



BetterWork
Jordan

Gender Strategy

2019-2022



International
Labour
Organization



IFC
International
Finance
Corporation
WORLD BANK GROUP

ILO CATALOGUING DATA

Global Gender Strategy / International Labour Office. Geneva: ILO, 2018.

ISBN: 978-92-2-131570-4

International Labour Office

clothing industry / working conditions / workers rights / factory / competitiveness /
programme evaluation

08.09.3

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First published 2018

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LIST OF ABBREVIATIONS

BWJ	Better Work Jordan
CAT	Compliance Assessment Tool
CEDAW	UN Convention on the Elimination of All Forms of Discrimination against Women
DEVAW	UN Declaration on the Elimination of Violence against Women
GBV	Gender-based violence
IFC	International Finance Corporation
ILO	International Labour Organization
JNCW	Jordanian National Commission for Women
MoL	Ministry of Labour
MoSD	Ministry of Social Development
SDG	Sustainable Development Goal
SHP	Sexual Harassment Prevention
SRH	Sexual and reproductive health
SRHR	Sexual and reproductive health rights
VAW	Violence against women

GLOSSARY OF TERMS

Sex is the biological characteristics, genes, and hormones that define humans as female, male, or intersex.

Gender refers to the socially constructed roles and opportunities associated with women, men, girls and boys. These attributes, opportunities and relationships are ‘Socially constructed’ (as opposed to being biologically determined); Learned through social norms; Context/time-specific and changeable. Gender is relational and refers not simply to women or men but to the relationship between them.

Gender based violence and harassment, in this strategy, is used as an umbrella term for unacceptable behaviours and practices – perpetrated against a person’s will – that stem from unequal power relationships and negative gender roles. It includes acts that are likely to result in physical, psychological, or sexual harm or suffering; threats of such acts; and coercion and other deprivations of liberty, whether occurring in public or in private life.

Gender equality is defined as ‘the equal rights, responsibilities and opportunities of men and women and implies that the interests, priorities and needs of both are taken into consideration equally.’ Equality does not mean being the same, nor equal numbers of men and women in all activities, nor does it mean treating them in the same way. Everyone should have equal opportunities and live in a society in which men and women are able to live equally fulfilling lives.

Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities.

Gender mainstreaming is defined as ‘the process of assessing the implications for women and men of any planned action. It seeks to guarantee that the concerns and experiences of individuals of both sexes are taken into consideration in the design, implementation, monitoring and evaluation of programmes with the aim of achieving gender equality.’

The degree of integration of a gender perspective in any given initiative can be conceptualized as a continuum.

Gender-neutral initiatives use the knowledge of gender differences in a given context to target and meet the practical needs of both women and men. Gender-neutral initiatives do not disturb existing gender relations.

Gender sensitivity is the ability to acknowledge and highlight existing gender differences, issues and inequalities and incorporate these into strategies and actions. Gender sensitive initiatives address gender norms, roles and access to resources in so far as they are needed to reach project goals.

Gender responsiveness is the ability to be proactive and to consistently integrate gender perspectives. In addition, it aims to include gender equality, women’s empowerment and men and a masculine lens. Gender responsiveness changes gender norms, roles and access to resources as a key component of initiatives.

Gender transformative initiatives transform the existing distribution of resources and responsibilities in order to create a more equal relationship between women and men. Women and men may be targeted or one group alone may be targeted by the intervention.



1 Introduction

Promoting equality is at the heart of the ILO's mandate. Better Work aims to create sustainable change in factories and improve working conditions together with improved business benefits. An independent impact assessment of Better Work by Tufts University demonstrated that the programme has improved working conditions and workers' wellbeing, and that empowering women is a critical component to achieve that objective.

Why a Gender Strategy?

In 2015, the Government of Jordan committed to close the gender equality gap by 2030.¹ Through a variety of actions, the government aims to align national legislation with the Kingdom's international and regional commitments to ensure gender equality and the elimination of violence against women.

In line with the Decent Work Country Priorities of Jordan and following the sustainability plans of Better Work Jordan Phase III, the programme is committed to supporting the government of Jordan in the implementation of inclusive and effective ways to advance decent work conditions for women and men.

Equality being at the core of the ILO's mandate, Better Work Jordan is dedicated to working with all partners to implement these pledges in the garment sector. With a membership covering all factories in the export-oriented garment sector, strong partnerships with national constituents (i.e. the government, the trade union, and employers) and global brands, the programme is uniquely placed to support national priorities and mobilize all stakeholders on gender equality. It is working to ensure that both the SDGs on Decent Work and Gender Equality are not just lofty ambitions but a tangible reality for all those employed in the sector.

The garment industry in Jordan has already seen several improvements during recent years. All stakeholders' efforts of the past decade have been rewarded by the removal of Jordan from the U.S. list of countries experiencing forced labour within their borders. But the

industry cannot lose momentum. In 2019, Better Work Jordan and the stakeholders must brace themselves to support the government's goals in achieving gender equality and unleash women's potential in the garment sector.

While the apparel industry has been a key source of employment to some 70,000 workers, it has in particular given income opportunities to women in rural areas and contributed to shrinking the wide gender gap² in the country. In the past decade, the sector has also heavily relied on foreign workers. Seventy-six per cent of workers among Better Work factories are foreign workers, the majority of them are young women from Bangladesh, Nepal, Sri Lanka and Madagascar. For many, working in a garment factory in Jordan is their first experience in the formal sector.

Despite noticeable progress in compliance and working conditions for men and women in the sector³, more can be done to uplift the potential of women and men, empower workers and disrupt the gender dynamics within the community.

Women garment workers continue to be found in the bottom of the pyramid with men often occupying supervisory roles and women holding slim chances of upgrading. Additionally, they face risks of exposure to discrimination and harassment in the workplace. Such structural violence found in societies and translated into factories halt women's voice and impede the fulfilment of women and men.

These struggles are amplified for migrant women

workers whose journey often starts through opaque channels of recruitment. Once in Jordan, they are confronted with difficult living conditions and have poor access to and knowledge of legal and health services. Language and cultural barriers also keep them from articulating their demands in the workplace.

Highly informed by the national context of Jordan and the intersecting dynamics shaping women's different experiences, Better Work Jordan's Gender Strategy 2019-2022 is the outcome of an ongoing engagement with key actors contributing towards the improvement of working conditions and the competitiveness of the sector. The process of refining what Better Work brings to the gender equality table involved an in-depth

mapping of national efforts in support of women's empowerment, numerous focus group discussions with migrant and Jordanian workers, consultations with the tripartite constituents as well as guidance from the ILO branch on Gender, Equality and Diversity.⁴

As it is crucial to engage men in fulfilling the promise of improved working conditions and equal opportunities for all, this strategy sets the rationale for a three-year gender-transformative approach that places both women and men of the garment industry at the heart of the intervention to justify power relations and ultimately achieve the shared control of resources, and decision-making in factories and within the community.

