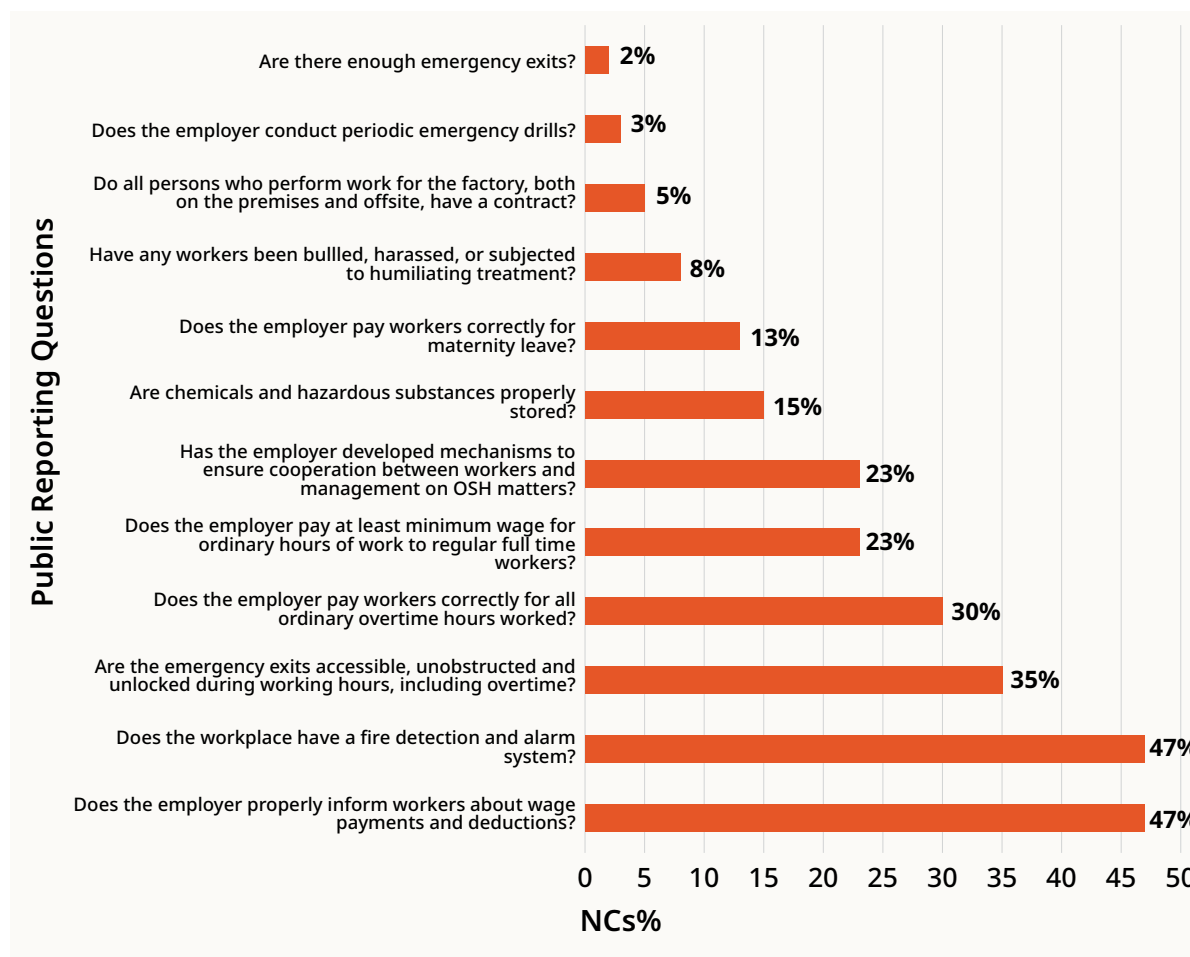
Better Work Egypt is committed to enhancing transparency in the data shared with both buyers and registered factories. This commitment is underscored by the introduction of a Transparency Portal to all registered factory management teams. Internally, Better Work Egypt has focused on closely monitoring the 26 compliance issues that are subject to public reporting. These issues are systematically tracked during advisory visits, allowing for continuous follow-up and intervention where necessary. The sections that follow provide an overview of the average non-compliance rates for these 26 publicly reported areas, offering a preliminary insight into what the public reporting outcomes may reveal for Egypt's garment industry. When the Transparency Portal is launched, it will reflect data from the most recent assessment for factories with two or more assessments, so the figures shown below likely will differ from those that will appear on the site when it is launched.

This section covers information on a total of 57 factories (54 garment factories and three non-garment factories).

Only 7 per cent of factories are fully compliant with all publicly reported issues.



