



Social Security Corporation
المؤسسة العامة للضمان الاجتماعي

Occupational Safety
and Health

Strategy

for The Prevention
and Reduction of Work
Accidents and Injuries

2023 - 2027

Occupational Safety and Health
Strategy
for The Prevention and Reduction
of Work Accidents and Injuries
2027 - 2023



**His Majesty the Hashemite
King Abdullah II bin Al-Hussein - may Allah protect him-**



**His Royal Highness
Prince Hussein bin Abdullah II, Crown Prince**

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Chairman of The Board Speech

It's my pleasure to launch the occupational safety and health strategy for the prevention and reduction of work accidents and injuries for the years 2023-2027, hoping that it will provide and enhance a stable and secure work environment for workers in the Kingdom; this strategy sets clear and ambitious objectives for the prevention and reduction of work accidents and injuries, through the implementation of major initiatives to improve the performance of occupational safety and health in the Kingdom's entities, raise the capacity of workers in the field of occupational safety and health and provide advice on the application of best practices to workplace safety measures and prevent the exposure of workers to risks and injuries.

This strategy has been developed in accordance with the participatory approach with partners and stakeholders with expertise and competence who share one common target of the prevention and reduction of work accidents and injuries, the implementation of which will require a collective will and continued cooperation between the partners and stakeholders in the field of occupational safety and health.

The strategy also has relied upon a statistical analysis of the work injury data contained in reports issued by the Social Security Corporation to identify places and categories with high injury rates and to explore changes in the pattern and incidence of occupational accidents and injuries to monitor improvement and the early detection of any new areas or sources of risk and their impact on the steering of awareness and training programs in the field of prevention of occupational risks.

This strategy is a dynamic strategy that keep pace with the changes of internal and external environments within a priority plan that takes into account the importance and impact of each of them. It also takes into account the importance of complementarity of roles and coordination among all stakeholders in order to achieve the objectives of the initiatives emanating from this strategy and follow up their implementation through performance indicators.

In conclusion, I would like to thank everyone who involved in the preparation of this strategy for its impact on the dissemination and consolidation of occupational safety and health and the provision of a safe and sound working environment. We hope that it will contribute to raising the level of occupational safety and health and the prevention and reduction of work accidents and injuries, in order to ensure the continuity of production in all sectors in our precious land under His Majesty King Abdullah II Bin Al Hussein.

Minister of Labor

Yousef Mahmoud Al-Shamali

Director-General's Speech

The Social Security Corporation endeavors to support social protection by contributing to the provision of an appropriate working environment in the firms covered by social security to reduce the incidence of work-related injuries among the insured persons. Therefore, the initiative has taken place to develop an occupational safety and health strategy for the prevention and reduction of work accidents and injuries for the years 2023-2027 according to a participatory approach with all stakeholders.

Since its inception, the Social Security Corporation has dealt with over 500,000 work-related injuries and has fully committed itself to its responsibilities towards these injuries, as it has provided medical care services, daily allowances, transportation allowances, disability compensation, disability and death salaries. Believing in the importance of preventive role in maintaining the health and safety of workers in firms of all categories-prevention is better than cure- to reduce their exposure to work-related injuries, the Corporation has targeted the participation of the regulatory references authorities for occupational safety and health matters, representatives of employers and workers and others; to contribute with the Corporation in the prevention and reduction of work accidents and injuries. Thus, the idea of this strategy has been crystallized.

Allah guide us success to implement the strategy for the benefit of the nation, in our beloved Jordan, under His Majesty the Hashemite King Abdullah II bin Al-Hussein.

Director-General

Dr. Mohammad Saleh Al-Tarawneh

Speech of the Supreme Steering Committee to supervise the preparation and implementation of an occupational safety and health strategy for the prevention and reduction of work accidents and injuries

An occupational safety and health strategy has been developed to prevent and reduce work accidents and injuries to maintain the health and safety of workers in entities, with the participation of stakeholders with occupational safety and health matters, representatives of employers, workers, and others.

The strategy sets very clear and ambitious objectives for the prevention and reduction of work accidents and injuries by implementing major initiatives to improve the performance of occupational safety and health in the Kingdom's firms as a step towards achieving its vision of leadership and sustainability in the prevention of work accidents and injuries and the promotion of occupational safety and health in the firms in partnership with the stakeholders, as the strategy will be followed up, evaluated and reviewed through an integrated work system that includes a comparison of the actual achievement with the targeted achievement and by identifying deviations and improvement measures required to achieve the strategic objectives according to periodic reports, and under the direct supervision of this committee.

We hope that the implementation of strategy of initiatives in firms will achieve a safe and healthy work environment and actively contribute to the consolidation of the concept of a national preventive safety culture, in which all stakeholders participate effectively.

الاسم	الصفة / ممثل عن
Dr. Mohammad Saleh Al-Tarawneh	Committee Chairman/ Director- General
Mr. Farouk Al-Hadidi	Vice Chairman of the Committee/Secretary General of the Ministry of Labor
Mr. Ali Falah Al-Hadid	Member of the Board of Directors and representative of the General Federation of Trade Unions
Dr. Mustafa Nawaiseh	Secretary General of the Legislation and Opinion Bureau
Prof. Dr. Ahmad Fakhri Al-Ajlouni	President of Al Balqa Applied University
Dr. Murad Al-Bawwab	Director-General of the National Tourism Development Company
Prof. Dr. Saeb Khresat	Professor at Jordan University of Science and Technology
"Mohammad Sharif" Mohammad Al-Zoubi	Assistant Director-General for Insurance
Dr. Jad Allah Al-Khalayleh	Director of the Social Security Corporation, Irbid Branch
Mr. Nasha'at Awwad Al-Badawi	Director of the Department of Occupational Safety and Work Injuries
Mrs. Ghada Qteishat	Director of Planning and Evaluation Department
Eng. Manar Al-Naerat	Committee Rapporteur/ Head of the Evaluation and Excellence Department

Executive Summary

Based on the vision and objectives of the Social Security Corporation and complementing the strategic planning approach, the Social Security Corporation has sustained the necessary efforts to achieve the highest levels of leadership and achieve the social protection it aspires to the insured persons in all their segments and economic sectors in the Hashemite Kingdom of Jordan, and by adopting a participatory approach; the occupational safety and health strategy for the prevention and reduction of accidents and injuries for the years 2023-2027 has been built and developed in cooperation with all partners concerned by applying this strategy and what results from it by improving occupational safety and health performance in firms covered by the Social Security Corporation with the aim of:

1. Developing occupational safety and health standards and procedures.
2. Significantly and continuously reducing injuries, illnesses and accidents in the workplaces.
3. Reducing the level of risks and their impact on the production and service operations of institutions.
4. Reducing financial claims from institutions.
5. Increasing the effectiveness of occupational health and protection systems.
6. Improving productivity, efficiency and institutional effectiveness.
7. Improving the level of workers' welfare.
8. Building a decision-making database.
9. Developing relationship with partners.

In view of the fact that most of the work-related injuries reported to Social Security Corporation are concentrated in the private sector, which constitutes 96% of the total work-related injuries reported to Social Security Corporation during the period 2015 - 2019 and consistently for each year, the total number of which during this period is approximately 51 thousand work-related injuries, this five-year strategy has been built for the period from 2023 - 2027 according to the participatory approach, which included a diverse group of experienced and competent partners and stakeholders with a single objective of reducing and preventing work accidents and injuries, which have been a continuation of the successes of the Social Security Corporation and its efforts in reducing work injuries over a period of 40 years, and its implementation will require the collective will and continued cooperation between all partners and stakeholders in the field of occupational safety and health.

This strategy for years 2023-2027 came with its axes and (4) strategic objectives in line with the Social Security Corporation's outlook in the coming years; so a set of (8) operational objectives and a set of quantitative and qualitative performance indicators for each of the strategic and operational objectives have been developed and identified their target values; which facilitating monitoring and follow-up and identifying any deviations that may arise in achievement, and in line with the financial and human possibilities available for the implementation of this strategy, which constitutes a basis for follow-up and accountability and a basis for construction and achievements. Therefore, the strategic objectives were identified with four objectives:

1. Developing a positive occupational safety and health culture and providing a safe work environment in the Kingdom's entities.
2. Developing the capabilities, skills and knowledge of staffs working in work-related injuries and occupational safety and health from inside and outside the Corporation.
3. Developing the infrastructure and technology for occupational safety and health at the national level.
4. Developing and maintaining the relationship with internal and external partners in the field of occupational safety and health.

The strategy has many key features that are based on objectivity, inclusiveness and taking into account the interests of all partners and beneficiaries of the strategy's implementation.

The strategy sets out very clear and ambitious objectives for the prevention and reduction of work accidents and injuries by implementing major initiatives to improve occupational safety and health performance in the Kingdom's firms as a step towards achieving its vision of leadership and sustainability in preventing of work accidents and injuries and promoting occupational safety and health in the firms in partnership with the

stakeholders. A work plan has been developed to ensure a sustained and significant improvement in the performance of occupational safety and health in entities, **and to achieve a reduction of 5% of work-related death and permanent disability injuries (total and partial) annually over the next five years.**

The Department of Occupational Safety and Work Injuries is responsible for managing and implementing the strategy initiatives. As well as, the strategy will be followed up, evaluated and reviewed through an integrated work system that includes comparing actual achievement with the targeted achievement, identifying the deviations and improvement procedures necessary to achieve the strategic objectives according to periodic reports and under the direct supervision of the Supreme Steering Committee to reduce and prevent work accidents and injuries; as part of its leading role in reducing work-related injuries, the Social Security Corporation will allocate funds for the implementation of all projects and initiatives.

