




REWARD MANAGEMENT SURVEY

Appendix

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The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

1 Who responded to our survey?



Table 1: Proportion of respondents, by employer size (%)

	%
Fewer than 10	8
10-49	11
50-249	17
250-999	17
1,000-4,999	8
5,000-9,999	5
10,000-19,999	2
20,000-49,999	1
50,000 or more	2
SME (1-249)	50
Large (250-9,999)	43
Very large (10,000 and over)	7

Base: n=420

Table 2: Proportion of respondents, by sector (%)

	%
Manufacturing and production	16
Private sector services, of which:	51
Retail, hospitality, catering, leisure and cleaning	10
Legal, financial, technology and other professional services	24
Other private sector	18
Public sector	15
Voluntary, community and not-for-profit	16

Base: n=420

Table 3: Ownership of private sector firms (%)

	%
Privately owned	79
Publicly traded	17
Other (for example co-operative, employee-owned, etc)	4

Base: n=281

Table 4: Geographical make-up of private sector firms (%)

	%
Mainly or wholly UK-owned company	61
Separate division of mainly or wholly UK-owned company	7
Division of an internationally owned company	29
Other	3

Base: n=281

Table 5: Demographic make-up of respondent organisations (%)

	Proportion of the workforce that are female	Proportion of the workforce that are aged over 50
None	2	2
A minority	25	54
About half	49	37
The majority/all	24	7

Base: n=420

2 Management of base pay, variable rewards and recognition

Table 6: The permanent and temporary changes being made to how jobs are valued and how pay rates for jobs are decided (% employers)

By sector	Permanent	Temporary	Either timescale
Manufacturing and production	100	0	100
Private sector services, of which:	46	42	88
Retail, hospitality, catering, leisure and cleaning	75	25	100
Legal, financial, technology and other professional services	40	60	100
Other private sector	40	30	70
Public sector	40	20	60
Voluntary, community and not-for-profit	50	50	100
By size			
SME (<250)	53	35	88
Large (250-9,999)	43	43	86
Very large (10,000+)	80	0	80
Effect of COVID-19 on organisation			
Very negative	33	56	89
Slightly negative	50	22	72
No effect	50	50	100
Slightly beneficial	33	56	89
Very beneficial	50	22	72
Effect of COVID-19 on employees			
Very negative	38	62	100
Slightly negative	47	37	83
No effect	20	60	80
Slightly beneficial	38	62	100
Very beneficial	47	37	83

Base: n=420. Percentage of organisations that plan or have made changes.

Table 7: The extent to which all or some (depending on various factors) employees are covered by changes being made to how jobs are valued and how pay rates for jobs are decided (% employers)

By sector	All staff	Dependent on various factors
Manufacturing and production	100	0
Private sector services, of which:	52	48
Retail, hospitality, catering, leisure and cleaning	75	25
Legal, financial, technology and other professional services	40	60
Other private sector	57	43
Public sector	33	67
Voluntary, community and not-for-profit	50	50
By size		
SME (<250)	60	40
Large (250–9,999)	50	50
Very large (10,000+)	50	50
Effect of COVID-19 on organisation		
Very negative	63	37
Slightly negative	42	58
No effect	50	50
Slightly beneficial	0	100
Very beneficial	50	50
Effect of COVID-19 on employees		
Very negative	40	60
Slightly negative	64	36
No effect	50	50
Slightly beneficial	0	100
Very beneficial	0	0

Percentage of organisations that plan or have made changes.

Table 8: The permanent and temporary changes being made to how pay grade structures are designed and how jobs and salaries are fitted into these grades (% employers)

By sector	Permanent	Temporary	Either timescale
Manufacturing and production	100	0	100
Private sector services, of which:	33	25	58
Retail, hospitality, catering, leisure and cleaning	50	25	75
Legal, financial, technology and other professional services	40	30	70
Other private sector	20	20	40
Public sector	20	0	20
Voluntary, community and not-for-profit	50	0	50
By size			
SME (<250)	35	18	53
Large (250–9,999)	43	14	57
Very large (10,000+)	60	0	60
Effect of COVID-19 on organisation			
Very negative	33	26	59
Slightly negative	33	22	56
No effect	50	0	50
Slightly beneficial	33	26	59
Very beneficial	33	22	56
Effect of COVID-19 on employees			
Very negative	23	46	69
Slightly negative	43	13	57
No effect	20	20	40
Slightly beneficial	23	46	69
Very beneficial	43	13	57

Percentage of organisations that plan or have made changes.

