

SOCIAL COMPLIANCE IN READYMADE GARMENTS (RMG) SECTOR: TOWARDS ENSURING EQUITABLE JUSTICE FOR GARMENT WORKERS AND BOOSTING BANGLADESH'S EXPORT ECONOMY

Brigadier General Naquib Ahmed Chowdhury, ndc, psc

Introduction

The economy of Bangladesh is predominantly based on agricultural production. However, slowly and gradually Ready-made Garment (RMG) industry thrived. Presently, RMG sector hosts more than 4 million skilled/semi-skilled labour of which 80% is female and contributes around 82% of total export earnings of the country. Employment of a huge number of workers in RMG factories directly have an impact on unemployment problem of Bangladesh. In recent past, RMG industry experienced labour unrest and also has stumbled upon a number of tragedies. In 2013, USA unilaterally suspended Generalized System of Preferences (GSP) facilities which had a negative impact on image of Bangladesh. In order to boost export of RMG products, observance of social compliance issues is crucially important. Essentially, social compliance conforms all labour rights, safety and security along with other facilities. Bangladesh Government took different initiatives to amend/introduce rules and regulations for safety of workers. However, absence social compliance issues is still common in some of the RMG factories. Yet a good number of positive factors are playing an important role for the growth of RMG sector in Bangladesh. World's leading apparel companies are now planning to close their business in China and their next preferred purchasing destination is likely to be Bangladesh¹. Therefore, Bangladesh needs to fully comply with international labour standards.

Overview of Social Compliance

Strengths of RMG Sector in Bangladesh

Over the three decades of experiences, Bangladesh could successfully achieve expertise which along with other external and internal forces act as driving strength

1. McKinsey & Company, Bangladesh's ready-made garments landscape: The challenge of growth,(p 5)

for the growth of RMG sector. The RMG export constitutes around 15.46% of GDP of Bangladesh. More than 4 million people are directly dependent on this sector. However, inadequate infrastructure i.e. road, railway, waterway, port etc. contributes to raise the cost of production. Strength of RMG sector can be summarized as presented below:

- Bangladesh could successfully create a good number of skilled labour and expertise which has become an overwhelming strength of Bangladesh.
- Bangladesh offers garment items to world market in a competitive price with minimal profit margin.
- Through the passage of time, Bangladesh acquired proficiency which assist to produce high quality items.
- Bangladeshi entrepreneurs have resilient spirit to continue with RMG business and against many odds they are capable to make headway.

Social Compliance and Its' Significance

The term 'compliance' or 'social compliance' refers to an establishment meeting its legal obligations as per existing law; often to protect the health, safety, security, welfare, gender related issues etc. of individuals working for the establishment. According to BusinessDictionary.com, the definition of Social Compliance is "a continuing process in which the involved parties keep on looking for better ways to protect the health, safety, and fundamental rights of their employees, and to protect and enhance the community and environment in which they operate".² Adherence social compliance has following significances:

- Increase the global image and global recognition for the performance of Bangladesh which will assist to increase business in other sectors too.
- Bangladesh will have more orders from brand retailers and international buyers and will have consistency in order.
- Job satisfaction will lead to provide more production with better quality.
- Ensuring compliance will prevent accident and will save human life as well as equipment.
- There will be less labour unrest resulting in more production on one hand and less anarchic and destructive activities at the factory, on the other.

2. Business Dictionary, [On Line] <http://www.businessdictionary.com/definition/social-compliance.html>.

Bangladesh Labour Law and Labour Regulation

Bangladesh has formulated labour law to protect rights of workers, keeping in view the ILO convention and international human rights issues. It was enacted as law in 2006 and it provides all workers to uphold rights and individual can go to court if rights are violated. For support of Labour Law, Bangladesh Labour Regulation 2015 is also introduced. Mr. Ghulam Hussain, Commerce Secretary said, “If you (manufacturer) comply with your own labour laws, you can fulfill around 98 percent of the buyers’ compliance requirement”³. Government also took initiative to introduce ‘The EPZ Workers Welfare Association and Industrial Relation Act, 2010’.

