

BROWN BAG: SHARING KEY INSIGHTS ASSESSING IMPACT OF MANUFACTURING JOBS

23RD OCTOBER 2025

11:00 AM GMT

BRITISH HIGH COMMISSION

HOST



**NANA FRIMPOMAA-
ARHIN**
TEAM LEAD
FCDO

MODERATOR



**EUGENE
SANGMORLEY**
TEAM LEAD
Ghana JET

PRESENTER



TOM ADAMS
CHIEF STRATEGIST
60 Decibels

PRESENTER



SRINIDHI BALAJI
ASSOCIATE
60 Decibels

PRESENTER



AYEZAH SALMAN
ASSOCIATE
60 Decibels

← REFLECTIONS FROM POLICYMAKERS & INDUSTRY PLAYERS →



KOFI ADDO
DIRECTOR
Ministry of Trade,
Industry and Agribus.



**ABDUL-NASSER
ALIDU**
HEAD, STRATEGY
24H+ Secretariat



**SETH TWUM-
AKWABOAH**
CEO
AGI



**SERWAH OPOKU-
AMPOMAH**
LEGAL & HR
Japan Motors



**CYNTHIA
BAFFOUR**
CEO
Cyndex Ltd.

**BROWN BAG:
SHARING KEY INSIGHTS**

ASSESSING IMPACT OF MANUFACTURING JOBS

23RD OCTOBER 2025



RUNNING ORDER

Time	Duration	Agenda Item	Speaker
11:00 AM	5 mins	Welcome & Purpose of Gathering	Nana Frimpomaa Team Leader, FCDO
11:05 AM	10 mins	Context of manufacturing sector jobs in Ghana	Eugene Sangmortey Team Lead, Ghana JET
11:15 AM	5 mins	Overview of the Assessment	Tom Adams Chief Strategy Officer, 60Decibels
11:20 AM	15 mins	Presentation of Impact Assessment	Srinidhi Balaji Associate, 60 Decibels
11:35 AM	10 mins	Implications for UK-Ghana Growth partners and manufacturing stakeholders	Eugene Sangmortey Team Lead, Ghana JET
11:45 AM	15 mins	Initial reflections	Kofi Addo Director, MoTAI Abdul-Nasser Alidu Head of Strategy, 24H+ Secret. Seth Twum-Akwaboah CEO, AGI Private Sector Partners All
12:00 PM	25 mins	Q&A and Discussion	All Participants
12:20-12:30	5 mins	Closing Reflections	FCDO & Moderator

Welcome & Purpose of Gathering

Nana Frimpomaa Arhin

FCDO TEAM LEADER,

GREEN ECONOMIC TRANSFORMATION &

JET SENIOR RESPONSIBLE OFFICER

UK - Ghana JET Programme

About

The UK-Ghana Partnership for Jobs and Economic Transformation (JET) programme supports Ghana's ambition to transform its economy by growing a diversified, inclusive, and competitive manufacturing base.

Approach

An integrated model to accelerate Ghana's manufacturing-led economic transformation and create quality jobs.



Policy. Support the Government of Ghana to design and implement policies that unlock investment and drive industrial growth.



Investment. Facilitate high-impact, anchor investments through targeted market intelligence and investor support.

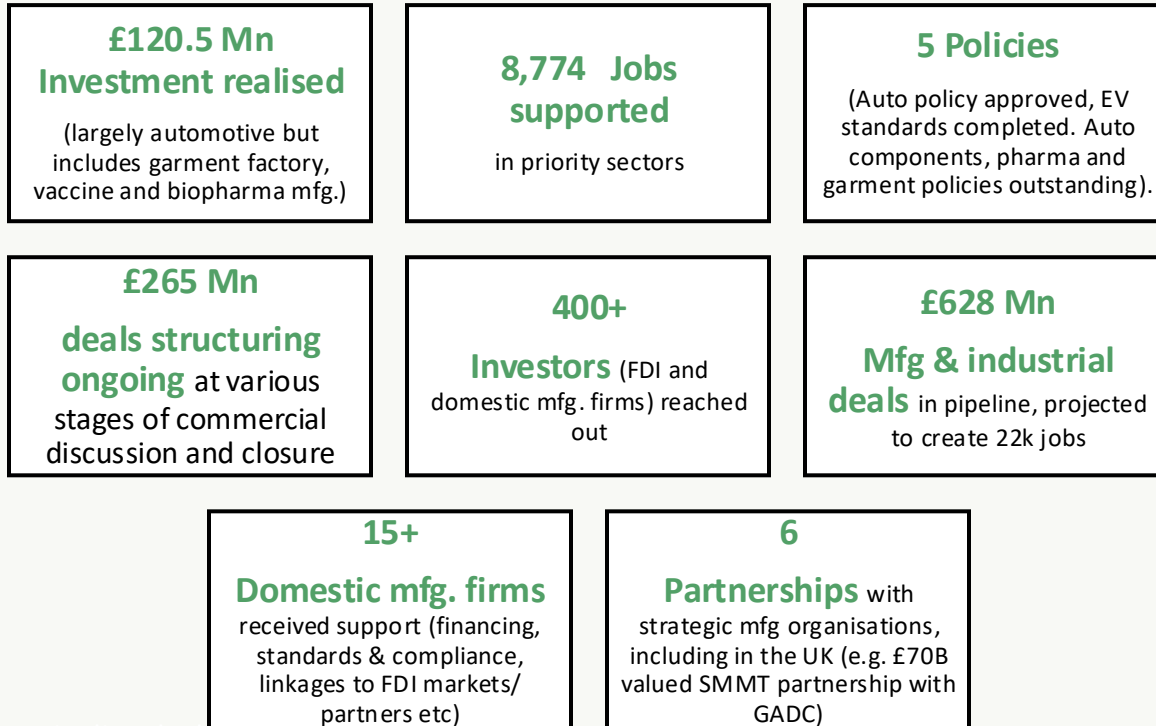


Ecosystem. Strengthen local and international partnerships, crowd in domestic firms, private capital, industrial infrastructure, build capacity, and share knowledge.

