

A woman in a red and black patterned sari is working at a sewing machine in a factory setting. She is looking towards the camera with a slight smile. The background shows other sewing machines and workers, slightly out of focus.

# RESEARCH AND BEYOND

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ANNUAL REPORT 2021-22

good business lab

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# OUR VISION

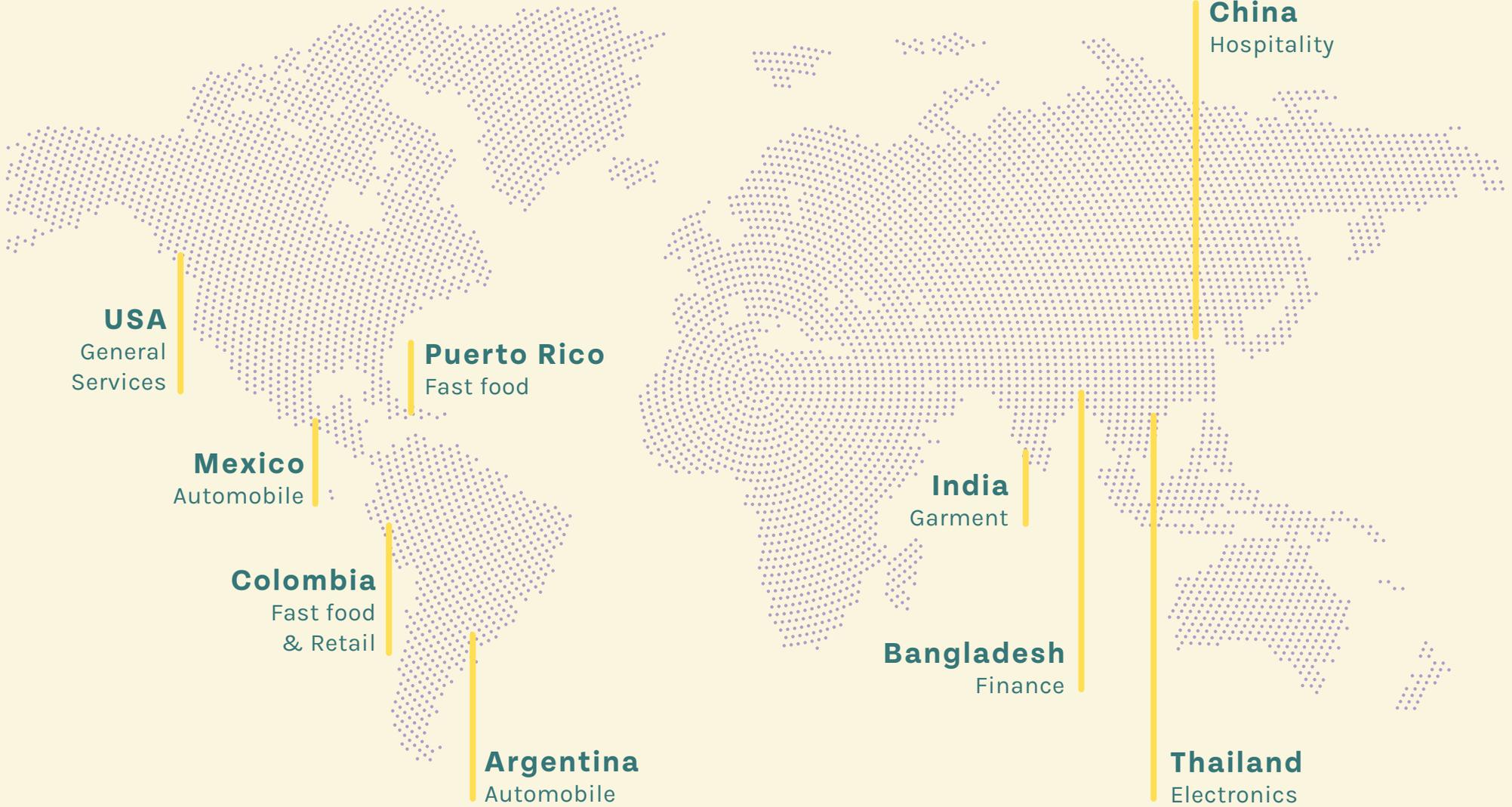
Years of evidence-based research and real-world insight have informed our belief that worker wellbeing is indeed good business, and conversely, that good business can only happen when worker wellbeing is prioritized. Good Business Lab seeks to take this belief forward by leveraging rigorous research in order to positively affect the lives of low-income workers. Our findings have encouraged us to also begin exploring innovative paths that could potentially lead to developing technologies that extend our impacts beyond the realm of research.

There is still a substantial lack of academic evidence for the return on investment for programs that improve worker wellbeing, particularly in low-income conditions. At a time when the global public discourse is focusing on workers with renewed awareness and urgency, Good Business Lab strives to reveal how environments that prioritize wellbeing for workers ultimately benefit everyone, especially firms.

Our research prioritizes vulnerable populations such as low-income workers, migrant workers, women workers, and workers in need of upskilling. Our undertakings in India, Latin America, and the United States cut across four focus areas and are in line with the United Nations Sustainable Development Goals (SDGs), especially Good health & wellbeing (SDG3), Gender equality (SDG 5), Decent work & economic growth (SDG 8), and Industry, infrastructure & innovation (SDG 9).