Monitoring Arrangement of Compliance Issues

Department of Inspection for Factories and Establishments (DIFE) under Ministry of Labour and Employment is responsible to conduct inspection of all factories. Government has given due importance to increase capability of this department and already it has been upgraded from directorate to department. Besides, BGMEA also have system to inspect garment factories. The Alliance for Bangladesh Worker Safety is an alliance of 28 North American and Canada based importers and the Accord on Fire and Building Safety in Bangladesh is organized by European based brands and retailers. The representatives from these two organizations inspect factories regularly. A total of 3696 factories have so far been inspected for building, fire and electrical safety by National Action Plan, Accord, and Alliance and during inspection 38 factories were found risky and were closed down instantly. Other 38 are marked for remediation⁴.

Evaluation of Compliant and Non-Compliant Industry: Environment of Workplace

Data Analysis

A detail empirical survey was carried out in three non-compliant garment factories located in Mirpur area and three compliant garments factories in Shofipur and Konabari of Gazipur district. During the surveys, all garment establishments were observed in detail. Alongside, informal interviews with the owners and

3. Business Report, Compliance can help widen market, The Daily Star.

4. Author’s interview with Mr. Siddiquar Rahman, President BGMEA.

management were carried out. Interview of 100 respondents, 50 each from compliant and non-compliant garment factories were taken through a structured questionnaire. To have a neutral idea about RMG factories, interview of randomly selected 10 more garment workers from streets were also carried out. Additionally, empirical survey was carried out on three foreign invested garment factories located at Savar EPZ and interview of 30 workers along with management were also obtained. All the owners of garments factories are having positive mindsets to improve the condition of workplace. But main issue has been arrangement of additional investable money. BGMEA estimated that each factory needs on an average \$500,000 dollar for fire, electric and structural remediation, and it may go up to 2.5 million dollar per factory.⁵The Tables presented in the following section will show a comparative picture of compliant and non-compliant factories on selected 11 variables on which interviews were conducted.

State of Compliant Garments

The owners of garment factories have shown a positive attitude towards ensuring decent workplace conditions, focusing on safety and security of workers' life. They have already refurbished factories and are introducing modern systems, too. As claimed by the owners, they have spent a substantial amount of money towards ensuring safety and security of factories and workers. Details of survey finding along with brief description are appended below:

5. Author's interview with Mr. Siddiquar Rahman, President BGMEA.

Table 1: Survey Results of Complaint Garments		
Item	Yes/Agree in Percentage	No/Disagree in Percentage
Garment Workers' Satisfaction with Wages	94%	06%
Time of Wage Payment	Monthly 100%	-
Working Hours in a Week	65 Hours & above 24%	Below 65 Hours 76%
Days of Leave in a Week	1 Day in a Week 100%	-
Whether the Management Compels to Work	4%	96%
Whether the Management Allows Maternity Leave	80%	20%
Whether Management Allows any facility during Maternity Leave	76%	24%
Whether Overtime Works Performed	66%	34%
Whether Owner Grant Additional Allowance for Overtime Work	96%	4%
Whether the Overtime Allowance Sufficient	84%	16%
Is there any Trade Union for Workers?	30%	70%
Status of Working Environment	92% Good	08% Bad
Are There Hygienic Toilets?	90%	10%
Are there Soap, Tissue Papers and Hand Towel in the Toilet?	60%	40%
Are there Fire Extinguishers	84%	16%
Are there Trained Worker for Fire Extinguishing	64%	36%
Is there any Childcare Centre	92%	8%
Is there any Canteen	100%	-
Happiness and Satisfaction with Work	80%	20%
Source: Prepared by Author on the Basis of Collected Data		

As can be seen from the above table, all the owners are very much particular in paying the wages in time and the workers also have expressed their satisfaction over timely receipts of the salaries and other allowances. As for weekly working hours and holidays, a majority of workers informed that they work less than 65 hours a week, although about 1/4th claimed to have worked for more than 65 hours as overtime works to meet up the requirement of urgent delivery. Due compensations are provided for such overtime duties. They were also of the opinion that the managements do not force them to work overtime. Most of factories with few exceptions provide benefits related maternity issues and workers are happy over getting such benefits. All the garments factories have toilet facilities separately for male and female workers. However soaps, tissues and hand towel were found to be in short supply. As for fire safety, the owners and management give due importance on fire safety arrangement and adequate fire fighting equipment are also marked. All the garment factories visited have childcare facilities. There are canteens within the factory premises, but the services are not up to the mark. The issue of trade unions also came up in discussions. The owners as well as their managements were found to be not in favor of introducing trade unions in their factories. The survey results also shows an overwhelming majority of respondents (84%) confirming nonexistence of trade unions in their respective factories.