Table 9: The extent to which all, or some (depending on various factors), employees are covered by changes being made to how pay grade structures are designed and how jobs and salaries are fitted into these grades (% employers)

By sector	All staff	Dependent on various factors
Manufacturing and production	75	25
Private sector services, of which:	71	29
Retail, hospitality, catering, leisure and cleaning	100	0
Legal, financial, technology and other professional services	57	43
Other private sector	75	25
Public sector	0	100
Voluntary, community and not-for-profit	100	0
By size		
SME (<250)	60	40
Large (250-9,999)	50	50
Very large (10,000+)	50	50
Effect of COVID-19 on organisation		
Very negative	63	37
Slightly negative	42	58
No effect	50	50
Slightly beneficial	0	100
Very beneficial	50	50
Effect of COVID-19 on employees		
Very negative	40	60
Slightly negative	64	36
No effect	50	50
Slightly beneficial	0	100
Very beneficial	0	0

Percentage of organisations that plan or have made changes.

Table 10: The permanent and temporary changes being made to the factors used to move people along their pay grades and determine the size of their pay increase (% employers)

By sector	Permanent	Temporary	Either timescale
Manufacturing and production	100	0	100
Private sector services, of which:	42	38	79
Retail, hospitality, catering, leisure and cleaning	50	25	75
Legal, financial, technology and other professional services	40	50	90
Other private sector	40	30	70
Public sector	20	40	60
Voluntary, community and not-for-profit	75	0	75
By size			
SME (<250)	47	29	76
Large (250–9,999)	43	29	71
Very large (10,000+)	80	20	100
Effect of COVID-19 on organisation			
Very negative	26	41	67
Slightly negative	50	33	83
No effect	50	0	50
Slightly beneficial	26	41	67
Very beneficial	50	33	83
Effect of COVID-19 on employees			
Very negative	31	54	85
Slightly negative	43	30	73
No effect	20	20	40
Slightly beneficial	31	54	85
Very beneficial	43	30	73

Percentage of organisations that plan or have made changes.

Table 11: The extent to which all, or some (depending on various factors), employees are covered by changes being made to the factors used to move people along their pay grades and determine the size of their pay increase (% employers)

By sector	All staff	Dependent on various factors
Manufacturing and production	75	25
Private sector services, of which:	71	29
Retail, hospitality, catering, leisure and cleaning	100	0
Legal, financial, technology and other professional services	57	43
Other private sector	75	25
Public sector	0	100
Voluntary, community and not-for-profit	100	0
By size		
SME (<250)	78	22
Large (250-9,999)	63	38
Very large (10,000+)	67	33
Effect of COVID-19 on organisation		
Very negative	58	42
Slightly negative	67	33
No effect	50	50
Slightly beneficial	100	0
Very beneficial	100	0
Effect of COVID-19 on employees		
Very negative	67	33
Slightly negative	67	33
No effect	50	50
Slightly beneficial	50	50
Very beneficial	0	0

Percentage of organisations that plan or have made changes.

Table 12: Have employers changed, or are changing, how they set employee pay to reflect the location from where they will work in the future? (% employers)

