

# Unilever Pakistan

## Impact Report: Living Wage



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## About This Report

This report is designed to provide you with an in-depth understanding of your go-to-market (GTM) team members, their profile, the outcomes they experience because of the salary change experienced due to the addition of a living wage, how satisfied they are, and how you can improve your impact and business performance.

The insights are based on phone interviews with 839 GTM team members\*, consisting of 364 Distributor Sales Representatives (DSRs) and 475 merchandisers in Pakistan (out of a population of 461 DSRs and 670 merchandisers). These interviews were conducted by 60 Decibels trained researchers. The insights from this report reflect the population of GTM team members whose details were provided. However, these insights may not represent all the GTM team members the company works with across Pakistan.

We employed a random sampling method to select respondents. To learn more about our methodology, head to the [Appendix](#).

To contextualize your results, you can see how your performance compares to other companies in the Performance Snapshot and [Appendix](#).

We encourage you to use these results to set targets and identify ways you can further improve your impact performance over time.

**839 go-to-market team members were interviewed across Pakistan (364 DSRs, 475 merchandisers).**



“

The increase in my wage has now released my tension to pay my household expenses and utility bills. The quality of my life and living standard has slightly improved.

Go-to-market team member (DSR), Karachi

\* The collective group of merchandisers and DSRs has been referred to as 'go-to-market' team members throughout this report

# Wider Context

## Definition of Living Wage

A living wage is the wage level that is necessary to afford a decent standard of living for workers and their families.<sup>1</sup> Unlike minimum wages, which are legally mandated and often insufficient to cover living expenses, the living wage is determined based on the actual costs required for a decent standard of living in a specific area. This concept is rooted in the principle of fair compensation for work and aims to ensure economic security for workers and their families.

The promotion of a living wage aligns with the United Nations Sustainable Development Goals (SDGs), particularly SDG 1 (No Poverty), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities).<sup>2</sup>

## Unilever and Living Wage

Unilever has been a strong advocate for living wages, implementing significant policies to enhance livelihoods across its global operations and supply chains.

The multinational corporation already pays its own employees a living wage since 2020, and has a goal for 50% of procurement spend to be with suppliers who have signed its Living Wage Promise by 2026.<sup>3</sup> The goal is to improve income levels to cover basic needs such as housing, healthcare, education, and unexpected expenses.

The implementation of living wages for Distributor Sales Representatives (DSRs) and merchandisers—the two groups collectively referred to as ‘go-to-market team members’ in this report—began in July 2023. This timeframe has been used to assess how the wage increase has impacted jobholders both at work and in their personal lives.

## Pakistan Economic Situation

Pakistan has witnessed soaring inflation rates over the past few years, accompanied by considerable economic turmoil. In 2023, inflation in Pakistan reached 38%, making it the highest in Asia.<sup>4 5</sup> The crisis disproportionately impacted food prices, with urban areas seeing food inflation of 47.1% and the rural regions even higher.

In 2022, floods caused over \$30 billion in damages, severely impacting agriculture and infrastructure throughout Pakistan. From 2022 to 2024, energy prices have dramatically increased, with notable hikes in fuel, electricity, and gas costs.

These economic shocks have resulted in increased living costs nationwide. High prices for essential goods continue to impact lower- and middle-income families. Additionally, rent and housing costs have also soared due to inflationary pressures, making affordable housing a significant challenge for families.

It is important to keep this context in mind as one evaluates the insights presented in this report.

Inflation Rates Across the Years in Pakistan<sup>6</sup>

Year	Inflation Rate
2021	8.9
2022	12.2
2023	29.2
2024	23.4

## Sources:

- [Fair Wage Network](#)
- [United Nations Sustainable Development Goals](#)
- [Improving livelihoods in our global value chain | Unilever](#)
- [Finance Division | Government of Pakistan](#)
- [Asian Development Bank & Pakistan](#)
- [World Economic Outlook | International Monetary Fund](#)

## 60dB Perspective

### Top Insights

- 1 Introduction of living wage has improved GTM team members' ability to manage household expenses, and access essential services.**

77% of GTM team members (69% DSRs, 82% merchandisers) report an improvement in managing household expenses. Ability to access healthcare has also improved, with 84% of team members reporting an improvement here. Additionally, 66% of team members with school-aged children report improvements in their ability to afford primary education. Overall, these indicators highlight the living wage's positive impact on living standards and access to basic necessities.

See pages: [9](#) and [10](#)

- 3 Living wage has improved the quality of life for GTM team members.**

Overall, 70% of GTM team members report improvements in their quality of life, since the introduction of the living wage. Top self-reported improvements include improved incomes, better household expense management, and better living standards.

Additionally, 39% of GTM team members report improved ability to handle emergencies, reiterating the impact the wage increase has had on financial resilience.

See page: [12](#) and [13](#)

- 5 Pakistan's macroeconomic conditions continue to affect GTM team members' lives significantly.**

Team members report lower levels of financial stress, improved ability to manage household expenses, and better access to basic necessities. However, this progress presents a dichotomy: while they feel more in control of their finances, many struggle with saving money. Similarly, although they report a greater ability to manage emergency expenses, they still find it difficult to raise the necessary funds in times of need. It is likely that rising living costs and inflation are reducing the living wage's effectiveness in easing financial pressures.

See pages: [9](#), [10](#), [11](#) and [12](#)

- 2 GTM team members report reduced financial stress, though they face challenges in saving money and managing emergency expenses.**

Financial worry has decreased for 51% of GTM team members. Over 61% of team members report feeling more in control of their finances. However, 30% of GTM team members report reduced savings ability. Also, 1 in 2 team members would struggle to cover emergency expenses, indicating that despite perceptions of reduced financial stress, saving and meeting unexpected costs remain significant challenges.

See pages: [9](#), [11](#) and [12](#)

- 4 Overall job satisfaction has increased since the introduction of the living wage.**

More than half of go-to-market team members report a significant increase in motivation since the introduction of the living wage. 90% of team members say their level of satisfaction with the job has improved. Similarly, 89% of them express a greater willingness to continue to engage with Unilever. These metrics highlight how the living wage has positively impacted jobholders' perceptions of their roles and their overall motivation.

See pages: [20](#)



# 01: Profile

This section helps you understand your go-to-market team member base.

The key indicators in this section are:

- **GTM Team Member Profile:** What is the sample of DSRs and merchandisers that we were able to reach?
- **Region:** What regions do your respondents hail from?

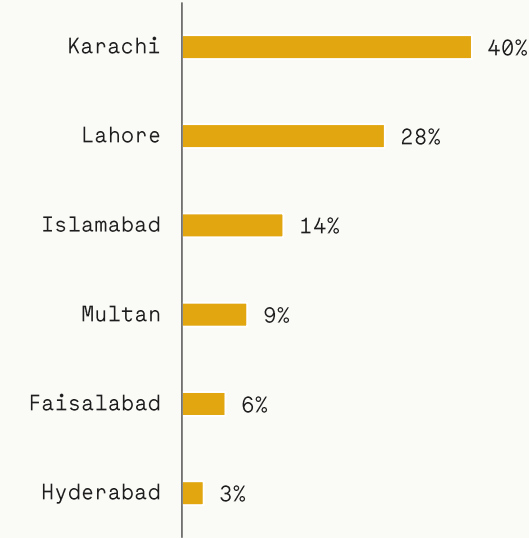
Profile

Of the 364 Distributor Sales Representatives (DSR) surveyed, 40% of them are based in Karachi. 28% of them are based in Lahore.

Demographics (n = 364)

Role	
DSR (including reserve DSRs)	90%
DSR Supervisors	10%
Gender	
Male	98%
Female	2% (7 women)

Location

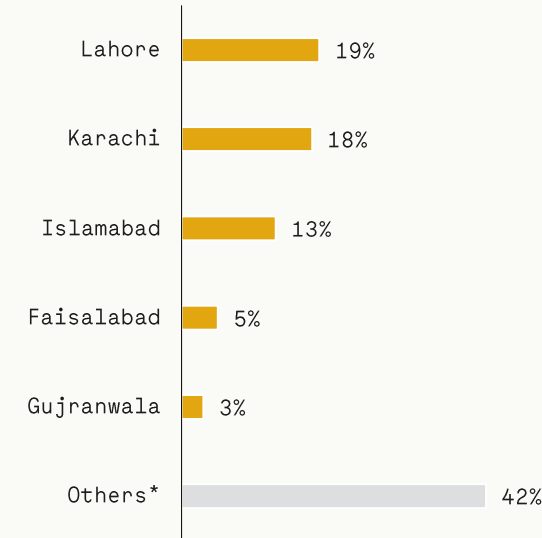


Of the 475 merchandisers surveyed, close to 2 in 5 are based in Lahore or Karachi.

Demographics (n = 475)

Role	
Merchandisers	100%
Gender	
Male	96%
Female	4% (17 women)
Tier (Based on city)*	
Top	61%
Bottom	39%

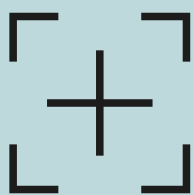
Location



\*Top-tier cities include Lahore, Karachi, Rawalpindi, Islamabad, Faisalabad and Multan. Bottom-tier cities include all others excluding the top-tier cities like Gujranwala, Sialkot, etc.

\*Other cities include Rawalpindi, Multan, Gujrat, Peshawar, Sialkot, Hyderabad, Mansehra, etc. among others.





## 02: Impact

We believe that the best way to understand the social impact that you are having is to simply ask GTM team members whether their quality of life has changed as a result of their salary changes, and if so, how.

This section shows you the degree to which you are impacting quality of life, and what outcomes, if any, are GTM team members experiencing, in their own words.

The key indicators in this section are:

- **Quality of Life Change:** To what extent has the quality of life of your GTM team members changed as a result of the living wage implementation?
- **Sense of Control Over Finances:** Has the team members' worry about their finances changed? Do they feel in control of their finances?
- **Ability to Manage Emergency Expenses:** Are team members able to arrange funds in case of an emergency? How has the introduction of the living wage impacted their ability to do so?

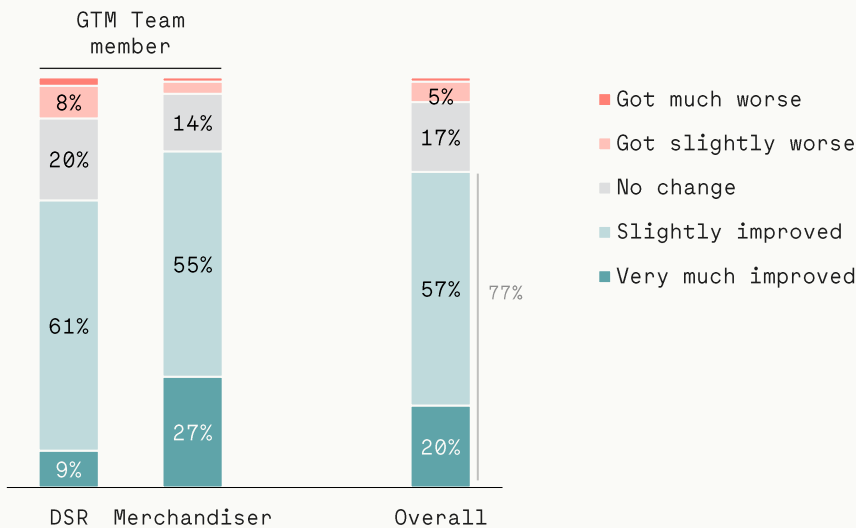


[+] Impact

Close to 4 in 5 go-to-market team members report improvements in their ability to cover household expenses.

