

Primark Sudokkho Factory Worker Insights

Bangladesh



Preamble

Primark's Commitment to Improving Worker Livelihoods

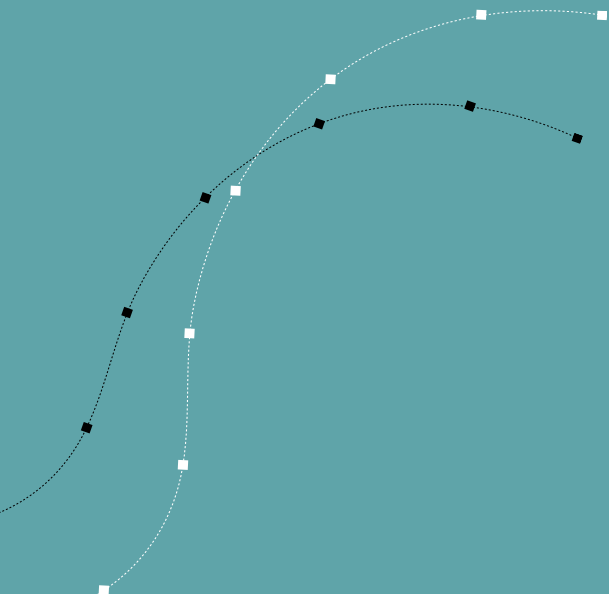
Primark is committed to supporting the livelihoods of the people who make its clothes. Beyond meeting a minimum threshold of social compliance, as per Primark's Code of Conduct, Primark also encourages its supply chain partners in doing more to improve working conditions, including opportunities for promotion and career growth for female workers. This is part of Primark Care's commitment to promote equal opportunities for women by strengthening their position through skills development and addressing their barriers to progression, by 2030. To meet this commitment, Primark supports projects in partnership with technical partners and supply chain factories. One of these is Sudokkho in Bangladesh.

About Sudokkho

Sudokkho is a worker skills training project funded by Primark and delivered by its technical partner, Rajesh Bheda Consulting (RBC). Sudokkho was originally launched in 2015 as an international aid development initiative with funding that included the UK and Swiss governments. When this funding ended in 2020, Primark continued to finance and support the garment factory component of this program in its supply chain. Sudokkho supports factories to establish an effective technical training system to upskill current workers and train future workers in a manner that is fast and effective. It is based on an industry and factory-based system developed by RBC – a bespoke training methodology that reduces the time it takes to train new recruits on a factory production line whilst also improving trainee performance. Workers learn new skills, from operating sewing machines to upskilling stitching processes, as well as soft skills and training for supervisory roles.

Sudokkho Implementation

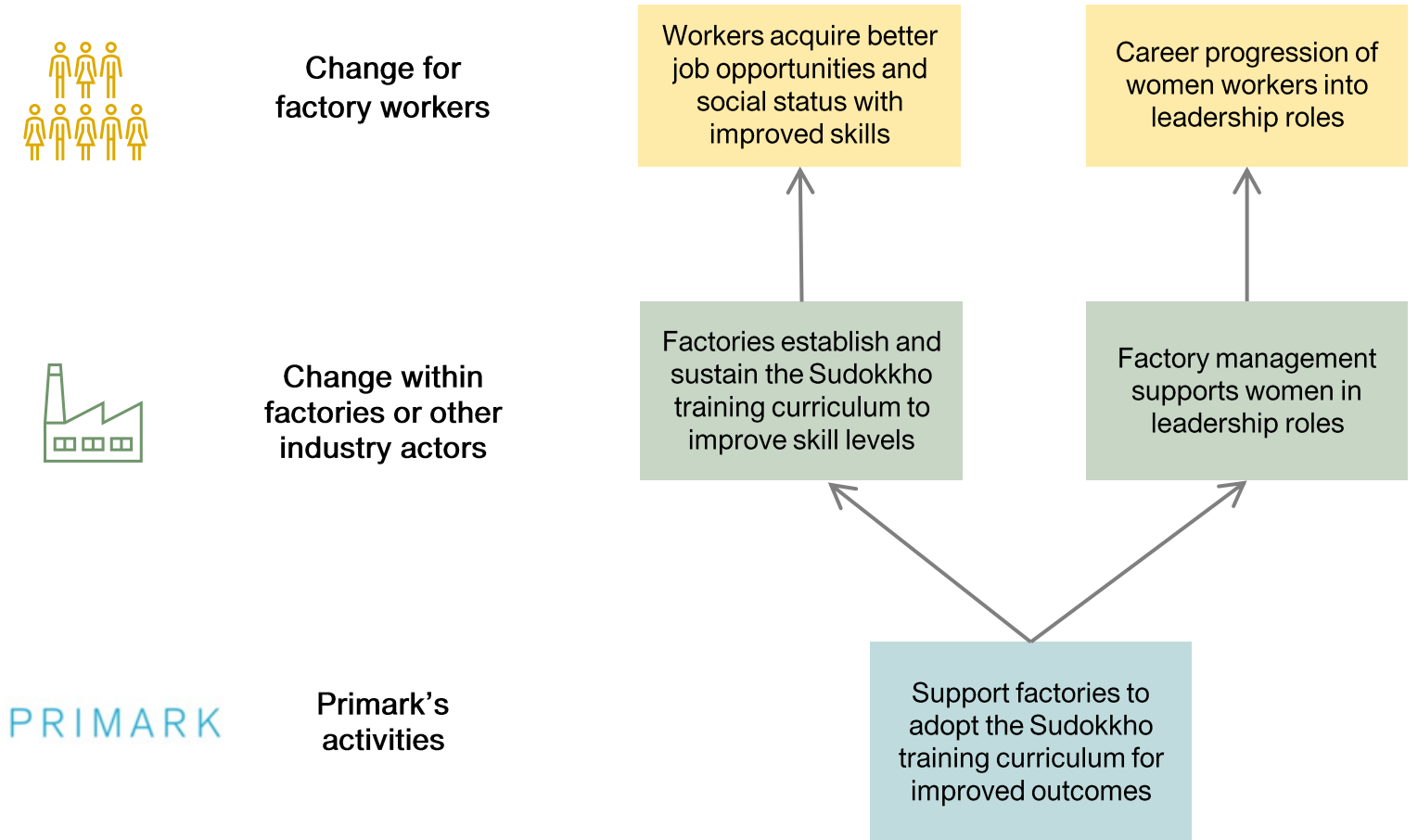
Since 2015 and up to 2023, 75 factories have been introduced to Sudokkho in Primark's supply chain in Bangladesh. In these factories, some workers have been trained directly by technical experts (including RBC) and additional workers have been trained by the factory management representatives themselves (sometimes referred to as indirectly trained workers). RBC conducts its own technical assessments of upskilling and productivity to gauge performance improvements through the training methodology. This is done together with the supplier factories where Sudokkho is implemented. The intended beneficiaries of the project – both workers and factory management – consistently report benefits to the business and improvements to workers' lives as a result of the interventions.



Sudokkho's Theory of Change

The purpose of Sudokkho is to help factories implement and sustain effective technical training systems that benefit workers by providing new or improved routes for income earning opportunities through skills and career progression.

The Theory of Change lays out the expected change of the Sudokkho project both at the factory level and the worker level.



Report Overview

Primark <> 60 Decibels Partnership

Primark recognizes that a structured approach to monitoring and evaluating impact is critical to capture learnings and understand the progress of initiatives such as Sudokkho. Primark is committed to being a learning organization guided by data and evidence to understand the breadth and depth of impact.

To better understand and learn about the impact of Sudokkho, Primark commissioned an independent impact assessment of the project with 60 Decibels. The goal of the assessment was to measure the impact of the training on the lives and livelihoods of both factory workers who had been trained under the Sudokkho FBT and workers who had been selected and trained to run the Sudokkho FBT, and their experience working in the factories.

What We Did

The Sudokkho impact assessment was undertaken between July-September 2022 through phone-based surveys with 611 trained workers, a representative sample of workers that took part in the initiative in the supplier factories – this is the primary sample of this report.

Additionally, surveys were conducted with a small group of 92 untrained workers who did not complete the training, for the purpose of comparison.

Surveys were also conducted with 40 trainers who delivered the training to workers. Results from these surveys have been shared in a separate report.

How We Did It

60 Decibels trained in-country research assistants using proprietary and standardized survey tools. The surveys ask questions across a range of criteria including worker skills, productivity, and meaningfulness associated with job, income, and social status. All surveys were conducted in the local language (Bangla).

Welcome To Your 60dB Results

We enjoyed hearing from 703 factory workers in your supply chain in Bangladesh – they had a lot to say!

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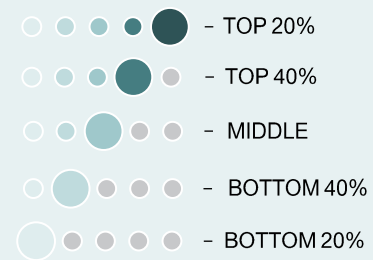
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Trained Worker Performance Snapshot

Workers are very satisfied with the Sudokkho training and experience a positive impact on the way they do their job. There is room to deepen impact on their income and overall quality of life.

<p>Profile</p> <p>0.76</p> <p>Inclusivity Ratio</p> 	<p>Impact</p> <p>31%</p> <p>quality of life 'very much improved'</p> 	<p>What Impact</p> <ul style="list-style-type: none"> • 41% talk about improved income • 22% report greater ability to financially contribute to household • 18% mention career advancement 	<p>Way of Doing Job</p> <p>61%</p> <p>way of doing job 'very much improved'</p>	<p>Worker Voice</p> <p>"Before the training, my husband was the only earner for the family. But my husband's income was not enough to meet the household expenses. After getting the Sudokkho training, both of us are job holders. Now, we can spend more money on household expenses, and we can save some money too."— Female, 25</p> <p>Data Summary</p> <p>Sudokkho Training Performance: 611 trained worker phone interviews in July - September 2022, in Bangladesh.</p> <p>Quintile Assessment compares the Sudokkho Training's Performance with 60dB South Asia Benchmark comprised of 155 companies, 5 countries, and 52,175 respondents. Full details can be found in Appendix.</p>
<p>Net Promoter Score®</p> <p>81</p> <p>on a -100 to 100 scale</p> 	<p>Challenges</p> <p>4%</p> <p>report challenges</p> 	<p>Advancement Opportunities</p> <p>47%</p> <p>'strongly agree' to having opportunities for advancement in their role</p>	<p>Income</p> <p>20%</p> <p>report 'very much increased' income</p>	<p>Performance vs. 60dB Benchmark</p> 

Key Insights (1/2)

1 The Sudokkho training has been effective, and workers are highly satisfied with it.

Almost all workers found the Sudokkho training to be useful. 7 in 10 found 'all of it' easy to understand, and roughly the same proportion applied 'all of it' to their work.

The Net Promoter Score® (NPS) – a common gauge of loyalty and satisfaction – of 81 indicates workers' high satisfaction. They value improved skills, upward mobility in their role, and the quality of the training. Only 4% of the workers report challenges with the training.

The NPS for workers who have been employed at the factory for less than a year is higher than for those who have been employed for longer (83 vs. 70).

See pages: [14-16](#).

Workers value the Sudokkho training and are very satisfied with it. They experience its impact on their skills, productivity, meaningfulness associated with job, income, and social status.

2 The training has a direct impact on workers' professional skills and how meaningful they find their work.

9 in 10 workers report improvements in the way they do their job because of the training. They report learning both machine operations and stitching-related skills and find themselves to be more efficient at work. Learning new machine operation skills and being able to perform per their targets are the most material outcomes for workers.

Most (92%) workers also report learning skills that could help them get a better job in the future, including greater confidence (97%).

Over 4 in 5 find their work to be meaningful after the training. Meaningfulness seems to be driven by workers feeling more competent at work and having awareness about the importance of the role they play in the production line, thereby feeling valued.

See pages: [22-24](#), [29-30](#)

3 There's more to impact, and it goes beyond the workplace.

3 in 4 workers feel they have had career advancement opportunities at the factory, and report increased income after the training.

Impact on income seems to be a longer-term outcome. Workers who have been employed at the factory for a year or longer are more likely to report income increases than those employed for less than a year (94% vs. 69%). Additionally, most workers report only slight increases in their income.

A higher income appears to positively impact workers' social status. Of the 72% of workers who report increased income, most report that the way their family views their job has improved and three-quarters report improvements in the way their community views their job.

See pages: [26-27](#), [31](#)

Key Insights (2/2)

Experience and impact vary by gender. It also varies for trained and untrained workers. Looking ahead, all workers have actionable suggestions for improvement.

4 Men and women's experience and subsequent impact of the training vary. Experience of their employment with the factory also differs by gender.

The NPS for women is higher than that for men (83 vs. 69), suggesting that women seem to have found greater value in the Sudokkho training.

However, men are more likely to 'strongly agree' to having a sense of autonomy in their role after the training than women (59% vs. 42%). They are also more likely to find their job to be meaningful than women (62% vs. 43%).

Looking at their experience with the factory, men are more likely to report having a legal contract for their employment than women (83% vs. 71%). They are also more likely to 'strongly agree' to feeling that their opinions at work count, than women (40% vs. 27%).

See pages: [42](#)

5 Trained workers report a more positive experience at the factory; impact of employment is lower on untrained workers.

The training seems to have a large impact on how respected workers feel at the factory (68% trained vs. 24% untrained workers) and how good a relationship they share with their supervisor (63% trained vs. 29% untrained workers).

Compared to untrained workers, a higher proportion of trained workers appear to feel safe at work (56% vs. 88%). However, untrained workers are slightly more likely to report having a legal contract for employment (90% vs. 82%).

It might be useful to understand specific elements of the training that help workers feel more respected, have a good relationship with their supervisor, and feel safe at work.

See pages: [48](#), [49](#)

6 Both trained and untrained workers have suggestions to improve their experience at the factory.

Over a tenth of the trained workers seek improvements in the content of the training, and a similar proportion wants to see shorter or longer duration of trainings.

Trained workers report high satisfaction with the training, yet they continue to seek upward mobility and better pay. A quarter of the trained workers feel they have not had career advancement opportunities after the training. Roughly a third report no change in income.

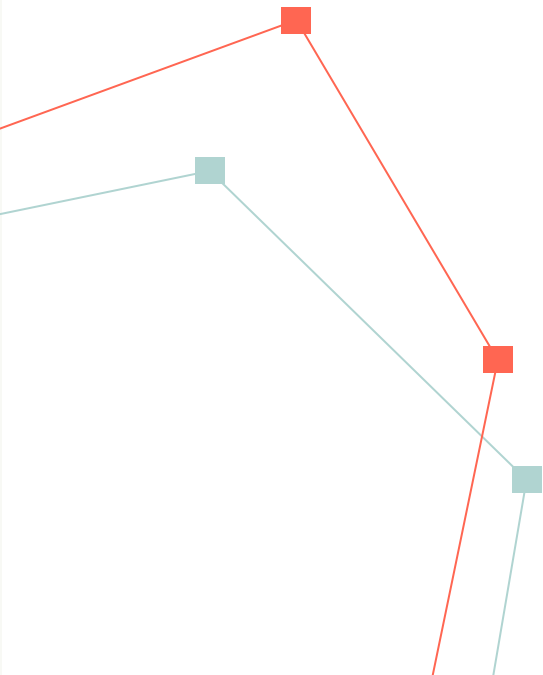
A third of the untrained workers report challenges working at the factory. Top reported issues include poor behavior of supervisors and unreasonable production targets. They want to see improvements around these issues along with better pay.

See pages: [19](#), [26](#), [51](#)

Worker Voices

We love hearing the voices of factory workers.

Here are some that stood out.



Impact Stories

81% shared how the Sudokkho training had improved their quality of life

“Since I live in a relatively big family where a lot of money is needed to buy daily necessities, I am using the income from my current job in this high-priced market to buy such necessities for myself and my family that I would not have been able to do without this training.” - Female, 20

“The position of an operator is quite respectful than that of a helper. And the authority is saying that our salary will be increased. Life will be comfortable soon.” - Female, 33

“Some girls from my community got inspired and took a job in my factory when they saw my progress at work.” - Female, 32

“In the training, they taught us how to use the overlock machine. Now I can change the needle, put thread in the needle. Before the training, I had to learn from others only by observation, which was not helpful at all. But now I can understand most of the working process because of the training.” - Female, 20

“Day by day, I am improving my sewing quality and production speed after getting the training.” - Female, 26

“I got a new identity at my workplace after joining the factory. It gives me so much confidence.” - Female, 22

Opinions On Sudokkho’s Value Proposition

85% are Promoters and are highly likely to recommend

“I now know how to give side stitch, sleeve joint and shoulder joint stitch. Also, I’m able to maintain the machine and know how to manage my time.” - Female, 19

“My salary has increased, and designation has also improved.” - Female, 22

Opportunities For Improvement

26% had a specific suggestion for improvement

“I think if they increased the duration of the training, that will be helpful.” - Female, 40

“The topics should be discussed more elaborately.” - Female, 23

- 
- **Trained Workers: Profile & Experience with Sudokkho**
 - Demographics & worker profile
 - Effectiveness of Sudokkho training
 - Satisfaction with Sudokkho training
 - **Trained Workers: Impact of Sudokkho**
 - Impact at work
 - Impact outside of work
 - **Trained Workers: Experience with Factory**
 - Safety & support at work
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 - Rights & representation at work
 - **Untrained Workers Spotlight & Comparisons with Trained Workers**
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Demographics

Factories in Primark's supply chain appear to be serving a relatively homogeneous worker base. We observed some variability in workers' age.

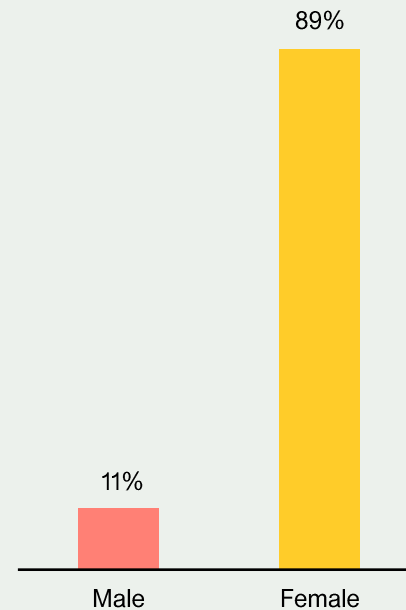
Across the data, we checked for trends by segments including workers' gender, tenure at the factory, and migration status, and have called them out wherever we found significant differences.

A typical factory worker is a 23-year-old female migrant, living in a household with 4 members.