	Yes	No	No, but under review	We don't vary pay according to work location	Our staff don't work from home
All	7	26	16	44	7
By sector					
Manufacturing and production	9	30	6	51	4
Private sector services, of which:	6	23	19	43	9
Retail, hospitality, catering, leisure and cleaning	7	21	24	28	21
Legal, financial, technology and other professional services	4	24	19	50	3
Other private sector	7	24	15	43	11
Public sector	7	18	20	47	9
Voluntary, community and not-for-profit	10	33	16	39	2
By size					
SME (<250)	7	24	12	47	10
Large (250-9,999)	5	26	20	45	5
Very large (10,000+)	14	27	32	27	0
Effect of COVID-19 on organisation					
Very negative	8	32	17	42	2
Slightly negative	5	28	16	41	10
No effect	9	11	13	57	11
Slightly beneficial	11	16	16	53	5
Very beneficial	7	13	20	47	13
Effect of COVID-19 on employees					
Very negative	6	29	15	46	4
Slightly negative	6	30	17	38	9
No effect	4	21	11	56	7
Slightly beneficial	19	14	19	45	2
Very beneficial	0	0	0	67	33

Base: n=420

Table 13: Are the changes being made to annual or other form of short-term bonus/incentive award for achieving or exceeding pre-specified objectives permanent or temporary, and do they cover all, or some (depending on various factors), employees? (% employers)

By sector	Permanent	Temporary	All staff	Dependent on various factors
Manufacturing and production	27	47	36	64
Private sector services, of which:	27	43	50	50
Retail, hospitality, catering, leisure and cleaning	27	55	44	56
Legal, financial, technology and other professional services	30	37	56	44
Other private sector	23	46	44	56
Public sector	22	33	60	40
Voluntary, community and not-for-profit	17	42	83	17
By size				
SME (<250)	27	44	48	52
Large (250–9,999)	24	42	56	44
Very large (10,000+)	14	57	40	60
Effect of COVID-19 on organisation				
Very negative	14	66	48	52
Slightly negative	24	39	52	48
No effect	30	50	75	25
Slightly beneficial	25	25	50	50
Very beneficial	50	17	50	50
Effect of COVID-19 on employees				
Very negative	19	71	47	53
Slightly negative	24	45	56	44
No effect	20	40	67	33
Slightly beneficial	29	35	40	60
Very beneficial	0	0	0	0

Base: n=420

Table 14: Are the changes made to long-term incentives linked to corporate performance permanent or temporary, and do they cover all, or some (depending on various factors), employees? (% employers)

By sector	Permanent	Temporary	All staff	Dependent on various factors
Manufacturing and production	20	20	60	40
Private sector services, of which:	27	14	43	57
Retail, hospitality, catering, leisure and cleaning	27	18	60	40
Legal, financial, technology and other professional services	37	15	36	64
Other private sector	8	8	50	50
Public sector	0	33	67	33
Voluntary, community and not-for-profit	8	8	50	50
By size				
SME (<250)	27	11	41	59
Large (250–9,999)	13	13	60	40
Very large (10,000+)	14	71	40	60
Effect of COVID-19 on organisation				
Very negative	14	34	44	56
Slightly negative	12	10	40	60
No effect	30	0	67	33
Slightly beneficial	50	0	0	100
Very beneficial	67	0	75	25
Effect of COVID-19 on employees				
Very negative	14	38	55	45
Slightly negative	14	18	40	60
No effect	7	0	100	0
Slightly beneficial	47	0	29	71
Very beneficial	50	0	100	0

Base: n=420

Table 15: Are the changes made to overtime pay at rates above plain time rate permanent or temporary, and do they cover all, or some (depending on various factors), employees? (% employers)

By sector	Permanent	Temporary	All staff	Dependent on various factors
Manufacturing and production	7	20	50	50
Private sector services, of which:	6	8	57	43
Retail, hospitality, catering, leisure and cleaning	9	9	50	50
Legal, financial, technology and other professional services	4	0	100	0
Other private sector	8	23	50	50
Public sector	11	22	33	67
Voluntary, community and not-for-profit	0	8	0	0
By size				
SME (<250)	4	11	29	71
Large (250–9,999)	8	11	57	43
Very large (10,000+)	0	29	100	0
Effect of COVID-19 on organisation				
Very negative	6	29	50	50
Slightly negative	0	10	50	50
No effect	10	10	50	50
Slightly beneficial	25	0	0	100
Very beneficial	17	0	100	0
Effect of COVID-19 on employees				
Very negative	5	33	43	57
Slightly negative	4	14	67	33
No effect	0	7	0	100
Slightly beneficial	12	6	50	50
Very beneficial	0	0	0	0