BOX 1. IMPORTANCE OF INTERSECTIONALITY IN BETTER WORK JORDAN'S GENDER STRATEGY

Intersectionality is a key concept developed by Kimberlé Crenshaw. The theory unfolds layers comprehending social discrimination by various social stratification, including race, ethnicity, class, sexuality and gender. The key idea being these identities are complexly interwoven and do not exist separately. Since power structures are intertwined, inequalities are most successfully dealt with together.

An intersectional perspective is essential to improve gender mainstreaming in Better Work Jordan's model and activities. Given the different demographics of workers in Jordan's manufacturing sector, especially in the garment industry, an intersectional approach is key. For the sake of simplicity, three major groups comprise the formal work force in Jordan – Jordanians, economic migrant workers and Syrian refugees. Consequently, the labour market is tied to the presence of these groups. Better Work Jordan remains sensitive and responsive to the needs of each group in context to its work.

See: Almen, M. (2015). Gender Mainstreaming with an Intersectional Perspective. Swedish Secretariat for Gender Research. Retrieved from: [here](#).

2. Gender dynamics in Jordan

COUNTRY BACKGROUND

The comparative advantage of Jordan lies within its human resources. The emerging small-scale economy is driven primarily by the financial services sector, trade, real estate and tourism. Economic growth remained modest and uneven at 2.4 per cent in 2018⁵ with higher growth in the urban core of Amman and stagnation in the more rural areas of Jordan.

The country's geographic location continues to influence developments within its borders. Adverse regional developments, particularly in Iraq and Syria, including the presence of a sizable refugee population, has had a strong impact on the country's growth and local economy.

Jordan's rapidly growing population reached 9.6 million in 2016, a figure which includes a significant number of migrant workers and Syrian refugees. Three major groups comprise the workforce in Jordan – Jordanians, economic migrant workers and refugees. Consequently, the complex labour market is tied to the presence of the three groups.

Despite national and international efforts to boost employment and create jobs among Jordanians and refugees, the unemployment rate has remained significantly high over the decade, exceeding 18.3 per cent⁶ in 2017. Similar to other countries in the MENA region, unemployment is especially persistent among the youth and women demographics of the population.

Part of the country's investments in transitioning to a knowledge based economy have been to address gender inequality issues with a focus on improving the political and economic status of women. Despite noticeable progress in the last decade, there remain substantial gaps due to gender-related bias, restrictive social norms and discriminatory legal frameworks impeding structural and behavioural change in the society.

WOMEN'S POLITICAL PARTICIPATION

Despite governmental efforts to aid women's participation through quotas, women's voice and representation in decision-making remains weak. Even though women have the right to run for office and to vote in elections, they do not participate fully in public affairs and are under-represented in political parties and legislative bodies.

The implementation of legal quotas in 2003 has resulted in some progress but women's political participation remains low. According to the Arab Women Organization, women represented 15 per cent of the governorate council in 2017. Official bodies such as the Jordanian National Commission for Women (JNCW) and the National Council on Family Affairs, as well as various non-governmental organisations (NGOs) are addressing such gaps and are making continuous efforts to amend and abolish laws, regulations and customs and practices that discriminate against women in the private and public spheres.

The JNCW has been active since 1992 and plays the vital role of formulating national gender strategies and mainstreaming gender in the Jordanian government. In 2015, the government of Jordan committed to strengthening the role of the JNCW. The policy advisory agency plays a leading role in advocating for gender and gender sensitive policies, including in the Jordanian Labour Code.

TRADE UNION PARTICIPATION

Trade unions play a key role in collective bargaining. In Jordan, there exist two trade unions governing bodies: the General Federation of Jordanian Trade Unions (GFJTU) and Federation of Independent Trade Unions of Jordan (FITU-J).

Women remain under-represented across Jordan's trade unions and professional associations. A study on women's status in trade unions found that in almost half of the sector unions belonging to the GFJTU there are no female members, and that women make up between zero and 14 per cent of the members of decision making bodies. Specifically, there are no female members in 40 per cent of the sector unions that make up the GFJTU and women account for only for 14 per cent of the members of the General Conference of the GFJTU, which is its highest elected decision-making body. Across the general membership of the GFJTU, women account for 32 per cent of members; however, this relatively high percentage of female participation is due to the large number of women within the textile union (a member union of the GFJTU).⁷ When women

participate in trade unions, their presence in leadership positions within unions remains scarce. Within the Executive Committee of the GFJTU, which is limited to the presidents and general secretaries of the member sector unions, there are no female members

The low participation of women in trade unions is also reflective of the low participation of women in the Jordanian labour market.

The lack of representation of women within these structure affects their ability to influence their own working conditions (e.g. their negotiating power within their place of employment) and their ability to engage in the national debate on economic and labour market policy.

Among the several obstacles impeding women from participating in trade unions, challenges mentioned relate to the lack of policies to support women's integration in such structures, which are often perceived as men's clubs. There is also a lack of effective training programmes, support and mentoring networks to help women get the knowledge necessary to become leaders. The lack of work and family programmes in unions and associations also constraining women from becoming more active and serving as leaders given the burden of combining paid work, union/association activism, household responsibilities and social engagement.⁸

Ultimately, the absence of women from the negotiation table of collective bargaining agreements, given that this process is based on majority rules, leads to the omission of gender related priorities such as work-life family balance, gender discrimination and equal pay.

ECONOMIC PARTICIPATION

Strengthening women's economic participation and role is yet the biggest battle for Jordan to achieve equality. Despite a female youth literacy rate of 99 per cent and high enrolment ratio in secondary school, young Jordanian women's economic participation remains staggeringly low. In 2017, the labour force participation rate for women was only 17.3 per cent,

while the corresponding percentage for men was 60.8 per cent.⁹ The unemployment rate for women was 31.2 per cent and for men was 14.7 per cent in 2017.¹⁰

Addressing this issue, the Jordan 2025 economic vision launched by the government of Jordan in 2015 seeks to raise women's participation in the labour market from 15 per cent to 24 per cent.¹¹

The World Bank's Women, Business and the Law review examining laws affecting women's economic inclusion in 189 economies worldwide noted improvements conducted in Jordan to improve access to work. In 2018, the country scored 80/100 for the establishment reforms favouring women's access to employment opportunities.¹²

With very few women in leadership positions, the glass ceiling is yet to be broken. Often, women are confined in gendered tasks found in the public sector and their involvement in the private sector remains untapped. According to the Jordan department of statistics, women represent 43.2 per cent of the employees in the public sector but their participation in the STEM sectors remains underrepresented.¹³

In a study published in 2016, the Phenix Center for Economics and Informatics Studies analysed the factors influencing women's low participation in the private sector of Jordan.¹⁴ While some barriers lie in social attitudes that emphasize differential roles within the family, there exists a lack of incentives from the government to facilitate women's integration to the labour market such as increased access to credit, improved transportation and the creation of gender-responsive workplace environments. "Protective" labour laws also, impede women's participation: Certain jobs classified as hazardous remain restricted to men only.