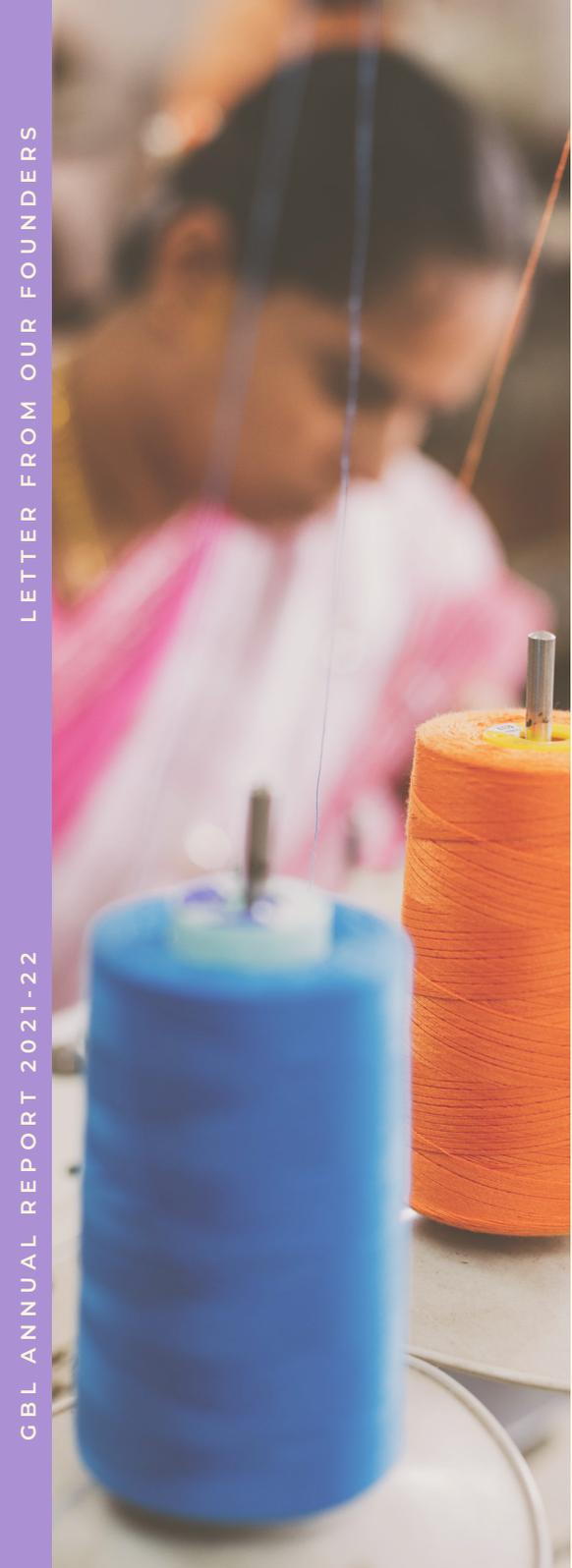


## OUR PRESENCE



# LETTER FROM OUR FOUNDERS





Dear readers,

We set out five years ago as three friends with a farfetched dream – to align the wellbeing of workers and the bottom line of businesses, and in the process fundamentally change the way that organizations of all kinds in all corners of the world treat their employees.

Five years on, we are so proud of the progress we've made and grateful for the incredible people who have helped us achieve this progress. GBL has grown from one solitary RA to almost 100 amazing full time staff and 125 enumerators across nine verticals and four offices around the world, 17 completed and 16 ongoing studies, 50+ partnerships, three products and services backed by randomized control trials (RCTs), more than 2 million dollars in funding, and most important to us, over 200,000 workers directly impacted.

We are also humbled by the opportunities and challenges that still lie ahead. Especially in times of economic hardship, both firms and workers tend to retreat to defensive positions; stakeholders on both sides are less willing to take risks, experiment, or try new paradigms. Now more than ever there is a need to remind both firms and workers – armed with rigorous evidence – that there is mutual gain to investing in wellbeing.

We remain passionate about elucidating the many ways in which worker wellbeing can be good business. We hope that you will join us on this mission. Together we can help create real improvements in workers' lives that enable the growth and success of businesses.

Sincerely,

**Achyuta Adhvaryu | Anant Ahuja | Anant Nyshadham**

# OUR PROCESS

We never compromise on a rigorous, evidence-based approach to all our work—but what does that look like in the real world? Every project undergoes four critical stages, a process we developed to create meaningful impact.



It is vital to recognize the depth of experiences workers carry with them every day. Their lives are often far more complex than is caricatured in popular discourse. We believe that true wellbeing stems from an understanding of this complexity, which then motivates policy. Each of our focus areas recognizes that life, for a worker, does not begin or end on the factory floor. The products and services we create, evaluate, and help to scale this essential insight.

But this commitment comes with its own set of challenges. Labor-intensive industries are cluttered with workplace wellbeing programs without regard for or rigorous testing of actual impact. A major obstacle for businesses in the path to worker wellbeing is this lack of accurate assessment of which interventions are appropriate for their contexts. Through critical evaluations, we ensure that our programs and tools ensure positive impact and are best suited for the social environments in which they are built to operate.

Project lifecycles at GBL comprise four crucial stages. Each project goes through the first three stages, and depending on the impact created, it is scaled up.

**We design and evaluate to disseminate and scale.**



# LIFECYCLE OF A GBL PROJECT

Each project goes through four stages at GBL. These stages reflect a closed loop in the lifecycle of an intervention that is grounded in reality, has shown measurable impacts, and can be implemented in many, many other settings.



We identify a problem area, and approach it without assumptions and biases. We use qualitative research methods to understand all its parts – stakeholders, barriers, potential windows of opportunity, and the status quo. We develop and co-create solutions from the ground up.

We then put these interventions through the sieve of randomized controlled trials (RCTs). RCTs are a rigorous methodology of impact evaluation, through which we can draw a causal relationship between the intervention and outcomes of interest.