Base: n=420

Table 16: Are the changes made to additional pay for regularly working shifts, unsocial hours or in hazardous conditions permanent or temporary, and do they cover all, or some (depending on various factors), employees? (% employers)

By sector	Permanent	Temporary	All staff	Dependent on various factors
Manufacturing and production	7	7	0	100
Private sector services, of which:	2	8	20	80
Retail, hospitality, catering, leisure and cleaning	9	9	50	50
Legal, financial, technology and other professional services	0	0	0	0
Other private sector	0	23	0	100
Public sector	11	22	67	33
Voluntary, community and not-for-profit	8	8	100	0
By size				
SME (<250)	2	11	20	80
Large (250–9,999)	5	13	43	57
Very large (10,000+)	14	0	100	0
Effect of COVID-19 on organisation				
Very negative	6	20	50	50
Slightly negative	6	10	40	60
No effect	0	10	0	100
Slightly beneficial	0	25	100	0
Very beneficial	0	0	0	0
Effect of COVID-19 on employees				
Very negative	5	14	25	75
Slightly negative	6	18	56	44
No effect	0	7	0	100
Slightly beneficial	6	6	100	0
Very beneficial	0	0	0	0

Base: n=420

Table 17: Are the changes made to supplementary pay for annualised hours working permanent or temporary, and do they cover all, or some (depending on various factors), employees? (% employers)

By sector	Permanent	Temporary	All staff	Dependent on various factors
Manufacturing and production	0	7	0	100
Private sector services, of which:	2	4	67	33
Retail, hospitality, catering, leisure and cleaning	9	0	100	0
Legal, financial, technology and other professional services	0	4	100	0
Other private sector	0	8	0	100
Public sector	0	11	100	0
Voluntary, community and not-for-profit	0	8	0	100
By size				
SME (<250)	0	9	25	75
Large (250–9,999)	3	3	100	0
Very large (10,000+)	0	14	0	100
Effect of COVID-19 on organisation				
Very negative	3	14	50	50
Slightly negative	0	6	50	50
No effect	0	0	0	0
Slightly beneficial	0	0	0	0
Very beneficial	0	0	0	0
Effect of COVID-19 on employees				
Very negative	0	14	33	67
Slightly negative	2	10	60	40
No effect	0	0	0	0
Slightly beneficial	0	0	0	0
Very beneficial	0	0	0	0

Base: n=420

Table 18: Are the changes made to non-cash incentive schemes permanent or temporary, and do they cover all, or some (depending on various factors), employees? (% employers)

By sector	Permanent	Temporary	All staff	Dependent on various factors
Manufacturing and production	7	20	100	0
Private sector services, of which:	22	14	72	28
Retail, hospitality, catering, leisure and cleaning	18	9	67	33
Legal, financial, technology and other professional services	30	15	75	25
Other private sector	8	15	67	33
Public sector	11	22	67	33
Voluntary, community and not-for-profit	25	25	83	17
By size				
SME (<250)	18	11	77	23
Large (250–9,999)	21	18	80	20
Very large (10,000+)	0	57	50	50
Effect of COVID-19 on organisation				
Very negative	14	26	85	15
Slightly negative	14	18	60	40
No effect	30	10	100	0
Slightly beneficial	25	25	0	100
Very beneficial	0	17	100	0
Effect of COVID-19 on employees				
Very negative	19	33	64	36
Slightly negative	18	14	79	21
No effect	7	13	100	0
Slightly beneficial	12	29	57	43
Very beneficial	0	0	0	0

Base: n=420

Table 19: Are the changes made to non-cash recognition schemes permanent or temporary, and do they cover all, or some (depending on various factors), employees? (% employers)