As the Jordan economic growth plan 2018-2022 aims to empower women and increase their contribution to the labour force, National governmental priorities for 2019-2020 highlight the removal of all legal barriers on labour market access.¹⁵

BOX NUMBER. 2 INVESTING IN WOMEN'S ECONOMIC EMPOWERMENT: THE SMART THING TO DO

Integrating women into the Jordanian labour market constitutes a unique opportunity for the country's economy.

While equality between women and men is in itself an important development goal, women's economic participation is also a part of the growth and stability equation. Better opportunities for women can also contribute to broader economic development, for instance through higher levels of school enrolment for girls.

According to a study led by Promundo Global, the MENA region could have boosted its gross domestic product by \$415 billion if it had reduced the gender gap in its workforce participation rates by 20 percentage points by 2017; Another study estimates that gender gaps in employment and entrepreneurship are equivalent to a total income loss for the region of 35 per cent in the short-term and 38 per cent in the long-term.

Providing equal opportunities for women in the workplace will lead to a diversification and capitalization of an untapped talent pool. There is also evidence of the positive impacts of women's participation at the highest levels of business: women's leadership – for instance, in the form of participation on boards and in senior management – has been shown, in certain cases, to improve a company's ability to serve consumer markets dominated by women, to provide a wider range of perspectives and decision-making styles and to reduce high-risk financial transactions.

See: <https://promundoglobal.org/wp-content/uploads/2018/10/F-Understanding-the-Business-Case-for-Gender-Equality-in-the-Workplace.pdf>

INTERNATIONAL CONVENTIONS

The general principle of equality and non-discrimination was first adopted in 1948 in the Universal Declaration of Human Rights. In 1980, the Jordanian government signed the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). Jordan ratified the treaty in 1992 with two reservations: on Article 9 regarding nationality and Article 16 regarding equality in marriage and inheritance.

Jordan has ratified the ILO's core conventions against Discrimination (Employment and Occupation) Convention, 1958 (No. 111) and the Equal Remuneration Convention, 1951 (No. 100), however, Maternity Protection Convention, 2000 (No. 183) and Workers with Family Responsibilities Convention, 1981 (No. 156) have yet not been ratified. Jordan is also still not a signatory of the core convention Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)

In 2009, Jordan ratified the UN Convention against Transnational Organized Crime, as well as the accompanying anti-human trafficking protocol. Jordan has also ratified the International Covenant on the Economic, Social, and Political Rights, Article 7 of which protects "the right of everyone to the enjoyment of just and favourable conditions of work." Article 6

pronounces that the worker has the right to freely choose his work, further solidifying Jordan's responsibility to prevent human trafficking in the recruitment process of migrant workers. These commitments pave the way to improving the working conditions of migrant workers in the country.

THE JORDANIAN LEGAL FRAMEWORK

The Jordanian Constitution states that all citizens are equal under the law and prohibits discrimination based on race, language and religion. However, it does not explicitly prohibit discrimination based on gender. Advocacy efforts by the JNCW and civil society organizations are currently taking place to integrate the gender dimension into the law.

Jordan has a dual legal system of civil and sharia laws. The current operating framework for women's rights in Jordan includes the Jordanian Constitution, a civil status code, customary laws operating through tribes, the Personal Status Codes¹⁶ (PSCs) regulating family and personal affairs, as well as international laws promoting human rights. The interaction between plural legal systems and social norms shapes critical areas such as mobility, occupational choice, civil matters, asset ownership and many factors related to economic activities.

BOX NUMBER 3. LEGAL REFORMS IN JORDAN TO INCREASE WOMEN'S PARTICIPATION IN THE LABOUR MARKET

Despite the high rate of women's enrolment and achievements in education, women have not achieved economic participation in Jordan. According to the Jordanian National Commission for Women, there exists several reasons impeding women from joining the labour market immediately after graduating from college. Such barriers are structural and include the lack of institutional incubators, the absence of an efficient and safe transport system, as well as the wage gap between men and women.

To address this issue, JNCW has gathered several social actors and formed an alliance to promote gender-sensitive policies encouraging women's employment.

The initiative covers a wide range of national actors promoting women's rights and labour rights.

As a first step. The alliance called for the adoption of amendments in the labour law code to contribute to raising women's economic participation and achieving justice for them. Changes include:

- ◆ Incorporating the definition of flexible work into Article 2 (2)
- ◆ Incorporating the principle of equity with wages into Article (2, 53,54)
- ◆ Amending article (72) to allow the establishment of institutional incubators in the workplace for working family members and not only for working women
- ◆ Incorporating paternity leave in Article (66)

These amendments are currently under discussion in the parliament.

LABOUR CODE**Anti-Discrimination laws**

While there are no provisions in the Labour Code specifically outlawing discrimination on the basis of gender in employment, or stipulating that men and women should be paid the same, Jordan has made longstanding international commitments to reduce gender discrimination and achieve pay equity.

For the case of migrant workers, the labour code remains weak in setting a comprehensive framework for their activities. As such, the labour law fails to set a minimum wage for migrant workers. To some extent, the Labour Code does not apply to occupations that are dominated by migrant workers such as domestic work, cooking and gardening.

Maternity protection laws

In order to integrate women in the economy, Jordan has taken several steps to create an enabling environment and promote gender-sensitive policies. Article

70 of the Labour Code grants women 10 weeks of paid maternity leave funded by social security contributions. This differs with public service employees regulations who are granted 12 weeks in line with the ILO minimum standards.

The labour code has also stipulated provisions entitling women to paid breaks for breastfeeding, one hour per day (Article 71). As per Article 72 of the Labour Code, companies with 20 or more employees are required to provide childcare centres for their staff with children of less than four years of age provided that the number is not less than ten children.

Very recently, in an effort to cater to the specific needs of a diverse workforce and attract further women in the workforce, the government has adopted a flexible employment regime option. This allows workers with over three years of consecutive experience who bear family responsibility to work part-time or to discuss other working arrangements with employers.

BOX NUMBER 4. AN AMBITIOUS NATIONAL AGENDA TO PROMOTE CHILDCARE FACILITIES IN JORDAN

In November 2017, the Jordanian Ministry of Labour renewed a Memorandum of Understanding (MOU) with SADAQA, the civil society organization that advocates for a better working environment for women in Jordan, to implement a National Framework for Workplace day-care Centres for children of working parents.

The ILO supported SADAQA to develop the National Framework. The Framework builds on Article 72 of the Jordanian Labour Law, which requires companies with a certain number of employees to provide child day-care centres for children of female employees. The National Framework facilitates and expedites the licensing process of such centres through a one-stop-shop registration window, and offers incentives and support for employers who abide by the law. It also includes skills development for caregivers, and awareness raising for employers and working families on the importance and value of day care centres.