Partners



UK - Ghana JET Programme



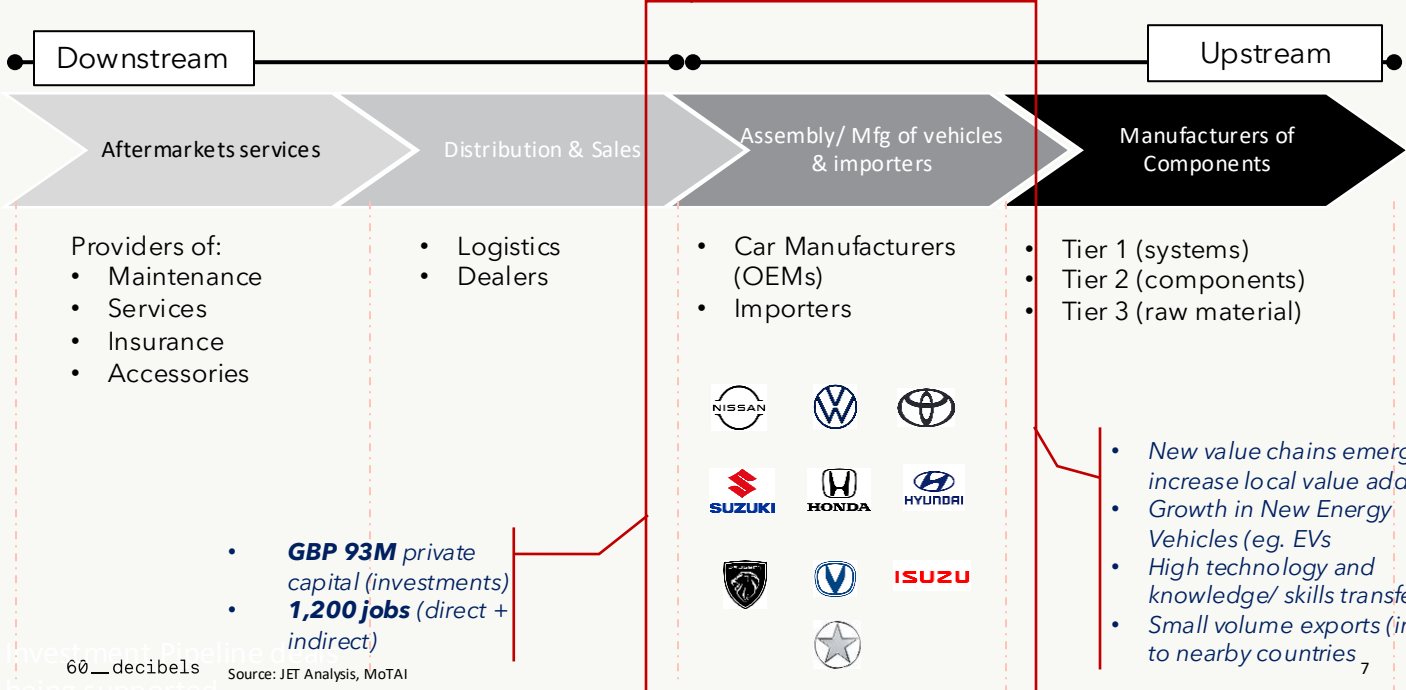
Investment Pipeline deals
being supported

