

Amman Labour Market Assessment

Report



Employment in Jordan 2030 in Cooperation with Jordanian Ministry of Labour

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As at

January 2024

Amman-Jordan

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A labour market assessment has been conducted in Amman, in collaboration with the employment directorates in Sahab and Abdali. The main objective was to analyse labour supply and demand within the governorate focusing on job vacancies, jobseekers' profiles, and potential employment measures. This initiative serves as a practical example for the directorates, providing them with a framework for conducting labour market studies. Additionally, the assessment aims to support employment departments and directorates in their decision-making and planning by offering insights into employment trends, key economic sectors, and active employers.

A mixed-methods approach, incorporating both quantitative and qualitative methodologies, was employed to ensure a comprehensive analysis. The assessment began with a desk review of secondary data and online resources to identify relevant economic sectors, establish baseline market dynamics, and develop data collection tools. A sector selection methodology, based on key criteria, was devised to prioritise employment sectors. Insights from employment directorates were also incorporated into the sector selection process.

The identified sectors included manufacturing (engineering, food, textile, chemical), wholesale/retail trade, accommodation/food services, information/communication, support services, and health. Data collection involved surveys, focus group discussions, and interviews with businesses and jobseekers. A total of 93 firms and 405 jobseekers participated in the surveys, complemented by qualitative insights gathered from 4 focus groups and 26 key informant interviews.

The assessment aimed to achieve a comprehensive understanding by utilising diverse samples for both quantitative and qualitative data collection. On the demand side, data was gathered from businesses across nine sectors in Amman, with approximately 10 businesses surveyed per sector, ensuring a balance between SMEs and large enterprises. Additionally, 18 key informant interviews (KIIs) were conducted with businesses, alongside 8 KIIs with key stakeholders.

On the supply side, data from jobseekers was collected through surveys and focus group discussions (FGDs), ensuring proper representation of gender (52.1% female, 47.9% male) and various age groups (65% aged 18-29 and 34% aged 30-44). Educational attainment was also considered, with 55.8% of participants holding a university degree. Four FGDs were conducted with jobseekers, stratified by gender, involving a total of 42 participants representing diverse age groups and educational backgrounds.

The survey and key informant interviews (KIIs) with businesses revealed that approximately 43.5% of businesses anticipated job vacancies within the next three months, primarily seeking skilled workers (57.6%) as well as vocational and specialist-level employees (50.0% and 44.6%, respectively)⁽¹⁾. The average proportion of Jordanian employees was 88%, varying by sector due to foreign employment limitations. Larger businesses (63%) were more likely to have vacancies compared to small businesses (33%). Sectors like engineering manufacturing, health, and support services had the highest reported vacancies, while food manufacturing, textile manufacturing, and tourism sectors had the lowest. Over the next 12 months, businesses aimed to hire an average of 8 employees, with expectations varying by sector and size; larger businesses projected hiring more (average 23 employees) than smaller ones (average 3 employees).

The assessment evaluated job vacancies across the sectors covered, identifying specific demands within

(1) The naming of the job classifications was according to the Jordanian Occupation Classification Standard (2021): <https://www.mol.gov.jo/AR/>



each industry. In the engineering manufacturing sector, there is a notable need for skilled professionals such as engineers and technicians. The textile sector primarily requires production workers, often favoring candidates with vocational training or relevant experience. Similarly, the food and chemical manufacturing sectors seek blue-collar workers, particularly for production line roles. The wholesale and retail trade sector offers a variety of positions, including sales representatives, while the tourism sector experiences demand for entry-level roles such as kitchen staff and housekeeping personnel. In the ICT sector, there is a need for both sales representatives and developers/programmers. The support services sector predominantly hires for security and cleaning roles, typically through outsourcing contracts. The health sector, meanwhile, has significant demand for female nurses.

Salaries vary by sector but generally align with the national minimum wage, with larger establishments often providing more competitive benefits. Job requirements vary depending on the role and may include specific skills, experience, and qualifications.

The study also analysed female employment within the targeted sectors, revealing that women constitute an average of 30% of the workforce across businesses. While female representation shows minimal variation by business size, there are significant differences by sector. Industries such as ICT, healthcare, and textiles demonstrate higher female participation, whereas chemical and engineering manufacturing sectors have notably lower percentages. Approximately 63% of businesses reported having vacancies they considered suitable for female candidates, with larger businesses reporting a higher proportion (75%) and sector-specific variations. Opportunities for female employment are particularly prominent in manufacturing, especially in roles such as production, packaging, and cleaning. Some sectors, like textiles, even operate all-female production lines. In contrast, industries such as chemical manufacturing base female employment on considerations of workplace safety.

Challenges to female employment across sectors include cultural norms, inadequate working conditions, limited transportation options, and the perceived suitability of certain job roles for women. These factors continue to influence female participation in the labour market.

The study also explored the employment of Persons with Disabilities (PwDs) across sectors. Only 28.3% of the surveyed businesses reported employing PwDs, with PwDs representing an average of 1% of their workforce. The textile manufacturing sector reported the highest percentage of PwD employees. PwD employment was influenced by business size, as larger businesses are more likely to meet the 4% employment quota mandated by the Jordanian labour law. Among the types of disabilities, physical disabilities accounted for the majority of hires (72%), followed by hearing impairments (40%) and mental disabilities (20%). Some sectors, such as healthcare and support services, reported limited roles they deemed suitable for PwDs, while the ICT sector provided opportunities based on competence rather than disability type.

The challenges of employing PwDs include the costs of workplace modifications, limited awareness of their capabilities, lack of government incentives, insufficient penalties for non-compliance with the labour law, and issues related to workplace conduct and inclusion. Addressing these barriers is essential to enhancing PwD employment across sectors



Businesses face several challenges in their hiring processes, with the most common being high employment costs (55.4%) and a lack of commitment or work ethic among employees (54.3%). Another significant issue is the insufficient skills of jobseekers, particularly in sectors such as ICT and healthcare. In the manufacturing sector, high turnover rates are frequently linked to mismatched job expectations and actual working conditions.

Interviewees also highlighted concerns about the quality of education, which often necessitates intensive training for new hires to meet job requirements. The average employee turnover rate across sectors is 21%, with significant variation: support services report the highest turnover at 30%, while ICT experiences the lowest at 7%.

Key reasons for employees leaving their jobs include pursuing better opportunities (57.6%), low commitment to their current roles (23.9%), and family responsibilities, which disproportionately affect female employees (18.5%). Addressing these challenges is essential to improving workforce stability and productivity across sectors.

The assessment also examined jobseekers' perspectives on the labour market. Surveys and discussions revealed that the top sectors targeted by jobseekers included the services sector (32.3%), education (25.4%), and ICT (20.7%), all of which were perceived as offering financially rewarding and office-based roles. The majority of jobseekers (84%) expressed a preference for full-time employment, motivated by stability and associated benefits, while only 29% favored part-time work, citing limited benefits as a drawback.

Most jobseekers expected salaries below JOD 450 per month (91%), reflecting their awareness of prevailing market norms. The key employment rights valued by jobseekers included social security (84.7%), sick leave (45.2%), and maternity leave (13.1%). Additionally, desired benefits included health insurance (73.1%) and transportation allowances (63.5%), highlighting the burden of healthcare costs and transportation expenses.

Female jobseekers showed a strong preference for roles in education (34%) and administrative/support sectors (22%), with similar expectations regarding rights and benefits as their male counterparts. These findings underscore the importance of aligning job offerings with job-seeker expectations to foster greater workforce engagement.

In Amman's labour market, jobseekers face multiple challenges. High unemployment periods are common due to limited opportunities, with 66% being jobless for over 6 months. Contract terminations, downsizing, and company closures caused (45.6%) job losses. Obstacles in job seeking included difficulty finding desired sector roles (62.7%) and lack of experience among fresh graduates (28.9%). Female jobseekers face distinct challenges such as long commutes, bullying, harassment in some sectors, inadequate childcare support, bias against married women, wage disparity, and preference for office jobs.

Although jobseekers preferred professional roles, only 24% of businesses offered such positions. There is demand for elementary and technician/associate roles, yet jobseekers showed little interest (6% and 14%, respectively). Disparities between expected and offered benefits exist, with health insurance and transportation allowances being crucial to jobseekers but less frequently provided by businesses. Varying job-searching methods further contributes to the disconnect between businesses and jobseekers, potentially affecting job matching and hiring outcomes.

The following recommendations have emerged from the analysis:

- **Efforts should focus on engaging with economic sectors that offer greater job opportunities, particularly for entry-level positions. Awareness campaigns should target both businesses and jobseekers, emphasising the value of hiring Persons with Disabilities (PwDs) across various disability types, particularly within medium-sized enterprises.**
- **Efforts should be directed towards guiding jobseekers to sectors with substantial employment potential, like manufacturing, while providing them with necessary soft skills training and counseling. Additionally, enhancing collaboration between vocational training institutes and other relevant entities involved in career counseling is essential. Awareness-raising workshops and targeted employment measures, including interview days, soft skill training, and career counseling sessions, should be implemented in specific regions to address unique labour market dynamics.**

From a sectoral lens, the wholesale and retail sector face a severe downturn due to economic challenges and rapid expansion of e-commerce, resulting in store closures. Therefore, it is essential to redirect job seekers towards other economic sectors, such as the information and communications sector and e-commerce, by emphasising the priority of developing their skills. In the tourism sector, educational and vocational institutes' outcomes fall short of employers' standards, requiring curriculum reforms and cultural awareness to overcome barriers to hotel work.

The ICT sector demands trained jobseekers in areas like cybersecurity, cloud development, AI, UI/UX, and database development. Therefore, it is necessary to guide jobseekers and foster their skills in alignment with the requirements of this sector, while collaborating with training providers and universities to adapt to market demands. As Information Technology Outsourcing (ITO) grows, soft skills like communication and language proficiency become vital. Efforts should be made to communicate these demands and match jobseekers with training providers.

In the health sector, female nurses are in high demand for night and holiday shifts. Initiatives promoting women's participation and emphasising a safe and decent work environment are needed.

The engineering manufacturing sector seeks skilled engineers and technicians, necessitating partnerships with educational institutions. The food manufacturing sector offers great employment opportunities for women, requiring employment measures targeting women for the suitable positions.

Textile manufacturing faces low Jordanian employment due to Jordanians' low commitment level and wage issues, necessitating enhanced soft skills and collaboration with businesses.

Chemical manufacturing relies on multiple core skills; thus, it is recommended to cooperate with skills and training providers to communicate these skills to jobseekers during counseling sessions, ensuring their readiness for sector demands.

1

Introduction

1.1 | BACKGROUND

1.2 | ASSESSMENT OBJECTIVES



1.1

Background



The “Employment in Jordan 2030” (EJ2030) project is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) together with the Jordanian Ministry of Labour (MoL) as the main political partner. The project responds to the current challenges of the Jordanian labour market, employment, and related social issues.

The main objective of the EJ2030 project is to orient Jordan's employment policy more towards social and economic development potentials. To achieve this goal, EJ2030 has three main outputs:



1

The capacities of the MoL to design a future-oriented employment policy are strengthened.



2

Cooperation between the state, the private sector and civil society in employment policy is improved.



3

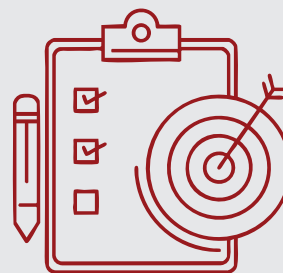
The conditions for scaling up approaches to promote sustainable employment are improved.

Accordingly, and within the activities planned to reach the first objective, the project is working with the Jordanian Ministry of Labour (MoL) to improve and enhance public employment services (PES). MoL has the mandate to regulate the Jordanian labour market and to issue and implement active labour market policies to reduce the high unemployment rate. In this regard, Public Employment Offices (PEOs), which are in the Ministry's work directorates, play an important role in providing basic employment services to both employers and jobseekers. MoL has 17 work directorates with 88 staff members. Within these directorates, there are employment departments that provide services to jobseekers and the private sector.

The project has contracted MMIS Management Consultant to develop the capacity of staff in five employment departments and directorates within the Ministry of Labour. MMIS mandate includes supporting the five PEOs in conducting labour market assessments, designing active labour market measures that match jobseekers with available vacancies and thus leading to employment, and conducting awareness-raising workshops for the private sector in cooperation with the departments concerned to activate their role in providing employment services.

1.2

Assessment Objectives



To conduct a labour market assessment in Amman, in cooperation with the two employment directorates in Sahab and Abdali, to identify and analyse the governorate labour supply and demand (e.g., open vacancies, prominent companies' profile of jobseekers, matching potential). This assessment would act as a practical example for the employment directorates to understand the implementation process of labour market assessments. This report serves as a practical example that contributes to facilitating local studies for labour market assessment and enables the design of more effective action plans. In cooperation with employment directorates, the research team has developed the methodology under section 2 to complete the following tasks:



Screen the local labour market and reach out to employers and jobseekers to:

- **Identify employment trends, including promising sectors for job creation.**
- **Map active employers.**
- **Identify job vacancies.**
- **Identify the typical profiles of jobseekers.**
- **Identify matching potential.**



Analyse the information gathered and prepare recommendations that can be translated into employment measures to be implemented by public and private employment services providers.

2

Methodology

- 2.1 | APPROACH
- 2.2 | DESK REVIEW
- 2.3 | SECTOR SELECTION
- 2.4 | SAMPLE
- 2.5 | CHALLENGES AND LIMITATIONS



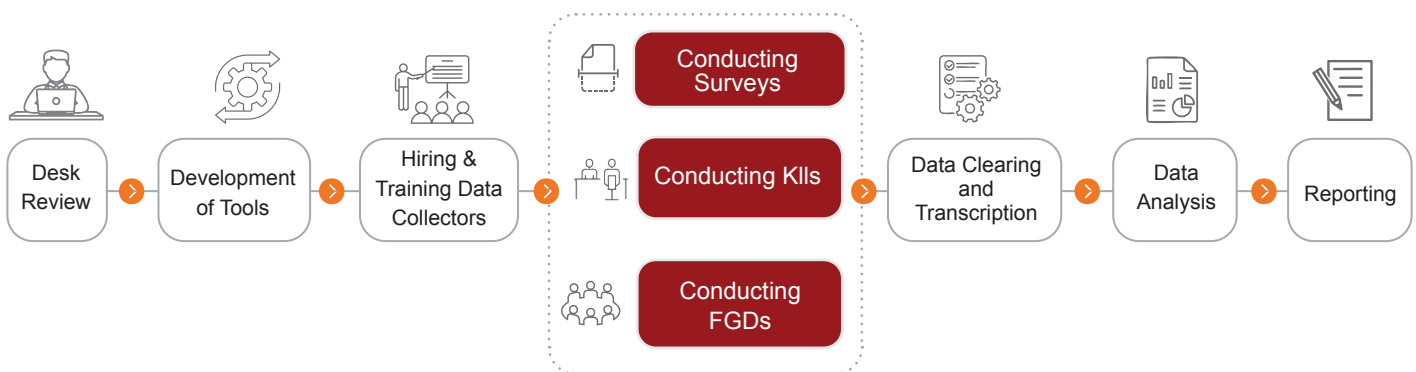
2.1

Approach



A mixed methodology (quantitative and qualitative) approach has been utilised to conduct the labour market assessment and comprehensively understand the labour market in Amman. Figure1: Labour market assessment structure.

Figure1 | Labour market assessment structure



2.2

Desk Review



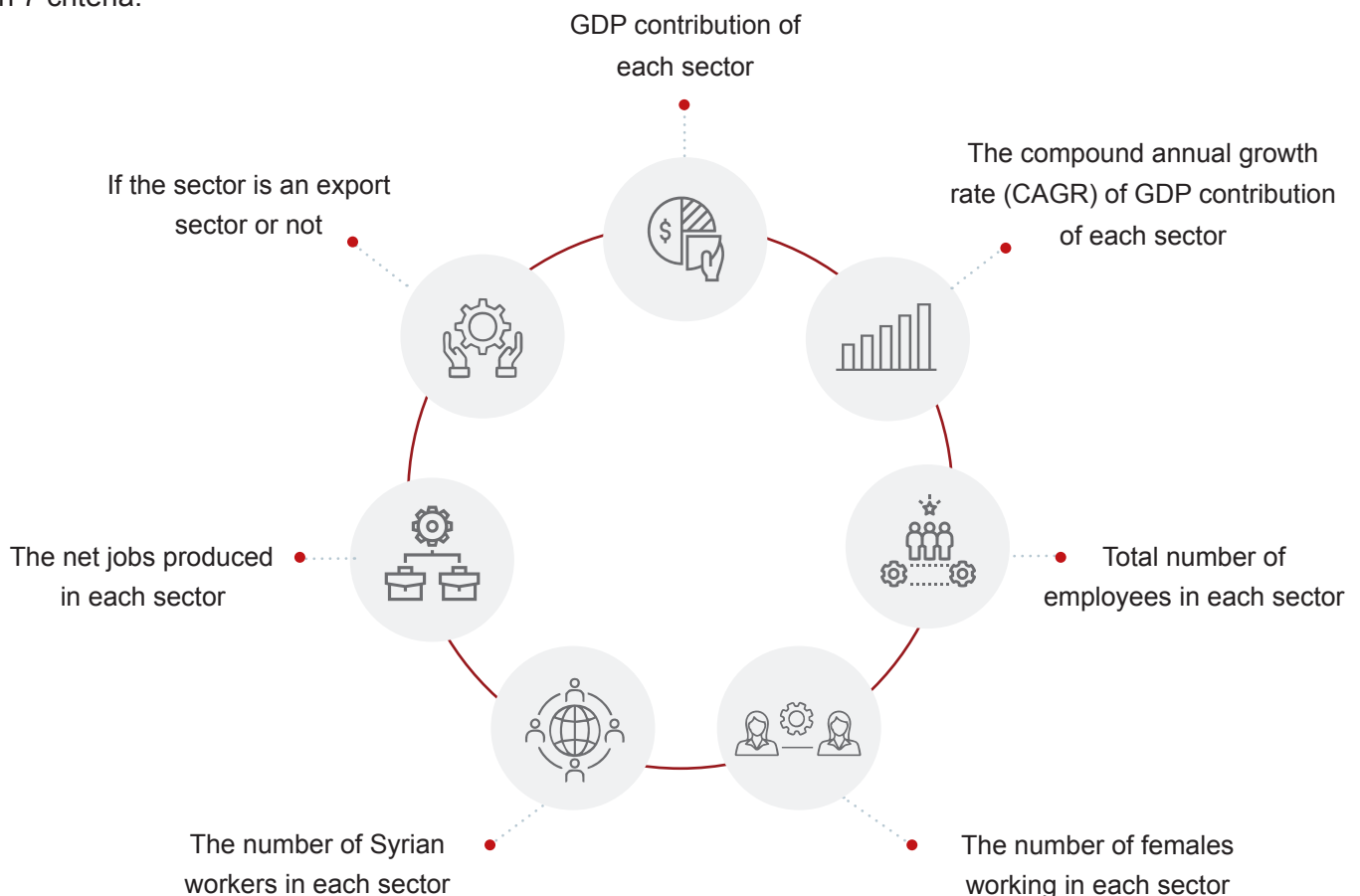
The assessment started with a desk review to analyse the available secondary data. A comprehensive analysis was conducted through several resources available online (listed in the reference list) to select priority sectors for the assessment, understand the initial market dynamic, and develop the qualitative and quantitative data collection tools.

2.3

Sector Selection



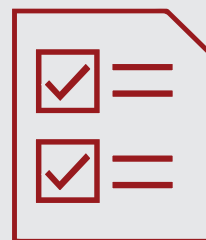
To capture the labour market more concisely, a sector selection methodology was established to prioritise the economic sectors within the country to guide this assessment. The Department of Statistics in Jordan uses the ISIC-4 to classify the economic activity within the country. In total, there are 20 official economic activities. To narrow down the potential sectors to consider, a selection mechanism was developed that relies on 7 criteria:



Since the data of the criteria have different measurements, there is a need to unify the unit of analysis of all datasets to be able to compare them. A way to do so is the normalisation concept. After the data was normalised and sectors were prioritised according to their scores, several sectors were chosen for Amman's governorate (the data tables used for the selection is available in the Annex). In addition to this quantitative selection methodology, a qualitative input from the employment directorates was gathered to select sectors that are well-established within the governorate. This assessment will focus on the following sectors: Manufacturing Sector (Engineering, Food, Textile, and Chemical), Wholesale and retail trade; repair of motor vehicles and motorcycles, Accommodation and food service activities, Information and Communication, Support service (security, cleaning, distribution), and Health.

2.4



Sample



Five data collection tools were used in this study: a survey for businesses, a survey for jobseekers, focus group discussions with jobseekers, key informant interviews with relevant stakeholders, and key informant interviews with businesses to cover quantitative and qualitative data points (Annex II shows the data collection tools used). After the data collection was concluded, the data was cleaned, coded, and analysed, resulting in this labour market report.

For the business survey, 93 firms were contacted and completed the survey. For the survey for jobseekers, the research team contacted 405 jobseekers and filled out the survey. For qualitative data collection, the research team collected data from 6 focus groups and 26 KIIs (A list of interviewed establishments is available in the annex)

Table 1 | List of respondents

|  Data Collection Method |  Responding Sample |
|--|---|
| Survey-Businesses | 93 |
| Survey-Workers | 405 |
| FGD- Jobseekers | 6 |
| KIIs- Business | 18 |
| KII- Stakeholders | 8 |

2.5

Challenges and Limitations



During the data collection process, the research team encountered several challenges/limitations, which were summarised in the points below:

Several businesses refused to participate in the survey. Many businesses did not see the value in filling out the questionnaire, since many international development and public sector actors in Jordan are currently conducting labour focused studies, making their participation feel repetitive/redundant.



In response, the research team worked on clarifying the objectives of the assessment and how it could help the employers in the long term. Additionally, the research team contacted as many businesses as possible within the assessment's timeframe until the target sample was achieved.

Scheduling interviews with stakeholders was challenging, as many key stakeholders (especially government entities) usually follow a long clearance procedure before agreeing to hold an interview with their staff. And even after the procedure is completed, several entities still declined to participate.



The research team worked closely with the EJ2030 team to prioritise the stakeholders list and to contact the target interviewees through multiple channels.

Upon verifying data received from businesses with the PEOs, businesses provided different responses to PEO staff members, especially in terms of current available vacancies. This limitation stems from the incentive structure in place for businesses when it comes to collaborating with GIZ versus the PEOs, where the former offers a more attractive option for businesses than the latter. As such, vacancy numbers reported by businesses in this study might be overestimated.



To address this limitation, verification of data with PEOs was conducted to correctly assess the accuracy of the reported data. These verification exercises also guided the selected employment measures, workshop topics and targeted sectors for GIZ to focus on moving forward.

3

Desk Review Findings

- 3.1 JORDAN ECONOMY
- 3.2 JORDAN'S KEY ECONOMIC SECTORS
 - 3.2.1 MANUFACTURING SECTOR
 - 3.2.2 WHOLESALE AND RETAIL SECTOR
 - 3.2.3 TOURISM SECTOR
 - 3.2.4 ICT SECTOR
 - 3.2.5 SUPPORT SERVICES SECTOR
 - 3.2.6 HEALTH SECTOR
- 3.3 KEY LABOUR MARKET CHALLENGES
- 3.4 ABOUT AMMAN



3.1

Jordan Economy



Ranking 87th out of a total of 197 countries, Jordan's economy is considered small, with a Gross Domestic Product (GDP) of about \$54.7 billion in 2021⁽²⁾. Over the past years, the middle class in the country has thinned out due to several global and regional shocks, directly and indirectly affecting its economic standing. By 2021 yearend, the Gross National Income (GNI) per capita marked \$1080 per capita, putting the country at an "upper middle-income country" classification.

Regionally, Jordan is also among the small economies, ranking 13 out of 18 countries in MENA region for which data is available. It has limited natural resources and relies heavily on foreign aid and foreign investment. Much like other Arab states, the economy of Jordan has historically suffered structural imbalances. The country's economy is largely dependent on the service sector which was hit by a series of setbacks, not least of them the global pandemic and its reverberations across global supply chains, inflation and exponential increase in prices, and chronic challenges which have intensified in the recent years, making recovery difficult.

Nevertheless, Jordan has shown impressive signs of recovery from the setback caused by the global pandemic. According to the World Bank⁽³⁾ the economy grew by 2.7 percent in 2022 and is forecasted to grow by 2.7 percent⁽⁴⁾ in 2023 thanks to post-pandemic swift reopening of the economy, increase in global demand, and a global rebound of some sectors like tourism. Additionally, apart from an increase in global demand which enticed an increase in exports, global inflation rates have also contributed to an increase in export revenues, notably a 40.1 percent rise from exports of potash and phosphate⁽⁵⁾, which are major contributors of the nation's exports.

However, sectors' growth rates varied depending on how fast they picked pace following the gradual reopening of the local and global markets. According to the Central Bank of Jordan (CBJ)⁽⁶⁾ the following sectors are most important economic sectors in GDP at constant basic prices along with their growth rates in 2021:

(2) <https://data.worldbank.org/country/JO>









(3) <https://www.worldbank.org/en/country/jordan/overview>

(4) <https://www.jordantimes.com/news/local/national-economy-grow>

(5) https://petra.gov.jo/Include/InnerPage.jsp?ID=47454&lang=en&name=en_news

(6) <https://www.cbj.gov.jo/EchoBusV3.0/SystemAssets/07616a0e-b918-4e42-8ffa-3317fbac78bb.pdf>

Table 2 | Jordanian economic sectors growth rates (2021)

| | Economic Sectors | Growth rate |
|---|---|-------------|
|  | Finance, Insurance, Real Estate and Business Services | 2.5% |
|  | Manufacturing | 2.3% |
|  | Government services | 1.4% |
|  | Trade, Restaurants, and Hotels | 2.3% |
|  | Transport, Storage, and Communications | 2.3% |
|  | Agriculture, hunting, forestry, and fishing | 2.8% |
|  | Mining and Quarrying | 8.8% |
|  | Tourism | 2.7% |

Source: Central Bank of Jordan (CBJ) annual report 2021

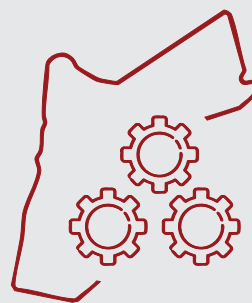
**Economic Modernisation Vision**

Unleashing potential to build the future

Recently, the Jordanian government launched the Economic Modernisation Vision 2033. The vision is focused on the slogan "A Better Future" and relies on two main strategic pillars: rapid economic growth by harnessing the entirety of Jordan's economic capacity and enhancing the well-being of all citizens, with sustainability serving as a crucial element of this vision. By pursuing the first pillar, Jordan has the potential to make substantial strides in economic growth and generate employment opportunities over the next decade, while also witnessing a continuous increase in per capita income. Emphasising the second pillar, the country can significantly enhance the quality of life for its citizens, positioning itself at the forefront among other nations in the region in terms of overall well-being. The research team took in consideration the vision pillars and the prioritised sectors, to select the targeted sectors in this assessment.

3.2

Jordan's Key Economic Sectors



Below are briefs of the key economic sectors in Jordan:

3.2.1 Manufacturing Sector



Jordan's manufacturing sector is broad and includes many subsectors, such as the textile, food processing, engineering, and chemical sectors. With a (17.5%) GDP contribution in 2021, the sector significantly contributes to the country's economy. A total of 233,848 people were employed in this sector in 2021, with (21%) females and (2.5%) Syrians. The sector's net employment creation rate was (18%) in the same year (DoS, 2021).

648 million Jordanian Dinars were invested in the manufacturing sector in 2022, making up 58% of all investments made in the entire country. With an estimated 11.5 billion Dollars in investments by 2033, the sector is predicted to add 314 thousand new jobs. Additionally, 7.7 billion Jordanian dinars were exported in the form of industrial goods in 2022. Furthermore, the sector has about 16,000 officially registered establishments in Jordan. In 2021, the Jordanian industrial index recorded a score of 113.7, reflecting the sector's expansion. The score increased to 127.6 by 2022, indicating a bright future for the industry (Jordan Chamber of Industry, 2022).



The manufacturing sector is a significant source of employment, with a total of 233,848 individuals working in this industry. Out of these employees, 49,840 are females (21.3%), reflecting the sector's efforts to promote gender inclusivity in the labour market. The sector is divided into several sub-industries, with a substantial number of individuals employed in each sub-sector. Specifically, 42,115 individuals work in engineering manufacturing, 59,646 in food manufacturing, 68,489 in textile manufacturing, and 16,933 in chemical manufacturing (Jordan Chamber of Industry, 2022). The creation of net new jobs is also showing a favorable trend in the sector. The difference between new hires and departing employees, or the net jobs percentage, was 18% in 2022 (DoS, 2022). This percentage shows the sector's favorable employment potential, with a net growth increase.

The manufacturing sector is supported by a considerable number of firms across different industries. There are 5,552 firms in engineering manufacturing, 2,924 in food manufacturing, 1,042 in textile manufacturing, and 743 in chemical manufacturing (Jordan Chamber of Industry, 2023).

3.2.2 Wholesale and Retail Sector



With numerous job opportunities and a consistent GDP contribution, Jordan's wholesale and retail industry is a prominent economic player in the country. The sector's 8.2% GDP contribution in 2022 significantly influenced overall economic growth. Furthermore, the sector has consistently expanded over the past 14 years, as evidenced by its GDP contribution's 2.1% compound annual growth rate (CAGR).