By sector	Permanent	Temporary	All staff	Dependent on various factors
Manufacturing and production	13	20	80	20
Private sector services, of which:	31	4	94	6
Retail, hospitality, catering, leisure and cleaning	27	0	100	0
Legal, financial, technology and other professional services	37	4	91	9
Other private sector	23	8	100	0
Public sector	11	33	75	25
Voluntary, community and not-for-profit	25	25	83	17
By size				
SME (<250)	27	9	88	13
Large (250–9,999)	26	13	93	7
Very large (10,000+)	0	43	33	67
Effect of COVID-19 on organisation				
Very negative	20	23	93	7
Slightly negative	22	14	72	28
No effect	20	0	100	0
Slightly beneficial	25	25	50	50
Very beneficial	33	0	100	0
Effect of COVID-19 on employees				
Very negative	24	29	73	27
Slightly negative	24	10	88	13
No effect	13	20	80	20
Slightly beneficial	18	12	80	20
Very beneficial	50	0	100	0

Base: n=420

Table 20: Is the introduction of a COVID-19 one-off bonus permanent or temporary, and does it cover all, or some (depending on various factors), employees? (% employers)

By sector	Permanent	Temporary	All staff	Dependent on various factors
Manufacturing and production	0	33	40	60
Private sector services, of which:	4	37	52	48
Retail, hospitality, catering, leisure and cleaning	0	55	50	50
Legal, financial, technology and other professional services	4	19	17	83
Other private sector	8	62	78	22
Public sector	0	44	50	50
Voluntary, community and not-for-profit	0	50	50	50
By size				
SME (<250)	4	33	47	53
Large (250–9,999)	0	42	50	50
Very large (10,000+)	0	71	60	40
Effect of COVID-19 on organisation				
Very negative	0	31	64	36
Slightly negative	0	43	41	59
No effect	10	30	75	25
Slightly beneficial	0	25	0	100
Very beneficial	17	50	25	75
Effect of COVID-19 on employees				
Very negative	5	24	67	33
Slightly negative	0	43	50	50
No effect	0	40	50	50
Slightly beneficial	6	29	33	67
Very beneficial	0	100	0	100

3 Employee financial wellbeing

Table 21: What proportion of employers introducing a financial wellbeing policy plan to assess its impact on the business and its people? (%)

	Yes	No
All	68	32
By sector		
Manufacturing and production	60	40
Private sector services, of which:	74	26
Retail, hospitality, catering, leisure and cleaning	75	25
Legal, financial, technology and other professional services	78	22
Other private sector	67	33
Public sector	67	33
Voluntary, community and not-for-profit	83	17
By size		
SME (<250)	62	38
Large (250–9,999)	72	28
Very large (10,000+)	100	0
Effect of COVID-19 on organisation		
Very negative	64	36
Slightly negative	67	33
No effect	100	0
Slightly beneficial	67	33
Very beneficial	67	33
Effect of COVID-19 on employees		
Very negative	80	20
Slightly negative	64	36
No effect	80	20
Slightly beneficial	60	40
Very beneficial	0	0

Base: n=41. Percentage of those organisations introducing a wellbeing policy.

4 Reward fairness

Table 22: What proportion of employers have thought more and acted about fairness in the wake of the COVID-19 and economic crisis? (%)

	Thinking more			Taking action		
	Yes	No	Don't know	Yes	No	Don't know
All	30	51	15	25	54	17
By sector						
Manufacturing and production	32	57	11	19	64	13
Private sector services, of which:	30	52	14	23	57	15
Retail, hospitality, catering, leisure and cleaning	21	62	7	21	62	7
Legal, financial, technology and other professional services	42	43	13	33	49	15
Other private sector	19	59	19	11	65	20
Public sector	29	42	29	27	47	27
Voluntary, community and not-for-profit	35	51	10	35	47	16
By size						
SME (<250)	27	58	11	23	61	13
Large (250-9,999)	33	47	17	26	51	19
Very large (10,000+)	41	27	27	36	32	32
Effect of COVID-19 on organisation						
Very negative	31	54	14	23	53	20
Slightly negative	31	48	15	27	54	14
No effect	25	53	18	18	55	23
Slightly beneficial	19	69	13	19	63	19
Very beneficial	53	33	13	33	47	20
Effect of COVID-19 on employees						
Very negative	25	48	20	14	52	30
Slightly negative	32	52	13	28	55	13
No effect	26	55	15	27	53	18
Slightly beneficial	37	45	13	18	53	24
Very beneficial	40	40	20	20	60	20