Source: <http://www.jordantimes.com/news/local/memo-signed-implementation-workplace-daycares>

Harassment laws

In general, there is a lack of consensus on what constitutes sexual harassment in Jordan. Both the penal code and the labour code fail to provide a clear definition of sexual harassment. Following changes in 2008, the Labour Code, Article 28/H and Article 29/A/6 deal with cases of sexual assaults in the workplace.

Article 28/A/6 grants the employer the right to terminate the contract of any employee if the employee committed an act against morality and public ethics. Article 29/A/6 of the Labour Code explicitly criminalised sexual assaults in the workplace and granted victims the right to terminate their contract and claim compensation. The article provides for the

additional punishment to the employer by closing the establishment, if the employer or his representative sexually harasses any employee. Despite improvements, a significant gap remains in the scope of the new legislation: Victims of any kind of sexual assault can terminate contracts and claim compensation for damages (civil damages in line with the labour code) only in cases of harassment by the employer or his representative.

In 2017, the JNCW sent a recommendation to the Prime Ministry calling for the amendment of the labour code to clarify the definition of sexual harassment. Current discussions are taking place between members of the Government of Jordan to address this gap.

BOX NUMBER 5. INCREASED NATIONAL EFFORTS TOWARDS TACKLING GENDER BASED VIOLENCE IN THE WORKPLACE

Funded by the government of the Netherlands, a partnership between a national NGO named Women's partnership for Progress and Freedom house is currently advocating for reforms in article 29 of the labour law in order to prevent sexual harassment in the workplace.

As such, the project is advocating for a clear definition of sexual harassment in the labour law provision as well as the recognition of sexual harassment between colleagues of equal hierarchy.

The project is also aiming at legally binding companies to implement sexual harassment policies within the place of work.

Earlier in 2017, Samir Murad, Minister of Labour of the Hashemite Kingdom of Jordan called for strong action to end violence and harassment at the workplace as he opened the International Labour Conference which brought together workers, employers and governmental representatives from more than 87 member states.

HEALTH AND WELL-BEING

Thanks to substantial investment in its human resources made over the past three decades, Jordan exhibits remarkable equity in health outcomes. Maternal mortality is low and declining, as is excess female mortality. While the Labour Law does not require employers to provide workers with health insurance, there exists a compulsory system of preventive and curative medical care for workers in institutions. Mandatory provision of health services by employers are also a requirement for incoming migrant domestic workers.

The Ministry of Health has reflected commitment to the promotion of family planning methods. Contraceptives are available for free at public health centres. Yet, efforts must continue to raise awareness and facilitate access to such services, especially among the migrant workers' population. It is worth noting that abortion is prohibited in Jordan under the Penal Code, Law No. 16 for the year 1960. Additionally, provisions in the penal code punish self-induced abortions with imprisonment. However, under Public Health Law No. 47 of 1971 (section 62[a]), an abortion can be performed when it is necessary to save the life of the woman, or to preserve physical or mental health.

3 Gender dynamics in Jordan's Garment Sector

While working conditions have significantly improved in Jordan's garment sector in the past years¹⁷, more efforts are needed to tackle the challenges faced by women and men workers. These include irregular wages, access to health services, weak promotion prospects, and vulnerability to sexual harassment. This section presents an overview of the gender dynamics and challenges present in garment factory workplaces today.

WORKFORCE AND WORKER PROFILE

Women make up 70 per cent of the workforce in Better Work Participating factories. While the majority of workers are between 21–35 years old, a striking characteristic of Jordan's garment industry is its continued dependence on migrant workers. In 2017, about 75 per cent of the total workforce in Better Work Jordan factories were migrant workers. This is an added dimension that influences gender dynamics in the industry. Most represented countries include Bangladesh, India and Sri Lanka. Workers are also recruited from Nepal, Pakistan, Madagascar and Cambodia.

Migrant workers often come from rural areas with limited economic opportunities and immigrate to Jordan to provide income for their families back home. They work in Qualified Industrial Zones (QIZs) and often live in sex-segregated dormitories provided by employers. Many migrant women harbour long-term plans to leave the industry and establish their own businesses, often in their hometown.

Initially, manufacturers encountered significant barriers integrating Jordanian women, especially since most garment factories are located in QIZs that pose some transportation challenges and that local communities consider unsafe for women. To address this, the Jordanian government promoted the creation of 'satellite units' in partnership with manufacturers for employment of Jordanian women. As they are located near population centres, such units mostly employ women from surrounding areas. Today, some 25 per cent of the industry include Jordanians. Despite the net progress in integrating women in the garment industry, the majority of Jordanian garment workers are unmarried

and many Jordanian women tend to leave their jobs after getting married or having children.¹⁸

RECRUITMENT

While requirements and policies on labour migration in both sending and receiving countries control the movement of female and male migrant workers, the recruitment process of migrant workers still lacks monitoring and transparency. It is common to find gender-based discrimination during the recruitment process, often exercised by sending country governments or recruitment agencies: for instance, the governments of India and Pakistan allow only men to work in Jordan¹⁹. For countries with no restriction, it is not uncommon to find job advertisements referring to the applicants' sex with a preference for women.

Over the years, Better Work Jordan has documented discriminatory fees paid by women and men among migrant workers as a part of its annual enterprise assessments. For instance, the programme has repeatedly documented Malagasy and Sri Lankan male workers paying higher recruitment fees than their female counterparts²⁰. Another commonly observed discriminatory practice includes female migrant workers having to undergo pregnancy tests prior to their departure. These tests are sometimes required by recruitment agencies or governments like Nepal. To end such practices and increase employers' involvement in this issue, Better Work Jordan will record such cases as non-compliant starting 1 January 2019.

WORKING CONDITIONS

Discrimination

As is the case with supply chain work worldwide, career advancement opportunities remain limited for women and men. According to Better Work's impact assessment, women are 10 per cent less likely to receive promotions than men in cycle 1 factories²¹. Becoming a line leader or production supervisor remains the most realistic avenue of advancement for most female workers, since promotions to this level usually come from the (female dominated) sewing lines.

The garment sector in Jordan is both horizontally and

vertically segregated. Although female garment workers have benefited from employment in the sector, they still occupy the lower paid and lower skilled jobs. The perceived ‘nimble fingers of women’ confine them to sewing operators’ positions whereas men are found as cutting, ironing and washing operators.²² Furthermore, the majority of supervisors are male, especially in QIZs. This is partially because a large group of migrant workers who are recruited as supervisors hold prior experience as a supervisor in their home countries. Conversely, supervisors within satellite units are usually women. This relates to cultural sensitivity concerns for the working communities.

While there exists a need to further explore discrimination at the intersection of gender and nationality in Jordan’s garment sector, anecdotal evidence from Better Work Jordan reveal that the weak legal and institutional framework dealing with pregnancy cases for migrant workers prompts early contract terminations for migrant workers facing such situations.

Harassment and violence

Violent behaviours can take various forms: Bullying stemming from supervisors, harassment from colleagues, undermining colleagues. Many workers face verbal harassment in the form of bullying and sexual comments by supervisors in the workplace as a form of motivation to reach targets.