Employment in the wholesale and retail sector plays a vital role in Jordan's labour market. According to the Department of Statistics, the sector employed 248,032 individuals in 2022, making it a significant source of jobs. Notably, 16,561 of these workers were female, indicating a growing participation of women in the sector.

The creation of net new jobs is also showing a favorable trend in the wholesale and retail sector. The difference between new hires and departing employees, or the net jobs percentage, was 15.9% in 2022. This percentage shows the sector's favorable labour market, with a net growth increase.

These figures demonstrate the wholesale and retail sector's vital role in Jordan's economy and labour market. As a crucial link in the supply chain, the sector links producers and manufacturers with retailers and companies in various sectors, facilitating the effective distribution of commodities.

3.2.3 Tourism Sector



Jordan's tourism sector encompasses various sub-sectors, including hotels, tourist restaurants, travel agencies, car rentals, tourist shops, tourist guides, and tourist transport. This diversity of options helps to attract different types of tourists with varying interests and budgets.

The Jordanian tourism sector has been expanding steadily over the past few years, and the numbers for 2022 show promising indicators. 4,041,865 individuals visited tourist attractions nationwide in 2022, showing a healthy demand for Jordan as a travel destination. Additionally, the sector's receipts totaled JOD 4,123 million, while its expenditure came to JOD 1,040 million. In 2021, the tourism sector's contribution to the national GDP of Jordan was 1.4%, highlighting the sector's importance in supporting the country's economy.

The average tourist spending in Jordan in 2022 was JOD 817, demonstrating the country's excellent value as a travel destination. Visitors have a wide choice of options to choose from while making their itinerary because there were 3,226 tourism activities available in 2022. Jordan is a popular travel destination because of its many historical sites, including Petra and Jerash, and its natural beauties, such as Wadi Rum.

Jordan's tourism infrastructure is crucial to the sector's development, with 607 hotels and hostels offering 2,981 rooms and 55,866 beds to tourists. Approximately 54,764 individuals are employed in the tourism sector in Jordan in 2022, creating a sizable number of employment opportunities. Of these, 4,523 work in travel agencies, 21,835 in hotels, and 20,768 in tourist restaurants. Notably, most of these personnel are Jordanians, with 84% of hotel employees, 69% of those working in tourist restaurants, and 92% of those at travel agencies being Jordanians. The total number of female employees in the sector was 3,469 in 2021.

3.2.4 ICT Sector



With a gross domestic product (GDP) contribution of 3.8 percent and an annual income of more than USD 2.3 billion, Jordan's information, communications, and technology (ICT) sector is one of the country's fastest expanding economic sectors. The ICT sector, which grew 6% during the pandemic, continues to stand as one of Jordan's biggest strengths despite the difficult economic circumstances. The ICT sector has made technological innovation a primary priority, and the nation is taking steps to establish itself as a regional digital powerhouse. In the industry, over 900 operational businesses directly employ about 22,000 people. Jordan has 3% of the MENA region's population, but 23% of the region's tech entrepreneurs. The number of business incubators, accelerators, and creative hubs in the Kingdom has increased to over 25. According to estimates, SMEs make up almost 98 percent of ICT businesses in Jordan. According to Int@j, ICT's domestic and export revenue has constantly increased in the past years. The same report also mentioned that several activities contribute the most to these revenues, including software development and software licenses.

3.2.5 Support Services Sector



The support services sector in Jordan encompasses various companies that provide services such as security, cleaning, and other outsourced support functions. This sector of the economy has grown noticeably in the nation's labour market. The sector has a small impact on the entire economy in Jordan in 2022, as seen by its 0.8% GDP contribution. The sector has increased its contribution to GDP over the previous 14 years, with a compound annual growth rate (CAGR) of 5.2%. This percentage shows the sector's expanding contribution to the national economy and potential for future growth.

Employment in the support services sector has also increased, providing several people with career prospects. The Department of Statistics reports that 32,327 people were employed in the sector in 2022. Of note, 11.2% (3,635) of these employees were women. The difference between workers entering and exiting the industry, or the net jobs percentage, was 4%.

Due to the outsourcing of numerous tasks by governmental organisations, the support services industry in Jordan has seen substantial growth. Numerous governmental entities have chosen to contract private enterprises for services like cleaning, security, and catering, resulting in numerous new companies' creation. The sector also gains from the army's outsourcing of services, including food and catering.

The persistent trend of outsourcing support services presents significant growth potential for the sector. Service providers in the sector should anticipate continued expansion and diversity of their clientele due to rising demand from both public and private entities.

3.2.6 Health Sector

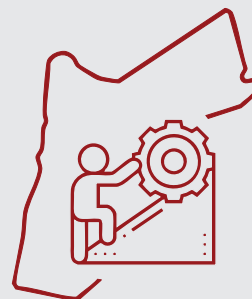


The health sector in Jordan is a vital and rapidly growing industry that significantly contributes to the country's economy and provides essential healthcare services to its population and neighboring countries. There are 120 hospitals in Jordan, making up a sizable portion of the country's hospital infrastructure. There are a lot of private healthcare facilities, as seen by the fact that 69 of these hospitals are privately held. With a wide range of specialist medical services, these hospitals' diversity meets the population's healthcare needs. The availability of hospital beds is also a crucial aspect of the health sector. In total, the sector provides 15,999 beds, ensuring access to inpatient care for individuals requiring hospitalisation. Moreover, the government hospitals alone treated 3,678,293 cases in 2021, underscoring the substantial demand for healthcare services in Jordan and the significant role played by public healthcare facilities.

The health sector employs a large number of people, especially in the private health sector, which had 80,561 workers in 2022. Notably, 53% (42,695) of these workers were women, showing the industry's contribution to the advancement of gender equality in the workforce. The health industry has a positive labour market, as seen by the 11% net jobs percentage, which measures the difference between workers entering and leaving the field. This indicates a net gain in employment prospects, showing the industry's potential for long-term expansion and job creation.

3.3

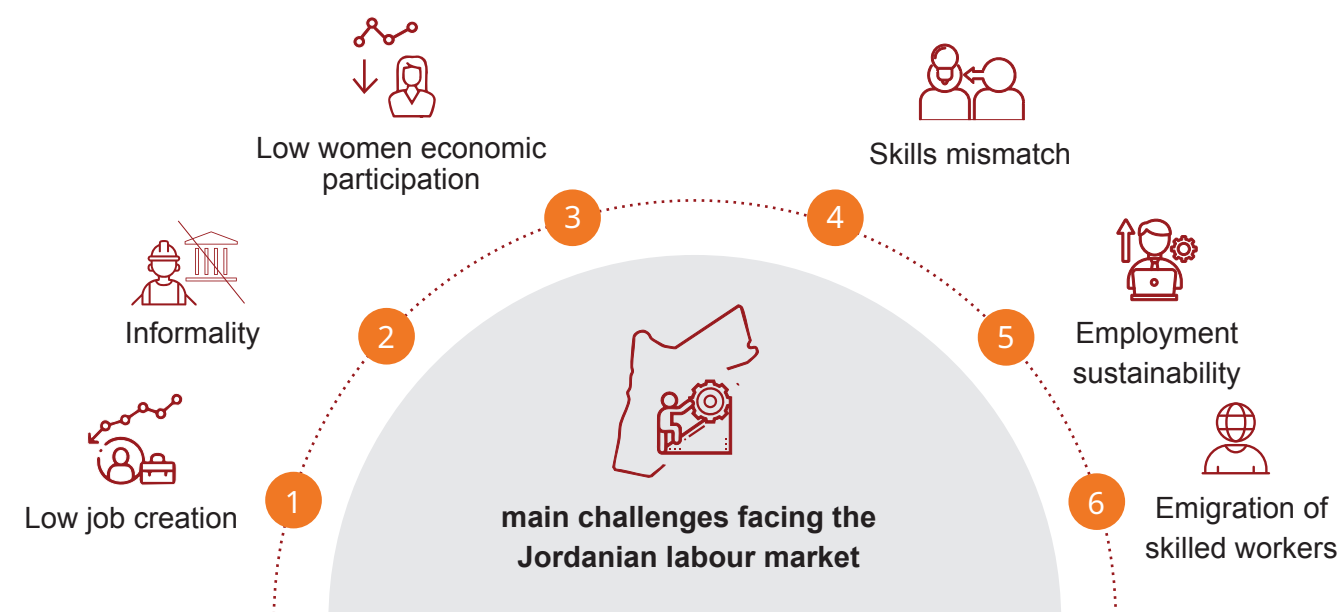
Key Labour Market Challenges



Jordan's population is around 11 million, of which 48.6 percent is female. A safe haven in the region and among the most welcoming to refugees with its open border policy, Jordan has endured waves of migration influxes since its independence in 1946. By estimates of the United Nations Department of Economic and Social Affairs (UN DESA), Jordan hosts the world's second-largest refugee population per capita at around 3 million. The largest refugee population hails from Palestine at over 2.3 million. The rest are predominantly from Syria, with a large refugee population from Iraq, Yemen, Sudan, and Somalia, many of which have found their way, formally or informally, to the labour market.

The Jordanian labour market is not one without challenges. Similar growth did not match the impressive post-pandemic economic growth in the labour market as unemployment rates remain at a record high. The persisting high unemployment rates have only sharpened in the past decade, peaking at a whopping 23.1 percent in the third quarter of 2022, according to the Department of Statistics (DoS).

In 2021⁽⁷⁾, among the unemployed, 49.5 percent had been unemployed for over a year. Furthermore, the most affected group of the population is the one aged between 15 and 24 years of age, for which data shows unemployment to be at 37.8 percent. Below are some of the main challenges facing the Jordanian labour market:



(7) http://dosweb.dos.gov.jo/DataBank/JordanInFigures/Jorinfo_2021.pdf

Low job creation



Data from MoL⁽⁸⁾ in Jordan shows that the labour market in Jordan has historically suffered from the inability to create jobs in numbers that match the numbers of jobseekers in the country nor on the skill level that matches the aspirations of the tens of thousands of Jordanians graduating from universities every year.

A large portion of the unemployed Jordanians is a university degree holder workforce, at around 39.2 percent of total unemployment amongst Jordanians⁽⁹⁾. The 2021 DoS data shows that the total number of jobs created was 34,469 jobs. Of those, 16,064 jobs were created in Amman. With such low job creation figures, there is very small room for fresh graduates to join the labour market. Additionally, a consistent shift from high-productivity sectors with complex jobs to lower ones has had a negative impact on the level of complexity of the economy. Jordan's ranking on the Economic Complexity Index (ECI) has steadily declined from 2000 to 2020, ranking 63rd in 2020 and sharply dropping from 37th in 2000.

Investment challenges play a pivotal role in the low job creation scenario. Insufficient investment in various industries can hinder their expansion and modernisation, leading to limited capacity for job generation. Moreover, bureaucratic red tape and regulatory complexities in the business environment can discourage investors, both domestic and foreign, from initiating or expanding ventures in Jordan. The absence of adequate investment can curtail the growth of businesses and their ability to create new employment opportunities.

Furthermore, access to financing is a critical factor affecting job creation. Small and medium-sized enterprises (SMEs), which play a significant role in job generation, often face challenges in obtaining loans and capital to invest in their businesses. The lack of affordable and accessible financing options can impede the growth of SMEs, leading to stagnation in job creation within this sector.

Informality



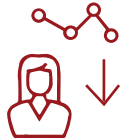
Informality of economic activity is widespread in the Jordanian economy, on both the employer and employee sides. By estimates from the World Bank, the size of informal employment stood at 59 percent of total employment in 2021. In the private sector, 75 percent of total employment was informal. In Addition, even in some sectors that have been legally and institutionally formalised, it would not be uncommon to find informal employment relationships prevailing in some jobs such as cleaning, valet parking, security, etc.

The challenges of informality reside in the quality of the jobs created. Apart from the weak ability to create jobs, the jobs created have largely fallen outside the realms of decent work. This translates to heightened vulnerability for workers and employers. Workers' protection and safety net are undermined, and employers' ability to remain in the market and persevere is not guaranteed, undermining the sustainability of livelihood plans. The lack of decent work jobs hit female workers harder. Legally speaking, the employer is required to grant paid maternity leave of 90 days, provide nursery for children of female workers, and other amenities. However, informality of work means none of these amenities will be provided, and since the majority of informality is prevalent in small and micro businesses, it also means that employers cannot afford these amenities and, as such, many of them prefer to refrain from employing female workers.

Female wage workers are also at high risk of losing a significant chunk of their income for everyday they do not report for duty. The Jordanian National Committee for Pay Equity (NCPE) reported that the rate of women's participation in the informal and vulnerable workforce (e.g., precarious agricultural and family farm jobs, self-employment) is estimated at 10 percent, compared to 23 percent for their male counterparts in these jobs. This becomes especially threatening when the female worker is the head of the household or the primary bread earner.

(8) http://www.mol.gov.jo/ebv4.0/root_storage/ar/eb_list_page/%D8%A7%D9%84%D8%AA%D9%82%D8%B1%D9%8A%D8%B1_%D8%B3%D9%86_%D9%88%D9%8A_%D9%84%D8%B9%D8%A7%D9%85_2021.pdf

(9) <https://jsf.org/sites/default/files/The%20Unemployment%20Challenge%20in%20Jordan%20%20Between%20Demand%20&%20Supply.pdf>



Low women economic participation

A closer look at labour market statistics reveals that female economic participation remains consistently lower than their male counterparts (DoS, 2022). During the same period, nationwide, the unemployment rate of male Jordanians was 20.5 percent while the unemployment rate for female Jordanian workers was 33.1 percent (DoS, 2022). Furthermore, compared to the same period of 2021, the male unemployment rate decreased by 0.7 percent while the female unemployment rate increased by 2.3 percent, reflecting the starkly different realities of Jordanian male and female employment in the labour market.

The issue of high unemployment rates among women persists as a multifaceted challenge with various interconnected factors contributing to the problem. Several key reasons account for the disproportionately high unemployment rates among women in the country. One significant barrier is the transportation challenge faced by many women, particularly in rural areas. Long distances between their homes and job opportunities, coupled with safety concerns, limit their access to the labour market. Inadequate and unsafe transportation options restrict their mobility, making it difficult for them to commute to work regularly and reliably.

Family commitments play a vital role in shaping women's employment prospects. Traditional gender roles often place the responsibility of managing household affairs and childcare on women. As a result, many women face societal pressure to prioritise family obligations over pursuing a career. Balancing work and family commitments becomes a complex task, leading some women to opt out of the workforce altogether.

Cultural barriers and societal norms also contribute to the high unemployment rates among women. Deep-rooted cultural beliefs may discourage or limit women's participation in the workforce, perpetuating stereotypes that certain jobs are more suitable for men. Consequently, women may face restricted opportunities for career advancement and encounter bias when seeking employment. Additionally, the lack of accessible and affordable childcare services poses a significant obstacle for women seeking employment. The absence of reliable childcare options forces women to choose between caring for their children and joining the workforce. The unavailability of proper childcare facilities hinders women's ability to take up full-time jobs or positions that require long working hours.

Among the most prominent structural challenges in the Jordanian labour market is gender pay disparity. In 2022, Jordan ranked at 122 out of total 146 countries on the Global Gender Gap Index (GGGI). Women's economic participation and opportunity in Jordan came at 126 out of 146 countries.

Regionally, Jordan ranked 5th on the GGGI compared to the other countries in MENA, which itself a low performing region; it ranked 2nd lowest-performing region after South Asia. An ILO estimation shows a 41.7 percent wage gap among bachelor's degree holders working in the private sector, and a 28.9 percent wage gap among their peers in the public sector. The figures cited the most considerable wage disparity in the manufacturing sector at 41.3 percent, even though this sector hires 16 percent of Jordanian female workers nationwide. For wage workers, several characteristics of the Jordanian labour market contributed to the gender wage gap, and hindered female economic participation, such as:



Inadequate social protection for women.



Limited arrangements for flexible work.



Female disproportionate household responsibility.



Absence of good quality and affordable childcare services.



Lack of compliance with minimum wage standards, especially in highly feminised sectors.



Under evaluation of women's competencies and capabilities.



The concentration of women in low paying jobs with little decision-making powers.



Concentration of women in the informal economy.



Lack of training congruent with labour market requirements.



Low representation of women in labour unions.

Skills mismatch



A significant skill mismatch exists between the supply of jobseekers and the demands of employers. This discrepancy is primarily attributed to the inadequate alignment of jobseekers' skills with the specific requirements sought by employers. One of the key reasons behind this mismatch is the quality of education and training provided by educational institutions, which may not sufficiently equip students with the practical skills and competencies needed in the job market. Moreover, there seems to be a lack of effective communication and collaboration between education institutes and the private sector.

This disconnect prevents educational institutions from fully understanding the evolving needs of industries and employers, resulting in a mismatch between the skills being taught and the skills demanded in the job market. Consequently, jobseekers may find themselves ill-prepared to meet employers' expectations and face challenges in securing suitable employment opportunities.

Employment sustainability



A notable concern is the lack of employment sustainability, as jobseekers often exhibit a tendency to switch workplaces in pursuit of even a marginal increase in salary. This issue arises from the prevailing very low salaries and the minimum wage set at JOD 260, which fails to adequately meet the high living expenses in the country. Additionally, certain sectors may suffer from harsh working conditions, further prompting jobseekers to seek more favorable opportunities.

The trend of Jordanians opting for easier jobs when available also contributes to the challenge of maintaining stable and sustainable employment. Addressing these issues requires attention to wage policies, working conditions, and measures to promote job retention and career development.

Emigration of skilled workers

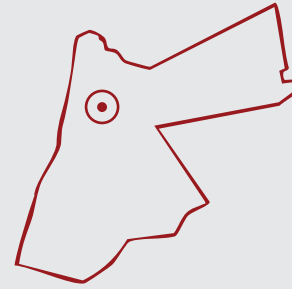


The emigration of high-skilled workers is a pressing issue facing Jordan's labour market, particularly among males, as evidenced that 63 percent (approximately 815,000 individuals) out of the total 1,293,650 emigrants in 2020 being male skilled Jordanians seeking opportunities abroad.

This brain drain poses significant challenges to the country's economic development and workforce productivity. Limited job opportunities and relatively lower wages in Jordan compared to other countries drive many highly educated and skilled individuals to seek better prospects elsewhere. Moreover, the allure of improved living standards, enhanced working conditions, and access to advanced research and development facilities abroad tempts high-skilled workers to leave.

3.4

About Amman



Amman Governorate serves as the political, economic, and cultural hub of Jordan, being the capital of the Kingdom. It is bordered by Zarqa Governorate to the north, Madaba and Balqa Governorates to the west, and Karak and Ma'an Governorates to the south, with an international border shared with Saudi Arabia to the east. Notably, Amman is the third largest governorate in terms of area, covering 7,579.2 km², after Ma'an and Mafraq Governorates.



Amman is also the most populous governorate, with a population of approximately

4,744,700

in 2022



comprising

2,197,200

females



and

2,547,500

males

The governorate is home to key national institutions and government offices. Its economy is highly diversified, driven by the varied backgrounds of its population. Recent years have witnessed continued economic growth, particularly within the Services sector, which accounts for approximately 67% of the economy, followed by Manufacturing at 21% and Agriculture at 12%.

4

Field Research

4.1 | BUSINESSES SAMPLE DEMOGRAPHICS

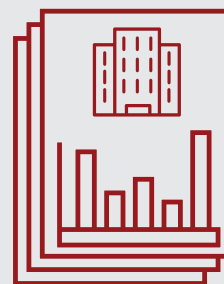
4.2 | JOBSEEKERS SAMPLE DEMOGRAPHICS

To understand the market comprehensively, the assessment targeted a diverse sample for both quantitative and qualitative data points. This section presents the demographic representation of the demand and supply samples.



4.1

Businesses Sample Demographics



For the sample, the research team gathered quantitative and qualitative data through structured surveys and KIIs. Since the study covers a total of nine sectors and subsectors in Amman, the team aimed to collect the data from all sectors evenly. Approximately 10 businesses from each sector were surveyed. Figure 2 highlights business representation from each sector.

Figure 2 | Proportion of economic sectors within Amman

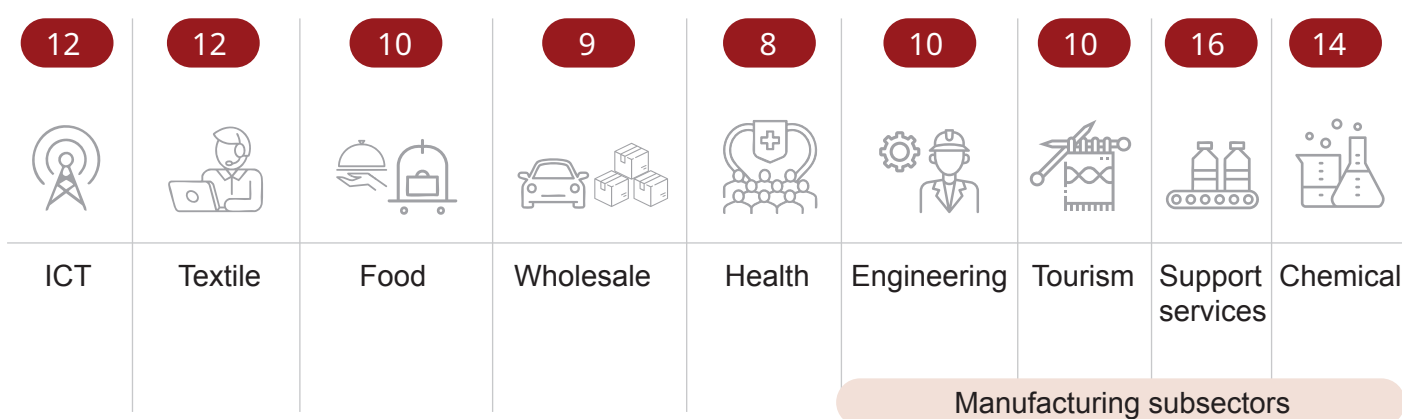
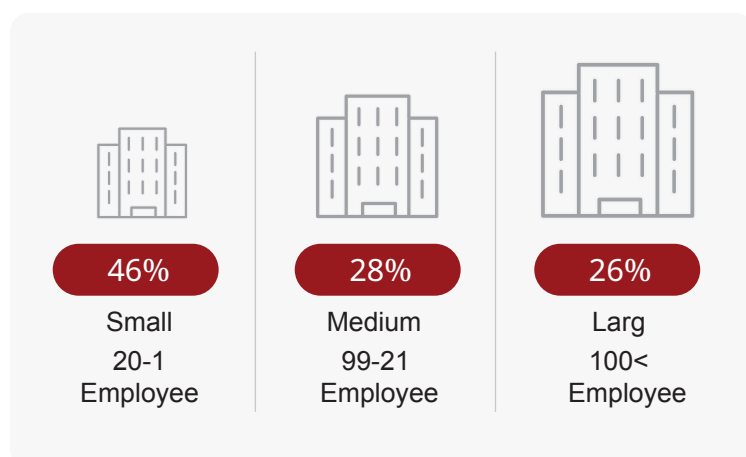


Figure 3 | Distribution of surveyed businesses by size



Businesses' size is another critical factor to consider as part of the sampling. Therefore, the targeted sample aimed to reflect the reality of the business sizes in Jordan. Since most of the businesses in the governorate are SMEs, the sample included a good representation of SME businesses (~75%) and less representation of large businesses with 25%. Figure 3 highlights the businesses' size distribution

In parallel to the survey, the team also conducted 18 KIIs with businesses and 8 KIIs with key stakeholders. Two businesses from each sector were interviewed, predominantly large businesses, to be able to fully understand the dynamics of the market. .

Source: Survey conducted for this report

4.2

Jobseekers Sample Demographics



Regarding the supply side, the research team gathered information from jobseekers through surveys and FGDs. The survey sample ensured a well-balanced representation of both genders. Out of the total 405 jobseekers surveyed, 52.1% of the sample were females, while 47.9% were males. The survey also targeted various ages of jobseekers; 65% of the sample fell within the 18-29 age bracket, 34% between 30 and 44, and only 1% were above 45. The education level is also another key factor that was considered when surveying jobseekers.

More than half of the surveyed jobseekers (55.8%) have a university degree, 27.7% have school level education (middle and high school), and the remaining participants have academic diploma or vocational certificates. A very small proportion of the sample was illiterate or did not complete elementary school (1%). Figures 4, Figure 5, and Figure 6 highlight the demographics of the supply survey sample.

Figure 4 | Distribution of surveyed jobseekers by gender

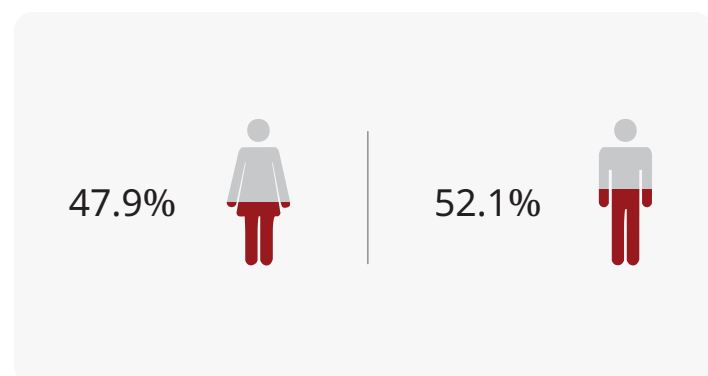


Figure 5 | Distribution of surveyed jobseekers by age

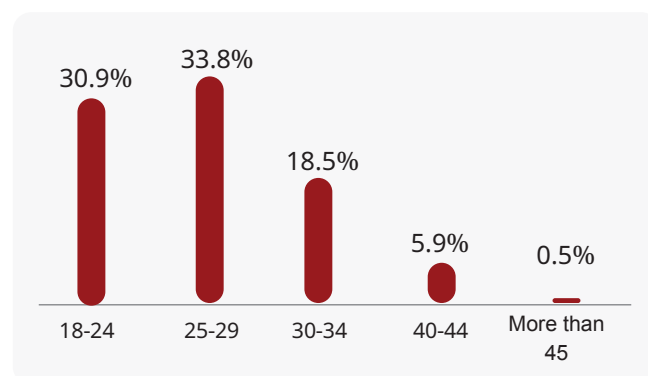
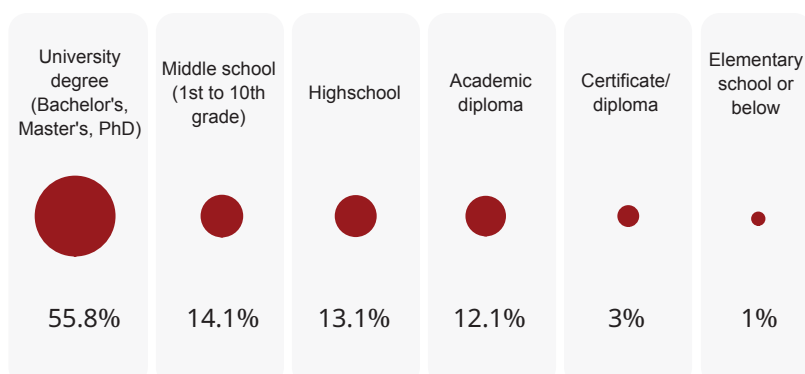


Figure 6 | Distribution of surveyed jobseekers by educational level



The team has conducted a total of 4 FGDs targeting jobseekers in Amman. Two of these discussions targeted female jobseekers and the other two targeted male jobseekers. In total, 42 jobseekers participated in the group discussions, and each focus group included participants from different ages and educational backgrounds.

Source: Survey conducted for this report

Labour Market Analysis:

5

Demand

- 5.1 OVERALL DEMAND
- 5.2 AVAILABLE VACANCIES AND ACTIVE EMPLOYERS MAP
- 5.3 WOMEN EMPLOYMENT – DEMAND SIDE
- 5.4 EMPLOYMENT OF PERSONS WITH DISABILITIES (PWDS)
- 5.5 EMPLOYMENT AND OUTREACH METHODS
- 5.6 EMPLOYMENT CHALLENGES
- 5.7 JOB PROFILING



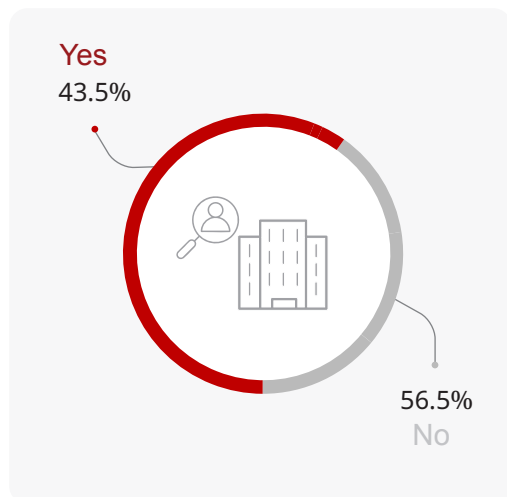
5.1

Overall Demand



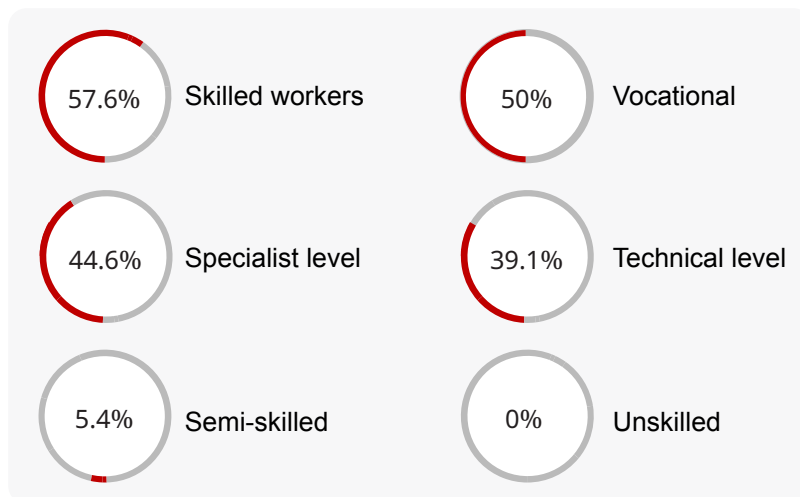
Businesses were asked several questions in the survey and KIs about their projected demand levels for labour over the short term (next three months) and the long term (next twelve months). Only 43.5% of the businesses surveyed reported having job vacancies in the short term. For the businesses that reported that they are looking to hire during the coming three months, more than half (57.6%) are looking for skilled workers. Vocational and specialist levels came second in demand, with 50.0% and 44.6% of businesses looking to employ within this skill level. On the other hand, demand for the semi-skilled level is very low (5.4%), and there was no demand reported for non-skilled workers. Figure 7: the percentages of businesses with vacancies, and Figure 8: Skill-level demanded by surveyed businesses highlights the skill level required for these vacancies.

