

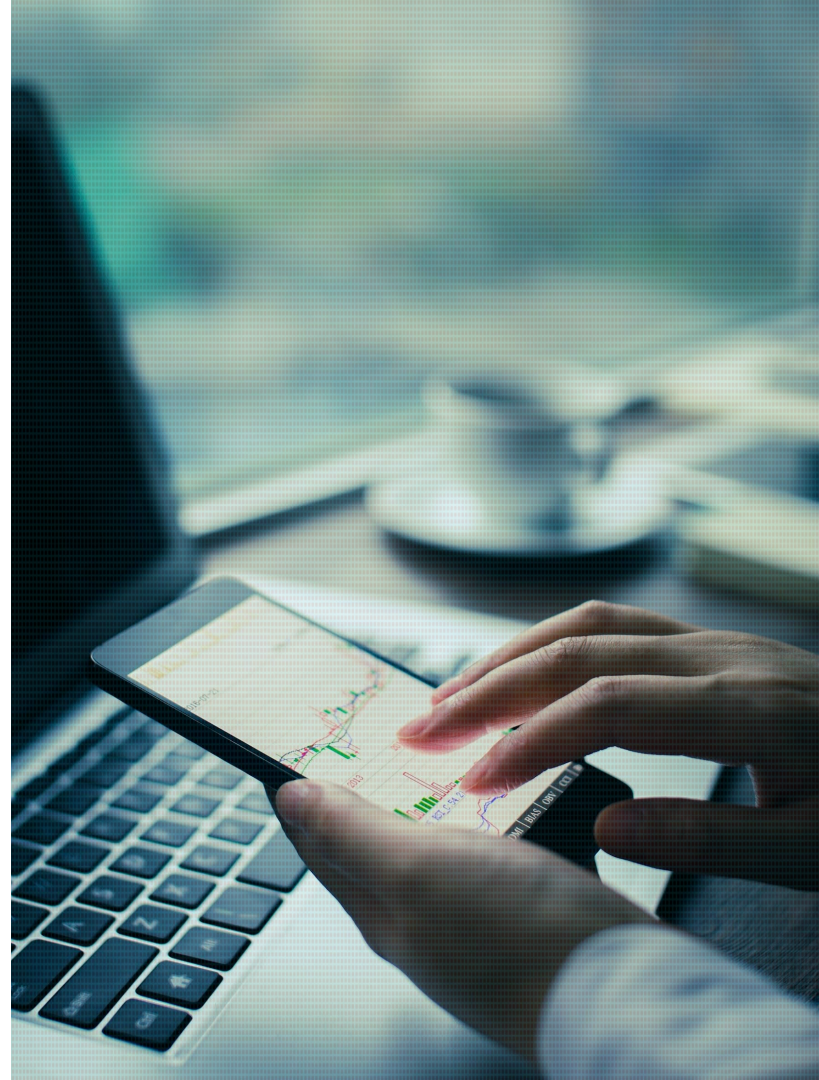
State of Workforce Pay Gaps

A 2023 Report Analyzing How Pay Gaps & Pay Transparency Are Impacting the Workforce

Surveying 2,000 US and UK enterprise workers

Presented by:

beqom.



Survey Method

When: Conducted January 2023

Who: Total of 2,000 respondents age 18+ who are currently employed - 1,000 in the US and 1,000 in the UK

