



*Dawn of a New Era in Safety:*  
**Accelerating Progress in the Alliance's Final Year**  
Alliance for Bangladesh Worker Safety  
Annual Report  
November 2017



## Message from the Executive Director



Dear Colleagues and Partners,

*More than four years have passed since we embarked on our bold mission to transform safety in Bangladesh's ready-made garment industry.*

*In 2013, we inherited an industry all too familiar with tragedy, and detractors who contested whether our lofty goals were achievable. Now, with more than 1,500 days in operation and a proven track record of success, the achievements we once dreamt of have become reality. Since 2013, the Alliance has remediated thousands of critical safety issues, brought hundreds of factories in line with strict international safety regulations and empowered millions of workers with the knowledge, skills, and collective voice to protect themselves in case of an emergency.*

*Without question, this has been a massive undertaking. But despite challenges along our path, we have persisted with an unwavering commitment to safety among brands, local partners, and workers themselves—without whom our achievements would not be possible.*

*In nearly a year's time, the Alliance for Bangladesh Worker Safety will officially transition from its current structure and pave the way for trusted local partners to take the reins in continuing our transformative work. Until then, we remain confident in our ability to accelerate and build upon our tremendous progress—addressing all outstanding high-priority factory repairs within our stated timeline and continuing our worker training and empowerment initiatives.*

*Our transition is not so much a sunset, but rather the dawn of a new era in safety that we are committed to sustaining by building on the best practices and lessons learned.*

*In the following pages, I am proud to provide you with details on how far we have come and share the human face of this progress. As always, thank you for your tireless support of our mission to bring a sustainable culture of safety to Bangladesh's garment industry.*

*Sincerely,*

*Jim Moriarty  
The Honorable Ambassador  
Executive Director*

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## By the Numbers\*

Total Factories	785
Currently Active Factories	658
Total Workers	1,389,566
Factories with all Material Items (Corrective Action Plans) Completed	234
Percent of all Remediation Items Completed	85%
Percent of High-priority Items Completed	80%
Factories Suspended	162
Workers Provided with Initial Basic Fire Safety Training	1,482,301
Workers Provided with Refresher Training	1,348,970
Security Guards Provided with Initial Fire Safety Training	26,814
Security Guards Provided with Refresher Training	19,746
Factories with Access to Helpline	941
Workers Trained on Helpline Access	1,356,394
Workers who have received Wage Compensation	6,676
Factories with Democratically-elected Safety Committees	171

\*As of November 10, 2017

## Remediation

At the heart of the Alliance is a mission to build a well-functioning culture of safety in the garment industry of Bangladesh, with factories that are demonstrably safer than when our work began, and that will remain safe well into the future. From the beginning, this mission has been our guiding light.

While remediation is both logically challenging and resource intensive—requiring rigorous inspections, development and implementation of Corrective Action Plans (CAPs), well-trained engineers, and specialized equipment—remediation makes a real difference in the lives of millions of workers. Safer factories save lives.



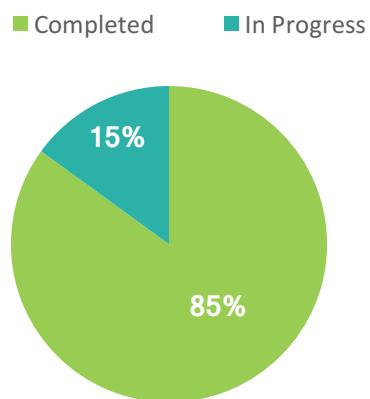
For that reason, the Alliance continues to keep remediation front and center in our efforts, with a primary focus on addressing the issues most critical to life safety, such as reinforcing structural columns, importing fire doors, and installing sprinkler systems. We also continue to uphold strict accountability measures for factories that fail to prioritize remediation by suspending them from the list of factories that meet our strict safety standards. Through these efforts, the Alliance and its members have created a powerful and transparent market signal that incentivizes factories, their owners, and their managers to prioritize worker safety.

## Remediation Progress

Throughout 2017, the Alliance has continued to significantly advance remediation. To date, 234 Alliance-affiliated factories have achieved substantial completion of their CAPs—and the monthly pace of CAP completion has risen considerably throughout the year.