After evaluation, we create strategies and communication outputs to make our research accessible and easily understandable. We do this through publications, social media, blog posts and magazines, among other platforms.

Once proven, the intervention is scaled to other factories and settings by building scalable tools or services. These tools and services are an example of how our work can culminate into a tangible set of solutions for businesses to implement and thereby improve both worker wellbeing and business outcomes.

# OUR PROJECTS AND TOOLS

The past few years have seen us engaged in varied projects that address many critical issues in the labor market across industries. Our learnings have been equally diverse and have equipped us to adapt to the ever-changing world of work.





## PROJECT

# SOFT SKILLS TRAINING FOR MANAGERS

The persistence of managerial skill gaps can exacerbate pre-existing power imbalances on the factory floor. This can affect workers' health and also the retention rate of firms. Can soft skill training for managers impact worker productivity and improve the work environment?

Based on extensive surveys we conducted in 2016, Supervisors' Transformation Into Change Holders, or STITCH, was developed with our local partners. STITCH consists of four training modules for supervisors with a specific focus on soft skills. The modules span four key aspects: worker as a person, worker as a team member, worker as a supervisor, and worker as a leader. The training was delivered in the form of weekly sessions over a period of 25 weeks. In the following two years, we evaluated the project's impact through a randomized controlled trial (RCT). The lower levels of worker turnover, higher salary increases, and probability of receiving incentives suggested improved working conditions. It also highlighted the crucial role soft skills play in increasing productivity in the garment industry.



**CHITRA RAMDAS**

General Manager of organizational development, Shahi Exports



*In our experience, this simple training has had a transformative impact on workplace relations and the work environment, leading to wider benefits for our company. We have already enrolled more than 1600 supervisors in the training and our goal is to train 100% supervisors by 2024.*

**RESULTS**

**TRANSFORMATIONS IN STITCH-TRAINED SUPERVISORS**

**7.5% ↑**

Higher efficiency in production lines

**6% ↑**

Higher average salary growth

**15% ↓**

Less likely to resign from their jobs

**IMPACT**

FACTORIES COVERED

**33**



*After going through these sessions, I have grown in confidence and started feeling that even women are at equal plains with men.*

Participant, Radnik Exports



## PROJECT

# DIGITIZING WORKER VOICE

The voices of workers are often marginalized, especially in low-income settings. While factories have mechanisms like anonymous complaint boxes placed on the premises, conflicts often continue to go unreported or unresolved due to lack of transparency, trust, and accountability.

Between August 2018 and July 2019, we evaluated WOVO, a worker engagement platform designed by Labor Solutions. We conducted a randomized controlled trial in which we sought to enhance worker voice through a mobile-phone-based technology (SMS) that enabled direct, anonymous communication with the employer. All workers had access to the tool, however treated workers received a 45 minute training and encouragement to use the tool through reminder SMS. While treated workers were much more likely to know about the tool, usage was low: only 5% of treated workers reported ever using it. Despite this, quit rates and absenteeism were 10% and 5% lower in the treatment group than in the control group. Thus mere provision of a tool like WOVO and encouragement to use it has the potential to influence workers' perceptions of and relationships within the firm.

## RESULTS

## ENGAGEMENT RATE AMONG TREATED WORKERS

WOVO

4.9%

0.52%

Suggestion Box

## FINDINGS FROM THE WORKPLACE

7.5% ↓

TURNOVER

5% ↓

ABSENTEEISM

## IMPACT

WORKERS COVERED

3,500

BENEFIT TO CLIENT

\$25,000

(₹18,75,00)

TOTAL COST

\$16,500

(₹12,37,500)

ROI

52%



PROJECT

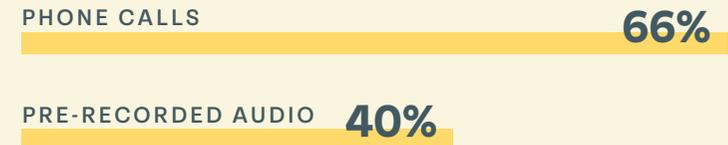
# (MIS)INFORMATION AND ANXIETY

Information during crises can be a double-edged sword - essential to dispel misinformation but also, and often a cause for anxiety which in turn can lead to poor decisions. The COVID-19 pandemic exemplified this social tendency. Can information be delivered without negative consequences to workers' mental health?

Between June and August of 2020, we recruited internal migrants\* employed in the Indian garment industry to participate in a study that tested whether information on COVID-19 can be delivered without negative consequences to mental health. We found substantial misinformation amongst the surveyed population regarding safeguarding practices prior to the Covid-19 diagnosis, and care practices after contracting the virus. Our study showed that, instead, live phone calls were far more effective than pre-recorded messages in reducing stress and anxiety about Covid-19 information prevalent amongst migrant workers.

RESULTS

HOW MANY GOT THE ENTIRE MESSAGE?



EFFECTS ON MENTAL HEALTH AND ANXIETY



IMPACT

914 WORKERS

23 FACTORIES

\*In this context, we are using internal migrants to refer to those who have migrated for work away from their home but remain within their state or nation boundaries, or within South Asia.

## PROJECT

# PRODUCTION SHOCKS AND WORKER PRODUCTIVITY

The automobile industry has long held constant innovation as a means of survival in a breakneck industry. Product cycles, therefore, regularly entail the mass production of new, different – and often increasingly complex models. How do firms manage this highly dynamic environment? What impact does this have on workers?