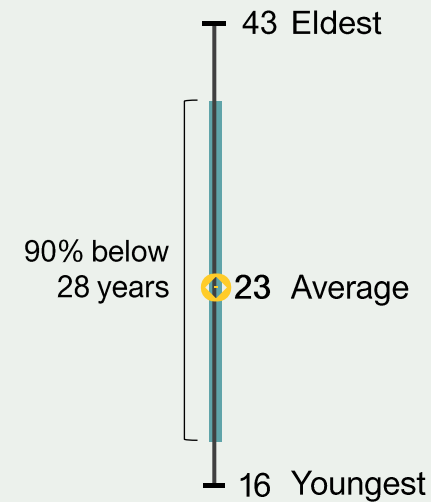
About the Trained Workers We Spoke With

Data relating to worker characteristics (n = 611)

Gender



Age



Household Size

4.2 Average size

Migration Status

83% Migrant
17% Non-migrant

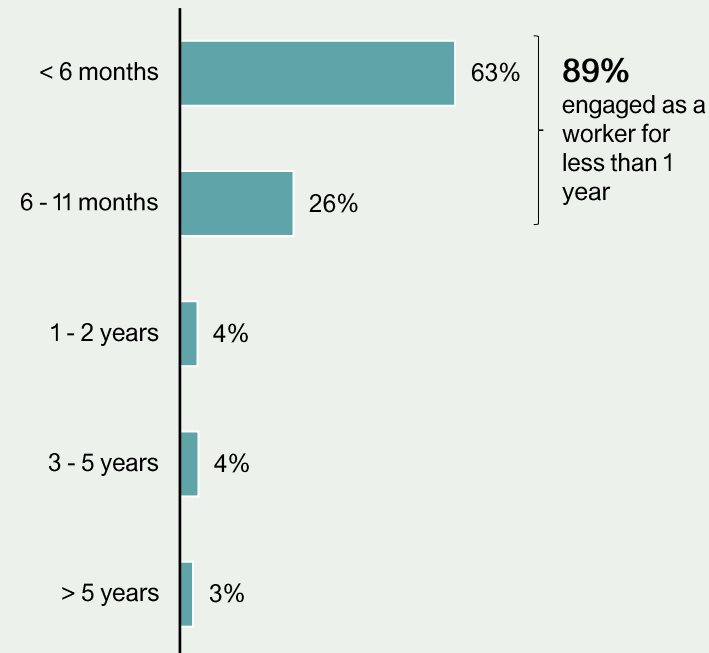
Tenure & Department at Factory

Most workers have been employed at the factory for less than a year likely because the Sudokkho training is provided to workers who are fairly new at the factory and/or the garments industry. The training helps them graduate from being helpers or semi-skilled workers to fully skilled trainee operators on the sewing floor.

9 in 10 workers have been employed at the factory for less than a year. Almost all are working on the sewing floor.

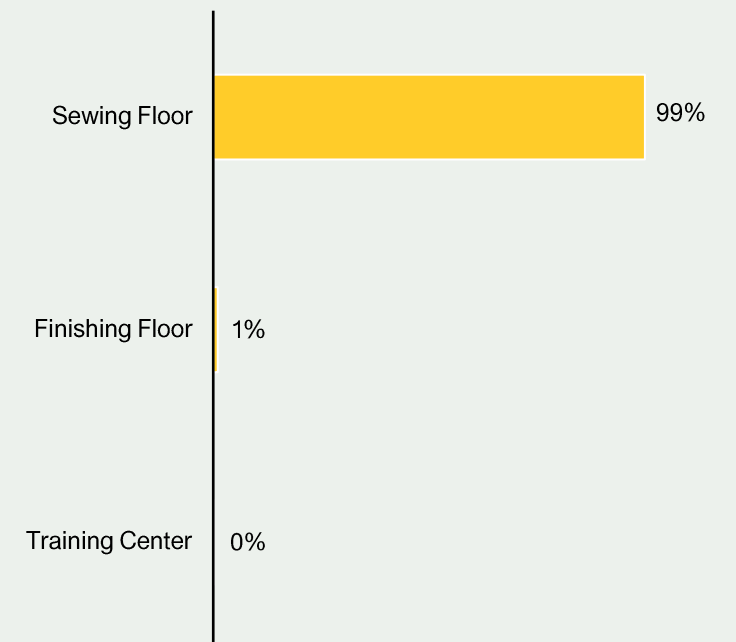
Tenure

Q: How long have you been working at [Factory]? (n = 611)



Factory Department

MIS data (n = 611)



Income Inclusivity

Compared to the Bangladesh national average, trained workers belong to slightly wealthier households.

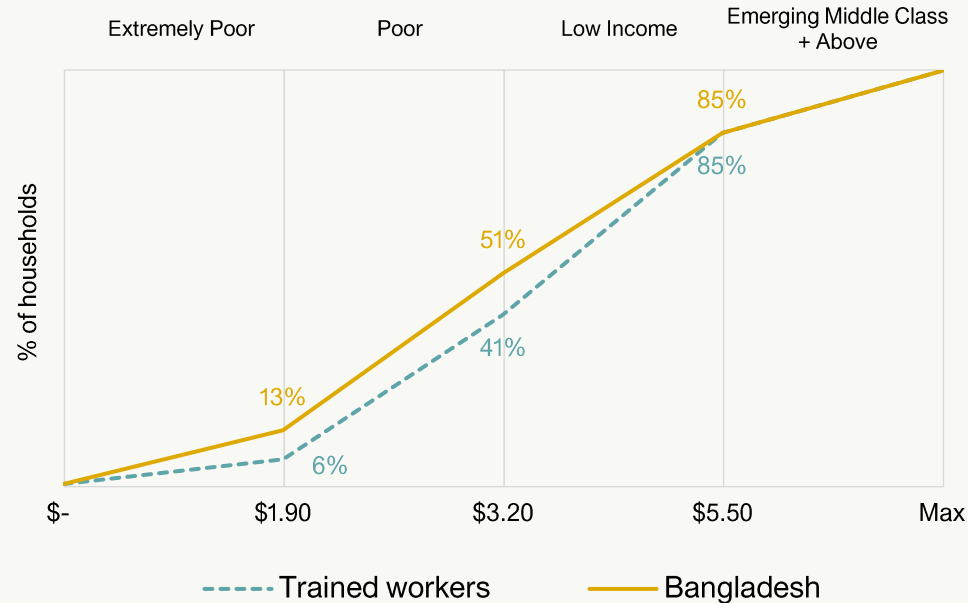
Using the Poverty Probability Index®, we measured how the income profile of trained workers compares to the Bangladesh national average.

Given that trained workers belong to slightly wealthier households than the Bangladesh national population, the Inclusivity Ratio is 0.76.

Over half of the trained worker households have completed some form of higher education (SSC, HSC, Graduate, etc.)

Income Distribution of Workers Relative to Bangladesh Average

% living below \$xx per person / per day (2011 PPP) (n = 611)



Inclusivity Ratio

Degree that Primark’s supplier factories are reaching low-income workers in Bangladesh

0.76
● ● ● ● ● - TOP 40%

We calculate the degree to which you are serving low-income workers compared to the general population. 1 = parity with national population ; > 1 = over-serving; < 1 = under-serving. See [Appendix](#) for calculation.

Effectiveness of Training

Almost all workers found the Sudokkho training to be useful. 7 in 10 found 'all of it' easy to understand, and roughly two-thirds applied 'all of it' to their work.

Workers employed at the factory for less than a year are more likely to find 'all' of the training easy to understand than those employed for a year or more (72% vs. 57%).

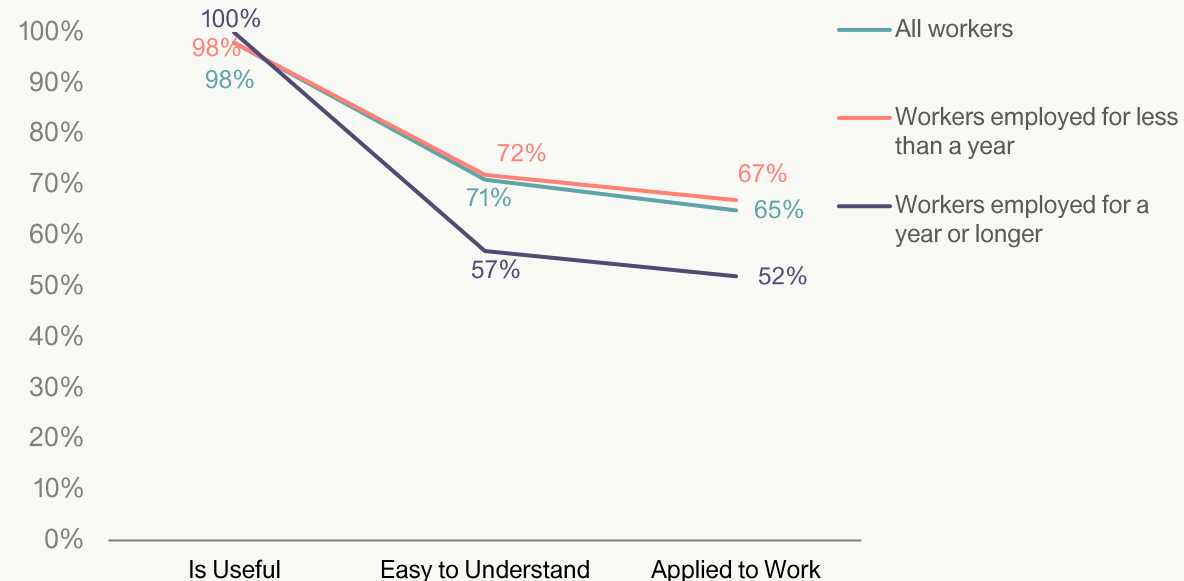
Similarly, they are also more likely to have been able to apply 'all' of the training to their work than employed for a year or more (67% vs. 52%).

Question for Discussion

Why are more experienced workers not able to understand and apply the training as easily as those with lesser experience?

Training Effectiveness

Q: How much of the information you received from the Sudokkho training was useful, easy to understand and you applied to your work at the [Factory]? (n = 611)



Satisfaction: Net Promoter Score®

The Net Promoter Score® is a gauge of satisfaction and loyalty. Anything above 50 is considered excellent. A negative score is considered poor.

Asking respondents to explain their rating provides insight into what they value and what creates dissatisfaction. These details are on the next page.

The NPS for women is higher than that for men (83 vs. 69).

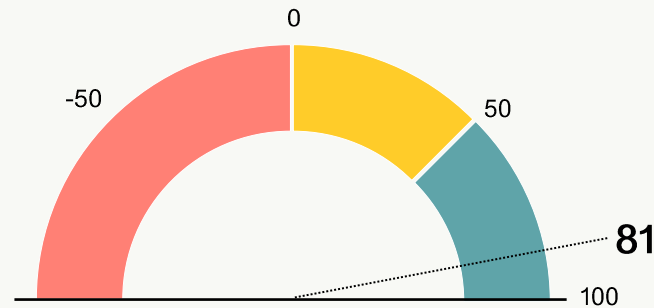
Food for Thought

What could be driving lower satisfaction for men? There are directional trends in the data indicating that men who are Detractors would like to experience a longer duration training and upward mobility in their role post-training.

The Net Promoter Score® for the Sudokkho training is 81, indicating that workers are very satisfied with it. This is also much higher than the 60dB South Asia benchmark of 43.

Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely is it that you would recommend the Sudokkho training to a friend / colleague, where 0 is not at all likely and 10 is extremely likely? (n = 611)



NPS = 85% Promoters — 4% Detractors

9-10 likely to
recommend

0-6 likely to
recommend

NPS Benchmarks

● ● ● ● ● - TOP 20%

60 Decibels Global Benchmark 43
530 companies

South Asia Benchmark 43
155 companies

Bangladesh Benchmark 56
12 companies

These are only general guidelines. A 'good NPS' will depend on the industry and country a business is in.

NPS Drivers

Promoters value improved skills and upward mobility.
Detractors complain about limited training content, duration of the training, and lack of upward mobility.

85% are Promoters :)

They love:

1. Improved skills or efficiency
(44% of Promoters / 59% of all respondents)
2. Upward mobility in role
(27% of Promoters / 36% of all respondents)
3. Quality of training
(22% of Promoters / 30% of all respondents)

“This training is beneficial. From the training, I learned about sewing, operations, and much more. I enhanced my skills at the factory.”
- Female, 22

Tip:

Highlight the above value drivers in marketing.

11% are Passives : \

They like:

1. Improved skills or efficiency
(61% of Passives / 8% of all respondents)
2. Upward mobility in role
(24% of Passives / 3% of all respondents)

“I have learnt various types of machines and their functions through the Sudokkho training. I find it very useful in my work.” - Female, 22

Tip:

Passives won't actively refer you in the same way that Promoters will.

What would it take to convert them?

4% are Detractors :(

They want to see:

1. Increased training content
(39% of Detractors / 2% of all respondents)
2. Increased duration of training
(30% of Detractors / 1% of all respondents)
3. Upward mobility in job role
(22% of Detractors / 1% of all respondents)

“They didn't teach me hem stitch, single ply. If they teach everyone more than one stitch technique, it would be better.” - Female, 22

Tip:

Negative word of mouth is costly.

What's fixable here?

NPS by Tenure

The Net Promoter Score® for workers who have been employed at the factory for less than a year is higher than for those who have been employed for longer.

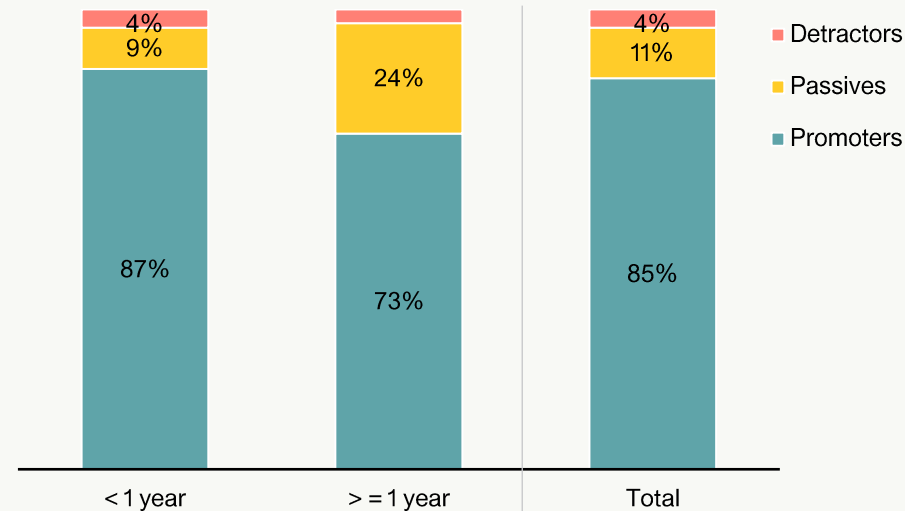
It is possible that workers who have been employed at the factory for less than a year have found greater value from the training because they are new to the garment industry or have experienced a training for the first time. In contrast, workers who have been employed for a year or more may be more familiar with some of the skills covered in the Sudokkho training.

Insight

NPS is a helpful metric to track over time to detect subtle changes in worker satisfaction.

Net Promoter Score by Tenure

Subtitle (n = 611)



NPS	83	70	81
n =	546	65	611

Challenges with Training

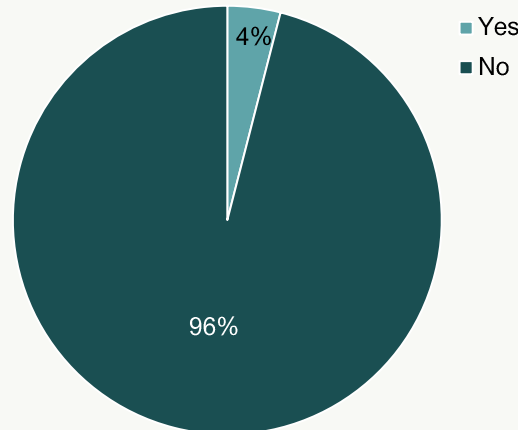
Only 4% of workers report challenges with the Sudokkho training.

Asking about challenges enables organizations to identify problem areas and tackle them proactively to enhance respondents' future experience with the intervention.

Proportion of Workers Reporting Challenges

Q: Have you experienced any challenges with the Sudokkho training? (n = 611)

● ● ● ● ● - TOP 20%



Top Reported Challenges

Q: Please explain the challenge(s) you have experienced. (n = 611). Open-ended, coded by 60 Decibels.

1. Content difficult to understand

(13 Respondents)

“At first, it was very hard to understand, and I couldn’t operate the machine based on what they taught. But it became easy when they showed me over and over again.”
- Female, 20

2. Inadequate support from trainer

(2 Respondents)

“Since I was new and working on a machine for the first time, I didn't understand much. The trainer didn’t come as often as I needed.” - Female, 20

3. Training too short

(2 Respondents)

“Training was too short to learn everything so quickly.” - Female, 19

Worker Suggestions

Three-quarters of the workers don't have any suggestions. Those who have suggestions would like to see changes in training content and duration.

Those who have content-related suggestions want to learn more skills and techniques.

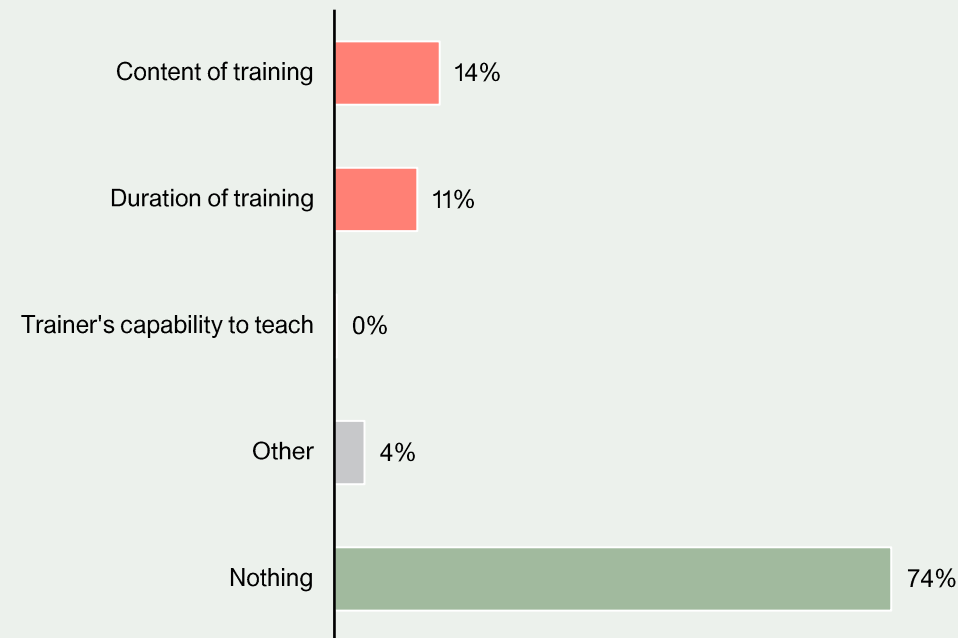
Duration-related suggestions are a mix of workers wanting either a longer or shorter training period.

To Consider

It might be useful to deep dive into these suggestions and conduct focus group discussions with workers to understand expectations better.

Suggestions for Improvement

Q: If you could change something about the Sudokkho training program, what would that be? (n = 611).
Multi-select question.



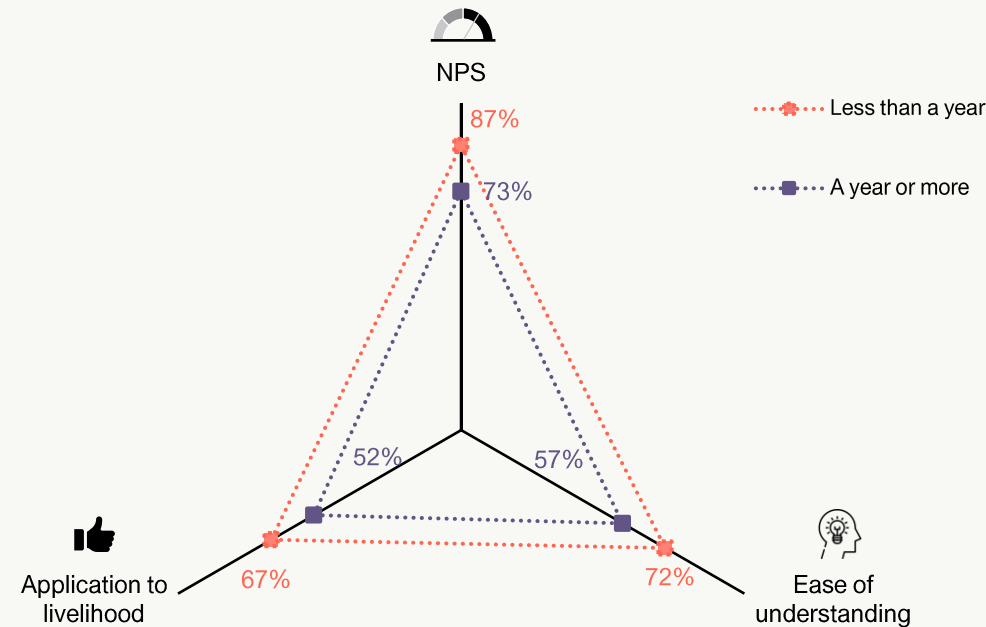
Trends in Experience by Tenure

Workers employed at the factory for less than a year appear to have a better training experience and find it more effective than those who have been employed for longer.