During Quarter 3 (July-September), four times more Alliance-affiliated factories substantially completed their CAPs than in Quarters 1 and 2 combined.

### All Remediation Items



These numbers show that factory owners are taking the remediation process seriously and fulfilling their commitment to provide safer work environments for their employees. This is even more apparent when looking at the completion percentage of high-priority items (or “non-compliances”) that have been addressed via remediation throughout all Alliance-affiliated factories.

In our currently active Alliance factories, 85% of all repairs have been completed. Breakdowns by priority level and discipline show the balance of items yet to be addressed through remediation.

The Alliance also continues to provide compensation for workers displaced by factory remediation in partnership with factory owners, making it the first and only organization on the ground to do so. To date, nearly 6,700 workers have received payment.

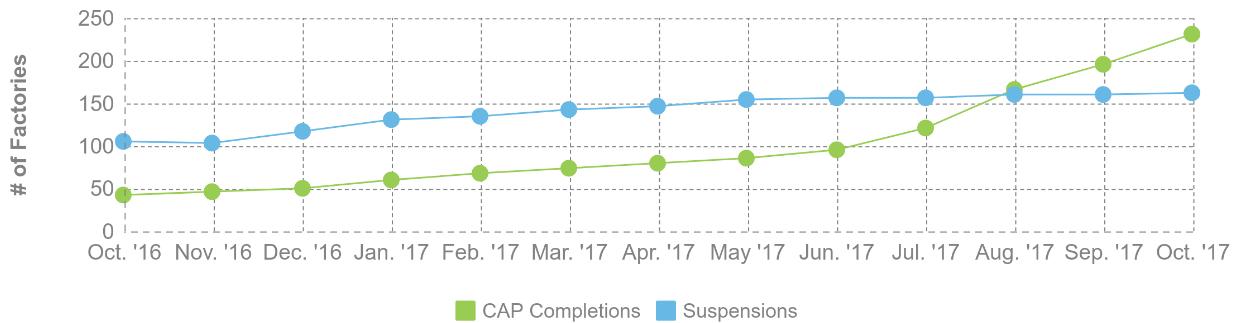
Both the status and accelerated pace of progress demonstrate that efforts to remediate safety issues in Alliance factories are on track. We remain confident that nearly all our currently active factories will complete remediation before the Alliance sunsets in 2018, with the exception of factories joining the program or expanding shortly before the Alliance sunsets.



## Suspensions

Building a culture of safety requires holding factory owners accountable when they fall short of our strict safety standards. Factories that fail to make adequate remediation progress face escalation and possible suspension from the Alliance list of approved factories. The Alliance does not have the authority to close factories; rather, those factories failing to meet our remediation

## Factory Suspensions & CAP Completions



requirements are suspended from our compliant factory list. Alliance member companies have pledged only to do business with factories making satisfactory remediation progress.

To date, the Alliance has suspended 162 factories, and in August 2017, the number of total CAP completions overtook the number of suspensions for the first time. The Alliance anticipates that CAP completions will continue at a rapid pace, with fewer suspensions in the coming months.

Our push for remediation, combined with the suspension of non-compliant factories, has ushered in a new era of safety in factories from which Alliance members source, and the results speak for themselves. No worker has died in a fire, electrical or structural incident in an Alliance factory since our remediation work began.





### Alliance Staff Profile:

#### *Paul Rigby, Deputy Director and Chief Safety Officer*

Paul's life is best described as one of adventure and service, in near equal parts.

Born and raised in the UK, Paul joined the Alliance in 2016 as Chief Safety Officer (CSO) and Deputy Country Director after more than three decades in the fire service and British military. From the streets of London, to post-conflict Kosovo, to a remote outpost in Afghanistan's Kandahar province, Paul has led the strategic response to more than 10,000 fires and emergency incidents.

On the topic of safety, Rigby insists that an ounce of prevention is worth a pound of cure. When the Alliance recruited him to help transform factory safety in one of the world's most challenging industrial environments, he seized the opportunity. "The ability to have an impact on millions of garment workers felt like my calling," he says.

Though he refers to himself as "one cog in a big wheel," Paul's responsibilities as CSO are anything but routine. He plays coach, cheerleader, liaison and logistician, leading a team of more than 30 safety engineers, and guiding every detail of the remediation process for Alliance factories. "It's a privilege to lead so many motivated people," he says. "It takes all of us together to make it successful."