Our Latin America Chapter used data from a leading auto manufacturer in the region to demonstrate the impacts of new vehicles being introduced on the assembly line. We show that there is a significant, discontinuous increase in the production of new parts. New models demand a rapid learning-by-doing from workers. We observed that defects for new vehicles increase substantially after the production change, decreasing only after 2-3 weeks. Firms attempt to solve this by promoting mid-level employees to manage the production of new parts and keeping mid-level positions unfilled until after defect rates recover. This organizational restructuring is unique to changes in vehicle models. We found that this surprising flexibility of organizational structure in response to product cycles allows firms to survive and grow in highly dynamic markets.

## IMPACT

WORKERS COVERED

**3,000** in 1 factory

Photo by Switlana on Adobe Stock

## PROJECT

# A.I. AND THE HUNT FOR JOBS IN A POST-COVID ECONOMY

Unfilled vacancies in the United States have risen and stayed persistently high since the pandemic, especially across frontline sectors. One of the reasons for this could be that potential workers, especially those at the entry level, are job-hunting only within sectors they might have some previous experience in. Can artificial intelligence (AI) support them in widening their application pools?

In January 2022, our USA Chapter began investigating whether AI can address this gap between demand and supply by resolving any discrepancies which might be hindering job search. Our project leverages AI-assisted algorithms to match skills and psychometric profiles to vacancies that can help job seekers from entry-level service occupations in their search for employment. In early 2022, we recruited online participants who completed comprehensive surveys. The surveys included in their purview nine frontline sectors: food service, healthcare, administrative labor, personal service, and sales. We used this data to select and train a machine learning algorithm to predict the performance of surveyees in each occupation, and then compare outcomes across occupations. Through our intervention, we aim to generate both an increase in the number of options available to a potential worker and an improvement in the direction of search toward vacancies in sectors where the candidate's skills may transfer easily.



## TOOL

# DIGITAL SCREENING AND TRAINING TOOL (SSUP)

SSUP combines learnings from two research projects at GBL. The first project uses granular data from the partner firm and survey data to identify key productive traits of frontline managers. The second project (STITCH), as discussed on page 11, developed a classroom-based soft skills training curriculum for frontline managers with an aim to boost workplace productivity and wellbeing.

An algorithmic mobile and web-based application, SSUP identifies skill gaps that stand in the way of a worker becoming a manager and recommends training materials for screened workers to support in closing their relevant skill gaps. A strong motivator for pursuing this intervention which began in late 2021 was to potentially reduce the risk of subjectivity that could lead to women being excluded from the purview of promotions, and other advancements. This could potentially increase the proportion of women in supervisory roles on the factory floor. The low-cost mode of delivery, backed by rigorous testing, not only delivers returns for firms but also enhances worker wellbeing and hopefully breaks the sticky floor phenomena faced by women workers. The pilot phase of SSUP is currently being tested via an RCT.



## IMPACT

WORKERS SURVEYED

**~70,00** in 3 factories

PROJECTED IMPACT FROM RCTs

**53**

FACTORIES

**~70,000**

FRONTLINE WORKERS



## TOOL

# ENABLING WORKER VOICE (INACHE)

Inache is the culmination of learnings from two GBL projects. The first demonstrates the impact of the provision of voice (through worker satisfaction surveys) on worker absenteeism and attrition. The second project is the evaluation of WOVO, discussed on page 13. We employed human-centered design methods to map worker needs and their ecosystem, to develop Inache.

Inache gives workers an opportunity to voice their grievances. It is a low-tech, accessible communications product that unifies every aspect of operations from worker engagement to HR support leading to actionable data, all through the lens of changing the work culture on the factory floor. Inache's unique ability of multilingual communication in the context of low digital literacy sets it apart from other less adaptable technological solutions. As part of our evaluation that concluded in July 2021, we also assessed the impact of incentivizing timely and accurate resolutions for the management. The results will be out soon.

## RESULTS

## INITIAL FINDINGS FROM THE RCT

12.65% ↓

ABSENTEEISM

4% ↑

PRODUCTIVITY

## IMPACT

WORKERS COVERED

80,000 in 40 factories

“Inache is a tool which integrates into existing channels of grievance-management communication while creating more transparency. The data is recorded digitally, and the management can clearly see what are the issues and take steps to resolve them timely.

HR Manager

“I gave a call to Inache number and explained my requirement of extra trolley in the dispatch department. The very next day, HR came to my section and took feedback regarding our needs and immediately addressed the required arrangements. I wholeheartedly thank Shahi and Inache for addressing this issue quickly.

Line worker



## TOOL

# FINANCIAL INTERVENTION FOR WOMEN WORKERS (SALARY ADVANCE)

Many working women in manufacturing industries struggle to make their incomes stretch until the next payday. An unexpected expense can produce significant costs for her family and her who likely experience liquidity constraints. Since late 2021, we have been designing a financial intervention that would enable women workers in large industrial settings to withdraw their earned salary at any given time once in a month.

Such constraints engendered by financial exclusion have far-reaching negative consequences for women: household conflicts, continued dependence on expensive credit like informal networks and moneylenders, and reduced ability to save money. Our Salary Advance tool provides liquidity for women workers when it is most required by their household, thereby increasing their ability to access money which in turn might improve their bargaining power within the household. The platform seeks to empower women workers by reducing stress and engendering financial freedom. It has the potential to improve attendance, productivity, and attrition rates, proving the business case for the adoption of such financial interventions.



## IMPACT

## FEMALE WORKERS

**3,000** + **53**  
 (main study) (qualitative study)

## FACTORIES

**1** + **2**  
 (main study) (qualitative studies)

# COLLABORATIONS

Collaboration offers us the chance to transcend our silos. GBL is proud to have productively engaged with organizations like the United Nations Population Fund (UNFPA), the Darbar Sahitya Sansad (DSS), and H&M.