Figure 7 | Proportion of businesses that reported to hire during the upcoming three months



Source: Survey conducted for this report

Figure 8 | Skill-level demanded by surveyed businesses (short term)



Source: Survey conducted for this report

Most of the employees in the surveyed businesses are Jordanian (on average, 88% of their employees are Jordanian). However, it is important to note that the percentage of Jordanian employees is heavily dependent on the sector. Some sectors, such as manufacturing, are allowed by law to employ foreign workers. Therefore, the textile sector has the lowest employment rates for Jordanians (70%, on average), followed by the food manufacturing sector (75%). On the other hand, other sectors are currently closed to foreign workers⁽¹⁰⁾, such as the ICT sector, with has highest employment rates for Jordanians (100%), followed by the health sector (97%). When analysing the data according to size, there are no significant differences in the average representation of Jordanians within the business's employee structure.

(10) This document from MoL presents the occupations foreign workers are allowed to work in: http://www.mol.gov.jo/EBV4.0/Root_Storage/AR/EB_Info_Page/%D9%88%D8%AB%D9%8A%D9%82%D8%A9_%D8%AA%D8%AC%D9%85%D9%8A%D8%B9%D9%8A%D8%A9_%D9%84%D9%82%D8%B1%D8%A7%D8%B1_58_%D9%88%D8%A7%D9%84%D9%82%D8%B1%D8%A7%D8%B1%D8%A7%D8%AA_%D8%A7%D9%84%D9%84%D8%A7%D8%AD%D9%82%D8%A9_2022.pdf




In addition, the policies for allowing the hiring of foreigners change through time. For example, the health sector representatives are pushing towards hiring foreign workers, as mentioned by a representative from the Private Hospitals Association. This sector is expected to be allowed to hire foreign workers to represent up to 10-15% of their total employment in the next few years. This push from the association was due to the massive shortage in female nurses covering the night shifts and in public holidays. The majority for female nurses refuses to work at night and holidays due to family commitments and cultural stigma associated with women working at night.

Among surveyed businesses, only 44% reported having current job vacancies, regardless of whether hiring was for Jordanians or foreign workers. Business size emerged as a key factor influencing vacancy availability, with larger businesses demonstrating a significantly higher likelihood of having open positions. Specifically, 63% of large businesses reported vacancies for the next three months, compared to just 33% of small businesses. Vacancy availability also varied notably across sectors. The engineering manufacturing (67%), healthcare (57%), and support services sectors reported the highest percentage of open positions. In contrast, sectors such as food manufacturing, textile manufacturing, and tourism reported the lowest vacancies, with only (33%) of businesses in these sectors expecting to hire within the next three months. These findings highlight the role of business size and sectoral dynamics in shaping employment opportunities.

The survey also prompted businesses regarding the number of employees they expect to hire over the next 12 months. The surveyed businesses expect to hire 8 employees, on average, through the coming 12-month period. Businesses in different sectors have different expectations for future hiring. Although the textile and food manufacturing sectors have fewer businesses that are willing to hire, the volume of hiring (number of vacancies) is much larger than in the other sectors. On average, the food and textile manufacturing businesses are expected to hire 25 and 14 employees per establishment, respectively. Higher demand sectors, on the other hand, such as engineering manufacturing, support services and health, hire in much lower volumes with an average of 6 employees for each establishment in the next 12 months. Finally, as expected, business size also plays a role in the projected volume of employment in the next 12 months; larger businesses expect to employ on average 23 employees (per establishment), while smaller businesses expect to hire on average 3.

Table 3: Jordanians percentages and future hiring by sector and business size below details the future hiring plans for businesses according to the business sector and size, as well as the average percentages of Jordanian employees.

Table 3 | Jordanians percentages and future hiring by sector and business size

| | Avg. % | <div>% </div> | <div>% </div> | <div>% </div> |
|--------|---------------|--|--|--|
| | | Avg. % of Jordanian employees in the business | % of businesses reporting having vacancies over the coming 3 months | Avg. # of employees expected to be hired in the next 12 months |
| Sector | Overall | 88% | 44% | 8 |
| | Engineering | 93% | 67% | 6 |
| | Food | 75% | 33% | 25 |
| | Textile | 70% | 33% | 14 |
| | Chemical | 97% | 39% | 5 |
| | Wholesale | 98% | 50% | 3 |
| | Tourism | 78% | 33% | 3 |
| | IT | 100% | 36% | 3 |
| | Support Serv. | 94% | 55% | 6 |
| | Health | 97% | 57% | 7 |
| Size | Small | 89% | 33% | 3 |
| | Medium | 82% | 42% | 11 |
| | Large | 91% | 63% | 23 |

Source: Survey conducted for this report






5.2

Available Vacancies & Active Employers Map



Implementing effective employment measures is one of the expected outcomes of the labour market assessment. To implement these measures, it is crucial to pinpoint employers who are currently actively employing in Amman. Out of the 93 businesses surveyed, only 38 reported having vacancies over the short term (in the next three months). These 38 businesses have a total of 347 vacancies available. In addition, out of all the 93 businesses, 83.7% are willing to cooperate with the PEO on future employment measures. Table 4: provides an overview of the number of businesses in each sector that reported having vacancies in the next three months along with the number of vacancies available. Annex II provides detailed information on the requirements of businesses from each sector in terms of vacancies and their respective fields/roles.

Table 4 | Number of active businesses by sector

| | Sector | Number of businesses which has vacancies | Total number of vacancies | Vacancies job titles |
|--|---------------------------|--|---------------------------|---|
|  | Support Services | 6 | 16 | Security Personnel and Cleaner |
|  | Food Manufacturing | 5 | 101 | Production Worker, Quality Inspectors, Sales Officer, Packaging Workers, Kitchen Workers, Driver, and Cleaner |
|  | Textile Manufacturing | 2 | 19 | Sewer |
|  | Chemical Manufacturing | 5 | 40 | Production Worker and Technician |
|  | Engineering Manufacturing | 6 | 42 | Engineers, Technician, Production Worker, Technician Assistant, Sales Officer, and Accountant, |
|  | ICT | 4 | 13 | Programmer, Developer, Sales |
|  | Wholesale and Retail | 4 | 25 | Sales, Cashier, Merchandise, Coordinator, and Butcher |
|  | Tourism | 3 | 9 | Receptionist, Cleaner, Service Desk Officer, Chef, and Kitchen Worker |
|  | Medical | 4 | 82 | Nurses |

Source: Survey conducted for this report

To understand what kind of jobs are in demand in each sector, several questions through the surveys and KIIs with businesses targeted the short-term vacancies available in the businesses. These vacancies would highlight what jobs usually businesses in each sector demand and what are the characteristics of these jobs. Additionally, the analysis covered what jobseeker's profiles are most suited to each vacancy. Every sector has a unique set of vacancies; therefore, vacancies are classified below according to sector.



5.2.1 Engineering Manufacturing Sector Vacancies

The engineering manufacturing sector has many sub-sectors that mainly involve manufacturing mechanical and technological machinery and gadgets. Unlike other manufacturing sectors, the skill level required for employees within the businesses in this sector is much higher; Engineers and Technicians are the jobs with the highest number of vacancies from the surveyed businesses. Other vacancies, such as sales representatives, accountants, and secretaries, were also reported, but in lower numbers. However, these vacancies are usually driven by business expansion or employee turnover. Such opportunities are usually unpredictable and are available for a limited time.

Regarding qualifications and skills, engineers are usually required to have an engineering qualification, while technicians are mainly vocational training graduates. Other vacancies do not require specific qualifications, but there is a significant focus on having the necessary technical or soft skills to perform the job.

All the vacancies highlighted by the different sectors were reported to include rights and benefits, including social security, insurance, sick leave, and paid overtime. Some jobs, mainly engineering and technical jobs, have additional benefits, such as training. Table 5: List of engineering manufacturing job vacancies and their characteristics highlights available vacancies from the surveyed businesses and their characteristics.

Table 5 | List of engineering manufacturing job vacancies and their characteristics

| Job Title | ISCO CODE- Level 3 | Work Modality | Employs Females | Employs PwD | Average Salary Range | Employment Requirement | Benefits /Rights | No. of Vacancies Available* |
|---------------|--------------------|---------------|-----------------|-------------|----------------------|---|---|-----------------------------|
| Engineer | 214 or 215 | Full-time | Yes | No | 400 | Personal and Technical Skill, Language, Qualification | Paid Overtime Social Security Insurance Sick Leave Parental Leave Training | 18 |
| Technicians | 311 | Full-time | No | No | 316 | Personal and Technical Skill, Experience, | Paid Overtime Social Security Insurance Sick Leave Parental Leave Training | 18 |
| Sales Manager | 122 | Full-time | Yes | No | 350 | Personal and Technical Skill, Language | Paid Overtime Social Security Insurance Sick Leave | 1 |
| Accountant | 241 | Full-time | Yes | No | 415 | Personal and Technical Skill, Language | Paid Overtime Social Security Insurance Sick Leave Parental Leave Training | 1 |
| Secretary | 412 | Full-time | Yes | No | 350 | Personal and Technical Skill, Language | Paid Overtime Social Security Insurance Transportation Insurance Sick Leave Parental Leave Training | 1 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report



5.2.2 Textile Manufacturing Sector Vacancies

The textile manufacturing sector in Jordan primarily focuses on the production of leather goods, garments, and apparel. Similar to other manufacturing industries, the sector's workforce comprises both blue- and white-collar roles. Analysis of the collected data indicates that the majority of businesses in this sector have vacancies predominantly for blue-collar positions on production lines, such as tailors, sewers, cutters, and knitters.

Unlike most manufacturing sectors in Jordan, the textile manufacturing sector has an exception from the government regarding the minimum wage. As per the Jordanian labour law, the sector has the minimum wage set at JOD 220, instead of the standard JOD 260. However, the average salary for the vacancies collected during the survey is JOD 260, indicating that some businesses are willing to provide a salary that is slightly higher than the set minimum. Most production line workers get several rights and benefits, including paid overtime, transportation, social security, and sick leave.

The majority of interviewed establishments, both in the KIIs and the survey, stated that they do not usually expect production workers to have advanced technical skills when hiring them, as they all undergo on-the-job training once employment. Having vocational training in the field of textile manufacturing can be an advantage for jobseekers as mentioned by an ILO representative. Moreover, experience in similar factories also provides the jobseekers with a great advantage. Table 6: List of textile manufacturing job vacancies and their characteristics below details available vacancies from the surveyed businesses and their characteristics.

Table 6 | List of textile manufacturing job vacancies and their characteristics

| Job Title | Tailor/Knitter |
|-----------------------------|--|
| ISCO CODE- Level 3 | 753 |
| Work Modality | Full-time |
| Employs Females | Yes |
| Employs PwD | Yes |
| Average Salary Range | 260 |
| Employment Requirement | Technical Skills, Experience, |
| Benefits /Rights | Paid Overtime, Transportation, Social Security, Sick Leave |
| No. of Vacancies Available* | 19 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report

**5.2.3****Food Manufacturing Sector Vacancies**

The food manufacturing sector encompasses several sub-sectors, including canned food, dairy products, cooking oils, spices, and sweets production. Blue-collar jobs comprise the majority of the workforce in the factories. Most job vacancies reported in the survey were blue-collar jobs, with only a few white-collar jobs available. Furthermore, most of the vacancies were related to the production line. Some factories have “preparation” and “kitchen” stages of production, with the survey results showing 30 vacancies available for kitchen workers alone. Other production worker jobs are also in demand, with 21 vacancies available. In addition, there are also non-production line related blue-collar job vacancies, such as drivers and cleaning workers.

Salaries in the food manufacturing sector are generally aligned with the minimum wage, with the salaries varying slightly, depending on the job title. Most production line workers and support services employees receive salaries between JOD 260-300. Specialised kitchen workers and drivers receive JOD 300-350 per month. Most vacancies in the sector offer rights and benefits such as social security, paid overtime, and paid leave.

The requirements for hiring also differ depending on the type of vacancy/job; most blue-collar jobs, including production line and cleaning jobs, do not have any specific requirements for hiring. While jobs such as drivers and quality control technicians, factories require applicants to have prior experience in the field. Table 7: List of food manufacturing sector job vacancies and their characteristics displays available vacancies from the surveyed businesses and their characteristics.

Table 7 | List of food manufacturing sector job vacancies and their characteristics

| Job Title | ISCO CODE- Level 3 | Work Modality | Employs Females | Employs PwD | Average Salary Range | Employment Requirement | Benefits /Rights | No. of Vacancies Available* |
|-----------------------------------|-----------------------|---------------|-----------------|-------------|----------------------|---|--|-----------------------------|
| Kitchen Worker Food Processing | 941 | Full-time | No | No | 350 | No Requirement | Social Security, Paid Overtime, Maternity leave, sick leave, | 30 |
| Production Worker | 932 | Full-time | Yes | No | 300 | Technical skills, Age, Experience | Paid Overtime, Social Security, Maternity leave, Sick leave, | 21 |
| Driver | 833 | Full-time | No | No | 350 | Experience | Paid Overtime, Father leave, Sick leave, | 15 |
| Cleaning Worker | 911 | Full-time | Yes | No | 350 | No Requirement | Paid Overtime, Social Security, Maternity leave, Sick leave, | 15 |
| Quality Control | 214 | Full-time | No | No | 260 | Personal Skills, Experience, Qualification, | Transportation, Social security, Health insurance, Training, Sick leave, Meals | 3 |
| Sales Rep. | 332 | Full-time | Yes | No | 260 | Age | Paid Overtime, Commissions, Sick leave, Maternity leave, | 1 |
| Packaging | 818 | Full-time | Yes | Yes | 260 | No Requirement | Paid Overtime, Social Security, Maternity leave, Sick leave | 1 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIs), while this table represents survey responses.

Source: Survey conducted for this report



5.2.4 Chemical Manufacturing Sector Vacancies

The chemical manufacturing sector includes manufacturing various chemical products, such as soaps, detergents, fertilisers, paints, and pesticides. Similar to other manufacturing sectors, the labour force mainly consists of blue-collar employees in the production lines, and some white-collar employees who work at the company's offices. As such, most available vacancies within the sector over the short term (3 months period) are blue-collar jobs. The businesses surveyed in the sector have reported having vacancies for production workers (22 vacancies) and technicians (18 vacancies).

All the reported salaries for the vacancies were within the national minimum wage (JOD 260) range. Although the salaries are relatively low, the majority of the surveyed businesses offer social security, transportation, and sick leaves, with some factories offering health insurance and on-site clinics (within the factory premises), depending on the products they manufacture, and the associated health risks.

The requirements for hiring blue-collar jobs in this sector are straightforward and minimal; none of the surveyed businesses asked for any clear/particular qualifications for workers joining the production line vacancies, but they only reported that they require the applicants to have the personal and technical skills required to perform their jobs.

Table 8: List of chemical manufacturing job vacancies and their characteristics highlights available vacancies from the surveyed businesses and their characteristics.

Table 8 | List of chemical manufacturing job vacancies and their characteristics

| Job Title | Production Worker | Technicians |
|-----------------------------|---|---|
| ISCO CODE- Level 3 | 932 | 311 |
| Work Modality | Full-time | Full-time |
| Employs Females | Yes | Yes |
| Employs PwD | Yes | Yes |
| Average Salary Range | 260 | 260 |
| Employment Requirement | Personal and Technical Skills, | Personal and Technical Skills, |
| Benefits /Rights | Paid Overtime, transportation, social security, sick leave, | Paid Overtime, transportation, social security, Health insurance, training, Sick leave, |
| No. of Vacancies Available* | 22 | 18 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report



5.2.5 Wholesale and Retail Sector Vacancies

The wholesale and retail sector consists of businesses that sell all types of products either to consumers (B2C) or businesses (B2B) in wholesale or retail formats. Examples of businesses in this sector include malls and brand shops that have several branches in the governorate. As businesses in this sector typically have various functions, the available positions are also diverse and wide ranging, including sales, cashiers, warehouse employees, drivers, accountants, HR, and many others.

The sector is very attractive for the labour force since, unlike the manufacturing sector, it requires much less physical effort, and the work environment is usually perceived as decent. Based on the data collection from the KIs with businesses from the sector, vacancies are usually open due to normal attrition rates or business expansion. Most job vacancies available were for sales representatives (13 vacancies), and other common vacancies included cashiers, shelf organisers, and butcher shop workers (4 vacancies available per each job title).

Similar to the other sectors covered by the study, most of the available job vacancies have salaries close to the minimum wage. On average, the wholesale and retail sector provides JOD 285 monthly salaries for jobs such as shelf organiser, cashier, and butcher. However, certain jobs have a significantly higher remuneration. For example, sales representative positions have a reported salary average of JOD 400 per month, plus commissions tied to sales targets. Almost all the businesses surveyed in this sector reported providing their employees with social security, health insurance, maternity/paternity and sick leave.

Since the sector is diverse and has diverse job titles, The requirements for hiring employees in this sector vary drastically depending on the job. It is expected to have this variety of requirements for hiring. For example, a cashier must have qualifications and strong communication skills and technical skills to get the job. On the other hand, jobs such as shelf organiser do not have any requirements, just the ability to do the required tasks. Table 9: List of wholesale and retail sector job vacancies and their characteristics highlights available vacancies from the surveyed businesses and their characteristics.

Table 9 | List of wholesale and retail sector job vacancies and their characteristics

| Job Title | ISCO CODE- Level 3 | Work Modality | Employs Females | Employs PwD | Average Salary Range | Employment Requirement | Benefits /Rights | No. of Vacancies Available* |
|---------------------|--------------------|---------------|-----------------|-------------|----------------------|--|--|-----------------------------|
| Sales Rep. | 332 | Full-time | Yes | Yes | 400 | Personal and Technical Skill, Experience, | Paid Overtime, Social security, Commission, Sick leave, Maternity leave, | 13 |
| Cashier | 421 | Full-time | Yes | Yes | 285 | Personal and Technical Skill, qualification, | Social security, Health insurance, Maternity leave, Sick leave | 4 |
| Butcher shop worker | 522 | Full-time | No | No | 285 | Experience | Social security, health insurance, Maternity leave, sick leave, | 4 |
| Shelf Organiser | 524 | Full-time | Yes | Yes | 285 | No requirement | Social security, health insurance, Maternity leave, sick leave, | 4 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIs), while this table represents survey responses.

Source: Survey conducted for this report



5.2.6 Tourism Sector Vacancies

The tourism sector is diverse and includes various types of businesses, ranging from hotels, hostels, and touristic restaurants, to booking agencies and guided tours. And among these subsectors, the job titles vary widely. For example, hotels and hostels have jobs such as receptionists and housekeeping, while on the other, touristic restaurants have positions such as waiters, cooks, and stewards.

Since the sector has lower turnover rates and smaller expansions compared to other sectors, the number of vacancies available is lower compared with other sectors. However, according to the sector's representatives, there is always demand in large institutions for entry-level jobs. From the survey, businesses operating within the sector reported having some vacancies for kitchen workers (4 vacancies), housekeeping (3 vacancies), and receptionists (2 vacancies).

In line with the variety of jobs within the sector, salaries and benefits offered vary significantly. For example, receptionists are paid around JOD 325 per month, while housekeepers and kitchen workers' salaries range between JOD 260-300. A representative from the sector mentioned that although salaries in the sector are generally low for entry-level jobs, the sector offers good career growth opportunities. If workers in the sector develop the required skills and experience, they can get promoted to supervisory and managerial roles that offer salaries ranging between JOD 600-1000, depending on the specific business and subsector. Additionally, the survey data shows that working in the sector generally has multiple rights and benefits, including paid overtime, social security, maternity leave, health insurance (usually in larger establishments), and sometimes meals. However, this does not apply to all jobs, as some jobs such as housekeeping offer much fewer rights and benefits.

The requirements for getting hired in the sector mainly include interpersonal skills and similar previous experience in the sector. Representatives from the sector pointed out that most of the jobs require direct contact with the clients; therefore, qualities such as "politeness", "communication skills" and "good personal hygiene" are considered key for several positions. Having previous experience in the sector also plays a significant role in hiring decisions, as such experience ensures that the jobseeker understands the sector requirements and dynamics well. Table 10: List of tourism sector job vacancies and their characteristics below details of the vacancies available within the sector from the surveyed businesses and their characteristics.

Table 10 | List of tourism sector job vacancies and their characteristics

| Job Title | ISCO CODE- Level 3 | Work Modality | Employs Females | Employs PwD | Average Salary Range | Employment Requirement | Benefits /Rights | No. of Vacancies Available* |
|----------------|--------------------|---------------|-----------------|-------------|----------------------|--|--|-----------------------------|
| Kitchen Worker | 941 | Full-time | No | No | 260 | Personal and Technical Skill, Experience, | Paid Overtime, Social security, health insurance, fathers leave, sick leave, meals | 4 |
| House Keeping | 515 | Full-time | Yes | No | 300 | Personal Skills, Experience, | Paid Overtime, Sick leave, meals | 3 |
| Receptionist | 422 | Full-time | Yes | No | 325 | Personal and Technical Skills, Experience, Language, | Paid Overtime, Social security, health insurance, maternity leave, sick leave, meals | 2 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report



5.2.7 ICT Sector Vacancies

The ICT sector is a relatively newer sector compared to the rest of the sectors covered in this assessment, but it has expanded rapidly in the past decade. The sector includes multiple subsectors such as web development, mobile application development, database development, and ICT consultations. According to a representative from Int@j, the country is witnessing a massive expansion in Information Technology Outsourcing (ITO) companies, indicating continuous demand for ICT jobs.

Based on the analysis of the survey data, two main jobs appear to be the highest in terms of demand within the surveyed businesses. The first is sales representative (8 vacancies), and the second is developer (5 vacancies). According to some businesses interviewed from the sector, employment within the sector usually follows a hiring cycle. The hiring cycles are typically aligned with the graduation dates of universities and boot camps, as well as with new projects secured by businesses within the sector.

Another key factor of the sector is the offered salaries, as it is considered to be more financially rewarding when compared to most other sectors (entry-level jobs range between JOD 350-500). Furthermore, one of the managers in an ICT business pointed out that competent and skillful developers can rise through the sector career ladder quickly and receive much higher salaries. A representative from Int@j also highlighted that large technology firms offer their entry-level staff much higher salaries and benefits, compared to other smaller businesses. Overall, the sector usually offers very good employee rights and benefits, including social security, maternity leave, flexible hours, sick leave, and annual bonuses.

All of the businesses surveyed and interviewed personnel from the sector have agreed that jobseekers' competency levels are critical to their employment. Applicants should have strong technical and communication skills, including English business writing, as most projects and communication is in English. Experience and qualifications are also considered a great advantage, as it decreases the training efforts needed by companies for new entrants. Table 11: List of ICT sector job vacancies and their characteristics displays the vacancies available in the ICT sector based on data provided from surveyed businesses along with each job characteristics.

Table 11 | List of ICT sector job vacancies and their characteristics

| Job Title | ISCO CODE- Level 3 | Work Modality | Employs Females | Employs PwD | Average Salary Range | Employment Requirement | Benefits /Rights | No. of Vacancies Available* |
|-----------------------|--------------------|-------------------------|-----------------|-------------|----------------------|--|--|-----------------------------|
| Sales Rep. | 332 | Full-time and Part-time | Yes | No | 375 | Personal and Technical Skills, Experience, Language, Qualification | Social Security, Health Insurance, Training, Maternity Leave, Sick Leave | 8 |
| Programmer, Developer | 251 | Full-time and Part-time | Yes | Yes | 450 | Personal and Technical Skills, Experience, Language, Qualification | Social Security, Maternity leave, Flexible Hours, Sick Leave, Annual bonus | 5 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KILs), while this table represents survey responses.

Source: Survey conducted for this report



5.2.8 Support Services Sector Vacancies

The support services sector has been expanding significantly in recent years, with multiple government and private sector entities outsourcing many non-core jobs/functions, including security and cleaning. According to interviewed representatives, companies operating in the sector depend heavily on outsourcing contracts. Therefore, the demand for jobs is hard to anticipate, and the hiring process typically starts once a company secures a new contract, and the overall duration of the process is usually short. Based on data collected through the survey and KIIs, some establishments are currently hiring security guards for various entities.

The salaries in the sector are relatively low; most jobs, such as cleaning and security guards, receive around JOD 260 monthly. According to one of the businesses, the salaries would differ depending on the job title and the type of contract awarded. For example, one contract required chefs, which as a job offers slightly higher salaries. It is also worth noting that working in the support services sector as a security guard or cleaner offers better benefits than working with the same title in any other sector. Support services companies usually provide benefits such as transportation, leaves, and paid overtime, which is something that is not typically offered by other sectors for the same jobs. Some businesses also reported enrolling in social security, which is uncommon for the same job titles in other sectors.

The requirements for hiring employees in this sector depend heavily on the job title offered. Over the short term, and based on the collected data, the job title that is currently in demand is security guard, which has minimum requirements such as good communication skills and age limits. Table 12: List of support services sector job vacancies and their characteristics provides a summary of the vacancies available in the support services sector and their characteristics.

Table 12 | List of support services sector job vacancies and their characteristics

| Job Title | ISCO CODE- Level 3 | Work Modality | Employs Females | Employs PwD | Average Salary Range | Employment Requirement | Benefits /Rights | No. of Vacancies Available* |
|-----------|--------------------|-------------------------|-----------------|-------------|----------------------|------------------------|--|-----------------------------|
| Security | 541 | Full-time and Part-time | Yes | No | 260 | Personal Skills, Age, | Paid Overtime, Transportation, Maternity Leave, Sick Leave | 11 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report



5.2.9 Health Sector Vacancies

The health sector is one of the key sectors in the country, consisting of establishments such as hospitals, clinics, and medical labs. Both the survey and KIIs with hospitals revealed that there is a significant demand for nurses; 82 vacancies are available in the hospitals survey sample alone. However, none of the other jobs within the hospitals were mentioned. According to KIIs with hospitals, most hospitals' jobs, such as administrators and lab staff, are already saturated. Usually, vacancies in these positions only occur if there is a high turnover or if a hospital is establishing a new ward or section. Other than that, hospitals demand is mostly concentrated on nursing roles. There are only a few exceptions, such as the demand for highly specialised doctors (e.g., pediatric cardio surgeons), which is mainly driven by supply shortages, both in Jordan and globally.

Nurses in Jordan receive an average monthly salary of JOD 300-400 if they are not specialised. As for specialised nurses (e.g., ICU and Surgery), they receive much higher salaries, ranging between JOD 700-1200, depending on their specialty and years of experience. Participants in KIIs reported that nurses are usually given good incentive packages, such as x1.2-1.5 of their base salaries if they work on weekends or holidays. Other incentives include bonuses (depending on the number of patients they attend, and the number of procedures they perform), and paid overtime. Hospitals also provide other rights and benefits such as social security, leaves, and health insurance. Nonetheless, such incentives are mainly offered by large hospitals, with smaller hospitals having limited benefits.

As with all sectors, the employment requirements in hospitals usually depend on the position in question. For nursing jobs, there are three main requirements. The first is to obtain a "practicing license" from the concerned association, the second is to have a minimum of two years of experience (however, small hospitals are currently hiring fresh graduates due to high demand), and the third is to pass both technical and HR interviews. Additionally, hospitals expect nurses to have strong technical and personal skills to be able to perform the tasks required as part of the job. Table 13: List of Health sector job vacancies and their characteristics highlights the vacancies available from the surveyed businesses and their characteristics.

Table 13 | List of Health sector job vacancies and their characteristics

| Job Title | ISCO CODE- Level 3 | Work Modality | Employs Females | Employs PwD | Average Salary Range | Employment Requirement | Benefits /Rights | No. of Vacancies Available* |
|-----------------|--------------------|---------------|-----------------|-------------|----------------------|---|--|-----------------------------|
| Associate Nurse | 222 | Full-time | Yes | No | 317 | Personal and Technical Skills, Qualification, | Paid Overtime, Social Security, Health insurance, Maternity Leave, Sick Leave, | 42 |
| Legal Nurse | 222 | Full-time | Yes | No | 300 | Personal and Technical Skills, Qualification | Paid Overtime, Social Security, Health insurance, Maternity Leave, Sick Leave, | 40 |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report

5.3

Women Employment - Demand Side

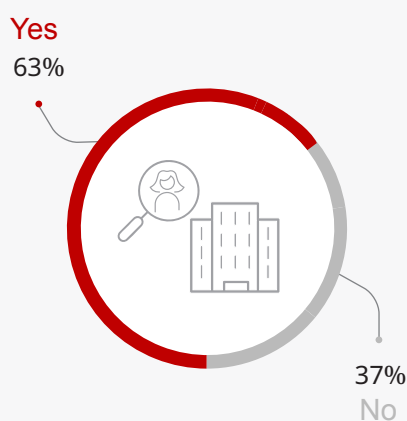


The survey included several questions aimed at understanding the characteristics of women's employment across various sectors. On average, women constitute 30% of the total workforce in the surveyed businesses. Notably, this percentage shows minimal variation when analysed by business size but differs significantly across sectors.