The overall working conditions are at satisfactory level, although the managements have been working to improve the situation. Most of the respondents confirms that overall working condition is good, although some workers reported that their workplaces are too hot to work and air passage systems also not up to the mark.

Regarding their job satisfaction, it was felt during the interviews that on the whole, the workers were contented with their jobs. Many of the workers have been working in the factories for more than three years, indicating the level of their job satisfaction.

State of Non-compliant Garments

As can be expected, the overall working conditions of the non-compliant garment factories have not been as good compared with the compliant ones. Details of survey findings are appended below:

Table 2: Survey Results of Non-Complaint Garments		
Item	Yes/Agree in Percentage	No/Disagree in Percentage
Garment Workers' Satisfaction with Wages	64%	34%
Time of Wage Payment	Monthly 100%	-
Working Hours in a Week	65 Hours & above 76%	Below 65 Hours 24%
Days of Leave in a Week	1 Day in a Week 100%	-
Whether the Management Compels to Work	24%	76%
Whether the Management Allows Maternity Leave	52%	48%
Whether Management Allows any facility during Maternity Leave	38%	62%
Whether Overtime Works Performed	84%	16%
Whether Owner Grant Additional Allowance for Overtime Work	78%	22%
Whether the Overtime Allowance Sufficient	86%	14%
Is there any Trade Union for Workers?	06%	94%
Status of Working Environment	70% Good	30% Bad
Are There Hygienic Toilets?	40%	60%
Are there Soap, Tissue Papers and Hand Towel in the Toilet?	32%	68%
Are there Fire Extinguishers	90%	10%
Are there Trained Worker for Fire Extinguishing	34%	66%
Is there any Childcare Centre	24%	76%
Is there any Canteen	8%	92%
Happiness and Satisfaction with Work	58%	42%
Source: Prepared by Author on the Basis of Collected Data		

As can be seen from Table-2, the level of workers' satisfaction over receipts of wages is only 64%, which is much below that in the compliant garments (94%). The weekly working hours in both types of garment factories are same, although a greater number of workers in non-compliant units (24%) asserted that they are compelled to work for more hours, compared to only 4% in compliant factories. As for maternity leave, only 52% workers said that they are allowed and a lesser number (38%) said that they are given facilities while enjoying maternity leave. The corresponding figures for the compliant factories are 80% and 76% respectively.

As for overtime works, more than 3/4th workers were of the opinion that they do perform overtime duties, and that they are paid overtime allowances which are satisfactory. The hygienic toilet facilities are termed as bad by 60% workers and more of them (68%) stated negatively about availability of soap, hand towel and tissue papers in the toilets. The vast majority of workers stated that there are no canteens (92%) and that, there are no children centres (76%). A majority of workers (90%) admitted about existence of fire extinguishers, but the majority (66%) informed about non-existence of trained fire extinguishers in their factories. Almost all the workers (94%) also stated that there are no trade unions.

Regarding their working environment, more than 2/3rd workers (70%) indicated their satisfaction over the 'good' environment, but a fewer of them (58%) expressed their satisfaction and happiness with their works. The empirical evidences suggest that the working conditions of factories are not that healthy. More numbers of workers remain in small rooms and building are not specially constructed for factory purpose. While talking with the factory owners and their management, it was evident that they are also much concern about welfare of the workers and the safety issues.

During visits to the non-compliant garment factories, it was felt that though many of the issues are yet to be solved at factories level; however the owners are having positive attitude to improve the condition.

State of Foreign Invested Garment Factories

An empirical survey on three foreign invested RMG factories located in Dhaka EPZ (DEPZ) was conducted to have a comparison with Bangladeshi factories. A total of 30 workers -10 from each garment factory - were interviewed. Discussion with the factory management was also carried out, although the management staff wanted to remain unanimous.