60_decibels

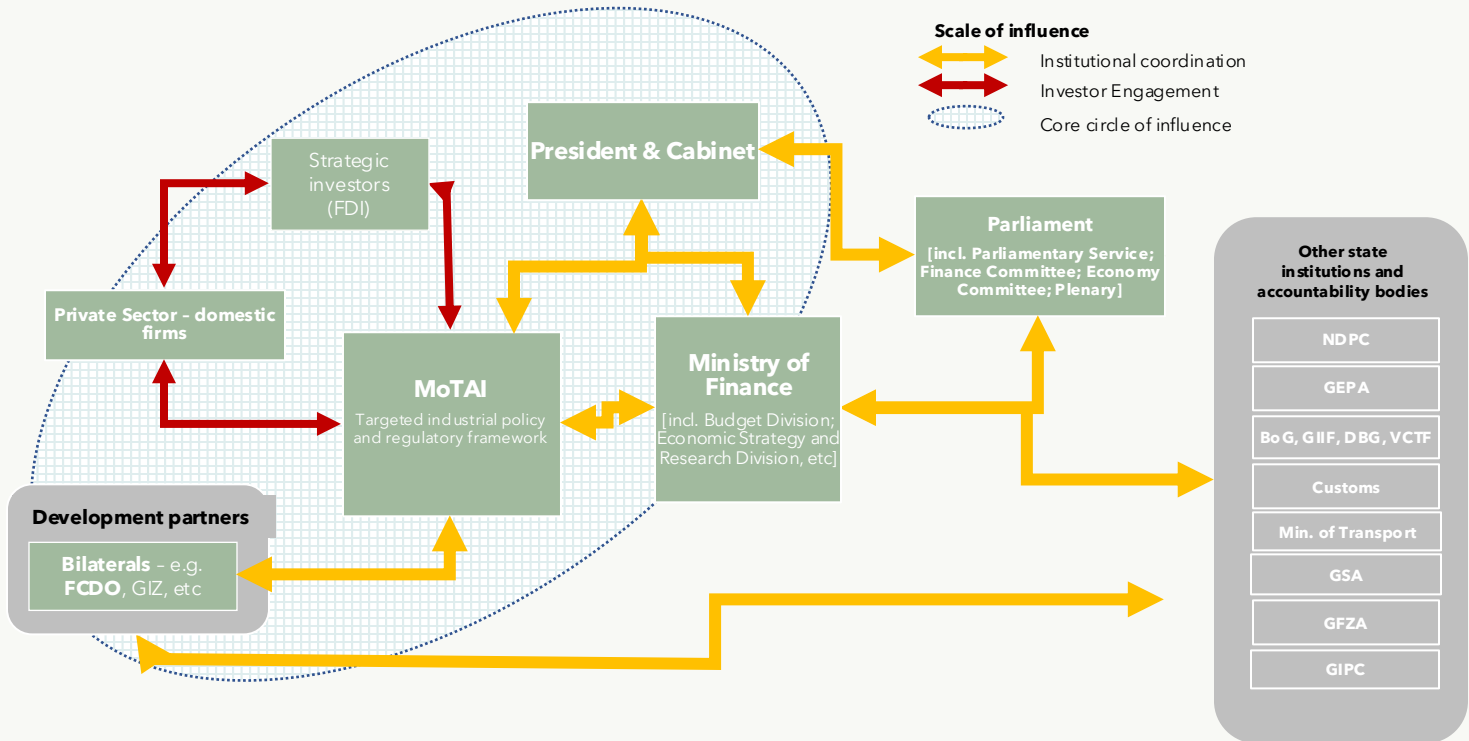
Ghana's Auto Sector Transformation

- **Auto Policy**
- **EV Policy**
- **Standards (EV & ICE) and homologation**

Industry standards, customs reforms, market competition, demand, transport and logistics, WTO Reforms, inclusivity



Political opportunity meets unusual coalitions



Context of Manufacturing Sector Jobs in Ghana

Eugene Sangmorley
TEAM LEADER, GHANA JET

Key Trends Driving the Global Labour Market



Technological Changes

- Rise of AI
- Shifting human – machine frontier
- Automation and digital access most transformative forces



Growing self-employed entrepreneurs



Demographic Shifts

- Aging population in high-income countries.
- Growing youth populations in low-income countries.
- Potential demographic dividend if absorbed into productive jobs.
- Mismatch demand and availability of quality jobs



Working age **+5M**
Youth **+1.6M**



Economic Uncertainty

- Rising cost of living
- Slow economic growth and inflationary issues
- Declining labour force participation
- Driving skills in resilience, creativity and adaptability



Movement from agric to mfg and services



Green Transition

- Global shift towards environmentally sustainable economies.
- Accelerating decarbonisation ambitions.
- Climate mitigation and adaptation driving demand for green jobs.
- Enabling green jobs



~20% of businesses considered green



Geoeconomic Fragmentation

- Global economic disintegration due to geopolitical tensions, reshoring ...
- FDI impacted as restrictions in trade and investment doubled between 2020 and 2024
- Sectors (mfg, ag) with global supply chains most likely impacted.



ETLS, AfCFTA or UKTPA?

Ghana Labour Market Dynamics



Services remain largest employer

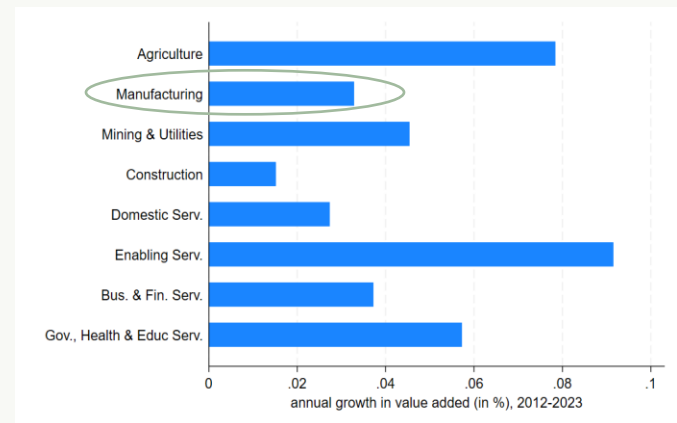
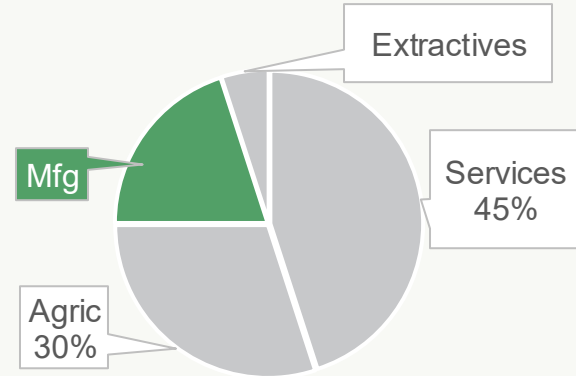
- Driven by advancements in Fintech and Trade
- Size and nature of firms small, mostly own-account workers.
- Remains informal and unregulated.
- Potential disruption due to technological advancements