Figure 10: % of factories with Public Reporting issues.





► Looking forward

► BWEG'S VISION FOR 2026:

In 2026, Better Work Egypt (BWEg) aims to deepen its sector-wide improvements in labour standards by scaling interventions beyond the garment industry and embedding its methodologies within national systems. Building on significant progress in 2024 and 2025—including training labour inspectors, launching the Factory Ambassador Programme (FAP)⁷, and validating national OSH guidance materials—BWEg will focus on sustainability and institutionalization. The program will prioritize gender and inclusion, with targeted efforts to increase representation of women and ensure safer, more equitable workplaces for all, including marginalized groups. By consolidating lessons learned and expanding the reach of tested tools and partnerships, BWEg will contribute to a national model for improved labour standards and workplace well-being across Egypt.

► CONSTITUENT ENGAGEMENT:

Following the groundwork laid in 2024 and 2025, BWEg will intensify efforts to institutionalize grievance mechanisms. In 2026, the program will continue its close cooperation with MoL on a unified understanding of the new labour law, update the guidance leaflets validated in 2025, and review common assessment findings. The program will also explore cross-sector policy collaboration in the areas of wages, working hours, disability inclusion and maternity rights. Jointly with MoL, and other national constituents, BWEg will continue the delivery of trainings and industry seminars on the new Labour Law to participating factories. Finally, the program will continue promoting dialogue and data-sharing through linking aggregated factory findings to inspection, dispute, and wage-setting systems.

► OCCUPATIONAL SAFETY AND HEALTH (OSH):

Efforts will focus on strengthening OSH systems within factory management frameworks, including the establishment and effective functioning of OSH committees and management systems. Data-sharing between factories, constituents, and inspectors will be enhanced through industry seminars and technical engagements, alongside the development of risk-based monitoring systems. In addition, collaboration with ILO and UN partners, including through the UN Disability Working Group, will support improved workplace inclusion and expand access to rights for workers with disabilities.

► SOCIAL DIALOGUE

Building on the foundation established in 2024, BWEg continued efforts to strengthen factory-level social dialogue mechanisms by promoting closer coordination between workers and management representatives in OSH committees, to foster unified workplace governance structures and strengthen grievance mechanisms. This approach will be supported by continued collaboration with MoL to strengthen grievance resolution aligned with international labour standards. Through workshops on labour law, conflict resolution, and social dialogue, workers and management strengthened their capacity to engage constructively on workplace issues, including violence, discrimination, and rights at work. At the national level, Better Work Egypt convened a workshop in Ismailia with representatives

⁷ The Factory Ambassador Programme aims to build the capacity of in-factory staff on monitoring and managing the improvement processes.



from the Federation of Egyptian Industries, trade unions, and other stakeholders to discuss common compliance findings and promote a more unified interpretation of labour law provisions. This dialogue laid the groundwork for the development of a practical compliance guide to support more consistent understanding and application of labour requirements across the sector.

These efforts were further complemented by the establishment of the High Council for Social Dialogue, a milestone achievement initiated under SLARIE, which Better Work has contributed to through technical support and advocacy. This institutional development provides a formal tripartite platform that complements enterprise-level mechanisms, creating stronger linkages between workplace dialogue and national labour governance.

► ENGAGEMENT WITH BUYERS:

Recognizing buyers as key agents of change, in 2025 BWEG engaged with 47 buyers. BWEG will further strengthen engagement with brands to support improvements in priority areas such as wage compliance, fire safety, and social protection. The programme will prioritize the enrollment of brands' existing suppliers to maximize impact at the factory level and ensure broader adoption of labour standards across supply chains. In 2026, Better Work Egypt will continue to engage buyers through targeted workshops and dialogue platforms, promoting alignment with national labour regulations, including minimum wage implementation and OSH frameworks. These efforts will emphasize inclusive practices, fair treatment of workers, and responsible sourcing. In parallel, the programme will document and share best practices across supply chains to encourage continuous improvement and replication of successful approaches at the factory level.

► SUSTAINABILITY

In 2025, BWEG advanced sustainability through a multi-pronged approach centered on institutionalization, shared ownership, and scale beyond Better Work factories. BWEG prioritized working closely with the MoL and social partners, strengthening national training and inspection capacity through joint planning and Training of Trainers as well as co-delivering training for enterprises. This was further supported by technical engagement with ILO Cairo Office specialists to ensure alignment with national and international standards. BWEG leveraged its convening power to bring together MoL, employers, unions, FEI, brands, and manufacturing groups to promote consistent interpretation and implementation of Egypt's revised minimum wage and other recurring non-compliance issues. Sustainability was further strengthened through the development and validation of practical compliance tools (Child Labour Code of Conduct, OSH guide/leaflet, and FPRW leaflet) and their dissemination for use beyond BW factories including other sectors, maximizing their impact. In 2026, BWEG will deepen national roll-out of these tools, strengthen ToT-based delivery models, including a second round of the FAP, and further maximize brand ownership and leverage to incentivize remediation and sustained compliance improvements across supply chains.