From the interviews and discussion with management, it was found that most of the factories provide lunch to workers to save time and ensure maximum utilization of time. The workers are provided with transportation facilities. One factory installed Effluent Treatment Plant (ETP) and air purifier for ensuring environmental safety. Beside air passage system and space management of factory is very good and machines are placed having adequate space in-between. Healthcare rendered to the workers are also good. On the whole, social compliance aspect is given due importance in most of the renowned foreign invested factories. However, there are few factories in EPZ which are yet to be compliant.

Interview Result of Garment Workers- Randomly Taken

It was felt during survey that workers sometimes hesitate to come out with honest answers in presence of management. Therefore, to have a better idea about actual condition of factories, an effort was taken to interview the workers randomly from the street side. Outcome of interview is that, social compliance issues are not given due importance in some of the factories. Most of the respondents view that authority grant maternity leave but without any salary and sometime, they have to work additional time without payment. Hygienic toilet, childcare centre and canteen are not available. Factory have adequate firefighting equipment without trained personnel. However, other indicators are impressive.

Findings of Survey

Above mentioned data analysis reflects a fair idea about the state of both complaint, non-compliant and foreign invested garments factories. Both complaint and non-compliant factories give due importance to abide by the rules and regulations regarding welfare of workers. All garment factories pay wages on a monthly basis regularly. Owners never force worker to work. Non-compliant factories have not yet been able to ensure some of the social compliance aspects such as providing maternity benefits, hygienic toilets, canteen facilities, childcare facilities etc. Alongside safety and security arrangement of non-compliant factories are not satisfactory as yet. There is also allegation that management try to deprive workers of their rights with plea of non-entitlement. Garment owners are not in favor of introducing Trade Union. However through the Welfare Committee, the management looks after welfare of workers and deal with all kinds of issues related to workers. Most of the garment factories have adequate firefighting equipment. But emergency exits are not adequate in non-compliant

factories. Some of the foreign invested garment factories are maintaining very well standard whereas a few are yet to achieve complaint standard. However, some unique systems have been introduced in some foreign invested factories. Comparative statement among the compliant, noncompliant and foreign invested factories are presented in the table below:

Table 3: Comparative Statement					
Serial No	Subject	Compliant Factory	Noncompliant Factory	Foreign Invested Factory	Remarks
1	Free Lunch & Tiffin	No	No	Yes	*All factories do not have same facilities. # Room is earmarked but not in use or having any facilities. ** Try to take advantage of ignorance ### Not up to the mark
2	ETP	No	No	Yes*	
3	Air Purifier	No	No	Yes*	
4	Childcare Centre	Yes#	Yes#	Yes	
5	Maternity Leave	Yes**	Yes**	Yes	
6	Trade Union	No	No	No	
7	Free Transport	No	No	Yes	
8	Medical Facility	Yes###	Yes###	Yes	
9	Fire Fighting Arrangement	Good	Worse	Better	
10	Wage	Good	Good	Better	
11	Working Environment	Satisfactory	Needs Improvement	Better	

Source: Prepared by Author on the Basis of Survey of different Garment Factories

Note: Comparative statement do not reflect overall standard of all the garment factories.

Challenges in Ensuring Compliance at RMG Factories

The role of the Government in RMG Sector cannot be ignored, however main driving force was the initiative of the garment owners singly. In some instances, the factory owners want to abide by rules and also ensure compliance related issues. However, main issue is to arrange investible fund. Bank interest rate is too high to afford. Buyers also have to offer fair price. It is not possible to produce socially fair clothes without a fair price. Besides inadequate social awareness of workers also acts as an impediment to ensure compliance issues though these are minor ones. Strict monitoring system along with penalty is also a factor. Government could not yet allocate any particular industrial park for RMG sector and therefore it is also difficult for factory owners to construct new factory with inbuilt safety and secured condition.

