Protecting and Empowering Bangladesh’s Garment Workers

Alliance for Bangladesh Worker Safety
Progress Report
April 2016
Message from the Chair

In the past three years, the Alliance has achieved significant progress in its commitment to ensure the safety of workers in Bangladesh’s ready-made garment factories. Through initiatives centered on standards & inspections, training, remediation, worker empowerment and sustainability, we have demonstrated that lofty vision can indeed transform into observable reality.

At the mid-point in our five-year project, several key themes emerge. First, our initiatives and those of our partners are working. Second, barriers that threaten to slow remediation are ever-present, making a dedicated focus now more important than ever. And third, there is a growing body of transparent and measurable data to support the life-saving impact of our work.

The Alliance has continued to partner with the Government of Bangladesh Review Panel to enforce safety standards—inspecting nearly 700 factories, cutting ties with 77 due to structural deficiencies and inadequate remediation progress. By rescinding sourcing rights from these factories, we have sent a strong message that we will not do business with those that fail to comply with Alliance safety standards.

Today, as a result of these efforts, Alliance-affiliated factories are considerably safer. Our investments in worker training mean that millions of workers are empowered to protect themselves—and steady progress on factory remediation has coincided with a substantial drop in fire incidents and deaths since our work began.

Having reached the halfway mark of our five-year initiative, much of the hard work of remediation lies ahead, and our commitment now is more important than ever. We thank you for your partnership and we look forward to continuing to work together to make safer workplaces a reality for millions of Bangladesh factory workers.

Sincerely,

The Honorable Ellen O’Kane Tauscher
Independent Chair
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Alliance Accomplishments at a Glance

Standards and Inspections

Number of active factories: 677
Factories inspected: 100%
Factories recommended to the Government Review Panel for closure: 36
Factories suspended by the Alliance: 77
Factories fully remediated: 24
Percentage of required repairs completed: 49.5

Worker Empowerment

Factories with access to the Alliance helpline (Amader Kotha): 643
Workers with access to the helpline: 866,702
Calls received to the helpline: 55,544
Average number of calls to the helpline per month: 2,813
Displaced workers compensated: >6,500

Training

Workers trained in basic fire safety: 1.2 million
Workers re-trained with fire safety refresher course: 420,000
Security guards that have received evacuation training: 20,000
2016: Remediation in Focus

The Alliance began our work in 2013 with the goal of inspecting, remediating and instituting worker empowerment initiatives in all of the factories from which our member companies source, with the goal of ensuring that no worker will have to risk his or her life to make a living.

As of March 2016, 49.5 percent of all required factory repairs have been completed.

Now approaching our third year—and with inspections complete, our confidential helpline rolled out to hundreds of thousands of workers, our compensation program continuing to provide worker wage protection and our fire safety training programs firmly instituted in all Alliance factories—our laser focus is on getting factories swiftly and completely remediated, and suspending factories that refuse to make progress toward meeting our strict requirements.

Factory closures and suspensions

The Alliance has a policy of suspending factories that do not meet our requirements for remediation progress. We also recommend the complete closure of factories that demonstrate structural deficiencies that we deem to be critical. Any factory that we recommend to be partially or fully closed on this basis must be submitted by the Alliance to the Government of Bangladesh Review Panel, which makes the final decision on factory closures.

To date—and following our inspection of nearly 700 factories—the Alliance has recommended a total of 36 factories to the Government Review Panel for closure. Of these, one has relocated to a new structure and 13 are actively undergoing repair; the remaining 22 have either been closed permanently or suspended by the Alliance.

We have also started cutting ties with factories that are not making adequate progress on remediation. To date, we have suspended 77 factories—and their status is publicly reported. This allows us to focus our resources on those factories that are willing and able to make remediation progress—and ensures above all that our members are not sourcing from factories deemed unsafe. While the number of ready-made garment (RMG) factories sent to the Review Panel or suspended by the Alliance is small (5 percent of our 677 active factories), all Alliance factories require some form of remediation to fully meet our safety standards.