Average results across metrics:


- Workers employed for less than a year: **75%**
- Workers employed for a year or more: **61%**


Trends in Workers' Experience by their Tenure at Factory




Key: Tenure

 Less than a year
n = 546

 A year or more
n = 65

 Net Promoter Score
Proxy for satisfaction

 Ease of Understanding
% reporting 'All of it'

 Application to Work
% reporting 'All of it'

- 
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Way of Doing Job

Workers who report that their way of doing the job 'very much improved' are much more likely to have easily understood 'all' of the training than others (74% vs. 58%). Similarly, they are also more likely to have applied 'all' of the training to their job than others (73% vs. 46%).

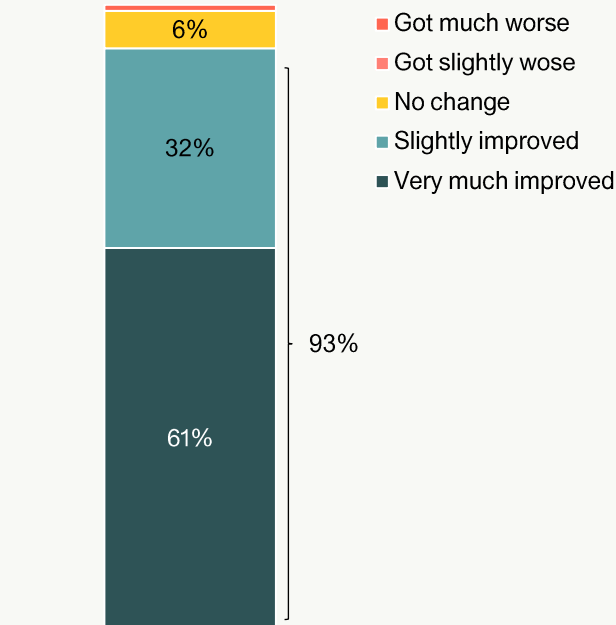
Insight

Training comprehension and application appear to play an integral role in how workers experience impact on their way of doing the job. Factories can continue providing refresher trainings as necessary to strengthen retention and help workers do their job well.

9 in 10 workers report improvements in how they do their job because of the training, with 6 in 10 reporting significant improvements.

Change in Way of Doing Job

Q: Has your way of doing your job at [Factory] changed because of the Sudokkho training? (n = 611)



Way of Doing Job: Top Outcomes

Workers were asked to describe – in their own words – the changes they were experiencing in the way of doing their jobs at the factory after the Sudokkho training.

The top outcomes are shown on the right. Others include:

- Taking on advanced roles (16%)
- Greater confidence at work (7%)
- Being able to meet targets better (6%)

Workers who report ‘no change’ in how they do their job mention:

- Limited opportunities to apply the training (16 respondents)
- Recently started working, too soon to tell (9 respondents)
- Frequent role switches (3 respondents)

Workers find themselves to be more efficient at work because of the Sudokkho training, in addition to being upskilled.

Three Most Common Self-Reported Outcomes for 93% of Workers Who Say Way of Doing Their Job Improved

Q: How has your way of doing job improved? (n = 574). Open-ended, coded by 60 Decibels.

50%

mentioned improved efficiency at work
(47% of all respondents)

“Previously when I was assigned to a task, it took me a long time to complete it but now my work speed has progressed rapidly, and I can meet expected target as well.” - Female, 25

49%

talked about learning new machine operation skills
(46% of all respondents)

“This training gave me the opportunity to learn the bar tack machine. Usually, this training opportunity is not available at all factories. Even if someone gets the opportunity, it will take time to get there.” - Female, 19

27%

reported learning new sewing or stitching skills
(25% of all respondents)

“When I joined, I didn't know how to use a needle and thread properly or to join different parts of garments. Now I know about sewing process and stitches.” - Female, 22

Way of Doing Job: Materiality Map

Workers who reported improvements in how they do their job were asked to rate, on a scale of 0 to 10, how important an improvement was to them, to quantify the materiality of the outcome.

Workers report learning new machine operation skills and being able to perform per their targets as the most important outcomes. This indicates that core technical skills that allow workers to do their job and meet production targets are the most material outcomes for factory workers.

While both outcomes have an average materiality score of 9.6 out of 10, note that learning new machine operation skills is mentioned by 49% of workers, and target-focused performance is mentioned by a much smaller proportion (6%) of workers.

Learning new machine operation skills and being able to perform per their targets seem to be the most material outcomes for workers.

Degree of Importance of Self-Reported Outcomes for 93% of Workers Who Say Way of Doing Their Job Improved

Q: On a scale of 0 to 10, how important is this to you, where 0 is not at all important and 10 is very important? (n = 574). Open-ended, coded by 60 Decibels.

Outcome	% of Respondents	Average Materiality Score	Outcomes Ranked by Materiality
1. Improved Efficiency	50%	9.1	4
2. New Skills (Machine Operation)	49%	9.6	1
3. New Skills (Stitching Types)	27%	9.3	2
4. Ability to Take on Advanced Roles	16%	9.2	3
5. Confidence at Work	7%	9.0	5
6. Ability to Perform per Targets	6%	9.6	1

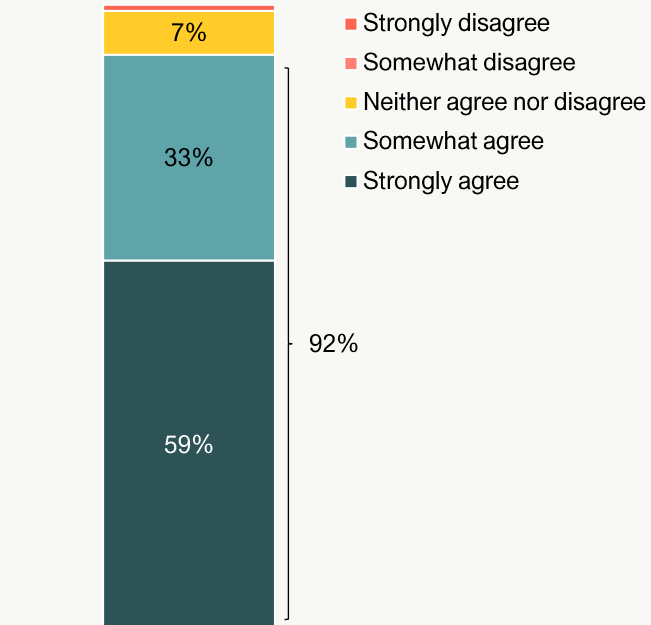
Skills & Development

Most workers report learning skills that could help them get a better job in the future, including higher confidence.

Of the workers who agree that they have learnt skills that could help them get a better job in the future, nearly all (99%) report increased confidence.

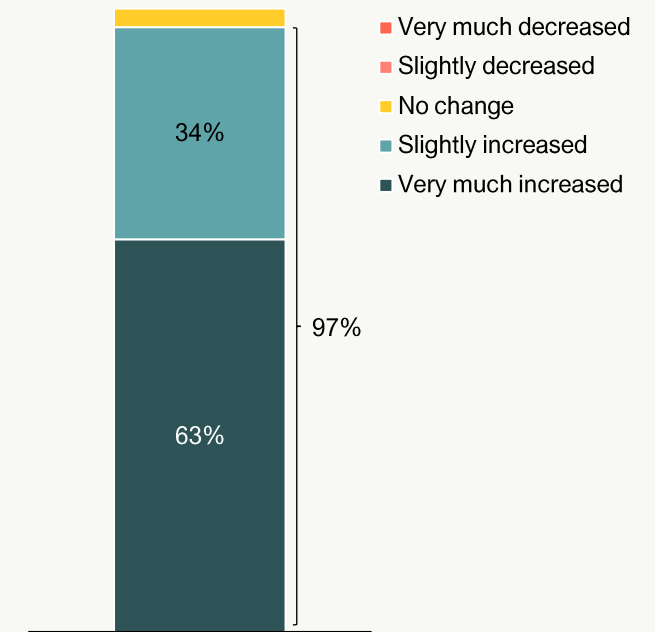
Perception of Professional Skills

Q: To what extent do you agree or disagree with the following statement: "After receiving the Sudokkho training, I have learned skills that have helped me grow and develop and get a better job in the future." (n = 611)



Change in Confidence

Q: Has your confidence in yourself and your abilities changed because of the Sudokkho training? (n = 611)



Career Advancement

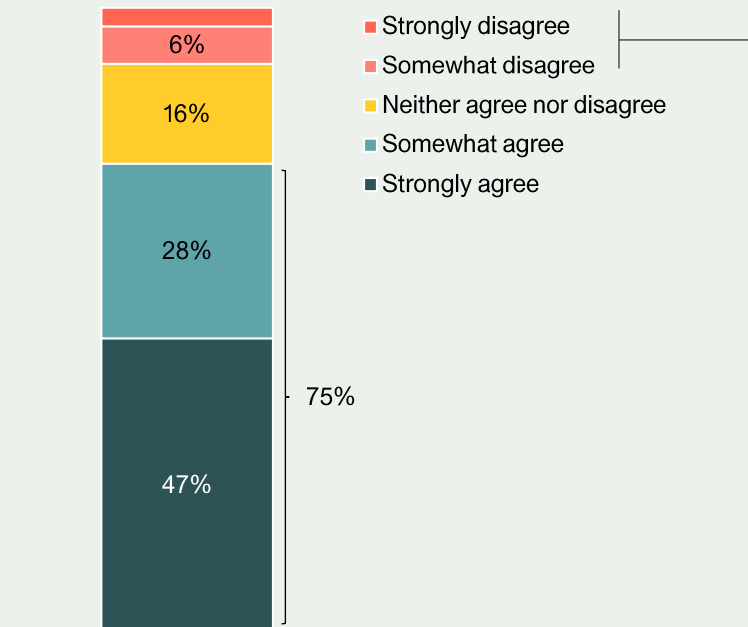
Workers who 'strongly agree' to having career advancement opportunities are more likely to report that the way they do their job 'very much improved' because of the training than others (76% vs. 30%).

Workers employed at the factory for a year or longer are more likely to 'strongly agree' to having career advancement opportunities than those employed for less than a year (71% vs. 44%). These workers are also more likely to 'strongly agree' to [having a good relationship with their supervisor](#) than those employed for less than a year (66% vs. 47%). This may suggest that workers employed at the factory for longer are more likely to feel they have advancement opportunities because of having built a better relationship with their supervisors, among other things.

3 in 4 workers feel they have had career advancement opportunities at the factory after the training. Others have not experienced any upward mobility or salary increment.

Perception of Career Advancement

Q: To what extent do you agree or disagree with the following statement: "After receiving the Sudokkho training, I have had opportunities for advancement in my current role at [Factory]."? (n = 611)



Top Reasons for Limited Opportunities

Q: Why have you not had opportunities for advancement in your current role at [Factory]? (n = 58). Open-ended, coded by 60 Decibels.

1. No advancement in role

(41% of workers who do not agree / 4% of all respondents)

"I was supposed to be an operator after the training. I am still working here as a helper." - Female, 23

2. No salary increment

(35% of workers who do not agree / 3% of all respondents)

"They neither gave us operator ID card, nor did they increase our salary." - Female, 26

3. Opportunities provided not in line with training

(22% of workers who do not agree / 2% of all respondents)

"I was not given the job I came for. They gave me a task which I didn't learn, so I could not deliver much." - Female, 20

Pay & Benefits

Roughly 3 in 4 workers report income increases and a similar proportion describe the pay and benefits at the factory to be 'very fair' or 'fair'.

Workers reporting no change in income are more likely to describe their pay and benefits at the factory to be unfair to some extent than others (23% vs. 9%). Most of these workers (98%) have been employed at the factory for less than a year.

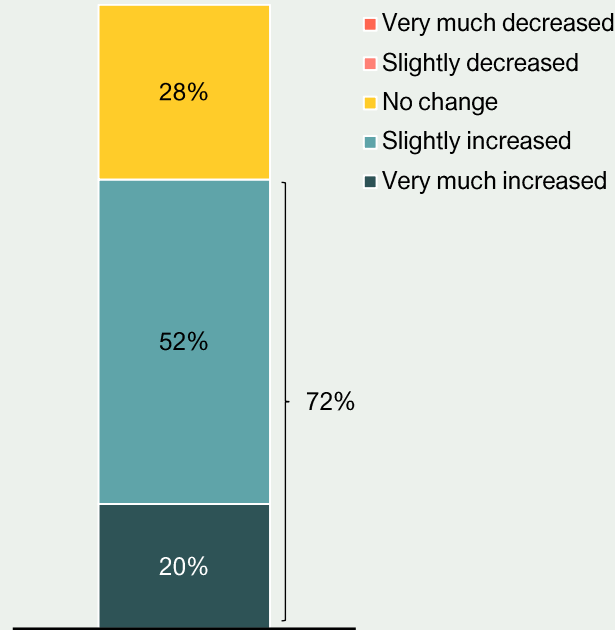
Insight

A few observations suggest that impact on income likely takes longer to materialize than other outcomes:

- Only a fifth of the workers report 'very much improved' income.
- Workers who have been employed at the factory for a year or longer are much more likely to report income increases than those employed for less than a year (94% vs. 69%).

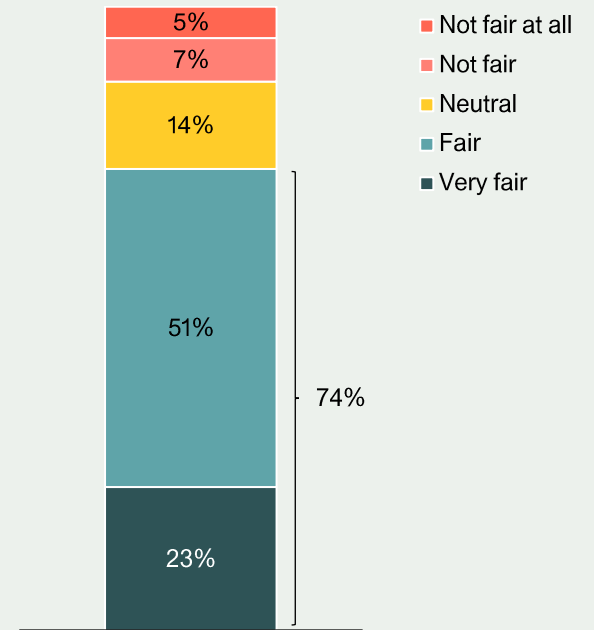
Change in Income

Q: Has the money you earn (your income) changed because of the Sudokkho training? (n = 611)



Perception of Pay & Benefits

Q: How would you describe the pay and benefits offered by [Factory] after receiving the Sudokkho training? (n = 611)



Autonomy & Accomplishment

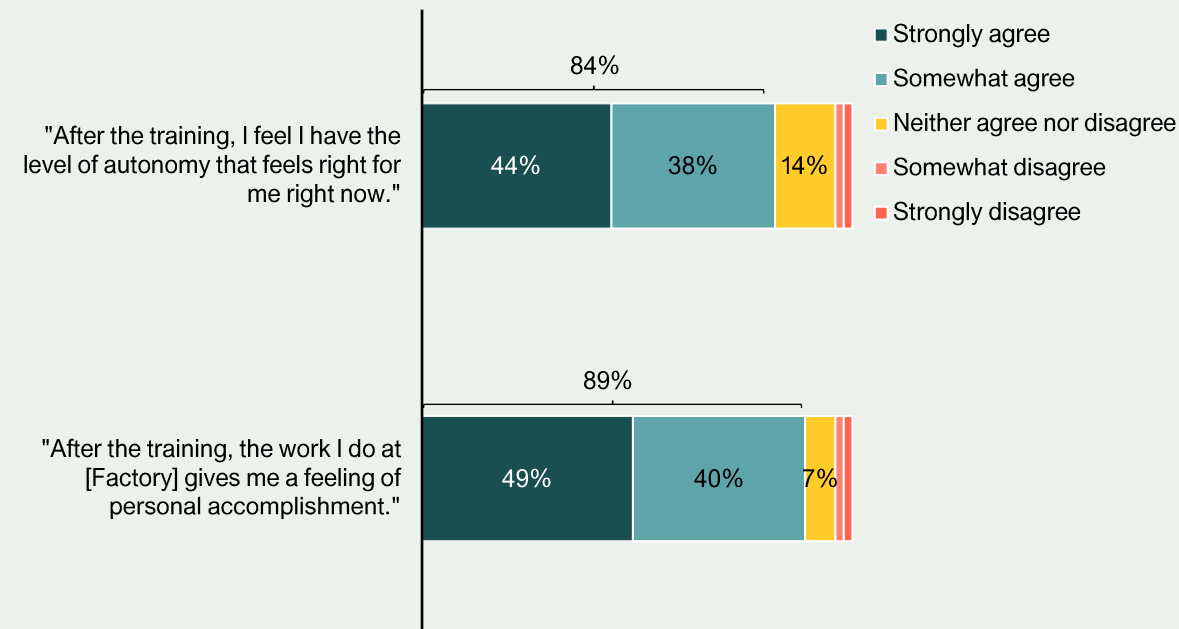
Workers who report having had career advancement opportunities after the training are more likely than others to feel the right level of autonomy in their role (87% vs. 65%). They are also more likely than others to feel a sense of accomplishment (95% vs. 71%). This may suggest that getting upskilled and taking on more advanced roles enables workers to feel greater sense of autonomy and accomplishment.

Men are more likely to 'strongly agree' to having a sense of autonomy in their role than women (59% vs. 42%). Could this be because women culturally experience lower autonomy at workplaces irrespective of their role or that they do not have access to opportunities for advanced roles as easily as men?

Over 4 in 5 workers report having the right level of autonomy and feel a sense of accomplishment in their work after the training.

Perception of Autonomy and Sense of Accomplishment

Q: To what extent do you agree or disagree with the following statements? (n = 611)



Meaningfulness at Work

Over 4 in 5 workers find their work at the factory to be meaningful after the training.

Workers who don't find their work to be meaningful primarily report feeling that their work is not valued at the factory.