Ability to Cover Household Expenses

Q: Has your ability to cover your household expenses changed since July 2023? (n = 835 | DSR = 360, Merchandiser = 475)



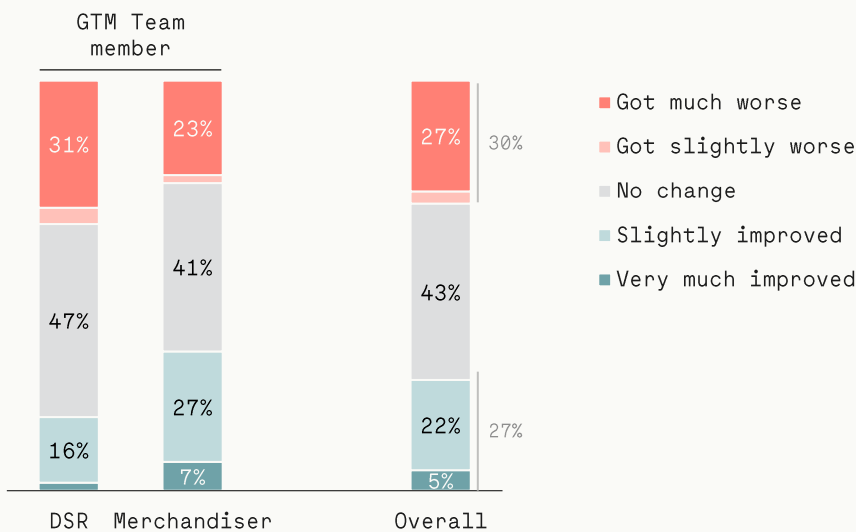
Insight

Merchandisers from top-tier cities are more likely to report significant improvements in their ability to cover household expenses than merchandisers from bottom-tier cities (30% vs 23%).

30% of GTM team members report that their ability to save has got worse. 27% say it has improved.

Ability to Save

Q: Has your ability to save money changed since July 2023? (n = 839 | DSR = 364, Merchandiser = 475)



Insight\*

Respondents were asked about changes in their ability to save since July 2023. During this period, Pakistan's average inflation rate ranging from 20%-25% has likely strained savings as households prioritized rising living costs. Nearly 7 in 10 DSRs and 8 in 10 merchandisers report an improved ability to manage household expenses, suggesting adjusted budgets.

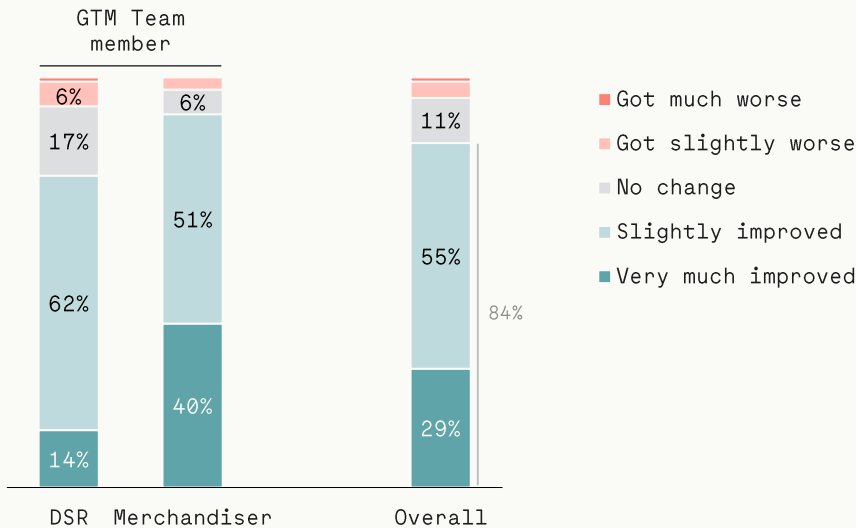
\*Pakistan has witnessed soaring inflation rates over the past few years, accompanied by considerable economic turmoil. In 2023, inflation in Pakistan reached 38%, making it the highest in Asia.  
60 — decibels

[+] Impact

More than 4 in 5 go-to-market team members report that their ability to go to a healthcare provider has improved.

Ability to Access Healthcare

Q: Has your ability to go to a healthcare provider for check-ups or if ill changed since July 2023? (n = 833 | DSR = 358, Merchandiser = 475)



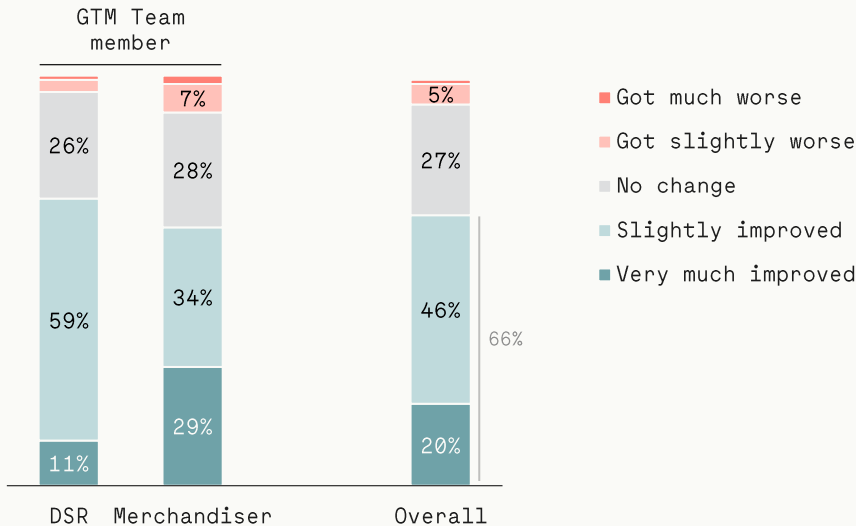
Insight

GTM team members who report improvements in ability to manage household expenses are more likely to report improvements in ability to access healthcare (94% vs 53%). GTM team members living outside Lahore and Karachi are more likely to report significant improvements in ability to access healthcare compared to those in the two major cities (35% vs 23%).

2 in 3 GTM team members report an improvement in their ability to access education for their children.

Ability to Attend School\*

Q: Has the ability of the primary school aged children (6-11 years) in your household to attend school changed since July 2023? (n = 466 | DSR = 230, Merchandiser = 236)



\*These numbers are reported for GTM team members with children of primary school-going age. Of the total sample, 44% overall (36% of DSRs and 50% of merchandisers) report not having children.

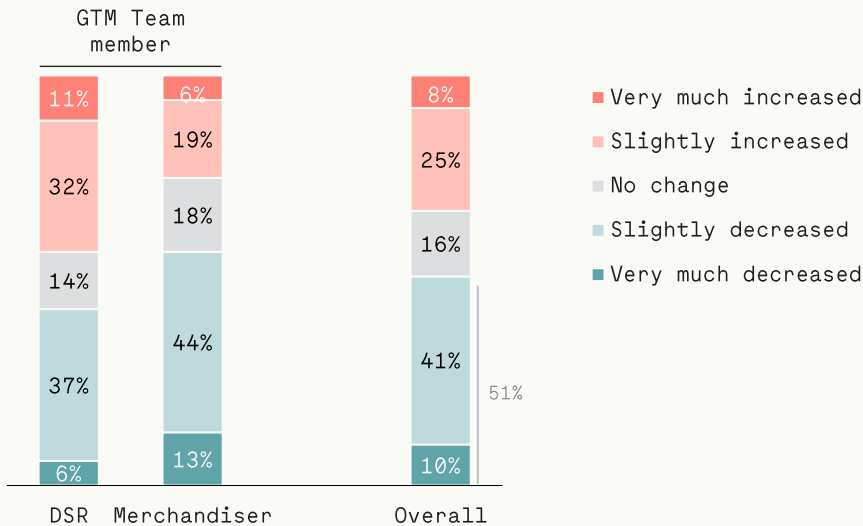
“Earlier, when our salary was low, we admitted the children to a low-fee school. Now that our financial situation has improved, we are sending them to a better school.”  
- GTM team member (merchandiser), Karachi 10

[+] Impact

51% of go-to-market team members report a decrease in the amount of time they spend worrying about their finances.

Worry About Finances\*

Q: Has the amount of time you spend worrying about your finances changed since July 2023? Has it: (n = 838 | DSR = 364, Merchandiser = 474)



Insight

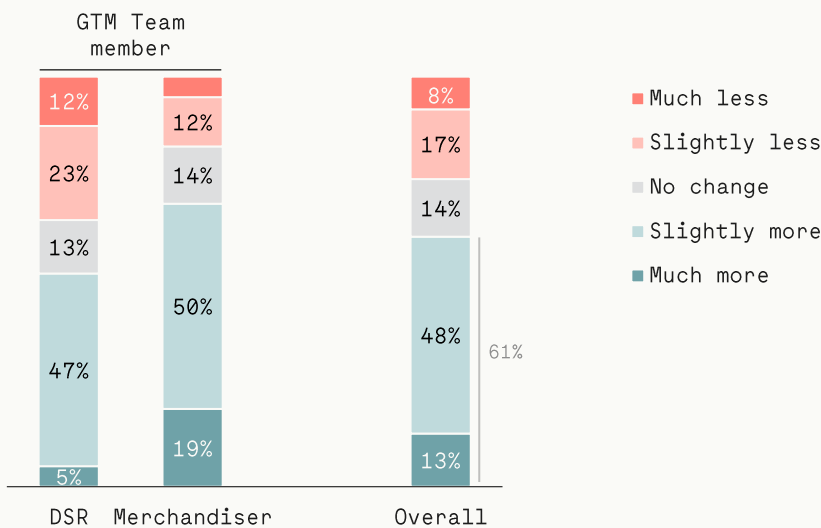
Over 4 in 10 DSRs and 2 in 10 merchandisers report an increase in time spent worrying about their finances, possibly due to the effects of high inflation and rising costs of living across the country.

\*Pakistan has witnessed soaring inflation rates over the past few years, accompanied by considerable economic turmoil. In 2023, inflation in Pakistan reached 38%, making it the highest in Asia.

3 in 5 GTM team members say that they are more in control of their finances.

Sense of Control Over Finances

Q: Since July 2023, do you feel more or less in control of your finances? (n = 839 | DSR = 364, Merchandiser = 475)



“

In 2023, we were able to manage our expenses and could make ends meet and even save some money. We actually plan our monthly budget and try to save and manage all expenses properly.