Achieving a reduction in fire incidents and deaths

Remediation has been fully completed in 24 factories, and is actively underway in all others. As a result, the incidence of serious fires in RMG factories has dropped significantly since 2012.

According to Bangladesh Fire Service & Civil Defence, the number of fires in RMG factories fell by almost 90 percent between 2012 and 2015. There were 250 garment factory fires in Bangladesh in 2012—an average of five fires per week—taking the lives of 115 people. Last year, there were just 30 such fires, none of which resulted in death.
These figures suggest the Alliance’s efforts to rectify safety issues—as well as to train workers to identify hazards, report concerns and protect themselves in case of an emergency—are making a difference.

Challenges to remediation

We have had a step learning curve over the past three years. Progress remedying factory safety issues is significant, but remains slower than projected. Factors such as political unrest, a lack of qualified engineers, the time-consuming yet required import of vital safety equipment not available in Bangladesh, and natural disasters such as the 2014 earthquake in neighboring Nepal have all imposed delays to the remediation process.

Another factor is the real need to amend our protocols to address the realities on the ground when new challenges arise. For example, we did not previously require Alliance approval of factory documentation of hydrant and sprinkler design. However, during our remediation verification visits, we came to learn that many systems were not being designed or installed correctly.

As an example, a fire occurred on February 23, 2016 in the Pretty Sweaters Ltd factory, which had just entered the Alliance process, but had previously done some remediation work. Thankfully, there were no casualties as a result of this fire—the factory had improperly installed a poorly designed sprinkler system before coming on-line with the Alliance. Fortunately, the fire doors and hydrants had been remediated properly and were able to contain the fire long enough to allow the fire service to arrive.

This case reinforces our requirement that factories get design approval from our team before beginning physical remediation. Though this step adds more time to the front end of the process, it helps protect the factory’s investment over the long-term—and most importantly, it helps to save lives.
Accounting for factory additions and expansions

The Alliance inspected 100 percent of our factories in our first year, and we continue to inspect newly added factories under our pre-approval policy. Each member has independently agreed, in a binding agreement, that any new factory must be registered and inspected before our member companies can place production orders, which helps ensure that members are not doing business with factories that have critical structural deficiencies.

The Alliance is also beginning to re-inspect factories that have undergone vertical or horizontal extensions. When the capacity of a factory is expanded, the increased loads may require additional structural support and exit options for workers, so it is critical that these factories be re-assessed to make sure remediation covers the needs of the new square footage and machinery.

In line with our commitment to transparency, inspection reports and Corrective Action Plans (CAPs)—which outline the safety issues identified during inspection, the suggested plan of action for remediation and the targeted completion date—are continually being added to our website for all new and expanded factories.

Ensuring transparency in factory status

At the end of 2015, we started releasing factory status associated with our requirements around inspections, remediation, training and worker empowerment. All Alliance-affiliated factories are noted on our website as participating, which are those that are progressing with Alliance requirements, or suspended, which means they have been officially removed from the Alliance compliant factory list based on lack of remediation progress.
Progress toward the completion of corrective action plans

A factory’s continued compliance under the Alliance program depends in large part on showing progress toward closing the CAP we developed in partnership with the factory owner following their initial inspection. This post-inspection remediation phase is managed by our team of 30 engineers, with each remediation team visiting factories regularly to review submitted evidence and verify that required repairs are being completed appropriately.

Each factory will receive at least three remediation verification visits before going through a final CAP Closure Verification Visit to confirm that all findings from their initial CAP are closed. CAP closure is only the first step in constructing a continuous improvement culture focused on improving workplace safety, and we expect all factories to sustain their commitment beyond the remediation phase to safety through on-going efforts to maintain their investments.

To date, more than half of our factories have completed over 40 percent of their remediation—and out of more than 46,500 issues requiring remediation found in factories inspected by the Alliance, over 23,000 have been fully satisfied.