The job has come with its fair share of challenges, to be sure. From natural disasters and the threat of terror attacks to import delays and endemic problems with unstable infrastructure, electricity and water achieving progress on remediation is rarely a seamless process.

Still, Paul insists he is committed to the task, inspired by the passion and dedication of his Bangladeshi counterparts to improve their country, and privileged to be at the center of the Alliance's efforts.

Paul is quick to note that completing remediation does not represent the finish line for factories, but rather a starting line from which they must actively manage safety moving forward. He notes how important fire safety training has been for the 1.4 million workers who have gone through the program, and he touts the Alliance manager training, which aims to train factory leadership to maintain an environment where safety remains a top priority.

"Safety is not only critical for protecting workers, it is also good for business," Paul notes. "Factories making strong progress on their CAPs have reported lower turnover and higher production among workers. Everyone in the industry is slowly beginning to understand that safety is not just a moral imperative—it is also good for their bottom line."

## Worker Empowerment

### Fire Safety Training

From day one, the Alliance understood that factory safety could not be achieved without investing in a knowledgeable and empowered workforce. When the Alliance began more than four years ago, we made a conscious effort to increase the capacity of workers, managers, and security guards to recognize safety hazards and respond to emergencies quickly and effectively—two actions that translate directly into lives saved.

Workers play a critical role in the safety of their factories, and the Alliance continues to offer our groundbreaking Basic Fire Safety Training—which to date has trained more than 1.4 million workers across 1,021 factories. In addition, 97 percent of factory workers—more than 1.3 million—have received our refresher training, which captures new employees and makes sure that fire safety practices remain top of mind for those who have already received the training. Factories are also required to pass a final training spot check before their CAPs are officially considered complete, which reinforces the importance of managers embedding Alliance training in their new employee onboarding process.



[To View a Trainer Testimonial Click Here](#)

Throughout the past year, we also continued to expand our security guard training program and equipped thousands of guards with the knowledge to respond effectively during fires and earthquakes, and to protect life over property.

To date, 26,814 security guards have undergone initial training across 924 factories. And this past year, the Alliance also began to offer a refresher training to Security Guards, which has reached 19,746 guards across 629 factories.



[To View a Guard Testimonial Click Here](#)

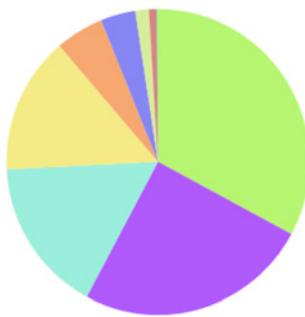
## Helpline

Before the Alliance entered Bangladesh, there were few avenues for garment workers to actively voice their concerns in the workplace without the threat of retribution. That began to change when we introduced *Amader Kotha* (“Our Voice”), our toll-free, confidential worker helpline. The Helpline is one of our most essential tools for empowering workers in both Alliance and non-Alliance factories to safely and anonymously report safety issues and workplace concerns in real time.

When urgent safety calls are placed to the Helpline, an immediate investigation is opened to assess the issue and direct appropriate next steps—whether notifying the Fire Brigade or following up with factory management.

## Urgent Calls by Issue

(Dec 2014 – Oct 2017)



Structural - Cracks (32.85%)	Fire - Active (factory) (24.94%)
Structural - Shaking (16.43%)	Locked exit / blocked route (14.51%)
Other (5.16%)	Fire - Danger (factory) (3.72%)
Sparking / short circuit (1.44%)	Unattended / bare wires (0.84%)
Unauthorized subcontracting (0.12%)	

### Helpline Case Story

#### *Empowering Workers to be Proactive*

On January 4, 2017, 12 concerned workers called the Helpline to report that their factory, a six-story building that had been undergoing retrofitting for several months, began to shake. Factory management was performing construction to rectify pillars on the ground floor, and the intense retrofitting was causing cracks that extended two-thirds of the way up the wall.