# HOW TO CREATE A GOOD BUSINESS

Little emphasis is placed on the practicalities of implementing worker wellbeing in businesses. Can an accessible course help change this?

In the fall of 2021, Professor Achyuta Adhvaryu, GBL Co-Founder and Chief Development Officer, attempted to provide a crash course, in creating a good business on the ed-tech platform, Coursera, developed in collaboration with and offered by the Center for Academic Innovation, University of Michigan. The online course was designed to unpack what “worker wellbeing” means across different contexts, explore how research techniques can be used to find the sweet spot between both worker and firm interests, and understand how to design scalable solutions to ensure both parties thrive. Professor Adhvaryu delved into the impact of soft skills training, the importance of worker voice, and the role of holistic health and a positive workplace environment in creating successful organizations. Experts from academia and research circles, business leaders, and workers themselves, shared their perspectives which also supported enrolled individuals in designing a worker wellbeing intervention of their own.

[+ VIEW THE COURSE](#)

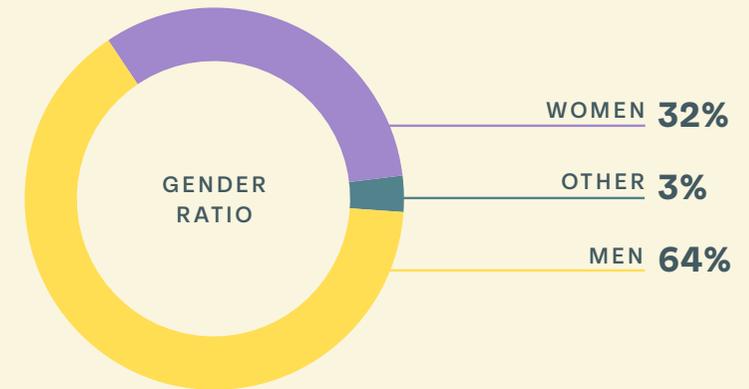
## IMPACT

**594**

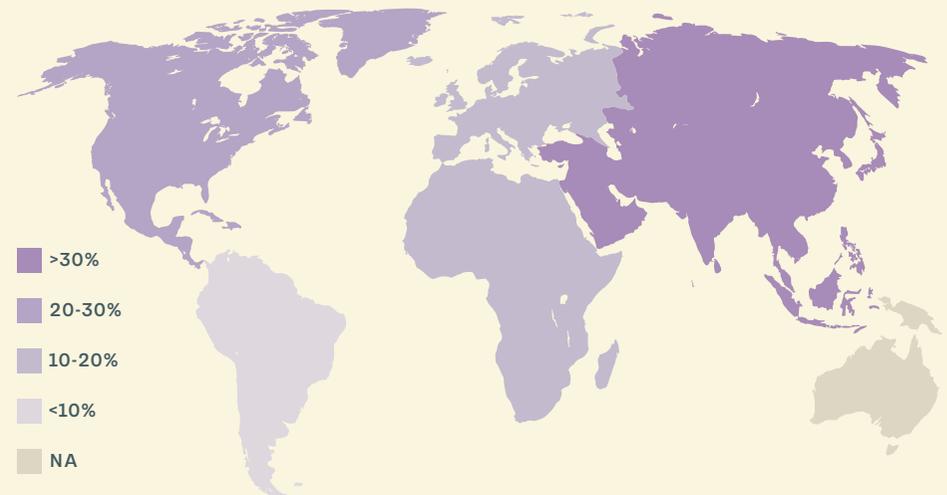
STUDENTS  
ENROLLED

**91%**

STUDENT  
RATING



## GEOGRAPHIC DISTRIBUTION OF STUDENTS



# UNFPA RETURN ON INVESTMENT (ROI) TOOL

The ROI Tool was developed (and delivered in Dec 2022) for UNFPA, to enable the private sector to understand the potential impact of implementing different health or health-related programs for their women workforce. Our Research and Design teams collaborated to ensure hassle-free user experiences for stakeholders. We curated a set of context-specific programs, and set back-end algorithms for businesses to calculate their investment returns on. While the online tool is freely available on a global scale, UNFPA Asia-Pacific will be prioritizing active implementation across South East Asia through their local partners.

[+ CHECK OUT THE ROI TOOL](#)





## THE MIGRANT SUPPORT CENTER (MSC)

Conceived by H&M and Shahi Exports, the MSC hopes to provide financial literacy, counseling services, and policy awareness to internal migrant workers. Between 2019 - 2022, our Design team conducted visits to existing MSCs in order to understand how specific services were disseminated and if there exist any disconnects between migrant experiences and support offered by centers. We undertook primary research not only with migrant workers who mapped their own journeys, but also with relevant stakeholders who are a vital part of their journeys. We adapted global labor frameworks of best practices that can be locally implemented according to the wide variety of needs present within a group as diverse as migrant workers.