Still, we do have factories that are not making adequate progress despite the efforts of the Alliance team and member companies. To date, 8 percent of all identified safety issues have not yet been started by the factories. As such, we have developed and implemented an escalation process to identify factories that are falling behind.

This process is based on criteria such as safety issue completion percentage, failure to remediate critical life safety findings and unwillingness to communicate with our remediation team. If factories do not properly engage throughout escalation and/or make enough progress, they are removed from the Alliance compliant factory list. To date, we have officially cut ties with 77 factories; they can be found listed publicly as “suspended” on our website.

Supporting and Empowering Workers

In recent months, we have expanded the compensation, training and support we provide to workers in factories that source for the Alliance. We have launched the Alliance Basic Fire Safety Refresher Training to re-train more than one million workers in the skills necessary to recognize and respond to workplace hazards. Comprehensive trainings for security guards have been implemented so individuals in these roles prioritize the protection of human lives—not property—in case of emergency. We have expanded access to Amader Kotha (Our Voice), our anonymous helpline for workers to report safety and other concerns without fear of reprisal. We are piloting the development of factory Safety Committees (formerly Occupational Safety and Health Committees) in collaboration with the International Labour Organisation (ILO). And we continue to provide compensation to workers impacted by remediation and factory closure.

Worker compensation

Above all, the Alliance is committed to remediation because it contributes to the well-being of workers. If factory employees are impacted by remediation or factory closure, we provide compensation to cover their lost wages. Salaries are paid in partnership with factory owners for
up to four months, and payments are disbursed through our Worker Displacement Fund. Since beginning our work, the Alliance has provided wage compensation to more than 6,500 workers displaced by factory repairs.

Worker training

With the understanding that workers, supervisors, and managers all have critical roles to play in preventing factory fires and ensuring safe evacuation in an emergency, the Alliance trained more than 1.2 million workers under our Basic Fire Safety Training Program during our first year. We launched our refresher training in November 2015 with the goal of retraining 100 percent of our workforce and providing first-time training for new factory employees. This training follows the same Train-the-Trainer model as the first round but also incorporates slight updates to training modules based on feedback from a recent impact assessment of our training program (see page 9) and international best practices on earthquake response. We expect to have all workers re-trained by July 2016.

Security guard training

Training workers to recognize and respond to workplace hazards has been a top priority since the inception of the Alliance. As the impact of this training on factory safety became clear, the Alliance focus expanded to security guards to ensure they did not prevent workers from escaping in the event of fire. Given the role that security guards have historically played in blocking exits during fire emergencies, this important training focused on the unique roles and responsibilities of security guards in both identifying safety hazards and responding to fire emergencies. The Alliance believes that the first priority of security guards is to protect workers—not property—and that safety must always come first in garment factories. As such, the Alliance has provided comprehensive training to more than 20,000 security guards in our factories over the past year. This training reinforced the message that security guards are responsible for facilitating the swift, safe and effective evacuation of workers in the event of a fire or other emergency.

![Number of Factories Receiving Helpline Calls per Month](image-url)
We are constantly striving to evaluate and update our training to reflect current needs. Following the Nepal earthquake in April 2015, many of our factories reported successfully evacuating their workforces in line with the Alliance fire safety training. While we were pleased to hear that our fire safety training is being used to respond to emergencies, international best practice actually recommends that workers “drop, cover and hold” instead of evacuating when an earthquake strikes. Our refresher training now includes a new section on earthquake response, and we have recommended that our member companies advise their factories to follow this guidance.