- GTM team member

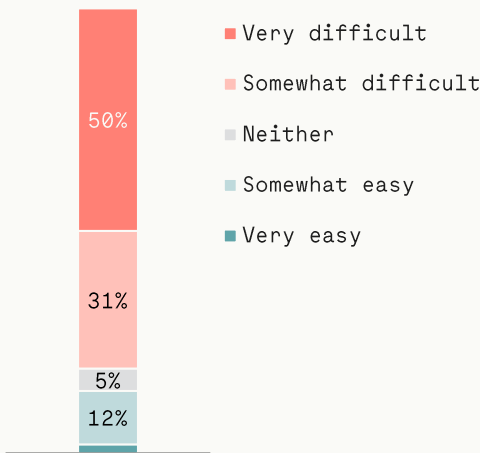
(merchandiser), Lahore 11

[+] Impact

1 in 2 GTM team members will find it very difficult to come up with 22,000 PKR in case of an emergency.

Emergency Expenses\*\*

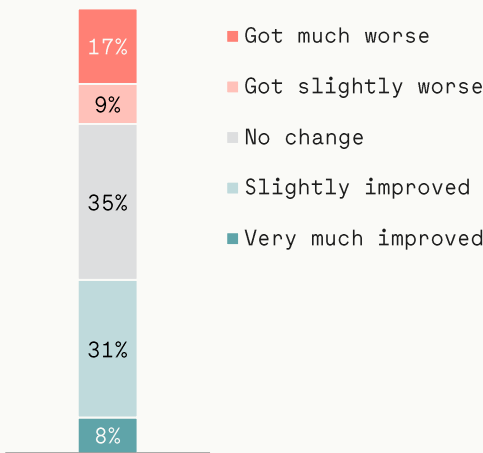
Q: Imagine tomorrow that you have an unexpected emergency and need to come up with 22,000 PKR within the next month. How easy or difficult would it be to come up with this money? (n = 839\* | DSR = 364, Merchandiser = 475)



\* DSRs (66%) are much more likely to say that it would be 'very difficult' for them to come up with 22,000 PKR in case of an emergency as compared to merchandisers (37%).

Ability to Face Emergency Expense\*\*

Q: Has your ability to face this expense changed since July 2023 (n = 839\* | DSR = 362, Merchandiser = 475)

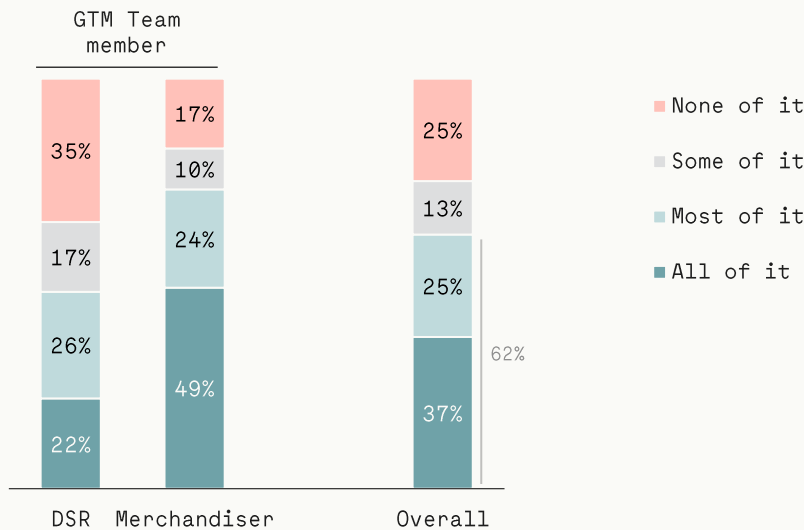


\* DSRs (26%) are much more likely to say that their ability to face this expense has got much worse as compared to merchandisers (10%).

Over 3 in 5 GTM team members attribute most or all of the improvement in facing emergency expenses to the living wage.

Change Attribution\*\*

Q: How much of this change is due to your work at Unilever since July 2023? (n = 839 | DSR = 364, Merchandiser = 475)



Insight

Nearly 7 out of 10 GTM team members who reported an improved ability to handle emergencies attribute most or all of that change to the living wage. In contrast, over 4 out of 10 individuals who did not experience any improvement or change believe that the living wage had no impact on their situation. This suggests that the living wage may have helped reduce the negative effects of rising costs.

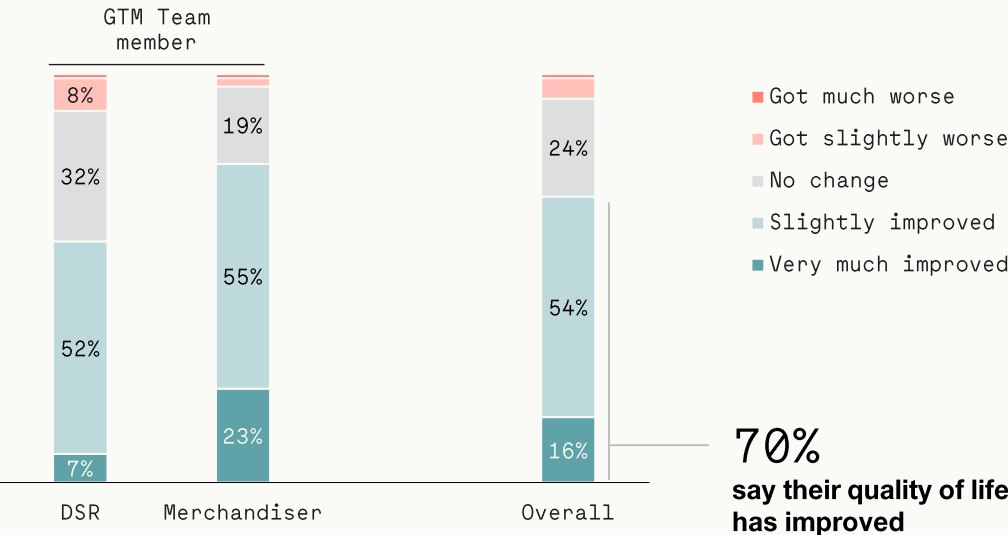
\*\*Pakistan has witnessed soaring inflation rates over the past few years, accompanied by considerable economic turmoil. In 2023, inflation in Pakistan reached 38%, making it the highest in Asia.

[+] Impact

7 in 10 go-to-market team members report that their quality of life has improved.

Quality of Life Change

Q: Has your quality of life changed since the wage increase in July 2023?  
(n = 839 | DSR = 364, Merchandiser = 475)



Top three self-reported outcomes are improved income, better management of household expenses and improved living standards.

Quality of Life Improved

Q: How has your quality of life improved? (n = 589 | DSR = 215, Merchandiser = 374).  
Open-ended, coded by 60 Decibels.

Top outcomes*	Total	DSR	Merchandiser
Improved income	31%	37%	27%
Management of household expenses	25%	0%	39%
Improvement in living standards	17%	32%	12%
Financial independence	16%	14%	7%
Personal growth and confidence	12%	11%	12%

\*In this table, the cells are shaded from dark to light, with the intensity of the shading representing the frequency of the outcome reported. The most frequently reported outcome will have the darkest shading, while outcomes reported less frequently will have progressively lighter shading



## 03: Experience

If your GTM team members are unhappy, it's unlikely they will continue to recommend you to others.

This section uses the popular Net Promoter Score® to understand the level and drivers of jobholder satisfaction and loyalty. Additional insights on top aspects of fairness of pay, and level of satisfaction and motivation provide deeper information.

The key indicators in this section are:

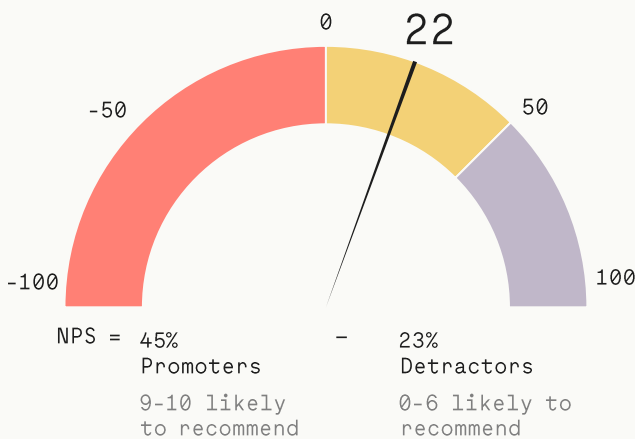
- **Net Promoter Score:** How likely are your GTM team members to recommend your company to a friend?
- **Top Aspects of Job:** What are the top aspects of the job that team members value most at Unilever?
- **Fairness of Pay:** Do team members find the pay they get to be fair?

📊 Experience

Unilever has an NPS of 22 among DSRs, which is good. Keep it up!

Net Promoter Score® (NPS)\*

Q: On a scale of 0-10, how likely are you to recommend working with Unilever to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 839 | DSR = 364, Merchandiser = 475)



The Net Promoter Score® (NPS) is a gauge of respondent satisfaction and loyalty. The NPS is the percent of GTM team members rating 9 or 10 ('Promoters') minus the percent of those rating 0 to 6 ('Detractors'). Those rating 7 or 8 are 'Passives'.

The score can range from -100 to 100. Unilever Pakistan's DSR's have an NPS of 22, which is good.

Segments	NPS
DSR	22
Supervisor	18

\*Due to the difference in the articulation of the way this question was asked to DSRs and Merchandisers, the results for NPS for DSRs and merchandisers have been presented separately.

Promoter DSRs value the medical benefits and fair compensation offered by Unilever.

Follow up from NPS question: We ask respondents to explain their rating to provide an insight into what they value and what creates dissatisfaction.

45%  
are Promoters 😊

DSRs love:

- 1. Medical benefits offered  
(38% of promoters / 17% of all DSRs)
- 2. Fair compensation  
(33% of promoters / 15% of all DSRs)
- 3. Employee support  
(transportation allowance, etc.)  
(32% of promoters / 14% of all DSRs)

32%  
are Passives 😐

DSRs like:

- 1. Employee benefits  
(51% of passives / 17% of all DSRs)
  - 2. Unilever's brand reputation  
(29% of passives / 19% of all DSRs)
- DSRs want to see:
- 1. Targeted wage increases  
(17% of passives / 6% of all DSRs)

23%  
are Detractors ☹️

DSRs want to see:

- 1. Better salary accounting for inflation  
(45% / 10% of all DSRs)
- 2. Provision of bonuses  
(42% / 9% of all DSRs)
- 3. Better target and KPI management  
(29% of detractors / 7% of all DSRs)



🔊 Experience

Compensation, dignity and respect in the workplace, and performance bonuses are the top 3 priorities for DSRs

Top Aspects of Job - DSR

Q: Please rank the top 3 aspects that you look for in a job, in order of importance where 1 is most important. (n = 364)

DSR

	Rank
Amount of total compensation/ pay	1
Dignity and respect in the workplace	2
Bonuses dependent on performance	3
Growth pathways in the job	4
Benefits (health insurance, etc.)	5

DSRs report Unilever has performed well in providing medical benefits and competitive pay but seek more growth opportunities.