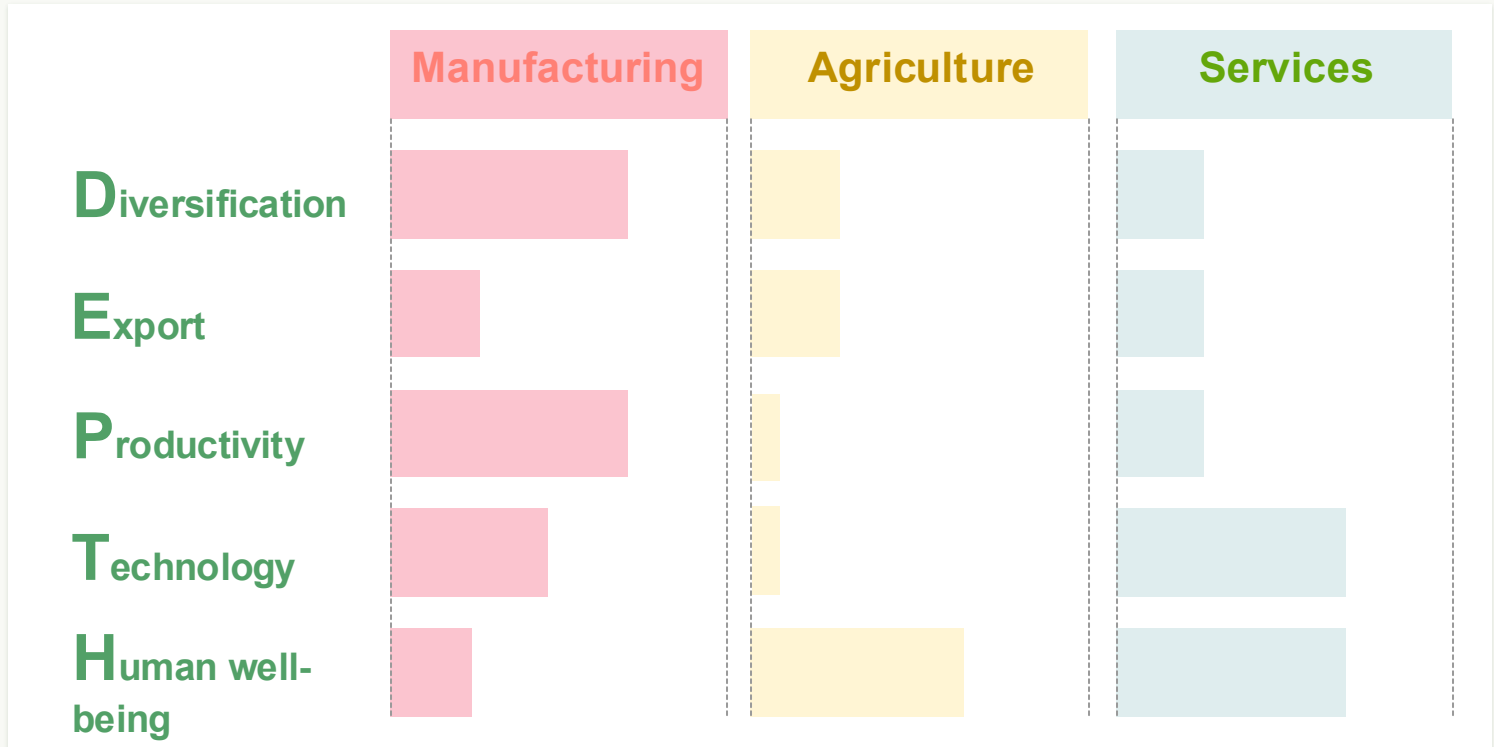
Manufacturing leads productivity growth but among slowest growing.

- 14% productivity growth from 2013 – 2022, 2.5% employment growth
- Flattened Industry growth at +0.1%.
- Impacted by high input costs, infrastructure gaps, energy and logistics.
- Heavily impacted by global supply chain disruptions/ geopolitics

Sectoral share of Ghana's labour market



Job Creation and DEPTH

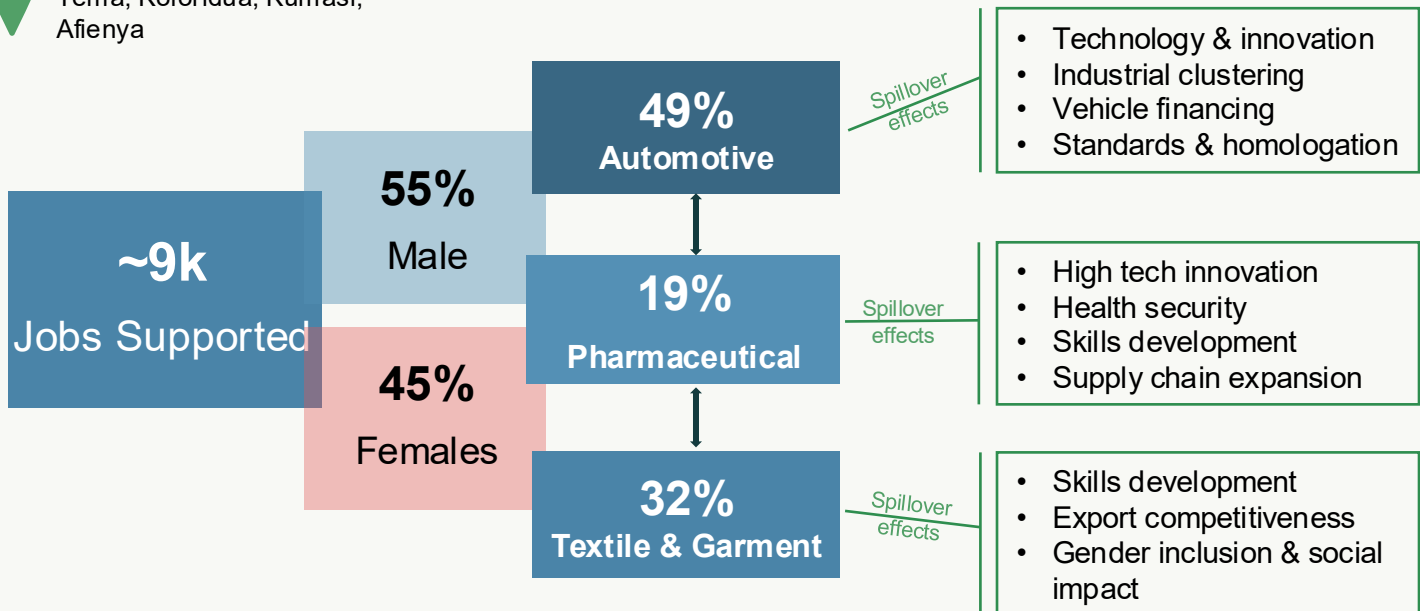


Deep Dive into Jobs Supported by JET

Impact: Supporting to creating a better life for Ghanaian citizens through economic transformation and creation of **quality jobs** in priority manufacturing sectors