Base: n=420

Table 23: What are the most common barriers stopping organisations from taking action in the wake of BLM? (%)

Senior management...	...has already reviewed processes and found them to be fair	There is no internal pressure for change	...doesn't see it as a priority	There is no external pressure for change	...sees the need; we just don't have the time, money or expertise	...is not convinced it would help employees' engagement
All	53	34	26	17	11	5
By sector						
Manufacturing and production	70	33	20	17	23	3
Private sector services, of which:	43	31	31	18	7	3
Retail, hospitality, catering, leisure and cleaning	36	36	27	27	9	0
Legal, financial, technology and other professional services	58	26	26	19	6	0
Other private sector	28	36	40	12	8	8
Public sector	54	31	31	23	8	8
Voluntary, community and not-for-profit	57	48	13	13	9	4
By size						
SME (<250)	53	32	28	14	11	4
Large (250-9,999)	45	43	24	21	12	5
Very large (10,000+)	100	0	0	33	0	0
Effect of COVID-19 on organisation						
Very negative	60	31	21	21	14	10
Slightly negative	45	34	32	13	11	3
No effect	57	48	14	24	5	5
Slightly beneficial	71	14	14	0	0	0
Very beneficial	50	38	38	25	13	0
Effect of COVID-19 on employees						
Very negative	43	24	19	14	14	19
Slightly negative	53	34	30	19	10	3
No effect	54	46	23	19	8	0
Slightly beneficial	68	37	11	16	16	0
Very beneficial	0	0	100	0	0	33

Table 23 (continued)

Senior management...	...is not convinced it would improve organisation's performance	...is concerned about legal and cost implications of changes	...is not convinced it would help employees' wellbeing	...is concerned some employees may react negatively	These issues are too complex for senior management to consider
All	4	4	3	2	1
By sector					
Manufacturing and production	3	0	3	0	0
Private sector services, of which:	1	7	1	3	3
Retail, hospitality, catering, leisure and cleaning	0	9	0	0	0
Legal, financial, technology and other professional services	0	3	0	6	3
Other private sector	4	12	4	0	4
Public sector	8	0	0	0	0
Voluntary, community and not-for-profit	4	0	0	0	0
By size					
SME (<250)	3	4	3	3	1
Large (250-9,999)	5	5	0	0	2
Very large (10,000+)	0	0	0	0	0
Effect of COVID-19 on organisation					
Very negative	10	7	5	5	0
Slightly negative	2	2	3	0	2
No effect	5	10	0	5	5
Slightly beneficial	0	0	0	0	0
Very beneficial	0	0	0	0	0
Effect of COVID-19 on employees					
Very negative	14	14	10	10	5
Slightly negative	3	1	1	0	1
No effect	0	8	0	4	0
Slightly beneficial	0	0	0	0	0
Very beneficial	33	0	33	0	0

Base: n=185

Table 24: In light of recent events, do employers believe that more of their employees think they're rewarded fairly? (%)

	More employees	Fewer employees	No change	Don't know
All	9	7	67	17
By sector				
Manufacturing and production	11	4	79	6
Private sector services, of which:	11	6	68	15
Retail, hospitality, catering, leisure and cleaning	7	0	69	24
Legal, financial, technology and other professional services	14	4	67	15
Other private sector	9	11	69	11
Public sector	4	18	51	27
Voluntary, community and not-for-profit	6	6	71	16
By size				
SME (<250)	11	7	73	9
Large (250-9,999)	8	7	63	22
Very large (10,000+)	5	14	50	32
Effect of COVID-19 on organisation				
Very negative	10	7	66	17
Slightly negative	6	8	68	18
No effect	10	10	64	15
Slightly beneficial	19	0	69	13
Very beneficial	29	0	64	7
Effect of COVID-19 on employees				
Very negative	9	9	66	16
Slightly negative	8	9	63	20
No effect	11	2	77	10
Slightly beneficial	11	6	72	11
Very beneficial	20	0	40	40

Base: n=420

Table 25: In light of recent events, do respondents believe that most employees think they're rewarded fairly? (%)