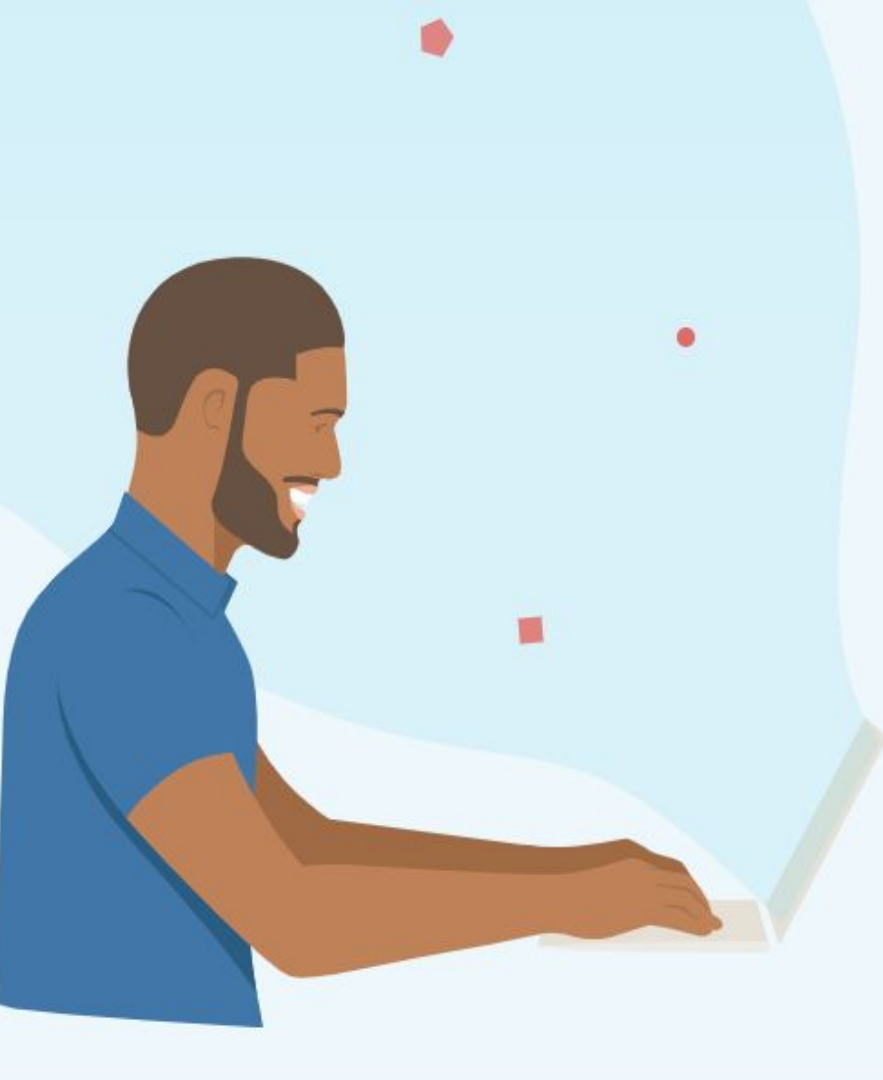
- Demographic targeting included only respondents who are “employed for wages” and answered “yes” to the screening question, “Do you work for a company that has 250 or more employees?”
- Career targeting included only US and UK enterprise workers employed in the following industries (with equal percentage responses)
 - 1) Finance and Insurance (20%)
 - 2) Manufacturing (20%)
 - 3) Retail (20%)
 - 4) Software / Technology (20%)
 - 5) Telecommunications (20%)

What: 23-question mobile survey

How: Direct to mobile users via Pollfish

Why: Designed to take a comprehensive look at how the changing workplace landscape has altered employee perceptions around pay gaps and pay transparency in the workplace in the US and UK.

US Key Findings



Key Findings

Awareness Around the True Gender Pay Gap in the US is Low

More than two-thirds (68%) of US employees are aware of the gender pay gap in the US, with Millennials (76%) most likely to be aware, yet, when asked what the current pay gap is, just a quarter (26%) know the correct current gender pay gap (women earn 82 cents for every \$1 men earn). Furthermore, more than half (58%) believe there should be a national law mandating companies to disclose gender pay gap figures, and 54% think this kind of law would help to close the gender pay gap. Additionally, nearly half (45%) of employees would seek a job at a company that disclosed a lower gender pay gap than the company they currently work for (up 32% since 2019).