Implication of Compliance for Boosting Economy

Annual Turnover of Compliant Garments Factory

Factory owners are trying to meet up the requirements of the buyers to continue with their business. Many of the export oriented garment factories have already fulfilled almost all the requirements of social compliance issues or on the process of remediation. During research work, it is felt that there is huge gap between aspiration at buyers end and implementation at owners end. However, analyzing annual turnover of compliant factories, we could identify the gradual increase of business, as seen in the Table below:

Table 4: Last Five Years Turnover of Compliant RMG Factories

Serial No.	Year	Turnover of A Factory (In Million USD)	Turnover of B Factory (In Million USD)	Turnover of C Factory (In Million USD)	Remarks
1	2010-11	18	18.5	17	Factory A has 430 workers, Factory B has 443 and Factory C has 300 workers
2	2011-12	20	20.6	18.4	
3	2012-13	21	21.7	19.2	
4	2013-14	25	25.8	22.4	
5	2014-15	29	30	23.2	

Source: Prepared by Author on the Basis of Data of different Garment Factories

Analysis

After the catastrophe of Rana Plaza, a good number of initiatives have been undertaken by government to facilitate compliance related issues to be implemented by owners. Ensuring social compliance not only excels business but also ensure safety and security of workers and provide relief to owners and management. Initial investment of compliant garments are more. But compliant garments receive more orders directly from buyers. Table-4 shows that before 2014 garments factories did not give due importance on compliant issues. From 2014 there is rapid rise of annual turnover. That gives an essence of effect of ensuring compliance at factory level. Order of compliant RMG factories have increased in successive years. But owners of factory view that it does not reflect about their business. However, we cannot conclude with analyzing the turnover that ensuring compliance has led to increase profit. There are other factors also involved in overall turnover of factories which need a separate research.

Annual Turnover of Non-compliant Garments Industry

Non-compliant RMG factories are facing problems to receive orders directly from buyers. However, trivial buyers are comfortable to place order to non-compliant RMG factories. Most of the non-compliant factories are small or medium in nature and they are trying to ensure social compliances too. Besides, they also produce items for large factories which is known as subcontract. Study tried to find out the state of annual turnover of noncompliant factories and management did not want to identify the factory name. Noncompliant factories receive less price for their products than that of the compliant ones. Annual turnover of three non-compliant factories in last five years is presented below:

Table 5: Last Five Years Turnover of Non-compliant RMG Factories

Serial No.	Year	Turnover of X Factory (In Million USD)	Turnover of Y Factory (In Million USD)	Turnover of Z Factory (In Million USD)	Remarks
1.	2010-11	1.9	3.5	4.5	X Factory has 300 workers
2.	2011-12	2.2	4.0	4.3	
3.	2012-13	2.4	4.2	4.4	
4.	2013-14	2.1	3.8	4.6	Y Factory has 320 and Z Factory has 450
5.	2014-15	2	3.6	4.5	

Source: Prepared by Author on the Basis of Data of different Garment Factories

Analysis

Table-5 gives an idea that annual turnover of non-compliant factories increases with little pace. Annual turnover of last five years of three garment factories have been analyzed and it reflects that growth of turnover is minimal and there is not much effects even after the incident of Rana Plaza. Non-compliant factories continue with their business without much of investment for compliance related issues. Therefore there is not much of change in annual turnover.

Economic Impact of Social Compliance Issues

RMG industry has a great impact on national economy. A good number of industries have developed to support garment factories like button, zipper, packaging, management of garment waste etc. Economy works like a cycle and a good number of industries are also developed to fulfill requirement of garment

workers. For instance cheap makeup factories, shoes/sandals, local dresses, bakeries and food stuff etc. have a great impact on national GDP. Any negative effect on RMG sector, will also have a spillover effect on related industries too. It has been found that cost of production of RMG items has increased due to implementation of social and safety compliances at factory level and also due to the payment of minimum wage set by the government. But there were no effort by international buyers/brand retailers' to increase the price of product. Transparency International Bangladesh in their recent research has mentioned, "They (owners) have observed 41% decrease of Bangladeshi garment products in American markets over the last 15 years. The international workers organization opine that all factories can ensure compliance even after making profit if international brands and buyers can increase price of garment products at a rate of 3 cent for each item".⁶ After ensuring fair wage, regular payment of salary and social compliances, labour unrest has reduced. If situation prevail like this, then RMG business is likely to flourish in coming days.