Violence is also reflected in the living environment of migrant workers and their interaction in the dorms. Anecdotal evidence reveals cases of intimate partner violence women workers are exposed to either inside industrial zones or in the country of origin. Community

based tensions are also frequent in industrial zones. This violent environment is particularly traumatic for migrant women workers who are further exposed to violence at the intersection of gender and nationality, and lack emotional support in light of the language barriers and their removal from their social networks.

Moreover, there is a general lack of awareness and training on what actually constitutes harassment, coercion, and abuse. Women workers who have experienced violence frequently lack access to grievance mechanisms within the factories as well as justice mechanisms, limiting their ability to claim their rights and seek compensation and restitution. Furthermore, many factories still don’t have a policy on sexual harassment within factories. Restrictive gender norms and expectations about men’s roles and masculinity and workplace power dynamics frequently compound the experience of and habituation to violence.

While data on sexual harassment remains limited, the first Better Work impact assessment worker surveys highlighted it as an issue in Better work Jordan factories. Among 444 workers interviewed at baseline, 29.9 per cent have identified sexual harassment as a concern in the workplace²³. This issue remains nonetheless difficult to assess and verify independently during a factory assessment visit. It is commonly due to fear of retaliation and shame that survivors tend not to report cases to their employers or the police.

Social actors are therefore expected to respond proactively, by protecting people from harassment, abuse and violence.

BOX NUMBER 6. ILO DEFINITION OF SEXUAL HARASSMENT

The International Labour Organisation’s (ILO) (2017) definition of sexual harassment is “a sex-based behaviour that is unwelcome and offensive to its recipient... [that] may take the form of:

- 1) Quid pro quo, wherein a job benefit – such as a pay rise, a promotion, or even continued employment – is made conditional on the victim acceding to demands to engage in some form of sexual behaviour; or
- 2) A hostile working environment in which the conduct creates conditions that are intimidating or humiliating for the victim. It includes physical behaviour, such as violence and touching, verbal behaviour, such as comments about appearance, offensive and intrusive remarks, and non-verbal behaviour, such as whistling and sexual gestures.”

Income and work time

Jordan has taken concrete actions to harmonize pay and promote fair remuneration in the sector. The unified contracts for migrant workers were the first step in clarifying and setting a clear framework for the working conditions of all migrant workers.

In addition, the Collective Bargaining agreement in 2017 attempted to eliminate the discrimination in payment between Jordanian and migrant workers. It instructed employers to include in-kind wages when calculating overtime wages and other benefits. All factories covered by the CBA were required to eliminate the differences in the calculation of overtime and benefits for Jordanian and foreign workers.

While the gender pay gap in Jordan's garment sector needs to be further explored, some evidence from the annual compliance synthesis report of Better Work Jordan highlights that pay discrimination usually takes place in the calculation of overtime pay. Some evidence suggests the exclusion of maternity leave periods in the calculation of their wage rises.

An analysis of Better work's impact on gender equality shows that men in Jordan report longer working hours (68 hours per week compared to 61.5 for women), while take-home pay is 0.89 US\$/hour for both men and women²⁴.

In a recent assessment on the impact of the programme on gender related issues, a noteworthy fact is that women with higher education are paid a wage premium, which is equal to about 0.08 US\$/hour. While Better Work Jordan has a positive impact on pay and hours of work, improvements in both dimensions are relatively larger for men.²⁵

Even though most workers within the garment sector are paid in cash, the impact of this payment method holds disparate effects on both genders. As such, it was noted that cash payments keep women from financial inclusion that is the access and use of affordable financial services meeting their needs. Consequently, this reduces their saving potential. Women's economic agency and saving potential are impeded

by weekly cash pay.²⁶ It leaves women at higher risk of theft and means they do not get complete control over their finances and certainly cannot plan long term. Financial inclusion contributes to women's autonomy, allows for better use of their personal and household resources, and reduces the vulnerability of their households and business²⁷. Additionally, it was noted from workers' interviews and focus group discussions that most women migrant workers do not put emphasis on the importance of individual savings, rather remit most of their salaries to their family. Economic agency and the control of income are at the heart of women's struggles and crucial determinants to economic empowerment.

VOICE AND REPRESENTATION

The General Trade Union of Workers in Textile, Garment and Clothing was founded in 1954. Currently, the garment union has the highest union membership in Jordan, with some 64 collaborating factories. The last Congress of the Union was held in October 2015. The Executive Board consists of nine members, of which seven are women²⁸.

While social dialogue is crucial to advance industrial peace and stability, its exercise among workers through collective voice is key to better working and living conditions for workers.

The Garment Union also has approximately 30 union committees in different garment factories, which engage in regular dialogue with employers. The majority of these committees are headed by women, as they have closer relationships with their fellow female employees. These relationships have enabled female heads of committees to run for and win the Executive Board elections.

As Better Work has been promoting social dialogue through worker-management committees since the inception of the programme (and labour-management committees since the inclusion of this provision in the first sector-wide CBA), all committees have now more than 50 per cent women workers in the factory side.

Nonetheless, due to the legislation and trade union

bylaws that restrict union board membership to Jordanians only, there is a severe lack of representation of migrant women workers in the union structure. Hence, their specific issues are often forgotten in the negotiation tables.²⁹

HEALTH AND WELLBEING

Generally speaking, the working environment in garment factories is not congenial to ensuring wellbeing in the workplace. Pressure related to targets, and just in time delivery exposes workers to significant mental pressure and workload³⁰. The Better Work impact assessment has noted that workers typically suffer from different types of diseases and illness such as headache, fainting, eye stain, cut injury, fatigue and frustration. In the long run, such stressful environments impact the mental wellbeing of workers in the industry³¹. This is further exacerbated for women workers who are more subject to sexual harassment issues and discrimination on the basis of gender and nationalities.

Issues relating to occupational safety and health

are common among workers in the garment sector. According to Better Work's Jordan compliance review, the majority of factories are unable to comply with the national requirements for on-site medical facilities and staff. In 2017, 55 factories were non-compliant with on-site medical facilities and staff requirements.³² This issue is critical for migrant workers who have limited access to other proximate health services since health protection insurances remain employer driven initiatives.

Improvements requiring significant building renovations are one also of the key challenges when it comes to worker accommodation in Jordan's garment industry.

For women workers, limited income and lack of awareness keep them from accessing reproductive medical services and hygienic amenities. Common stigma, cultural shame and the lack of information on the available services often leads female garment factory workers to use unreliable and unsafe treatments for personal hygiene and for pregnancy prevention.

4. Our vision in 2019-2021

Building on our on-the-ground experience and compelling research findings, we aim to unite partners from the public and private sector to scale up what has been done tackle these challenges and improve the lives of women and men workers in Jordan's garment sector.

Accordingly, and to address the above challenges, Better Work's Jordan will mobilize actors around four key themes influencing Jordanian and migrant workers' lives in Jordan.