Partners:

In order to build strong and solid participatory relationships with stakeholders in the implementation of the strategic plan to reduce and prevent work-related accidents and injuries, all partnerships were analyzed, the roles of the partners were defined into primary and secondary, they were classified at the policy or awareness level or at the operational level, strategies for dealing with them were identified, and relationships with partners were identified according to the determinants of strength and interest according to the following analysis:

Strength Range	High	<p style="text-align: center;">Department of Statistics</p> <p style="text-align: center;">Vocational Training Corporation</p> <p style="text-align: center;">Traditional and electronic media</p> <p style="text-align: center;">Companies Control Department</p>	<p style="text-align: center;">Parliament Government</p> <p style="text-align: center;">Professional Workers Ministry of Labor</p> <p style="text-align: center;">Associations Chambers of Industry and Commerce</p> <p style="text-align: center;">General Federation of Trade Unions in Jordan Ministry of Health Ministry of Environment</p> <p style="text-align: center;">Jordan Medical Council Public Security Directorate / Civil</p> <p style="text-align: center;">Technical and Vocational Skills Development Committee Defense</p>
	Medium	<p style="text-align: center;">Royal Medical Services Royal Scientific Society</p> <p style="text-align: center;">High Health Council Private Hospitals Association</p> <p style="text-align: center;">International organizations and international donors specialized in social protection, labor and social security policies Commercial banks</p> <p style="text-align: center;">State universities</p> <p style="text-align: center;">Accredited centers for training and qualification in the field of occupational safety and health</p> <p style="text-align: center;">National Center for Human Resources Development International Labor Organization</p> <p style="text-align: center;">Ministry of Education</p>	<p style="text-align: center;">Ministry of Digital Economy & Entrepreneurship</p> <p style="text-align: center;">Ministry of Industry, Trade and Supply</p> <p style="text-align: center;">International Social Security Association (ISSA)</p> <p style="text-align: center;">Higher Council for the Rights of Persons with Disabilities (HCD)</p>
		Little	Large
Interest Range			
very high	Close dealing strategy and continuous communication	High	The strategy of focusing on meeting the direct needs of partners
Medium	Strategy for maintaining communication in the area of interest	Low	Remote monitoring strategy

Figure No. (1): Map of dealing with partners

Work-related injuries in the Kingdom

During the period 2015-2021:

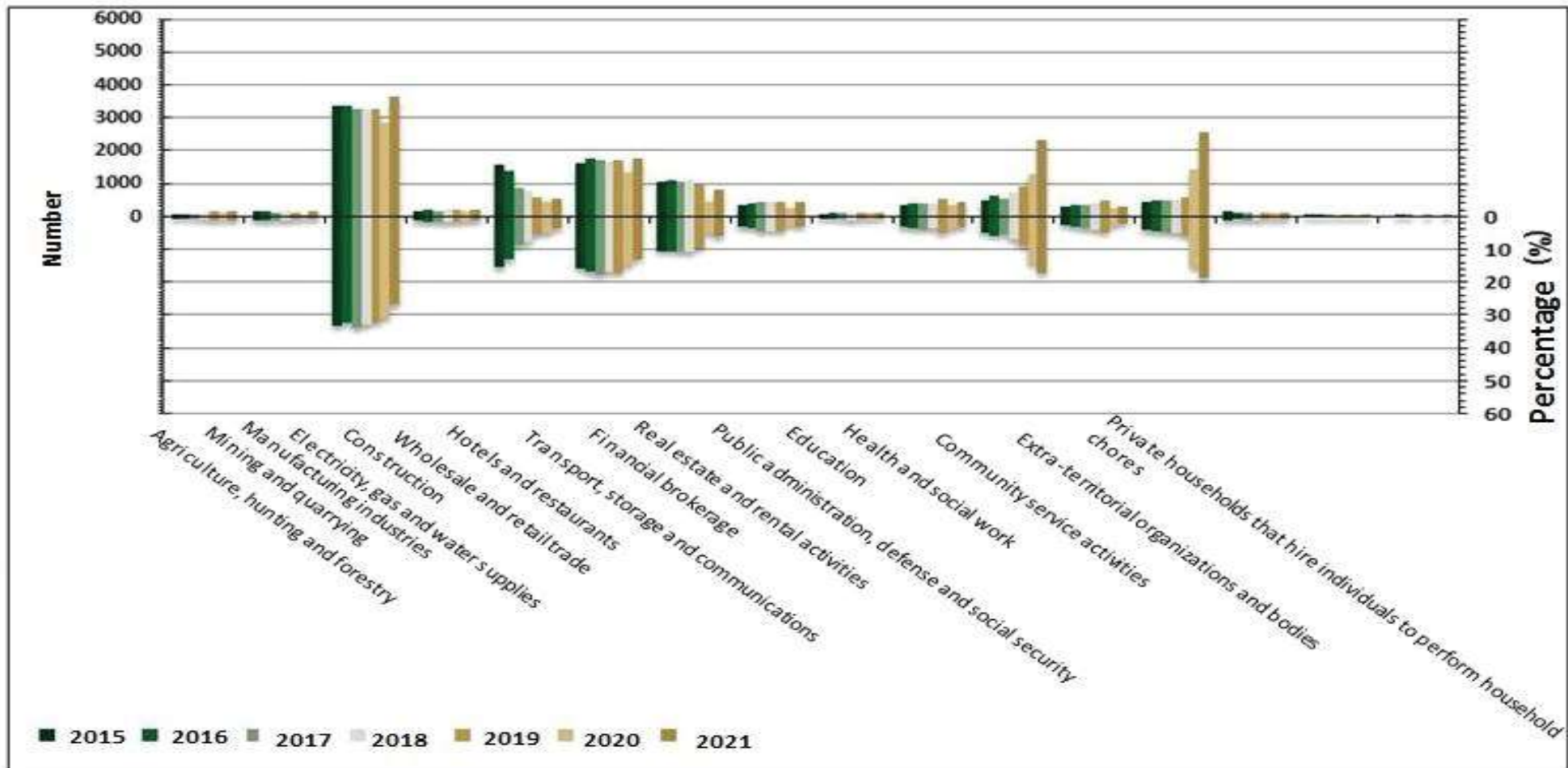
The number of work-related injuries recorded by the Social Security Corporation increased during the seven years from 2015 to 2021, reaching 13,457 work-related injuries in 2021, compared to 10,081 injuries in 2015, with an increase rate of 33.5%. In addition to the high incidence of work-related injuries per one thousand insured persons, reaching (10) work-related injuries per 1,000 insured persons in 2021, compared to (9) work-related injuries per 1,000 insured persons in 2015. However, this period was marked by a decrease in work-related injuries, particularly in 2020, owing to the corona virus pandemic and its repercussion for the business environment, including the suspension of the operation in firms during the period March-May 2020, and applying a new work patterns; like working from home; as well as returning to work in firms took place partially and in several phases, until the work became for all workers in the workplaces, and it also led to a decrease in the number of insured persons in 2020, as their number reached (1,253,820) insured persons, compared to (1,274,660) insured persons in 2019. The rate of decrease reached (1.6%), and this is an exceptional case. As the number of insured persons is constantly increasing before the year 2020, the rate of increase in the number of insured persons for 2019 compared to 2018 reached a rate of (3.1%), and the rate of increase in the number of insured persons for 2021 compared to 2020 reached a rate of (5.3 %). In addition to starting the implementation of the cancellation of the reduction of work injury insurance contributions by 50% of their value -the entity assumed the expenses of medical care and disbursement of daily allowances - in 2021, and improved the quality of providing the work-related injuries insurance service, especially immediate treatment, by concluding agreements with hospitals, which led to an increase in reporting of work-related injuries.