Company Performance

Q: Based on your engagement with Unilever, how would you say the company has performed in providing these aspects in the workplace? (n = 364). Open-ended, coded by 60 Decibels.

47%  
talk about above  
average medical  
benefits

45%  
appreciate the  
competitive salary

14%  
report insufficient  
growth  
opportunities

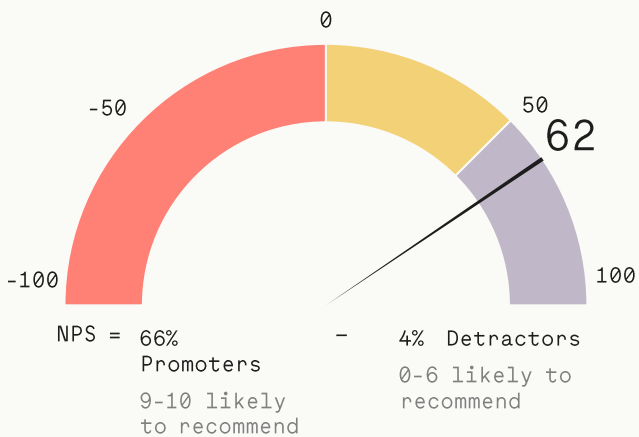
“  
Unilever is providing me handsome pay, health insurance and some amount for my kids’ education. However, the company does not pay us pension, provident fund or annual bonuses.  
GTM team member (DSR), Islamabad

Experience

Unilever has an NPS of 62 among merchandisers, which is excellent. Keep up the great work!

Net Promoter Score® (NPS)\*

Q: Based on your experience of working as a merchandiser for Unilever products, how likely are you to recommend engaging with Unilever to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 475)



The Net Promoter Score® (NPS) is a gauge of respondent satisfaction and loyalty. The NPS is the percent of jobholders rating 9 or 10 ('Promoters') minus the percent of jobholders rating 0 to 6 ('Detractors'). Those rating 7 or 8 are 'Passives'.

The score can range from -100 to 100. Unilever Pakistan's merchandisers have an NPS of 62, which is excellent.

Segments*	NPS
Top-tier	60
Bottom-tier	63

\*Top-tier cities include Lahore, Karachi, Rawalpindi, Islamabad, Faisalabad and Multan. Bottom-tier cities include all others excluding the top-tier cities like Peshawar, Gujranwala, Sialkot, Hyderabad, etc.

\*Due to the difference in the articulation of the way this question was asked to DSRs and Merchandisers, the results for NPS for DSRs and merchandisers have been presented separately.

Promoter merchandisers value the employee support and positive work environment in their engagement with Unilever.

Follow up from NPS question: We ask respondents to explain their rating to provide an insight into what they value and what creates dissatisfaction.

66%  
are Promoters 😊

Merchandisers love:

- 1. Good pay and benefits (transportation allowance, etc.) (38% of promoters/ 25% of all merchandisers)
- 2. Positive work environment (32% of promoters/ 21% of all merchandisers)
- 3. Medical benefits offered (30% of promoters/ 14% of all merchandisers)

30%  
are Passives 😐

Merchandisers like:

- 1. Medical benefits offered (25% of passives/ 8% of all Merchandisers)
- 2. Positive work environment (20% of passives / 6% of all Merchandisers)

Merchandisers want to see:

- 1.Targeted wage increases (13% of passives / 3% of all merchandisers)

4%  
are Detractors 😞

Merchandisers want to see:

- 1. Better salaries accounting for inflation (67% of detractors/ 3% of all merchandisers)
- 2. Improved medical benefits (including outpatient care, etc.) (29% of detractors / 1% of all merchandisers)
- 3. Provision of bonuses (24% of detractors/ 1% of all merchandisers)

🔊 Experience

Pay, performance bonuses, and dignity and respect in the workplace are the top 3 priorities for merchandisers.

Top Aspects of Job - Merchandiser

Q: Please rank the top 3 aspects that you look for in a job, in order of importance where 1 is most important. (n = 475)

Merchandiser

	Rank
Amount of total compensation/ pay	1
Bonuses dependent on performance	2
Dignity and respect in the workplace	3
Benefits (health insurance, etc.)	4
Growth pathways in the job	5

Merchandisers commend the competitive salaries offered by Unilever but want improved performance bonuses.

Company Performance

Q: Based on your engagement with Unilever/Smollan, how would you say the company has performed in providing these aspects in the workplace? (n = 475). Open-ended, coded by 60 Decibels.

44%  
appreciate the competitive salary

39%  
mention low incentives and bonuses

35%  
report good medical benefits offered

“Salary is better than other companies and we also get medical benefits, but parents should also be included in our medical insurance. Also, there should be some bonuses to motivate us.

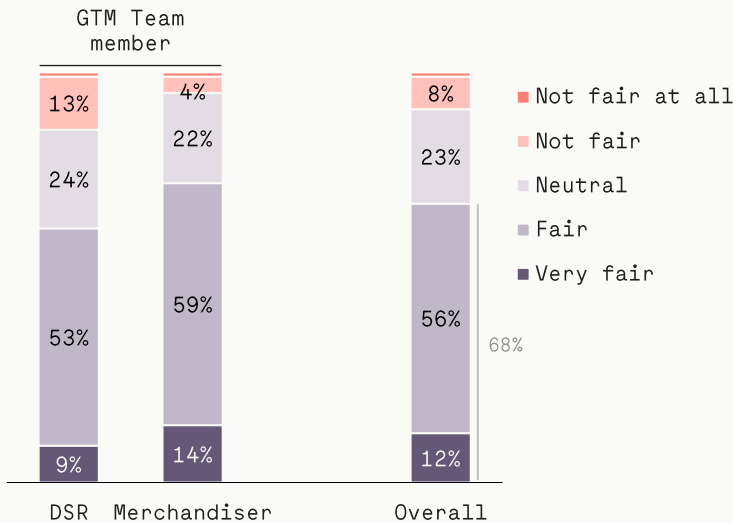
GTM Team member (merchandiser), Karachi

Experience

Over two-thirds of go-to-market team members describe their pay as fair.

Fairness of Pay

Q: How would you describe the pay offered by Unilever? (n = 839 | DSR = 364, Merchandiser = 475)



Top Drivers of Pay Fairness Perception

Q: Can you please explain your answer? (n = 839 | DSR = 364, Merchandiser = 475). Open-ended, coded by 60 Decibels.

DSR

44%  
appreciate the competitive pay

23%  
mention difficulty in managing expenses

Merchandiser

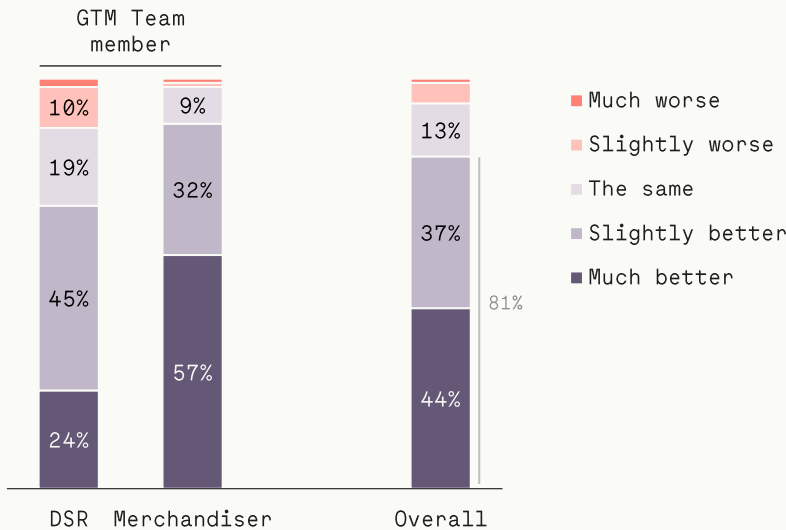
47%  
report improved ability to cover basic expenses

40%  
report negative impact of inflation

44% of GTM team members say the pay and benefits are ‘much better’ compared to their previous workplace.

Comparison to Previous Workplace\*

Q: How do these pay and benefits compare to your previous workplace? (n = 576 | DSR = 220, Merchandiser = 356)



“The pay rate and benefits are fairly good, and Unilever is providing learning and promotion opportunities to employees.  
GTM Team member (DSR), Islamabad

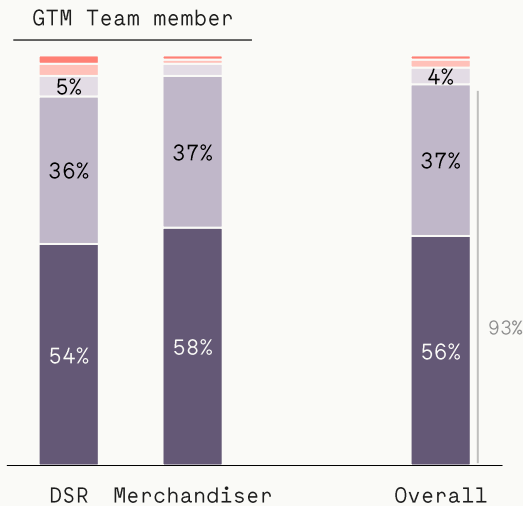
\*Those who reported that this was their full-time job have been excluded from this analysis.

Experience

9 in 10 go-to-market team members report that the level of motivation and satisfaction in their jobs has increased.