<table>
<thead>
<tr>
<th>Amader Kotha (Our Voice) Worker Helpline</th>
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<tbody>
<tr>
<td><strong>Urgent: Safety</strong></td>
</tr>
<tr>
<td>Cracks in beams, columns or walls</td>
</tr>
<tr>
<td>Walls or windows shaking</td>
</tr>
<tr>
<td>Fire – Active (at factory)</td>
</tr>
<tr>
<td>Locked exit/blocked egress route</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>Non-urgent: Safety</strong></td>
</tr>
<tr>
<td>Fire – Active (outside factory)</td>
</tr>
<tr>
<td>Inadequate facilities/hygiene</td>
</tr>
<tr>
<td>Occupational safety hazards</td>
</tr>
<tr>
<td>Lack of adequate drinking water</td>
</tr>
<tr>
<td>Fire – Danger (outside factory)</td>
</tr>
<tr>
<td><strong>Urgent: Retaliation</strong></td>
</tr>
<tr>
<td>Helpline Use – Threat of retaliation</td>
</tr>
<tr>
<td><strong>Non-urgent: Non-safety</strong></td>
</tr>
<tr>
<td>Compensation – Benefits</td>
</tr>
<tr>
<td>Compensation – Wages (including bonuses)</td>
</tr>
<tr>
<td>Termination</td>
</tr>
<tr>
<td>Verbal abuse</td>
</tr>
<tr>
<td>Leave</td>
</tr>
<tr>
<td><strong>Urgent: Non-safety</strong></td>
</tr>
<tr>
<td>Worker unrest/strike</td>
</tr>
<tr>
<td>Physical abuse</td>
</tr>
<tr>
<td>Bribery or corruption</td>
</tr>
<tr>
<td>Sexual harassment/abuse</td>
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<tr>
<td>Forced labor</td>
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</table>

**Amader Kotha (Our Voice) worker helpline**

Amader Kotha, the Alliance worker helpline, allows workers to anonymously report their factory experiences and concerns without fear of reprisal. This dialogue aims to improve internal communication between factory workers and is critical to developing a safe work environment. Workers can call our third-party communications channel 24 hours a day, seven days a week and speak with trained Helpline operators. Helpline staff then share the information received (depending on the call category) with designated factory managers, allowing them to immediately respond to the issue and improve internal grievance channels if possible. Serious safety concerns are
also shared with Alliance technical experts, who further investigate and ensure resolution of the issue. The Helpline has shown to be of value to workers as evidenced by the number of calls we received after the 2015 and 2016 earthquakes in Nepal and India, and during emergencies such as the Matrix Sweaters and Pretty Sweaters fires in February of this year. Our operators are trained to notify and coordinate emergency personnel within Bangladesh, such as the Fire Service and Civil Defence (FSCD), and follow up with workers to ensure that help has arrived.

To date, 643 Alliance factories have received training on the use of the Helpline since its launch in August 2014, with more than 866,700 workers now having access to it. Looking ahead, we will continue to roll out the Helpline to all Alliance factories during our fire safety refresher training and we expect to have 100 percent of factories and workers trained on how to use the Helpline by July 2016. Call volumes continue to increase, with an average of 2,813 incoming calls and 286 substantial issues reported each month over the last year. In total, the Helpline has received 55,544 calls from 1,148 Alliance and non-Alliance factories since December 2014. Workers from non-Alliance factories also utilize the service because they may have previously worked in one of our factories or they hear about the Helpline in their communities. We respond to these non-Alliance calls when possible, depending on the call type and available contact information.

The Helpline is of critical importance given that remediation is still not complete in many factories. We have had numerous calls where workers reported cracks in columns or expressed concern over structural retrofitting that was being done in their production areas. Our remediation team then follows up and makes sure that the reported deficiency is included in the factory’s CAP.

Sometimes Helpline calls alert us to new safety issues. We receive an average of 34 calls per month about active fires both inside and outside of factories. In one such case, the Helpline received a call from a worker reporting an active fire in a storage area of his factory. During the duration of the call, the worker reported that his management was able to put the fire out but he was worried that neither fire alarms nor smoke detectors had alerted workers of the fire. An Alliance remediation team was sent to conduct a spot check of the factory and found that new fans had been installed, but that the wiring was not sufficient to handle the new load. The Alliance team also found that smoke detectors weren’t placed properly and finished garments covered some detectors, rendering them ineffective.