Table 1: Work-related injuries registered with the Social Security Corporation

Year	Number of work injuries	Work-related injury rate per one thousand insured persons	Percentage change in the number of injuries compared to the previous year
2015	10,081	9.2	0
2016	10,436	9.0	3.5%
2017	9,576	7.9	-8.2%
2018	9,860	8.0	3.0%
2019	10,072	7.9	2.2%
2020	9,102	7.3	-9.6%
2021	13,457	10.2	47.8%

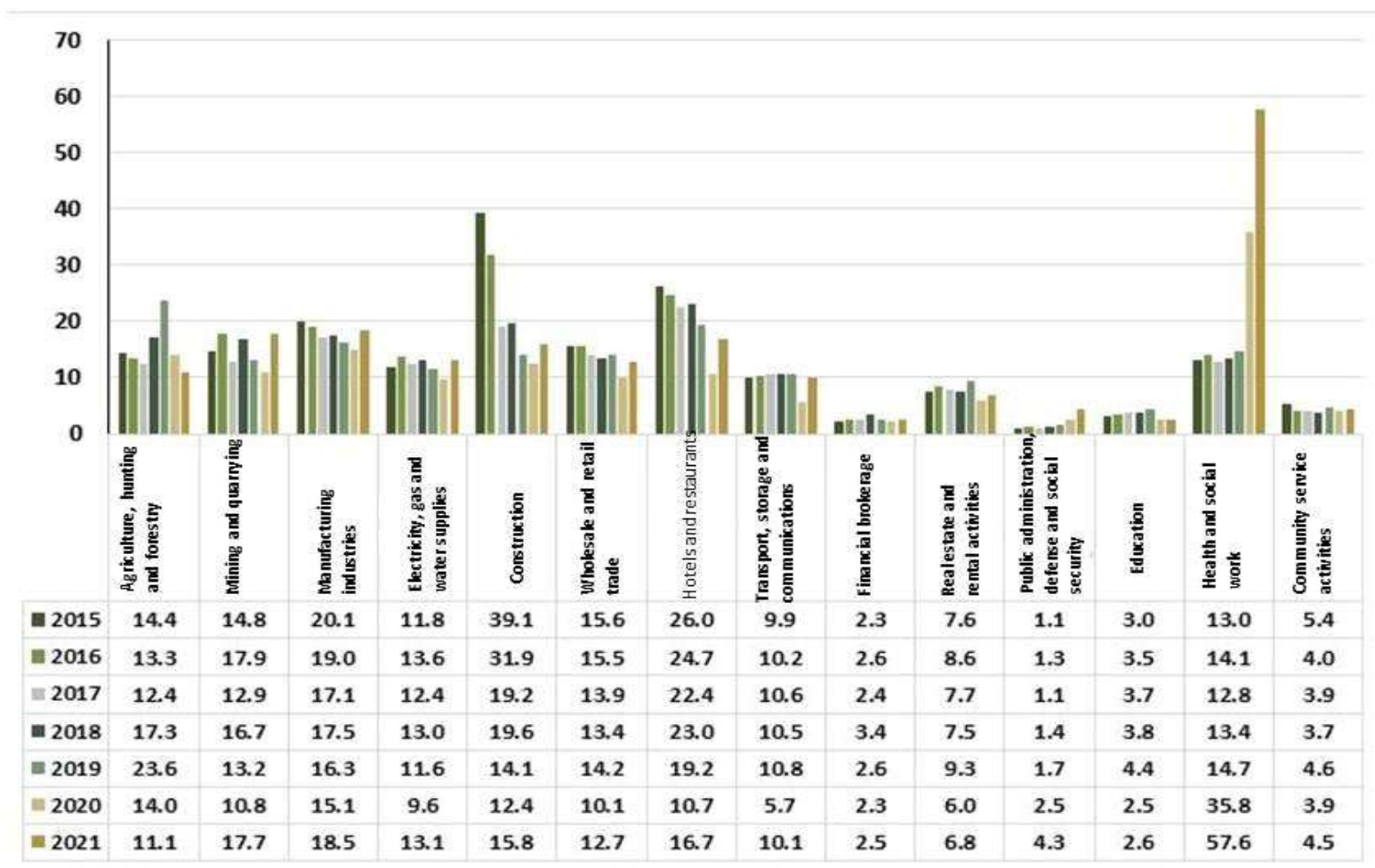
The highest percentage of work-related injuries occurred during the period from 2015 to 2021 in manufacturing industries, it amounted to 3,369 work-related injuries in 2015, representing 33.4% of the total injuries, and 3,629 injuries in 2021, representing 27.0% of the total injuries, followed by the health and social work activity, as it increased to 2540 work-related injuries, reaching a rate of 18.9% of work-related injuries in 2021 compared to 435 injuries and a rate of 4.3% in 2015, as shown in Figure No. (2).

Figure No. (2) Number and percentage of work-related injuries during 2015-2021 according to economic activity



The following figure indicates that the highest rate of work-related injuries in 2021 is in health and social work activities, as it increased to reach 57.6 work-related injuries per 1,000 insured persons, compared to 13.0 work-related injuries per 1,000 insured persons in 2015, followed by manufacturing industries, as it decreased to reach 18.5 work-related injuries per 1,000 insured persons in 2021, compared to 20.1 work-related injuries per 1,000 insured persons in 2015.

Figure No. (3): The work-related injuries incidence rate per 1,000 insured persons during the years 2015-2021 according to economic activity

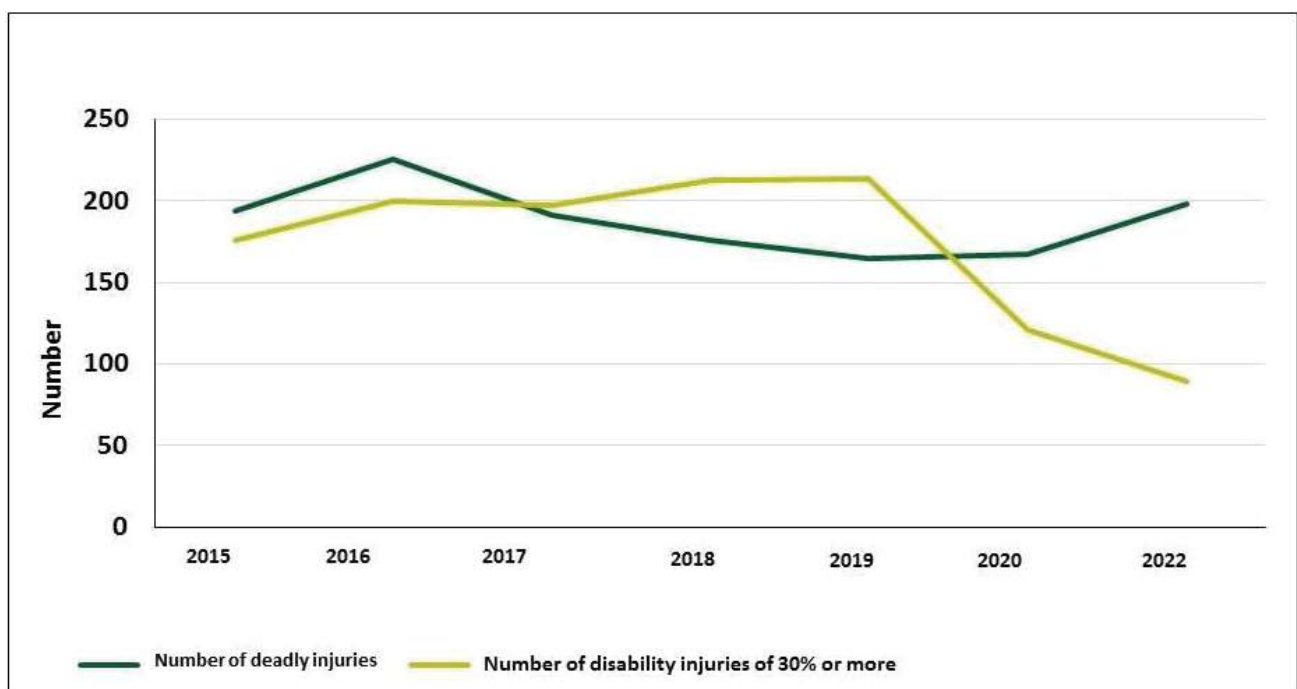


The deadly injuries recorded by the Social Security Corporation decreased during the years 2016 - 2019 and then increased from 2019 until 2021, reaching 198 deaths in 2021 compared to 165 deaths in 2019. While there was an increase in a disability injury of 30% or more during the years preceding the year 2020, then it decreased to reach 89 disability injuries of 30% or more in 2021; this is due to the presence of injuries under medical treatment and their condition has not yet stabilized, in addition to the repercussions of the Corona pandemic that were mentioned previously.

Table 2: The deadly injuries and permanent disability injuries of 30% or more during the period 2015-2021

Year	Number of deadly injuries	Percentage change in the number of deadly injuries compared to the previous year	Number of disability injuries of 30% or more	The percentage change in the number of disability injuries of 30% or more compared to the previous year
2015	194	0	176	0
2016	226	16.5%	200	13.6%
2017	191	-15.5%	197	-1.5%
2018	176	-7.9%	213	8.1%
2019	165	-6.3%	214	0.5%
2020	167	1.2%	121	-43.5%
2021	198	18.6%	89	-26.4%