Discrimination

Factories are free of discrimination



Paid Work & Care

Improved health and wellbeing for workers in the garment sector



Voice & Representation

Stronger women's voice and representation in social dialogue mechanisms



Leadership & Skill Development

Increased opportunities and agency for women workers to fulfil their potential

Better Work Jordan seeks to support the empowerment of Jordanian and migrant women in the garment sector by leveraging on its convening power to create change around themes related to discrimination, health, voice, and skill development.

As such, there is a consensus that a safe space free of discrimination is a pre-requisite for women's empowerment and for the health of the garment sector. Building on the gender analysis, we also concede that women's empowerment cannot take place without shifting gendered dynamics and this can only take place by shifting attitudes and perceptions on gender

roles among men and women. Men are therefore crucial to these interventions.

Another commitment of Better Work Jordan is to improve the health and wellbeing of all workers. Finally, the programme is in a critical position to enhance women's voice and representation in the factory and within social dialogue mechanisms. Recognizing empowerment as intrinsically leading to women's increased agency³³, we will increase opportunities for women to fulfil their potential in the workplace and beyond the factory level.

Listening

Date:



5. Our approach

Better Work has a measurable positive impact on addressing the challenges outlined above and promoting gender equality. As the programme aims to make gender equality a reality in Jordan's garment sector, working with our social partners is crucial to the success of this strategy.

ALIGNMENT WITH NATIONAL PRIORITIES

The Better Work Jordan Gender strategy is not an isolated initiative. It will support governmental efforts towards reducing the gender gap in the garment sector.

Our aim is to contribute to the United Nation Development Framework of Jordan by focussing on women's increased participation in the political, technical and administrative machinery of Government.

By creating decent jobs for women in the garment sector, the Better Work Jordan Gender Strategy will improve female economic participation in the country and therefore contribute towards Jordan Vision 2025 as well as the National Employment Strategy.

PARTICIPATORY PROCESS

In order to set an accurate baseline for the development of this strategy, and to ensure all programme partners and stakeholders have a say in defining its priorities and implementation modalities, Better Work Jordan conducted extensive analysis into the gender context in Jordan and the garment sector specifically. Direct interviews and focus group discussions were also conducted with men and women workers³⁴. The tripartite constituents were also consulted throughout the drafting process³⁵.

STRATEGIC PARTNERS MAPPING

To synchronize efforts with other organizations and complement the landscape of actors working towards

achieving gender equality in Jordan, a detailed mapping of women's economic empowerment initiatives was conducted prior to drafting the strategy. This allowed us to identify partners with whom to meet the commitments of the strategy.

ALIGNMENT WITH DECENT WORK COUNTRY PRIORITIES

The Decent Work Country Programme (DWCP) strategy for 2018-2022 articulates the commitment of the Government of Jordan, employers' and workers' organizations and the ILO to promote Decent Work, social justice and equity. The Better Work Jordan Gender Strategy is set to contribute to this agenda and efficiently respond to national concerns by responding to the advocacy needs to combat gender discrimination in the workplace with a focus on violence and harassment, pay equity, the provision of day-care facilities in the workplace and flexitime arrangements

- ◆ DWCP Priority II: Decent Working conditions for all create a level playing field for male and female Jordanians, refugees and migrants
- ◆ DWCP Priority III: Social Partners increase their contribution to decent work

Consultations with ILO specialized departments such as Gender Equality and Diversity Branch of the ILO have also taken place in drafting this strategy.



6. How to get there?

The strategy will be implemented through targeted factory initiatives, and by strengthening policies and practices at the national level. To meet the 2019-2022 goals, Better Work Jordan sets specific commitments to reach the desired impact.

We will mainstream gender in our core services within factories but also extend and promote initiatives in communities. The programme will actively support campaigns that challenge gendered stereotypes and biases against women and migrant workers.

Fig. Theory of Change

ACTIVITIES



Better Work Commitments

OUTPUTS

- ◆ BWJ factories have mechanisms in place to address and prevent sexual harassment
- ◆ Knowledge on the definition, and consequences of sexual harassment is spread among all stakeholders of Better Work
- ◆ Awareness on other forms of discrimination particularly pay gap and nationality based discrimination is raised among Better Work stakeholders
- ◆ Workers, nurses OSH committees are educated on reproductive health
- ◆ Access to health services is improved for workers and account for gender sensitivity
- ◆ A full strategy to address workers' wellbeing is operational
- ◆ The representation of women particularly, women migrant workers and their interests is promoted within union structures and all factory committees
- ◆ Women have the awareness and the skills to participate in collective organization
- ◆ An enabling environment is in place to support Jordanian workers with family responsibilities
- ◆ Women are trained in skills and career advancement and development

OUTCOMES

- Practices and policies to address intersecting forms of discrimination
- Increase awareness and improve access to health services
- Strengthen women's voice in the factories, in the labour management committees and within trade unions
- Enhance the potential of women working in the garment sector and facilitated women's progression and retention in supply chains

IMPACT

Factories are free of discrimination

Improved health and wellbeing for workers in the garment sector Stronger women's voice and representation in social dialogue mechanisms

Increased opportunities and agency for women workers to fulfil their potential



COMMITMENT 1: BY 2022, BETTER WORK JORDAN FACTORIES WILL HAVE PROMOTED PRACTICES AND POLICIES TO ADDRESS INTERSECTING FORMS OF DISCRIMINATION, INCLUDING THOSE BASED ON GENDER AND MIGRATION STATUS.

In line with the core mandate of the ILO, stakeholders are committed to reducing discriminatory practices in Jordan's garment sector. Recognizing the intersectionality of discrimination and the varying levels of segregation faced by women and men, Better Work Jordan will allocate efforts in support of reducing sexual harassment and discrimination in the workplace.

On a factory level, Better Work Jordan will continue extending learning opportunities and advisory services to factory management and supervisors in order to raise awareness on these topics. The programme will also support factories in strengthening their sexual harassment policies and grievance mechanisms as well as their promotion on the floor and within dorms.

Recognizing that gender-based violence is perpetuated through hegemonic power relations, Better Work Jordan will also focus on engaging men in this topic. Learning opportunities will be conveyed to workers, supervisors and managers on the importance of gender equality in the garment industry, and their roles in creating safe and equal spaces of work.

Following Better Work Jordan's sustainability plan, we will strengthen efforts with the Ministry of Labour particularly by engaging with the Women's Affairs Directorate of the Ministry of Labour and guide their efforts in strengthening existing referral systems and hotlines.

Knowledge and investigation skills on sexual harassment will also be spelled out to male and female inspectors from the Ministry of Labour. Through ongoing learning seminars and sexual harassment investigation training, inspectors will strengthen gender awareness and increase their capacity to identify and address cases. Furthermore, training on gender sensitivity will be conveyed to inspectors seconded to Better Work Jordan.

Better Work Jordan will also continue its engagement with the union, a key player in upholding workers' rights in order to improve remedies in place by ensuring a safe

environment for workers to speak up in case of harassment; and by training labour inspectors on gender sensitive issues. Specifically, the programme will work with the union to strengthen their capacity in handling gender related grievances and complaints.