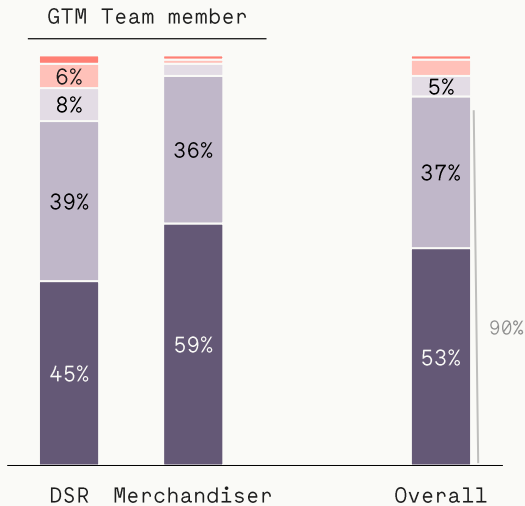
Level of Motivation

Q: Since July 2023, has your level of motivation in engaging with Unilever changed? Your motivation has.. (n = 839 | DSR = 364, Merchandiser = 475)



Level of Satisfaction

Q: Since July 2023, has your level of satisfaction in engaging with Unilever changed? Your level of satisfaction has.. (n = 839 | DSR = 364, Merchandiser = 475)

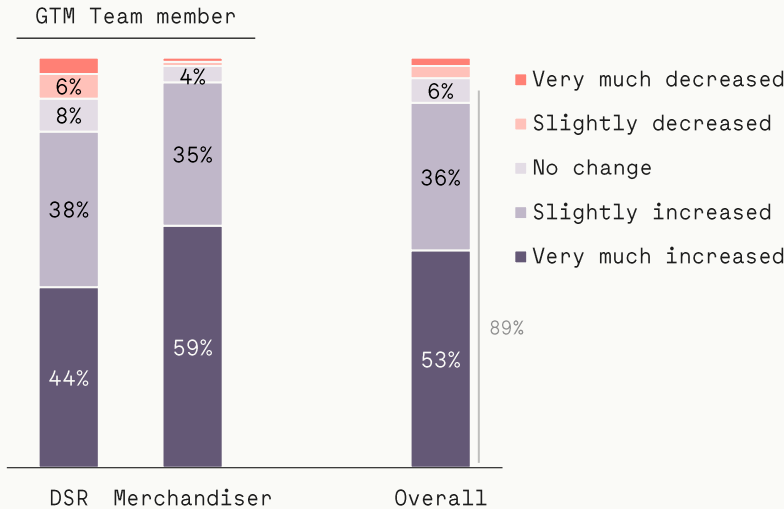


■ Very much increased ■ Slightly increased ■ No change ■ Slightly decreased ■ Very much decreased

9 in 10 GTM team members report an increase in their willingness to continue engaging with Unilever.

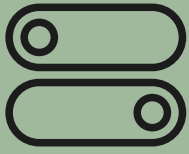
Change in Willingness to Engage with Unilever

Q: Since July 2023, has there been a change in your willingness to continue engaging with Unilever? Your willingness has.. (n = 839 | DSR = 364, Merchandiser = 475)



“  
I had some debt to pay off, and after my increment, I was able to settle it. When my wife gave birth and my youngest son was hospitalized, Unilever provided significant support with medical expenses.

GTM Team member (DSR),  
Faisalabad



# 05:

## Segmentation Analysis

Not every GTM team member is the same. Understanding your impact across different groupings of team members can reveal additional insights into how you can improve performance.

This section disaggregates results by gender and product type across five key indicators introduced in previous sections.

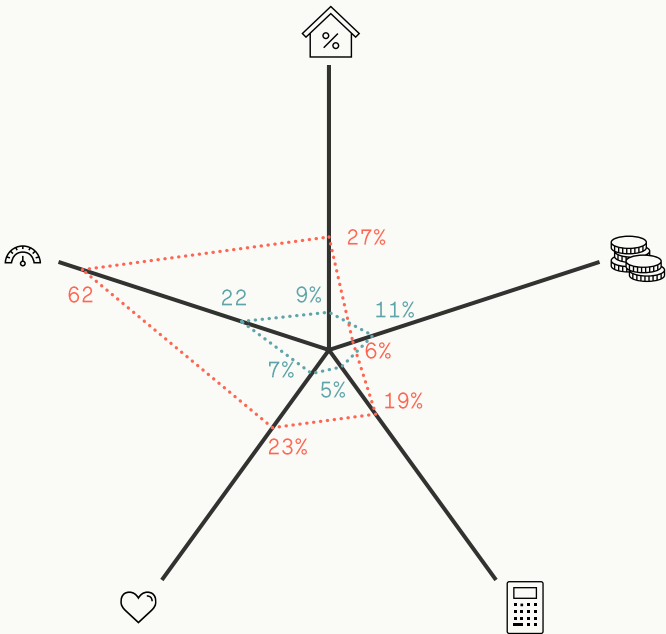
The key indicators in this section are:

- **Ability to Cover Household Expenses**
- **Worry About Finances**
- **Sense of Control Over Finances**
- **Quality of life**
- **Net Promoter Score**
- **Emergency Expenses**
- **Ability to Access Healthcare**
- **Ability to Attend School**

Segmentation

Unilever’s merchandisers experience greater financial impact of the living wage than the DSRs.

Jobholder Segmentation Analysis



Key

- Ability to Cover Household Expense**  
% of jobholders whose ability to cover household expenses has significantly improved
- Worry About Finances**  
% of jobholders who report the time spent worrying about finances has significantly decreased
- Sense of Control Over Finances**  
% of jobholders feeling much more in control of their finances
- Quality of Life**  
% of jobholders whose lives have significantly improved
- Net Promoter Score (NPS)**  
Scale -100 to 100

Results

- Merchandise n = 475
- DSR n = 364

Insights

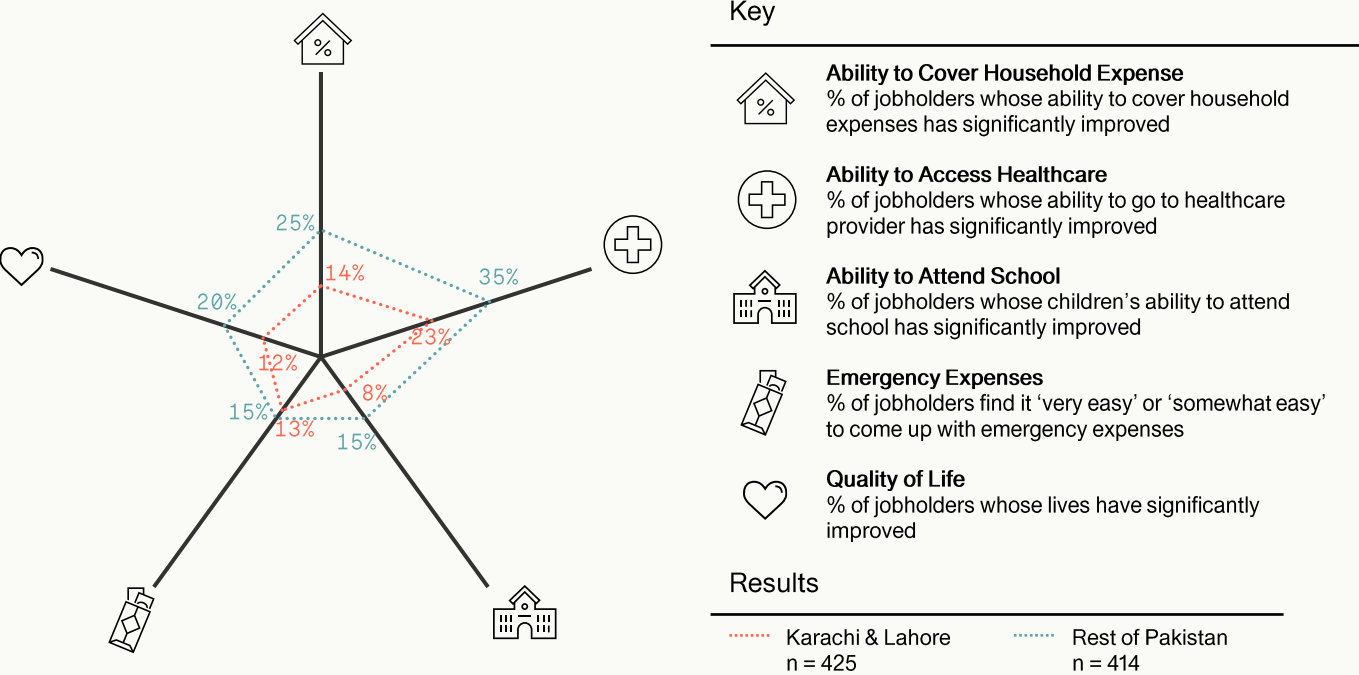
- Unilever’s merchandisers have a much higher NPS compared to DSRs (62 vs 22). The top outcomes reported by DSRs who are Promoters are good medical benefits offered and fair compensation. DSRs who are detractors seek better pay, and an improved system to manage targets and KPIs, along with the provision of bonuses and incentives. For merchandisers, top outcomes include good employee support structures and a positive work environment. Provision of bonuses is a common theme, as merchandisers who are detractors also seek the same, along with medical benefits that extend to more members of the family and cover outpatient care as well.
- The introduction of living wage has reportedly had a greater impact on the lives of merchandisers than DSRs, as the former are more likely to report significant improvements in their quality of life compared to the latter (23% vs 5%). Near 7 in 10 of DSRs interviewed live in Karachi or Lahore, compared to less than 4 in 10 of merchandisers. Higher living costs in major cities may possibly explain why fewer DSRs report significant improvements in quality of life. Top self-reported drivers of quality of life include improvement in management of household expenses and living standards.



Segmentation

GTM team members from rest of Pakistan experience greater impact of the wage increase than those from Karachi and Lahore.

Region Segmentation Analysis



Insights

- Overall, living wage has a greater financial impact on the GTM team members living in the rest of Pakistan than those from Karachi and Lahore. This is evident as a higher proportion of those from rest of Pakistan (25%) report significant improvements in their ability to cover household expenses than those from the latter (14%).  
  
Additionally, team members from Karachi and Lahore also find it less easier than their counterparts in the rest of Pakistan to come up with PKR 22,000 in case of an emergency than those from the rest of Pakistan (13% vs 15%). While looking at the data, we also see that the percentage of GTM team members in Karachi and Pakistan reporting difficulty in managing emergency expenses is also higher than the rest of the country. This is likely because of the ongoing high inflation and its related challenges in Pakistan, the impact of which is probably felt more greatly in urban cities.
- GTM team members from the rest of Pakistan are also more likely to report significant improvements in their ability to access healthcare as well as their children's ability to attend school than those hailing from Karachi and Lahore (35% vs 23%) and (15% vs 8%) respectively.
- Lastly, a greater proportion of team members living in other cities are more likely to report significant improvements in their quality of life than those from Karachi and Lahore (20% vs 12%), indicating the differing impact increased wages have had on standards of living in smaller cities when compared to major urban centres.



## 04:

# Business Impact

Please note: Information in this section is based on both analysis by Unilever on business indicator information available with the company, as well as relationship analysis between business KPIs/ metrics data shared by Unilever and indicators from the 60dB survey.

This section looks to understand the impact of the living wage on business metrics/ KPIs tracked by Unilever. Existing data shared by the Unilever team was used (wherever available) for the DSRs and the merchandisers, to examine relationships between GTM team members who report changes in their levels of motivation, satisfaction, quality of life and fairness of pay, and their performance across the shortlisted KPIs

Business Impact

Key Performance Indicators Looked At

For DSRs

- **Assortment:** Mix of products or brands that a store carries
- **Outlet Productivity:** efficiency and effectiveness with which products are sold through retail outlets
- **Target Achievement :** How much of the volume target is achieved against target assigned
- **Strike Rate:** Number of stores visited as per the system and visit plan



For Merchandisers

- **Daily Execution:** Measure of ensuring products are properly displayed, stocked, and promoted at a store level
- **PS Compliance:** Measure of booked and confirmed promotional activity executed at store level

Assortment increased by 9% between July 2023 and June 2024, since the living wage rollout. Outlet productivity grew by 5%.