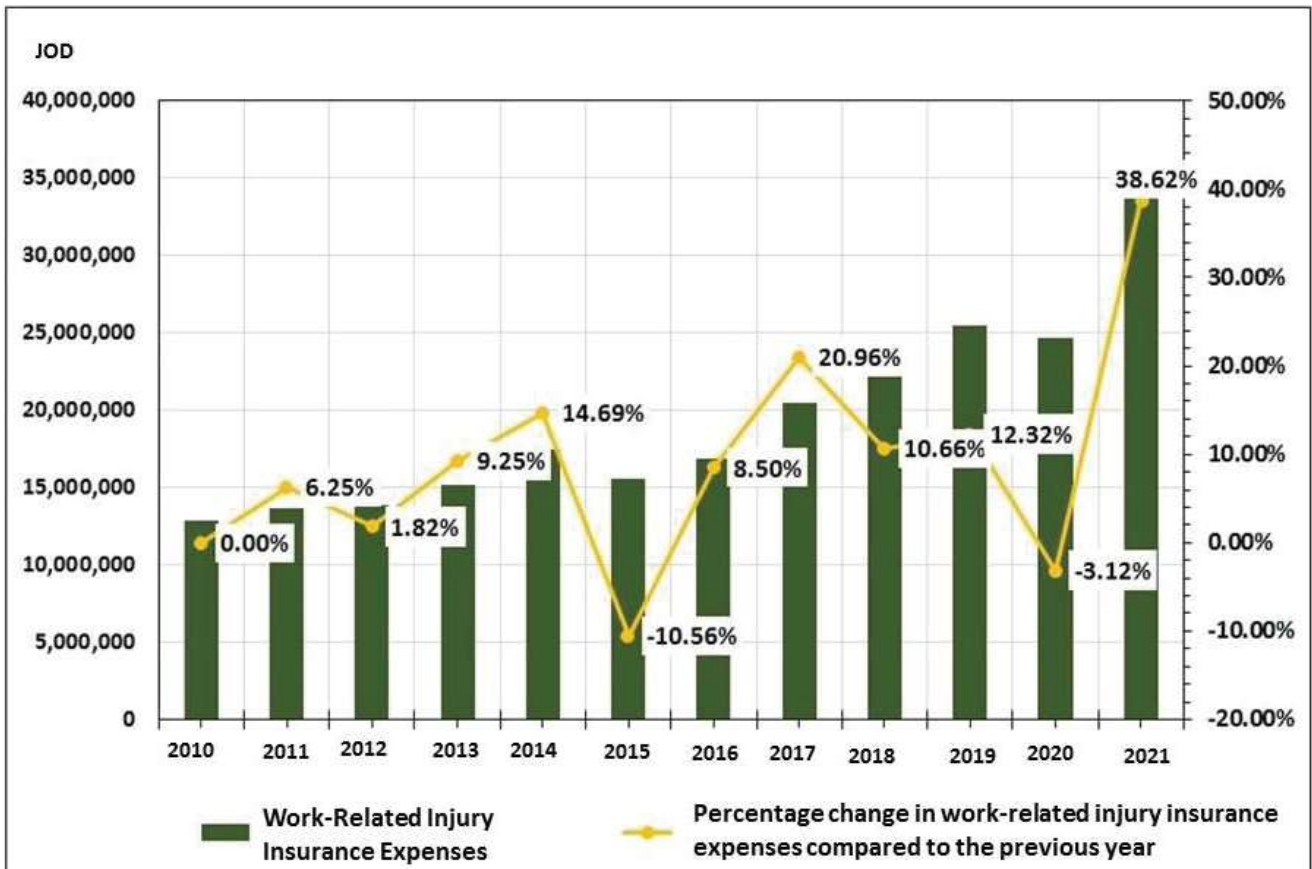
Figure No. (4): deadly injuries and permanent disability injuries of 30% or more during the period 2015-2021



Work-Related Injury Insurance Expenses

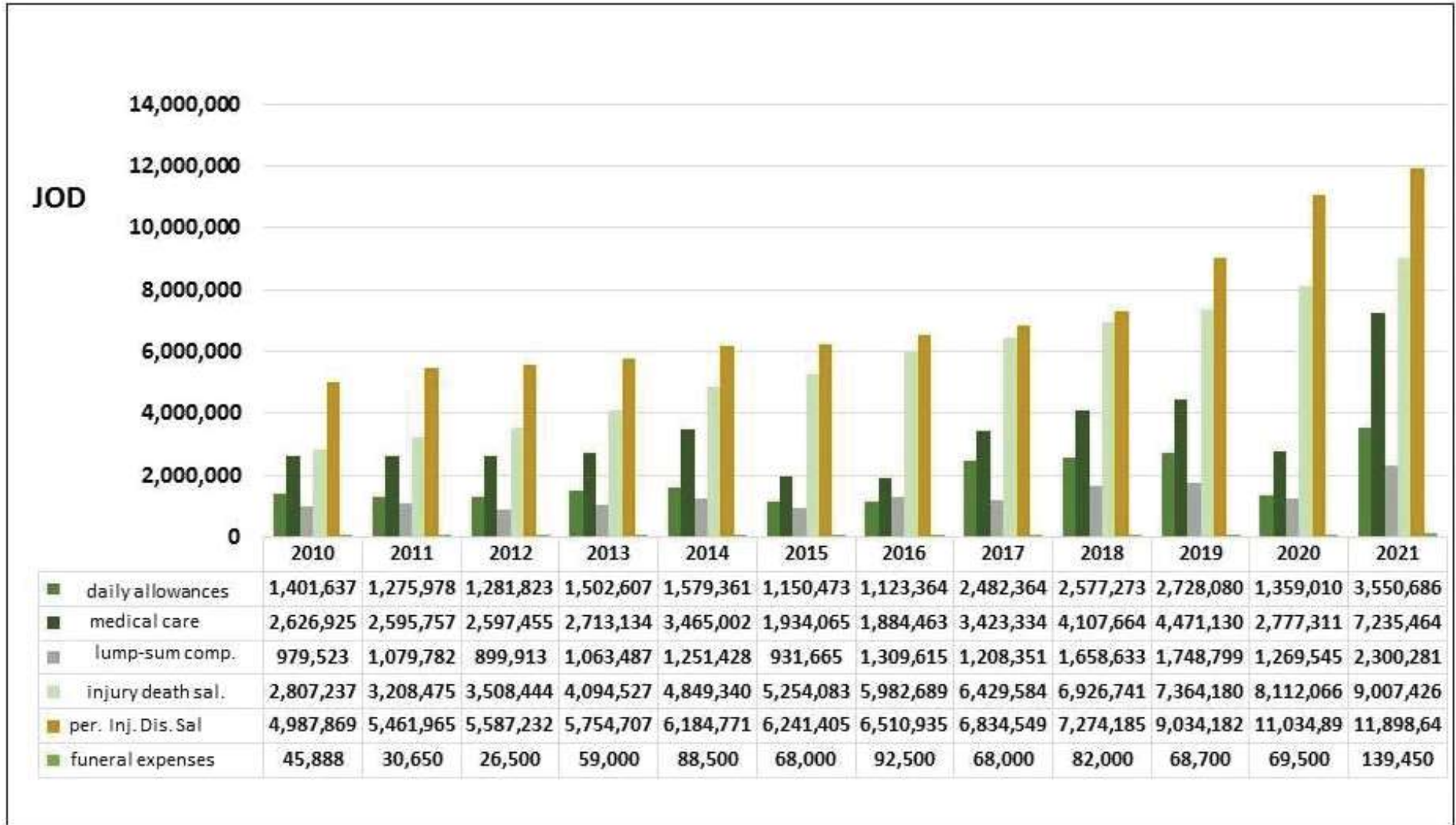
Work injury insurance expenditure increased during the years from 2010 to 2021, reaching (34.132) million JOD in 2021 compared to (12.849) million JOD in 2010. As the following figure also shows the percentage change in expenses compared to the previous year and due to the blanket ban that occurred in 2020 due to the Corona pandemic and its resulting repercussions on the business environment during the year 2020, work was suspended for a period in firms during the period March -May/ 2020, and applying a new work patterns; like working from home; as well as returning to work in firms took place partially and in several phases, until the work became for all workers in the workplaces, this led to a decrease in work-related injury insurance expenses by 3.12% in 2020 compared to 2019. However, expenses increased in 2021 by 38.62% compared to 2020, as there was an increase in the number of work-related injuries, reaching 13457 work-related injuries in 2021, compared to 9102 work-related injuries in 2020, with an increase rate of 47.8%.

Figure No. (5) Percentage change in work-related injury insurance expenses compared to the previous year



The following figure shows the expenses of the work-related injury insurance service, which include daily allowances for temporary incapacity for work, medical care, lump-sum compensation, work-related death salaries, permanent disability injuries salaries, and funeral expenses during the years from 2010 to 2021; as the average expenses for work-related death and permanent disability injuries salaries during this period amounted to 66% of the total expenses of the work-related injury insurance service, as it reached (20.906) million JOD in 2021 compared to (7.795) million JOD in 2010, with an increase rate of 168.2%.

Figure No. (6) Work-related injury insurance expenses



Strategy Preparation Methodology

Building the Occupational Safety and Health Strategy for the prevention and reduction of work accidents and injuries for 2023-2027 is based on developing a dynamic strategy that corresponds to the internal and external event-based data of the internal and external environments, within a plan of priority that takes into account the importance and impact of each of them, the importance of integrating roles among all stakeholders is also taken into account to coordinate them and achieving the objectives of the initiatives, thereby facilitating the follow-up of their performance through performance indicators.

Work-related injury data was analyzed according to the methodology of the International Labor Organization at the Sixteenth Conference of Labor Statisticians (Work-Related Injury Statistics) of 1998 Geneva, in order to identify places and categories with high rates of injuries and to explore changes in the pattern of occupational accidents and injuries and their incidence to monitor improvement and early detection of any areas or sources of risk. As well as, benefiting from it in designing and activating the strategy for preventing and reducing work-related injuries for the stakeholders and in directing awareness and training programs in the field of prevention of occupational hazard; in addition to taking it into account in evaluating the effectiveness of the prevention systems used in the firms to prevent such accidents. Moreover, numerous analyzes of the internal and external environments have been carried out with the aim of clarifying the internal and external influences and identifying the strengths, weaknesses, opportunities and threats, in order to build the objectives, programs and initiatives emanating therefrom.