# IMPACT + REACH

**57**  
PARTNERS

**30**  
FUNDERS

**34**  
RESEARCH PROJECTS

**3**  
GBL Tools in  
Development

**50+**  
Factories we  
have worked in

## NUMBER OF WORKERS IMPACTED BY OUR WORK

**200,000**  
Directly through surveys,  
programs implemented

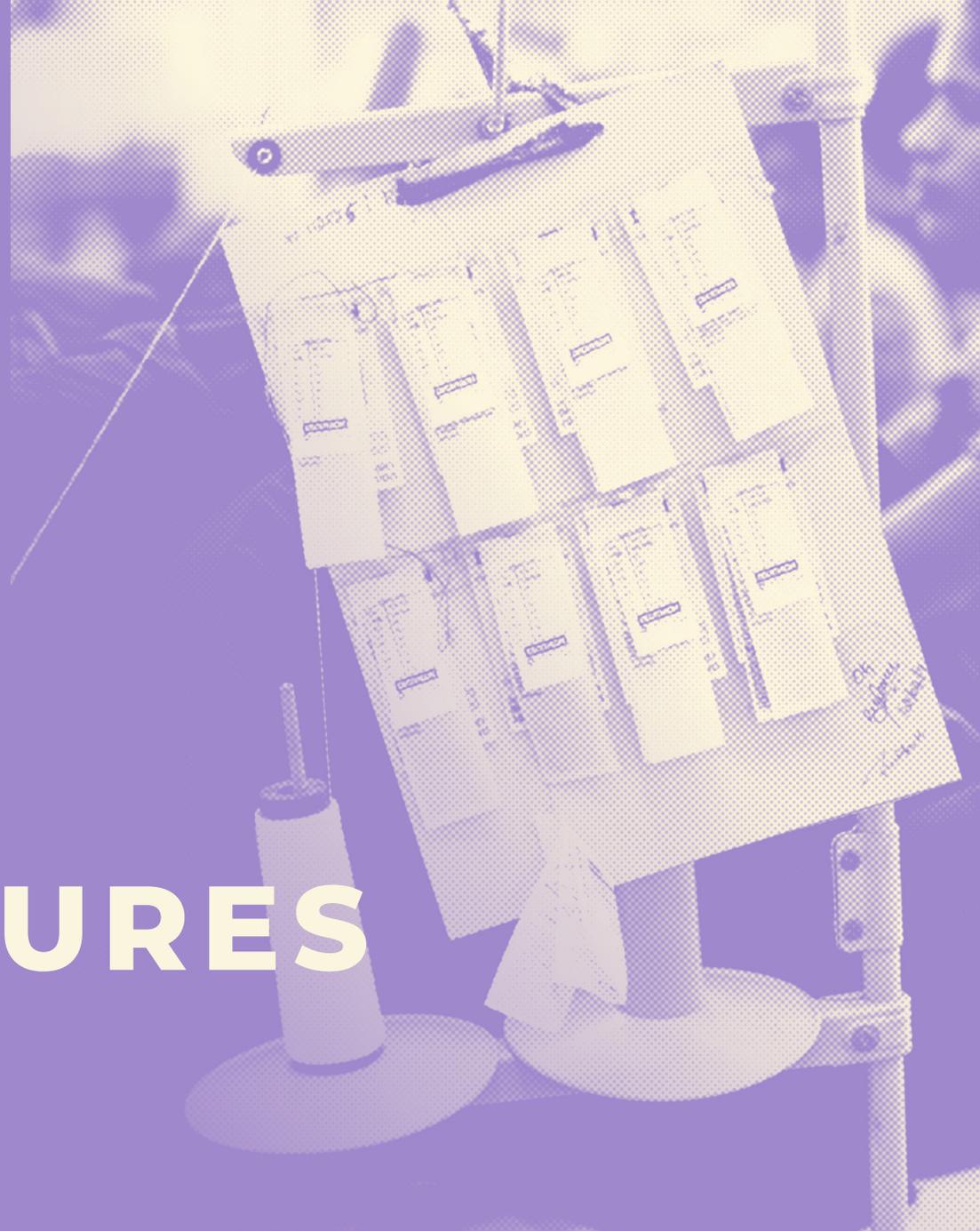
**1 million**  
girls and women  
through P.A.C.E. at Gap

[+ READ MORE ON P.A.C.E.](#)



# MEDIA FEATURES

As our research concerns critical questions about the labor market and worker wellbeing, we have constantly endeavored to disseminate our findings to the wider public sphere.





## WORLD BANK DEVELOPMENT IMPACT

Pollution, worker efficiency and the role of management: Evidence from India



## BUSINESS FIGHTS POVERTY

The Great Divergence: Academic research and Ground Realities



## HARVARD BUSINESS REVIEW

Want Fewer Employees to Quit? Listen to Them



## WORLD ECONOMIC FORUM

The hidden benefit of energy-saving technology



## BUSINESS STANDARD

Training workers in soft skills boosts productivity



## INDIA DEVELOPMENT REVIEW

The garment industry needs more women leaders



## ECONOMIC TIMES

Study reveals live phone calls effective than pre-recorded public messages during Covid-19



## DECCAN HERALD

Covid-19 message at the beginning of phone calls ineffective



## IDEAS FOR INDIA

Dealing with worker absenteeism in labor-intensive industries



## BEHANBOX

A Day in the Life of Women Garment Workers



## VOXDEV

The skills to pay the bills: Returns to on-the-job soft skills training



## THE WIRE

The Urgent Need to Understand Urban Labor

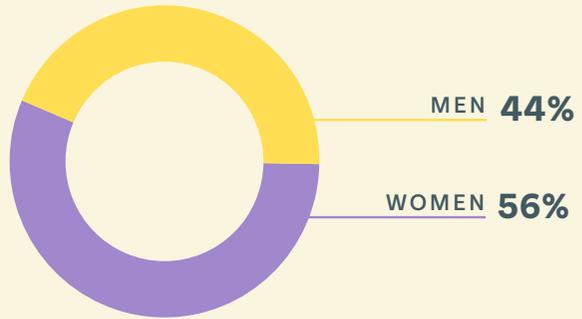


# WORKING AT GBL

At GBL, we follow a culture handbook that serves as a guide on how we approach internal worker wellbeing. Our organizational values create and sustain a culture of care, communication, and collaboration. We strive towards truly realizing our vision of worker wellbeing by implementing it within our own workforce. We firmly believe in equity-first workplace policies, and actively seek to engage with external organizations committed to diversity and worker wellbeing in order to better inform our culture. Towards this, GBL India collaborated with Bahujan Economists (BE) to create a framework for our affirmative action (for internships) and workplace safety policies. BE provided us with critical inputs on caste discrimination at the workplace. All GBL offices have also placed significant emphasis on establishing networks of support for workers by partnering with organizations such as The Mindclan and Therapize for mindfulness workshops and other initiatives centered on wellbeing.