Furthermore, as the project deals with a workforce highly composed of migrant workers, Better Work is well suited to draw attention on other forms of discrimination occurring in the workplace. With the aim of building and sharing knowledge, Better Work Jordan will intensify research on these themes and join efforts with other UN organizations such as UN Women to support communication campaigns against discrimination.

Our strategic social partners to meet commitment 1:

- ◆ **Factories (Factory management, supervisors and workers)**
- ◆ **JGATE**
- ◆ **Ministry of Labour Inspectors**
- ◆ **Ministry of Labour Women's Affairs Directorate**
- ◆ **The Garment Union**
- ◆ **UN specialized agency: UN Women**

COMMITMENT 2: BY 2022, BETTER WORK JORDAN WILL HAVE ENHANCED AWARENESS ON HEALTH-RELATED ISSUES AND FACILITATED EFFECTIVE ACCESS TO HEALTH SERVICES.

To effectively improve health and wellbeing of workers in the garment sector, Better Work Jordan will draw attention to the existing health gaps among workers, including on reproductive health. The project will also closely collaborate with UN specialized agencies such as UNFPA and the WHO as well as the Ministry of Health to meet this objective.

To improve access to general health services, we will pursue our influencing agenda by promoting the consolidation of health services within industrial zones and convene stakeholders around this topic in public forums and meetings.

In particular, we will also continue the practice of promoting the business case for healthy workers and the win-win in improving general health conditions for Jordanian and migrant workers.

Because myths and stigmas around health in general and reproductive health in particular can lead to fatal behaviour, we will enhance general awareness on health, hygiene and reproductive health in the factory level by expanding knowledge related to such topics to nurses and OSH committees. Additionally, we will synchronize efforts with other offices of Better Work such as Bangladesh and recruiting agencies to ensure that migrant workers are trained and informed on reproductive rights prior to arrival.

In close collaboration with other UN organizations such as WHO, Better Work will also reach out to national organizations such as the Ministry of Health and the Jordanian Association for Family Planning and Protection to facilitate access to family planning methods.

Given that garment workers are exposed to several psychosocial hazards, Better Work Jordan is envisioning a long term strategy to address worker's wellbeing in the garment sector. In the next three years, we will focus on building further knowledge on the landscape and the status of mental health in the garment sector of Jordan. As such, we will assess the differentiated psycho-social hazards that Jordanian and migrant women and men workers are exposed to. This will be done by increased engagement with academic institutions. Research, synchronized efforts with sending countries and increased collaboration with existing ILO projects such as the Workers' Centre will assist in the design of a well-informed strategy and sound protocols providing a holistic approach to workers' wellbeing.

Our strategic social partners to meet commitment 2:

- ◆ **Academic institutions**
- ◆ **Better Work factories**
- ◆ **Garment Union**
- ◆ **JGATE**
- ◆ **Jordanian Association for Family Planning and Protection**
- ◆ **Ministry of Labour**
- ◆ **Ministry of Health**
- ◆ **Other ILO projects: Better Work Bangladesh, FAIR recruitment project, The Workers' Centre**

◆ **Specialized UN agencies: WHO, UNFPA**

COMMITMENT 3: BETTER WORK JORDAN WILL HAVE STRENGTHENED WOMEN'S VOICE IN THE FACTORIES, IN THE UNION MANAGEMENT COMMITTEES AND WITHIN TRADE UNIONS.

Enhancing collective voice is at the heart of empowerment and at the core of ILO's mandate. With this agenda, Better Work Jordan will scale up efforts to support women's voice and representation in social dialogue mechanisms.

While Better Work Jordan and the Garment Union are currently rolling out a plan of engagement, significant efforts will be drawn to strengthen the union's capacity in retaining women workers from satellite units, increasing Jordanian and migrant women's representation and addressing gender related issues in the factory floor.

The programme will focus on strengthening voices of union members. As Better Work Jordan and the Garment Union will jointly work to develop industrial-zone level labour-management committees, elected Garment Union representatives at the industrial zone level will be trained to deliver training to women and men workers.

Another challenge ahead is ensuring that women migrant workers' issues and voice are adequately represented within labour management committees and trade unions. To do so, we will continue promoting female representation within labour management committees and the union by training and advisory. Paying particular attention to migrant workers, we will encourage and support reflecting the diversity of the garment sector within union structures, boards and regional branches. In particular, we will work with ILO ACTRAV and the ILO branch on Gender Equality and Diversity to promote fair and balanced representation in the course of the Collective Bargaining Agreement (CBA) discussions.

As we focus on enhancing women's awareness and skills to participate in collective organizing, we will continue expanding training on rights and responsibilities

to workers in Better Work participating factories. In the future, we will increase collaboration with brands to enhance awareness on the importance of women's voice and collective organization.

Finally, Better Work will aim at removing fears and apprehension against social dialogue by promoting the benefits of social dialogue among factory managers, employers and supervisors during advisory visits.

Only by raising collective awareness on the benefits of collective organizing among all stakeholders and building the capacity of women workers, we will jointly be able to strengthen women's voice in social dialogue mechanisms.

Our strategic social partner to meet commitment 3:

- ◆ Better Work Factories
- ◆ Brands
- ◆ ILO Gender, Equality and Diversity branch
- ◆ JGATE
- ◆ The Garment Union

COMMITMENT 4: BY 2022, BETTER WORK JORDAN WILL HAVE ENHANCED THE POTENTIAL OF WOMEN WORKING IN THE GARMENT SECTOR AND FACILITATED WOMEN'S PROGRESSION AND RETENTION IN SUPPLY CHAINS.

In line with DWCP national priorities as well as the government national strategy, Better Work Jordan will continue to support the government's efforts to promote economic opportunities for Jordanian women through satellite units. Better Work Jordan will work with all partners to scale up its pilot project aiming to enhance productivity and promote decent working conditions within such models. This will be concluded in close collaboration with all actors of the sector.

In satellite units, we will complement the government's efforts of supporting an enabling environment for workers with family responsibilities to ensure the retention and the progression of women working in factories. This will be done by encouraging, during advisory visits, the various legal regulations in place to increase women representation in the labour market such as flexi hour work modalities and breastfeeding breaks. Also, we will continue joining efforts with NGOs to advance the business case for factory based childcare facilities within factories in accordance with the Jordanian Labour Law. Child care is also relevant to increasing the active involvement of women in trade union representative roles at different levels in the structure so that the Garment Union will also be a partner in this effort.

BOX NUMBER 7. THE BUSINESS CASE FOR CHILDCARE FACILITIES: THE CASE OF MAS FACTORY -MADABA-

The IFC – a member of the world Bank- conducted a study quantifying the business impact of introducing childcare facilities in the MAS garment factory, Madaba, Jordan.