The Alliance immediately dispatched a team to investigate the situation, and they found that management had not established an adequate propping system before starting the retrofitting. The Alliance's Director of Operations communicated with factory management and the factory halted construction until proper support systems were installed. Retrofitting did not start up again until the Alliance engineering team determined that proceeding with the work would be safe—an example of a Helpline intervention that potentially saved lives.

Alliance staff then stay in contact with the caller while keeping his or her identity anonymous, keeping them abreast of any evaluation, planned resolution, and eventual outcome related to the claim. In the past year, workers have used the Helpline to report emergencies, investigate potential ethical misconduct, and resolve managerial disputes. The Helpline is available to any factory worker in the country, and more than 1.35 million garment workers across 941 factories, and continues to play a central role in giving voice to workers and their concerns as we look toward our final year and beyond.

### Helpline Case Story

#### *Settling Disputes Between Workers and Management*

On August 31, just before the Eid holidays in Bangladesh, the Alliance Helpline received calls from three workers at a factory in Gazipur due to other workers causing unrest. The workers were told they would be paid 10 days' worth of wages, instead of the 25 days they felt they were due, and thus began to break factory equipment in protest. Feeling scared, a manager at the factory called the Helpline to report the incident and ask that the Helpline attendant call the police.

Upon receiving these calls, our Helpline manager immediately informed senior officials at Alliance headquarters, who then relayed the situation to factory management and the Gazipur police and fire brigade. However, when police arrived at the scene, workers began to call again, complaining that police officers were hitting them to control the unrest. Upon hearing the incident, factory management relayed a message through the Helpline—to callers at the factory—that they had agreed to pay workers 15 additional days' worth of wages. The Helpline manager then urged callers to pass on the information to other workers and avoid any further involvement in protest.

Later that evening, several workers phoned the Helpline to report that they successfully received the promised wages, and an additional 1,000tk from factory management. The workers were happy and thanked the Helpline for the prompt, successful resolution to the dispute.

### Helpline Case Story

#### *Preparing Workers for Emergencies*

At 3:10 in the morning on August 16, 2017, several night shift workers were working in the washing section of a factory when they noticed smoke rising behind one of the dryers. The exhaust motor fan was not functioning properly, and dust that had collected behind the dryer ignited, causing smoke to billow. The operator who first saw the smoke shouted “fire!” just as the smoke detector triggered the alarm.

As most of the workers in the factory had been trained by the Alliance to prevent fires from happening—and safely evacuate from a building when necessary—one worker called the Helpline upon hearing the alarm. The remaining workers evacuated and gathered at the designated assembly point. Meanwhile, the Helpline manager communicated the situation to the fire brigade, which quickly dispatched firefighters to the scene—arriving within minutes to fully extinguish the fire.

Less than 30 minutes after workers first noticed the smoke, two workers phoned the Helpline to report that the fire had been completely extinguished. The firefighting equipment installed due to Alliance requirements of the Alliance—including hoses, extinguishers, smoke detectors and the alarm system—functioned correctly, and the trained workers exited the building in an orderly fashion. Follow-up inspections showed that no damage occurred to the washing section except the exhaust fan, which has since been fixed.

## **Building Factory Manager Capacity through Safety Training**

To reduce the risk of fires in Bangladeshi garment factories, repairs must be prioritized and workers must be trained to protect themselves in case of an emergency. But what about factory management?

In an industry that combines heavy electrical equipment and large amounts of fabric, a threat of fire exists—which is why factory leadership must have the skills to manage equipment, operations and inventory effectively to mitigate risk. To address this issue, the Alliance organizes and facilitates monthly safety seminars for managers and owners of Alliance-affiliated factories. These seminars are designed to encourage factory managers to discuss technical safety-related issues in an environment where Alliance staff can provide input to guide and challenge their assumptions.

The trainings are structured as discussions, rather than lectures. Participants are divided into three groups depending on how far along their factories are in the remediation process. Each group is provided a series of discussion questions relating to safety training and remediation work, and asked to address the questions based on experiences in their own factories.

Alliance staff facilitate discussion and provide technical input on specific subjects. Participants are encouraged to ask questions and critique the answers of other groups. This discussion format allows participants to learn, not only from their own experiences, but also from other factory managers and from highly-skilled Alliance staff. The seminars promote questioning previously-held assumptions and developing new perspectives on factory safety and remediation.