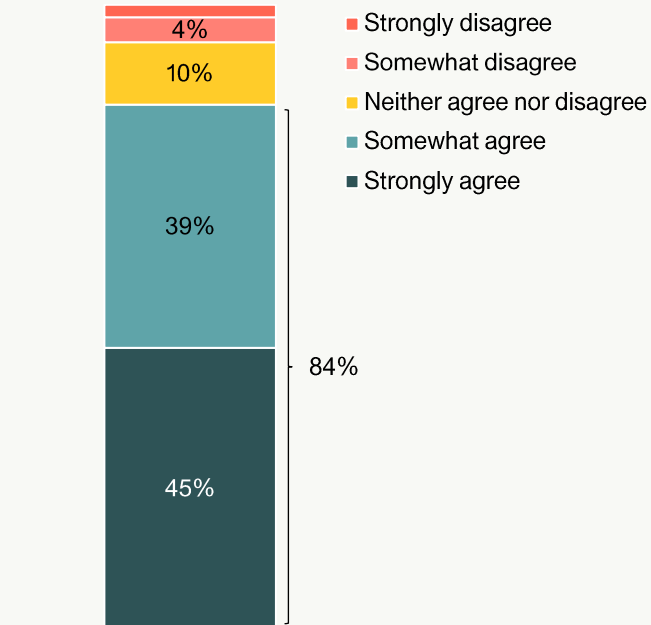
Meaningfulness for factory workers seems to be driven by feelings of competence and having awareness about the importance of the role they play in the production line, thereby feeling valued at work. More [here](#).

Insight

Men are more likely to find their job to be meaningful than women (62% vs. 43%). Looking at their open-ended responses: they are also roughly twice as likely to report being praised by their supervisors (23% vs. 11%) and feeling respected at work (17% vs. 9%). What could be the reasons for men and women experiencing similar roles differently at the factory?

Meaningfulness at Work

Q: To what extent do you agree or disagree with the following statement: "After receiving the Sudokkho training, I find the work that I do at [Factory] to be meaningful." ? (n=611)



Meaningfulness at Work: Top Outcomes

Workers were asked to describe – in their own words – the ways in which they felt their work to be more meaningful after the Sudokkho training.

Others include:

- Improved knowledge and awareness of factory work (22%)
- Greater confidence at work (15%)
- Praise from supervisors (12%)
- Promotion after the training (12%)

Question for Discussion

Does the Sudokkho training have targeted modules to help workers understand the importance of their role in the production line? Or is something else driving this sense of awareness for them?

Meaningfulness is driven by workers feeling more competent after upskilling, being able to better meet targets, and having awareness about their importance in the production line.

Three Most Common Reasons for 84% of Workers Who Say They Find Their Work to be Meaningful After the Training

Q: Can you please explain your answer? (n = 512). Open-ended, coded by 60 Decibels.

32%

mentioned improved competence at work due to upskilling

(29% of all respondents)

“When I was a helper, I needed support from others to do any task. But now, I can do them myself. So, I find my job meaningful as now I can assist new helpers to do their work.”
- Female, 24

27%

talked about being able to efficiently deliver on targets

(23% of all respondents)

“As I work in the production line, after the training, I can produce more. It helps me reach my daily target. The output increased at my end. Hence, it makes my work significant in the factory.” - Female, 27

21%

reported being aware of playing an important role in the production line

(20% of all respondents)

“I attach cane labels. I am the only one who does this in my production line. So my job is important for production. Also, if I increase my production, my supervisor praises me.”
- Male

Family & Community Views

A higher income appears to positively impact workers' social status. Of the workers who report increased income, 88% report that the way their family views their job has improved and 75% report improvements in how their community views their job.

Workers who report no change in their community's view primarily say:

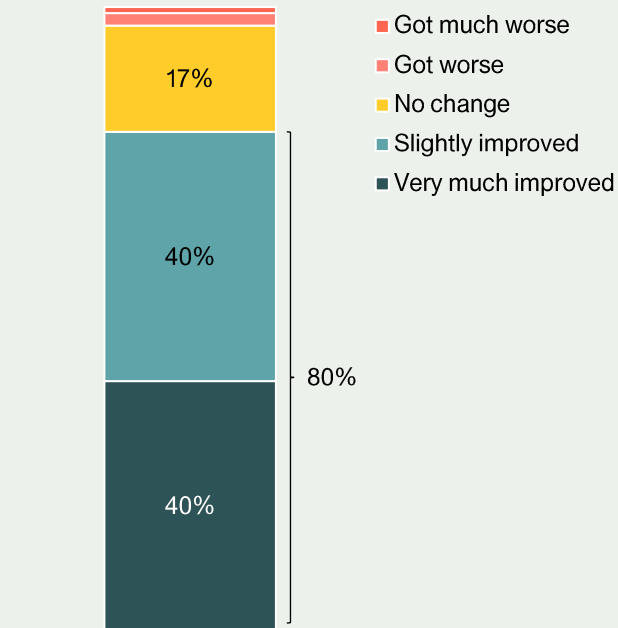
- Community views are not top of mind for them
- Their community doesn't have specific views towards their job
- Their community has always perceived their job in good light

These workers are also more likely to report no change in how they do their job than those who report improvements (62% vs. 38%).

The Sudokkho training has contributed to workers' families and communities viewing their job more positively, thereby improving workers' social status.

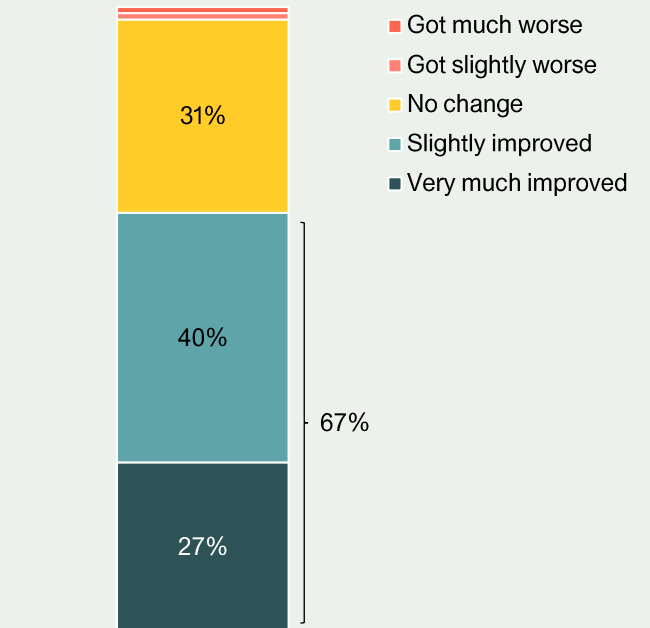
Change in Family's View of the Job

Q: Has the way your family views your job changed because of receiving the Sudokkho training? (n = 611)



Change in Community's View of the Job

Q: Has the way your community views your job changed because of receiving the Sudokkho training? (n = 611)



Community Views: Top Outcomes

Workers were asked to describe – in their own words – the ways in which they feel their community’s view of their job has improved because of the Sudokkho training.

The top outcomes are shown on the right.

Other reasons include:

- Earning respect as a working woman (13%)
- Greater ability to support the family/household (10%)
- Increased income (9%)

Workers feel that the way the community views their job has improved after the training because of their promotion, greater job security, and improved skills as a worker.

Three Most Common Self-Reported Reasons for 67% of Workers Who Say The Community’s View of Their Job Improved

Q: How has the way your community views your job improved? (n = 408). Open-ended, coded by 60 Decibels.

31%

talked about their promotion leading to a positive view

(20% of all respondents)

“Previously I didn't have any skills. Now, I have become a skilled worker and I have been promoted to operator from helper. So, their perspective towards my job has improved.”
- Female, 19

28%

mentioned their employment leading to job security

(18% of all respondents)

“I used to be unemployed, and I was doing nothing. Now that I got a job, I am working, and I have a good monthly income, so everyone loves me.” - Female, 19

25%

reported being viewed as a skilled worker

(8% of all respondents)

“When I first talked about garments, many of my relatives told me that I can't work here as it's very difficult. When I took training, I worked as a machine operator and within a few days, my salary increased.” - Female, 21

Quality of Life

Workers who report increased income are more likely to report quality of life improvements than those who report no income change (96% vs. 45%). Quality of life change is also strongly linked to workers' perception of career advancement at the factory and workers feeling a sense of personal accomplishment after the training. This is also in line with open-ended outcomes highlighted on the next page.

Those reporting no change in their quality of life mention:

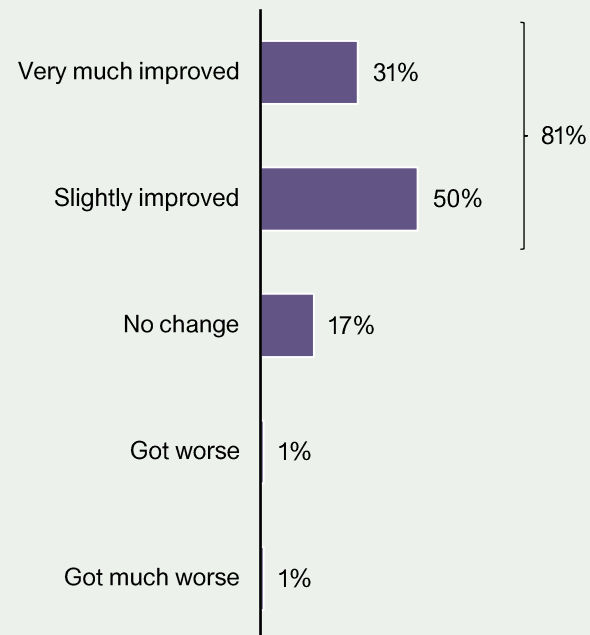
- No change in salary (28%)
- No change in standard of living (22%)
- Too soon to tell (21%)

4 in 5 workers report at least some improvement in the quality of life because of the Sudokkho training.

Quality of Life

Q: Has your quality of life changed because of the Sudokkho training? (n = 611)

● ● ● ● ● - TOP 40%



Very much improved:

“I was a housewife before. After joining [Factory], I could earn some money. Now I could contribute to my family’s expenses. We can save some money every month.”
- Female, 27

Slightly improved:

“I can understand the work. The job has become permanent after the training. There is a lesser chance of getting sacked.”
- Female, 20

No change:

“My salary has not increased enough according to my capabilities. My lifestyle is still the same.” - Male, 22

Quality of Life: Top Outcomes

Workers were asked to describe – in their own words – the changes they were experiencing because of the Sudokkho training.

The top outcomes are shown on the right.

Others include:

- Improved savings (17%)
- Improved standard of living (10%)
- Having job security (10%)

Workers report income increments, the ability to financially contribute to the household, and career advancements as top outcomes.

Three Most Common Self-Reported Outcomes for 81% of Workers Who Say Quality of Life Improved

Q: Please explain how your quality of life has improved. (n = 496). Open-ended, coded by 60 Decibels.

51%	mentioned improved income after the training (41% of all respondents)	“I am earning almost double now. So, the money is an improvement. I can spend more on my household. Also, I opened a DPS account.” - Female, 23
27%	talked about their ability to contribute to the household’s expenses (22% of all respondents)	“It has improved because earlier I had no income and I had to be dependent fully on my family. But things have changed. Now I can feed my family and buy my own stuff.” - Female, 21
22%	reported career advancement since the training (18% of all respondents)	“Sudokkho training has enabled me to become an operator from a helper. Being promoted to a higher position increases my salary. Thus, my family earnings have improved.” - Female, 24

Trends in Impact by Tenure

We checked for trends in impact by tenure - metrics shown on the chart are those where we observed the greatest differences.

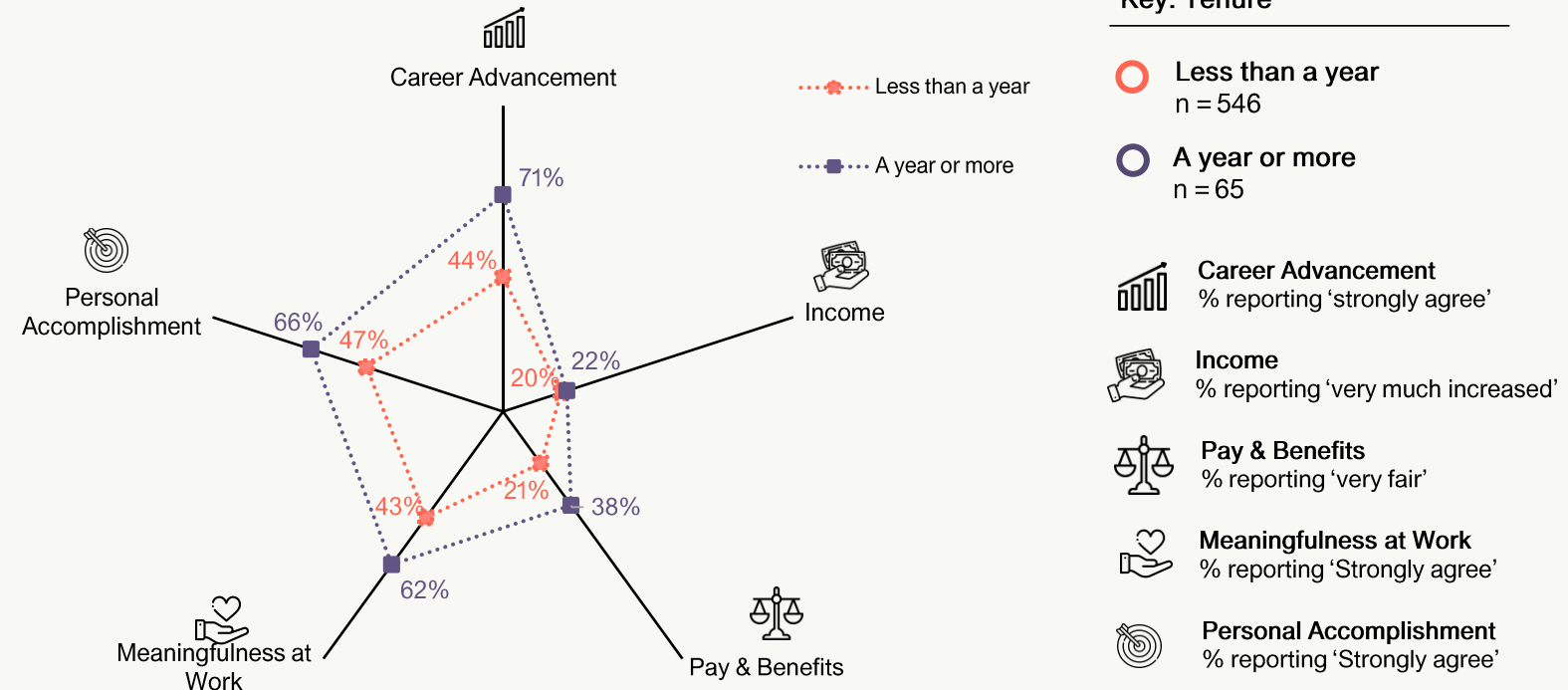
The largest difference was observed in career advancement opportunities.

Average results across metrics:

- Workers employed for less than a year: **35%**
- Workers employed for a year or more: **52%**

Workers employed at the factory for a year or longer appear to experience greater impact, compared to those who have been employed for less than a year.

Trends in Impact by Workers' Tenure at Factory



- 
- **Trained Workers: Profile & Experience with Sudokkho**
 - Demographics & worker profile
 - Effectiveness of Sudokkho training
 - Satisfaction with Sudokkho training
 - **Trained Workers: Impact of Sudokkho**
 - Impact at work
 - Impact outside of work
 - **Trained Workers: Experience with Factory**
 - **Safety & support at work**
 - **Workplace culture**
 - **Rights & representation at work**
 - **Untrained Workers Spotlight & Comparisons with Trained Workers**
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Safety & Security at Work

Most workers feel safe from physical hazards and harassment at work. Roughly three-quarters report they have a legal contract for their employment at the factory.

Men are more likely to report having a legal contract for their employment at the factory than women (83% vs. 71%).

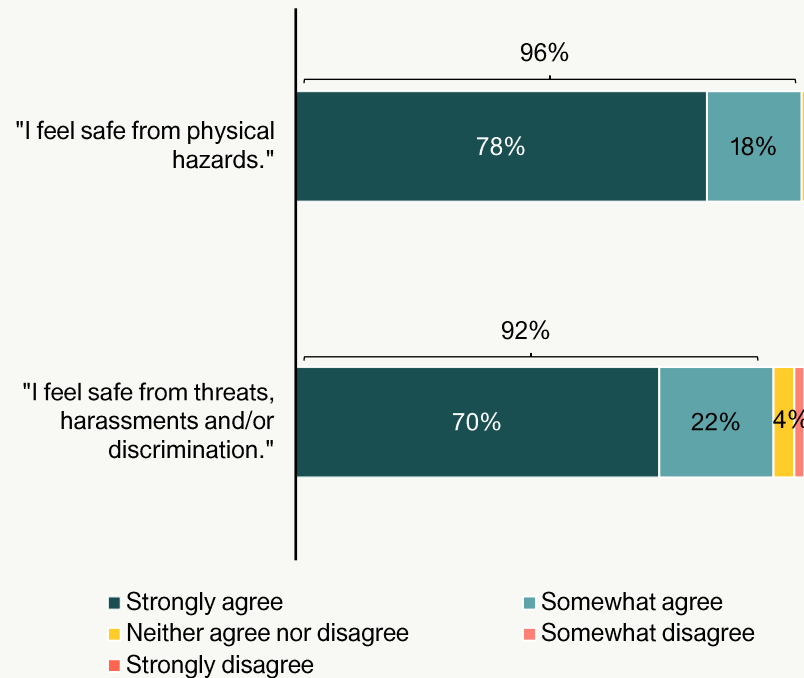
All those who don't know or cannot say if they have a legal contract, are women.

Action to Consider

Conduct targeted trainings / information sessions for women to improve their knowledge about the legalities of their employment among other rights, and empower them to increase their bargaining power in the workforce.

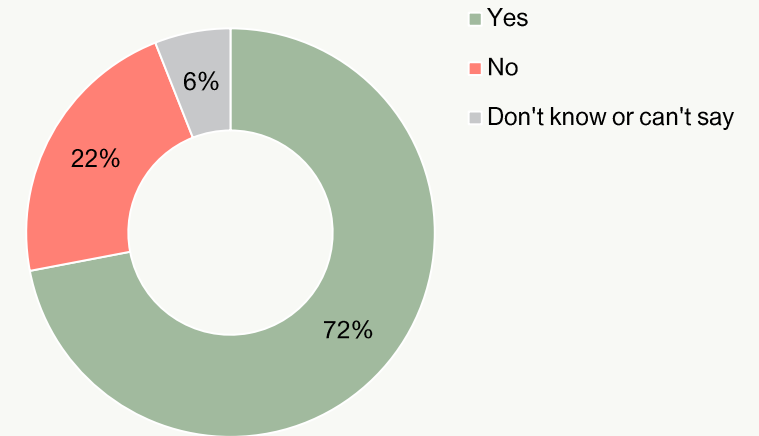
Safety and Security at Work

Q: To what extent do you agree or disagree with the following statements? (n = 611)



Legal Contract for Employment

Q: Do you have a legal contract for your employment with [Factory]? (n=611)



Support at Work

Roughly 3 in 4 workers 'strongly agree' to having the tools and resources to do their job; half 'strongly agree' to having a good relationship with their supervisor.