	None	A minority	About half	The majority or all	Don't know
All	3	5	12	44	35
By sector					
Manufacturing and production	2	2	7	61	28
Private sector services, of which:	5	5	14	43	33
Retail, hospitality, catering, leisure and cleaning	7	3	14	41	34
Legal, financial, technology and other professional services	3	1	14	47	35
Other private sector	6	11	15	39	30
Public sector	2	2	16	33	47
Voluntary, community and not-for-profit	2	12	8	45	33
By size					
SME (<250)	5	3	11	54	27
Large (250-9,999)	2	7	11	37	43
Very large (10,000+)	0	9	23	27	41
Effect of COVID-19 on organisation					
Very negative	3	3	12	44	38
Slightly negative	3	3	13	48	32
No effect	3	13	13	31	41
Slightly beneficial	6	6	0	50	38
Very beneficial	7	14	7	43	29
Effect of COVID-19 on employees					
Very negative	9	9	11	32	39
Slightly negative	2	4	15	46	32
No effect	2	3	3	48	44
Slightly beneficial	6	6	11	50	28
Very beneficial	0	20	20	20	40

Base: n=420

5 The Living Wage

Table 26: What are the barriers preventing organisations from becoming a Living Wage accredited organisation? (%)

Senior management...	Organisation already meets the criteria but senior management doesn't see the need for accreditation	There is no internal pressure for the employer to think about these issues	...is concerned about cost implications	...doesn't see this as a priority	No external pressure for senior management to think about these issues	...is sceptical that paying low-waged employees more will improve organisation's performance
All	43	31	26	24	19	8
By sector						
Manufacturing and production	50	29	21	17	21	4
Private sector services, of which:	43	35	26	26	20	9
Retail, hospitality, catering, leisure and cleaning	21	36	50	21	21	14
Legal, financial, technology and other professional services	63	37	7	26	15	0
Other private sector	36	32	32	29	25	14
Public sector	83	17	17	33	0	0
Voluntary, community and not-for-profit	27	27	33	13	20	7
By size						
SME (<250)	49	33	14	25	16	7
Large (250-9,999)	32	30	43	23	23	9
Very large (10,000+)	60	20	40	20	20	0
Effect of COVID-19 on organisation						
Very negative	48	33	30	25	25	15
Slightly negative	39	28	28	20	19	4
No effect	33	47	13	27	20	7
Slightly beneficial	57	14	0	57	0	0
Very beneficial	50	25	50	0	0	0
Effect of COVID-19 on employees						
Very negative	43	24	38	24	24	10
Slightly negative	37	37	31	22	23	11
No effect	60	25	5	25	10	0
Slightly beneficial	42	25	17	33	8	0
Very beneficial	0	0	0	100	0	0

Table 26 (continued)

Senior management...	...is not convinced that paying low-waged employees more will help employees' engagement	...sees the need; the organisation doesn't have the time/resources to think about it	...is concerned that some employees may react negatively if pay differentials reduce	...is not convinced that paying low-waged employees more will help their overall wellbeing	These issues are simply too complex for senior management to think about
All	8	7	7	3	3
By sector					
Manufacturing and production	8	8	0	4	4
Private sector services, of which:	7	4	10	1	1
Retail, hospitality, catering, leisure and cleaning	7	0	14	0	0
Legal, financial, technology and other professional services	0	0	11	0	0
Other private sector	14	11	7	4	4
Public sector	0	0	0	0	0
Voluntary, community and not-for-profit	7	20	0	7	7
By size					
SME (<250)	9	9	4	4	1
Large (250-9,999)	7	5	9	2	5
Very large (10,000+)	0	0	20	0	0
Effect of COVID-19 on organisation					
Very negative	18	10	8	8	5
Slightly negative	2	6	9	0	2
No effect	7	7	0	7	0
Slightly beneficial	0	0	0	0	0
Very beneficial	0	0	0	0	0
Effect of COVID-19 on employees					
Very negative	10	0	10	10	5
Slightly negative	11	8	8	3	2
No effect	0	15	0	0	0
Slightly beneficial	0	0	8	0	8
Very beneficial	0	0	0	0	0

Base: n=120. Percentage of those not seeking accreditation.