The ability to report critical safety violations anonymously to the Helpline is greatly improving the flow of information from workers, and in this case it allowed the Alliance to quickly assess the issue and ensure the cause of the fire was isolated and that management took appropriate actions to prevent another fire.

Safety Committees

Last year, the Alliance launched an initiative with the Better Work Program of the ILO to pilot Safety Committees in 14 factories, an action that was delayed due to the Bangladesh government not releasing its regulations on committee
implementation until September 2015. Since that time, we have been working with local organizations to develop the modules and training materials for the pilot.

What we learn from these pilots will support rapid deployment of Safety Committees in years three and four of the Alliance. The pilots focus on factories with existing democratically-elected Worker Participation Committees (WPCs) because they have the ability to nominate Safety Committee members. The Bangladesh government is still working on details for holding elections in factories where democratically-elected WPCs don’t exist, and we look forward to expanding our program to more Alliance factories when that guidance has been provided. Ultimately, our goal is for each Alliance member factory to have an effective, functional and democratically elected worker representative structure where occupational safety and health issues can be identified, notified to management and effectively addressed.

2016 training priorities
With the training of workers and security guards nearing completion, the focus of the Alliance training program is now shifting to modules that will help build technical capacity within the Bangladesh engineering community.

Institutionalization of safety practices depends upon such investments in capacity building, especially as it relates to the design, operation and maintenance of required safety solutions. Our people and their skills, relationships with stakeholders and commitment to building a strong and sustainable safety culture are the most important legacy the Alliance will leave behind. As we begin considering the landscape after 2018 when the Alliance five-year initiative will sunset, we are looking to increase our emphasis and investment in training and skill development for all audiences so they are prepared to carry this work forward.

Third-Party Assessments of Alliance Impact
In an effort to regularly seek outside assessments of our impact, the Alliance has forged partnerships with independent groups to review our training and remediation programs.

“[The Alliance] is a results-oriented operation…they have clearly raised the level of awareness of electrical, fire, and life safety, and care is being taken by the Alliance to ensure that the remediation work is completed correctly.”

– Don Bliss, National Fire Protection Association

To this end, we recently partnered with the University of Texas Health Science Center at the Houston School of Public Health to conduct an in-depth impact assessment of our training program. The results of that study—released in September 2015¹—showed that workers had a much better understanding of fire hazards and their role in emergencies and evacuations following their participation in the Alliance training program.

In addition, the Alliance invited the National Fire Protection Association (NFPA), in collaboration with the University of Maryland (UMD), to provide an independent review of our program. NFPA and UMD traveled to Dhaka, Bangladesh on a fact-finding mission in August 2015. This trip included interviewing key stakeholders and visiting factories that had been identified in advance by the Alliance to see the remediation process.

On March 29, the NFPA issued its Bangladesh Ready-Made Garment (RMG) Industry High-Level Assessment Report, which outlines short-term recommendations that the Alliance can apply now, and long-term recommendations that provide a roadmap for sustainable electrical and life safety in RMG manufacturing facilities. Overall, the report found that Alliance was making important progress in advancing factory safety, and that some areas of work could be expanded to increase our impact.

Among their assessments, the NFPA commended both the scope and scale of our training efforts and reinforced their conclusion that workers and employers have benefited from Alliance training. They expressed confidence in our work to assess knowledge retention by workers, and they found that factories had an appetite for more training—especially on technical matters that would help them achieve compliance with Alliance remediation requirements.

Other stakeholders interviewed by the NFPA team expressed similar desires for more training and information on remediation requirements and compliance. The report contains several specific recommendations for new areas of focus on training, skill development and technical communication aimed at factory mid-managers, fire safety engineers, consultants, contractors and government regulators.