Since our founding in 2017, the number of GBL employees has grown over

**10x**



We have a gender parity ratio (f/m) of

**1.3:1**

# OUR SUPPORTERS

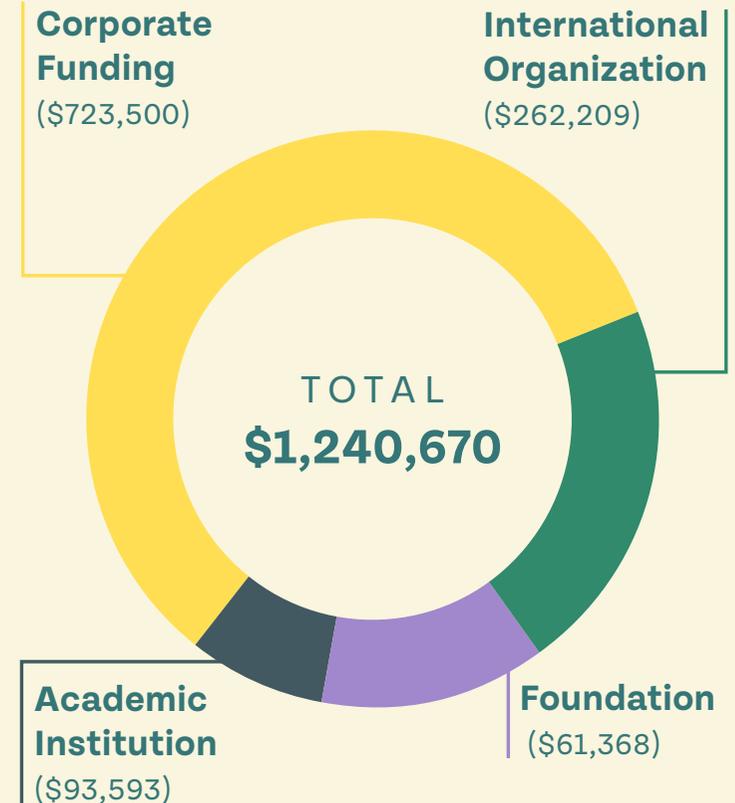
We strongly believe that strategic collaboration is the most efficient way of approaching social impact issues.

Good Business Lab has been successful in forging several strategic partnerships, building a strong base of funders, knowledge partners, institutional collaborators, academic affiliates, and individual supporters. Whether it is for conducting large-scale rigorous research or utilizing technology to elevate our interventions, we also leverage an ever-expanding global network of private sector employers in labor-intensive industries. Some of our industry partners include apparel sector brands and suppliers in South Asia, leading advertising agencies in the United States, and global fast food chains and automobile manufacturers operating across Latin America.

The extraordinary commitment from our supporters - Foundations, Academic Institutions, Non Profit Organizations, Corporates, Government and other International Organizations - enables us to implement our research and development activities, make plans for growth to extend the work that we do, all while being an employer of choice.

We are committed to further extending our present partnerships and building new, secure and resilient relationships that actively bolster our vision of using actionable research to promote worker wellbeing.