Implication of Social Compliance

Implementation of social compliances has multiple implications. The Bangladesh Garment Buying House Association has informed that the "Orders from 'compliant' factories are rising by 15-20 percent. Association has just released a survey of brands and retailers detailing that 76.9 percent of those surveyed currently source from Bangladesh, with 60 percent anticipating that they will 'somewhat increase' from Bangladesh in the 'next two years'".⁷ Implications of compliance are highlighted in subsequent paragraphs.

- Workers will be able to concentrate more on production line, if social compliance and welfare related issues are given due importance and addressed appropriately by the owners. The owner of factories will have genuine ground to ask for higher price for their product from brand retailers.
- Fair wages will keep workers happy. Thereby garments factories will be free from labour unrest and there will not be any destruction of equipment or strike.
- Social compliances ensure social security of the workers at factories. If workers are free from anxiety, then they will have more concentration on production. This will increase productivity and quality of products.

6. Khoda. E M, Mina H N, Good Governance in the Ready-made Garments Sector: Achievements, Challenges and Way forward,(p-7).

7 Hasanat. R D, The Future of RMG Trade, The Daily Star.

- Ensuring compliance issues will increase global image and global recognition of Bangladesh garment factories.
- A compliant factory will have a bunch of satisfied workers and will also ensure the satisfaction of the prospective buyers.
- By ensuring all these factors, an owner of factory will be able to work with reputed buyers directly and have consistency in order.

Recommendations

The foregoing discussions and cross-cutting analyses point out to the fact that social compliance holds key to further growth and flourishing of the RMG sector in Bangladesh, with all the potentials of an accelerated export opportunities. Keeping this in view, the following recommendations are made for consideration:

Bangladesh Government

- The government authority have to go beyond earnestness and commit itself to ensure full implementation of what has been stipulated in the laws and regulations.
- The first in the government's agenda should be to strengthen the DIFE and to ensure extensive and effective monitoring the factories.
- The Government would do well to facilitate advancement of financial seed capital to factories against sound investment plans to be submitted by the owners.
- The Government machineries need to play a facilitating role in convincing both the garment owners and management as well as the garment workers and their leadership on the benefits of responsible trade unionism in the RMG sector.
- The Government has also an overarching responsibility to ensure proper utility and infrastructure facilities such as gas, electricity, unhindered communication facilities, cargo handling etc. so that the garment factories can optimize their production.
- Authorities have to give due importance to build up mid-level manpower both for production and management and arrange adequate training accordingly.

- There should be proper linkage across labour ministry, foreign ministry and commerce ministry to facilitate RMG business. Foreign diplomacy should be directed towards trade facilitation.
- Government along with BGMEA have to start RMG/apparel diplomacy to promote our RMG products in world market and also try to achieve waiver in regards of taxes from different countries.

Factory Owners and Management

- Factory owners should realize that informed and responsible trade unionism and meeting the workers' needs and requirements would ensure a congenial working environment within their establishments, leading to high-quality production and resultant boost in the export of the apparel products.
- Workplace safety – an essential ingredient of compliance -- is very important and the factory owners and their managements have to take initiative to improve upon the safety issues of factories.
- The factory managements need to arrange frequent and regular dialogues with the workers and their leaderships to motivate them on maintaining a congenial environment in the working places.

Foreign Buying Houses

- Buyers, particularly the foreign buyers, should also pay fair prices for RMG products and this will act as an incentive towards greater compliances. Government along with BGMEA should take effort to raise this issue to respective forum in the importing countries.

Garment Workers and Their Leaders

- There is also a role to play by the working class and their leadership. Assuming that a garment establishment has enforced compliance, they should work responsibly along with the factory managements to optimize their outputs.
- The union leadership has the prime responsibility to educate and motivate their fellow workers to act and react responsibly.