Sectors such as ICT, healthcare, and textiles report that women make up approximately half of their workforce. Conversely, sectors like chemical and engineering manufacturing have much lower female representation, with women comprising only 13% of employees on average. This significant disparity is largely attributed to the perceived “suitability” of typical roles within each sector for female workers. Factors such as family commitments, transportation challenges, and cultural considerations were identified through key informant interviews (KIIs) as primary contributors to the lower participation of women in certain sectors.

Through the surveys, businesses were asked if they currently have any vacancies that they consider suitable for women. Around two thirds (63%) of the businesses reported that they do have vacancies that they consider suitable for females (Figure 9: Percentage of businesses that have vacancies they consider suitable for). When disaggregated by establishment size, the percentage appears to be higher in large businesses (75%) and lower in small businesses (50%). Furthermore, the percentage also varies significantly cross sectors; the ICT (100%), wholesale and retail (75%), and health (71%) sectors have the highest percentage of vacancies businesses consider suitable for females, while sectors such as chemical manufacturing (46%) and tourism (44%) ranked the lowest.

Figure 9 | Percentage of businesses that have vacancies they consider suitable for women



Source: Survey conducted for this report

Based on the analysed data, it appears that female jobseekers have high potential to work in the manufacturing sector, as many factories reported that their entire production staff is comprised of female employees. The survey also identified several in-demand positions businesses consider suitable for women, such as production, packaging, and cleaners. KIs with factories revealed that many women are employed in roles related to the production of seasonal food items such as grape leaves, date-based sweets, and pickled eggplant. Additionally, a significant number of women are engaged in areas such as product packaging and labeling, which were highlighted as key employment fields for female workers.

Exploring the data for the different sectors, this high women employment potential also seems to apply to the textile manufacturing sector. The vast majority of production line workers are females, with some factories having an all-female production line, including supervisors.



In the chemical manufacturing sector, women are primarily employed on production lines. However, female employment in this sector is heavily influenced by the nature of the products being manufactured. As highlighted by businesses during key informant interviews (KIs), certain factories produce chemicals that pose potential safety risks to future pregnancies, making it legally prohibited to employ women in such roles. Consequently, these factories do not hire women for positions involving exposure to these hazardous substances⁽¹¹⁾.



In the engineering manufacturing sector, most vacancies are considered suitable for female employees, with the exception of technician roles. Businesses highlighted during interviews that technician positions are often perceived as unsuitable for women due to the physical demands of the job and the male-dominated work environment, which may create discomfort for female employees.



According to a private hospital association representative, the health sector demand for female nurses in the country is quite high. However, given the low salaries offered for entry level nurses, and the fact the most females find it challenging to work on Fridays, holidays, and night shifts due to cultural perceptions and social commitments, many hospitals find it difficult to recruit enough female nurses, especially for night shifts (shift C). This challenge has pushed hospitals to request from the Ministry of Labour to allow them to hire foreign nurses (mostly from Asian countries). According to the private hospital association, the ministry is willing to pass the suspended law from 2016, but the association is still negotiating with the ministry the allowable percentage of foreign labour.

(11) This document from MoL presents the occupations foreign workers are allowed to work in: http://www.mol.gov.jo/EBV4.0/Root_Storage/AR/EB_Info_Page/%D9%88%D8%AB%D9%8A%D9%82%D8%A9_%D8%AA%D8%AC%D9%85%D9%8A%D8%B9%D9%8A%D8%A9_%D9%84%D9%82%D8%B1%D8%A7%D8%B1_58_%D9%88%D8%A7%D9%84%D9%82%D8%B1%D8%A7%D8%B1%D8%A7%D8%AA_%D8%A7%D9%84%D9%84%D8%A7%D8%AD%D9%82%D8%A9_2022.pdf



Women employment in the support services sector heavily depends on the type of contracts they receive and whether the jobs required are suitable for females. Cleaning contract usually require a significant number of female workers, with security contracts only requiring a limited number of female guards, mainly to be deployed in unique locations such as malls.



The ICT sector is one of the few sectors in the kingdom that regularly hires female workers and has a nearly balanced labour force in terms of gender. Most of the jobs are office based (with some companies offering work-from-home or hybrid work arrangements), which makes the jobs appealing and suitable for female workers. As explained by one of the interviewed businesses from the sector, the key distinguishing factor among jobseekers is their skill level, effectively eliminating any gender specific requirements during the hiring process.






Businesses in the tourism sector are generally receptive to employing women across a wide range of roles. As shown from the survey data, most of the reported vacancies are open to females. Nonetheless, low salaries, cultural boundaries, and acceptance of family members are among the biggest challenges facing females when considering employment in the sector.



Finally, for the wholesale and retail sector, surveyed businesses expressed a strong interest and willingness to hire female workers for nearly all available positions. Similarly, female jobseekers are usually interested in working in the sector, particularly in retail, as pointed out by stakeholders and business owners during the KIIs. Female workers perceive malls and shops as a safe environment for them to work in, and most of the functions within these businesses can be performed by females, as reported by businesses.

Table 14: Percentages of women employment by business size and sector details current female employment rates by sector and business size, as well as the percentage of available vacancies that is suitable for female employment.

Table 14 | Percentages of women employment by business size and sector

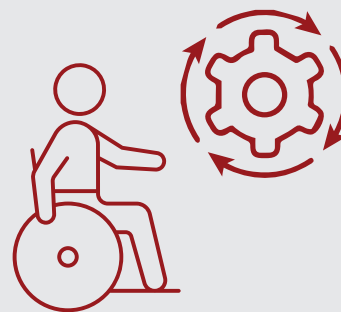
| | Avg. % | <div>% </div> | <div>% </div> | <div>% </div> |
|----------------|----------------------|--|--|--|
| | | Avg. % of Jordanian employees in the business | % of businesses reporting having vacancies over the coming 3 months | Avg. # of employees expected to be hired in the next 12 months |
| Overall | | 30% | 63% | 7% |
| Sector | Engineering | 13% | 56% | 3% |
| | Food | 29% | 53% | 7% |
| | Textile | 42% | 67% | 33% |
| | Chemical | 16% | 46% | 3% |
| | Wholesale | 19% | 75% | 2% |
| | Tourism | 27% | 44% | 3% |
| | ICT | 50% | 100% | 3% |
| | Support Serv. | 24% | 63.60% | 2% |
| Size | Health | 54% | 71% | 8% |
| | Small | 26% | 50% | 3% |
| | Medium | 33% | 73% | 11% |
| | Large | 26% | 75% | 9% |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report






5.4

Employment of Persons with Disabilities (PwDs)



According to the Jordanian law for people of disabilities (2017) a person with disability is defined as a person who has a long-term deficiency in physical, sensory, mental, psychological, or neurological functions, which, as a result of his interference with physical and behavioral barriers, prevents the person from performing one of the main life activities, or exercising one of the rights or one of the basic freedoms independently⁽¹²⁾.

There are five main types of disabilities:⁽¹³⁾

| | | |
|---|------------------------------|--|
|  | Physical | <ul style="list-style-type: none"> A person with limitations in physical functioning, mobility, dexterity, or stamina. |
|  | Hearing | <ul style="list-style-type: none"> individuals who do not have the full capacity to know what is being said to them or the sounds of activity, including danger, within their immediate surroundings. |
|  | Visual | <ul style="list-style-type: none"> individuals who do not have the full visual capacity to perceive or observe what is happening around them. |
|  | Mental | <ul style="list-style-type: none"> a mental pattern that causes impairment of personal functioning |
|  | Behavioral/ Emotional | <ul style="list-style-type: none"> lacking the ability to effectively recognise, interpret, control, and express fundamental emotions. |

Through the survey and KIIs, businesses and key stakeholders were asked about the employment of PwDs in their establishments. Only 28.3% of the overall employers' sample reported hiring PwDs. Most of the businesses employ PwDs to reach the quota set by article 13 in the Jordanian labour law.


On average, only 1% of the employees from the surveyed businesses are PwDs. The textile manufacturing sector had the highest percentage of PwD employees, while several sectors had percentages lower than 1% based on the survey data. The business size also contributes to the percentage of PwD employees.

(12) https://e-inclusion.unescwa.org/sites/default/files/resources/New%20law_3.pdf

(13) <https://e-inclusion.unescwa.org/node/1355>

This is mainly due to the law concerning hiring PwDs being applied only to organisations with more than 25 employees: leading to small and medium businesses having 1% or less of their employees as PwDs, while larger organisations having around 4% of their employees as PwDs. Table 15: Percentages of PwD employment by business size and sector the percentages of PwDs employment per sector and business size.

Table 15 | Percentages of PwD employment by business size and sector

| | Avg. % |  % | % of PwD employees in the business |
|--------|---------------|--|------------------------------------|
| | | | |
| Sector | Overall | | 1% |
| | Engineering | | 2% |
| | Food | | 1% |
| | Textile | | 4% |
| | Chemical | | 1% |
| | Wholesale | | 0% |
| | Tourism | | 1% |
| | IT | | 0% |
| | Support Serv. | | 0% |
| | Health | | 2% |
| Size | Small | | 0% |
| | Medium | | 1% |
| | Large | | 4% |

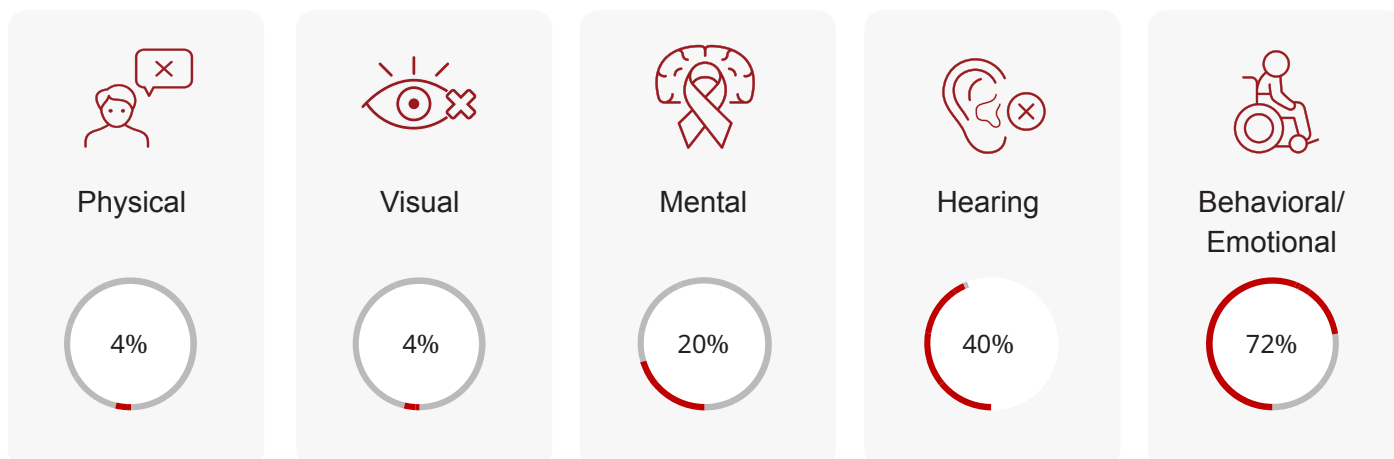
Source: Survey conducted for this report

The type of disability is a major factor that affects employment of PwDs. The data shows that the main type of disability hired in the businesses who participated in the survey was physical disabilities, with 72% of businesses hiring PwDs with physical disabilities, followed by hearing disabilities (40%) and mental disabilities (20%). Very few businesses hire people with visual disability or behavioral/emotional disabilities (4%). When asked about their willingness to hire competent employees with different kinds of disabilities, employers' answers corresponded to the current PwDs employment percentages, where physical disabilities come first, followed by hearing, mental, behavioral, and visual disabilities, respectively. Figure 10: Percentages of employed PwDs by type of disability below shows the type of disabilities currently hired by businesses, and

Source: Survey conducted for this report

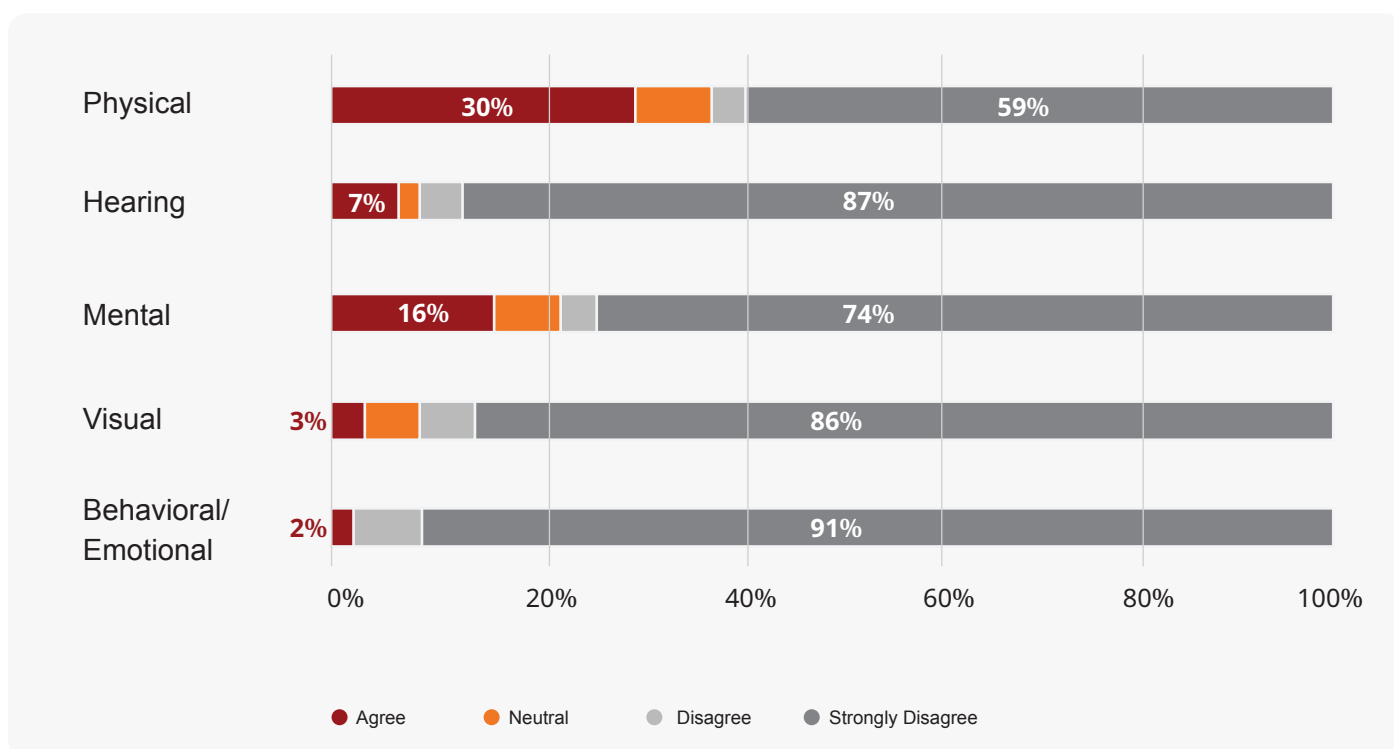
Figure 11: Percentages of businesses that have the willingness to employ skilled by type of disability.

Figure 10 | Percentages of employed PwDs by type of disability



Source: Survey conducted for this report

Figure 11 | Percentages of businesses that have the willingness to employ skilled PwDs



Source: Survey conducted for this report

Looking at the data by sector of employment, PwDs in the health sector appear to currently have minimal positions available compared to other sectors. According to interviewed businesses, some PwDs work in back-office jobs such as archiving and kitchen related jobs, with some working in cleaning. According to the private hospital association, most hospitals abide by the 4% target set in the labour law. The private hospital association also pointed out that due to how the hospital's facilities are built, a variety of PwDs could access the premises easily compared to working in other sectors. However, working in the medical field is very challenging for PwDs, as hospitals believe that the disabilities might act as a barrier to properly performing medical tasks, hence putting other lives in danger.

PwDs are usually hired within the support services sector companies depending on the contracts acquired. Some jobs are more suitable for PwDs than others. For example, clients requiring cleaning support services typically do not have issues with having PwDs among workers. However, for jobs related to security guard support services, PwDs may not be able to perform the necessary tasks effectively.

Generally speaking, the ICT sector offers PwDs significant opportunities for employment. If the applicant is competent enough, has the required skills, and can perform the required tasks, ICT sector employers usually do not have any restrictions on hiring PwDs. A representative from CPF who had worked on youth employment projects reported that they had successful experience getting to programme bootcamps PwD graduates employed. Nonetheless, the same representative mentioned that some businesses are still not aware of how-to best deal with and support PwDs, as well as what they could do to employ them. If awareness among ICT sector employers is improved, there is a considerable chance of employing PwDs in the sector, as long as they have the required skills for the job.

Due to the sensitivity of the tourism sector, and constant interaction with clients for many job titles, PwDs face some challenges in getting employed in the sector. However, sector representatives mentioned during the KILs that with proper awareness, PwDs can get employed in various jobs such as call centers (for physical disabilities) and housekeeping (for hearing and communication disabilities). They also reported that most large businesses achieved the 4% set target for PwDs employment, which could serve as success stories that could be shared with other businesses operating in the sector.

In the wholesale and retail sector, PwDs are reported to be able to work in various jobs. According to sector actors, if the disability does not prevent an employee from performing their required task, they are usually hired. According to the input provided during the interviews, most large malls and retail shops achieved the target of employing 4% of their employees from PwDs. Most PwDs are employed for jobs that involve working in warehouses and cleaning.

With regards to the manufacturing sector, the collected data shows the sector employers hire PwDs mainly to satisfy the MoL target, with the main requirement being that the disability does not affect the employee's ability to perform the assigned tasks. Sector representatives pointed out that factories predominantly hire PwDs in low-skilled jobs such as packaging, labeling, and sewing.

According to inputs from several qualitative data points, PwDs face multiple challenges in employment, including:

Many businesses perceive the process of hiring PwDs as expensive since they must modify their working environment to suit PwD needs.

Businesses lack awareness of different PwD levels; most of them think PwD means severe cases of disability and hence do not consider hiring PwDs in the first place.

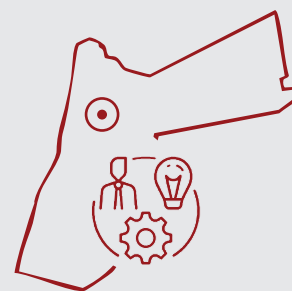
The government provides no incentives for employing PwDs, such as reducing taxes, a common practice in many countries around the world.

The fines for not complying with PwD quotas or facility requirements are low; hence, many are willing to pay the fines rather than go through the hiring process for PwDs.

Many PwDs face bullying in the workplace, making it hard for them to continue with their employment.

5.5

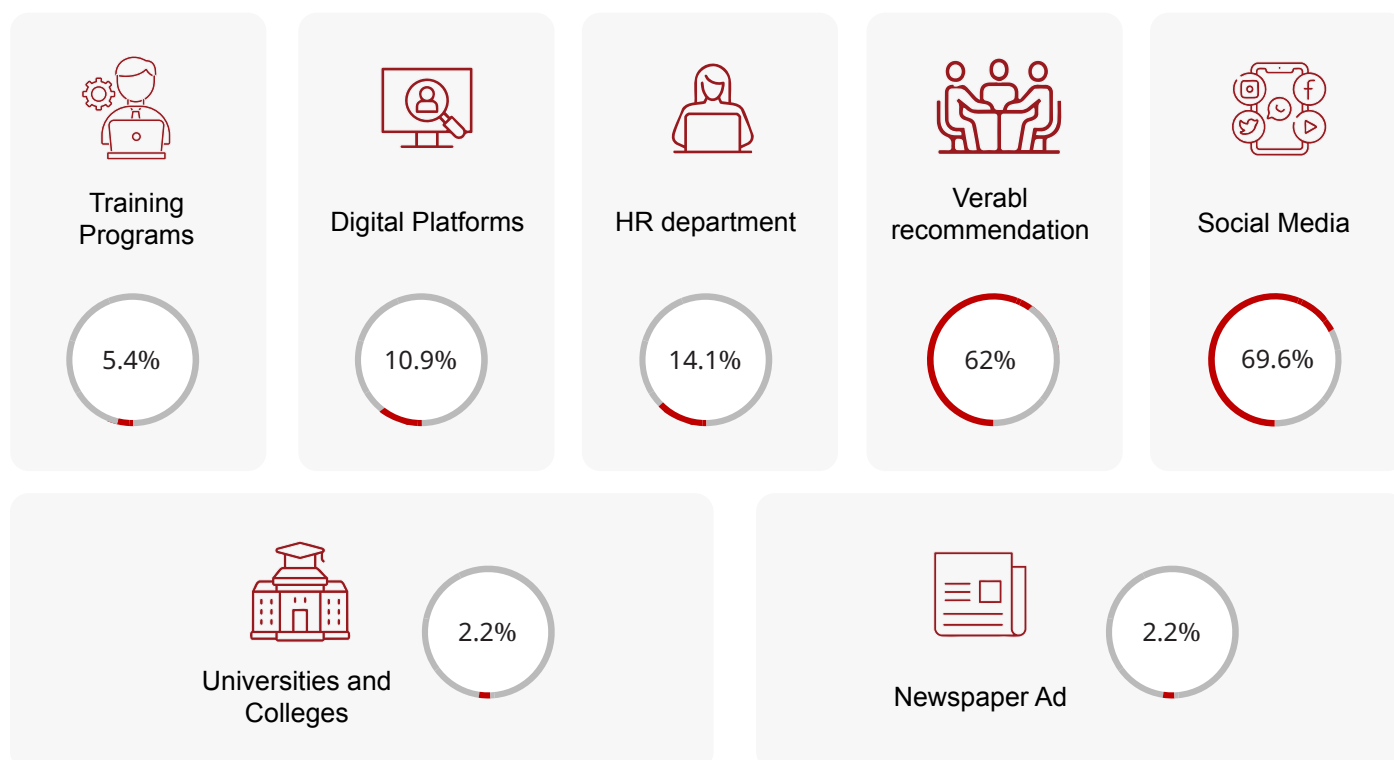
Employment & Outreach Methods



Part of understanding the market demand is exploring how businesses hire jobseekers for their available vacancies. The survey asked businesses what employment methods they follow to hire and advertise job vacancies. Around 70% of the surveyed businesses use social media to advertise their vacancies. The second most common method businesses use is verbal recommendation from current employees and/or personal network (62%).





Businesses in different sectors have different preferences for employment methods. But across all sectors, the top three methods are similar. However, some methods are more common in some sectors than in others. For example, verbal recommendations from current employees and/or personal network are more common in the manufacturing sector than in ICT and health. Figure 12: Percentages of most common employment methods displays the most common employment methods from the sample, and Source: Survey conducted for this report. Table 16: Percentages of employment methods by sector and business size highlights the differences in these methods according to business size and sector.

Figure 12 | Percentages of most common employment methods



Source: Survey conducted for this report

Table 16 | Percentages of employment methods by sector and business size

| | Employment Methods |  % |  % |  % |  % |
|--------|--------------------|---|--|---|---|
| | | Social Media | Verbal recommendation | HR department | Digital Platforms |
| Sector | Overall | 70% | 62% | 13% | 11% |
| | Engineering | 78% | 67% | 33% | 0% |
| | Food | 67% | 67% | 7% | 7% |
| | Textile | 56% | 78% | 11% | 0% |
| | Chemical | 39% | 54% | 23% | 0% |
| | Wholesale | 75% | 50% | 0% | 0% |
| | Tourism | 89% | 44% | 33% | 0% |
| | ICT | 91% | 55% | 0% | 0% |
| | Support Serv. | 63.60% | 81% | 9% | 9% |
| Size | Health | 86% | 57% | 0% | 0% |
| | Small | 55% | 76% | 5% | 0% |
| | Medium | 77% | 58% | 12% | 0% |
| | Large | 88% | 42% | 29% | 8.30% |

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

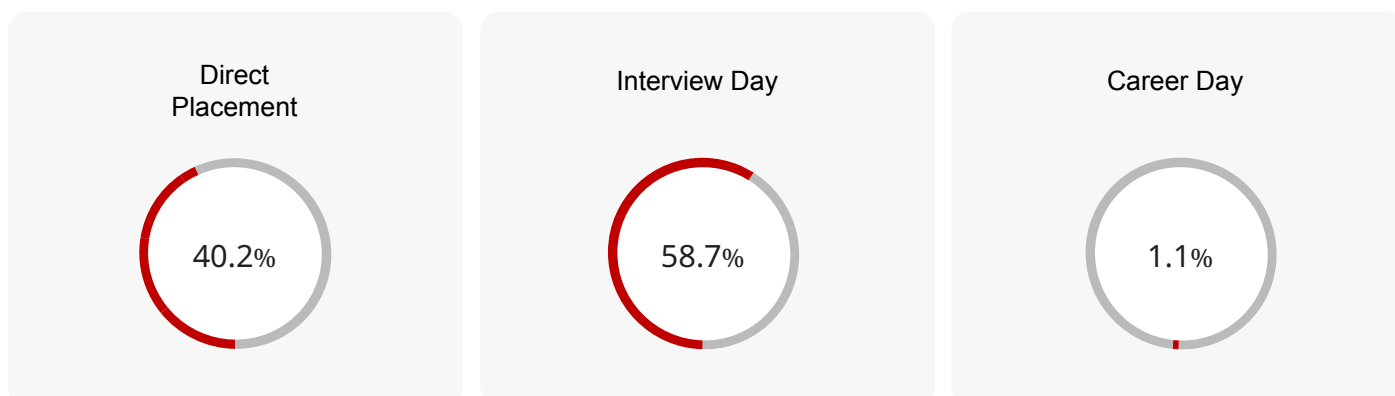
Source: Survey conducted for this report

Recently, many government and non-government entities have been focusing on employment, and part of their support has been implementing various employment measures. There are several types of employment measures that are frequently conducted in the country and the most common types are:



The survey asked businesses what employment measures were the most effective. Surprisingly, most businesses chose two types: direct networking/placements and interview days. Businesses favor having an interview day for a specific job where all applicants are aware of the type of job they are applying for, as opposed to attending a job fair where jobseekers are not sure where exactly they want to work and what type of vacancies they are looking for. The same reason applies for direct networking/placement. Businesses would ask for competent jobseekers in the same field through their network and interview them directly.

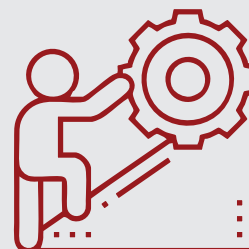
Figure 13 | Percentages of most effective employment measures



Source: Survey conducted for this report

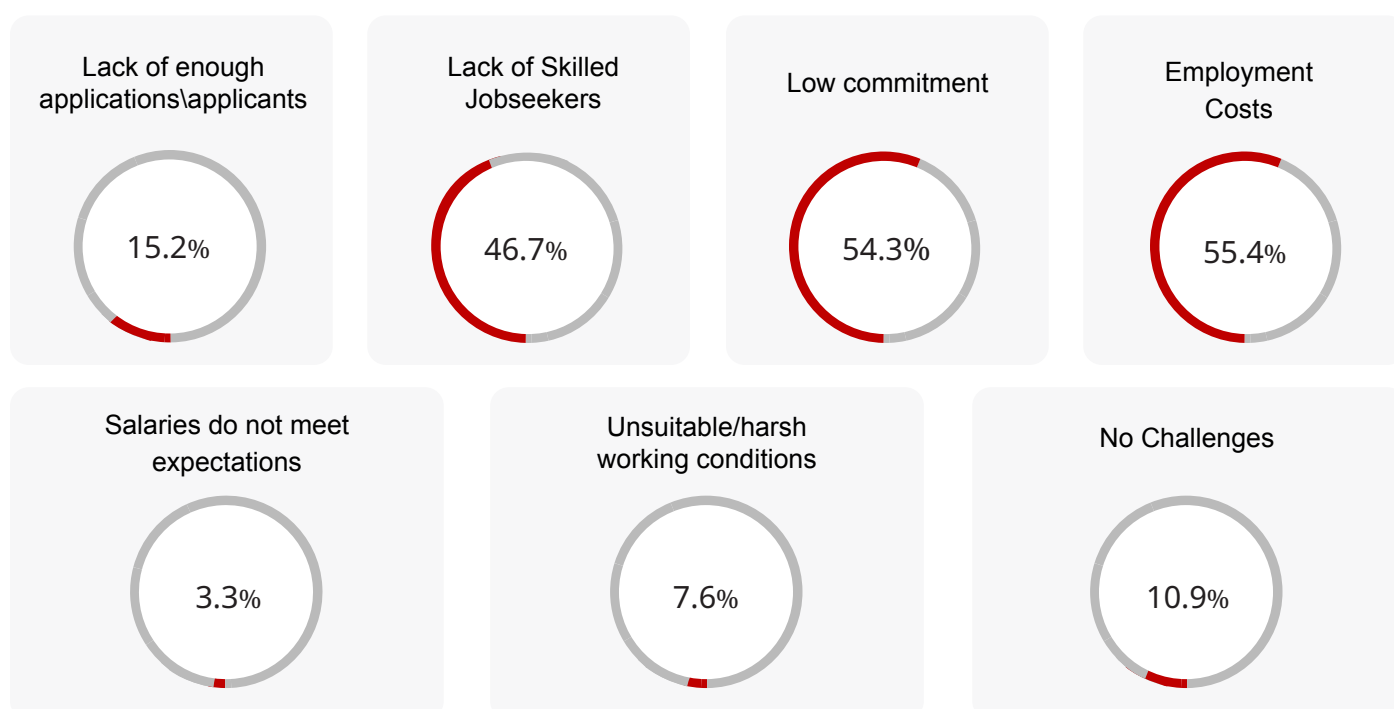
5.6

Employment Challenges



Businesses face several challenges while conducting the employment process. Throughout primary data collection, businesses were asked about the most common challenges they face while employing. The most common across the sample was employment costs, with 55.4% of the sample reporting it. The second most common choice was employees' low commitment / work ethic (54.3%). The third most common challenge is the jobseekers' lack of required skills (technical and/or soft) to perform the job. Other challenges mentioned are much less frequent, such as not having enough applicants for the job post (15.2%) and applicants' inability to handle job requirements and work conditions (7.6%). 10.9% of businesses reported no challenge in hiring. Business size appears to have no effect on the type of challenges faced.