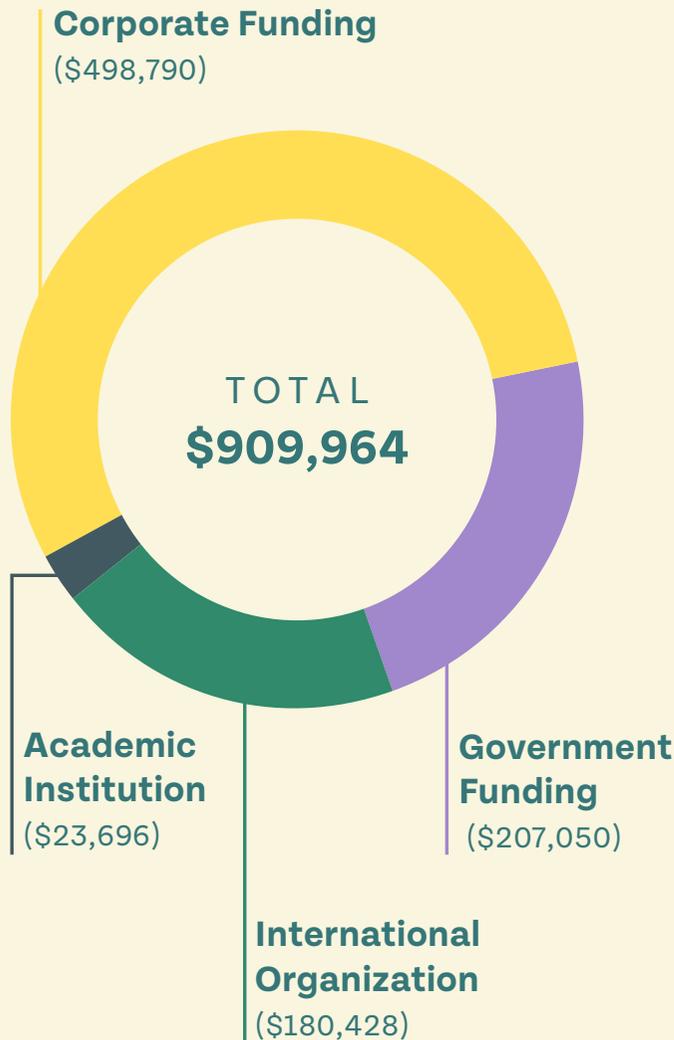
## SECURED FUNDING



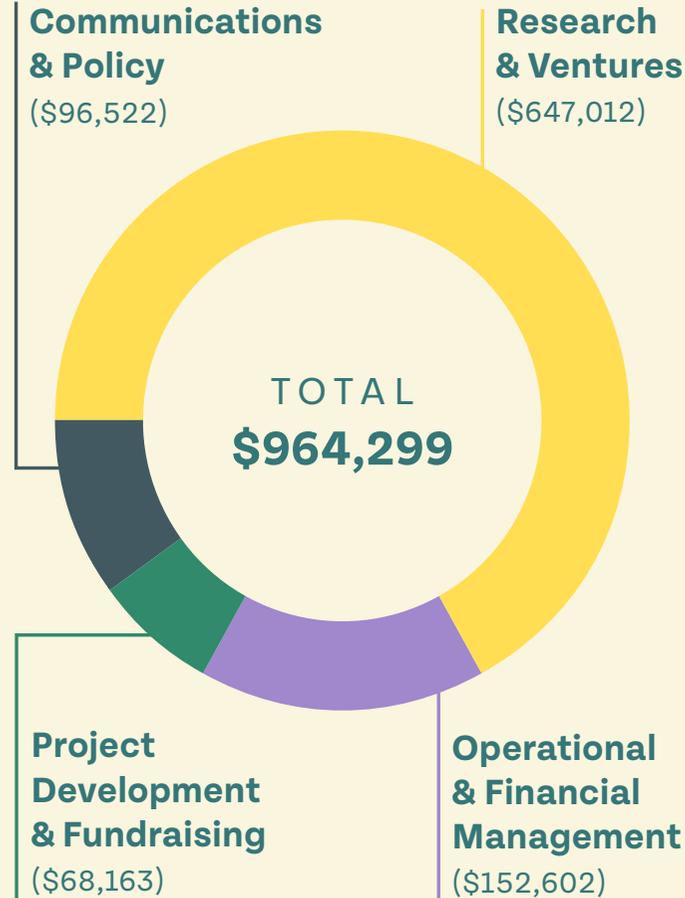
Between April 2021 and March 2022 GBL and its chapters have secured over 1.2M of funding. Part of these funds are for multi-year projects.

# Financial Report 2021-22

## REVENUE



## EXPENDITURE DISTRIBUTION



The Revenue and Expenditure report includes the compiled data of GBL India and its 2 other chapters (US Good Business Lab Foundation and Good Business Lab Latin America). The Indian organization represents ~97% of the total revenue and expenditure, the remaining 2% split fairly equally between US and Latin America; which are both newly set up entities.

The period covered in this financial summary is April 2021- March 2022 for GBL India, whereas for Colombia and the US, it covers the 2021 calendar year.

## SUPPORTERS

- Arcos Dorados
- ACM Special Interest Group on Economics and Computation (SIGecom)'s Global Challenges in Economics & Computation (GCEC) program
- Bahujan Economist
- Bocconi University
- Boston College
- BRAC Institute of Governance and Development's WEE-DiFine initiative
- Clearly Foundation
- GANNI
- GAP Inc.
- gLOCAL
- Harvard Business School
- HEC Montréal
- Humanity United
- IDB
- IDinsight
- Includovate
- International Labour Organization (ILO)
- IPV Initiative at Innovations for Poverty Action
- Janodaya
- Labour Solutions (formerly WPO)
- LinkedIn
- Mindclan
- Ministry of Rural Development
- National School of Development and ISSCAD, Peking University
- OECD
- Olin Business School, Washington University in St. Louis
- Peking University
- Private Enterprise Development In Low-Income Countries (PEDL)
- Queens University Belfast
- Radnik Exports
- Seagate
- Shahi Exports
- SUSS (Sustainable Style Speak)
- The Children's place
- The World Bank
- United Nations Population Fund (UNFPA)
- University of California San Diego (UCSD)
- University of Dhaka
- University of Florida
- University of Michigan
- University of Pennsylvania
- University of Southern California
- University of Warwick
- USAID
- VisionSpring
- WBA
- William Davidson Institute
- World Bank
- World Benchmark Alliance
- Yale University

# FOUNDERS



**ACHYUTA ADHVARYU**

Chief Development Officer  
& Co-Founder



**ANANT AHUJA**

CEO & Co-Founder



**ANANT NYSHADHAM**

Chief Strategy Officer  
& Co-Founder

# LEADERSHIP



**ARVIND PATIL**

Design



**DIA BANGERA**

Funding & Finance,  
and Transformation



**LAVANYA GARG**

People Ops & Partnerships,  
and Chief of Staff



**MAMTA PIMOLI**

Ventures



**MANSI KABRA**

Marketing & Transformation



**SMIT GADE**

Research & Data



**VARUN JAGANNATH**

Field



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**gbl.**

LEAVE PLAN	
NAME	
DATE	
TO	
FROM	
REASON	
APPROVED BY	

INCENTIVE CHART	
NAME	
DATE	
TO	
FROM	
REASON	
APPROVED BY	

ATTENDANCE	
NAME	
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