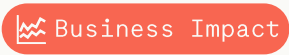
Assortment Growth\*

Duration	Assortment Growth (in %)
Jan – Jun 2023	-
Jun – Dec 2023	9.15%
Jan – Jun 2024	9.08%

Outlet Productivity Growth\*

Duration	Assortment Growth (in %)
Jan – Jun 2023	-
Jun – Dec 2023	6.02%
Jan – Jun 2024	4.17%

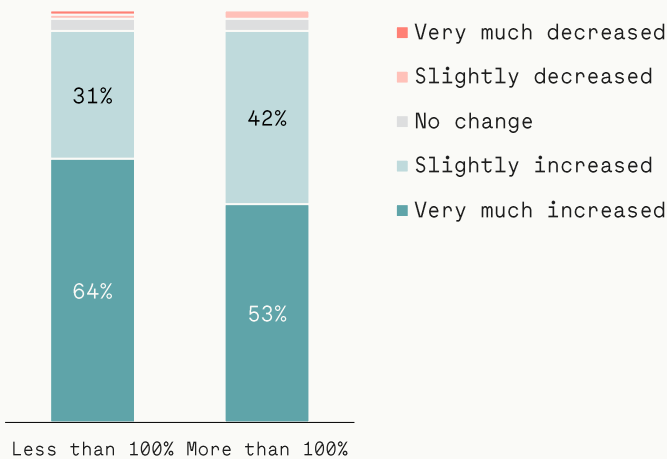
\* Data for assortment and outlet productivity was analysed by Unilever using KPI information available at the company’s end.



# Almost all DSRs, irrespective of KPI performance, report improvements in their motivation levels.

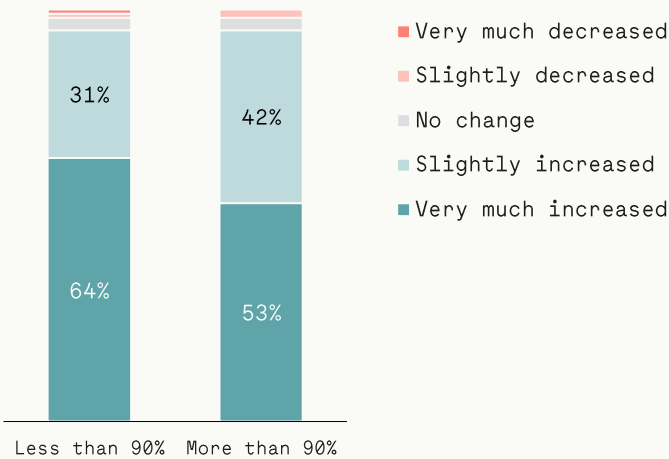
## Level of Motivation (Target Achieved)

Q: Since July 2023, has your level of motivation in engaging with Unilever changed? Your motivation has.. (n = 111 | Less than 100% = 75, More than 100% = 36)



## Level of Motivation (Strike Rate)

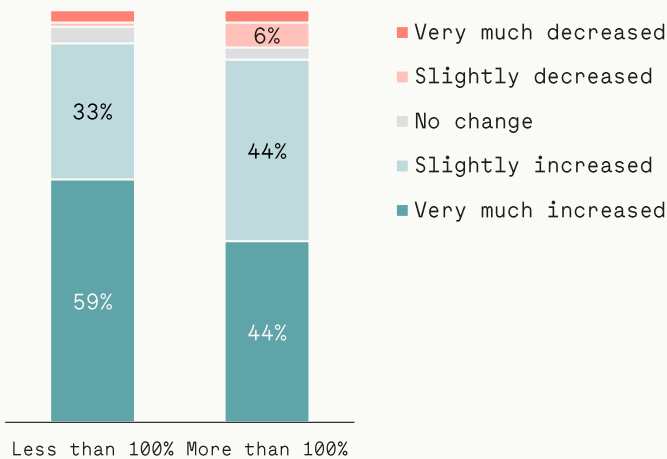
Q: Since July 2023, has your level of motivation in engaging with Unilever changed? Your motivation has.. (n = 111 | Less than 90% = 74, More than 90% = 37)



# Similarly, almost all DSRs, irrespective of KPI performance, report improvements in their satisfaction levels.

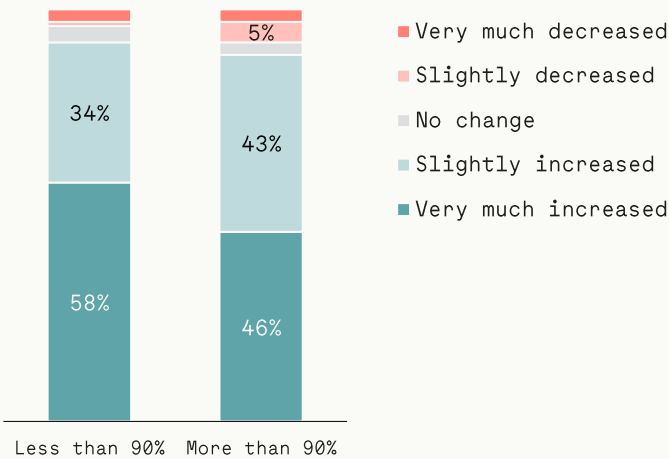
## Level of Satisfaction (Target Achieved)

Q: Since July 2023, has your level of satisfaction in engaging with Unilever changed? Your satisfaction has.. (n = 111 | Less than 100% = 75, More than 100% = 36)



## Level of Satisfaction (Strike Rate)

Q: Since July 2023, has your level of satisfaction in engaging with Unilever changed? Your satisfaction has.. (n = 111 | Less than 90% = 74, More than 90% = 37)

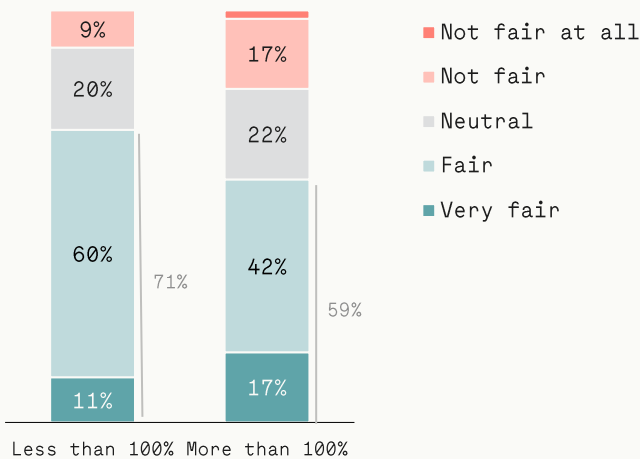


Business Impact

17% of DSRs outperforming on targets report their pay as ‘very fair’, compared to 11% of other DSRs.

Fairness of Pay (Target Achieved)

Q: How would you describe the pay offered by Unilever? (n = 111 | Less than 100% = 75, More than 100% = 36)



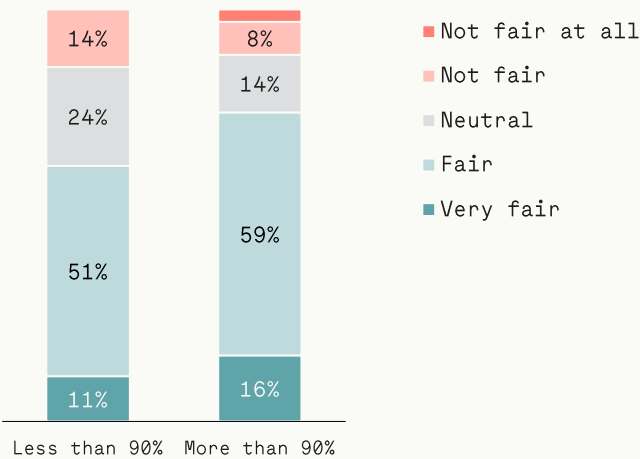
Insight

59% of DSRs who meet or exceed their targets perceive their pay as fair, compared to 71% of those with target achievement rates below 100%. This difference could suggest that perceptions of fairness may be influenced by varying expectations, where those achieving lower targets might view the wage correction more favorably, while higher performers may have different compensation expectations, such as incentives or bonuses.

Similarly, 16% of DSRs achieving more than 90% of their strike rate report their pay as ‘very fair’, compared to 11% of other DSRs.

Fairness of Pay (Strike Rate)

Q: How would you describe the pay offered by Unilever? (n = 111 | Less than 90% = 74, More than 90% = 37)

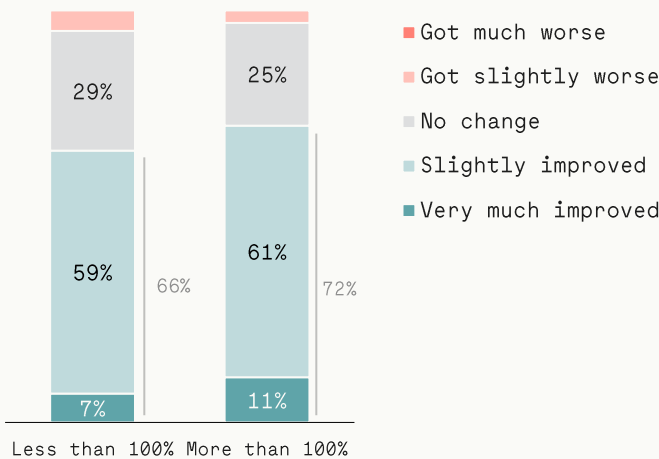


Business Impact

72% of DSRs outperforming on targets report improvements in their quality of life, compared to 66% of other DSRs.

Quality of Life Change (Target Achieved)

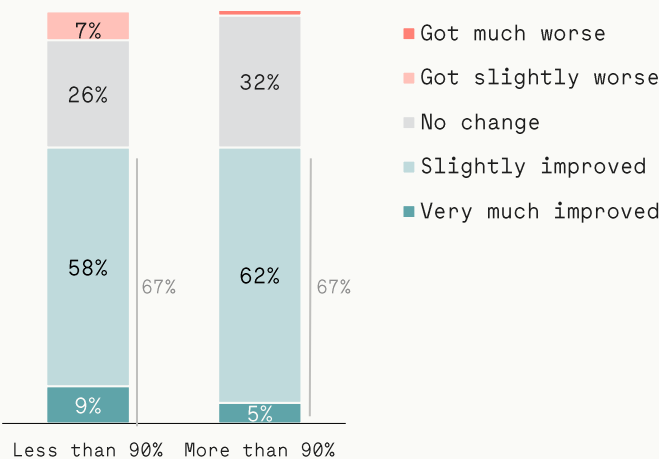
Q: Has your quality of life changed since the wage increase in July 2023? (n = 111 | Less than 100% = 75, More than 100% = 36)



Close to 7 in 10 DSRs, irrespective of strike rate performance, report improvements in their quality of life.