### Findings of University of Texas Impact Assessment on Alliance Basic Fire Safety Training Program

<table>
<thead>
<tr>
<th>Issue</th>
<th>Baseline</th>
<th>Follow-Up</th>
</tr>
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<tbody>
<tr>
<td>Know how to react in case of an emergency</td>
<td>61%</td>
<td>88%</td>
</tr>
<tr>
<td>Know the basic components of fire</td>
<td>34%</td>
<td>71%</td>
</tr>
<tr>
<td>Can correctly identify fire hazards</td>
<td>2%</td>
<td>45%</td>
</tr>
<tr>
<td>Feel responsible for health and safety at work</td>
<td>46%</td>
<td>61%</td>
</tr>
<tr>
<td>Think it is their obligation to report unsafe conditions</td>
<td>67%</td>
<td>90%</td>
</tr>
<tr>
<td>Would talk to their supervisors about safety concerns</td>
<td>75%</td>
<td>94%</td>
</tr>
<tr>
<td>Agree that fire drills and safety training should go on during peak season</td>
<td>37%</td>
<td>84%</td>
</tr>
</tbody>
</table>
Promoting Sustainability In The RMG Sector

Sustaining the change that the Alliance, the Accord and the National Tripartite Plan of Action have put in place over the last few years is a key priority for the Alliance. In all aspects of our program, we have worked to ensure that we have a long-term view about how this work can be sustained once the Alliance sunsets in 2018. If our progress is not sustained after the Alliance initiative ends, factories will backslide and we will see an increase in life safety risk to workers.

Some of the key areas where we are working to build the capacity of key stakeholders to sustain the work of the Alliance are as follows:

Enforcing the compliance of all new factory buildings. The increasing demand for Bangladeshi apparel exports in North America and globally means that many factories are expanding, and new factories are continually coming on-line. The Alliance continues to require that all new factories register and undergo inspection before our member companies can place production orders. The Alliance is emphasizing the need for the ILO and the Government of Bangladesh to ensure regulatory compliance with the Bangladesh National Building Code during the design and construction of buildings. We have recommended through the ILO that these responsibilities be centralized under a new agency reporting the Ministry of Public Works and Housing rather than delegated to development authorities and local bodies, as they are today.

Building government regulatory capacity. Despite the hiring of many new inspectors in both the Department of Inspection for Factories and Establishments (DIFE) and Bangladesh Fire Service and Civil Defence, as well as additional engineers in Rajuk, the skills of Bangladesh government regulators to develop, implement and monitor compliance with corrective action plans remains deficient. We continue to work with the ILO to support the provision of training to these agencies so they will be prepared to take this work forward in the months and years ahead.

Conclusion

As the Alliance wraps the first half of our five-year initiative, we are encouraged to see the calculable impact of our investments in creating a culture of safety in Bangladesh’s RMG industry. The government now institutes enforceable safety
standards, remediation efforts have improved hundreds of facilities and training programs have given voice to a marginalized workforce.

To many, these developments are long overdue. But they have not occurred by chance. They are the direct result of effective partnerships between public and private institutions and a shared sense of ownership in creating safe working environments. The Alliance has, in part, driven these changes through a laser-like focus on institutional reform and a determination to extend the essential human right of safety to Bangladesh’s millions of garment factory workers.

For the Alliance’s remaining years, we plan to focus our work on the numerous challenges that persist. We count many lessons learned since our inception that will inform this work. Our efforts to document impact through data, push for greater transparency and adapt our strategies have helped to drive a broader culture of continuous safety improvement among Bangladesh’s RMG industry—an eventual legacy that will impact the lives of millions of men and women.

The ability of our initiatives to sustain real change will require our partners to apply the same conscientiousness and focus on safety once the Alliance ends. We will continue to help build local capacity in order to ensure a successful handover to the Bangladeshi government and other stakeholders. In the meantime, our commitment to the safety of garment factory workers remains steadfast, and the intensity of our critical work on remediation continues.
Alliance Member Companies

Ariela and Associates International LLC
BonWorth
Canadian Tire Corporation, Limited
Carter’s Inc.
The Children’s Place Retail Stores Inc.
Costco Wholesale Corporation
Fruit of the Loom, Inc.
Gap Inc.
Giant Tiger
Hudson’s Bay Company
IFG Corp.
Intradeco Apparel
J.C. Penney Company Inc.
Jordache Enterprises, Inc.
The Just Group
Kate Spade & Company
Kohl’s Department Stores
L. L. Bean Inc.
M. Hidary & Company Inc.
Macy’s
Nine West Holdings, Inc.
Nordstrom Inc.
Public Clothing Company
Sears Holdings Corporation
Target Corporation
VF Corporation
Wal-Mart Stores, Inc.
YM Inc.