More Employees Think Their Company Has a Pay Gap Problem Than in the Pre-Pandemic World

Roughly half of employees think their place of work has a problem with gender pay gaps (51%) (up 121% since 2019), age-based pay gaps (53%) or racial pay gaps (46%). This uptick may be due to increased conversations around pay transparency on the heels of an uptick of legislation in the US. Millennials (55%) are the most likely to think that their place of work has a gender pay gap problem, while Gen Zers (55%) are the most likely to think that their place of work has an age-based pay gap problem. Additionally, more than a third (35%) of employees think the gender pay gap has increased in the last two years (up 21% since 2019), and nearly a third (31%) think their managers are most responsible for driving change to close the gender pay gap, compared to board members/executives (28%), fellow employees (16%), the government (14%) or third-party organizations (12%).

Key Findings

Employers Are Taking Few Actions to Close Pay Gaps, Leaving Employees Skeptical

More than four in five (43%) employees think the actions their employer is taking to close or prevent pay gaps are effective, but nearly a fifth (18%) think they are not. More than one in five (22%) reported their employer is not taking steps or actions to close or prevent gender pay gaps. Men (45%) are more likely than women (40%) to think the actions their employer is taking to close or prevent pay gaps are effective. For those who reported their employer is taking action, nearly a third (30%) reported their employer has put more women in leadership roles, announced a commitment to solve the pay gap (28%), changed recruiting practices (26%), adjusted salaries for female employees (25%), created an internal mentoring/training program for employees (23%) or disclosed current pay gap measurement (23%). Furthermore, just over half (51%) of employees think their employer/manager takes closing the gender pay gap seriously (up 6% from 2019).

Few Employees Would Give Up Their Extra Comp to Even the Playing Field, But They Will Be More Transparent

Despite many reporting pay gap problems in their company, less than half (43%) of employees would forgo their bonus if it meant creating equal pay at their company, while more than a third (34%) would not. Millennials (50%) are the most likely to say they would forgo their bonus if it meant creating equal pay at their company, compared to Gen Zers (40%), Gen Xers (40%) or Baby Boomers (33%). However, nearly two-thirds (63%) of employees would be willing to publicly share their salary to benefit others' knowledge of compensation in the industry.



Key Findings

Employees Believe National Pay Transparency Would Make a Difference in Closing Pay Gaps

Currently, just two in five (39%) US employees report there are pay transparency laws in their state or city, but another 38% don't know if these laws exist in their location. However, nearly three quarters (73%) of employees think widespread or national pay transparency laws would help to close pay gaps, and roughly two-thirds of employees would be more willing to work at a company that discloses the gender pay gap (68%) (up 5% from 2019), ethnic pay gap (63%), salary ranges for roles internally (66%) and salary ranges for roles externally (68%). This may be because nearly two in five (39%) employees do not think they're paid fairly, and nearly two-thirds (60%) feel like there is a stigma around pay transparency.

Inflation and the Pandemic Have Made Major Impacts on Pay Discussions at Work

When it comes to how the pandemic and inflation has impacted pay discussions, nearly three in five (58%) employees think inflation has made them more likely to discuss pay with their colleagues, and more than half (56%) of employees think the pandemic has made them more likely to discuss pay with their colleagues. However, 47% also say it's made them less likely to discuss pay with their managers.