Quality of Life Change (Strike Rate)

Q: Has your quality of life changed since the wage increase in July 2023? (n = 111 | Less than 90% = 74, More than 90% = 37)

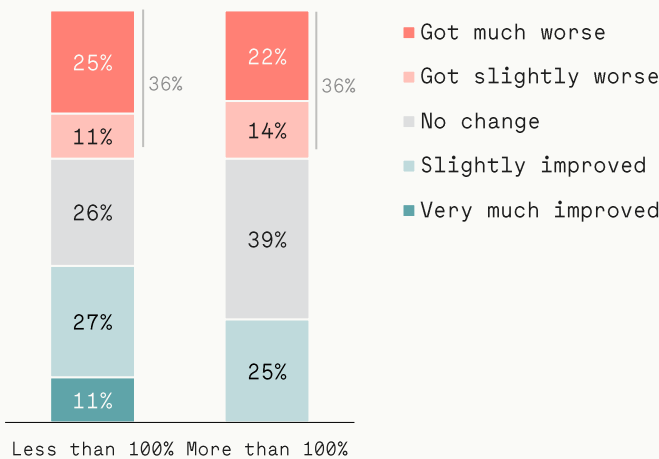


Business Impact

Over a third of DSRs, irrespective of KPI performance, say that their ability to face emergency expenses has got worse.

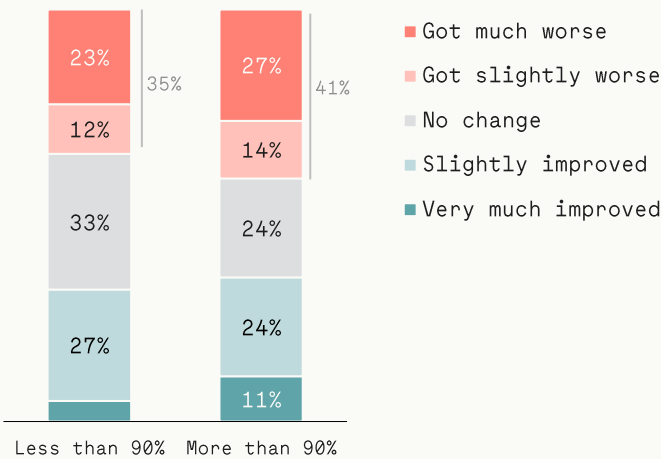
Ability to Face Emergency Expense (Target Achieved)

Q: Has your ability to face this emergency expense changed since July 2023 (n = 111 | Less than 100% = 75, More than 100% = 36)



Ability to Face Emergency Expense (Strike Rate)

Q: Has your ability to face this emergency expense changed since July 2023 (n = 111 | Less than 90% = 74, More than 90% = 37)



Summary

At an organization level, based on the data shared by Unilever, there is an increase in business metrics since the living wage rollout. Assortment grew by 9% over the year (between July 2023 and June 2024), and outlet productivity grew by 5%.

When looking at respondent level data, overall, the introduction of the living wage has positively impacted the 111 DSRs with complete KPI data available for analysis. However, due to the limited sample size, the insights in this section should be viewed as directional, reflecting trends only among the DSRs for whom data was consistently available rather than being representative of the broader population.

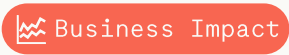
The data highlights that almost all DSRs (for whom data is available), regardless of their KPI performance, have reported increased motivation and satisfaction levels since July 2023. Most respondents across different performance categories (both target achievement and strike rate) indicated that their motivation and satisfaction have increased.

However, there are slight variations in motivation and satisfaction levels between different KPI groups.

Perceptions of fairness in pay and quality of life improvements are linked to KPI performance. DSRs who exceeded 100% of their targets or more than 90% of their strike rate were more likely to describe their pay as 'very fair' compared to their counterparts. Similarly, a higher proportion of DSRs who outperformed targets reported improvements in their quality of life. Despite these positive trends, over a third of DSRs, irrespective of their KPI performance, reported that their ability to face emergency expenses had worsened since July 2023.

This suggests that while increased wages have contributed to overall well-being, financial security remains a concern for many, highlighting the impact of the country's macroeconomic conditions and high inflation rates are having on respondents and their households.

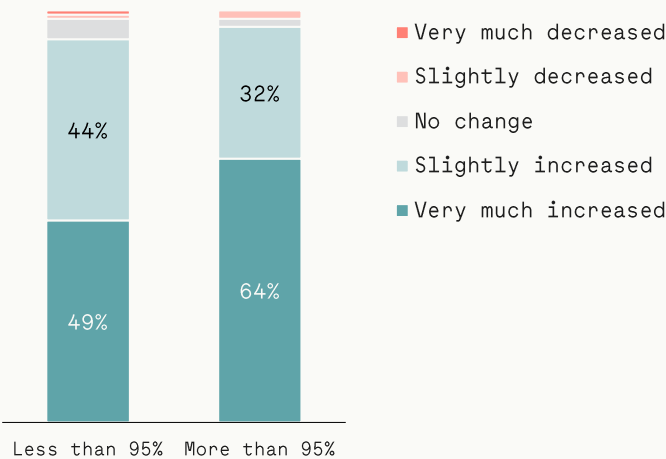




Almost all merchandisers, irrespective of KPI performance, report improvements in their motivation levels.

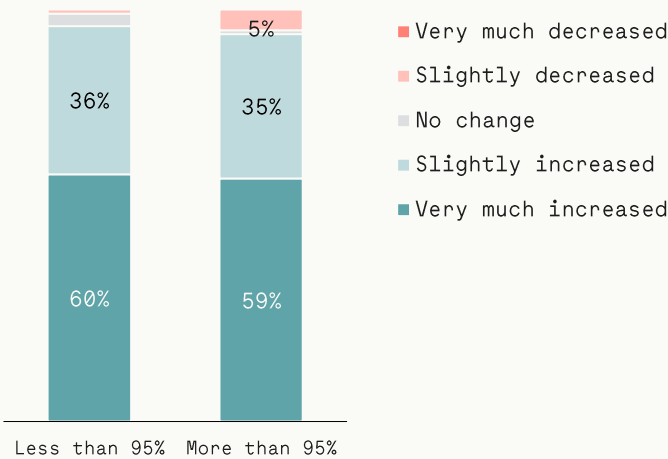
Level of Motivation (Daily Execution)

Q: Since July 2023, has your level of motivation in engaging with Unilever changed? Your motivation has.. (n = 364 | Less than 95% = 114, More than 95% = 250)



Level of Motivation (PS Compliance)

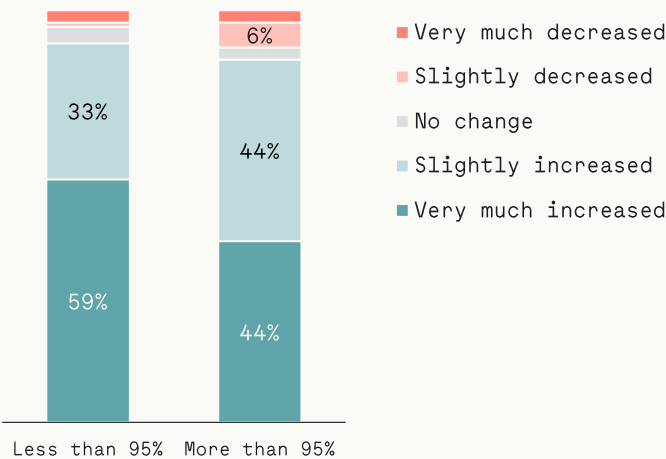
Q: Since July 2023, has your level of motivation in engaging with Unilever changed? Your motivation has.. (n = 364 | Less than 95% = 273, More than 90% = 91)



Similarly, almost all merchandisers, irrespective of KPI performance, report improvements in their satisfaction levels.

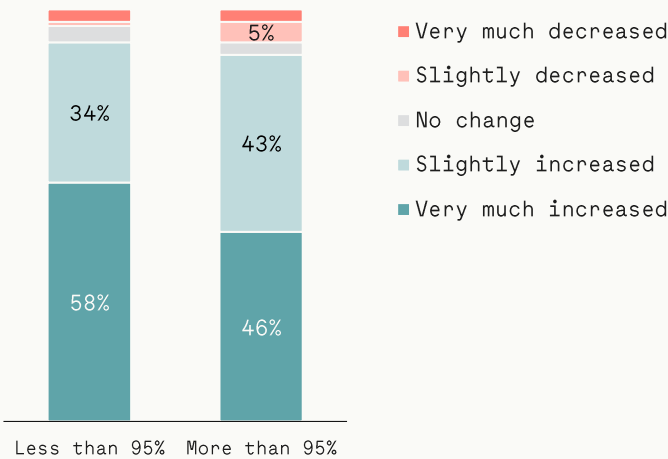
Level of Satisfaction (Daily Execution)

Q: Since July 2023, has your level of satisfaction in engaging with Unilever changed? Your satisfaction has.. (n = 364 | Less than 95% = 114, More than 95% = 250)



Level of Satisfaction (PS Compliance)

Q: Since July 2023, has your level of satisfaction in engaging with Unilever changed? Your satisfaction has.. (n = 364 | Less than 95% = 273, More than 90% = 91)

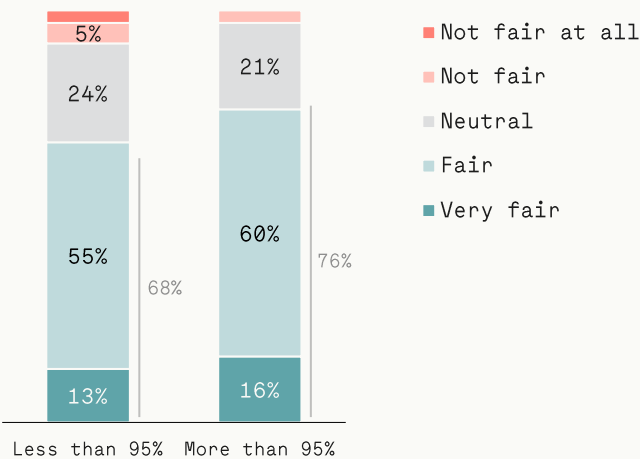


Business Impact

76% of merchandisers with 95%+ daily execution see their pay as fair, compared to 68% of their counterparts.

Fairness of Pay (Daily Execution)

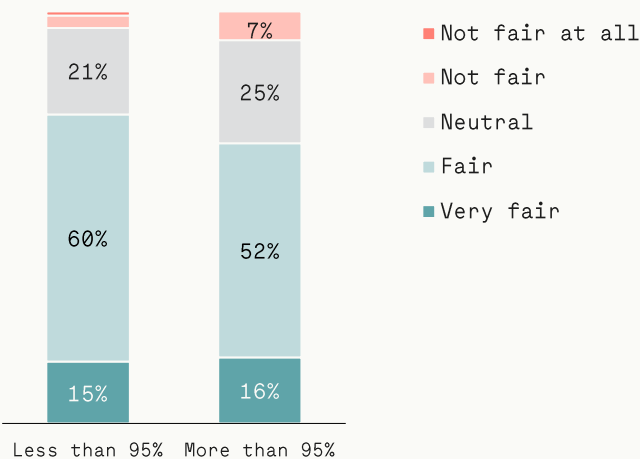
Q: How would you describe the pay offered by Unilever? (n = 364 | Less than 95% = 114, More than 95% = 250)



16% of merchandisers achieving over 95% of PS Compliance report their pay as 'very fair', as do a similar 15% of other merchandisers.