Besides established childcare facilities, MAS Kreeda Al Safi has established several targeted policies and programmes to address the issue of absenteeism. The facility recently introduced absenteeism forecasting, a policy that requires all employees to request leave at least four days in advance. Unplanned absences result in the docking of one day of annual leave. Employees are also rewarded for limiting the number of days they are out of work – a bonus of 13 Jordanian dinars (roughly US\$18) is given to workers who only take up to one day of sick leave and one day of annual leave per month. In addition, MAS Kreeda Al Safi-Madaba has established a “jumper” system that involves having workers with diverse skill-sets ready to fill in for absent employees

According to the study, these measures seem to be working: unplanned absences are down 2.4 per cent since the policy was implemented in September 2016 (January to August 2016 compared with September 2016 to April 2017). Access to buyers has also increased as the factory complies with national labour laws.

Read more: Tackling Childcare: The Business Case for Employer-Supported Childcare, Case Study MAS Kreeda Al Safi-Madaba

Reckoning empowerment as an intrinsic process stemming from within, Better Work Jordan will support women workers to fulfil their own potential and exercise their agency. Through advisory services and training, we will continue to promote skills development and expand joint initiatives with brands to build women's confidence, leadership and career opportunities, such as through our supervisory skills training. As such, we have already increased collaboration with brands such as GAP to deliver training on financial management while shedding light on the importance of saving among women workers (see Box 8)

Under the Better Work Garment Union partnership, the Garment Union will play a crucial role in training and developing skills as well as leadership opportunities for women and men workers.

In the future, we will collaborate with other ILO projects and identify NGOs to provide migrant women workers with entrepreneurial skills in preparation for the return journey and equip them with tools that would facilitate access to opportunities in the country of origin.

Our social partner to meet commitment 4:

- ◆ Buyers
- ◆ Factories
- ◆ NGOs
- ◆ Other ILO projects
- ◆ The Government of Jordan
- ◆ The Garment Union

BOX NUMBER 8. BWJ AND GAP SET TO EMPOWER WOMEN ACROSS JORDAN'S GARMENT INDUSTRY

In November 2018, three of BWJ staff received a training on how to implement Gap Inc.'s Personal Advancement & Career Enhancement (P.A.C.E.) programme. The team will now support GAP in up-scaling the P.A.C.E programme and reach out to workers in BWJ satellite factories.

The initiative aims to provide female garment workers with the knowledge and confidence needed to advance in their career and their role within their communities.

In the initial phase, which began on December 2018, BWJ will reach to 120 Jordanian women, but there are plans to include migrant workers in the future as they make up most of the industry's working force in Jordan.

Training will focus on financial literacy, skills development and communication skills.

In the future, Better Work will amplify such collaborations and mobilize brands to champion gender equality in the garment sector.

DELIVERING THE STRATEGY

Better Work Jordan will develop a roadmap for implementing the gender strategy with all relevant partners resulting in tailor-made processes for adequately mainstreaming gender in their policies and operations. Nonetheless, we can only successfully achieve our desired impact and contribute to SDG 5 if we build internal knowledge on gender related issues and consolidate partnerships with other organizations in order to deliver as one.

Better Work will strengthen internal capacity to promote gender equality

We are committed to mainstreaming gender in Better Work's core services and beyond. As such, we will adjust all training materials and review all union management committees' guidelines using a gender lens. We will also strengthen our communication protocols when reporting on gender related issues such as sexual harassment.

Taking into account the lessons learned from other international organizations, Better Work Jordan will further develop gender responsive monitoring and

evaluation. The development of gender-responsive targets and indicators will be bottom-up to make the system flexible and fit for purpose.

In order to be even more effective in our factory-facing work, we are committed to strengthening the capacity of our team on gender equality by investing in training and learning opportunities for our staff. In particular, we will focus on training enterprise advisor and mobilize our team to reflect a gender responsive approach in all activities and engagement.

Better Work Jordan will influence attitudes and behavioural shifts through advocacy and partnerships

Better Work Jordan will support national stakeholders in their efforts to address gender responsive policies. In line with the government goal of creating an enabling environment for women in the workplace, Better Work will join existing national initiatives aiming to facilitate access to transportation, increase financial inclusion and multiply childcare facilities. In particular, we will

engage with the JNCW to support any gender responsive amendment call on the labour law.

Because gender related issues require behavioural changes and shifts in attitudes, we will proactively identify and join campaigns aiming at changing perceptions and strengthening women's position in the world of work by challenging gender roles in the society. In particular, we will support any campaign led by UN specialized agencies or national organizations to end violence against women. We will facilitate the transfer of existing campaigns to factory floors and therefore raise awareness on what constitutes violent behaviour in factories.

We will also contribute to raising collective awareness of the gains from women's economic integration in the garment sector by increasing communication efforts. We will shed light and promote the existing good practices of factories and further illustrate empowerment initiatives led by the actors of Jordan's garment sector.

INTERNAL PROCESSES	IN-FACTORY SERVICES	RESEARCH, COMMUNICATIONS & POLICY INFLUENCE	PARTNERSHIPS
Staff training	Scale up of sexual harassment prevention training	Research on gender equality impacts	Collaboration with national governments on gender responsive policy and legal frameworks
Internal awareness-raising campaign	Scale up of supervisory skills training for women supervisors	Advocacy campaign	Capacity building for trade unions and employer organizations on gender responsiveness
	Quotas for women representation in advisory and PICCs	Informing ILO and IFC/World Bank policies	Leverage of brands' priorities and access to drive change for gender equality in their supply chains
	Deeper investigation of discrimination in assessments		Collaboration with global and local NGOs on SRHR, nutrition, breastfeeding and pre/post-natal healthcare, financial literacy

A more equitable workplace is within our grasp

While serious challenges remain to achieve full gender equality in the world's garment factories, significant progress has been made. The success of our model for improving working conditions through women's empowerment has been validated by third-party research. Now we are leveraging this success and lessons from the research to scale up the positive impact on gender equality and achieve lasting change. We will report back to all stakeholders on our progress as we continue to refine our vision and implement this strategy.

NOTES

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ACKNOWLEDGEMENTS

Better Work Jordan is supported by the following partners:

- ◆ United States Department of Labor (USDOL)
- ◆ The European Union
- ◆ Jordanian Ministry of Labour
- ◆ The International Finance Corporation (IFC)

Globally, the Better Work programme is supported by the following core development partners:

- ◆ Netherlands Ministry of Foreign Affairs
- ◆ Switzerland State Secretariat for Economic Affairs (SECO)
- ◆ Germany Federal Ministry for Economic Cooperation and Development (BMZ)
- ◆ Australia Department of Foreign Affairs and Trade (DFAT)
- ◆ United States Department of Labor (USDOL)

Additional funding is also provided by The UK Department for International Development (DFID), Government of France, Government of Canada, Irish Aid, the Garment Manufacturers Association in Cambodia (GMAC), Royal Government of Cambodia and private sector donors including The Walt Disney Company, Levi Strauss Foundation, Gap Inc. and FUNG (1937) Management Ltd.

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