[Click Here to Watch “A View From Workers” Video](#)

### Helpline Case Story

#### *Preventing Worker Abuse*

On July 7, a worker called the Helpline to complain that his production manager was physically harassing him. In response to making a simple data entry error, the manager kicked him in the stomach, pulled his ear, and took his ID card away. When the worker informed factory management about the incident, they told him he no longer had a job.

The worker immediately sought assistance from the Helpline. Upon hearing the issue, Alliance staff quickly contacted factory management to investigate and resolve the situation. However, two days later, the worker called again, complaining that management demanded he apologize to the abusive manager for his mistake. Even when he did eventually apologize, the manager refused to give him his job back.

The Alliance Director of Operations reached out to factory management, who informed her that the manager had been suspended, and the worker was rehired in a different department. Furthermore, the factory announced they would now hold trainings on abuse and harassment for mid-level managers, and assigned a specific manager to address future complaints of the same nature. The worker later called the Helpline to express his gratitude.

## **Safety Committees**

Maintaining a safe workplace requires a secure physical working environment and effective internal communication between workers and factory management. Worker Safety Committees help foster these relationships and produce positive results based on open dialogue and trust.

Safety Committees help resolve disputes between management and workers, aid in the monitoring and implementation of health and safety policy, and increase their fellow workers' knowledge and awareness about safety practices and policy. In accordance with Bangladeshi law, Safety Committees must be freely elected, and they are required to meet once per quarter.

This past year has seen a further expansion of democratically-elected Worker Safety Committees in Alliance factories, of which there are now 171. Of these, 99 factories have undergone the

Safety Committee training module, which equips worker representatives with the ability to assess risks and develop safety policies for their factory.

Our success expanding Worker Safety Committees in Alliance factories over the past year strengthens a new collaborative culture of safety, and reflects the increased willingness of factory managers to acknowledge and respond to employee perspectives. As the Alliance enters its final year, the continued expansion, training and certification of these Committees will remain a top priority—with the goal of positioning them to thrive beyond 2018.



## Putting Safety Committees to Work: Success at R-Pack Bangladesh

When it comes to demonstrating a firm commitment to worker safety and representation, factories such as R-Pack Bangladesh stand at the forefront. In 2016, R-Pack established a democratically-elected Workers Welfare Association (WWA), and then went a step further—voluntarily undergoing the Alliance’s Train the Trainer program and subsequently establishing a formal, Alliance-approved Worker Safety Committee.

Founded last August, R-Pack’s Worker Safety Committee is made up of six members, split evenly between worker representatives and management. Since its founding, the committee has played a central role in fostering dialogue between workers and management and confronting dynamic safety challenges in the workplace.

When the Alliance conducted its first follow-up visit six months after the committee’s formation, it noted several promising developments. The committee had conducted risk assessments and fire and evacuation drills every two months. They had met regularly, and the factory had taken steps to acquaint everyone in the factory with the committee representatives—introducing them and posting their names and photos for all to see.

R-Pack’s Worker Safety Committee built on its positive momentum by implementing even more robust safety measures, such as establishing standard operating procedures and safety checklists, conducting safety trainings, maintaining accident and injury reports and playing safety committee audio for workers to hear.

As a result, R-Pack now has improved identification, documentation and resolution for safety issues, improved communication between workers and management, and most importantly, built a demonstrably safer factory environment.



## Partnership with BUET

### Building the Safety Capacity of Engineers

Building capacity for improved safety management in Bangladesh is a priority for the Alliance, and we've invested in efforts that promise to do just that. Last year, with financial support from the Alliance, six engineering professors from the Bangladesh University of Engineering and Technology (BUET) traveled to the United States to attend a four-week, graduate-level short course delivered by the Department of Fire Protection Engineering at the University of Maryland in collaboration with the National Fire Protection Association (NFPA).

The course represented a landmark opportunity for Bangladeshi experts to tap into cutting-edge knowledge and learn from the finest fire safety teachers in the United States. The professors then returned to Bangladesh and used their new knowledge to form the basis of a fire safety workshop and certificate training course now offered by BUET.