Jobs dispersed across Accra, Tema, Koforidua, Kumasi, Afienya





Brief Overview of the Study

Tom Adams

*CHIEF STRATEGY OFFICER,
60 DECIBELS*

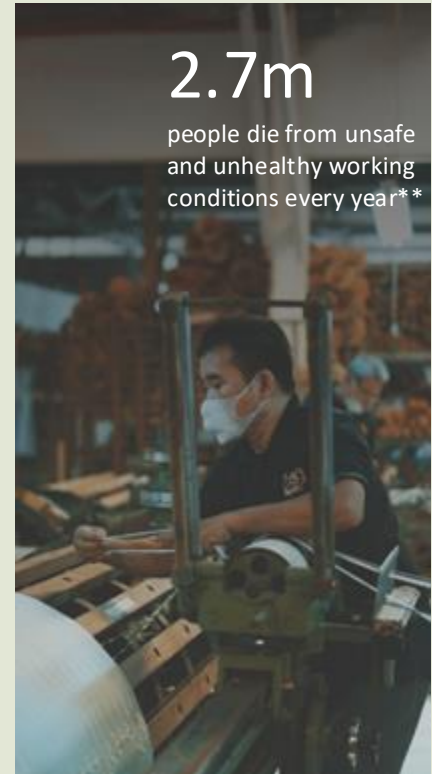


Participating in global value chains, through job creation in developing countries, is linked to improved productivity, economic growth, and reduction in within-country inequality*.

* [Leveraging Trade for More and Better Jobs](#), World Bank Group.



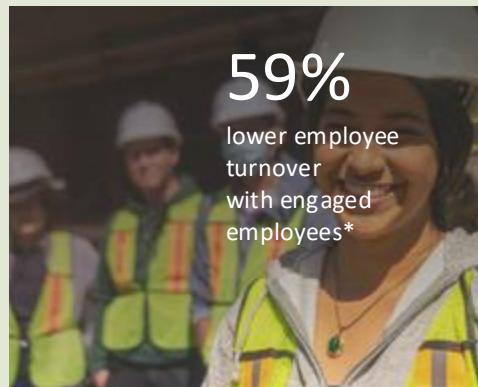
For billions of people worldwide, work remains a grueling experience that provides scarcely enough reward to get by.



* Gallup Employee Engagement Data & Gallup State of the Global Workplace: 2022 Report

** UN Global Compact

And yet the benefits to providing quality jobs are huge: for the employee and employer alike.



* Gallup Employee Engagement Data & Gallup State of the Global Workplace: 2022 Report

Presentation of Key Findings

Srinidhi Balaji
ASSOCIATE, 60 DECIBELS

Methodology

About the 60dB Methodology

Between July – August 2025, 60 Decibels’ trained researchers conducted 204 phone interviews with workers at 6 factories that are supported by the Ghana JET programme implemented by Palladium. The workers were randomly selected from a sample of the workers’ database provided by the factories, and we aimed to interview as many of them as possible. The table on the right gives a breakdown of how we collected this data.

Limitations to the Methodology

While the findings of this study are internally valid (hold for surveyed workers), we cannot ascertain external validity (whether findings hold for the entire population of such workers) because we received a limited set of contacts from some factories.

Country	Ghana
Worker Population	919
Contacts Received	394
Interviews Completed	204
Response Rate	60%
Language	English and Twi
Average Survey Length	29 mins
Confidence Level	90%
Margin of Error	5%



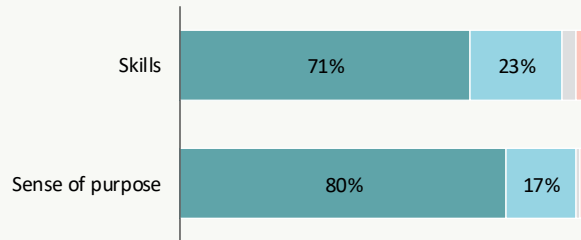
Insight 1

The impact of the factories on workers' professional skills is deep, extending to a greater sense of purpose and retention.

Transferrable Skills & Sense of Purpose

Q: To what extent do you agree or disagree with the following statement? (n = 204)

1. Since I started working with the [Factory], I have learned skills that have helped me grow, develop, and get a better job in the future.
2. I find the work that I do at the [Factory] to be meaningful.



■ Strongly agree
 ■ Somewhat agree
 ■ Neither
■ Somewhat disagree
 ■ Strongly disagree

Top Reported Skills

Q: Can you please explain your answer? (n = 192).
Open-ended, coded by 60 Decibels.

42%

talk about increased proficiency in sewing
(40% of all workers)

20%

mention enhanced confidence
(19% of all workers)

18%

report improved communication skills
(18% of all workers)

49% report they see themselves staying at their factory for over 5 years.



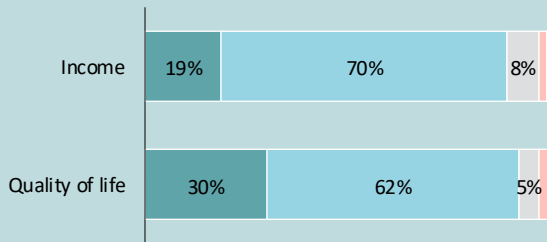
Insight 2

Beyond their work, workers experience a positive impact on finances and life.