This strategy will be implemented over a period of five years through a participatory approach with all stakeholders and reviewing the achievement of implementing the strategy of initiatives periodically, where the achievement of these objectives will be monitored through performance indicators, and the following figure summarizes methodology for work.

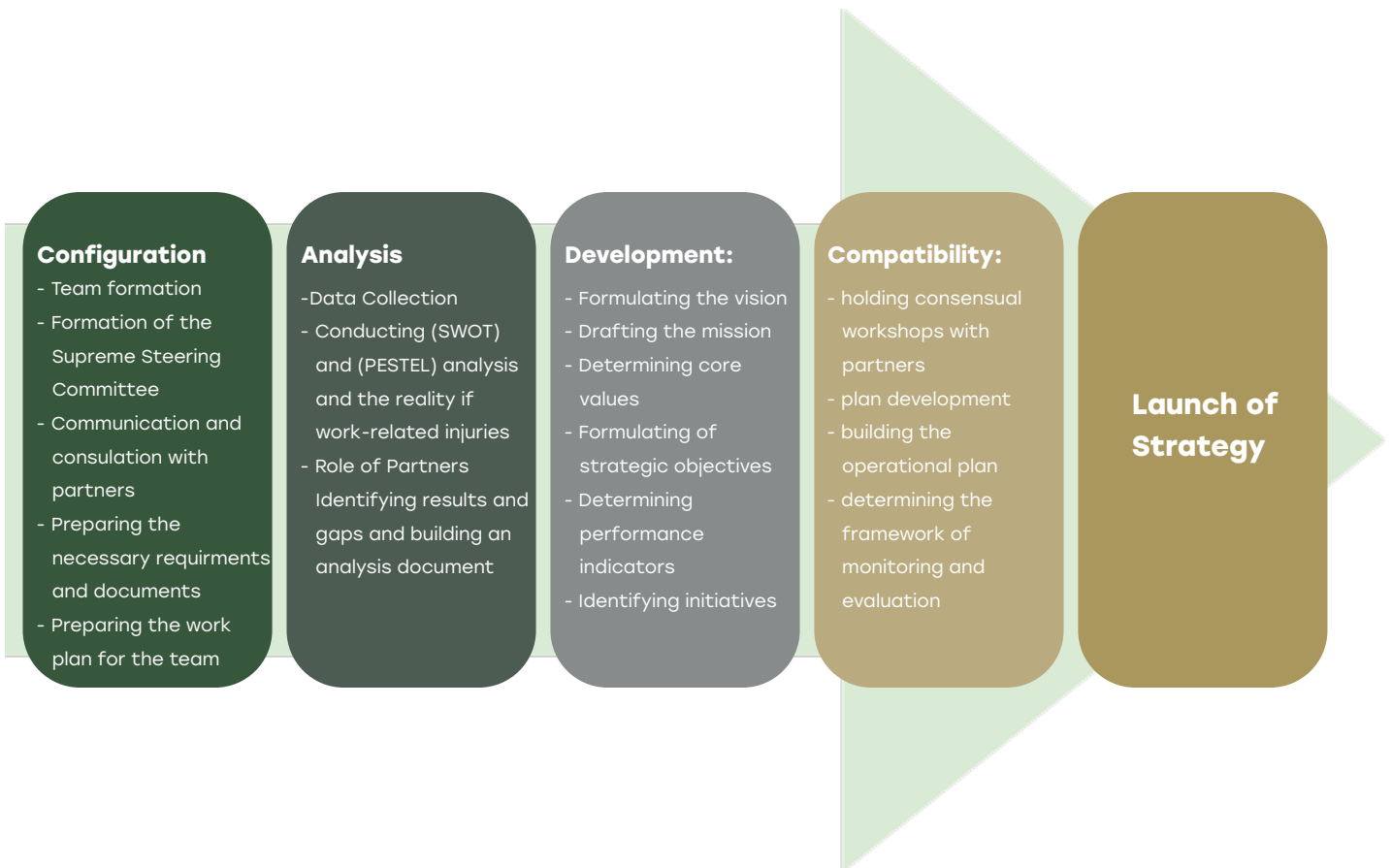


Figure No. (7) Strategy Preparation Methodology

Vision, Mission and Core Values

Vision:

Our vision is to pioneer and sustain the prevention of work accidents and injuries, and to promote occupational safety and health in firms in partnership with stakeholders

Mission:

Strengthening occupational safety and health measures in the workplace to reduce work accidents and injuries, thereby contributing to achieving social security, improving firms of economic performance and improving their competitiveness, in line with international standards.

Core Values:

1. Partnership and cooperation
2. Justice and equality.
3. Transparency.
4. Accountability.
5. Team spirit.

Strategic Objectives

The first objective: developing a positive occupational safety and health culture, and providing a secure work environment in the Kingdom's entities

Developing and promoting a culture of occupational safety and health will help create a common language with employees and employers that directly contributes to raising awareness of safety measures and reducing work-related injuries and stimulating firms to find solutions to provide secure work environments that positively reflect on their return on investment and preserve their assets and properties. To this end, (3) key performance indicators have been identified as follows:

- Percentage of awareness of occupational safety and health procedures.
- Degree of compliance with occupational safety and health procedures.
- Total reported work-related injuries out of total injuries.

To achieve these indicators, the following operational objectives, initiatives and projects have been identified:

1. Awareness-raising and education on the importance of occupational safety and health at the national level
 - Carrying out awareness-raising campaigns for firms in various visual, audio, written media and social media, including raising awareness about occupational diseases and conducting an occupational medical examination.
 - Holding workshops to demonstrate the importance of occupational safety and health in all governorates of the Kingdom.
 - Conducting evaluation campaigns on firms in all governorates.
 - Coordinating with Jordanian universities and other research bodies to encourage work on research and studies in the field of occupational safety and health.
2. Stimulating and supporting firms to comply with occupational safety and health standards.
 - Supporting firms by providing the required occupational safety and health equipment.
 - Motivating firms to adhere to occupational safety and health conditions and standards.
 - Supporting firms that obtain quality standards related to occupational safety and health.

The second objective: Developing the capabilities, skills and knowledge of staffs working in work-related injuries and occupational safety and health from inside and outside the Corporation.

Developing the capabilities, skills and knowledge of staffs working in occupational injuries and occupational safety and health from inside and outside the Corporation will effectively contribute to raising their efficiency. The focus will not only be on staffs involved in monitoring and inspection, but also on staffs working in the field of occupational safety and health from doctors and supervisors of occupational safety and health. Thus, to contribute to the provision of safe and sound working conditions and to reduce exposure to injuries. To this end (3) key performance indicators have been identified as follows:

- Percentage of awareness of occupational safety and health procedures.
- Degree of compliance with occupational safety and health procedures.
- Total reported work-related injuries out of total injuries.

To achieve these indicators, the following operational objectives, initiatives and projects have been identified:

1. Training and qualifying of all authorities concerned with monitoring and inspection of occupational safety and health standards

- Training and qualifying the media committees in the branches of the Social Security Corporation to spread awareness of the importance of occupational safety and health.
 - Training and qualifying employees of social security branches in the process of inspection, evaluation and guidance of entities.
 - Training and qualifying of medical staffs in occupational health, rehabilitation and integration of injured persons.
 - Training and qualifying of occupational safety and health supervisors in entities, focusing on firms with high rates of injury occurrence and their level of commitment to occupational safety and health standards below normal, and employees of the Chambers of Industry and Commerce, trade unions, and any other parties.
2. Launching initiatives to develop skills and capabilities in the field of monitoring and inspection of occupational safety and health standards.
 - Return to work and reintegration initiative.
 - The Distinguished Employee Initiative in the field of monitoring and occupational health at the internal and external levels.

Third objective: Developing the infrastructure and technology for occupational safety and health at the national level.

Developing the infrastructure and technology for occupational safety and health at the national level, through developing legislation and procedures related to occupational safety and health in a way that ensures that there is no conflict between these legislations, especially since the responsibility for implementation are assumed by the Ministry of Labor, Social Security Corporation and all concerned parties, and achieving unification of procedures with all relevant regulatory authorities contributes effectively to raising the quality of performance and unifying efforts in raising the level of entities' commitment to occupational safety procedures to provide safe working environments and reduce work-related injuries; to this end, (3) key performance indicators have been identified as follows:

- Degree of compliance with occupational safety and health procedures.
- Total reported work-related injuries out of total injuries.
- Building and implementing the national electronic system for occupational safety and health (to standardize procedures).