Table 27: What benefits do employers identify with being an accredited Living Wage employer? (%)

	It supports our employer brand	It has improved employee engagement	It supports our customer brand	It has reduced employee turnover	It helps when we bid for work	It has improved our pay gaps
All	73	49	45	33	27	25
By sector						
Manufacturing and production	79	36	36	36	21	14
Private sector services, of which:	61	43	50	32	36	14
Retail, hospitality, catering, leisure and cleaning	71	43	43	43	29	14
Legal, financial, technology and other professional services	67	37	59	37	41	11
Other private sector	40	60	30	10	30	20
Public sector	83	63	21	25	17	50
Voluntary, community and not-for-profit	77	50	68	36	23	23
By size						
SME (<250)	71	48	48	24	33	12
Large (250–9,999)	73	46	44	33	23	31
Very large (10,000+)	73	64	36	64	18	45
Effect of COVID-19 on organisation						
Very negative	77	51	41	28	33	36
Slightly negative	76	44	47	29	27	16
No effect	46	54	31	46	8	15
Slightly beneficial	100	0	100	0	50	0
Very beneficial	67	67	67	67	17	50
Effect of COVID-19 on employees						
Very negative	86	36	64	14	36	29
Slightly negative	64	60	38	40	30	23
No effect	83	33	50	25	17	21
Slightly beneficial	75	42	50	33	25	33
Very beneficial	50	50	0	50	0	50

Table 27 (continued)

	It has improved employee productivity	It has improved relations with our unions	It helps when we engage with our investors	It has reduced employee absence	None
All	25	24	16	16	9
By sector					
Manufacturing and production	21	7	21	21	7
Private sector services, of which:	18	7	20	14	11
Retail, hospitality, catering, leisure and cleaning	14	14	29	43	0
Legal, financial, technology and other professional services	19	0	15	11	11
Other private sector	20	20	30	0	20
Public sector	38	67	13	17	8
Voluntary, community and not-for-profit	23	18	5	9	9
By size					
SME (<250)	29	7	12	12	7
Large (250–9,999)	17	31	15	13	12
Very large (10,000+)	36	45	27	36	9
Effect of COVID-19 on organisation					
Very negative	21	33	18	13	8
Slightly negative	27	16	18	13	11
No effect	23	31	0	15	15
Slightly beneficial	0	0	0	0	0
Very beneficial	33	0	17	50	0
Effect of COVID-19 on employees					
Very negative	21	36	7	7	14
Slightly negative	30	19	25	23	9
No effect	21	25	4	8	8
Slightly beneficial	8	17	8	8	8
Very beneficial	0	50	0	0	0

Base: n=106. Percentage of those that are accredited Living Wage employers, or are currently seeking accreditation.

Table 28: In response to recent events, have employers assessed, or made plans to do so by March 2021, the adequacy of the pay and benefits on offer to employees in those organisations making up their supply chains? (%)

	Yes	No	Not applicable - no supply chain	Don't know
All	9	40	30	21
By sector				
Manufacturing and production	13	49	15	23
Private sector services, of which:	6	41	32	20
Retail, hospitality, catering, leisure and cleaning	3	52	24	21
Legal, financial, technology and other professional services	11	35	36	18
Other private sector	2	44	31	22
Public sector	9	33	27	31
Voluntary, community and not-for-profit	13	38	42	8
By size				
SME (<250)	9	38	39	13
Large (250-9,999)	8	44	23	26
Very large (10,000+)	14	36	9	41
Effect of COVID-19 on organisation				
Very negative	10	44	26	21
Slightly negative	9	42	29	20
No effect	5	32	39	24
Slightly beneficial	6	38	31	25
Very beneficial	15	23	54	8
Effect of COVID-19 on employees				
Very negative	12	40	28	21
Slightly negative	7	47	24	22
No effect	10	32	35	23
Slightly beneficial	11	31	47	11
Very beneficial	0	0	75	25

Base: n=420



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