Run in partnership between the Alliance, the International Labor Organization (ILO), the Bangladesh Garment Manufacturers and Exporters Association (BGMEA), the government of Bangladesh and the Accord on Fire and Building Safety, the workshop program trains graduate-level engineers in fire behavior and safety, fire dynamics, code provisions, fire detection and alarm systems, industrial fire safety and risk assessment, among a myriad of other topics.



**Partner Profile:**

*Interview with Brigadier General Ali Ahmed Khan  
Director General of Bangladesh Fire Service and Civil Defense*

**As Chief of Fire Service & Civil Defense, how do you perceive the Alliance's efforts to build a safe working environment in the RMG industry?**

“Although our industry is vibrant, the disasters at Rana Plaza and Tazreen showed how far behind we were in fire and structural safety. The Alliance has played a major role toward improving many safety factors. Following the Alliance’s lead, the government and other stakeholders took initiative to improve fire, building, and electrical safety in the garment industry. Such initial pressure from the buyers was a driving force. To me, the Alliance has made a significant contribution. Our garment factories are much safer now.”

**We all agree that safety is an on-going process. What is your opinion on the future of safety in the RMG sector?**

“Every country has its own laws, but sadly, people are often unaware of them. Factory owners and managers were not that serious about them before. But now, initiatives like the Alliance have helped to make the government far more aware than before. Regarding fire safety, we must not relax our focus on this issue. Everyone needs to be committed to following guidelines for it to sustain. This may be achieved by public-private partnerships, or by outsourcing. But I think the time is now to consider how we can bring these electrical, fire, and building safety audits under our control once the Alliance transitions in Bangladesh.”



The program began in May 2017 with two day-long sessions attended by 28 factory managers, followed by sessions in September 2017 attended by 35 engineers. A typical session is organized into two-hour blocks, which might include a lecture on fire safety, followed by practical examples and an exam. The workshops are organized in conjunction with partner organizations to make sure that all factory managers—not just those in Alliance or Accord-affiliated factories—can participate.

Building capacity for Bangladeshi managers, engineers, and government officials to identify and remediate safety risks continues to present a critical challenge—and opportunity—to expand the safety learnings across the garment sector and beyond into other industries. Fruitful partnerships like this, that build capacity within the country, will be essential to maintaining a culture of safety in Bangladesh as the Alliance transitions its work to trusted local partners in 2018.



### Alliance Profile:

#### *Interview with BUET Professor Ishtiaq Ahmed*

##### **How did your relationship (and BUET's) start with the Alliance?**

“I was involved from the very start of several safety initiatives following the Rana Plaza period. BUET has been active with the National Tripartite Committee, and as a member, I have had the opportunity to also work with the Alliance and Accord—supporting them from a safety perspective. With the help of the International Labor Organization (ILO), BUET inspected nearly 500 factories and developed standard safety protocols.”

##### **Please talk about BUET's initiative with the National Fire Protection Association (NFPA) and University of Maryland?**

“We recognized there was no formal education system regarding fire safety in Bangladesh, and it was understood that there was a serious lack of understanding toward fire safety—with compliance treated as an afterthought. Factory owners and engineers were not well-versed in dealing with fire safety issues. We initially started short-term trainings to build this capacity, but they were not sufficient. From that, we felt there was a necessity to develop a robust academic curriculum in a university setting, and we felt BUET was the best place. In August 2015, a team from NFPA and the University of Maryland were invited to Bangladesh. We eventually reached an agreement to set up an institutional framework aimed at improving fire safety awareness in Bangladesh, both in terms of a formal degree and certificate granting programs and informal training. This partnership has now existed for more than 2 years, and we look forward to using the Alliance's vast amount of data toward our program.”

##### **What is your opinion regarding the culture of safety in Bangladesh? How has the Alliance contributed to it?**

“The Alliance initiatives have brought a massive increase in awareness around safety in Bangladesh's ready-made garment sector, and people have started to practice compliance in fire safety. Unless you follow certain safety precautions, you will be exposed to fire risks each day in this industry. Fire safety requires good housekeeping practices. Due to the Alliance, factory workers are now more aware of what to do, how to set up a fire safety plan, and operate fire safety equipment. We must continue to nurture these practices to make them sustainable within the workplace, but people are certainly more aware than they were four years ago.”