Figure 14 | Faced employment challenges by businesses



However, these employment challenges differ from one sector to another. The manufacturing sector has a challenge with employees' commitment levels as they have higher turnover rates. Based on input from interviewed businesses in this sector, this usually arises from the mismatch between the job applicant's expectations and the job's actual working conditions (production line work, minimum wage salary).

Other sectors such as ICT and health's main challenge lies within the lack of required skills from job applicants to perform the work properly. Although to a lesser extent than ICT and health, this gap is also witnessed in many other sectors.


Many of the interviewees pointed out that there is very low quality in the education outcomes from both universities and vocational institutions. This huge gap makes business employment much more challenging and requires most new employees to undergo intensive training before hiring. Table 17: Percentages of employment challenges by sector and business size shows the top employment challenges for businesses according to sector and size.

Table 17 | Percentages of employment challenges by sector and business size

| | Employment Methods | Employment costs | Low commitment | Lack of skilled jobseekers | Not many applicants | Unsuitable/ harsh working conditions | Salaries do not meet expectation | No Challenges |
|--------|--------------------|------------------|----------------|----------------------------|---------------------|--------------------------------------|----------------------------------|---------------|
| | Overall | 55% | 54% | 47% | 15% | 7% | 3% | 11% |
| Sector | Engineering | 56% | 67% | 44% | 11% | 11% | 0% | 22% |
| | Food | 73% | 47% | 28% | 7% | 7% | 0% | 20% |
| | Textile | 78% | 67% | 67% | 22% | 0% | 0% | 0% |
| | Chemical | 46% | 69% | 23% | 0% | 0% | 0% | 8% |
| | Wholesale | 38% | 50% | 63% | 0% | 25% | 25% | 0% |
| | Tourism | 67% | 67% | 56% | 0% | 0% | 0% | 11% |
| | ICT | 36% | 36% | 91% | 9% | 18% | 0% | 0% |
| | Support Serv. | 64% | 36% | 9% | 18% | 9% | 9% | 27% |
| | Health | 29% | 57% | 71% | 0% | 0% | 0% | 0% |
| Size | Small | 55% | 45% | 45% | 12% | 12% | 5% | 12% |
| | Medium | 62% | 62% | 46% | 0% | 4% | 0% | 4% |
| | Large | 50% | 58% | 50% | 8% | 4% | 4% | 17% |

Looking at the average turnover rates in businesses, the average turnover rate from the sample is 21%. Some sectors, such as the support services sector, have higher turnover rates (average of 30%), while others, such as the ICT sector, have a lower rate (average of 7%). This variance in turnover rates depends on the characteristics of the sectors. For example, the manufacturing and support services sectors offer low salaries and demanding physical work that most jobseekers cannot sustain, leading to high turnover rates. On the other hand, in the ICT sector, jobs are more financially rewarding, and career paths are well defined; therefore, the sector has lower turnover rates. Table 18: Percentages of turnover rates by sector and business size illustrates the turnover rates across different economic sectors and business sizes.

Table 18 | Percentages of turnover rates by sector and business size

| | Sector |  % | Average turnover rate (%) |
|--------|---------------|--|---------------------------|
| | | | |
| Sector | Overall | | 21% |
| | Engineering | | 21% |
| | Food | | 20% |
| | Textile | | 16% |
| | Chemical | | 26% |
| | Wholesale | | 26% |
| | Tourism | | 17% |
| | IT | | 7% |
| | Support Serv. | | 30% |
| | Health | | 23% |
| Size | Small | | 18% |
| | Medium | | 24% |
| | Large | | 19% |

Source: Survey conducted for this report

When businesses were asked about the reasons why employees leave their jobs, the most common reason was employees finding better job opportunities elsewhere (57.6%). This challenge was highlighted by a representative from the Jordan chamber of Industry. With wages in the kingdom being relatively low, the labour force continuously looks for better opportunities to cover the high living expenses. The second most common reason is that employees have low commitment levels / work ethic (23.9%). Many females also leave their jobs due to family commitments. 18.5% of businesses reported this as one reason for the high turnover rates.

Table 19: Reasons for employees leaving their jobs according to the sector and business size highlights how they are different by sector and business size.

Table 19 | Reasons for employees leaving their jobs according to the sector and business size

| | Employment Methods | Found better working opportunity | Low commitment | Personal/Family reasons | Working conditions | Downsizing/layoffs | Location | End of contract | No one left recently |
|--------|--------------------|----------------------------------|----------------|-------------------------|--------------------|--------------------|----------|-----------------|----------------------|
| | Overall | 58% | 24% | 19% | 15% | 5% | 3% | 2% | 7% |
| Sector | Engineering | 67% | 44% | 11% | 22% | 11% | 11% | 11% | 11% |
| | Food | 47% | 20% | 27% | 33% | 7% | 7% | 0% | 0% |
| | Textile | 44% | 22% | 57% | 0% | 0% | 0% | 0% | 0% |
| | Chemical | 31% | 46% | 23% | 0% | 0% | 0% | 8% | 0% |
| | Wholesale | 63% | 38% | 0% | 0% | 13% | 0% | 0% | 13% |
| | Tourism | 89% | 11% | 0% | 33% | 0% | 0% | 0% | 0% |
| | ICT | 46% | 0% | 27% | 0% | 0% | 9% | 0% | 27% |
| | Support Serv. | 64% | 18% | 0% | 27% | 18% | 0% | 0% | 9% |
| | Health | 100% | 14% | 14% | 14% | 0% | 0% | 0% | 0% |
| Size | Small | 50% | 21% | 21% | 10% | 7% | 2% | 0% | 14% |
| | Medium | 62% | 31% | 23% | 12% | 0% | 0% | 0% | 0% |
| | Large | 67% | 21% | 8% | 29% | 8% | 8% | 8% | 0% |

Source: Survey conducted for this report

5.7

Job Profiling



Businesses were asked about jobs in demand in their respective sectors regardless of whether they currently have active job openings. The responses from different businesses were grouped and cleaned, resulting in 17 job profiles. Details of each job profile are shown in Annex III.

Labour Market Analysis:

6

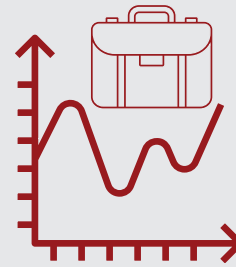
Supply

- 6.1 OVERALL SUPPLY
- 6.2 FEMALE JOBSEEKERS
- 6.3 JOBSEEKERS' JOB SEARCH METHODS
- 6.4 JOBSEEKERS CHALLENGES



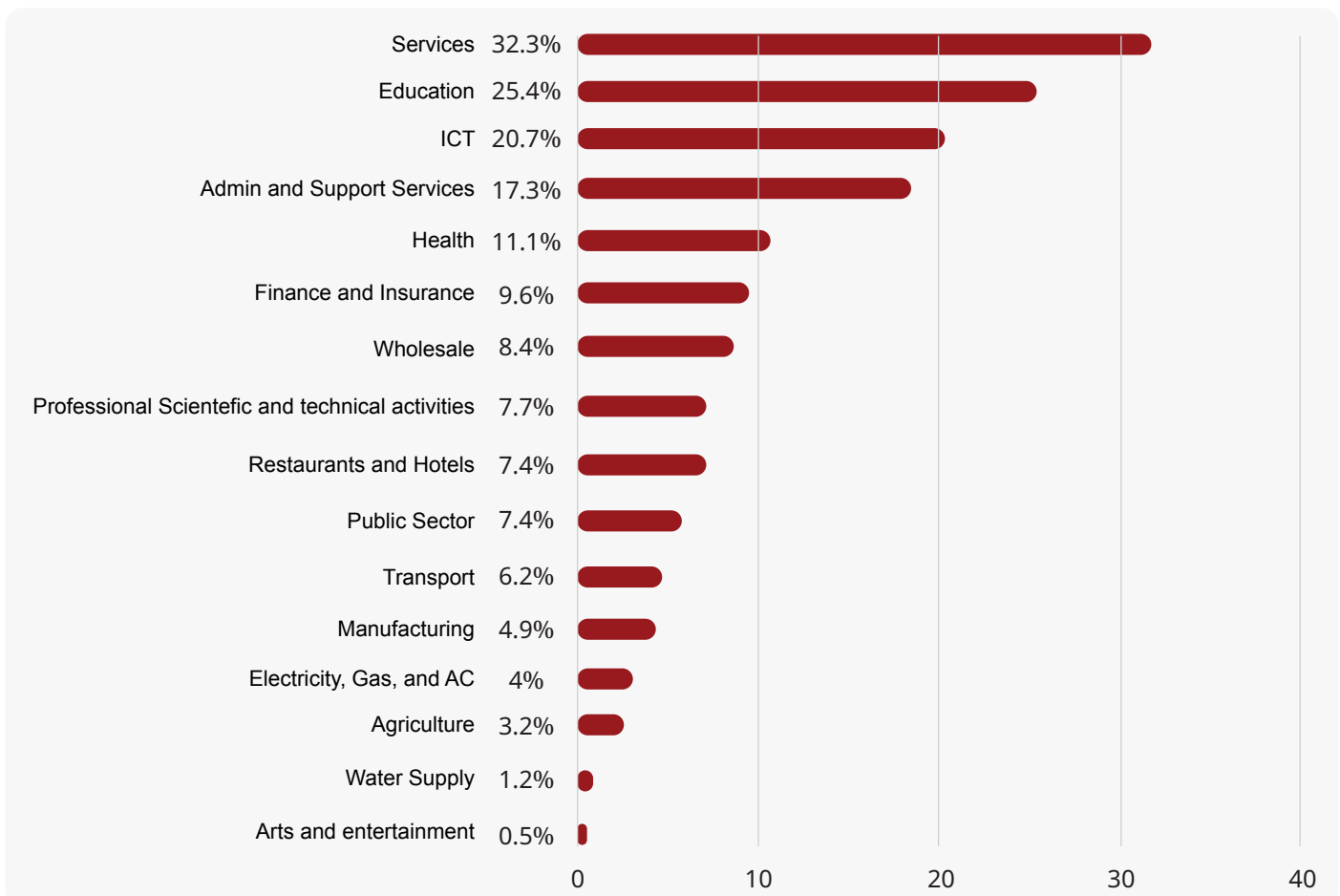
6.1

Overall Supply



This assessment also aims to understand the supply side of the labour market. Through surveys and FGDs, several questions were asked to jobseekers to understand what sectors they target and their general expectations from joining the labour market. The top three sectors chosen by jobseekers through the survey were services (32.3%), education (25.4%), and ICT (20.7%). These sectors appealed to most jobseekers since they only involve office work and offer higher salaries on average compared to other sectors. A representative from the Ministry of Labour's employment office mentioned that Jordanians usually targets office work, coining it "office syndrome," and noted that most jobseekers prefer them as they are considered financially rewarding jobs. This can also be seen from the data where labour-intensive sectors received lower percentages from jobseekers. Figure 15: Percentages of targeted sectors by jobseekers.


Figure 15 | Percentages of targeted sectors by jobseekers



Source: Survey conducted for this report

Jobseekers' preferences change in accordance with their level of education. Jobseekers who have higher education lean toward sectors offering characterised roles, such as Education, ICT, and administration. Conversely, individuals lacking higher education degrees tend to opt for sectors characterised by either lower levels of specialisation or those featuring vocational roles, such as Services, wholesale, and tourism.

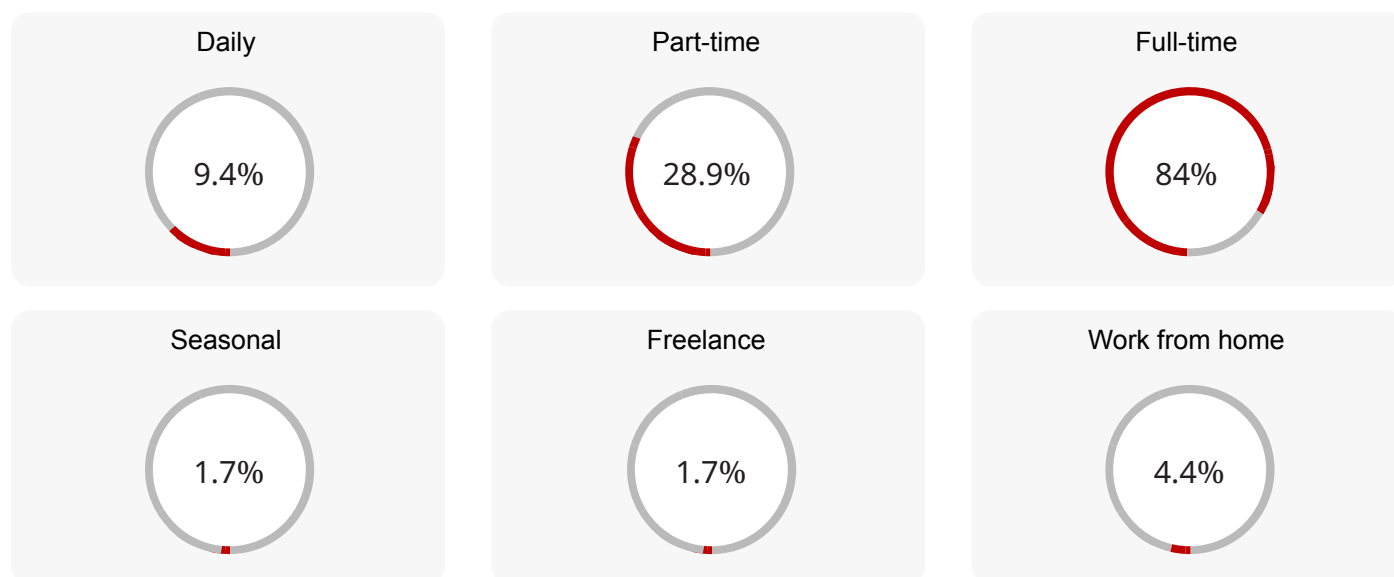
Table 20 | Percentages of jobseekers targeted sectors by educational level




| Sector | Overall | Education Level | |
|------------------------|---------|---------------------------------|-------------------------|
| | | Without higher education degree | Higher education degree |
| Services | 32.3% | 43.8% | 27.1% |
| Education | 25.4% | 4.7% | 35.0% |
| ICT | 20.7% | 7.8% | 26.7% |
| Admin & Support | 17.3% | 2.3% | 24.2% |
| Health | 11.1% | 3.1% | 14.8% |
| Finance and Insurance | 9.6% | 0.8% | 13.7% |
| Wholesale and Retail | 8.4% | 13.3% | 6.1% |
| Restaurants and Hotels | 7.4% | 13.3% | 4.7% |
| Public Sector | 7.4% | 2.3% | 9.7% |
| Transport | 6.2% | 15.6% | 1.8% |
| Manufacturing | 4.9% | 3.2% | 8.6% |



Source: Survey conducted for this report

Jobseekers were also asked about their preferred mode of employment. Most surveyed jobseekers aim to have full-time employment (84%) while only 29% of the sample aim for a part-time job. This is because most jobseekers, especially males, aim for stable income and the benefits associated with full-time jobs such as social security and health insurance, which are not usually offered to part-time workers. Jobseekers' working mode preference slightly differs according to their education level. Jobseekers without higher education have more preference towards part-time jobs compared to jobseekers with higher education degrees.

Figure 16 | Percentages of preferred working mode by jobseekers

Source: Survey conducted for this report

Table 21 | Percentages of jobseekers preferred working mode by educational level


| Work mode preference | Overall | Education Level | |
|---|---------|---------------------------------|-------------------------|
| | | Without higher education degree | Higher education degree |
|  Full-time | 84.0% | 74.2% | 88.4% |
|  Part-time | 28.9% | 35.2% | 26.0% |

Source: Survey conducted for this report

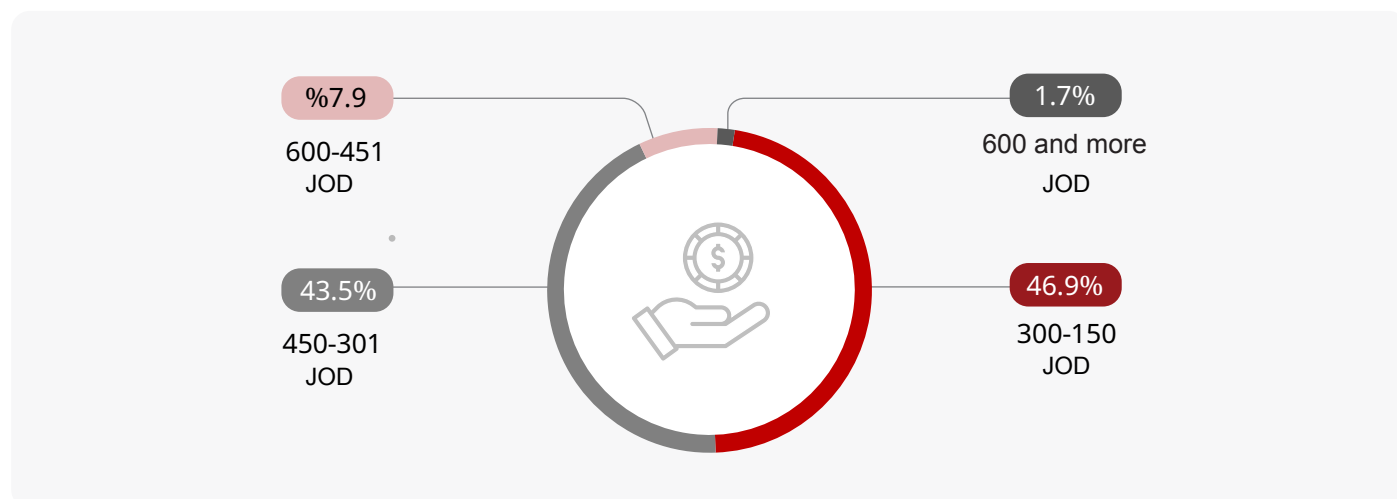
Jobseekers were asked about their expected salaries and benefits. 91% of the expected salaries below JOD 450 per month. This shows that the majority of the surveyed jobseekers are aware of the labour market and salary ranges, especially for fresh graduates. Comparing salaries expectation in accordance with education level, jobseekers with higher education degrees tend to expect higher salaries than jobseekers without higher education degrees.

The survey also asked about the jobseeker's expected rights. Social security was the most expected right, with 84.7% of the sample choosing it. Although this is mandatory by the labour law, many businesses do not offer social security, especially small and medium businesses, as reported by jobseekers. Through FGDs, interviewed jobseekers also pointed out that some businesses offer social security at the minimum wage (JOD 260), as opposed to actual salary figures. Other key rights expected by jobseekers were sick leave (45.2%), and maternity leave (13.1%).

Health insurance was the key expected benefit (with 73.1% of the sample choosing it). Due to the country's high costs of health services, jobseekers display a strong preference for health insurance coverage. The second most frequent choice of benefit was transportation allowances (63.5%). With relatively high transportation

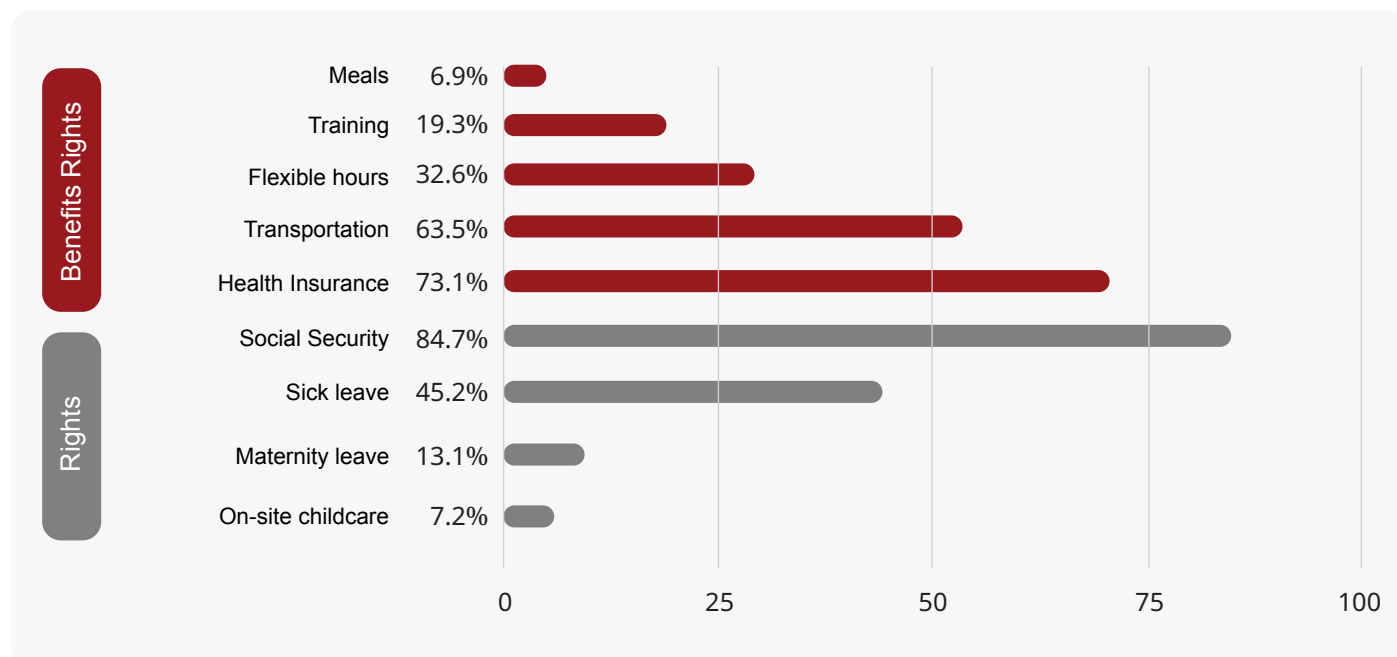
costs (due to fuel costs) and limited infrastructure for public transportation in Jordan, many jobseekers expect businesses, especially in remote locations, to cover their transportation expenses or provide transportation. Other benefits reported by jobseekers include flexible hours (32.6%), and training (19.3%). Few jobseekers did not have any expectations (5.7%). Of those who do not expect any benefits, their FGD responses indicate that they were unemployed for a long time, and their main objective is to get employed regardless of the benefits. Figures 17 and 18 illustrate the jobseeker's expectations regarding salaries, rights and benefits.

Figure 17 | Percentages of expected salaries by jobseekers



Source: Survey conducted for this report

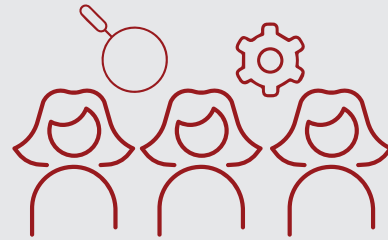
Figure 18 | Percentages of expected rights and benefits by jobseekers



Source: Survey conducted for this report

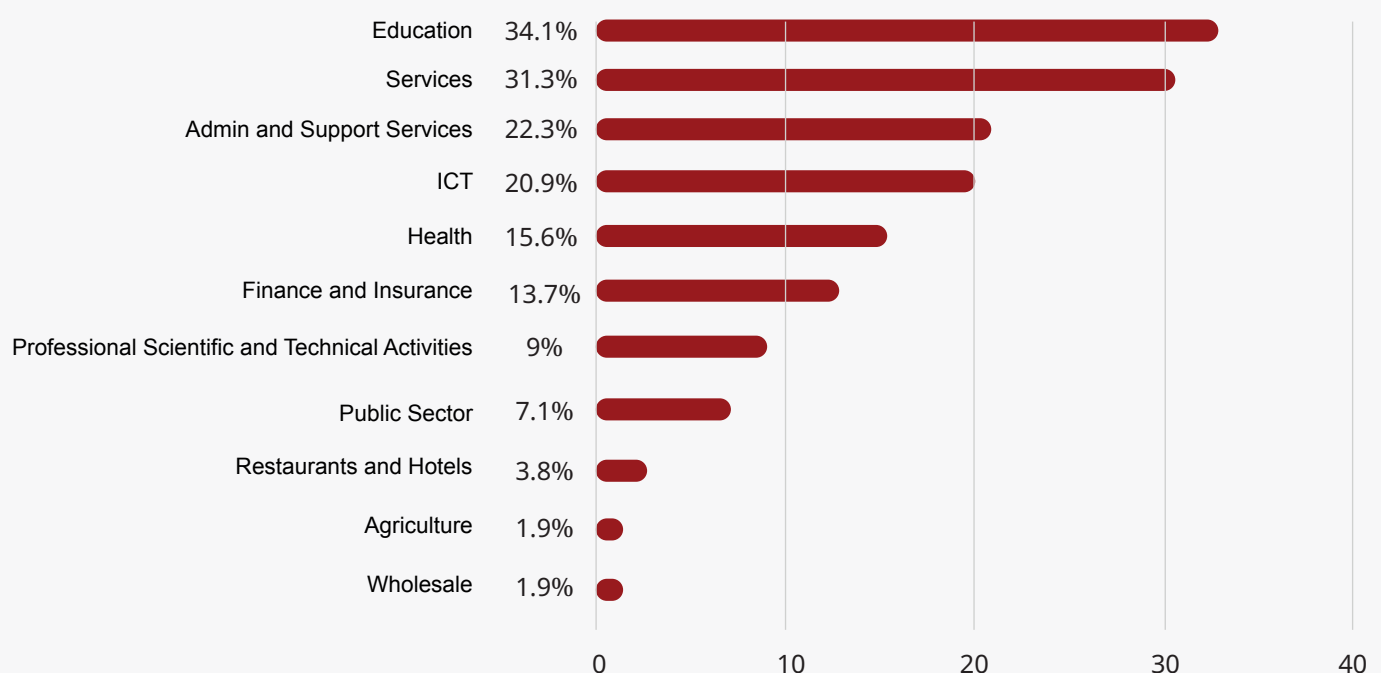
6.2

Female Jobseekers

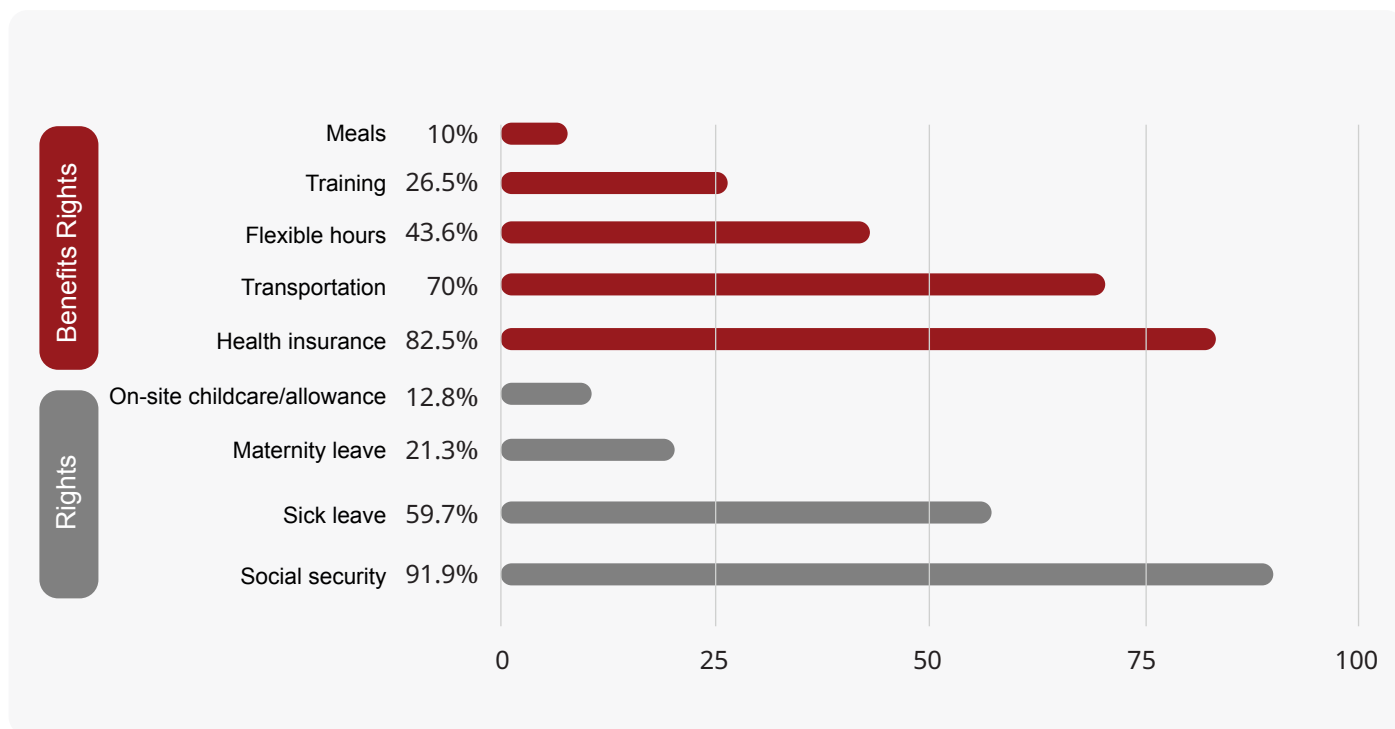


A key aspect of this labour market study is to understand if there are any different characteristics associated with female jobseekers as opposed to male jobseekers. When asked about the targeted sectors, the top 4 targeted sectors remained the similar; however, the education sector for females is the most chosen (34%), followed by services (31%) and admin & support (22%). Most of the sectors with high physical labour are not chosen by females. Females targeting these sectors is possibly due to their educational background, as 65.3% of the females in the sample have academic diploma or above. The salary expectation for females is lower than the whole sample, as 55% of the female sample expects JOD 150-300, 39% expect JOD 301-450, and 6% more than JOD 450. There is no significant difference in the working mode, with around 80% of females preferring full-time, 22% preferring part-time, and 7% preferring to work from home. Expected rights and benefits are similar for both females and the whole sample. Social security is still the most frequent choice, with 91.9%, followed by health insurance (82.5%) and Transportation (70%). Female respondents gave similar reasons for these choices in the FGD as male respondents. Figure 19 and Figure 20 highlight the females' targeted sectors and expected rights and benefits.