► Annexes

► Annex A. Garment factories covered this report.

- | | |
|--|--|
| 1. ACE APPAREL EGYPT | 25. Delta International Textiles Manufacturing (DITEM) |
| 2. Globe International Industries | 26. Mass for Ready-made Garments |
| 3. AL MASREYA AL SAUDIA FOR READY MADE GARMENTS & TEXTILES - MERGHEM | 27. Delta textile Egypt-Cairo |
| 4. GNT Textile | 28. Milteks Textile Egypt 2 |
| 5. ALAGOUR TEX | 29. Delta Textile El Minya for socks |
| 6. Golden Avenue Apparel Manufacturing | 30. Nahdet Misr for trading and distribution |
| 7. Alex Apparels – 9 | 31. Delta Textile Shamal El Saeed |
| 8. Golden stars textile | 32. Plaza Readymade Garments Ind |
| 9. Alex Apparels 10 | 33. Dice For Readymade Garments (Dice Qalioub) |
| 10. Handa Egypt Textile | 34. Print house of Nahdet Masr for Printing, Publishing and Distribution |
| 11. Alex Apparels 11, Laundry & FGWH | 35. Egyptian Textiles for Dyeing and Finishing |
| 12. Hela Clothing Egypt | 36. RUBYRED GARMENT MANUFACTURING S.A.E |
| 13. Alex Apparels 7, Centralized Cutting & Materials Warehouse | 37. El Helal Company for Knitting, Dyeing & Readymade Garments |
| 14. Jade Textile Egypt | 38. Rubyred Garment Manufacturing S.A.E Branch |
| 15. Alpha Textile | 39. El Rawda for Spinning and Knitting and Ready-made Garments |
| 16. Jade Textile Ismailia | 40. Sheeba International Garments Company |
| 17. Ask Clothing Company | 41. El Shamy Textile for Readymade Garment |
| 18. Kazareen Textile Company – KTC1 | 42. Sheng Da Egypt International Textile |
| 19. Beauty N for Readymade Garments | 43. Embee International Industries |
| 20. Lotus Garments Co. | 44. solotex for tricot and textile |
| 21. Bostik Egypt SAE | 45. Embee International unit No. 11 |
| 22. Lotus High Fashion Garments Co. | |
| 23. CANON GLOBAL INDUSTRIES | |
| 24. Lotus High Tech Garments Co. | |



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|---|---|
| 46. Sweet Girl Egypt | 53. GIZA SPINNING AND WEAVING CO. |
| 47. ENVA TEXTILE Group For Socks
Production 41639 | 54. Timeline Egypt Free Zone |
| 48. T&C Garments SAE | 55. Giza Spinning and Weaving Co. (Matriya
Branch) |
| 49. Eroglu Egypt for Ready Made Garment LLC | 56. Velocity Apparelz for Readymade Garments
ESC |
| 50. Three Stars Fashion | 57. Velocity Jeans Egypt for Readymade
Garments ESC |
| 51. Giza Co. For Upper Egypt Development | |
| 52. TIE | |

► **Annex B. List of participating buyers.**

1. Abercrombie & Fitch
2. Adidas
3. American Eagle Outfitters, Inc.
4. Baby Fair
5. Bel Egypt Expansion for Cheese Production S.A.E (licensee account)
6. Bentex Group Inc.
7. C&A
8. Centric Brands LLC
9. Children's Apparel Network
10. Columbia Sportswear
11. Disney Worldwide Services
12. E plus M sp. z o.o.
13. El Ulabi and Partners for Trade (vendor account)
14. Fashion UK
15. Fast Retailing Co.,Ltd.
16. GAP Inc
17. H&M Hennes & Mauritz GBC AB
18. HAPPY THREADS LLC
19. HONGKONG WEIYUAN DEVELOPMENT CO.,LIMITED (Weihai Xinyue Garment Co.,Ltd.)