Change in Income & Quality of Life

Q: Has your income changed since you started working with the [Factory]? (n = 203)

Q: Has your quality of life changed because of working with the [Factory]? (n = 204)



■ Very much [changed]
 ■ Slightly [changed]
 ■ No change
■ Slightly [changed]
 ■ Very much [changed]

Top Reported Quality of Life Improvements

Q: How has your quality of life improved? (n = 189). Open-ended, coded by 60 Decibels.

49%

report enhanced financial independence

(45% of all workers)

46%

talk about ability to afford household expenses and bills

(43% of all workers)

31%

mention professional skill development

(28% of all workers)

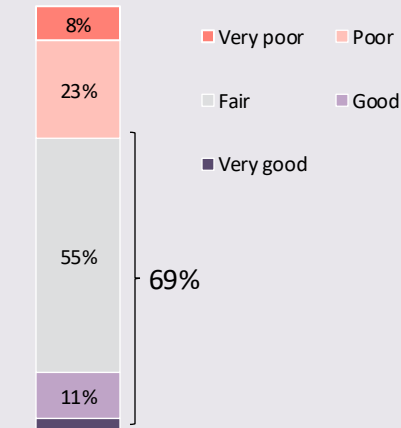


Insight 3

Workers are happy with the work culture and pay & benefits that their factory offers.

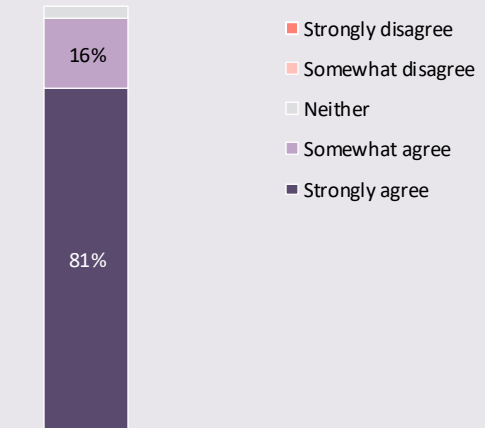
Fairness of Pay and Benefits

Q: How would you describe the pay and benefits offered by the [Factory]? (n = 204)



Respect at Work

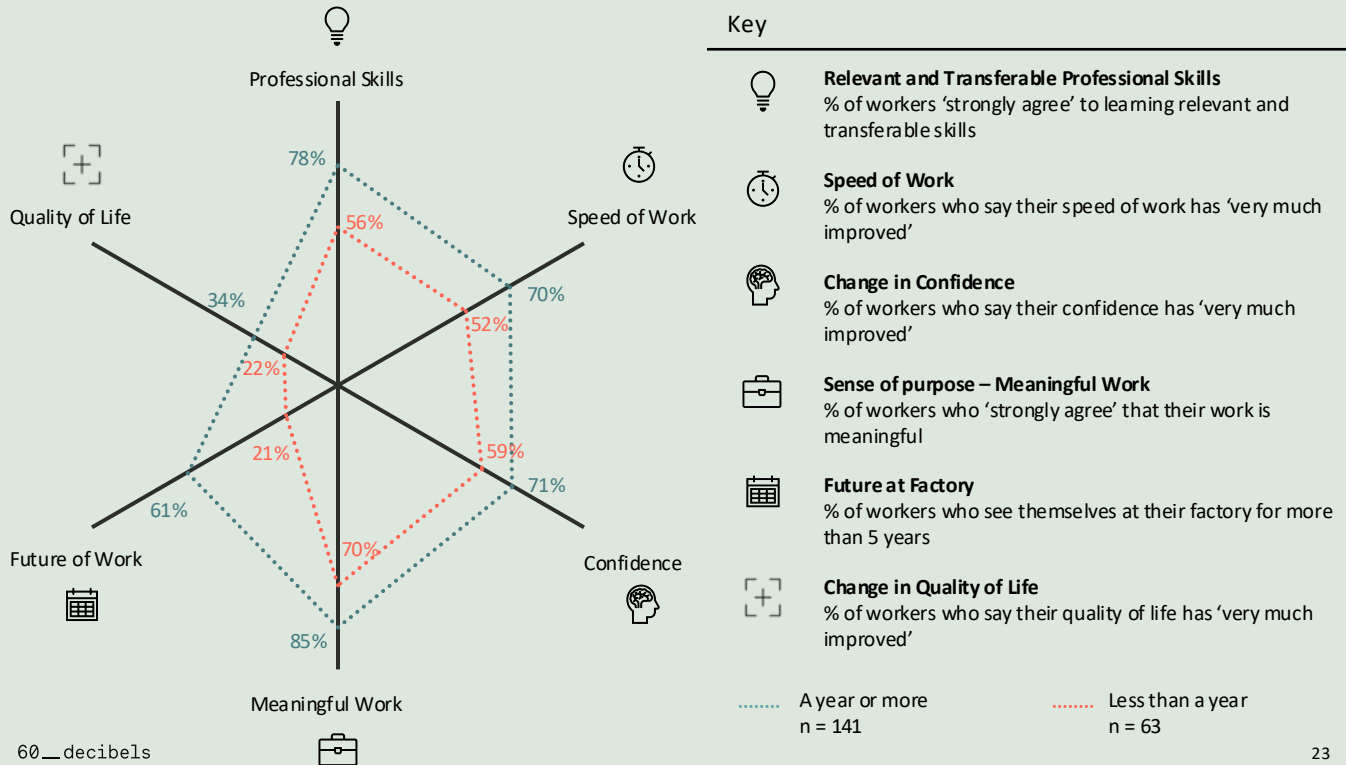
Q: To what extent do you agree or disagree with the following statement: "At work, I am treated with respect."? (n = 204)