Figure 19 | Percentages of targeted sectors by female jobseekers



Source: Survey conducted for this report

Figure 20 | Percentages of expected rights and benefits by female jobseekers

Source: Survey conducted for this report

6.3

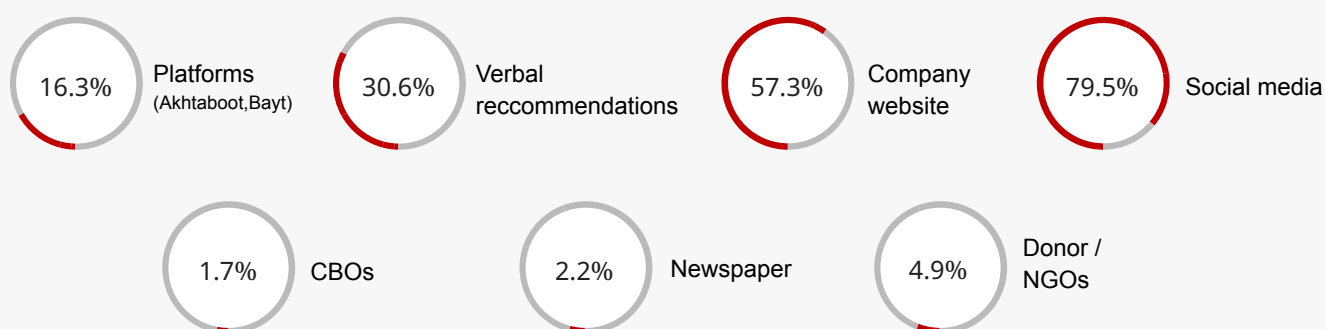
Jobseekers' Job Search Methods



Jobseekers were asked how they currently search for and apply for job vacancies. Most respondents chose social media as a means of job search (79.5%). With many businesses currently posting their vacancies online and through social media, jobseekers use these platforms to apply for jobs without requiring much effort. The second most frequent job searching method reported was company websites (57%). Jobseekers would target companies in their preferred sectors, visit their website, and apply for open job vacancies or send their CVs to the HR department. The third most common way of job searching was verbal recommendations from friends and family (30.6%). Jobseekers would use their network of family and friends to recommend them to business owners or HR departments. Other means of job searching, such as CBOs, newspapers, and NGOs were also mentioned but with minimal rates (less than 5% of the sample). Error! Reference source not found. shows the means of job searching preferred by jobseekers.

Jobseekers' job searching methods vary in accordance with their level of education. Jobseekers with higher education degrees tend to use online methods such as social media and company websites more often. On the other hand, jobseekers without higher education degrees tend to use verbal recommendations from friends and family.

Figure 21 | Percentages of job searching methods used by jobseekers

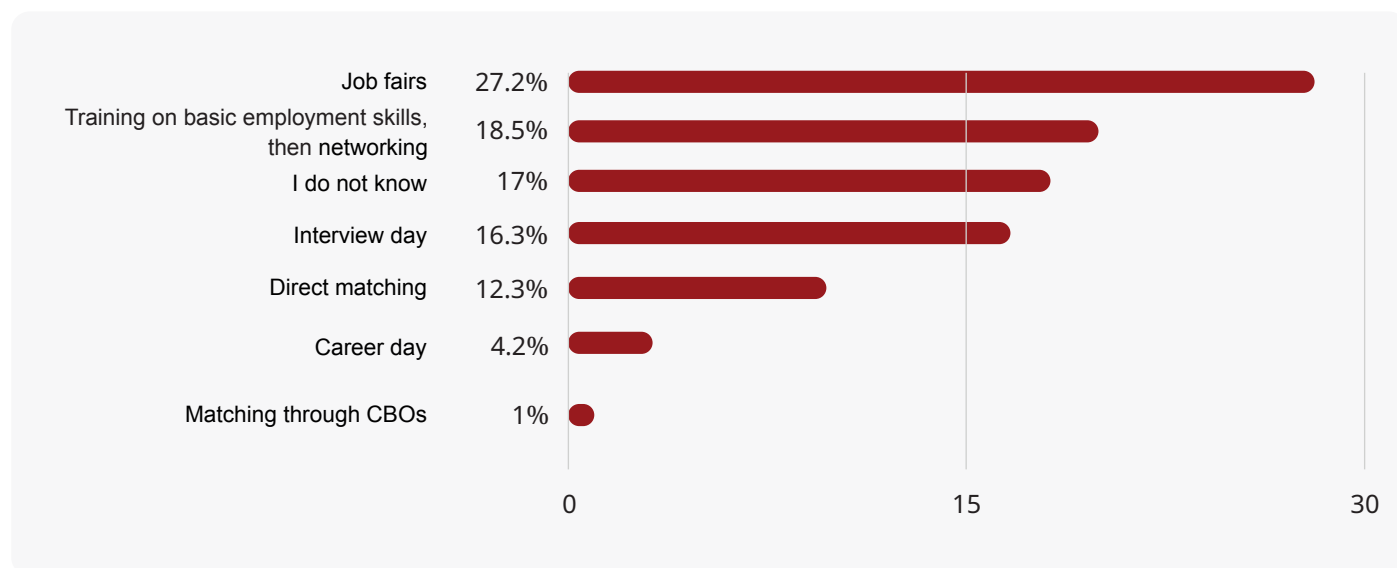


Source: Survey conducted for this report

Since this assessment is expected to guide in implementing effective employment measures, jobseekers were asked what employment measures they attended, and thought was effective. Around 27% of the sample mentioned job fairs as effective employment measures. However, through the FGDs, several jobseekers said that businesses at job fairs are usually not very serious and use job fairs only as a means of advertising. The second most effective employment measure was on-the-job training followed by employment (18.5%). According to several stakeholders, this method shows potential to close the skills gap between jobseekers and job requirements. Interview days come third, with 16% of the sample choosing them. Participants in

FGDs and interviews pointed out that interview days are usually direct and expectations from employers and jobseekers are well defined, making them more effective. 17% of the sample did not participate in any measure before and did not know what measure could be effective. Figure 22: Percentages of effective employment measures by jobseekers highlights effective employment measures according to the jobseekers.

Figure 22 | Percentages of effective employment measures by jobseekers



Source: Survey conducted for this report

6.4

Jobseekers Challenges



With the labour market dynamics and post-pandemic situation, jobseekers in Amman face several challenges. First, the lack of job opportunities has caused a remarkable increase in the period of unemployment for jobseekers. 66% of the surveyed jobseekers have been unemployed for more than 6 months, and 21% for more than a year. When asked about reasons for leaving their previous jobs, 45.6% of the sample indicated that it is due to contract termination, downsizing, or company closure. Only 14.6% of the sample never worked before after their graduation, while 13.8% indicated family obligations as the reason for leaving employment. The remainder of the sample had challenges such as low salaries, location, or the nature of work forcing them to leave their jobs.

Jobseekers face numerous challenges while searching for jobs. One of which is their inability to find suitable jobs in their targeted sectors (62.7%). A good proportion of the sample (28.9%) are fresh graduates and mentioned that their lack of experience an essential factor unemployed. 23.5% of the sample also pointed out that transportation is one of the main challenges they face in getting a job since many businesses, especially factories, are in remote areas that are difficult and/or unsafe to reach. Other challenges mentioned by jobseekers include their lack of skills, their lack of education/certificates, and nepotism. Figure 25 highlights all the challenges mentioned by jobseekers through the survey.

Figure 23 | Duration for jobseeker's unemployment

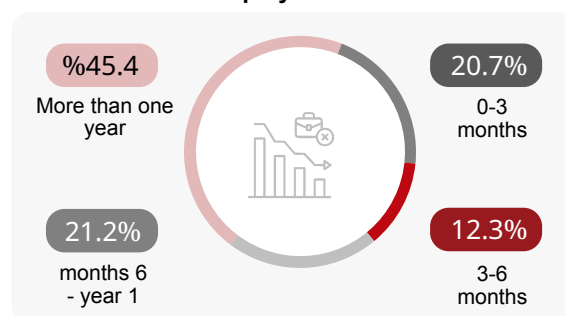
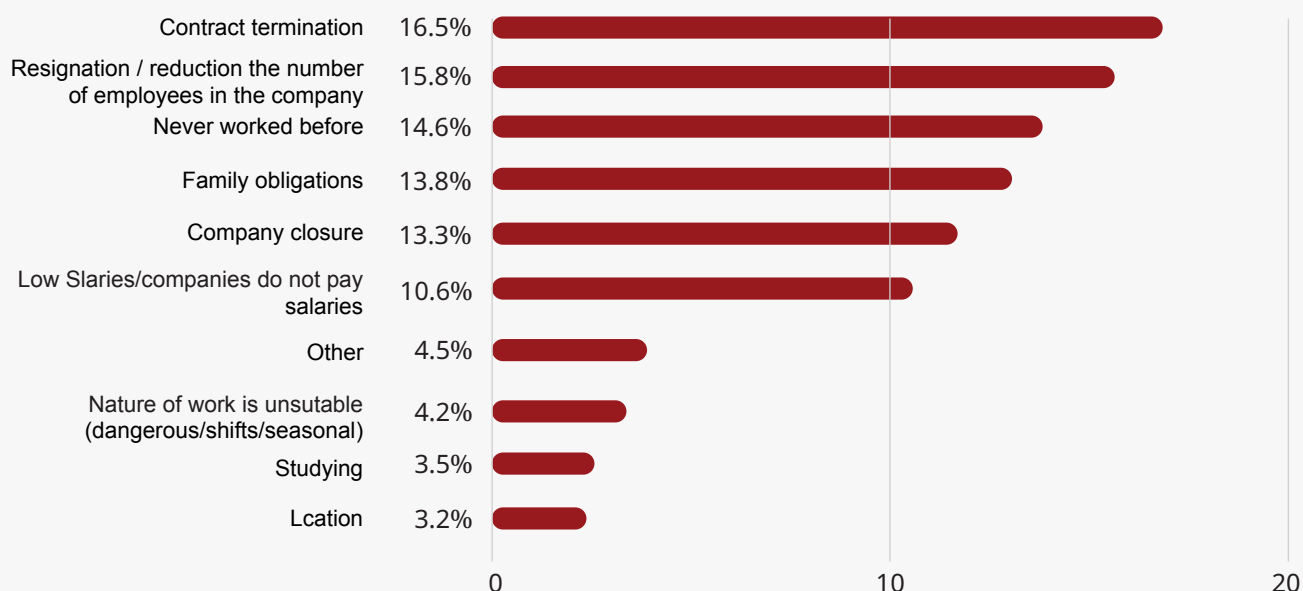
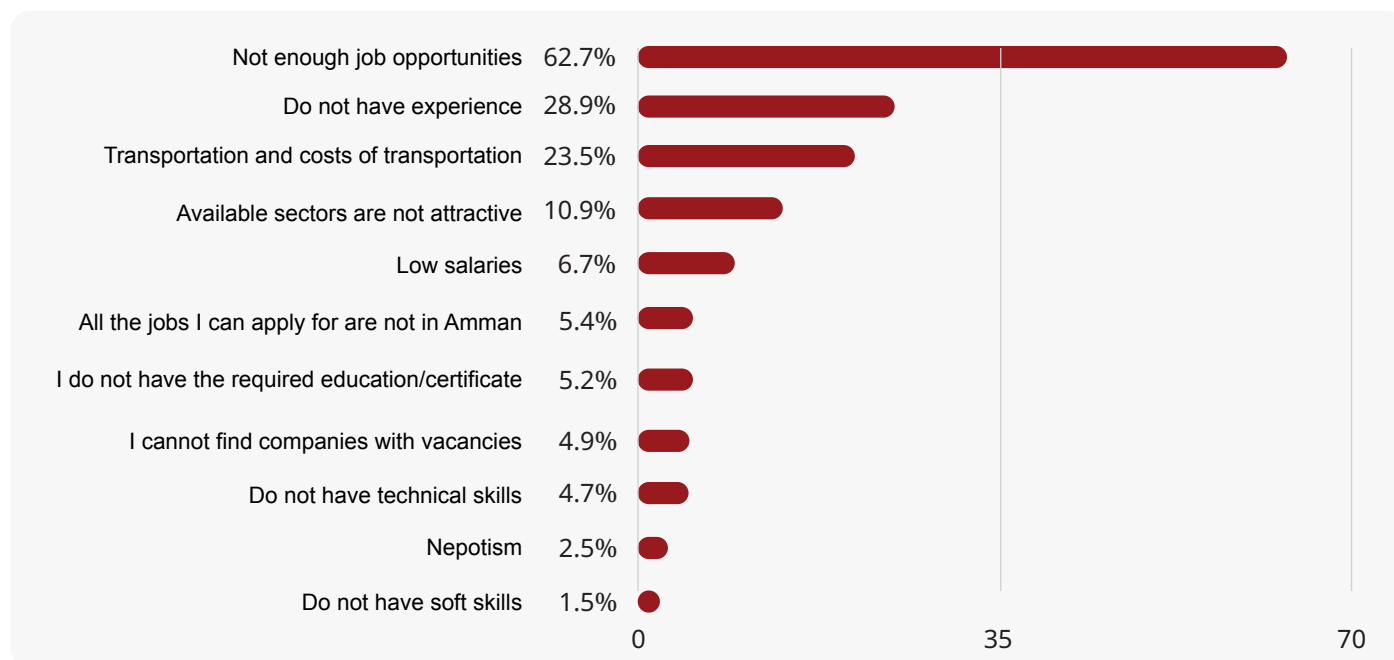


Figure 24 | Reasons for jobseekers leaving their previous jobs



There are other challenges specifically mentioned by participants from the qualitative data points. Interviewed representatives mentioned that ICT businesses sometimes require professional certificates for some entry-level positions. These certificates require training programmes that are usually costly (ranging from JOD 1,200 to 1,500), which makes many jobseekers unable to afford them.

Figure 25 | Challenges in searching for jobs



Source: Survey conducted for this report

Several stakeholders highlighted females' specific challenges to employment including:

- The remote locations of many businesses (especially in the manufacturing sector) make it hard for many females to reach their work. It also could create a financial burden if the transportation costs are not covered. In addition, married workers would spend more time away from home.
- Bullying and verbal sexual harassment are considered a cause for many females to avoid working in sectors such as manufacturing and tend to target sectors with safer and more decent work environment such as wholesale and retail.
- Although it is required by law to provide means for nurseries/childcare for female employees, few businesses have nurseries or provide allowances for them.
- Many businesses do not prefer hiring married females perceiving them as a financial burden.
- There is usually a wage gap between males and females, especially in higher-level jobs compared to lower jobs where most wages are around the minimum wage.
- Many females prefer only office work, and they pass on many opportunities due to that preference.



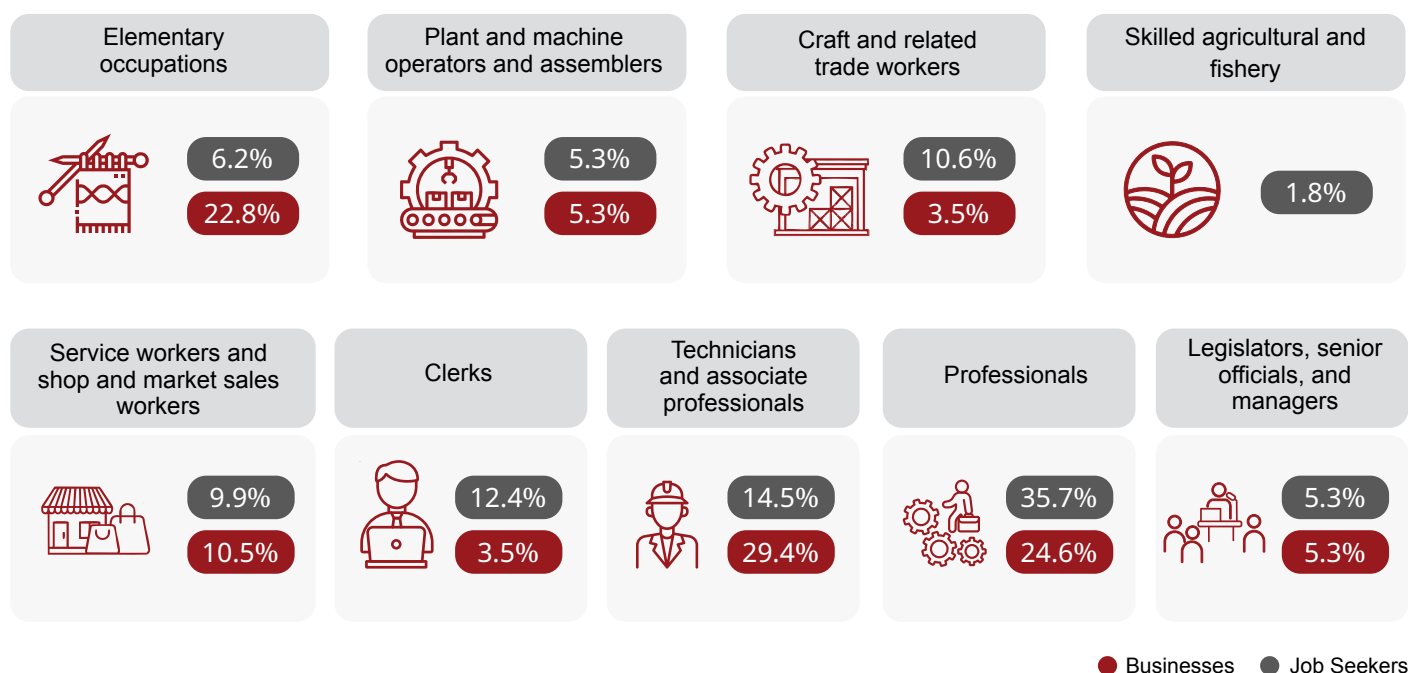
7

Supply and Demand Gap



This section aims to understand the main gaps between supply and demand. Looking at the targeted job classification from the jobseekers compared to the available jobs, a clear difference can be deduced between supply and demand. Several stakeholders have pointed out that there are more than 230,000 individuals graduating from educational institutes but only around 50,000 jobs are created in the market in the same period. Given that a large proportion of jobseekers are expected to seek jobs within the “professionals” classification. However, only 24% of the surveyed businesses have vacancies for this job classification. On the other hand, very few jobseekers target elementary occupations (only 6%) and technicians and associate professions occupations (14%). But from the sample, those two job classifications are currently in most demand, with more than half of the surveyed businesses having vacancies in these positions. The lack of professionals’ jobs demand and abundant supply creates a significant gap in the labour market. While the market has a large demand for vocational jobs, there is a scarce supply interested in these jobs. Figure 26: Job classification supply Vs. demand illustrates the difference between targeted job classifications by jobseekers and job classifications by demand from businesses.

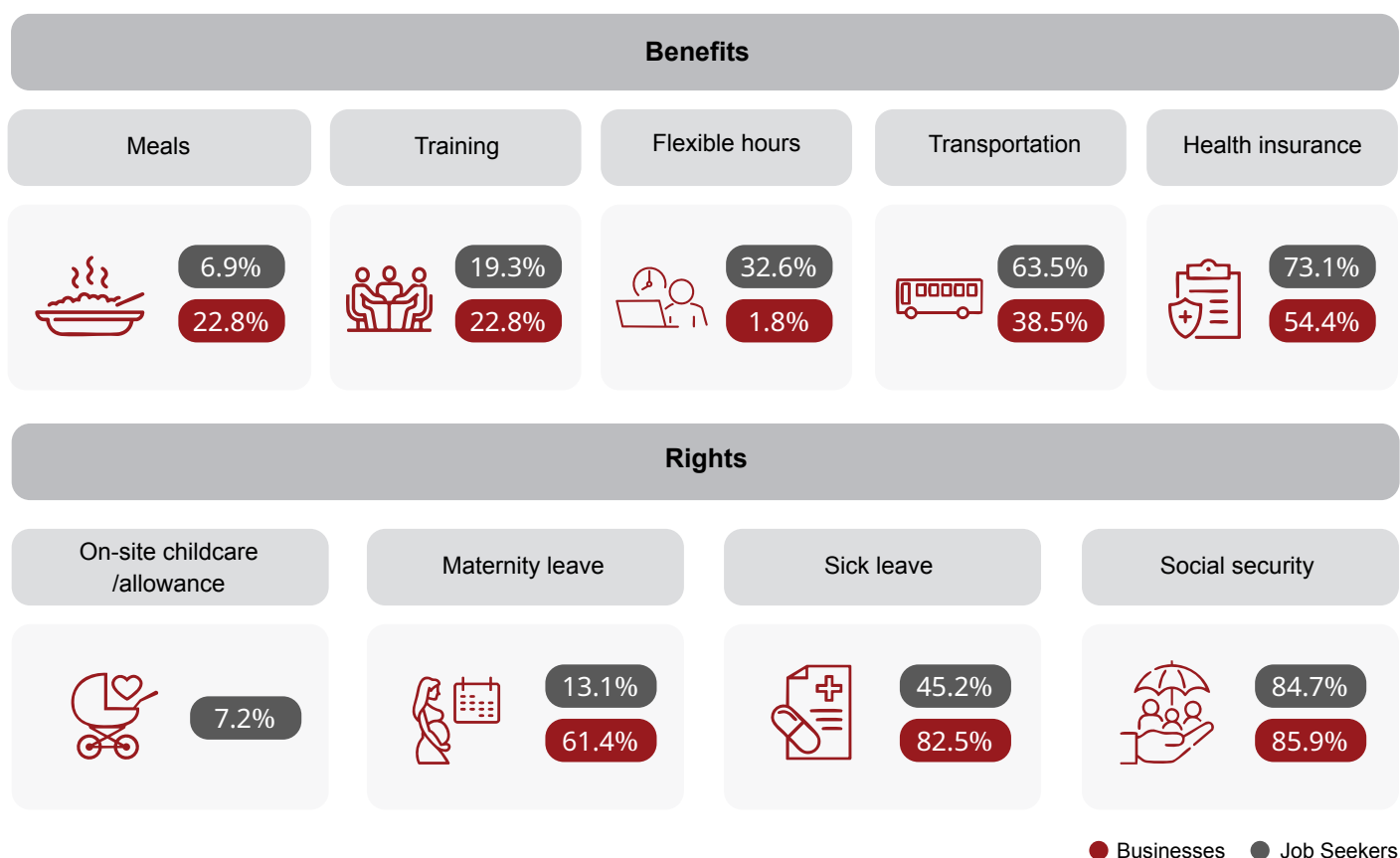
Figure 26 | Job classification supply Vs. demand



Another aspect worth comparing is what rights and benefits jobseekers expect businesses to offer versus what they offer. Social security is one of the rights provided by most businesses and is expected by many jobseekers. Most of the other rights have a difference between expectation and reality. 82.5% of businesses offer sick leave, compared with 45.2% of jobseekers expecting it. A similar observation can be seen for maternity leaves, 21.3% of women jobseekers prioritised them while 61.4% of surveyed businesses offer them.

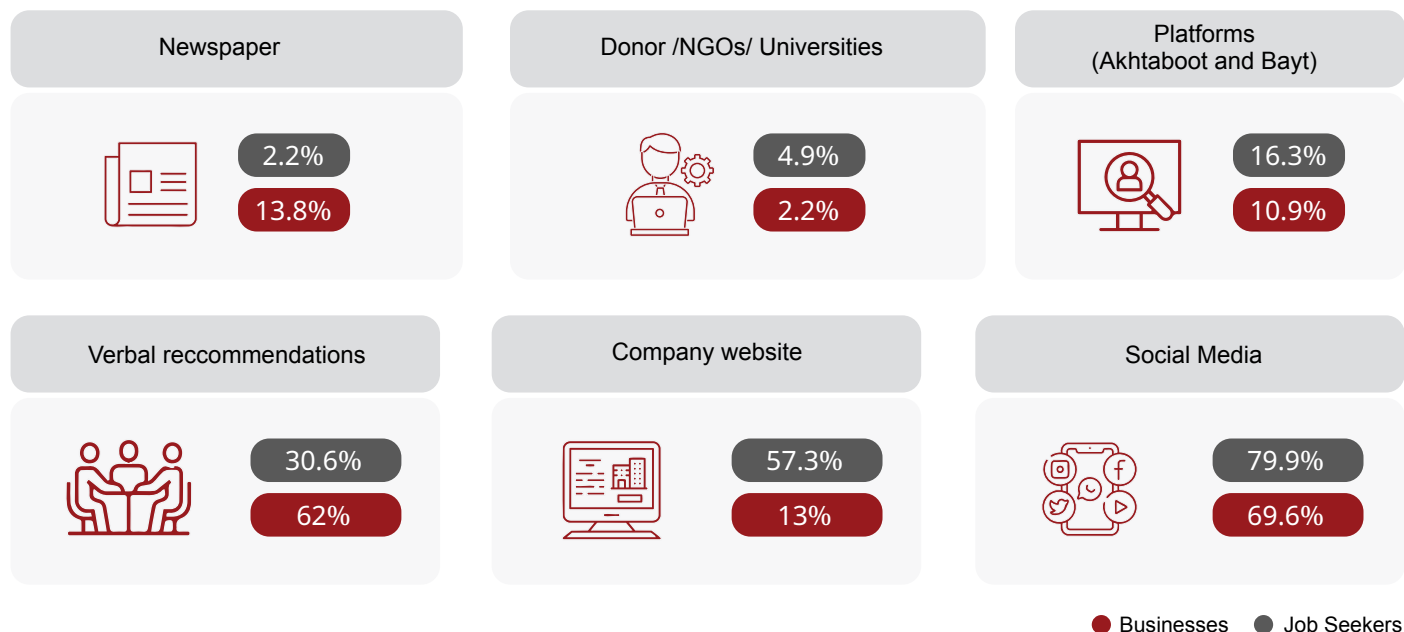
Regarding benefits, 73.1% of jobseekers expect health insurance and 63.5% expect transportation allowances, but only 54% of businesses offer health insurance, and 38.5% offer transportation or allowance. Although these two benefits are not mandatory by the labour law, they are essential for jobseekers as the health and transportation costs in the country are very high. In addition, the country has limited infrastructure for public transportation. Other benefits, such as on-site childcare and flexible hours, are majorly mentioned by female jobseekers. Married female workers with children face difficulties in their childcare, and hence joining the labour force is challenging if the businesses do not offer childcare services or flexible hours. Figure 27: Job rights and benefits supply vs. demand highlights the difference between targeted rights and benefits by jobseekers what is offered by businesses.

Figure 27 | Job rights and benefits supply vs. demand



Another comparison is the difference between job searching channels by jobseekers compared to hiring channels by businesses. Most jobseekers search for vacancies through social media platforms such as Facebook groups and pages, which correspond with most businesses, especially manufacturing firms, who post job vacancies online. However, there is a difference between other channels. More than half of the jobseekers (57%) search for jobs on a company's website, while only 13% of businesses post vacancies on their websites. Another difference is verbal recommendations from personal network/family; more than half of the businesses (63%) ask their network (family, friends, and employees) for suitable jobseekers for vacancies, while only 30% of jobseekers utilise this method. This difference in job searching and advertisement methods could be one of the main reasons why many of the jobseekers in the FGDs mentioned they could not find suitable jobs, and businesses citing through KIIs that there are not enough competent applicants for the jobs Figure 28: Employment channels vs. job searching channels shows the difference between businesses' employment channels and jobseekers' job-searching channels.

Figure 28 | Employment channels vs. job searching channels





8

Conclusions & Recommendations



This assessment has provided valuable insight into the current situation of the labour market in the governorate. Below is a summary of the conclusions and recommendations. The detailed conclusions and recommendations can be found in Annex (VI).



General Conclusions and Recommendations (Summary):

1

Vacancies and Skill Demand: Less than half of surveyed businesses anticipate immediate vacancies in the next three months. Notably, businesses in Amman provide more job opportunities due to the city's status as the economic hub. However, demand for semi-skilled and unskilled workers is low.