Conclusion

Over a period of time Bangladesh could successfully develop an expertise in RMG sector and that along with low wage has facilitated to establish strong position in the world market. With the increasing level of profit, wealth was not invested much for improvement of factories. Therefore, during its long journey, RMG sector encountered a good number of accidents, which caused a number of lives. It along with suspension of GSP by USA also tarnished hard earned image of RMG sector. There was tremendous pressure on the industry to ensure compliance at factory level by international buyers/retailers along with world community. However, RMG factory owners along with the assistance of government could turn the threat in to opportunity. RMG Sector could recover the image that was at a stake due to the series of accidents that occurred in 2013/2014. During this long journey, the RMG sector of Bangladesh has become strong, confident, polished, compliant, technologically advanced and ready for big jump ahead. Positive assertiveness of owners, workers, government and buyers will act as fuel for flourishing of RMG sector. Ensuring social compliance will facilitate to reach the export target of US\$ 50 Billion by 2021 as set by BGMEA

Bibliography

Books

1. Hossain, A and A Islam 2012, Labour Act, 2006 and Relevent Labour Laws, Central Law Book House, Dhaka.
2. Islam, A 2015, Bangladesh Labour Rules, Sufi Prokashoni, Dhaka.
3. Siddiqi, H 2004, The Readymade Garments Industry in Bangladesh, The University Press Limited, Dhaka.

Journals

4. Bangladesh Bureau of Statistics, 2016, Statistical Year Book Bangladesh 2014, Dhaka.
5. Bangladesh Garment Manufacturer & Exporter Association 2015, Annual Report 2014, Dhaka Bangladesh.

6. Rayhan, Z. February 2016, The Competitiveness of RMG Industry of Bangladesh after Some Tragic Incidents: An Overview of the Present Compliance Practice at RMG Sector of Bangladesh, Research Journal of Social Science and Management.

Newspaper Articles

7. Anam M, 2016. “Target US\$50 Billion: We Need Your Support to Reach It” in a Round Table jointly organized by BGMEA and Daily Star on 30 January 2016. Published in Daily Star on 24 February 2016.
8. Anwar S F, RMG sector: Working together for sustainable growth, The Financial Express 28 January 2016.
9. Hasan. M, Can Trade Unions Really Improve RMG Workers’ Lot? Financial Express, 08 June 2013.
10. Kormoker, S. 56% Factories Out of Inspection, Daily ProthomAlo, 30 April 2016, Dhaka p 1
11. Raihan. S, Our garment industry at a crossroad, Daily Star, June 27, 2015.
12. Siddiqi. H, GSP Suspension - Overcoming the Challenge, Daily Star, March 08, 2015.
13. Editorial, Making RMG compliance mandatory: Retailers, buyers need to collaborate, Daily Star, August 14, 2015.
14. Staff Correspondence Garment sector can create 54 lakh new jobs in Bangladesh Daily Star, 22 October. 2015.

Online/Internet Documents

15. Ahmed, F (2013) Improving Social Compliance in Bangladesh’s Ready-made Garment Industry, [Online], 29 June 2014. <http://www.nla.gov.au/ojs/index.php/lmd/article/view/2269/3148>. [Last accessed on 23 Feb 2016].
16. Ahamed, F, Could monitoring and surveillance be useful to establish social compliance in the ready-made garment (RMG) industry of Bangladesh? [Online] March, 2013. <http://internationalscholarsjournals.org>[Last accessed on 22 Feb 2016].

17. Hasanat. R D, The Future of RMG Trade, The Daily Star, [On Line] 10 March 2015, <http://www.thedailystar.net/supplements/24th-anniversary-the-daily-star-part-1/the-future-rmg-trade-73288> [Last accessed on 04 May 4, 2016].
18. Khoda. E M, Mina H N, Good Governance in the Ready-made Garments Sector: Achievements, Challenges and Way forward, Transparency International Bangladesh, [On Line] 21 April 2016, http://www.ti-bangladesh.org/beta3/images/2016/es_ffs_rmg4_16_en.pdf [Last accessed on 15 July 2016].
19. Ullah, N, Misfar A S, Habibur R, Compliance Management Practices on Readymade Garment Industry in Bangladesh: An Exclusive Study, [Online] 20th December 2013 http://www.wbiworldconpro.com/uploads/dhaka-conference-2013/management/1387274360_416-Nazim.pdf[Last accessed on 22 Feb 2016].
20. Yunus, M and Tatsufumi Yamagata, 2012, The Garment Industry in Bangladesh, http://www.ide.go.jp/English/Publish/Download/Report/2011/pdf/410_ch6.pdf, [Last accessed on 12 April 2016].
21. Wikipedia, [on line] Bangladesh Textile Industry, https://en.wikipedia.org/wiki/Bangladesh_textile_industry, [Last accessed on 03 March, 2016].
22. Accord on fire and building safety in Bangladesh, [On Line] <http://bangladeshaccord.org/>[Last accessed on 02 May, 2016].
23. The Alliance for Bangladesh Worker Safety, [On Line] <http://www.bangladeshworkersafety.org/> [Last Accessed on 02 May 2016].
24. Business Dictionary, [On Line] <http://www.businessdictionary.com/definition/social-compliance.html> [Last accessed on 22 March 2016].
25. Global Fashion Industry Statistics [On Line] – International Apparel, <https://fashionunited.com/global-fashion-industry-statistics> [Last accessed on 01 May 2016].
26. ILO, [On Line],<http://www.ilo.org/global/standards/lang--en/index.htm>, [Last accessed on 22 March 2016].
27. Merriam-Webster, [On Line] <http://www.merriam-webster.com/dictionary/compliance> [Last accessed on 10 March, 2016].