Insight 4

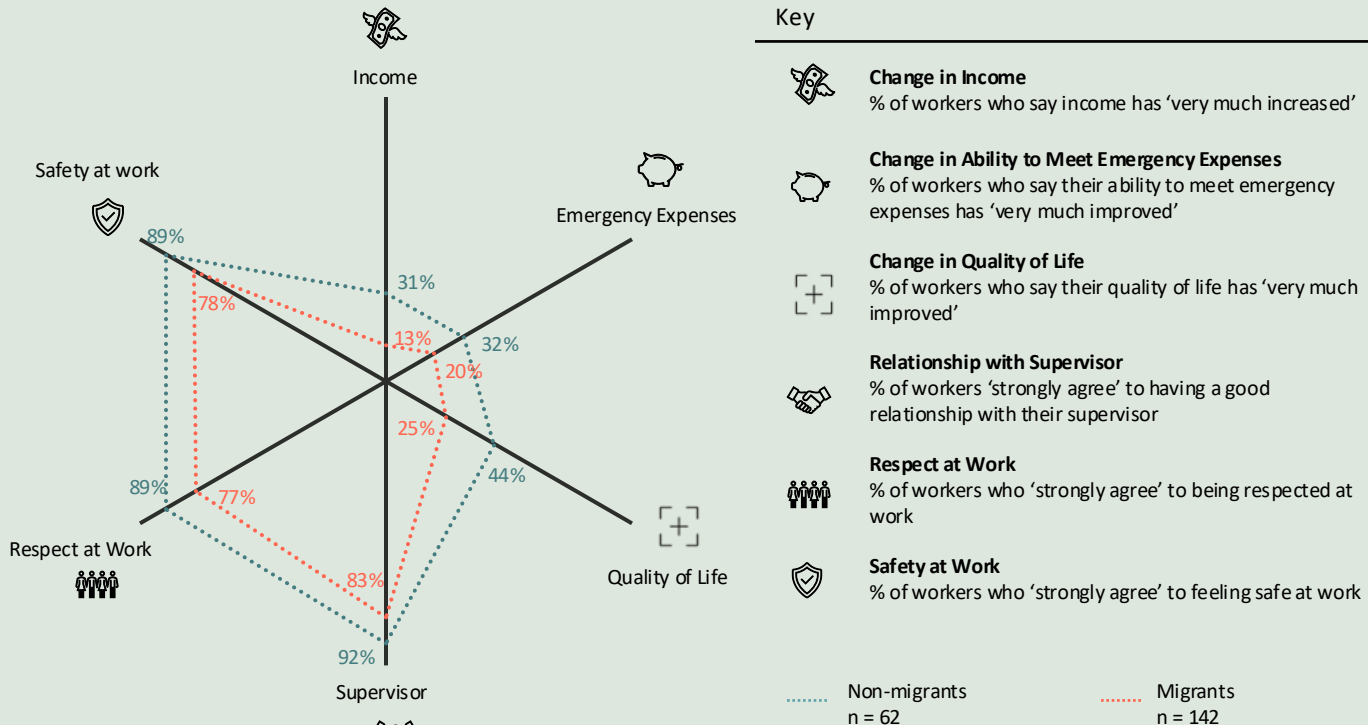
Workers with a tenure of over a year experience deeper impact on their work and life, compared to their less tenured counterparts.





Insight 5

Non-migrant workers report deeper impact and more positive experiences at their factory than migrant workers.



Key



Change in Income

% of workers who say income has 'very much increased'



Change in Ability to Meet Emergency Expenses

% of workers who say their ability to meet emergency expenses has 'very much improved'



Change in Quality of Life

% of workers who say their quality of life has 'very much improved'



Relationship with Supervisor

% of workers 'strongly agree' to having a good relationship with their supervisor



Respect at Work

% of workers who 'strongly agree' to being respected at work



Safety at Work

% of workers who 'strongly agree' to feeling safe at work

..... Non-migrants
n = 62

..... Migrants
n = 142



Insight 6

Male and female workers have differing experiences, driven partly by their sectors.

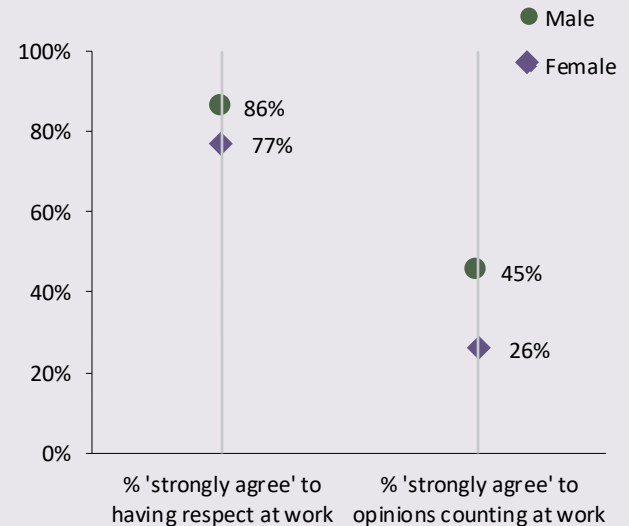
Sector	
Textiles and Garments (T&G) [Cyndex, K.A.D.]	67%
Automobile [Japan Motors, Springs and Bolt, Kantanka Automobile]	25%
Pharma [Atlantic Life Sciences]	8%

Note: Female workers are more likely to work in the T&G sector (94% vs. 31%), while male workers are concentrated in the automobile sector (53% vs. 3%). Gender norms influence employment practices at the sector level.