2

Promoting Women Employment: Around two-thirds of businesses have positions suitable for female candidates. Sectors with high potential for female employment include ICT, health, textile manufacturing, and wholesale. Specialised measures, such as career counseling and soft skill training, should be tailored for female jobseekers.

3

Persons with Disabilities (PwDs): Businesses reported an average representation equivalent to 1%, with larger enterprises showing better compliance. Medium-sized businesses should invest more in employing PwDs. Awareness campaigns and success stories can encourage medium-sized businesses to increase the employment of PwDs.

4

Recruitment Challenges: Low commitment and lack of required skills are major challenges faced by businesses. Career counseling and soft skills training must be provided to bridge these gaps.

5

Jobseeker Preferences: Jobseekers often target the services, education, and ICT sectors, overlooking the manufacturing sector's potential. It is essential to guide jobseekers towards high-demand sectors and provide necessary training.

6

Collaboration with Vocational Training Institutes: Relevant entities should collaborate with vocational training institutes and National Sector Skills Councils to offer demand-driven training for available vacancies, especially in vocational-based sectors.

7

Gender-Based Violence (GBV) Awareness: To address GBV concerns, awareness sessions for jobseekers and businesses should be conducted. Recommending low-GBV businesses to jobseekers can enhance female participation in high-potential sectors.

8 Recruitment Methods: Businesses predominantly use social media and verbal recommendations, while jobseekers utilise various methods. Employment services providers should bridge the gap between these preferences and promote or develop methods that suit most jobseekers and the private sector.

9 Job Sustainability: Jobseekers leaving jobs due to contract termination highlight the need for job retention skills. Relevant entities, including the private sector, should integrate continuous skills improvement strategies into their awareness programs.

10 Salary vs. Job Opportunities: While jobseekers often cite low salaries as a challenge, quantitative data reveal that scarcity of job openings and lack of experience are primary reasons for unemployment. Awareness campaigns can help manage expectations.

11 Matching Jobseeker Preferences: Employment services providers should align jobseekers with job classifications where demand is high, emphasising potential for skill development and progression.

12 Preferred Employment Measures: Most surveyed businesses prefer direct placement, technical and soft skills training, and focused interview days over job fairs. Employment services providers should prioritise more direct and effective measures to connect jobseekers and employers.

In addition to these insights, the research team has proposed specific awareness-raising workshops and employment measures for Sahab and Abdali, targeting women's employment and PwDs employment. These workshops aim to address region-specific challenges and promote collaboration between employment departments and directorates and the private sector.



Sectoral Conclusions and Recommendations (Summary):

1

Wholesale and Retail Sector: The wholesale and retail sector is facing significant challenges, particularly from the rapid expansion of e-commerce, leading to many traditional stores closing branches. To address this, it is necessary to encourage jobseekers to shift their focus toward e-commerce-related roles and emphasise the development of skills relevant to these positions. There's also a notable opportunity to promote employment for women and persons with disabilities in roles like sales and cashier. Job sustainability can be improved through career counseling and aligning jobseekers' expectations with the realities of employment in this sector.

2

Tourism Sector: The tourism sector has significant potential for career growth; however, it faces challenges with high employee turnover, driven in part by low salaries and frequent resignations by jobseekers. To address these issues, employment services providers should provide career counseling and soft skills training to educate jobseekers about the sector's opportunities for employment and advancement. Collaboration with educational institutions is crucial to aligning academic curricula with industry needs. Furthermore, awareness sessions should be conducted to dispel cultural misconceptions that discourage individuals from pursuing careers in the hotel industry.

3

ICT Sector: The ICT sector has a strong demand for experienced programmers and developers, yet there is growing concern regarding the lack of fundamental technical skills among new applicants. To address this challenge, employment services providers can act as intermediaries, connecting jobseekers, employers, and training providers to facilitate upskilling through targeted internship programs and career counseling. Universities must update their curricula to align with market needs and industry demands. Additionally, awareness campaigns should be launched to highlight employment opportunities for individuals with disabilities. Given the sector's high demand for mid-level and senior-level developers, businesses must implement retention incentives to promote job stability and support long-term career growth.

4

Support Services Sector: Job openings in the support services sector, especially for women and persons with disabilities, are expected within the next three months. engagement with businesses should be prioritised to gain an understanding of their employment needs. The availability of vacancies in this sector largely depends on secured contracts, so employment services providers should maintain close collaboration with employers to stay updated on available job opportunities.

5

Health Sector: The health sector has a significant demand for female nurses. Employment initiatives should emphasise the importance of women's participation in this profession, highlighting the safety of the work environment. Entry-level nurses can be informed about specialisation opportunities which will significantly increase their income. Employment service providers should engage with businesses to understand their employment needs.

6 **Manufacturing Sector (General):** The manufacturing sector is experiencing challenges, particularly in providing clear career pathways for blue-collar workers and dissatisfaction with the quality of graduates in certain vocational fields. Collaborative efforts are needed between training centers, educational institutions, and relevant stakeholders to establish occupational standards and reform curricula to meet employers' expectations. Awareness sessions should also be conducted to promote the employment of persons with disabilities and highlight success stories.

7 **Engineering Manufacturing:** Half of the businesses surveyed in this sector have reported short-term job vacancies. Employment services providers should prioritise collaborating with businesses to gain a comprehensive understanding of their workforce needs. The sector primarily seeks engineers and technicians, emphasising high technical skills and educational backgrounds. Collaborative partnerships with universities and vocational training institutes are essential to ensure graduates possess the necessary technical and soft skills.

8 **Food Manufacturing:** Most businesses in this sector seek candidates for various positions with minimal prerequisites. Career counseling and other employment measures can enhance job sustainability. There's also an opportunity to implement targeted employment measures for women and promote available job positions, changing perceptions towards the sector and presenting success stories to potential jobseekers.

9 **Textile Manufacturing:** Many businesses in this sector have job openings for tailors or knitters, which require strong technical skills. Employment strategies should focus on enhancing jobseekers' skill sets within the sector through coordination with vocational institutes for technical training and conducting counseling sessions for soft skills. Efforts should be made to increase Jordanian employment in the sector, improve commitment levels, and address low wages.

10 **Chemical Manufacturing:** In this sector, most businesses seek production workers and technicians, each has different skill requirements. Awareness sessions should be conducted to educate employers about employing persons with disabilities, showcasing success stories, and addressing various degrees of disabilities. There's also an opportunity to collaborate closely with the Technical and Vocational Skills entities to understand core skills needed in the sector and communicate these to jobseekers.



9

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| | GDP contribution | CAGR of GDP contribution of each sector N=14 | Total Number of Employees | Total Number of Syrian Workers | Total Females employed | Net Jobs % (workers joined - workers left) | Export sector (yes or no) |
|--|------------------|---|---------------------------|--------------------------------|------------------------|--|---------------------------|
| Agriculture, forestry and fishing | 4.70% | 2.60% | 26,271 | 7,412 | 1,290 | 0.9 | 1 |
| Mining and quarrying | 2.50% | 0.30% | 9,419 | 37 | 260 | 0 | 1 |
| Manufacturing | 17.50% | 1.50% | 233,848 | 5,276 | 49,840 | 18 | 1 |
| Electricity, gas, steam and air conditioning supply | 1.30% | 3.80% | 8,524 | 0 | 663 | -0.2 | 0 |
| Water supply; sewerage, waste management and remediation activities | 0.50% | 2.80% | 8,120 | 6 | 797 | 0.9 | 0 |
| Construction | 2.80% | 1.20% | 29,525 | 47 | 1,434 | -3.5 | 0 |
| Wholesale and retail trade; repair of motor vehicles and motorcycles | 8.20% | 2.10% | 248,032 | 7421 | 16,561 | 15.9 | 1 |
| Transportation and storage | 8.70% | 4.50% | 27,531 | 210 | 2,935 | 1 | 1 |
| Accommodation and food service activities | 1.40% | 1.00% | 60,625 | 5707 | 3,469 | 8.1 | 0 |
| Information and communication | 2.60% | 3.40% | 19,671 | 30 | 5,028 | 5 | 1 |
| Financial and insurance activities | 7.40% | 3.90% | 43,372 | 3 | 14,105 | 4.4 | 0 |
| Real estate activities | 11.20% | 2.40% | 5,019 | 0 | 340 | -0.2 | 0 |
| Professional, scientific and technical activities | 1.00% | 5.50% | 25,488 | 90 | 6,147 | 6.4 | 1 |
| Administrative and support service activities | 0.80% | 5.20% | 32,327 | 132 | 3,635 | 4 | 0 |
| Public administration and defence; compulsory social security | 9.20% | 1.30% | 114,200 | 144 | 23,817 | 6 | 0 |
| Education | 6.80% | 2.00% | 226,782 | 189 | 131,245 | 10.4 | 0 |
| Human health and social work activities | 2.90% | 3.00% | 80,561 | 74 | 42,695 | 11.1 | 0 |
| Arts, entertainment and recreation | 0.40% | 3.70% | 7,252 | 209 | 1,640 | 0.5 | 0 |
| Other service activities | 1.00% | 2.90% | 34,763 | 905 | 10,811 | 0.8 | 0 |
| Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use | 1.80% | 3.00% | 289 | 0 | 79 | 7.5 | 1 |

Since the data of the criteria have different measurements, there is a need to unify the unit of analysis of all datasets to be able to compare them. A scientific way to do so is the normalisation concept illustrated in the equation below:

$$z_i = \frac{x_i - \text{Min}(x)}{\text{Max}(x) - \text{Min}(x)}$$

z_i : The i th normalized value in the dataset

x_i : The i th value in the dataset

$\text{Min}(x)$: The minimum value in the dataset

$\text{Max}(x)$: The maximum value in the dataset

Normalised Data

| | GDP contribution | CAGR of GDP contribution of each sector N=14 | Total Number of Employees | Total Number of Syrian Workers | Total Females employed | Net Jobs % (workers joined - workers left) | Export sector (yes or no) | Score | Rank |
|--|------------------|---|---------------------------|--------------------------------|------------------------|--|---------------------------|-------|------|
| Weights | 10% | 25% | 10% | 10% | 10% | 30% | 5% | | |
| Agriculture, forestry, and fishing | 25% | 44% | 10% | 100% | 1% | 20% | 100% | 36% | 8 |
| Mining and quarrying | 12% | 0% | 4% | 0% | 0% | 16% | 100% | 12% | 19 |
| Manufacturing | 100% | 23% | 94% | 71% | 38% | 100% | 100% | 71% | 1 |
| Electricity, gas, steam and air conditioning supply | 5% | 67% | 3% | 0 | 0 | 15% | 0% | 22% | 15 |
| Water supply; sewerage, waste management and remediation activities | 1% | 48% | 3% | 0% | 1% | 20% | 0% | 19% | 18 |
| Construction | 14% | 17% | 12% | 1% | 1% | 0% | 0% | 7% | 20 |
| Wholesale and retail trade; repair of motor vehicles and motorcycles | 46% | 35% | 100% | 100% | 13% | 90% | 100% | 67% | 2 |
| Transportation and storage | 49% | 81% | 11% | 3% | 2% | 21% | 100% | 38% | 6 |
| Accommodation and food service activities | 6% | 13% | 24% | 77% | 3% | 54% | 0% | 31% | 12 |
| Information and communication | 13% | 60% | 8% | 0% | 4% | 40% | 100% | 34% | 10 |
| Financial and insurance activities | 41% | 69% | 17% | 0% | 11% | 37% | 0% | 35% | 9 |
| Real estate activities | 63% | 40% | 2% | 0% | 0% | 15% | 0% | 21% | 17 |
| Professional, scientific, and technical activities | 4% | 10.0% | 10% | 1% | 5% | 46% | 0% | 41% | 5 |
| Administrative and support service activities | 2% | 94% | 13% | 2% | 3% | 35% | 0% | 36% | 7 |
| Public administration and defense; compulsory social security | 51% | 19% | 46% | 2% | 18% | 44% | 0% | 30% | 13 |
| Education | 37% | 33% | 91% | 3% | 100% | 65% | 0% | 51% | 3 |
| Human health and social work activities | 15% | 52% | 32% | 1% | 32% | 68% | 0% | 41% | 4 |
| Arts, entertainment, and recreation | 0% | 65% | 3% | 3% | 1% | 19% | 0% | 23% | 14 |
| Other service activities | 4% | 50% | 14% | 12% | 8% | 20% | 0% | 22% | 16 |

Stakeholders

Jordan Chamber of Commerce

Jordan Chamber of Industry

Private Hospitals Association

Tourism Sector Skills Council

Int@j

Vocational Training Center

Businesses (2 KIs from each category)

Food processing factories

Chemical manufacturing factories

Engineering manufacturing factories

Textile manufacturing factories

Hotels

ICT firms

Private Hospitals

Wholesale/Retail establishments

Support Services establishments

Labour Market Assessment [Jobseekers Survey Tool]**Section One: Introduction and consent**

Good morning/afternoon/evening. My name is ... from MMIS Management Consultants. We are currently conducting a study for the GIZ implemented projects Employment in Jordan 2030 and Trade for Employment (T4E) focusing on “Conducting Rapid Labour Market Assessments and Implementing Active Labour Market Measures in Cooperation with Employment departments and directorates within the Ministry of Labour” and on the understanding of the employment trends in selected Governorates in Jordan.

The findings from the survey will be used to produce a study on labour market in Jordan. The questionnaire will take around 30 minutes to complete, all results are confidential and will only be used for study purposes. Moreover, all responses will remain anonymous. No one will be able to identify you or your answers, and no one will know whether you participated in the study.

Participation in this study is completely voluntary. If you decide not to participate there will not be any negative consequences. If you have questions or complaints at any time about the study or the procedures, you may contact MMIS’s research manager at info@mmis.net.

Please select your choice below. Selecting the “Agree” choice below indicates that:

- You have read the above information.
- You voluntarily agree to participate.
- You are 18 years of age or older.

☐ Agree☐ Disagree

1. Demographic Questions

1.1 Are you currently unemployed? ☐ Yes ☐ No (End survey)

1.2 Are you currently looking for a job? ☐ Yes ☐ No (End survey)

1.3 What is your Gender? ☐ Male ☐ Female

1.4 What is your age?

1.5 What is your nationality? ☐ Jordanian ☐ Syrian Refugee ☐ Other Refugee (please specify)
☐ Other (please specify)

1.6 What is your education level? ☐ Illiterate or not completed preparatory school ☐ Preparatory School (from grade 1 to 10) ☐ Secondary School ☐ Vocational Degree/certificate ☐ Academic Diploma
☐ University Degree (Bachelor, Masters, PhD)

1.7 Where do you reside? ☐ Amman ☐ Mafrq ☐ Zarqa ☐ Ma'an ☐ Irbid

1.9 (If yes), What type of disability category do you have? ☐ Eyesight ☐ Hearing ☐ Communicating.
☐ Mental (remembering/concentrating) ☐ Physical

2. Supply Questions

2.1 What economic sector are you looking to work in? (Can choose multiple)

- ☐ Agriculture, Hunting, Forestry, And Fishing ☐ Mining and Quarrying
☐ Manufacturing (☐ Engineering ☐ Construction ☐ Food ☐ Wood and Furniture ☐ Textile and Leather
☐ Packaging ☐ Chemical ☐ Plastic ☐ Pharmaceutical and Medical ☐ Mineral) ☐ Electricity, gas, steam and air conditioning supply Water supply; sewerage, waste management and remediation activities
☐ Construction ☐ Wholesale and Retail Trade; repair of motor vehicles and motorcycles
☐ Accommodation and food service activities Transport, Storage
☐ Finance And Insurance Services ☐ Real Estate activities ☐ Information and communication
☐ Financial and insurance activities ☐ Professional, scientific, and technical activities
☐ Administrative and support service activities ☐ Public administration and defense; compulsory social security ☐ Education ☐ Human health and social work activities ☐ Arts, entertainment, and recreation ☐ Other service activities ☐ Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use ☐ Activities of extraterritorial organizations and bodies ☐ Other (Please specify)

2.2 What is the nature of the jobs you are looking for? (Can choose multiple)

- ☐ Managers ☐ Professionals ☐ Technicians and Associate Professionals ☐ Clerical Support Workers
☐ Services and Sales Workers ☐ Skilled Agricultural, Forestry and Fishery Workers ☐ Craft and Related Trades Workers ☐ Plant and Machine Operators and Assemblers ☐ Elementary Occupations

2.3 What type of jobs are you looking for? (Can choose multiple)

- ☐ Full-time work ☐ Part-time work ☐ Freelance ☐ Work from home ☐ Internship ☐ Daily/Seasonal Jobs ☐ Shifts system ☐ Other Jobs (Please specify...)

2.4 What is your expected salary?

2.5 How long have you been without a job?

- ☐ 0 – 3 months ☐ 6 – 3 months ☐ 6 months for a year ☐ more than a year

2.6 Why did you leave your previous job?

- ☐ Layoff/downsizing ☐ Family commitment ☐ Firm closure ☐ Other (specify)

2.7 how many years of experience do you have?

2.8 What are the benefits/incentives do you expect to be there in the job you are seeking?

- ☐ Transportation (or transportation allowance) ☐ Social Security ☐ Health insurance ☐ Meals
☐ Training ☐ Maternity Leave ☐ Flexible hours ☐ On-site childcare (or childcare allowance)
☐ Sick leave ☐ Paternal leaves (to take care of children and family members) ☐ Other (Please specify)
☐ No expectation

Challenges

3.1 What type of challenges are you facing in searching for jobs? (Can choose multiple)

- ☐ I don't have enough experience ☐ I do not have the technical skills for the job ☐ I do not have the soft skills for the job ☐ I do not have the required certificates/training/education ☐ I cannot locate companies with vacancies.
- ☐ All the jobs that I can work in are not in my governate ☐ My family does not allow me to work ☐ Sectors available for work are not appealing ☐ Not enough vacancies in the desired sector ☐ Transportation challenges Others (please specify)

4.Outreach

4.1 How do you usually look for jobs? (Can select multiple answers)

- ☐ Company Website ☐ Newspaper advertainments
- ☐ Employment platforms (e.g. Akhtaboot, Bait) ☐ Word of mouth ☐ Advertisement from donor/NGO implemented programs ☐ Advertisements from local CBOs ☐ Social Media Advertisement (e.g. Facebook/LinkedIn)
- ☐ Training/internship programs ☐ Other (mention)

4.2 Which of these labour market measures do you think are most effective to facilitate job matching between you as a jobseeker and companies?

- ☐ Job Fair ☐ Career Day ☐ Interview Day ☐ Direct Job Matching ☐ Technical training followed by placement.
- ☐ Core Employability Skills Training followed by placement ☐ Other (please specify)
- ☐ None of the above (why?) ☐ Don't know.

END OF SURVEY

Labour Market Assessment [Businesses/Employers Survey Tool]**Section One: Introduction and consent**

Good morning/afternoon/evening. My name is ... from MMIS Management Consultants. We are currently conducting a study for the GIZ implemented projects Employment in Jordan 2030 and Trade for Employment (T4E) focusing on “Conducting Rapid Labour Market Assessments and Implementing Active Labour Market Measures in Cooperation with Employment departments and directorates within the Ministry of Labour” and on the understanding of the employment trends in selected Governorates in Jordan.

The findings from the survey will be used to produce a study on labour market in Jordan. The questionnaire will take around 30 minutes to complete, all results are confidential and will only be used for study purposes. Moreover, all responses will remain anonymous. No one will be able to identify you or your answers, and no one will know whether you participated in the study.

Participation in this study is completely voluntary. If you decide not to participate there will not be any negative consequences. If you have questions or complaints at any time about the study or the procedures, you may contact MMIS’s research manager at info@mmis.net.

Please select your choice below. Selecting the “Agree” choice below indicates that:

- You have read the above information.
- You voluntarily agree to participate.
- You are 18 years of age or older.

☐ Agree.☐ Disagree.

1. Background Questions

1.1 Respondent Name:

1.2 Gender: ☐ Male ☐ Female

1.3 Respondent Phone Number:

1.4 Name of The Organisation:

1.5 Number of years in the organisation:

1.6 Respondent Position/Title:

☐ Business owner ☐ Business manager ☐ Senior manager ☐ Supervisor
☐ Other (Specify)

2. Demographic Questions

2.1 What economic activity does your organisation work under?

☐ Agriculture, Hunting, Forestry, And Fishing ☐ Mining and Quarrying
☐ Manufacturing (☐ Engineering ☐ Construction ☐ Food ☐ Wood and Furniture ☐ Textile and Leather ☐ Packaging ☐ Chemical ☐ Plastic ☐ Pharmaceutical and Medical ☐ Mineral) ☐ Electricity, gas, steam and air conditioning supply Water supply; sewerage, waste management and remediation activities ☐ Construction ☐ Wholesale And Retail Trade; repair of motor vehicles and motorcycles ☐ Accommodation and food service activities Transport, Storage ☐ Finance And Insurance Services ☐ Real Estate activities ☐ Information and communication ☐ Financial and insurance activities ☐ Professional, scientific, and technical activities ☐ Administrative and support service activities ☐ Public administration and defense; compulsory social security ☐ Education ☐ Human health and social work activities ☐ Arts, entertainment, and recreation ☐ Other service activities ☐ Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use ☐ Activities of extraterritorial organizations and bodies
☐ Other (Please specify)

2.2 Does your business export products/services? ☐ Yes ☐ No

2.3 Where is your Business Location (Can choose multiple answers)?

☐ Amman ☐ Mafrq ☐ Zarqa ☐ Ma'an ☐ Irbid

2.4 Total number of employees?

2.4 Total number of employees?

Percentage of female employees?

Percentage of Jordanian employees?

Percentage of Syrian employees?

Percentage of PwD employees?

3.Short-term Demand Questions

3.1 Approximately how many new occupations are you currently/within the next 3 months planning to hire for?

3.2 What working group category are you looking to hire the employees? (Can choose multiple)

- ☐ Professionals ☐ Technicians and Associate Professionals ☐ Clerical Support Workers
☐ Services and Sales Workers ☐ Skilled Agricultural, Forestry and Fishery Workers
☐ Craft and Related Trades Workers ☐ Plant and Machine Operators and Assemblers
☐ Elementary Occupations

3.3 What sub-working group category you are currently looking to hire employees in? (Repeat for every category chosen in 3.3) (Choices according to ISCO-08 sub-working group)

3.4 [Section to be repeated for every choice in 3.3]

3.4.1 What type of work mode is in high demand for this job title?

- ☐ Full-time ☐ Part-time ☐ Daily/hourly ☐ Nighttime or Seasonal

3.4.2 Do you hire women in this occupation?

- ☐ Yes ☐ No (why?)

3.4.3 Is this occupation suitable/in demand for PwD?

- ☐ Yes ☐ No (why?)

3.4.4 What is the average salary for this occupation?

3.4.5 When hiring new staff for this job title, which of the following selection criteria are considered?

- ☐ Soft Skills ☐ Technical Skills ☐ Experience ☐ Language ☐ Qualification, incl. training certificate
☐ Gender ☐ Age ☐ Other (Please specify) ☐ No Requirements

3.4.6 What type of incentives/benefits do you provide workers for this job title?

- ☐ Overtime pay ☐ Transportation (or transportation allowance) ☐ Social Security ☐ Health insurance.
☐ Meals ☐ Training ☐ Maternity Leave ☐ Flexible hours ☐ On-site childcare (or childcare allowance)
☐ Sick leave ☐ Paternal leaves (to take care of children and family members) ☐ Other (Please specify)
☐ No benefit

3.4.7 for this occupation how many employees are you looking to hire

4. Long-term Demand Questions

4.1 Approximately how many new employees are you planning to hire within the next 12 months?

4.2 Approximately how many of them are women?

4.3 What skill levels are you looking to hire in the next 12 months?

- ☐ Unskilled ☐ Semi-skilled ☐ Skilled

5.Challenges

5.1 What are the challenges you experience when recruiting new staff? (Can choose multiple answers)

- ☐ Not many individuals apply for the posted jobs. ☐ Lack of skilled candidates
☐ Low commitment levels ☐ Working conditions (hours, facilities, benefits, etc.) not suited to their needs/ preferences.
☐ Salaries offered do not meet their expectations. ☐ I can't reach jobseekers easily.
☐ Cost of recruitment ☐ Time taken for recruitment. ☐ Work in informal sector is more attractive.
☐ Other (please specify)

5.2. If you have hired Syrian Refugees, what are the challenges you experienced when recruiting this person groups? (Skip if 2.6 is 0)

- ☐ Lack work permits ☐ Registration to social security ☐ Fear of losing benefits from UNHCR.
☐ Skill requirements ☐ Difficulties to work in mixed working environments.
☐ Other (please specify) ☐ I don't have Syrian Refugees workers

5.3 Approximately what is the turnover ratio in your organisation?

5.4 Why do individuals usually leave their jobs at your firm?

- ☐ They find other better paying opportunities. ☐ Working conditions ☐ Transportation/location issues.
☐ Cultural barriers ☐ Downsizing/layoffs ☐ Other (please mention)

5.4 Do the reasons for leaving a job differ between Syrian Refugees or Vulnerable Jordanians compared to your other staff? (Skip if 2.6 is 0)

- ☐ Yes (☐ They find other better paying opportunities. ☐ Working conditions ☐ Transportation/location issues.
☐ Cultural barriers ☐ Downsizing/layoffs ☐ Other (please mention))
☐ No

Outreach

6.1 How do you usually conduct your hiring? (Can select multiple answers)

- ☐ In-house human resources department (including Company website)
- ☐ Newspaper advertisements ☐ Employment platforms (e.g., Akhtaboot, Bait)
- ☐ Word of mouth ☐ Collaboration with donor/NGO implemented programs
- ☐ Advertisements in local CBOs.
- ☐ Social Media Advertisement (e.g., Facebook/LinkedIn) ☐ Training/internship programs
- ☐ Other (mention)

6.2 Which of these labour market measures do you think are most effective to facilitate job matching between your company and jobseekers?

- ☐ Job Fair (a large event bringing together several companies with jobseekers)
- ☐ Career Day (an event focused on job matching and career advisory to jobseekers)
- ☐ Interview Day (an event for a single company usually held at the companies' premises brining interested jobseekers to interview) ☐ Core Employability Skills Training followed by placement.
- ☐ Technical Training followed by placement (please specify) ☐ Job matching via institutions (CBO / UNHCR)
- ☐ Direct Job Matching ☐ Other (please specify) ☐ None of the above (why?)

7.PwD Employment

7.1 Do you have any employees with disabilities in your business?

- ☐ Yes ☐ No (Why? skip to 5.3)

7.2 What type of disability do they have? (Can select multiple answers)

- ☐ Intellectual (including communication) ☐ Physical ☐ Sensory (Seeing) ☐ Sensory (Hearing)
- ☐ Psychosocial (including mental health)

I will now read for you a series of statements, please choose one of the following for each statement:

1.Strongly Disagree, 2.Disagree, 3.Neutral, 4.Agree, or 5.Strongly Agree

| Statement | Strongly Disagree | Agree | Neutral | Disagree | Strongly Agree |
|---|-------------------|-------|---------|----------|----------------|
| 7.3 My organisation is willing to employ individuals with Sensory (seeing) disabilities who are skilled or have experience in the job | 1 | 2 | 3 | 4 | 5 |
| 7.4 My organisation is willing to employ individuals with intellectual (including communication) disabilities who are skilled or have experience in the job | 1 | 2 | 3 | 4 | 5 |
| 7.5 My organisation is willing to employ individuals with Sensory (hearing) disabilities who are skilled or have experience in the job | 1 | 2 | 3 | 4 | 5 |
| 7.6 My organisation is willing to employ individuals with psychosocial disabilities who are skilled or have experience in the job | 1 | 2 | 3 | 4 | 5 |
| 7.7 My organisation is willing to employ individuals with physical disabilities who are skilled or have experience in the job | 1 | 2 | 3 | 4 | 5 |

8. Job Profiling

In this section we will profile a job title in your business from your choosing that is in great demand in the sector your business is in

8.1 Job title

8.2 Prior experience required (yes/no)

8.3 Education level required

- ☐ No requirement ☐ High school ☐ Technical degree from a TVET college
☐ University degree

8.4 Expected soft skills

8.5 Expected Technical Skills

8.6 Salary Range

Would you like to add another job profile?

- ☐ Yes (repeat section 6) ☐ No (skip to section 7)

END OF SURVEY

Labour Market Assessment

Protocol for Key Informant Interview (KIIs) – Businesses/Employers

Part One: Introduction

Introduction: Good morning/afternoon/evening. My name is ... from (MMIS Management Consultants // PEM / Dajani Consortium). We are currently conducting a study for the GIZ implemented projects Employment in Jordan 2030 and Trade for Employment (T4E) focusing on: “Conducting Rapid Labour Market Assessments and Implementing Active Labour Market Measures in Cooperation with Employment departments and directorates within the Ministry of Labour” and on the understanding on the employment trends in selected Governorates in Jordan.

The findings from the survey will be used to produce a study on labour market in Jordan. The interview will take around 1 hour to complete, all results are confidential and will only be used for study purposes. Moreover, all responses will remain anonymous. No one will be able to identify you or your answers, and no one will know whether you participated in the study. As such, we appreciate your full honesty and openness in your answers. This interview will be recorded, if you do not wish this interview to be recorded, please let me know, and if you have any questions about the recorded data and how will it be used, please do not hesitate to ask.

If you have questions at any time about the study or the procedures, you may contact the research supervisor ... via email at info@mmis.net.