Fairness of Pay (PS Compliance)

Q: How would you describe the pay offered by Unilever? (n = 364 | Less than 95% = 273, More than 90% = 91)



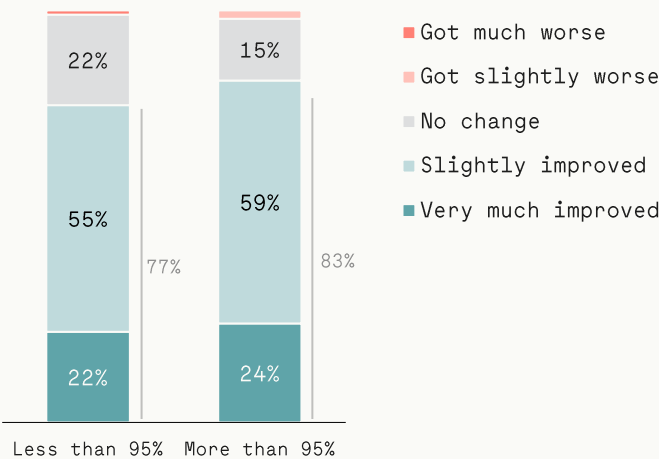
**Insight**  
68% of merchandisers who achieve over 95% of their Compliance KPI perceive their pay as fair, compared to 75% of those who achieve less than 95%. This difference could suggest that perceptions of fairness may be influenced by varying expectations.

Business Impact

83% of merchandisers with 95%+ compliance report improved quality of life, compared to 77% of their counterparts.

Quality of Life Change (Daily Execution)

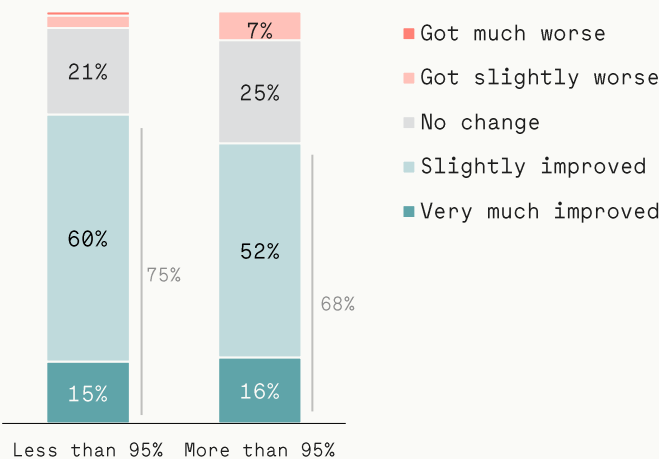
Q: Has your quality of life changed since the wage increase in July 2023? (n = 364 | Less than 95% = 114, More than 95% = 250)



About 7 in 10 merchandisers, irrespective of compliance levels, report their quality of life has improved significantly.

Quality of Life Change (PS Compliance)

Q: Has your quality of life changed since the wage increase in July 2023? (n = 364 | Less than 95% = 273, More than 90% = 91)



Insight

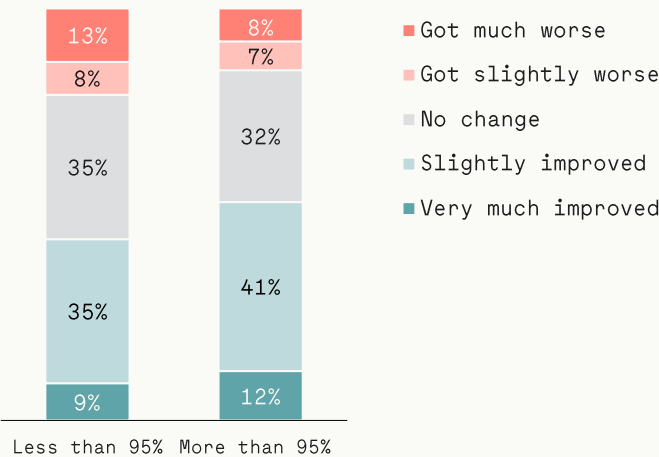
Although a similar proportion of both categories of merchandisers report significant improvements in their quality of life, those achieving less than 95% of their Compliance KPI are slightly more likely to report improvements than those exceeding 95% (75% vs. 68%). This trend may suggest that the corrected wages have a more noticeable impact on the household budgets of these merchandisers, though other factors could also influence these perceptions.

Business Impact

Better performing merchandisers are more likely to report an improved ability to face emergency expenses.

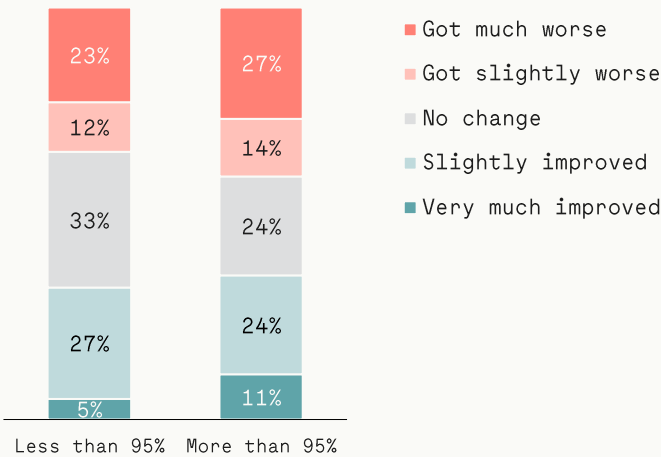
Ability to Face Emergency Expense (Daily Execution)

Q: Has your ability to face this emergency expense changed since July 2023? (n = 364 | Less than 95% = 114, More than 95% = 250)



Ability to Face Emergency Expense (PS Compliance)

Q: Has your ability to face this emergency expense changed since July 2023? (n = 364 | Less than 95% = 273, More than 90% = 91)



Summary

Overall, we see that the introduction of the living wage has had a positive impact on the 364 DSRs we interviewed. The insights in this section should be viewed as directional, reflecting trends only among the merchandisers for whom data was available rather than being representative of the broader population.

The findings indicate that almost all merchandisers, irrespective of their KPI performance, have experienced increased motivation and satisfaction levels since July 2023. Across both daily execution and PS compliance metrics, the majority reported that their motivation and satisfaction have either ‘very much increased’ or ‘slightly increased’. However, differences emerge across performance groups here.

Perceptions of pay fairness and quality of life improvements also show a link to performance. Merchandisers exceeding 95% of their daily execution or PS compliance are slightly more likely to view their pay as ‘very fair’ compared to their counterparts. Similarly, a greater proportion of merchandisers exceeding 95% of their daily execution KPIs report improvements in their quality of life following the wage increase. High performing merchandisers are also more likely to report that their ability to face emergency expenses has improved, indicating the positive impact the introduction of the living wage is having on both business metrics as well as on the households of the team members.



# Appendix

# Methodology

## About the 60 Decibels Methodology

Through the course of this study, 60 Decibels’ trained researchers conducted 839 phone interviews with Unilever’s GTM team members. The team members were randomly selected from a random sample of Unilever’s databases of 461 DSRs and 670 merchandisers, respectively. The insights from this report are representative of the population of contacts shared, and may not be representative of the entire population of DSRs and merchandisers the company employs across Pakistan.

Here is the breakdown of how we collected this data:

Country	Pakistan
DSR Population	461
Interviews Completed	364
Response Rate	89%
Languages	Urdu, Sindhi, Pashto, Punjabi
Average Survey Length	12 mins
Confidence Level	90%
Margin of Error	2%
Merchandise Population	670
Interviews Completed	475
Response Rate	71%
Languages	Urdu, Sindhi, Pashto, Punjabi
Average Survey Length	11 mins
Confidence Level	90%
Margin of Error	2%

## Calculations and Definitions

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

Metric	Calculation
Net Promoter Score®	The Net Promoter Score (NPS) is a common gauge of client satisfaction and loyalty. It is measured by asking clients to rate their likelihood to recommend a product/service to a friend or family member on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of clients rating 9 or 10 out of 10 (‘Promoters’) minus the % of clients rating 0 to 6 out of 10 (‘Detractors’). Those rating 7 or 8 are considered ‘Passives’.

## Ideas for How to Use these Results

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

### Review Your Results

- ☐ Review your results and qualitative team member responses. There's a lot of interesting feedback in there!
- 

### Engage Your Team

- ☐ Send the report to your team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!
  - ☐ Set up a team meeting & discuss what's most important, celebrate the positives, and identify next steps.
- 

### Spread The Word

- ☐ Reach a wider audience on social media & show you're invested in your team members.
- 

### Close The Loop

- ☐ We recommend posting on social media/website/blasting an SMS saying a 'thank you to everyone who took part in the recent survey with our research partner 60 Decibels, your feedback is valued, and as a result, we'll be working on XYZ' (edited)
  - ☐ If you can, call back the team members with challenges and/or complaints to find out more and show you care.
  - ☐ After reading this report, don't forget to let us know what you thought: [Click Here!](#)
- 

### Take Action!

- ☐ Collate ideas from team into an action plan including responsibilities.
- ☐ Keep us updated, we'd love to know what changes you make based on these insights.
- ☐ Set up the next Lean Data project – we recommend checking in again in 6 to 12 months.





“

Unilever offers good facilities along with a reasonable salary.

Additionally, being associated with Unilever brings a lot of respect in the market.

– GTM team member (DSR), Lahore

## About 60 Decibels

60 Decibels is the world's leading jobholder insights company for social impact. We bring speed and repeatability to social measurement, making it easy to listen directly to the people who matter most. Our network of 1,300+ researchers in 85+ countries gives you global reach. Couple this with standardized questions across thousands of projects and you get the largest data set of social performance benchmarks worldwide — with a focus on Financial Inclusion, Off-Grid Energy, and Agriculture value chains. These data help investors, funders, Fortune 500 companies, and NGOs understand their impact performance relative to their peers. Get in touch to find out more about our award-winning approach to impact measurement.

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## Thank You For Working With Us!

### Let's do it again sometime.

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

### Stay In Touch

Please sign up for [The Volume](#), our monthly collection of things worth reading.

## Acknowledgments

**Thank you to Matteo Squire, Ramlah Tariq, Laura Kelly, Fatima Arshad, Sohaib Ahmed, Syed-Jawad Raza and the rest of the Unilever team for all their assistance and inputs throughout the study. We would also like to thank Alicia Staals, Shevona Lilkant and the Smollan team for their support and coordination. This work was generously supported by Unilever.**