Compared to workers employed at the factory for less than a year, those employed for longer are more likely to:

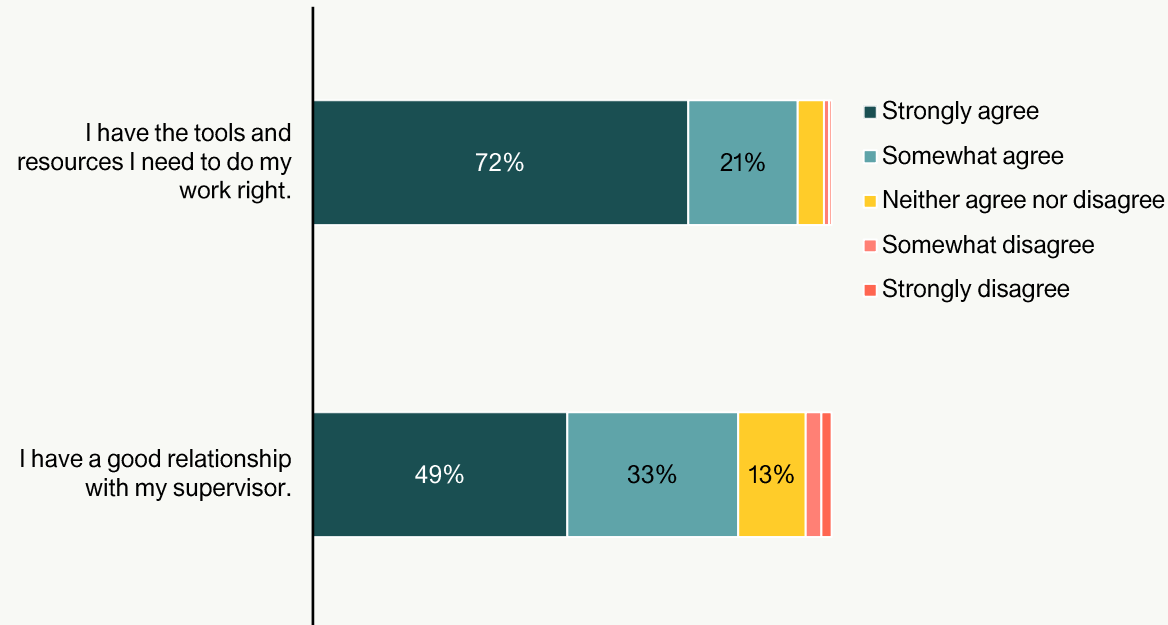
- 'Strongly agree' to having the tools and resources to do their work (69% vs. 94%)
- 'Strongly agree' to having a good relationship with their supervisor (47% vs. 66%)

Insight

Workers employed at the factory for longer have likely had more time to build good relationships with supervisors. Consider tracking this metric to see if this trend continues over time for all workers.

Support Available at Work

Q: To what extent do you agree or disagree with the following statements? (n = 611)



Work Culture

Over half of the workers 'strongly agree' to being treated with respect. A smaller proportion 'strongly agree' that they have friends at work and their opinions count. Most feel their working hours are reasonable.

Men are more likely to 'strongly agree' that their opinions count than women (40% vs. 27%).

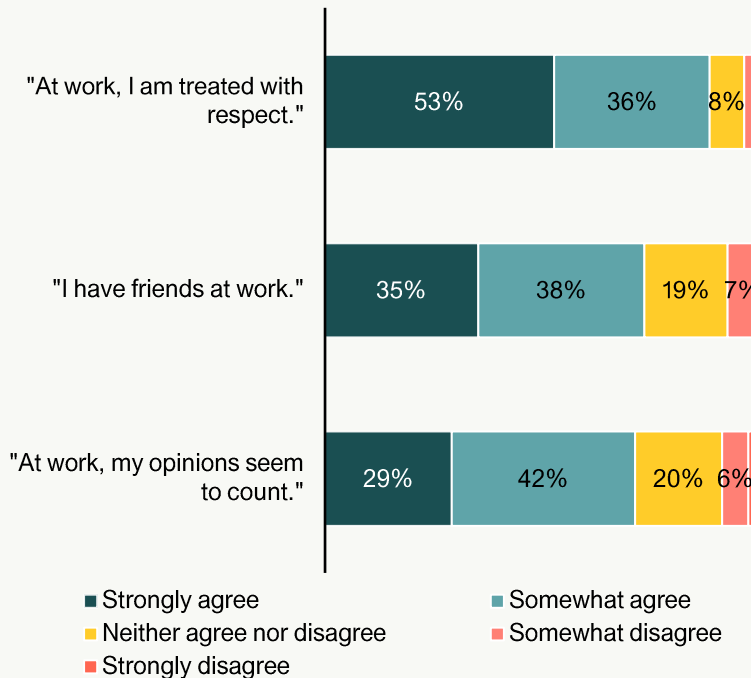
More on weekly working hours:

- Average: 54 hours
- Max: 90 hours
- Min: 4 hours

For those who said hours are too long, they report working for 67 hours on average every week.

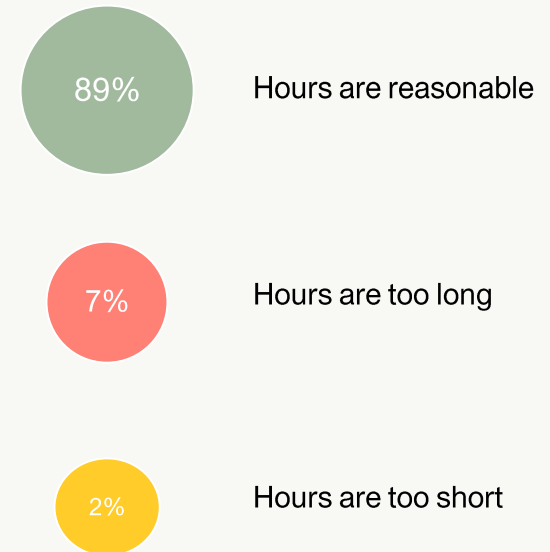
Work Culture

Q: To what extent do you agree or disagree with the following statements? (n = 611)



Perception of Weekly Working Hours

Q: How do you feel about your working hours at [Factory]? (n=611)



Rights at Work

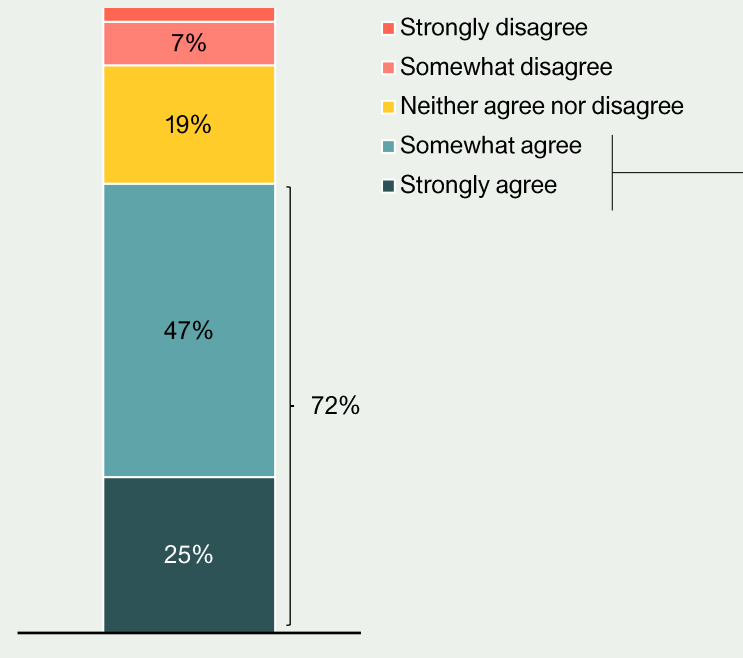
Men are more likely to 'strongly disagree' to having a good understanding of their rights at work than women (11% vs. 2%).

Workers who claim to have a legal contract for their employment are more likely to 'strongly agree' to having a good understanding of their rights at work than those who don't have a contract or don't know about it (27% vs. 14%).

Roughly 3 in 4 workers agree that they have a good understanding of their rights at work. Top reported rights include having leaves and access to facilities at the factory.

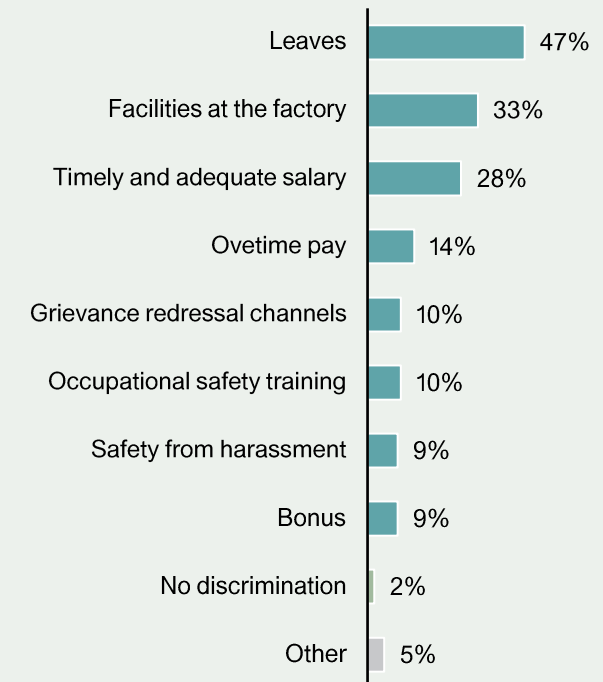
Understanding of Rights at Work

Q: To what extent do you agree or disagree with the following statement: "I have a good understanding of my rights at work."? (n = 611)



Workers' Interpretations of Rights

Q: Can you please explain your answer? (n = 551). Open-ended (excluding disagree), coded by 60 Decibels.



Equality & Representation

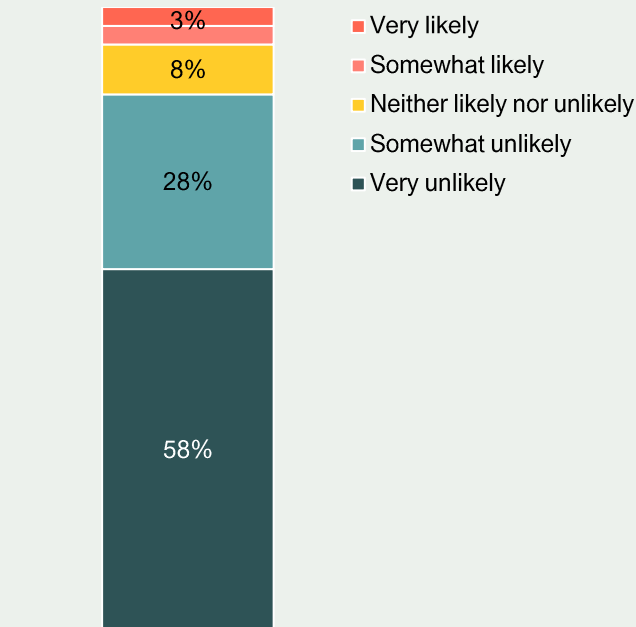
Compared to others, those who 'strongly agree' to having a good understanding of their rights at work are more likely to:

- Report that discrimination at the factory is 'very unlikely' than others (67% vs. 50%).
- 'Strongly agree' to having access to representation mechanisms at work (38% vs. 15%).

More than half of the workers report that discrimination is 'very unlikely' at the factory and a third 'strongly agree' to having representation mechanisms.

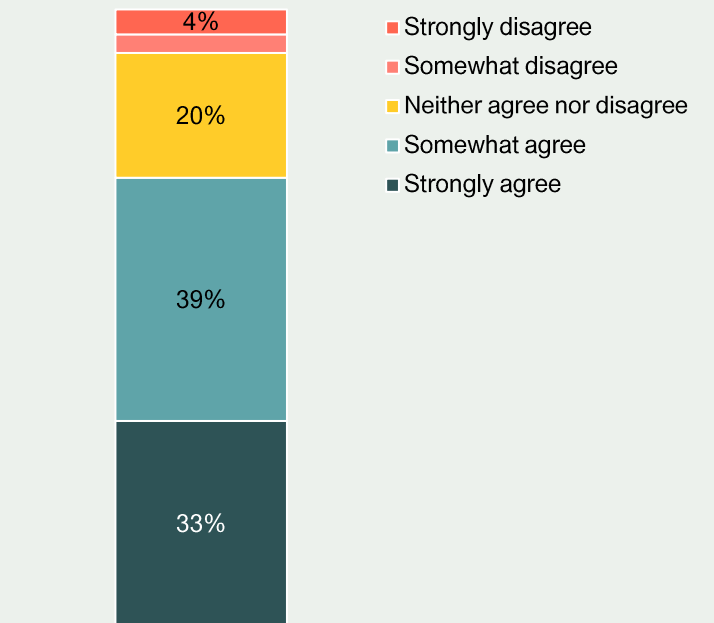
Discrimination at Work

Q: How likely or unlikely is it that you or someone else at [Factory] has been discriminated against on the basis of gender, caste, religion, race, or something else? (n = 611)



Representation at Work

Q: To what extent do you agree or disagree with the following statement: I have access to mechanisms which would provide me support in representing issues like negotiating for better pay, improving job security, etc., if needed. (n = 611)



Trends by Gender

Compared to men, women appear to be more satisfied with the training. Men are more likely to experience deeper impact of the training and employment at factory.

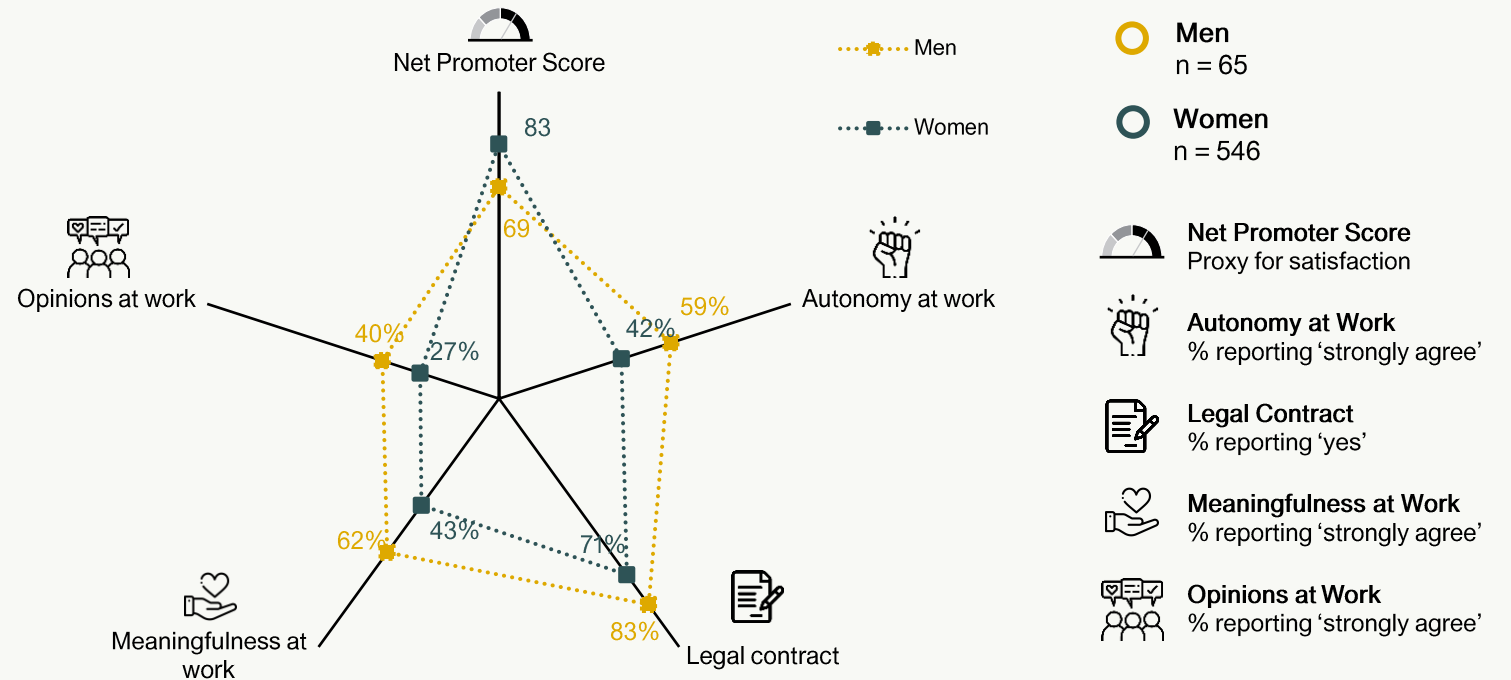
We checked trends in impact by gender - metrics shown on the chart are those where we observed the greatest differences.

The NPS for women is higher than that for men, indicating higher satisfaction. Among the impact metrics, the greatest difference between men and women is seen for the meaningfulness metric (62% vs. 43%).

Average results across metrics:

- Men: 64%
- Women: 54%

Trends in Experience & Impact by Gender



Job Quality

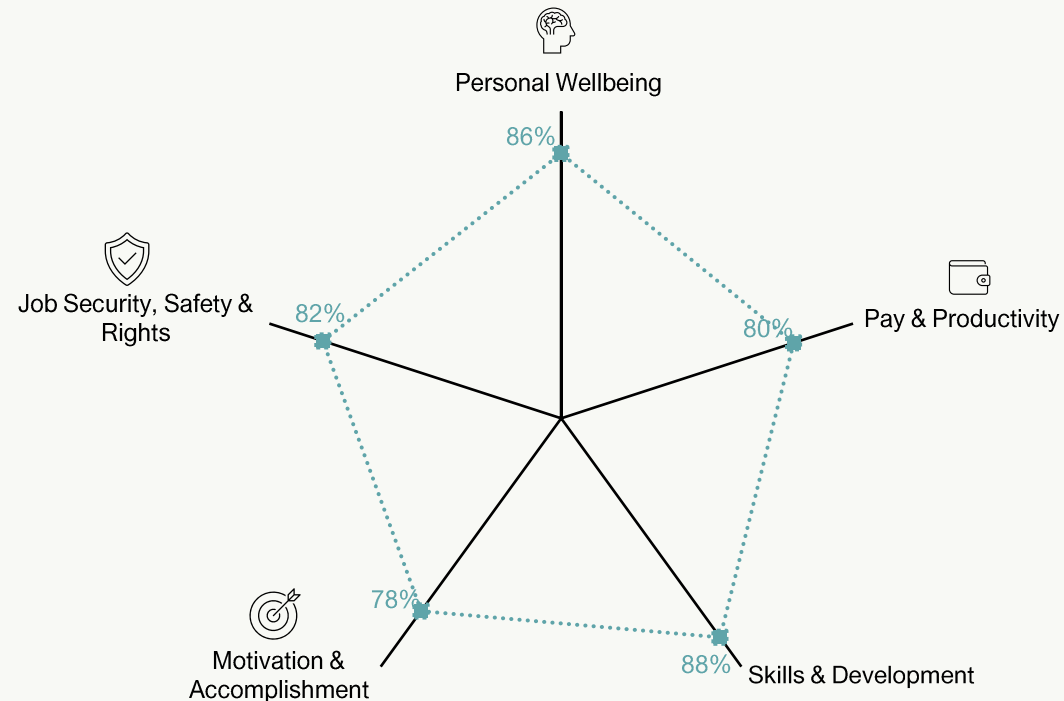
The Sudokkho training appears to be improving the quality of jobs for factory workers across the five dimensions of a good job. The greatest impact is on workers' skills & development and personal wellbeing.

60 Decibels has identified five dimensions that are critical to providing a good job to employees, as shown on the right. The goal is to understand if workers in a company's supply chain are thriving or merely surviving.






The key on the right shows the metrics that feed into each dimension. The percentages for each dimension on the chart are the average results across the metrics. The percentages reflect the proportion of respondents who report 'very much improved' plus 'slightly improved' or 'strongly agree' plus 'somewhat agree' to the question.

Given that the Sudokkho training is essentially a skills training, it is not surprising to see greatest impact on the Skills & Development dimension.