Part Two: General Information about the Interviewee

2.1 Name: _____

2.2 Organization: _____

2.3 Sector\economic activity: _____

2.4 Position/Title: _____

Part Three: Discussion

Introduction

- 3.1 Can you please introduce yourself?
- 3.2 Take us briefly through what your organization does, and what your role is within your organization.
- 3.3 Does your services include working with Syrian refugees or vulnerable Jordanians (PwD, School Dropouts, other vulnerable people). If yes, what is the percentage of these target-group for your institution?

Demand

- 3.4 What economic sectors are in high demand in the targeted area/governorate (Amman/Mafraq/Zarqa/Ma'an/Irbid)? What's driving this?
- 3.5 What jobs are in high demand in these sectors?
- 3.6 What type of technical skills are in high demand in the targeted area? Why?
- 3.7 What type of soft skills are in high demand in the targeted area? Why?

Challenges

- 3.8 What type of challenges are facing businesses in employing jobseekers in general? Why?
- 3.9 Are there any challenges facing businesses relating to employing women? What are they and why?
- 3.10 What are the challenges facing businesses in employing Syrian refugees? Why?
- 3.11 What type of challenges are facing businesses in employing PwDs? Why?
- 3.12 For jobseekers, what are the challenges they face while seeking employment in the area/governorate? why?
- 3.13 Are there specific challenges facing Syrian refugees in finding employment.
- 3.14 Are there any kind of recent government regulations that you think is going to affect the labour market?

Outreach

- 3.15 Out of the following labour market measures (job fairs, career days, interview days, social media, and direct job matching) which from your organisation experience you think is the most successful (or if you prefer other means, please specify)? Why?
- 3.16 Which of the previously mentioned measures you do not recommend? Why? If none of the options are effective, then what measure would you suggest?

Questions for Vocational Training Centers

- 3.17 What training programs are in great demand in the targeted area?
- 3.18 What training programs have the highest employment rates? Why?
- 3.19 What training programs have the lowest employment rates? Why?

Labour Market Assessment

Focus Group Discussion (FGD) Protocol – Jobseekers / employees

Preamble (15 minutes)

1. Welcome and thank participants for coming.
2. Introduce self and note-taker (assistant moderator)
3. Ask the participants to fill out the attendance sheet (list of participants)
4. Give a brief overview of the assignment: We are currently conducting a study for the GIZ implemented projects Employment in Jordan 2030 and Trade for Employment focusing on “Conducting Rapid Labour Market Assessments and Implementing Active Labour Market Measures in Cooperation with Employment departments and directorates within the Ministry of Labour”. The findings from the survey will be used to produce a study on labour market in Jordan and on the understanding on the employment trends in selected Governorates in Jordan.
5. Assure confidentiality and anonymity of responses.
6. Explain that there are no right or wrong answers – everyone’s ideas will be respected.
7. Encourage free-flowing conversation among participants (feel free to expand upon, or disagree with, others’ comments, etc.).
8. Convey MoL and GIZ sincere desire to hear the perspective of everyone.
9. Give participants information about the FGD time (1 hour), breaks, bathrooms, and so forth.
10. Ask participants to help self to refreshments throughout the discussion.
11. Read the informed consent form to the participants and ask them to sign it.
12. Ask for any questions or concerns.

List of Participants

| Name | Contact Information |
|------|---------------------|
| | |
| | |
| | |
| | |
| | |
| | |

Discussion (60 minutes)

Introduction

1. Could you please introduce yourselves, your names, and tell us about yourself?

Educational background, skills, and experience

2. What is your educational background?

3. How many years of experience do you have?

4. What type of skills (technical/soft) do you have?

5. How many months have you been unemployed?

Employment

5. What economic sector are you currently looking to work in? Why?

6. What type of work mode do you prefer (full-time. Part-time, daily)? Why?

7. What type of incentives/benefits do you look for in the job you are seeking? Why?

8. What qualification/skill do you think you are lacking that is preventing you from getting employed?

9. What is your expected salary?

Challenges

10. What type of challenges do you face when searching for a job?

Outreach

11. How are you currently looking for a job? Why do you use these methods and no other channels? (Probes: online, personal contacts...etc.)

12. What type of job searching method do you think is most effective?

13. Have you ever attended any job fairs or career days? What do you think of them? What are they lacking?

Sector: Support services

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|--|---------------------|---------------------|-----------------|--------------|
| Quick Intervention for Security and Protection | 1 | Security Personnel | Yes | No |
| Ward Cleaning | 2 | Cleaner | Yes | Yes |
| Naya cleaning services | 1 | Cleaner | Yes | Yes |
| Nashama for Security and Protection | 10 | Security Personnel | Yes | No |
| Lemar for general cleaning | 1 | Cleaner | Yes | Yes |
| Bash services | 1 | Cleaner | Yes | Yes |

Sector: Food Manufacturing

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|-----------------------------|---------------------|---------------------|-----------------|--------------|
| Dijla Food | 1 | Production worker | Yes | No |
| Al Wadi Food | 3 | Quality inspectors | No | No |
| Al Kasih Food Production Co | 5 | Production worker | Yes | No |
| Abu Arab Food | 1 | Sales officer | Yes | No |
| | 1 | Packaging worker | Yes | Yes |
| Hassan & Husam Abu Filat | 15 | Kitchen workers | Yes | No |
| | 15 | Driver | No | No |
| | 15 | Cleaner | Yes | No |
| | 15 | Waiter | No | No |
| | 15 | Production worker | Yes | No |
| | 15 | Cleaning Fish | No | No |

Sector: Textile and leather Manufacturing

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|----------------------------|---------------------|---------------------|-----------------|--------------|
| World of Knitting | 15 | Sewer | Yes | Yes |
| Al Bulbul Textile Mills Co | 4 | Sewer | No | No |

Sector: Chemical Manufacturing

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|---|---------------------|---------------------|-----------------|--------------|
| The deep cleaning company for chemical industries | 5 | Production worker | Yes | No |
| Almutahida | 10 | Production worker | Yes | Yes |
| | 10 | Technician | No | Yes |
| Clean Carefully | 2 | Production worker | Yes | No |
| Maria and Mayar Detergent Industry and Trade Est | 5 | Production worker | No | No |
| Alfa Chemical Manufacturing Est | 8 | Technician | Yes | No |

Sector: Engineering Manufacturing

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|---|---------------------|---|-----------------|--------------|
| Nur Solar Systems | 1 | Renewable energy engineer | Yes | No |
| | 1 | Sales officer | Yes | No |
| Petra Engineering Industries | 3 | Technician | No | No |
| Abdin Industrial - Commercial Refrigeration & Kitchen Equipment | 3 | Production worker | No | No |
| Hamooda Lab Manufacturing | 3 | Industrial engineer | Yes | Yes |
| Philadelphia Solar | 12 | Technician | No | No |
| | 1 | Accountant | Yes | No |
| | 1 | Administrative assistant | Yes | No |
| | 14 | Engineers (electrical, industrial, renewable) | Yes | No |
| Petra Elevators Co. | 3 | Technician assistant | No | No |

Sector: Information and communication

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|-------------------|---------------------|---------------------|-----------------|--------------|
| Iris technology | 3 | Sales officer | Yes | No |
| Fraxnet.net | 5 | Technical sales | Yes | No |
| Mondamija | 2 | Programmer | Yes | Yes |
| Datahub analytics | 3 | Developer | Yes | No |

Sector: Wholesale and retail

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|-------------------|---------------------|-------------------------|-----------------|--------------|
| Pyramids Fruits | 1 | Sales officer | Yes | No |
| Alenfirad | 2 | Sales officer | Yes | No |
| Carrefour | 4 | Butcher | No | No |
| | 4 | Cashier | Yes | Yes |
| | 4 | Merchandise Coordinator | Yes | Yes |
| JorMall | 5 | Indoor sales officer | Yes | Yes |
| | 5 | Outdoor sales officer | Yes | Yes |

Sector: Accommodation and food service activities

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|------------------------|---------------------|------------------------|-----------------|--------------|
| Thousands Nights Hotel | 1 | Receptionist | Yes | No |
| Landmark Hotel | 3 | Cleaner | Yes | No |
| | 1 | Service recommendation | Yes | No |
| Romero Restaurant | 2 | Chef | No | No |
| | 2 | Dishwasher | No | No |

Sector: Medical sector

| Organisation Name | Number of Vacancies | Demanded Job Titles | Accepts Females | Accepts PwDs |
|---------------------|---------------------|-------------------------------|-----------------|--------------|
| Shmaisani Hospital | 4 | Nurse | Yes | No |
| Arab Medical Center | 3 | Nurse | Yes | No |
| Al Khalidi Hospital | 50 | Nurse (associate or legal) | Yes | No |
| Islamic Hospital | 25 | Nurse (associate or legal) | Yes | No |

| | |
|----------------------------------|---|
| Job Title | Production worker |
| Sectors | Manufacturing |
| Is previous experience required? | No |
| Education level required | No education is required |
| Expected soft skills | works well under pressure, takes job seriously |
| Expected technical skill | Speed, physical strength, accuracy |
| Salary average | 260Jds |
| Job Title | Tailor (sewer) |
| Sectors | Textile Manufacturing |
| Is previous experience required? | Yes |
| Education level required | No education is required |
| Expected soft skills | Takes job seriously, works under pressure |
| Expected technical skill | Knows how to use sewing machines |
| Salary average | 265Jds |
| Job Title | Technician |
| Sectors | Manufacturing |
| Is previous experience required? | No |
| Education level required | Technical degree from a college (TVET) |
| Expected soft skills | Works well under pressure, takes work seriously |
| Expected technical skill | Physical strength, learns quickly |
| Salary average | 284Jds |
| Job Title | Packaging worker |
| Sectors | Manufacturing |
| Is previous experience required? | No |
| Education level required | No education is required |
| Expected soft skills | Speed, works well under pressure |
| Expected technical skill | Speed, Precision |
| Salary average | 283Jds |

| | |
|----------------------------------|---|
| Job Title | Engineer (Mechanical, Industrial, Electrical) |
| Sectors | Engineering Manufacturing |
| Is previous experience required? | Yes |
| Education level required | University degree |
| Expected soft skills | Good English language |
| Expected technical skill | Knowledge in operating machines and equipment, Knowledge in safety practices, Knowledge in related software (e.g., AUTOCAD) |
| Salary average | 430 |
| Job Title | Waiter |
| Sectors | Tourism |
| Is previous experience required? | Yes |
| Education level required | High School certificate |
| Expected soft skills | Tactful, knows how to deal with customers, English, works well under pressure |
| Expected technical skill | N.A |
| Salary average | 276Jds |
| Job Title | Baker, Pastry Chef |
| Sectors | Tourism |
| Is previous experience required? | No |
| Education level required | High School certificate |
| Expected soft skills | Works well under pressure |
| Expected technical skill | Precision, cooking skills |
| Salary average | 260 |
| Job Title | Cook |
| Sectors | Tourism |
| Is previous experience required? | No |
| Education level required | High School certificate |
| Expected soft skills | Works well under pressure |
| Expected technical skill | Teamwork, cooking skills |
| Salary average | 350 |

Job Title

Sectors

Is previous experience required?

Education level required

Expected soft skills

Expected technical skill

Salary average

Developer

ICT sector

Yes

University degree

Takes work seriously, speaks the English language

Knowledge in the Basics of programming

430Jds

Job Title

Sectors

Is previous experience required?

Education level required

Expected soft skills

Expected technical skill

Salary average

Security

Support Services

Yes

No education is required

N.A

Retired soldiers and veterans

260Jds

Job Title

Sectors

Is previous experience required?

Education level required

Expected soft skills

Expected technical skill

Salary average

Nurse

Healthcare

Yes

University degree

Works well under pressure

Knows how to deal with patients, has work permit

322Jds

Job Title

Sectors

Is previous experience required?

Education level required

Expected soft skills

Expected technical skill

Salary average

Doctor

Healthcare

Yes

University degree

Communication skills

Accomplishing tasks, Medical skills

500Jds

| | |
|----------------------------------|---|
| Job Title | Recruitment officer |
| Sectors | Multiple |
| Is previous experience required? | No |
| Education level required | University degree |
| Expected soft skills | Communication skills |
| Expected technical skill | Takes work seriously |
| Salary average | 350 |
| Job Title | Project Coordinator |
| Sectors | Multiple |
| Is previous experience required? | No |
| Education level required | University degree |
| Expected soft skills | Communication skills |
| Expected technical skill | Ability to persuade people |
| Salary average | 350Jds |
| Job Title | Cleaner |
| Sectors | Multiple |
| Is previous experience required? | Yes |
| Education level required | No education is required |
| Expected soft skills | Works well under pressure, Speed at work |
| Expected technical skill | Endures work pressure, Speed at work, tactful |
| Salary average | 242Jds |
| Job Title | Driver |
| Sectors | Multiple |
| Is previous experience required? | No |
| Education level required | No education is required |
| Expected soft skills | Speed, works well under pressure |
| Expected technical skill | Speed, works well under pressure |
| Salary average | 290Jds |

| | |
|----------------------------------|--|
| Job Title | Salesman |
| Sectors | Multiple |
| Is previous experience required? | Yes |
| Education level required | University degree |
| Expected soft skills | Tactful, communication skills, takes work seriously |
| Expected technical skill | Speaks the English language, Excel, communication skills |
| Salary average | 381Jds |



General Conclusions and Recommendations:

1 Less than half of the surveyed businesses reported having immediate vacancies within the upcoming three months. Despite the low demand, it is noteworthy that businesses in Amman provided significantly higher vacancies compared to other governorates. This trend can be attributed to Amman's status as the country's economic nucleus, housing a diverse array of economic sectors. Moreover, the surveyed businesses showed a diverse demand for skill levels except for semi-skilled and unskilled workers, for which demand was negligible.

2 While the number of vacancies in the engineering manufacturing and support services sector was high, other sectors such as food manufacturing and textile manufacturing stood out in terms of recruitment volume. It is advisable to prioritise engagement with establishments in these sectors, as they display a higher likelihood of hiring jobseekers, particularly for entry-level positions.

3 Around two-thirds of surveyed businesses have positions suitable for female candidates, indicating a favorable inclination toward women employment, particularly compared to other regions. Expectedly, the distribution of female participation varies by sector. High-potential sectors for female candidates include ICT, health, textile manufacturing, and wholesale, warranting a shift in focus by public and private employment services providers when matching female jobseekers to opportunities. Sectors like engineering manufacturing, with lower probabilities for female employment, should have less focus when matching opportunities for females. Employment stakeholders should prioritise designing targeted employment initiatives for women, such as dedicated interview days, career counseling, and soft skills development programs.

4 The surveyed businesses stated an average representation for Persons with Disabilities (PwDs) within their workforces of 1%, with larger enterprises exhibiting higher compliance (4%) to labour law article 13. However, medium-sized businesses, where the majority of the samples are subject to the same law, display a notably lower average representation (1%). The majority of employed PwDs included those with physical and/or hearing disabilities. To address this disparity, relevant entities should raise awareness among medium and small businesses about the value PwDs bring to the labour market, encompassing various disability types. Success stories from larger businesses can serve as effective tools in these awareness campaigns.

5 Low commitment and lack of required skills are among the top challenges faced by businesses when recruiting. Bridging these gaps necessitates sustained efforts from employment services providers, encompassing career counseling and soft skills awareness initiatives to jobseekers.

6 Surveyed jobseekers predominantly targeted the services, education, and ICT sectors. However, the manufacturing sector, despite its substantial employment potential, garnered less than 5% of their interest. Public and private employment service providers should proactively communicate sector-specific demands to jobseekers, redirecting their attention towards employment-rich sectors within the governorate. Once jobseekers are redirected towards these employment-rich sectors, relevant entities should provide soft skill training and counseling to make their employment more sustainable.

7 There should be close collaboration with vocational training institutes and National Sectors Skills Councils to develop demand-driven training to fill available vacancies (especially in the manufacturing sector and other vocational based sectors). Relevant entities should enhance their efforts to raise awareness among vocational training graduates about the labour market

8 Female jobseekers expressed preference for education, services, and administrative sectors, with minimal focus on manufacturing. Notably, the textile and food processing sectors offered robust opportunities for female employment. To shift this trend, relevant entities should conduct awareness campaigns targeting female jobseekers, dismantling stigma-related barriers.

9 Addressing Gender-Based Violence (GBV) concerns, awareness sessions should be organised to educate both jobseekers and businesses on the topic, utilising workshops for businesses and counseling sessions for jobseekers. Relevant governmental entities can also recommend businesses with low levels of GBV to jobseekers, thereby promoting female participation in sectors with significant potential for women's employment.

10 Diverse methods are employed by jobseekers in pursuit of opportunities, including social media, company websites, and verbal recommendations,. Businesses predominantly rely on social media and verbal recommendations. Employment services providers should conduct awareness sessions targeting businesses to promote their services and improve their reach to jobseekers, thereby expanding their candidate pool.

11 Approximately one-third of surveyed jobseekers left their previous jobs due to contract termination, indicating a lack of jobseeker's knowledge and soft skills to ensure job sustainability. Relevant entities should integrate continuous skills improvement strategies into their awareness programs, promoting continuous learning and job retention skills.

12 Although qualitative data suggest low salaries as a major challenge for jobseekers, quantitative data highlight differing perspectives. The primary reasons for unemployment reported by jobseekers were the scarcity of job openings and lack of experience.

13 The disparity between jobseekers and businesses' preferences by job classification is evident. Employment service providers should tailor their counseling sessions to nudge jobseekers towards elementary and technician roles, stressing the potential for progression and skill development within these classifications. The tourism sector exemplifies this trajectory, while other sectors such as ICT demand specific qualifications for this progression to happen.

14 Discrepancies also exist between the anticipated rights/benefits sought by jobseekers and those offered by businesses. Health insurance and transportation allowances are highly desired by jobseekers but minimally provided by businesses. Bridging this gap requires utilising jobseekers' priorities to businesses through awareness sessions.

15 Considering the analysed data, the research team proposes the following awareness-raising workshops:

| Location | Workshop theme topics |
|----------|---|
| Sahab | <ul style="list-style-type: none"> • Promoting women employment, address challenges and possible solutions. • Raising private sectors' awareness of the directorate's mandate and provided services |
| Abdali | <ul style="list-style-type: none"> • PwD employment, address challenges and come up with possible solutions. • Awareness of PEOs mandate and provided services |

Sahab consists of numerous manufacturing firms, and females face several challenges when seeking employment in these firms including transportation, GBV, and family commitments. The session would discuss the labour market findings related to female employment and how the employment office in collaboration with the private sector could work together in improving female employability. On the other hand, central Amman consists of establishments from a variety of sectors that have better infrastructure to accommodate PwDs yet have low representation especially medium-sized businesses. The session would discuss the labour market finding related to PwDs employment and how the employment office in collaboration with the private sector could work together in improving PwD employability.

The research team suggests the following employment measures to be implemented in the governorate:

| Location | Employment measure |
|----------|---|
| Sahab | Career counselling for manufacturing sector jobseekers |
| Sahab | core employability skills training for blue-collar jobseekers |
| Abdali | Interview Day with health and/or tourism sector |
| Abdali | Interview day targeting PWDs in the wholesale and retail sector, with specific focus on large malls |



Sectoral Conclusions and Recommendations:

Wholesale and Retail Sector:

1

Most businesses with job openings in this sector are looking for candidates to fill various positions, including sales, cashiers, and shelf organisers. While these roles encompass a range of responsibilities, they generally have minimal requirements for job applicants. Relevant entities should concentrate on employment strategies in this sector that emphasise career counseling. This will contribute to enhancing job sustainability and aligning jobseekers' expectations with the realities of employment.

2

The wholesale and retail sector is currently experiencing a severe downturn, with many major wholesale and retail stores closing their branches throughout the kingdom due to many economic reasons including rapid expansion of e-commerce. Public and private employment services providers (through counseling sessions) should shift the focus of jobseekers away from traditional roles and towards opportunities related to e-commerce. This entails emphasising the development of skills suited for these evolving job positions.

3

Although fewer than a quarter of the sector's workforce consists of females, more than three-quarters of businesses have reported having vacancies suitable for women, especially in roles like sales and cashier. Employment services providers should prioritise the implementation of employment initiatives tailored to women, promoting these job titles, and showcasing success stories to jobseekers.

4

None of the businesses surveyed in the sector reported having employees with disabilities (PwDs). The sector holds significant potential for employing PwDs in roles such as shelf organising, bagging, and warehouse positions. Employment services providers should focus on employment initiatives aimed at employers to raise their awareness, encourage them to employ PwDs, and share success stories from businesses that have successfully employed PwDs.

Tourism Sector:

1

Job openings include receptionists, kitchen staff, and housekeeping roles. However, high turnover rates are recorded in this sector due to low salaries, jobseekers' attitude i.e., their tendency to resign quickly, and lack of patience to stay in entry-level positions. However, there is potential for career growth within the sector as it offers clear career paths, allowing entry-level employees to progress to middle-level positions with the acquisition of necessary skills and experience over time.

Employment services providers should focus on implementing career counseling sessions and soft skills training. This support would inform jobseekers of the employment potential and career advancement opportunities if they develop the right skills during their initial period of employment. Career counseling aims to enhance job sustainability and align the expectations of jobseekers with the realities of employment in this sector.

2

Educational and TVET outcomes in the sector do not meet employers' standards. It is anticipated that educational and TVET institutions will need to reform their curricula, teaching staff, and learning environments to achieve better results. Relevant entities could collaborate closely with employers to understand their needs and convey their concerns regarding graduates to educational and TVET institutions.

3

Many Jordanians consider it culturally inappropriate to work in hotels, as certain services are not in line with some cultural beliefs. Employment services providers could conduct awareness sessions for jobseekers and their families, explaining the realities of the job and measures by employers to accommodate cultural norms.

ICT Sector:

1 Most businesses with job openings in this sector are seeking experienced programmers or developers. Employers are primarily concerned with the lack of basic technical skills among new applicants. Technical training should be tailored towards upskilling new ICT graduates. A strong connection should be established between jobseekers, employers, and training organizations to facilitate the alignment of skills with job market needs.. Furthermore, the private sector has a pivotal role in developing jobseekers' skills. Internship programs can be launched to support graduates and train them in the required skills.

Meanwhile, employment services providers can focus on offering career counseling sessions to graduates. These sessions can inform students about the fundamental skills necessary for employment and the required certifications to enhance their employability.

2 Most universities have outdated curricula in the field of ICT, which compels graduates to enroll in upskilling programs and bootcamps to enhance their employability. It is important to foster collaboration with employers to understand their needs and requirements to be shared with universities and relevant stakeholders, urging them to reform the used curricula and stay up to date with market requirements.

3 There is a high demand in the sector for positions in areas such as Cybersecurity, Cloud development, AI, UI/UX, and database development. It is recommended to guide jobseekers toward targeting these specific job functions and encourage them to develop both their technical and soft skills to meet the requirements of these positions. Awareness sessions should include university students who are about to enter the labour market, allowing them time to adjust their skill sets to align with market needs. Additionally, It is beneficial to establish measures that connect jobseekers with specific training providers specialised in providing courses in these domains to help facilitate the upskilling journey. Similarly, universities and educational institutions must work on updating their curriculum to address emerging market demands in these domains.

4 Moreover, the sector holds significant potential for employing persons with certain physical disabilities in positions such as software development and programming, as these roles are office-based and require minimal physical movement. Awareness raising for employers and PwDs can be implemented.

5 There is a substantial demand for mid-level and senior-level developers in the sector, which is driven by talent migration to the Gulf markets after reaching a certain level of seniority. It is recommended to organise awareness sessions in collaboration with employers to help jobseekers understand what they need to improve in terms of leadership and soft skills (through certifications, training programs, or bootcamps) to meet market demands. Also, employers should revisit their HR policies to ensure proper retention incentives are in place to retain existing talent.

6

As Information Technology Outsourcing (ITO) companies expand, it is expected that many jobseekers will need soft skills, including strong communication skills, language proficiency, and business writing abilities. It is to implement measures to communicate these demands with jobseekers and form connections with training providers where possible.

Support Services Sector:

1

Half of the businesses included in the survey have job openings in the short term, specifically within the next three months, especially for women and PwDs. It is crucial to engage closely with businesses in this sector to gain a comprehensive understanding of their employment needs, thereby enabling the effective implementation of employment measures.

2

The availability of vacancies in the sector largely depends on the contracts secured with businesses. Presently, most job opportunities in the sector are for security guards. However, future vacancies may encompass roles like kitchen workers and cleaning staff. Employment services providers should maintain close collaboration with employers to stay updated on available vacancies and be prepared to implement appropriate employment measures as

Health Sector:

1

More than half of the surveyed businesses within this sector have reported job openings in the short term. It is crucial to engage closely with businesses in the coming months, gaining a thorough understanding of their employment needs, and facilitating effective employment measures.

2

Most of the available vacancies are associate and legal nurses. There is a significant demand for female nurses, especially to cover night shifts and national holiday shifts. It is important to prioritise the implementation of employment initiatives specifically designed to support women and their families. These initiatives should promote the importance of women participation in this profession and its impact on society. Additionally, these measures can emphasise the

3

While entry-level nursing positions may offer lower monthly salaries, specialized nurses can earn substantially higher incomes. Awareness sessions for graduate nurses can be conducted, highlighting the potential for specialisation, which is financially rewarding and offers greater flexibility.

Manufacturing Sector:

The Sector in General:

- 1 The sector currently lacks clearly defined career pathways for blue-collar positions. To address this, collaboration among all relevant stakeholders is crucial in establishing occupational standards and creating structured career progression routes within factories. Such initiatives would enable blue-collar workers to advance into white-collar roles, fostering upward mobility and professional growth.
- 2 Employers in the sector have expressed concerns regarding the quality of vocational training graduates from both public and private institutes, highlighting a perceived misalignment with industry needs. To address this, it is recommended to systematically gather and communicate employers' feedback to relevant stakeholders. This input can be instrumental in guiding curriculum reforms to better align vocational training programs with employers' expectations and industry standards.
- 3 The manufacturing sector demonstrates limited awareness of how to effectively employ Persons with Disabilities (PwDs), partly due to a lack of success stories that could inspire factories. To bridge this gap, it is essential to organize awareness sessions for employers. These sessions should highlight success stories from comparable sectors and offer practical guidance on the recruitment of PwDs. Additionally, the sessions should provide insight into the specific capabilities and limitations associated with different types of disabilities. Emphasis should also be placed on educating employers about the varying degrees of disabilities, as there is a common misconception that disabilities are solely severe in nature.
- 4 Satellite units have demonstrated significant effectiveness in providing employment opportunities for Jordanians, particularly women. These projects should be regarded as models for future initiatives. Satellite units function as extensions of large, well-established factories and are fully owned and managed by their parent manufacturers. However, they are strategically located in remote areas outside the boundaries of Qualifying Industrial Zones (QIZ) or Special Economic Zones (SEZ). The primary goal of these branches is to promote the employment of women and youth in underserved regions. Factories operating satellite units benefit from financial support provided by the government.

Engineering Manufacturing:

- 1 Half of the surveyed businesses reported having job vacancies in the short term. Engagement with businesses in this sector should be prioritised, gaining an understanding of their employment needs to facilitate effective employment measures.
- 2 Most businesses with job openings in this sector are seeking engineers and technicians. These roles demand high technical skills and typically require a bachelor's or vocational degree. Establishing robust partnerships with key stakeholders is critical to implementing effective upskilling initiatives for graduates of educational institutions. These efforts will ensure that graduates acquire the technical and soft skills necessary to align with the expectations and demands of the sector.

Food Manufacturing:

- 1 Most businesses with job openings are seeking candidates for various positions in the following areas: production, kitchen, and cleaning. Although these job titles encompass a range of responsibilities, they typically have minimal prerequisites for jobseekers. Employment services providers should focus on implementing employment measures including career counseling sessions. This approach will enhance job sustainability and align jobseekers' expectations with the realities of employment.
- 2 While approximately a quarter of the sector's workforce comprises women, several businesses reported having openings suitable for women. Employment services providers should concentrate on implementing targeted employment measures for women, promoting available job positions, changing perceptions towards the sector, and presenting success stories to potential jobseekers.

Textile Manufacturing:

- 1 Most businesses have job openings for tailors or knitters. These positions require strong technical skills and field experience. Relevant entities should focus on employment strategies aimed at enhancing the skillsets of jobseekers within the sector. This will ensure effective and sustainable employment. Coordination with vocational institutes for technical training and conducting counseling sessions for soft skills should be part of these measures.
- 2 This sector stands out as one of the few in the country with the lowest rate of Jordanian employment, primarily due to low commitment levels of Jordanians and the sector's low wages. Relevant stakeholders can work on implementing measures to enhance employability of Jordanian jobseekers, which can improve job sustainability. Additionally, the sector employs foreign workers in white-collar positions. A close collaboration with businesses is required to find solutions for increasing the employment of Jordanians in these roles.
- 3 The production volume and hiring needs in the sector are unpredictable, as factories may secure new export contracts and suddenly require more employees. Employment services providers should utilise their databases to fill vacancies promptly when demand increases.

Chemical Manufacturing:

- 1 Most businesses with job vacancies in this sector seek production workers and technicians. Production workers usually get hired with minimum requirements, highlighting the need for employment service providers to concentrate on enhancing soft skills and offering counseling to improve employment sustainability. Conversely, technicians require strong technical skills and educational backgrounds, often holding vocational degrees. A close collaboration with vocational training institutes is needed to implement suitable employment strategies for institute graduates, ensuring their current technical and soft skills align with sector employers' expectations.
- 2 A significant portion of all positions in the chemical manufacturing sector (60%) rely on eight core skills. Relevant entities should collaborate closely with the TVSDC and VTCs to comprehensively understand these skills to update training curricula and communicate them with jobseekers during counseling sessions.