## Post-2018 Transition: A Sustainable Framework

For more than four years, the Alliance and its member companies have driven unprecedented progress by improving the safety of garment factories, training and empowering millions of garment workers, and incentivizing positive change in the garment sector that has saved countless lives. The Alliance's success necessitates a collaborative effort between key stakeholders committed to the safety of the Bangladesh garment sector, including Alliance factories, the BGMEA, ILO, our Accord counterparts, the Government of Bangladesh and others.

As we look toward the Alliance sunset in 2018, we set our sights on two main goals: moving aggressively to remediate all outstanding material issues in Alliance factories, and identifying the best next steps to sustain and carry forward our groundbreaking reforms to promote the continuation of best practices and an enduring culture of safety.

As of the release this Annual Report, the Alliance and its Members are making steady headway toward partnering on a new safety organization in Bangladesh that would be independent, credible, and operate on a sustainable business model. Since factories involved in the Alliance initiative will be significantly safer than they were in 2013, keeping them safe into the future requires a different arrangement and resource allocation than the current focus.

This organization will be charged with monitoring factories' progress in meeting standards in structural, fire, and electrical safety, worker training, and worker empowerment. In addition to maintaining factory safety, the new monitoring organization will also incorporate a process to verify that new factories meet the same safety standards as those factories which have completed their Alliance Corrective Action Plans.

Moving forward, it will be critical that all parties align the various efforts currently underway and work together to maintain a safer garment industry beyond 2018.



[To view "Why Do You Work?" Click here.](#)

### Alliance Members' Goals Post-2018

- 1) Leave a legacy of results, best practices, and worker safety innovations that are incorporated across safety efforts going forward
- 2) Align key stakeholders in Bangladesh whose support and participation is critical to sustaining safety progress moving forward
- 3) Create a sustainable future model that builds local capacity, allocates responsibilities and optimizes leverage to drive and expand the culture of safety
- 4) Continue to build on the success achieved through the 5-year Alliance initiative while expanding impact beyond Alliance factories
- 5) Maintain independence, credibility, and transparency elements that reinforce the Alliance's results

## Conclusion

In order to sustain results and reforms achieved by the Alliance and extend a culture of safety across the Bangladesh garment sector, local partners on the ground must share and commit to a culture of safety. The Alliance is proud to have helped lay the groundwork: factories are measurably safer in 2017 than they were when our work began more than four years ago. Our work has saved lives!

In that time, we have partnered with factories and industry to build a well-functioning ecosystem of safety—one which will eventually transition to trusted local organizations in Dhaka, continuing the Helpline and worker trainings, and conducting inspections to continuously improve safety.

With our final year ahead of us, our commitment to Bangladesh is as strong as ever. We firmly believe that if civil society, factory owners, brands, and the government continue to work together to advance a shared commitment to factory safety, high standards of worker safety will be the rule, and not the exception, in Bangladesh.

# Alliance Member Companies and Supporting Associations

## Member Companies

Ariela and Associates International LLC  
Bon Worth  
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. Penny 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  
Nordstrom Inc.  
One Jeanswear Group  
Public Clothing Company  
Sears Holdings Corporation  
Target Corporation  
The Warehouse  
VF Corporation  
Wal-Mart Stores, Inc.  
YM Inc.

## Supporting Associations

American Apparel & Footwear Association  
BRAC  
Canadian Apparel Federation  
National Retail Federation  
Retail Council of Canada  
Retail Industry Leaders Association  
United States Fashion Industry Association  
Li & Fung

## Board of Directors

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### Tapan Chowdhury

Founder, Square Textiles Limited; formerly President, Dhaka Metropolitan Chamber of Commerce and Industry

### Ed Johnston

Independent Retail and Sourcing Executive

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### Dana Veeder

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### **Dan Glickman**

Senior Fellow, Bipartisan Policy Center

### **Mohammad Hatem**

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### **Vidiya Amrit Khan**

Director of Desh Garments Ltd. and Director of 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)

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Executive President, Jatio Sramik Federation Bangladesh (JSFB)

### **Naimul Ahsan Jewel**

General Secretary, Jati Sramik Jot, Bangladesh (JSJB)

### **Wajedul Islam Khan**

General Secretary, Bangladesh Trade Union Kendra

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