Impact of Sudokkho Training on Workers' Job Quality



Key

- 
Personal Wellbeing
 Quality of life, Working hours, Respectful treatment at work
- 
Pay & Productivity
 Income, Pay & Benefits, Tools & Resources
- 
Skills & Development
 Way of doing job, Confidence, Autonomy, Career advancement opportunities, Professional skills
- 
Motivation & Accomplishment
 Meaningfulness, Relationship with supervisor, Friends at work, Opinions, Family's view of the job, Community's view, Sense of accomplishment
- 
Job Security, Safety & Rights
 Legal contract, Occupational safety, Safety from harassments, Understanding of rights, Discrimination at work, Representation

- 
- Trained Workers: Profile & Experience with Sudokkho
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Trained vs. Untrained Workers: Profile Snapshot

We spoke with untrained workers who did not undergo the Sudokkho training and compared their results to trained workers. This helps better assess the impact of the training.

The samples of both worker groups are from the same set of two factories. Additionally, the following ensure meaningful comparability in analysis:

- Similar profiles of both worker groups
- Identical questions asked to both worker groups

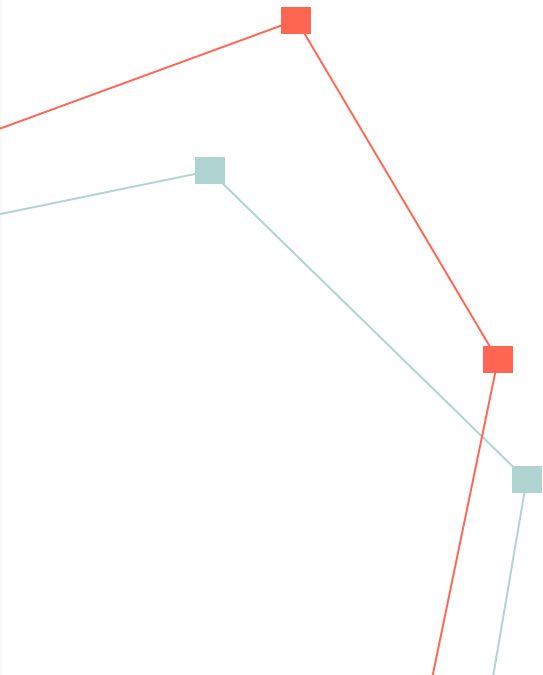
We compared a similar proportion of trained vs. untrained workers across two factories. The profile of both worker groups is similar.

Metric	Trained Workers (n=79)	Untrained Workers (n=92)
Gender % female	65%	62%
Age Average	22	24
Household Size Average Count of Members	4	4
Migration Status % migrant workers	91%	97%
Tenure at Factory Average tenure	9 months	11 months
Department at Factory	Sewing department	Sewing department

Untrained Worker Voices

We love hearing the voices of factory workers.

Here are some that stood out.



Impact Stories

Workers shared how working at the factory improved their quality of life, meaningfulness of their job, and their community's view towards their job.

"I opened a DPS account of 2000 tk. I can support my family and satisfy our needs. Also, I enjoy working here." - Female, 35

"As I was unemployed before, people used to mock me, say bad things. Now as I got a job, I can support my family, so they praise me." - Male, 22

"At the beginning of my work I don't have any idea about my work. It was tough for me to cope up with the working environment. But now I am quite good at my work and my community know that." - Female, 24

"I feel like I'm being discriminated against here despite having similar qualifications as others and getting paid less which makes my life seem less meaningful." - Male, 22

"Since the beginning of this year, the prices of goods have been rising day by day. So now I would say that my standard of living has actually worsened a bit." - Female, 36

"People tell me that if you work at a factory, and your salary is not increased, you are not given any training, or you are not getting any work, then you should leave this factory and join another factory." - Female, 35

Opinions On Factories' Value Proposition

Workers shared why they would or would not recommend working at the factory

"I have worked in a few factories, and I can say that the facilities here are more than other factories, which has increased its appeal in my case, and they pay on time." - Female, 25

"Supervisor should stop scolding others and be more polite. I left the job only because of the behavior of him." - Female, 28

Opportunities For Improvement

Workers who had specific suggestions for improvement

"I would say that the production target and daily working hours should be a little less." - Female, 24

"I would change my supervisor. Or change the Admin Officer." - Female, 24

Income Inclusivity

Both worker groups belong to similar households in terms of their income inclusivity. Compared to the Bangladesh national average, these are wealthier households.

Untrained workers belong to wealthier households compared to the Bangladesh national average, resulting in an Inclusivity Ratio of 0.80.

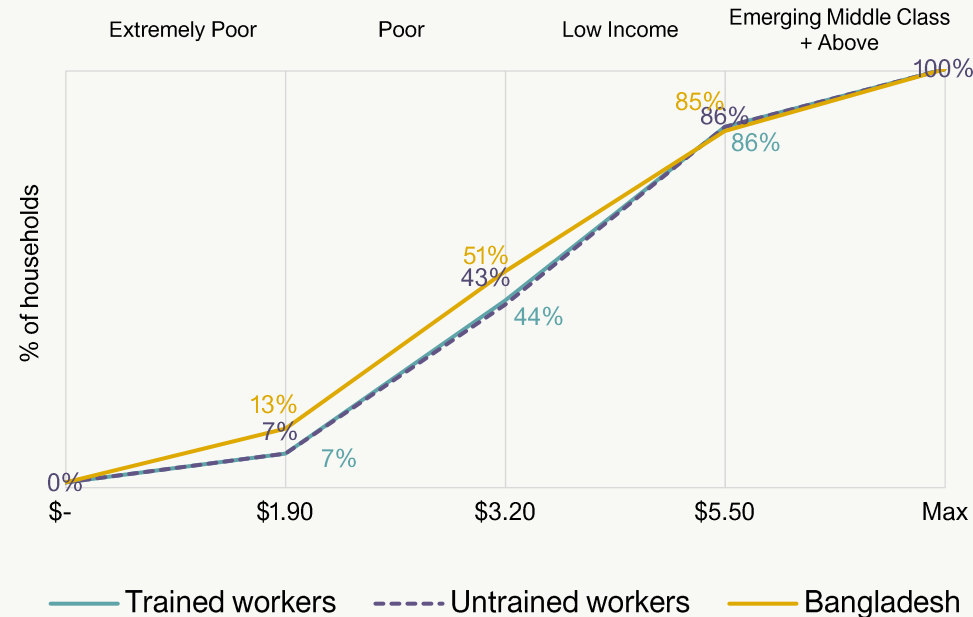
This is at par with that of trained workers (0.80) indicating comparable income inclusivity profiles across both worker groups.

Question for Discussion

Can factories consider recruiting workers from lower income groups? There is sufficient evidence that the Sudokkho training helps an entry-level worker feel equipped to perform at the factory, making room for more workers to earn a livelihood.

Income Distribution of Workers Relative to Bangladesh Average

% living below \$xx per person / per day (2011 PPP) (n = 79 trained workers; 92 untrained workers)



Inclusivity Ratio: Untrained Workers

Degree that Primark's supplier factories are reaching low-income workers in Bangladesh

0.80

We calculate the degree to which you are serving low-income workers compared to the general population. 1 = parity with national population ; > 1 = over-serving; < 1 = under-serving.

See [Appendix](#) for calculation.

Motivation, Productivity & Sense of Accomplishment

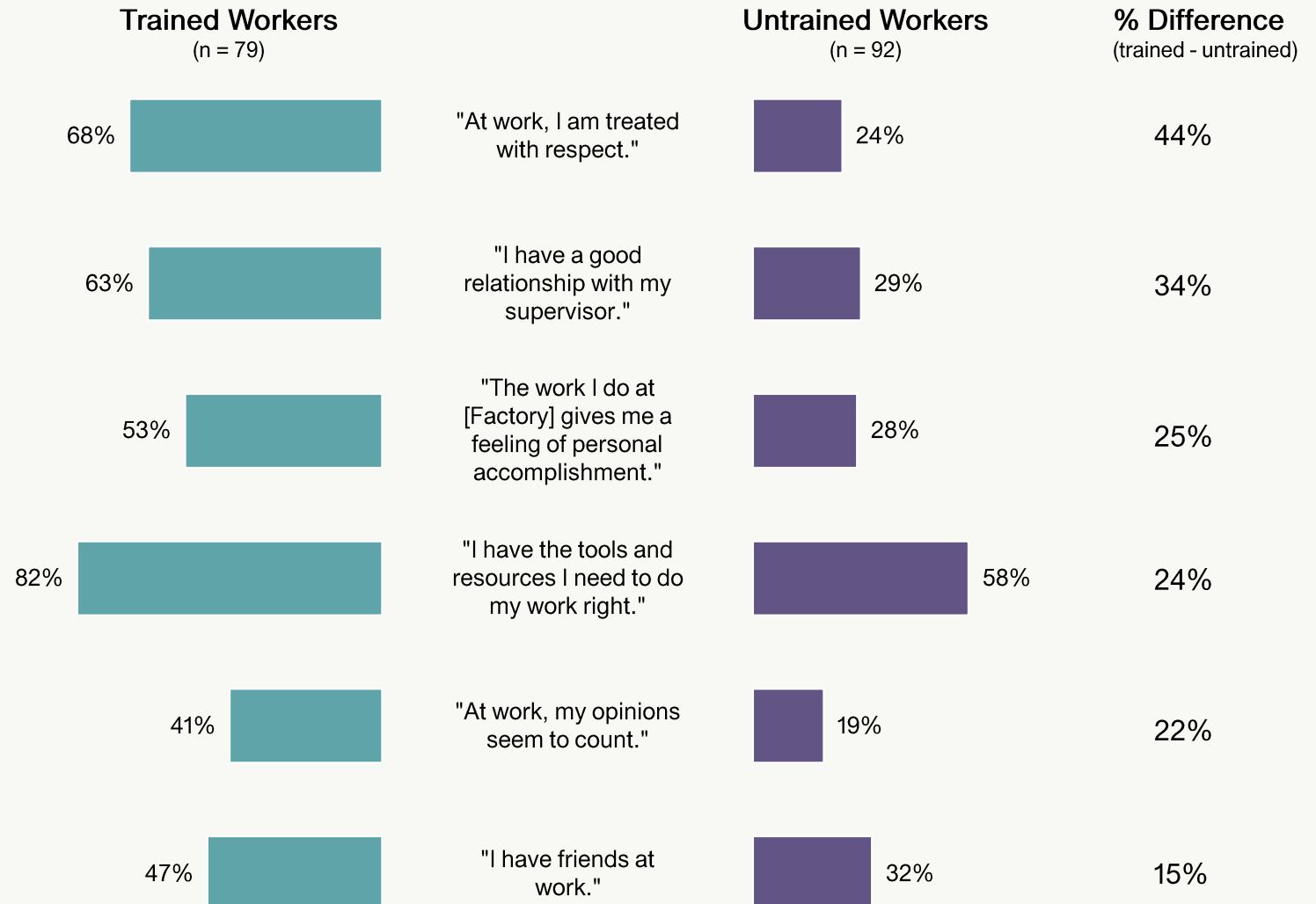
To measure motivation, productivity, and sense of accomplishment, we compared the proportion of respondents who 'strongly agree' with the statements on the right.

The training seems to have had the largest impact on how respected workers feel and the least on their ability to have friends at work.

Food for Thought

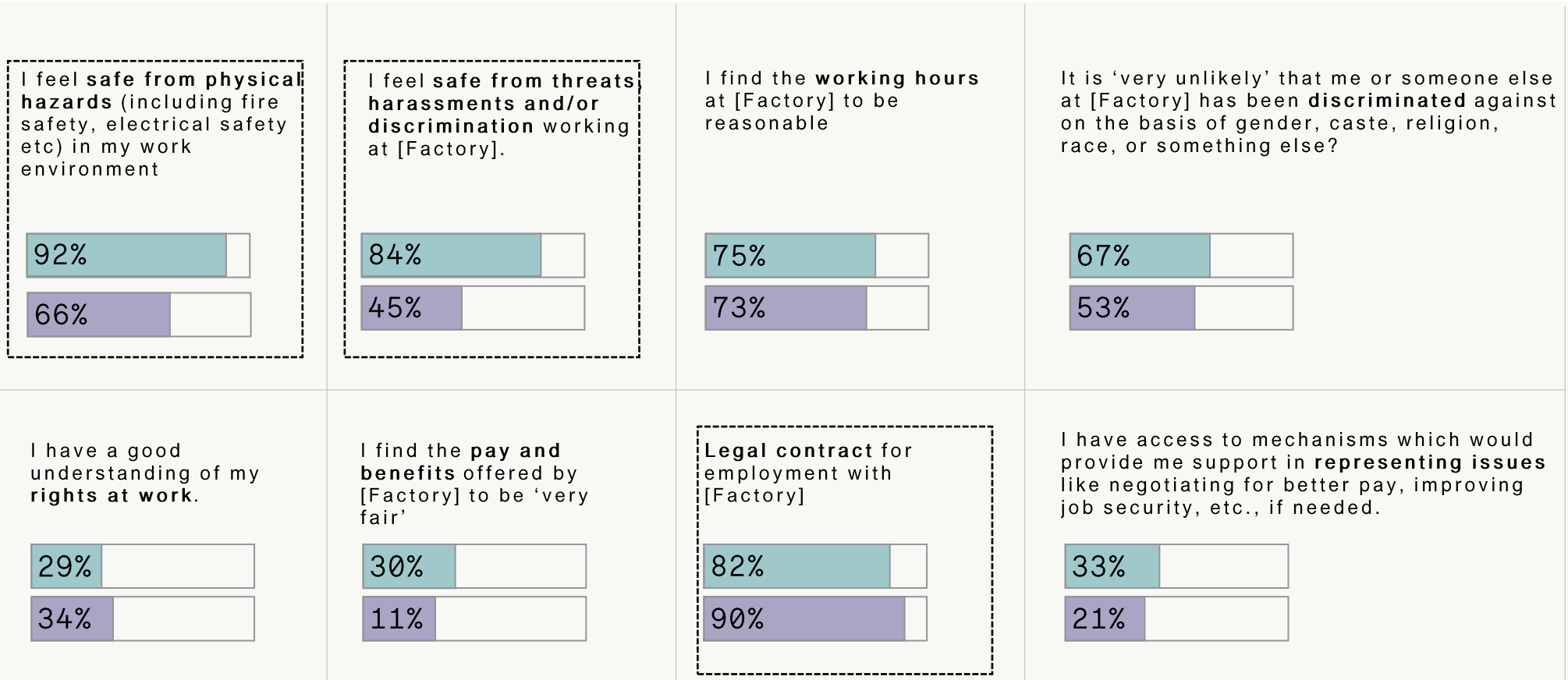
Over half of the untrained workers 'strongly agree' to having the tools and resources to do their work. However, using resources in a manner that benefits workers and helps them grow as a professional may be strongly influenced by training and upskilling initiatives at the factory.

Untrained workers are much less likely than trained workers to report feeling motivated, productive, and accomplished at work.



Safety, Working Hours, Rights & Representation

Compared to untrained workers, a higher proportion of trained workers appear to feel safe. Untrained workers are more likely to report having a legal contract for employment.



● % of Trained Workers who 'strongly agree' ● % of Untrained Workers who 'strongly agree'

*These questions were asked as 5-point rating scale questions with the following answer options: strongly agree / somewhat agree / neither agree nor disagree / somewhat disagree / strongly disagree

Untrained Worker Satisfaction: Net Promoter Score®

The NPS for untrained workers is 31, which is fair and indicates their satisfaction level working at the factory.

Promoters value receiving their salary on time, the pay and benefits available at the factory, and the factory staff.

Passives appreciate the good workplace conditions. However, they also report poor behaviour from supervisors.

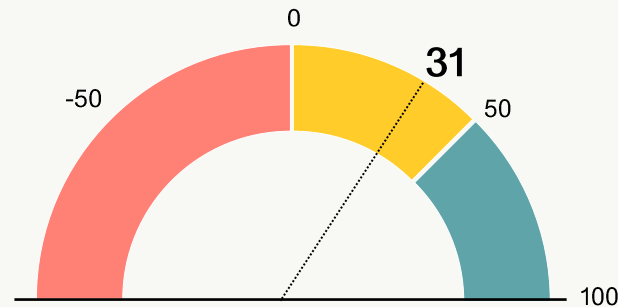
Detractors complain about low salary and poor behaviour from supervisors.

Action to Consider

Diving into the open-ended data around the behaviour of supervisors seems key to addressing a critical driver of dissatisfaction, given that 16% of workers across Passives and Detractors talk about it.

Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely is it that you would recommend the working at [Factory] to a friend / colleague, where 0 is not at all likely and 10 is extremely likely? (n = 79 trained workers; 92 untrained workers)



NPS = 58% Promoters — 27% Detractors

9-10 likely to
recommend

0-6 likely to
recommend

58% are Promoters

“They give timely salary. I get overtime money and free snacks. Duty time is from 8 am to 7 pm. So I can spend time with my family.” - Female, 35

15% are Passives

“The working environment is very good. They give timely salary. Everyone helps others and I am able to learn new work. But the salary is comparatively lower than other factories. I would give full marks if they had increased the salary.” - Male, 20

27% are Detractors

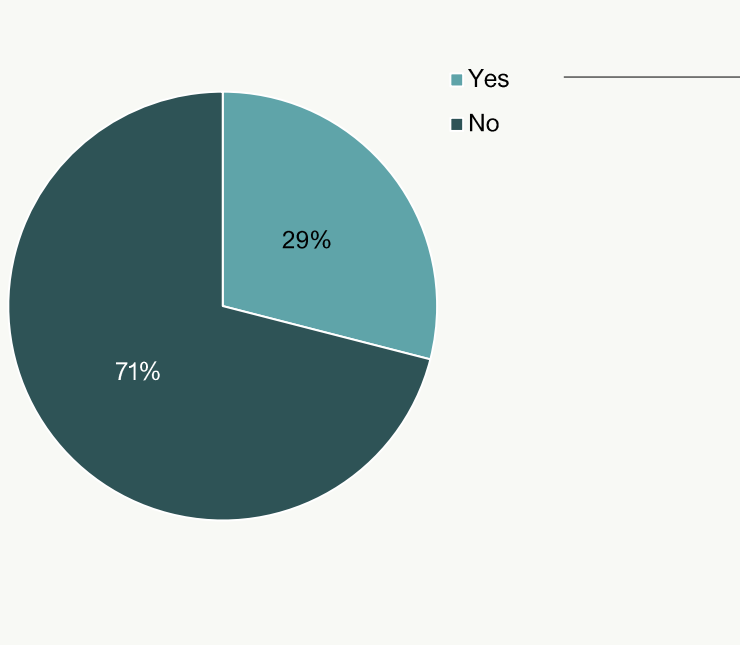
“The supervisor is very rude. He uses slang language and shouts at us. The work pressure is unbearable. Although the duty time has reduced now, we still have to do duty from 8 am to 7 pm. Also, they pay less salary to us. They should increase my salary.” - Female 22

Untrained Worker: Challenges & Suggestions

A third of the untrained workers report challenges working at the factory. Two-thirds have suggestions to improve their experience, that are in line with top reported challenges.

Proportion of Untrained Workers Reporting Challenges

Q: Have you experienced any challenges working at [Factory]? (n = 92)



Top Challenges Experienced

Q: Please explain the challenge(s) you have experienced. (n = 27). Open ended, coded by 60 Decibels.

56% Poor behaviour from supervisors (n = 15)

“If my production is not delivered as per the target, then the supervisor abuses and scolds me.” - Male, 20

44% Unreasonable production targets (n = 12)

“The pressure of production is high. I did not come here with training, so I can't provide the targeted production.” - Female, 21

Suggestions for Improvement

Q: If you could change something about working at [Factory], what would that be? (n = 92) Open ended, coded by 60 Decibels.



We have not compared results for this question with those of trained workers because the survey questions are not comparable.