To achieve these indicators, the following operational objectives, initiatives and projects have been identified:

1. Building and developing legislation and procedures governing the concept of occupational health and safety.
 - Building and developing all legislation governing occupational health and safety by building a unified national occupational safety and health policy, including standardizing procedures for occupational health and safety at the national level.
 - Building and developing the occupational safety and health risk matrix to achieve a unified classification for all firms and sectors at the national level.
2. Building and developing the technical environment governing the concept of occupational safety and health and automating all procedures.
 - Developing a national electronic system for occupational safety and health, which includes all stakeholders, including the Ministry of Labor, the Ministry of Health, Civil Defense and the Ministry of Environment.
 - Building and developing a database of the results of professional medical examinations for all employees in cooperation and coordination with the stakeholders.

Fourth Objective: Developing and maintaining the relationship with internal and external partners in the field of occupational safety and health.

Strengthening our relationships with occupational health and safety partners will help maximize resources, coordinate our efforts, and work to keep pace with trends and initiatives related to this field in the Kingdom. To this end, (3) key performance indicators have been identified as follows:

- Mechanisms for communicating with external partners in the field of occupational safety and health.
- The degree to which partners contribute to coordinating and implementing initiatives.
- Percentage of awareness of occupational safety and health procedures.

To achieve these indicators, the following operational objectives, initiatives and projects have been identified:

1. Develop and maintain the relationship with internal partners.
 - Developing written guidelines, policies and procedures for vertical and horizontal communication channels between the Occupational Safety and Work Injuries Department and the Corporation's branches spread throughout all governorates of the Kingdom to raise awareness and inspection of occupational safety and health.
2. Developing and maintaining the relationship with external partners (from the public and private sectors).
 - Developing guidelines for communication channels between the Social Security Corporation and all the authorities concerned with occupational safety and health.
 - Implementing an effective social dialogue on a regular basis that includes all internal and external partners.
 - Launching the "Conference" initiative every two years for best practices in the field of occupational safety and health to establish the best health and safety standards and practices and to sustain them among all stakeholders.





Operational Plan (2023 – 2027)

"Strategic and Operational Objectives"

Strategy to reduce and prevent work accidents and injuries

Occupational Safety and Work-related Injuries Department

Occupational Safety and Health Directorate

Strategic Axis		Related Strategic Objectives	Related Operational Objectives	
Axis	No.	Strategic Objective	No.	Operational Objective
Occupational Safety and Health	1	Developing a positive occupational safety and health culture and providing a secure work environment in the Kingdom's entities.	1.1	Awareness-raising and education on the importance of occupational safety and health at the national level.
			1.2	Stimulating and supporting firms to comply with occupational safety and health standards.
	2	Developing the capabilities, skills and knowledge of staffs working in work-related injuries and occupational safety and health from inside and outside the Corporation.	2.1	Training and qualifying of all authorities concerned with monitoring and inspection of occupational safety and health standards.
			2.2	Launching initiatives to develop skills and capabilities in the field of monitoring and inspection of occupational safety and health standards.
	3	Developing the infrastructure and technology for occupational safety and health at the national level.	3.1	Building and developing legislation and procedures governing the concept of occupational health and safety.
			3.2	Building and developing the technical environment governing the concept of occupational safety and health and automating all procedures.
	4	Developing and maintaining the relationship with internal and external partners in the field of occupational safety and health.	4.1	Developing and maintaining the relationship with internal partners.
			4.2	Developing and maintaining the relationship with external partners (from the public and private sectors).

The Percentage of Importance Operational Objectives

NO.	Strategic Objective	Operational Objective	Percentage of contribution to achieving the strategic objectives
1	Developing a positive occupational safety and health culture and providing a secure work environment in the Kingdom's firms (30%)	Awareness-raising and education on the importance of occupational safety and health at the national level.	50%
		Stimulating and supporting firms to comply with occupational safety and health standards.	50%
2	Developing the capabilities, skills and knowledge of staffs working in work-related injuries and occupational safety and health from inside and outside the Corporation (20%)	Training and qualifying of all authorities concerned with monitoring and inspection of occupational safety and health standards.	75%
		Launching initiatives to develop skills and capabilities in the field of monitoring and inspection of occupational safety and health standards.	25%
3	Developing the infrastructure and technology for occupational safety and health at the national level (30%)	Building and developing legislation and procedures governing the concept of occupational health and safety.	25%
		Building and developing the technical environment governing the concept of occupational safety and health and automating all procedures.	75%
4	Developing and maintaining the relationship with internal and external partners in the field of occupational safety and health (20%)	Developing and maintaining the relationship with internal partners.	50%
		Developing and maintaining the relationship with external partners (from the public and private sectors).	50%

Prioritization Matrix

NO.	Strategic Objective	Operational Objective	Initiatives	Weight
1	Developing a positive occupational safety and health culture and providing a secure work environment in the Kingdom's entities	Awareness-raising and education on the importance of occupational safety and health at the national level.	<ul style="list-style-type: none"> -Carrying out awareness-raising campaigns for firms in various visual, audio, written media and social media, including raising awareness about occupational diseases and conducting an occupational medical examination. -Holding workshops to demonstrate the importance of occupational safety and health in all governorates of the Kingdom. -Conducting evaluation campaigns on firms in all governorates. -Coordinating with Jordanian universities and other research bodies to encourage work on research and studies in the field of occupational safety and health. 	15%
		Stimulating and supporting firms to comply with occupational safety and health standards.	<ul style="list-style-type: none"> -Supporting firms by providing the required occupational safety and health equipment. -Motivating firms to adhere to occupational safety and health conditions and standards. -Supporting firms that obtain quality standards related to occupational safety and health. 	15%
2	Developing the capabilities, skills and knowledge of staffs working in work-related injuries and occupational safety and health from inside and outside the Corporation	Training and qualification of all authorities concerned with monitoring and inspection of occupational safety and health standards	<ul style="list-style-type: none"> -Training and qualifying the media committees in the branches of the Social Security Corporation to spread awareness of the importance of occupational safety and health. -Training and qualifying employees of social security branches in the process of inspection, evaluation and guidance of entities. -Training and qualification of medical staffs in occupational health, rehabilitation and integration of injured persons. -Training and qualification of occupational safety and health supervisors in entities, focusing on firms with high rates of injury and their level of commitment to occupational safety and health standards below normal, and employees of the Chambers of Industry and Commerce, trade unions, and any other parties. 	15%
		Launching initiatives to develop skills and capabilities in the field of oversight and inspection of occupational safety and health standards	<ul style="list-style-type: none"> -Returning to work and reintegration initiative. -The Distinguished Employee Initiative in the field of oversight and occupational health at the internal and external levels. 	5%

NO.	Strategic Objective	Operational Objective	Initiatives	Weight
3	Developing the infrastructure and technology for occupational safety and health at the national level	Building and developing legislation and procedures governing the concept of occupational health and safety.	<ul style="list-style-type: none"> -Building and developing all legislation governing occupational health and safety by building a unified national occupational safety and health policy, including standardizing procedures for occupational health and safety at the national level. -Building and developing the occupational safety and health risk matrix to achieve a unified classification for all firms and sectors at the national level. 	7.5%
		Building and developing the technical environment governing the concept of occupational safety and health and automating all procedures.	<ul style="list-style-type: none"> -Developing a national electronic system for occupational safety and health, which includes all stakeholders, including the Ministry of Labor, the Ministry of Health and Civil Defense and the Ministry of Environment. -Building and developing a database of the results of professional medical examinations for all employees in cooperation and coordination with the concerned authorities. 	22.5%
4	Developing and maintaining the relationship with internal and external partners in the field of occupational safety and health	Develop and maintain the relationship with internal partners.	<ul style="list-style-type: none"> -Developing written work manuals, policies and procedures for vertical and horizontal communication channels between the Occupational Safety and Work Injuries Administration and the organization's branches spread throughout all governorates of the Kingdom to raise awareness and inspection of occupational safety and health. 	10%
		Developing and maintaining the relationship with external partners (from the public and private sectors).	<ul style="list-style-type: none"> -Developing a work manual for communication channels between the Social Security Corporation and all the authorities concerned with occupational safety and health. -Implementing an effective social dialogue on a regular basis that includes all internal and external partners. -Launching the "Conference" initiative every two years for best practices in the field of occupational safety and health to establish the best health and safety standards and practices and to sustain them among all stakeholders 	10%

Strategic Objective	Developing a positive occupational safety and health culture and providing a secure work environment in the Kingdom's entities				
Relative weight	20%				
Operational Objective	Initiatives	Implementation responsibility	Performance Indicator	Start Date	End date
Awareness-raising and education on the importance of occupational safety and health at the national level.	Carry out awareness-raising campaigns for firms in various visual, audio, written media and social media, including raising awareness about occupational diseases and conducting an occupational medical examination.	Social Security Corporation	Number of awareness campaigns	2023	2027
	Holding workshops to demonstrate the importance of occupational safety and health in all governorates of the Kingdom.	Social Security Corporation	Number of workshops Number of lectures in universities	2023	2027
	Conducting evaluation campaigns on firms in all governorates	Social Security Corporation	Number of annual evaluation visits	2025	2027
	Coordinating with Jordanian universities and other research bodies to encourage work on research and studies in the field of occupational safety and health.	Social Security Corporation Jordanian Universities	Number of published research and studies	2023	2027
Stimulating and supporting firms to comply with occupational safety and health standards.	Supporting firms by providing the required occupational safety and health equipment.	Social Security Corporation	Number of supported firms	2023	2027
	Motivating firms to adhere to occupational safety and health conditions and standards.	Social Security Corporation Chamber of Industry Chamber of Commerce Trade unions	Increase number of firms Participation in the award	2023	2027
	Supporting firms that obtain quality standards related to occupational safety and health.	Social Security Corporation Chamber of Industry Chamber of Commerce Trade unions	The number of firms that obtained a certificate of quality standards in occupational safety and health	2023	2027