20. Hybrid Promotions LLC
21. Inditex
22. Isaac Morris Ltd
23. Jerry Leigh of California
24. Knitwell Group (Ascena)
25. LC Waikiki Mağazacılık Hiz. Tic. A.Ş.
26. Levi Strauss & Co
27. Li & Fung (Trading) Limited
28. Mad Engine Inc.
29. Marks and Spencer
30. Matalan Ltd.
31. MGF Sourcing Far East, Ltd.
32. Nahdet Misr for Trading and Distribution (vendor account)
33. Nahdet Misr Journalism (vendor account)
34. Nahdet Misr Printing, Publishing & Distribution
35. NIKE, Inc
36. Primark Stores Ltd.
37. PUMA SE
38. PVH Corp
39. Ralph Lauren Corporation
40. Target Corporation
41. Tesco Sourcing
42. The Children's Place
43. Under Armour, Inc.
44. VS&Co
45. Wiesner Products



► 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. Four clusters – Child Labour, Discrimination, Forced Labour, and Freedom of Association and Collective Bargaining – are assessed in line with ILO Core International Labour Conventions, and International Labour Standards provide the baseline for compliance in these four clusters. The remaining clusters – Compensation, Contracts and Human Resources, Occupational Safety and Health, and Working Time – are assessed in line with national legislation. While OSH was designated a fundamental principle and right at work in 2022, BWEg has not yet adjusted its compliance assessment tool to align with the relevant core conventions on OSH.

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 divided into compliance points, and each CP includes a number of questions, which may vary by country.

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. The low literacy level of a large percentage of workers can 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.

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 compliance point, 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 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 detail to create a more comprehensive understanding of the industry and the overall non-compliance rates, and to understand the specific reasons for violations (as presented).



► Annex D. Public reporting non-compliance rates.

Table 5. Publicly reported issues - core labour standards

COMPLIANCE POINT	QUESTION LABEL	NC RATE (N:57)
Child Labourers	Have you found any workers under the age of 15?	0%
Gender	Is gender a factor in decisions regarding conditions of work?	0%
	Does the employer terminate workers who are pregnant or on maternity leave or force them to resign?	0%
	Are workers subject to sexual harassment?	0%
Coercion	Does the employer restrict workers from leaving the workplace?	0%
Forced Labour and Overtime	Are workers forced to work overtime under threat of penalty?	0%
Freedom to Associate	Does the employer require workers to join a union?	0%
	Can workers freely form and join the union of their choice?	0%
Interference and Discrimination	Has the employer tried to interfere with, manipulate, or control the union(s)?	0%
	Does the employer punish workers for joining a union or engaging in union activities?	0%
	Has the employer terminated workers or not renewed their contract due to the worker's union membership or activities?	0%
Collective Bargaining	Has the employer failed to implement any of the provisions of the collective agreement(s) in force?	0%
Strikes	Has the employer punished any workers for participating in a strike?	0%



Table 6. Publicly reported issues - working conditions.

COMPLIANCE POINT	QUESTION LABEL	NC RATE (N:60)
Emergency Preparedness	Are the emergency exits accessible, unobstructed and unlocked during working hours, including overtime?	33%
Emergency Preparedness	Does the workplace have a fire detection and alarm system?	47%
Wage Information, Use and Deduction	Does the employer properly inform workers about wage payments and deductions?	47%
OSH Management Systems	Has the employer developed mechanisms to ensure cooperation between workers and management on OSH matters?	23%
Overtime Wages	Does the employer pay workers correctly for all ordinary overtime hours worked?	33%
Chemicals and Hazardous Substances	Are chemicals and hazardous substances properly stored?	15%
Minimum Wages/Piece Rate Wages	Does the employer pay at least minimum wage for ordinary hours of work to regular full-time workers?	26%
Dialogue, Discipline and Disputes	Have any workers been bullied, harassed, or subjected to humiliating treatment?	9%
Emergency Preparedness	Does the employer conduct periodic emergency drills?	2%
Employment Contracts	Do all persons who perform work for the factory, both on the premises and offsite, have a contract?	6%
Emergency Preparedness	Are there enough emergency exits?	2%
Paid Leave	Does the employer pay workers correctly for maternity leave?	14%
Welfare Facilities	Does the employer provide workers enough free safe drinking water?	0%



Endnotes

- I. At its 110th Session in June 2022, the International Labour Conference expanded the ILO's framework of fundamental principles and rights at work by including "a safe and healthy working environment," thereby designating the Occupational Safety and Health Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) as fundamental Conventions. This decision mandates all ILO Member States, irrespective of their ratification status of these conventions, to uphold, promote, and fulfil the principles regarding the fundamental right to a safe and healthy working environment, as outlined in the ILO Constitution, in a manner consistent with good faith and international obligations.
- II. <https://www.qima.com/newsroom/news/news-q3-2024-barometer>
- III. <https://aecegy.com/Page/StatisticsPeriodical.asp>

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