Appendix: Additional Untrained vs. Trained Worker Insights



Additional Comparative Insights: Overview

Untrained workers are less likely to experience impact both at work and outside of work compared to trained workers.

We also ran analysis to understand the differences between the experiences of trained vs. untrained workers on additional metrics.

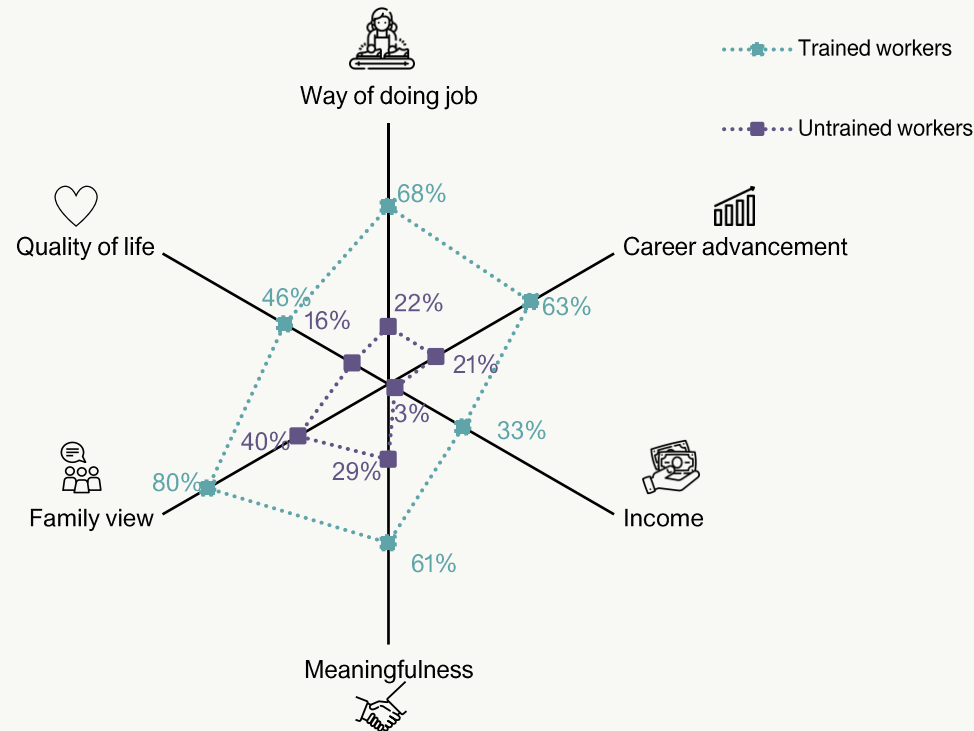
Please note that while the questions asked to both worker groups in this section are similar, they are not identical. Trained workers were asked questions in the context of the Sudokkho training; untrained workers were asked questions in the context of the same timeframe within which trained workers underwent the Sudokkho training.

Average results across metrics:

- Trained workers: 59%
- Untrained workers: 22%

The largest differences were observed in way of doing job, career advancement, and family view.

Impact For Trained vs. Untrained Workers



Key: Trained vs. Untrained

- **Trained Workers**
n = 79
- **Untrained Workers**
n = 92
- Way of Doing Job**
% reporting 'very much improved'
- Career Advancement**
% reporting 'strongly agree'
- Income**
% reporting 'very much increased'
- Meaningfulness**
% reporting 'strongly agree'
- Family View**
% reporting 'very much improved'
- Quality of Life**
% reporting 'very much improved'

Way of Doing Job

Trained workers are more likely to experience improvements in the way they do their job compared to untrained workers.

68% of trained workers report that the way of doing their job at the factory 'very much improved' compared to only 22% of untrained workers.

A higher proportion of untrained workers report 'no change' in their way of doing job than trained workers (38% vs. 3%).

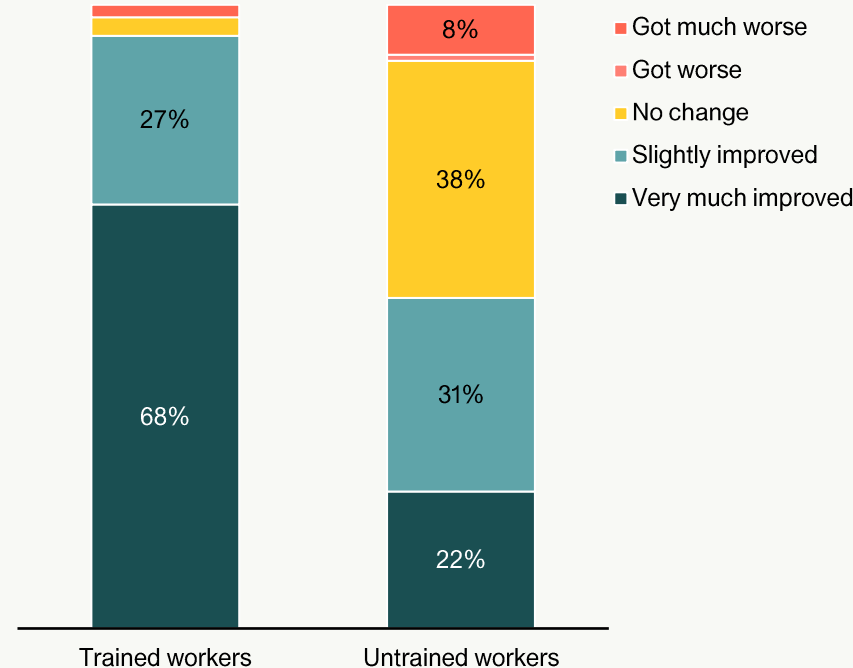
More details about why workers report a change or no change on the next page.

Additional Insight

A quarter of trained workers mention being able to take on more advanced roles compared to none of the untrained workers (see next page), highlighting Sudokkho's role in career advancements.

Changes in Way of Doing Job

Q: Has your way of doing your job at [Factory] changed since the beginning of this year i.e., January 2022?
(n = 79 trained workers; 92 untrained workers)



Improved:

"I was a helper before and couldn't operate a machine. But slowly I learned the zigzag machine. Now I can operate it easily." - Female, 35

No change:

"Since coming here, there has been no change or improvement in my work. I have not learned any new work or gotten any training." - Female, 21

Got worse:

"Because of all the shouting, I am slowly losing the inspiration to work in this factory. I am enjoying my job less; I can't concentrate much. This results in more faults." - Female, 22

Way of Doing Job: Top Outcomes

Both worker groups report similar improvements. Untrained workers who did not report improvements in the way they do their job mention a lack of upskilling as the primary reason.

Top Self-Reported Outcomes for Those Who Say Way of Doing Their Job Improved

95% of Trained Workers (n = 75)

55% talked about learning new machine operation skills
(52% of all respondents)

43% mentioned improved efficiency and productivity at work
(41% of all respondents)

25% reported the ability to take on advanced roles
(24% of all respondents)

53% of Untrained Workers (n = 49)

78% mentioned learning new machine operation skills
(48% of all respondents)

63% talked about improved efficiency and productivity at work
(39% of all respondents)

8% reported better time management
(5% of all respondents)

Top Self-Reported Outcomes for 47% of Untrained Workers Who Say Way of Doing Their Job Did Not Change or Got Worse (n = 43)

42% mentioned not experiencing any change in their skillset since the start of the year
(20% of all respondents)

26% talked about having no training avenues at the factory
(12% of all respondents)

12% reported poor behaviour from supervisors, which impacted their motivation
(5% of all respondents)

Way of Doing Job: Materiality Map

All workers who reported improvements in how they do their job were asked to rate, on a scale of 0 to 10, how important an improvement was to them, to quantify the materiality of the outcome.

Although only reported by a small proportion of untrained workers, good output quality and making fewer mistakes at work are ranked as most material. Untrained workers also mention learning new skills from peers, supervisors, and through observations at the factory.

Outcomes reported as material by trained workers such as improved confidence or readiness to take on advanced roles or do not appear as outcomes for untrained workers.

Generating good quality outputs due to fewer mistakes at work seems to be the most material outcome for untrained workers. This is different from that for trained workers.

Degree of Importance of Self-Reported Outcomes for 95% of Trained Workers and 53% of Untrained Workers Who Say Way of Doing Their Job Improved

Q: On a scale of 0 to 10, how important is this to you, where 0 is not at all important and 10 is very important? (n = 75 trained workers; 49 untrained workers). Open-ended, coded by 60 Decibels.

Outcomes for Untrained Workers	% of Respondents	Average Materiality Score	Outcome Ranked by Materiality	Trained Workers Materiality Snapshot	
1. New Skills from peers (Machine Operation)	78%	9.3	4	Improved Efficiency	9.4
2. Improved Efficiency	63%	9.5	3	Confidence at Work	9.7
3. Good Quality Output & Fewer Mistakes at Work	10%	10.0	1	New Skills (Stitching Types)	10.0
4. Time Management	8%	9.8	2	New Skills (Machine Operation)	9.9

Skills & Development

To measure impact on skills and development, we compared the proportion of respondents who 'strongly agree' with the statements on the right.

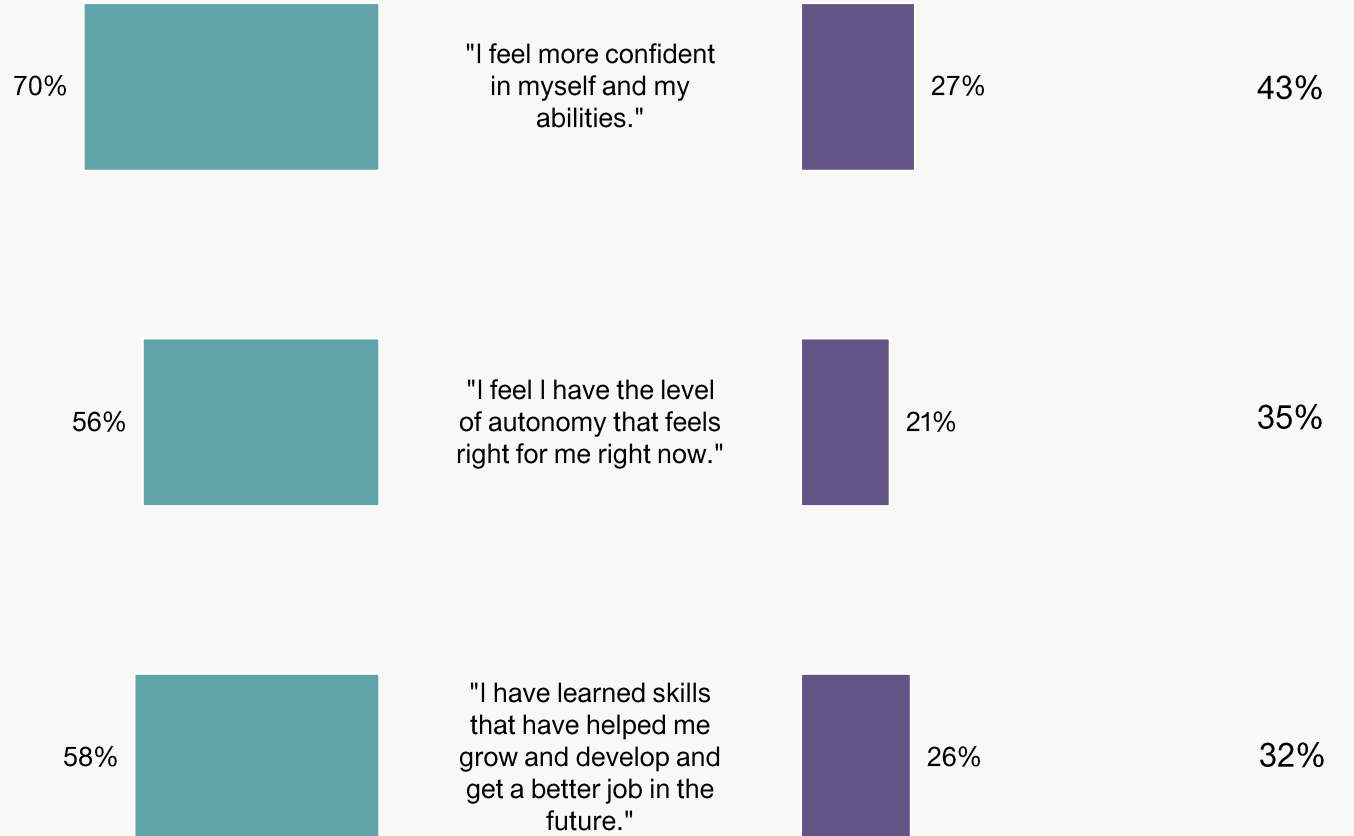
The training seems to have had the largest impact on workers' confidence levels.

Untrained workers report feeling less equipped in terms of skills and development than trained workers.

Trained Workers
(n = 79)

Untrained Workers
(n = 92)

% Difference
(trained - untrained)



Pay, Benefits & Career Advancement

Only 18% of untrained workers report income increments compared to 87% of trained workers.

A third of untrained workers who disagree to having career advancement opportunities at the factory report:

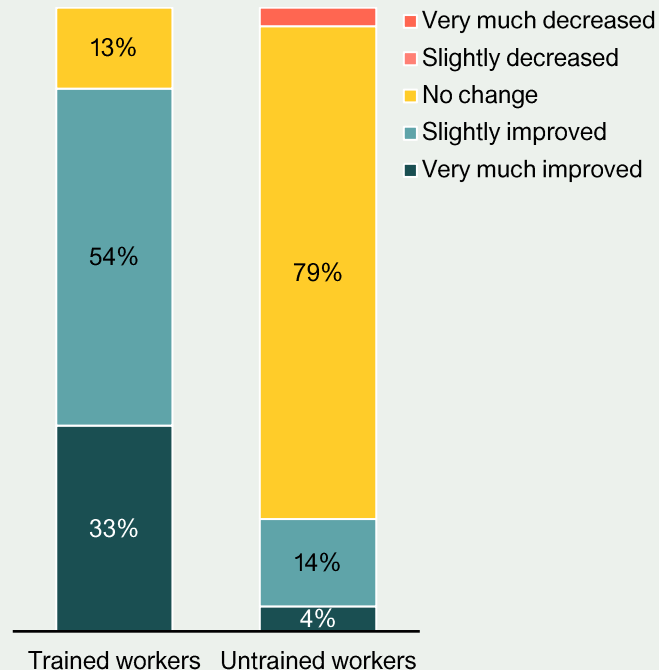
- No change in skillset (6 respondents)
- Limited support from supervisors (5 respondents)

These are slightly different reasons than those cited by trained workers [here](#) around no change in their role or salary.

Compared to trained workers, untrained workers are more likely to report no change in income. They are also more likely to disagree with having career advancement opportunities at the factory.

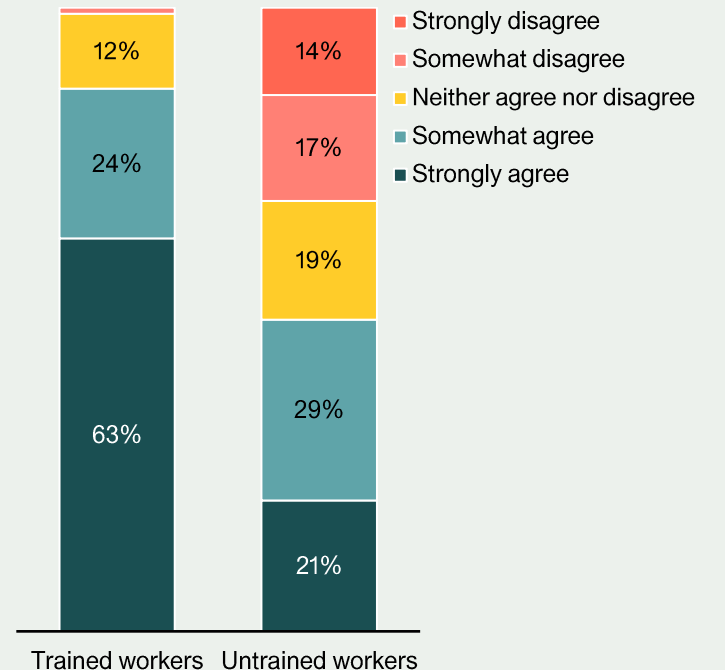
Change in Income

Q: Has the money you earn (your income) changed since the beginning of this year i.e., January 2022? (n = 79 trained workers; 92 untrained workers)



Perception of Career Advancement

Q: To what extent do you agree or disagree with the statement: "Since the beginning of this year i.e., January 2022, I have had opportunities for advancement in my current role at [Factory]". (n = 79 trained workers; 92 untrained workers)



Meaningfulness at Work

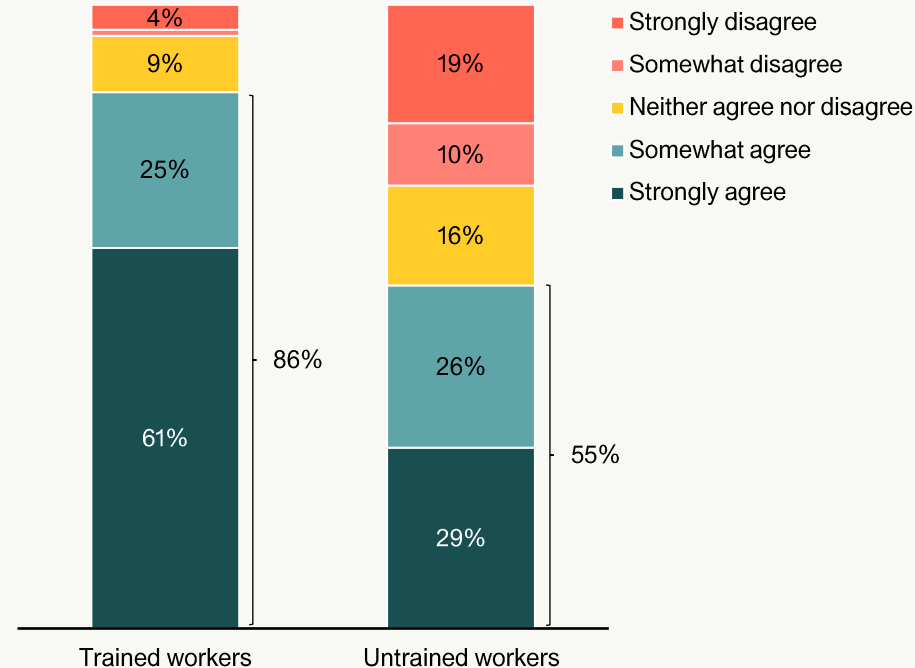
There is a 31% difference between trained workers and untrained workers strongly agreeing to finding their work to be meaningful. This indicates that the Sudokkho training may be contributing to a worker's sense of meaningfulness and purpose on the job.

Find out more about how workers interpret meaningfulness on the next page.

Compared to trained workers, untrained workers are less likely to find the work they do at the factory to be meaningful.

Meaningfulness at Work

Q: To what extent do you agree or disagree with the following statement: "I find the work that I do at [Factory] to be meaningful."? (n = 79 trained workers; 92 untrained workers)



Agree:

"I find my work to be meaningful because at present, the orders are high and I am getting the opportunity to do more overtime. I can tell you that my factory is benefitting by having me, as I am experienced." - Female, 22

Disagree:

"As I told you, they don't care for us. I have lost the inspiration and desire to work here." - Female, 23

Meaningfulness at Work: Top Outcomes

Both worker groups find their work to be meaningful for similar reasons. Untrained workers who do not find their work to be meaningful report lack of praise from supervisors and a low salary as top reasons.