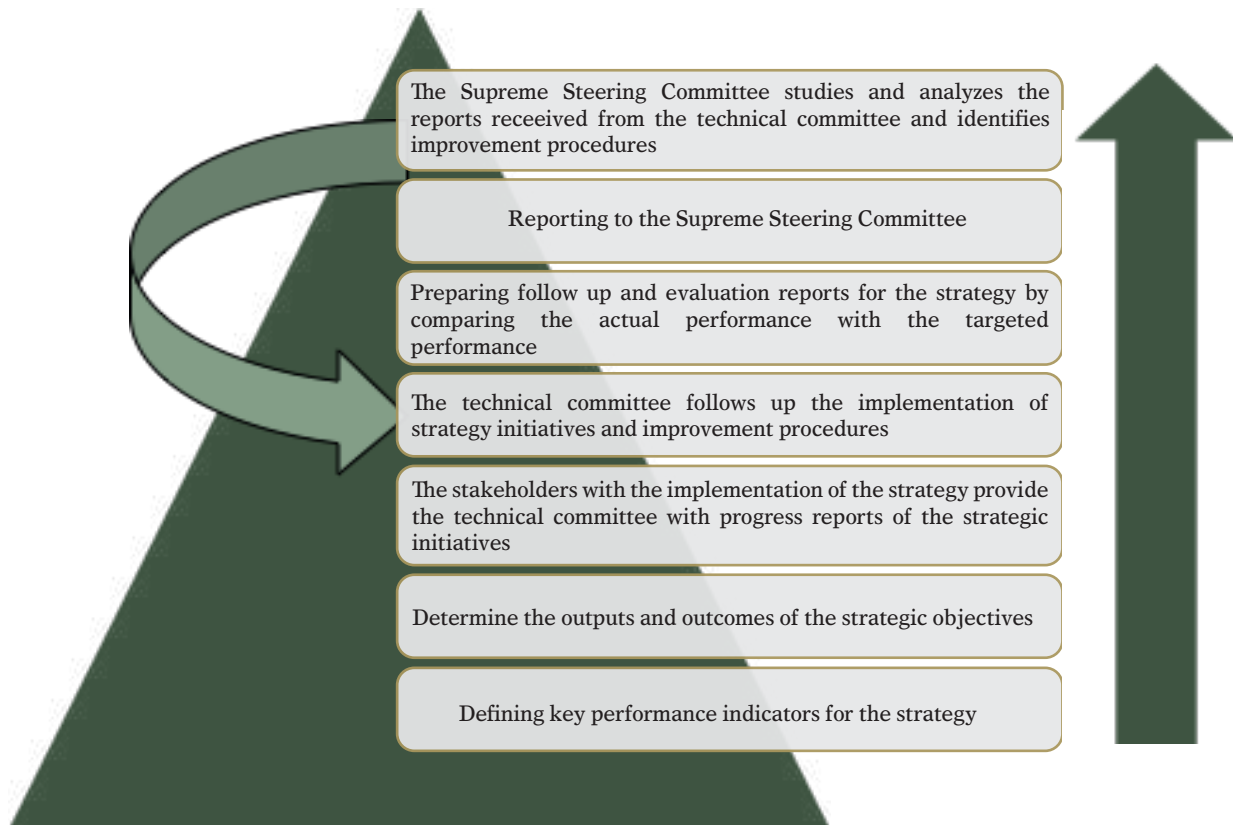
Strategic Objective	Developing the capabilities, skills and knowledge of staffs working in work-related injuries and occupational safety and health from inside and outside the Corporation				
Relative weight	20%				
Operational Objective	Initiatives	Implementation responsibility	Performance Indicator	Start Date	End date
Training and qualification of all authorities concerned with monitoring and inspection of occupational safety and health standards Training and qualification of all authorities concerned with monitoring and inspection of occupational safety and health standards	Training and qualifying the media committees in the branches of the Social Security Corporation to spread awareness of the importance of occupational safety and health.	Social Security Corporation	Number of staffs of trained media committees	2023	2027
	Training and qualifying employees of social security branches in the process of inspection, evaluation and guidance of entities.	Social Security Corporation Ministry Of Health Vocational Training Corporation	Number of trained branch employees	2024	2025
	Training and qualification of medical staffs in occupational health, rehabilitation and integration of injured persons.	Social Security Corporation Ministry Of Labor Vocational Training Corporation	Number of trained medical staff	2024	2027
	Training and qualification of occupational safety and health supervisors in entities, focusing on firms with high rates of injury and their level of commitment to occupational safety and health standards below normal, and employees of the Chambers of Industry and Commerce, trade unions, and any other parties.	Social Security Corporation Ministry Of Health Vocational Training Corporation	Number of staffs of the Chambers of Industry and Commerce, trade unions, and occupational safety and health supervisors trained in the facilities	2023	2027
Training and qualification of all authorities concerned with monitoring and inspection of occupational safety and health standards	Return to work and reintegration initiative.	Social Security Corporation	The impact of developing a rehabilitation and reintegration system on the injured	2023	2025
	The Distinguished Employee Initiative in the field of oversight and occupational health at the internal and external levels	Social Security Corporation	Launching the award, receiving participant requests	2023	2025

Strategic Objective	Developing the infrastructure and technology for occupational safety and health at the national level				
Relative weight	40%				
Operational Objective	Initiatives	Implementation responsibility	Performance Indicator	Start Date	End date
Building and developing legislation and procedures governing the concept of occupational health and safety.	Building and developing all legislation governing occupational health and safety by building a unified national occupational safety and health policy, including standardizing procedures for occupational health and safety at the national level.	Ministry of Labor Social Security Corporation and all stakeholders	Number of legislations updated or introduced	2023	2024
	Building and developing the occupational safety and health risk matrix to achieve a unified classification for all firms and sectors at the national level	Ministry of Labor Social Security Corporation and all stakeholders	Building a risk matrix and unified classification	2023	2024
Building and developing legislation and procedures governing the concept of occupational health and safety.	Developing a national electronic system for occupational safety and health, which includes all stakeholders, including the Ministry of Labor, the Ministry of Health and Civil Defense and the Ministry of Environment.	Ministry of Labor Social Security Corporation, all stakeholders and Public and private sector institutions	Developing the national electronic system	2023	2025
	Building and developing a database of the results of professional medical examinations for all employees in cooperation and coordination with the concerned authorities.	Ministry of Labor Social Security Corporation and all stakeholders	Developing the database	2023	2025

Strategic Objective	Developing and maintaining the relationship with internal and external partners in the field of occupational safety and health				
Relative weight	20%				
Operational Objective	Initiatives	Implementation responsibility	Performance Indicator	Start Date	End date
Develop and maintain the relationship with internal partners.	Developing written work manuals, policies and procedures for vertical and horizontal communication channels between the Occupational Safety and Work Injuries Department and the Corporation's branches spread throughout all governorates of the Kingdom to raise awareness and inspection of occupational safety and health.	Social Security Corporation	Work manual and a number of written policies and procedures for the various communication channels	2023	2024
Develop and maintain the relationship with internal partners	Developing a work manual for communication channels between the Social Security Corporation and all the authorities concerned with occupational safety and health.	Social Security Corporation and all stakeholders	Work manual	2023	2025
	Implementing an effective social dialogue on a regular basis that includes all internal and external partners	Social Security Corporation and all stakeholders	Number of workshops	2023	2027
	Launching the "Conference" initiative every two years for best practices in the field of occupational safety and health to establish the best health and safety standards and practices and to sustain them among all stakeholders	Social Security Corporation and all stakeholders	number of conferences	2023	2025

Framework for monitoring, evaluating and reviewing the strategy:

The strategy will be followed up, evaluated and reviewed through an integrated work system that includes a comparison of the actual achievement with the targeted achievement and by identifying deviations and improvement measures required to achieve the strategic objectives according to periodic reports, and under the direct supervision of the Supreme Steering Committee for the Prevention and Reduction of Work Accidents and Injuries, the following figure shows a summary of the follow-up, evaluation and review framework:



Framework for follow-up, evaluation and review of the strategy





Appendixes

Appendix No. (1): Work-related injuries during the period 2021-2015

Appendix No. (2): SWOT analysis

Appendix No. (1): Work-related injuries during the period 2021-2015

Table 1-1: Number of work-related injuries by economic activity during the period 2015-2019