Board of Directors

The Honorable Ellen O’Kane Tauscher
Board Chair

Ambassador James Moriarty
Former U.S. Ambassador to Bangladesh

Tapan Chowdhury
Founder, Square Textiles Limited
and Former President, Dhaka Metropolitan Chamber of Commerce and Industry

Tom Nelson
Vice President of Global Product Procurement, VFC

Irene Quarshie
Vice President of Product Safety, Quality Assurance and Social Compliance, Target Corporation

Jan Saumweber
Vice President for Responsible Sourcing, Wal-Mart Stores, Inc.

Simone Sultana
Chair, BRAC UK

Randy Tucker
Principal, Tucker Consulting Associates

Wilma Wallace
Vice President of Global Sustainability, Business & Human Rights, Gap Inc.
**Board of Advisors**

- **Muhammed Rumee Ali**  
  Former Managing Director, BRAC Enterprises & Investments

- **Rick Darling**  
  Executive Director of Government & Public Affairs, Li & Fung (Trading) Ltd.

- **Dan Glickman**  
  Senior Fellow, Bipartisan Policy Center

- **Mohammad Hatem**  
  Vice President, Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA)

- **Vidiya Amrit Khan**  
  Director, Desh Garments Ltd. and Director, Bangladesh Garment Manufacturers and Exporters Association (BGMEA)

- **Nancy Nord**  
  Former Commissioner, U.S. Consumer Product Safety Commission (CPSC)

- **Mujibur Rahman**  
  Professor, Bangladesh University of Engineering and Technology (BUET)

- **Avedis Seferian**  
  President and CEO, WRAP

- **Jamie Terzi**  
  Country Director, CARE Bangladesh

- **Melanne Verveer**  
  Executive Director of the Institute for Women, Peace and Security, Georgetown University

**Board Labor Committee**

- **Shofiuddin Ahmed**  
  General Secretary, Jatio Sramik Federation Bangladesh (JSFB)

- **Mesbah Uddin Ahmed**  
  President, Jati Sramik Jot (JSJ)

- **Naimul Ahsan Jewel**  
  General Secretary, Jati Sramik Jot, Bangladesh (JSJB)

- **Wajedul Islam Khan**  
  General Secretary, Bangladesh Trade Union Kendra

- **Sirajul Islam Rony**  
  President, Bangladesh National Garment Workers Employees League (BNGWEL)
## Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>BGMEA</td>
<td>Bangladesh Garment Manufacturers and Exporters Association</td>
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<tr>
<td>BNBC</td>
<td>Bangladesh National Building Code</td>
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<tr>
<td>BUET</td>
<td>Bangladesh University of Engineering and Technology</td>
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<tr>
<td>CAP</td>
<td>Corrective Action Plan</td>
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<tr>
<td>DCA</td>
<td>Development Credit Authority</td>
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<td>DIFE</td>
<td>Department of Inspection for Factories and Establishments</td>
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<td>FFC</td>
<td>Fair Factories Clearinghouse</td>
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<tr>
<td>FSCO</td>
<td>Fire Service and Civil Defense</td>
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<td>IFC</td>
<td>International Finance Corporation</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>NFPA</td>
<td>National Fire Protection Association</td>
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<td>RMG</td>
<td>ready-made garment</td>
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<tr>
<td>RVV</td>
<td>Remediation Verification Visit</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<tr>
<td>WPC</td>
<td>Worker Participation Committee</td>
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Contact Information

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