Report

28. McKinsey & Company, [On Line] Bangladesh's ready-made garments landscape: The challenge of growth, 2011, https://www.mckinsey.de/sites/mck_files/files/2011_McKinsey_Bangladesh.pdf.

Interviews

29. Mr. Md Arifuz Zaman, Adviser (HR & Compliance), Talisman Ltd, on 04 June 2016.
30. Mr. Iqbal Kabir, Director Tusuka Garment, is done on 18 April, 2016.
31. Mr. Mirza Harun or- Rashid, BP, (GM, HR & Compliance) Lenny Fashions Ltd on 04 June 2016.
32. Mr. Mostaque Ahmed, Director Unisense done on Apparels Limited.
33. Mrs. Mushrefa Mishu, Labour Leader, Garment Sector, on 30 June 2016.
34. Mr. Noor Islam, MD Seha Design (BD) Ltd is done on 16 March.
35. Mr. Siddiquar Rahman, President BGMEA, is done on 24 March, 2016.
36. Mr. Sirajul Islam Roni, Labour Leader, Garment Sector, on 12 May 2016.
37. Mr. Syed Ahmed, Inspector General (Additional Secretary), Department of Inspection for Factories and Establishments (DIFE), is done on 02 May 5, 2016.
38. Mr. Taslim Ahmed, MD BEATS Fashion Ltd is done on 17 April 2016.
39. Mr. Dr. Wajedul Islam Khan, Labour Leader, on 05 July, 2016.

Author

Brigadier General Naquib Ahmed Chowdhury, psc, is course member of NDC 2016. He was born in Dhaka on 06 January 1968. He did his schooling from Dhanmondi Government Boy's High School, Dhaka and Adomjee Cantonment College, Dhaka where he was groomed to join the Army since his early days. He is an alumni of the Bangladesh Military Academy and was commissioned into the Infantry Regiment on 23 Dec 1988. In a span of 28 years with Bangladesh Army, he has held a variety of important command and staff appointments. Beside his regimental appointments as Quarter Master, Company Second in Command and Company Commander in three Infantry Battalions, he commanded 5 East Bengal. He served as Adjutant, Operation Officer of Military Police Unit, Staff/Protection officer of Special Security Force, Operation Officer of a contingent which was deployed for UN Mission in Sierra Leon. He was Director Special Security Force and commanded 69 Infantry Brigade involved in operational activities in Chittagong Hill Tracts. He attended number of courses both in home and abroad. He has obtained Masters on Defence Studies from National University of Bangladesh and Master of Business Administration (MBA) from renowned private university in Dhaka. He is a graduate of Defense Services Command and Staff College, Mirpur. He has served under the umbrella of United Nation in Somalia, Sierra Leon, Liberia and Congo. He was the Force Provost Marshal in MONUSCO (Congo). During his official interactions and meetings, the officer has widely traveled to various countries across the globe. The officer is married to Mrs Sujana Tarannum Chowdhury and has been bestowed 02 sons and 02 daughters. Brigadier General Naquib's hobby is travelling, reading books. He is a very keen sportsman with special interests in Golf.