Respect & Opinions at Work

Q: To what extent do you agree or disagree with the following statement? (n = 204)

1. At work, I am treated with respect.
2. At work, my opinions seem to count.



Three Key Takeaways

Our assessment of the impact and experiences of workers across factories in Ghana highlights three key takeaways:

- **Financial Skills:** Providing workers with financial management training can help deepen this impact.
- **Migrant vs. Non-migrant Worker Experience:** Improving inclusivity and satisfaction can be achieved by focusing on team-building initiatives and facilitating better integration for migrant workers.
- **Gender Differences:** Offering mentoring programs for female workers to help them build the confidence and skills to speak up at work, while partnering with factories to create a culture of active listening.

SKILLS ACQUIRED

“

I've **improved** my **speed** and **efficiency** in assembling car parts – from 2 to 6 springs per hour.

“

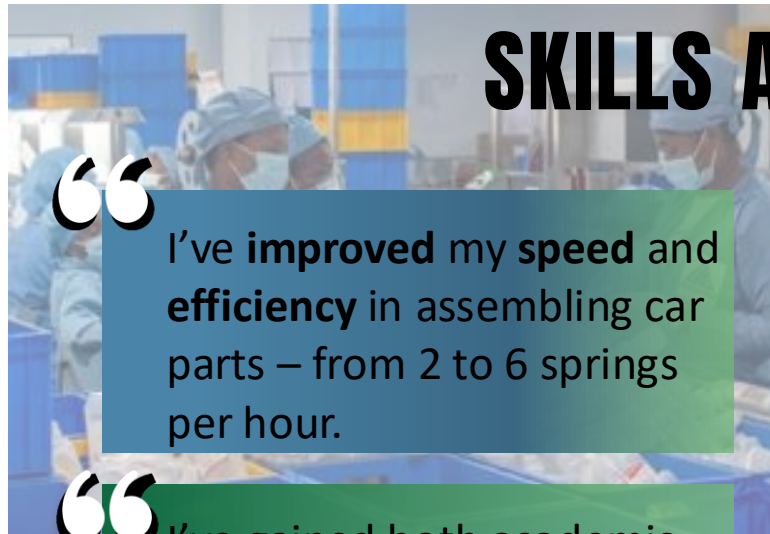
I've gained both academic and hands-on industrial knowledge, this has boosted my confidence.

“

My role as Inventory Officer has sharpened my ability to identify and issue correct parts, reducing product returns from customers.

“

My company is in a unique field, so I'm not sure if I can find another job in Ghana that uses the same skills.



IS YOUR WORK MEANINGFUL?



I know that an error in my judgment can lead to customers rejecting the finished product, so my role is crucial



I'm a technician, I program cars. My role is very vital since that is the bloodline of the cars.



As a Quality Assurance Officer, I ensure product quality before packaging, which is critical.



I'm proud to manage a production line with minimal supervision and contribute effectively.

QUALITY OF LIFE CHANGES



“ The company encourages growth— I came here with a degree, now I have a **master’s and pursuing Law.** ”

“ **My income has increased by 20%,** it’s made life easier and helped me stand out professionally. ”

“ I’ve started supporting my siblings’ education and plan to build a family, as **I now feel empowered.** ”

“ Earning a salary has made me **comfortable and more confident engaging with colleagues** as a team player. ”

“ I have mastered performing OBD on cars, it’s exposed me to NVTI officials helping to prepare curricula for schools ”

“ I’ve gained international exposure, broadened my social network, and developed a positive mindset due to the company’s core values of integrity. ”

Implications

Eugene Sangmortey
TEAM LEAD, GHANA JET



Policy Implications

- ⊗ **Targeted policy frameworks to stimulate private sector creation of manufacturing jobs**
 - Flattened growth of manufacturing sector
 - Targeted policy frameworks critical to market signalling and investments facilitation, e.g. T&G Policy, Pharma Policy, Auto Components, GIPC Act etc.
 - Broader policy reforms essential to removing manufacturing investment barriers, addressing competitiveness issues – transport/ logistics costs, deeper customs reforms, energy costs, infrastructure gaps
 - Strategic coordination around the binding constraints critical; e.g. Pharma & Garments investment opportunities delayed/ abandoned
- ⊗ **Standards**
 - Leverage standardisation in sectors/ industries to generate better quality jobs
 - Accreditation and partnership to enhance institutional capacity
- ⊗ **Deepen national & regional integration, unlocking supply and value chains to drive growth in the manufacturing sector**
 - Opportunity to absorb short-term rural-urban migration while expanding the hub & spoke model
 - Bilateral and regional trade agreements have potential to boost trade and backward integrate, driving manufacturing jobs, productivity and export orientation – AfCFTA Rules of Origin, ETLS

Opportunities for UK - Ghana Partnerships

⊗ Market access and diversification

- Unblock market access barriers on both sides through strategic dialogue (UK – Ghana growth partnership framework) including on standards and certifications
- Leverage UK – Ghana Trade Partnership Agreement – Agri-tech, Garments, Agribusiness, Medical Technology

⊗ Attract private capital from the UK

- Leverage UK's capability as leader in global Fintech, including with BII.
- Facilitate talent exchange and training
- Expand inclusive finance and social impact
- Attract investment from Venture Capital, Impact Investment and Private Equity

Initial Reflections

Kofi Addo

CHIEF DIRECTOR, MoTAI

Abdul-Nasser Alidu

24H+ SECRETARIAT

Seth Twum-Akwaboah

AGI

Serwah Opoku-Ampomah

LEGAL & HR, JAPAN MOTORS

Discussion

ALL PARTICIPANTS

Closing Reflections

FCDO and Ghana JET