Sector name	Number of work-related injuries							Percentage						
	2015	2016	2017	2018	2019	2020	2021	2015	2016	2017	2018	2019	2020	2021
Agriculture, hunting and forestry	0.68%	0.65%	0.76%	0.99%	1.36%	0.90%	1.26%	69	68	73	98	137	82	170
Mining and quarrying	1.32%	1.51%	1.18%	1.45%	1.01%	0.89%	0.97%	133	158	113	143	102	81	131
Manufacturing industries	33.42%	32.20%	33.87%	33.04%	32.27%	30.96%	27.0%	3,369	3,360	3,243	3,258	3,250	2818	3,629
Electricity, gas and water supplies	1.51%	1.72%	1.80%	1.91%	1.75%	1.56%	1.43%	152	179	172	188	176	142	192
Construction	15.58%	13.12%	8.79%	7.80%	5.50%	5.01%	3.88%	1,571	1,369	842	769	554	456	522
Wholesale and retail trade	16.03%	17.04%	17.72%	16.81%	17.12%	14.80%	12.94%	1,616	1,778	1,697	1,657	1,724	1347	1,742
Hotels and restaurants	10.62%	10.53%	10.96%	10.87%	9.67%	5.01%	6.18%	1,071	1,099	1,050	1,072	974	456	831
Transport, storage and communications	3.36%	3.56%	4.54%	4.37%	4.45%	2.59%	3.20%	339	372	435	431	448	236	431
Financial brokerage	0.71%	0.80%	0.88%	1.26%	0.91%	0.90%	0.68%	72	84	84	124	92	82	92
Real estate and rental activities	3.34%	3.77%	3.91%	3.74%	5.19%	3.87%	3.27%	337	393	374	369	523	352	440
Public administration,	4.96%	5.88%	5.48%	7.19%	8.89%	14.35%	17.23%	500	614	525	709	895	1306	2,318
Education	2.73%	3.22%	3.77%	4.09%	4.85%	2.67%	2.06%	275	336	361	403	488	243	277
Health and social work	4.32%	4.74%	4.97%	5.09%	5.89%	15.44%	18.87%	435	495	476	502	593	1405	2,540
Community service activities	1.32%	1.05%	1.18%	1.16%	0.92%	0.96%	0.89%	133	110	113	114	93	87	120
Extra-territorial organizations and bodies	0.09%	0.19%	0.18%	0.23%	0.21%	0.10%	0.15%	9	20	17	23	21	9	20
Private households that hire individuals to perform household chores	0.00%	0.01%	0.01%	0.00%	0.02%	0.00%	0.01%	-	1	1	-	2	0	2
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	10081	10436	9576	9860	10072	9102	13457

Table 1-2: deadly injuries and permanent disability injuries of 30% or more during the period 2015-2021 by economic activity

In the central government, Ministries, Municipalities, and the Audit Bureau

Year	Deadly injuries			Disability injuries of 30% or more		
	Number	The incidence of deadly injuries per 100,000 insured persons	Percentage change in number compared to the previous year	Number	The incidence of disability injuries of 30% or more for every 100,000 insured persons	Percentage change in number compared to the previous year
2015	97	42.1	0	61	26.5	0
2016	133	56.3	37.1%	80	33.9	31.1%
2017	102	42.5	-23.3%	74	30.9	-7.5%
2018	92	37.3	-9.8%	86	34.9	16.2%
2019	96	37.8	4.3%	78	30.8	-9.3%
2020	92	36.5	-4.2%	53	21.0	-32.1%
2021	119	45.4	29.3%	37	14.1	-30.2%

Other Economic Activities

Year	Deadly injuries			Disability injuries of 30% or more		
	Number	The incidence of deadly injuries per 100,000 insured persons	Percentage change in number compared to the previous year	Number	The incidence of disability injuries of 30% or more for every 100,000 insured persons	Percentage change in number compared to the previous year
2015	97	15.1	0	115	17.9	0
2016	93	13.6	-4.1%	120	17.6	4.3%
2017	89	12.3	-4.3%	123	17.0	2.5%
2018	84	11.5	-5.6%	127	17.4	3.3%
2019	69	9.2	-17.9%	136	18.1	7.1%
2020	75	10.3	8.7%	68	9.3	-50.0%
2021	79	10.1	5.3%	52	6.7	-23.5%

Appendix No. (2): SWOT analysis

Analysis of the Internal Environment (**SWOT**)

S Strengths	W Weaknesses
<ul style="list-style-type: none">● The desire of the senior management for development and improvement.● The Corporation has legislation, instructions and principles concerned with occupational safety and health.● The existence of the Excellence Award in Occupational Safety and Health granted by the Social Security Corporation.● The existence of an electronic system for evaluating entities' commitment to occupational safety and health.● The existence of a special system for statistics of work accidents and injuries for workers subject to the provisions of the Social Security Law at the Social Security Corporation.● International awards won by the Social Security Corporation for best practices in terms of evaluating entities, the Excellence Award in Occupational Safety and Health, and obtaining the Certificate of Excellence in prevention of occupational risks issued by the International Social Security Association (ISSA).● Existence of a department specialized in occupational safety and health and work-related injuries.● Availability of lists of occupational diseases and the possibility of adding to them.● The Corporation has a strong financial position.	<ul style="list-style-type: none">● Lack of a special policy and strategy for occupational safety and health.● Lack of staff specialized in management.● Poorly trained the firms management training in safety management areas.● Weak awareness and media about occupational safety and health issues.● Weak monitoring of occupational safety and health supervisor training centers.● Lack of safety inspection personnel and the necessary logistical support.● Weak monitoring of firms outside official working hours.● Lack of statistics and studies related to occupational safety and health, especially studies of the cause of the increase in injuries and ways to prevent them.● Weak advertising and promotion of the Health and Safety Excellence Award.

Analysis of the External Environment (**SWOT**)

O

Opportunities

- The existence of political will in the Hashemite Kingdom of Jordan, within the visions of His Majesty King Abdullah II bin Al Hussein, to provide job opportunities, including modernizing the economic work system.
- The existence of local legislation (issued by the Ministry of Labor, the Ministry of Health, the Ministry of Environment, Civil Defense, Standards and Metrology Organization, etc.) related to occupational safety, health and the environment, and the possibility of developing them.
- The existence of consensus and harmony between the social partners (the government, represented by all stakeholders with occupational safety and health, employers, represented by organizations representing employers / Chambers of Industry and Commerce, employees, represented by the organizations that represent them / the General Federation of Jordan Trade Unions).
- Interest in strengthening public health practices in the field of preventing epidemics and communicable diseases and taking the necessary measures to prevent their spread and limit their effects through the presence of the Jordan Center For Disease Control (JCDC).
- Availability of a comprehensive database related to entities and participants, data related to work-related injuries, standard work methods in entities, and training of workers thereon.
- The existence of modern working methods, such as working remotely from home and a flexible work system.
- Cooperation of external partners and the availability of electronic connectivity and cooperation agreements with government agencies and external parties.
- Developing personal protective and occupational safety equipment and increasing awareness of the importance of its availability and the necessity of its use.
- The possibility of benefiting from technological development and the availability of modern safer machines that reduce the use of the human factor and limit work risks.

T

Threats

- Lack of sufficient awareness among firms and individuals of the importance of the Excellence Award in Occupational Safety and Health.
- The presence of an informal labor sector.
- An increase in the percentage of employees in the private sector who are not covered by health insurance and Social Security Corporation.
- Most employers are not committed to activating laws and regulations related to occupational safety and health.
- Non-compliance of workers with general safety rules while working and a culture of violating instructions.
- Indecent working conditions lead to increased work-related stress and health disorders represented by psychological, behavioral, mental and physical diseases.
- The industrial revolution and rapid economic development “use of modern technologies” “nano, radioactive and chemical materials” which leads to increased exposure to chemical and radioactive materials and pollutants.
- Failure to hold training courses to workers by specialists and those qualified for training, and to begin work within a short period of their joining the job.
- The absence of strong partnership agreements with the competent authorities to ensure optimal implementation and follow-up.
- A segment of citizens are not familiar with using modern technology.
- Lack of awareness of the importance of prevention and occupational safety.
- Lack of a database for workers exposed to risks.
- The lack of local legislation in occupational safety and health related to the government sector.
- Exceptions in legislation (employees in the government sector and municipal workers, there is no protection for municipal sanitation workers).
- Lack of courses related to occupational safety and health within the study plan in schools, universities, and vocational training.

Analysis of the External Environment (**SWOT**)

O Opportunities

- The existence of international and global standards for occupational health and safety.
- Organizing the National Occupational Safety and Health Week activities, which are held annually to coincide with the celebration of World Occupational Safety and Health Day.
- The presence of the Golden List, whose membership is granted by the Ministry of Labor to distinguished institutions in various fields of work, including items related to occupational safety and health.
- The existence of a specialized academy that graduates safety and firefighting engineers (Prince Al Hussein bin Abdullah II Academy for Civil Protection).
- The existence of private centers accredited by the Vocational and Technical Skills Development Authority, specialized in giving courses in occupational safety and health
- The presence of the Institute of Occupational Safety and Health, affiliated with the Vocational Training Corporation, specializes in giving courses in occupational safety and health, especially the accreditation program for occupational safety and health specialists and technicians.
- The existence of the National Description Document for Occupational Safety and Health (Second Edition 2012).
- Possibility of applying the risk management approach in entities.

T Threats

- Lack of staff specialized in occupational safety and health (occupational safety and health supervisor) in all entities.
- The repercussions of the Corona pandemic on the economic situation in the Kingdom.
- Lack of risk management.



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