Top Self-Reported Outcomes for Those Who Find Their Work To Be Meaningful

86% of Trained Workers (n = 68)

35% mentioned improved skills and confidence
(32% of all respondents)

32% talked about being aware of playing an important role in the production line
(29% of all respondents)

25% reported getting praise from supervisors
(28% of all respondents)

55% of Untrained Workers (n = 51)

41% mentioned being aware of playing an important role in the production line
(26% of all respondents)

28% talked about being praised by their supervisors
(20% of all respondents)

26% reported having developed good skills
(16% of all respondents)

Top Self-Reported Outcomes for 45% Untrained Workers Who Do Not Find Their Work To Be Meaningful (n = 41)

32% mentioned lack of praise from the factory staff
(15% of all respondents)

22% talked about getting a low salary
(11% of all respondents)

12% reported a prevailing bad perception of the job
(5% of all respondents)

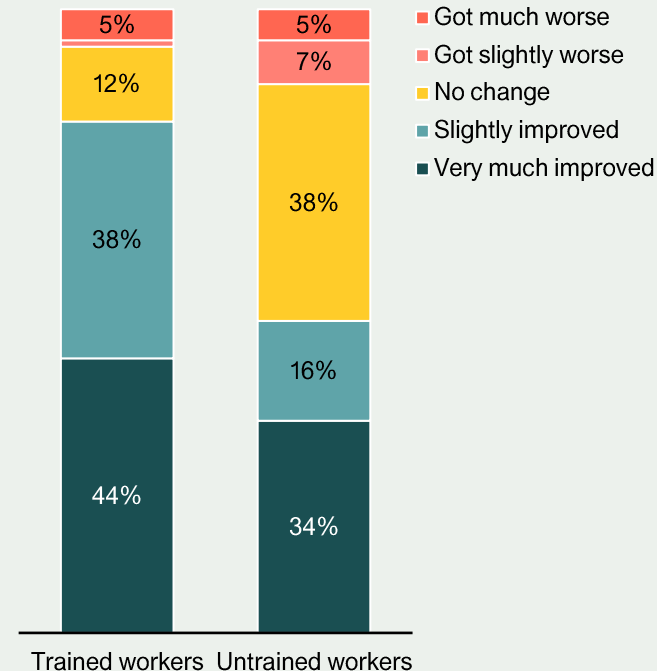
Family & Community Views

Looking at their open-ended responses, untrained workers reporting no change in how their community views their job mention that their community has always viewed their job positively, so nothing needs to change. This is similar to what we observed for trained workers reporting no change [here](#).

Untrained workers are less likely to report that the way their family and community views their job has changed, compared to trained workers.

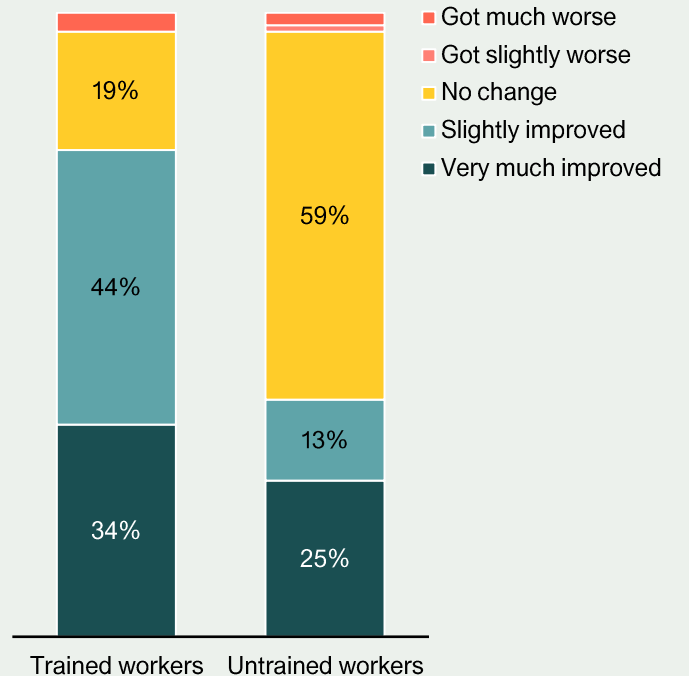
Change in Family Views

Q: Has the way your family views your job changed since the beginning of this year, January 2022? (n = 79 trained workers; 92 untrained workers)



Change in Community Views

Q: Has the way your community views your job changed since the beginning of this year i.e., January 2022? (n = 79 trained workers; 92 untrained workers)



Quality of Life

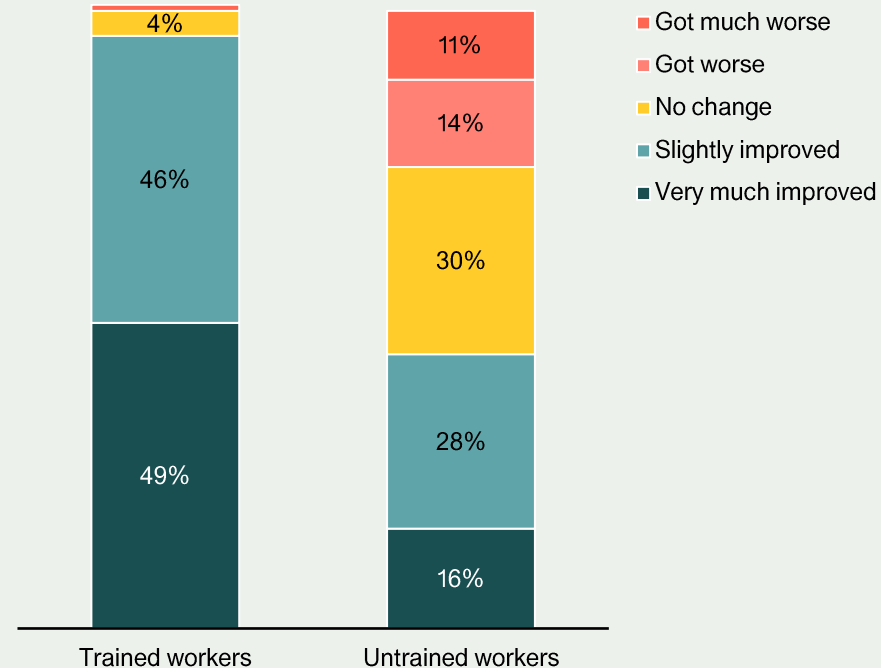
This indicates that the Sudokkho training has a significant impact on workers' lives both at and outside of work.

Find out more about what workers had to say on the next page.

A lower proportion of untrained workers report improvements in their quality of life compared to trained workers.

Change in Quality of Life

Q: Has your quality of life changed since the beginning of this year i.e., January 2022? (n = 79 trained workers; 92 untrained workers)



Improved:

“Since I got a job here in March, my salary has increased. I can say that the standard of living for me and my family has been a bit better these days.” - Female, 25

No change:

“I have learnt some sewing skills, but my salary has not increased. That's why my quality of life hasn't changed.” - Male, 28

Got worse:

“Salary has remained the same, but price of other things has increased. It has become hard for me to support my family.” - Female, 30

Quality of Life: Top Outcomes

Both worker groups report similar improvements. Untrained workers who did not report improvements say they are unable to support their households and are dissatisfied with their jobs.

Top Self-Reported Outcomes for Those Who Say Their Quality of Life Improved

95% of Trained Workers (n = 75)

45% of Untrained Workers (n = 41)

67% mentioned improved financial standing (63% of all respondents)

59% mentioned improved standard of living (26% of all respondents)

47% talked about career advancement (44% of all respondents)

49% talked about career advancement (22% of all respondents)

36% reported increased financial contribution to household (34% of all respondents)

32% reported improved financial standing (14% of all respondents)

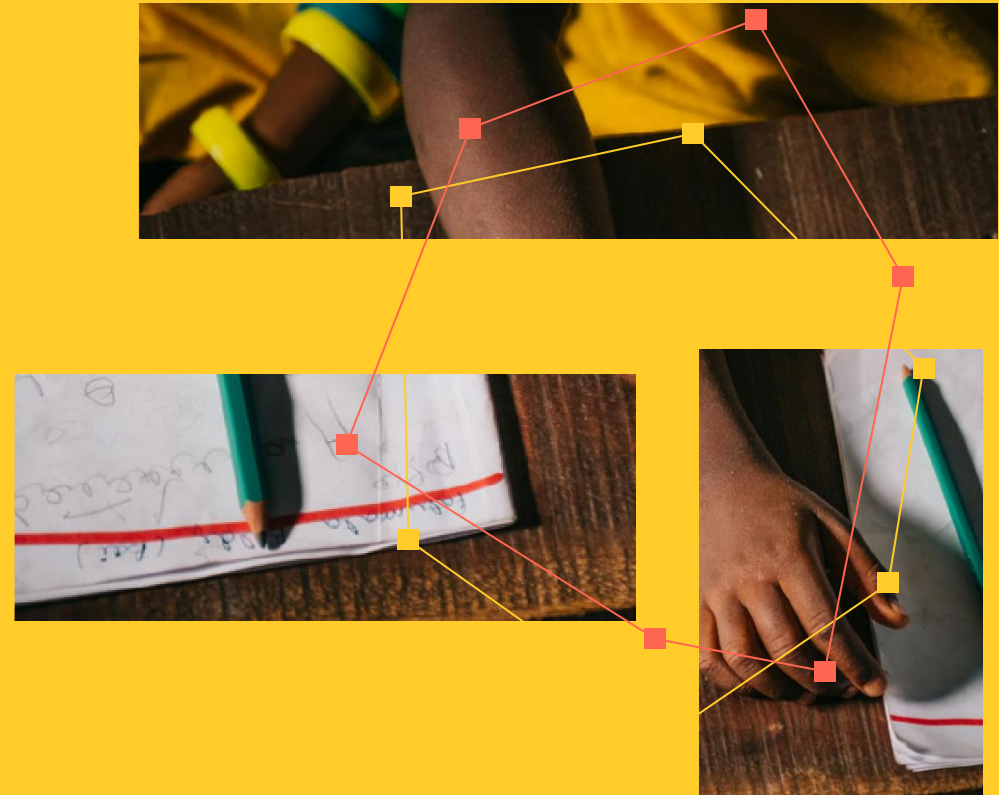
Top Self-Reported Outcomes for 55% of Untrained Workers Who Say Their Quality of Life Did Not Change or Got Worse (n = 51)

48% mentioned they cannot afford household necessities and bills (12% of all respondents)

26% talked about being dissatisfied with the job (7% of all respondents)

9% reported that they were not able to financially support their families (2% of all respondents)

Appendix: Methodology & More



How to Make the Most of These Insights

Example tweets or Facebook posts to share publicly

- 4 in 5 workers who completed the Sudokkho training say their quality of their life has improved because of the training.
“As I am earning better now, I can contribute more to the household.”
#ListenBetter with @60_decibels
- 85% of workers would recommend the Sudokkho training to a friend or family member – what are you waiting for?
- 3 in 5 workers who completed the Sudokkho training say their way of doing the job ‘very much improved’, and that’s not it! A similar proportion also say they have learned skills that have helped them grow and develop such that they could get a better job in the future!

Here are ideas for ways to engage your team and use these results to fuel discussion and inform decisions.

What You Could Do Next. An Idea Checklist From Us To You :-)

Engage Your Team	<input type="checkbox"/> Send deck to team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places! <input type="checkbox"/> Set up team meeting & discuss what’s most important, celebrate the positives & identify next steps
Spread The Word	<input type="checkbox"/> Reach a wider audience on social media & show you’re invested in your supply chain workers – we’ve added some example posts on the left
Close The Loop	<input type="checkbox"/> Share aggregate results with participating factories and thank them for their support throughout the study <input type="checkbox"/> After reading this deck, don’t forget to let us know what you thought here!
Take Action!	<input type="checkbox"/> Collate ideas from team into action plan including responsibilities <input type="checkbox"/> Keep us updated, we’d love to know what changes you make based on these insights

Detailed Benchmarking Comparison

Comparison to benchmarks can be useful to identify where you are under- or over-performing versus peers, and help you set targets. We have aligned your results to the [Impact Management Project](#) framework – see next slide.

Information on the benchmarks is found below:

Primark Sudokkho Training Data

trained workers 611

60dB Global Benchmark

companies 530
respondents 168,806

60dB South Asia Benchmark

companies 155
respondents 52,175

60dB Bangladesh Benchmark

companies 12
respondents 6,411

Compared to the 60dB South Asia benchmark, the Sudokkho training performs particularly well on NPS and challenges reported. Income inclusivity and quality of life impact are comparable.

Comparison of the Sudokkho Training's Performance to Selected 60dB Benchmarks

Dimension	Indicator	Primark Sudokkho Training	60dB Global Benchmark	60dB South Asia Benchmark	60dB Bangladesh Benchmark
Who ○	Inclusivity Ratio	0.76	0.82	0.79	1.47
	% female	89	43	38	51
How Much ≡	% reporting quality of life very much improved	31	40	29	28
	% reporting way of doing job very much improved	61	-	-	-
	% reporting income very much increased	20	-	-	-
	% reporting community view very much improved	27	-	-	-
What Impact □	% reporting improved income	41	-	-	-
	% reporting greater financial contribute to household	22	-	-	-
	% reporting career advancement	18	-	-	-
Risk +	% experiencing challenges	4	27	25	7
Experience △	Net Promoter Score	81	43	43	56

Impact Management Project

We take pride in making the data we collect easy to interpret, beautiful to look at, and simple to understand and act upon.

We also align our data with emerging standards of best practice in our space, such as the [Impact Management Project \(IMP\)](#).

The IMP introduces five dimensions of impact: Who, What, How Much, Contribution, and Risk.

These dimensions help you check that you haven't missed any ways of thinking about, and ultimately measuring, the positive and negative changes that are occurring as a result of an intervention.

**IMPACT
MANAGEMENT
PROJECT**

We aligned your results to the Impact Management Project. We're big fans of the IMP – it's a simple, intuitive and complete way of conceptualizing impact.

Dimension	Explanation
Who ○	The Who of impact looks at the stakeholders who experience social and environmental outcomes. All things equal, the impact created is greater if a particularly marginalised or underserved group of people is served, or an especially vulnerable part of the planet protected. For the who of impact, we tend to work with our clients to understand poverty levels, gender and disability inclusivity.
What Impact □	What investigates the outcomes the enterprise is contributing to and how material those outcomes are to stakeholders. We collect most of this what data using qualitative questions designed to let customers tell us in their own words the outcomes they experience and which are most important to them.
How Much ≡	How Much looks at the degree of change of any particular outcome.
Contribution +	Contribution seeks to understand whether an enterprise's and/ or investor's efforts resulted in outcomes that were better than what would have occurred otherwise. In formal evaluation this is often studied using experimental research such as randomised control trials. Given the time and cost of gathering these data, this is not our typical practice. We instead typically ask customers to self-identify the degree to which the changes they experience result from the company in question. We ask customers whether this was the first time they accessed a product of technology like the one from the company, and we ask how easily they could find a good alternative. If a customer is, for the first time, accessing a product they could not easily find elsewhere, we consider that the product or service in question has made a greater contribution to the outcomes we observe.
Risk △	Impact Risk tells us the likelihood that impact will be different than expected. We are admittedly still in the early days of figuring out how best to measure impact risk – it's an especially complex area. That said, where customers experience challenges using their product or service, we do think that this correlates with a higher risk that impact does not happen (i.e. if a product or service is not in use then there's no impact). Hence, we look at challenge rates (the percent of customers who have experienced challenges using a product or service), and resolution rates (the percent of customers who experienced challenges and did not have them resolved) as customer based proxies for impact risk.

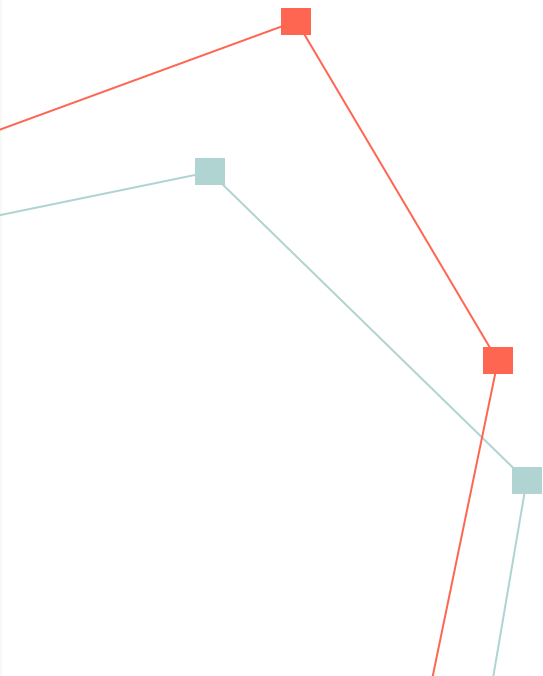
Calculations & Definitions

For those who like to geek out, here's a summary of some of the calculations we used in this deck.

Metric	Calculation
Net Promoter Score®	The Net Promoter Score is a common gauge of customer loyalty. It is measured through asking respondents to rate their likelihood to recommend a product/service/training to a friend on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of respondents rating 9 or 10 out of 10 ('Promoters') minus the % of respondents rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.
Inclusivity Ratio	The Inclusivity Ratio is a metric developed by 60 Decibels to estimate the degree to which an organization is reaching less well-off respondents. It is calculated by taking the average of Company % / National %, at the \$1.90, \$3.20 & \$5.50 lines for low-middle income countries, or at the \$3.20, \$5.50 and \$11 lines for middle income countries. The formula is: $\sum_{x=1}^3 \frac{([Company] Poverty Line \$x)}{(Country Poverty Line \$x)} / 3$

Summary Of Data Collected

We received 2035 unique contacts for trained workers and 149 unique contacts for untrained workers from the factories. We randomly sampled and selected contacts from these lists for data collection.



703 phone interviews completed between July to September 2022.

Methodology

Survey mode:	Phone	Language:	Bangla
Country:	Bangladesh	Dates:	July-September 2022

Sampling

Female
(% sample vs. % population)

Trained Workers

89% vs. 92%

Untrained Workers

62% vs. 73%

Tenure of less than one year
(% sample vs. % population)

89% vs. 85%

93% vs. 100%

Response rate

82%

97%

Average time p/interview

27 mins

29 mins

Responses Collected

Workers

611

92

Confidence Level

95%

95%

Margin of Error

3%

6%

*Our confidence level cannot account for two unknowns for this population: mobile penetration and extent of completeness of factories' worker phone number list.

Thank You For Working With Us!

Let's do it again sometime.

About 60 Decibels

60 Decibels makes it easy to listen to the people who matter most. 60 Decibels is an impact measurement company that helps organizations around the world better understand their customers, suppliers, and beneficiaries. Its proprietary approach, Lean Data, brings customer-centricity, speed and responsiveness to impact measurement.

60 Decibels has a network of 830+ trained Lean Data researchers in 70+ countries who speak directly to customers to understand their lived experience. By combining voice, SMS, and other technologies to collect data remotely with proprietary survey tools, 60 Decibels helps clients listen more effectively and benchmark their social performance against their peers.

60 Decibels has offices in London, Nairobi, New York, and Bengaluru. To learn more, visit 60decibels.com.

We are proud to be a Climate Positive company.



Your Feedback

We'd love to hear your feedback on the 60dB process; take 5 minutes to fill out our feedback survey using [here!](#)

Acknowledgements

Thank you to Lindsey Block, Neelanjana Khan, and Sajal Kanti Roy for their support throughout the project.

This work was generously sponsored by Primark.

Before the training, I took a long time to finish my work.
After the training, my skills have improved and now I can
finish my target on time.

Now I am able to

> buy necessary things
for my family

> contribute in times
of family crisis.

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