Key Findings

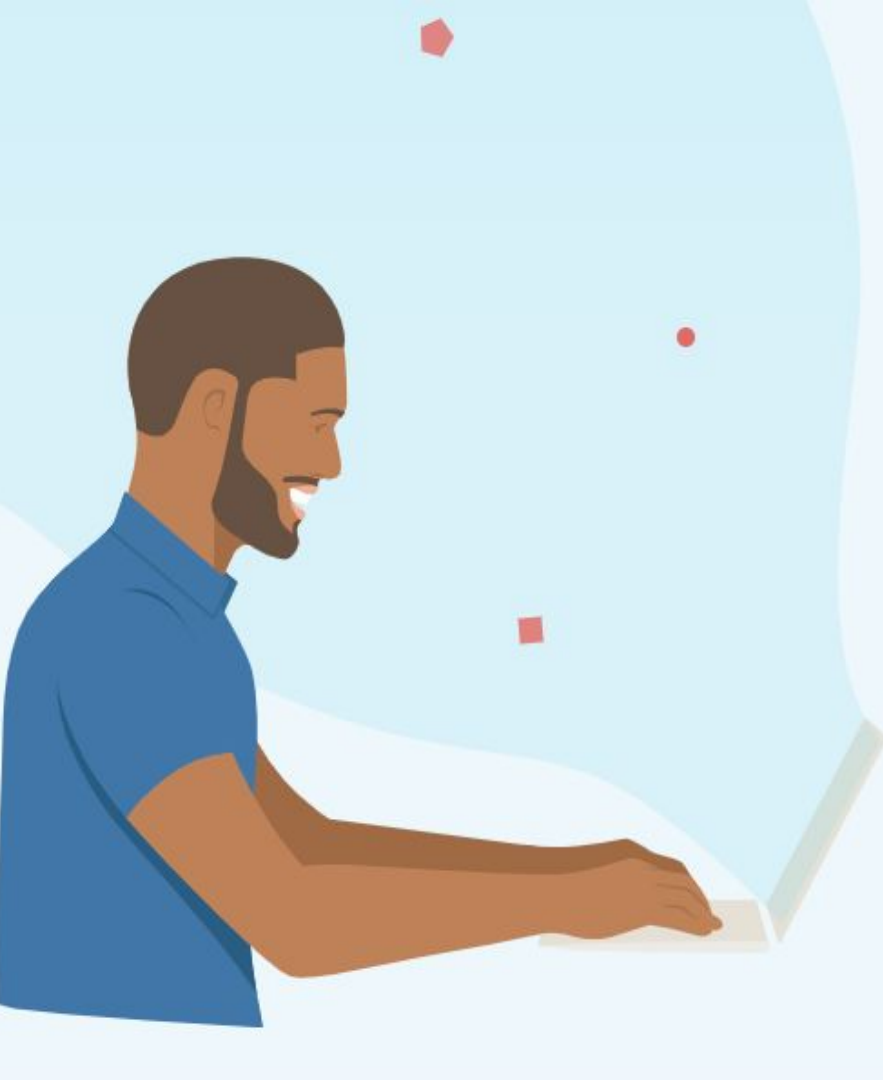
While Asking For a Raise in 2022 Often Resulted in Receiving One, Men Were More Likely to Reap the Benefits

More than half (58%) of employees asked their employer or manager for a raise in the last year, and 42% did not. Of those who did ask for a raise last year nearly half (47%) received a raise that met or exceeded their expectations, but a third (34%) received a raise that was below their expectations. Nearly a fifth (19%) received no raise. More men (51%) than women (42%) who asked for a raise received one that met or exceeded expectations. Of those who did not ask for a raise a quarter (25%) didn't ask because they were happy with their salary, but others didn't ask because they were proactively given a raise (22%), they didn't feel comfortable asking due to lack of open conversation about pay at their company (22%), concern of a recession made them feel they couldn't ask (17%) or they knew they made more than their colleagues in the same position (14%). Men (30%) were most likely not to ask for a raise because they were happy with their salary, while women (26%) were most likely not to ask for a raise because they didn't feel comfortable asking due to a lack of open conversation around pay at their company.

A Unique Labor Market Has Resulted in New Hires Often Making More Than Current Employees - And It's Not Going Unnoticed

Nearly three in five employees are aware of how much someone else in their current position makes at their company (60%), how much a new hire in their position makes at their company (60%) and how much someone else makes in their position at a different company (57%). For those who know how much a new hire in their position makes, more than a third (36%) reported the new hire makes more than they do. Gen Xers (42%) are the most likely to report a new hire in their same position makes more than they do, compared to Gen Zers (32%), Millennials (37%) or Baby Boomers (25%).





Key Findings

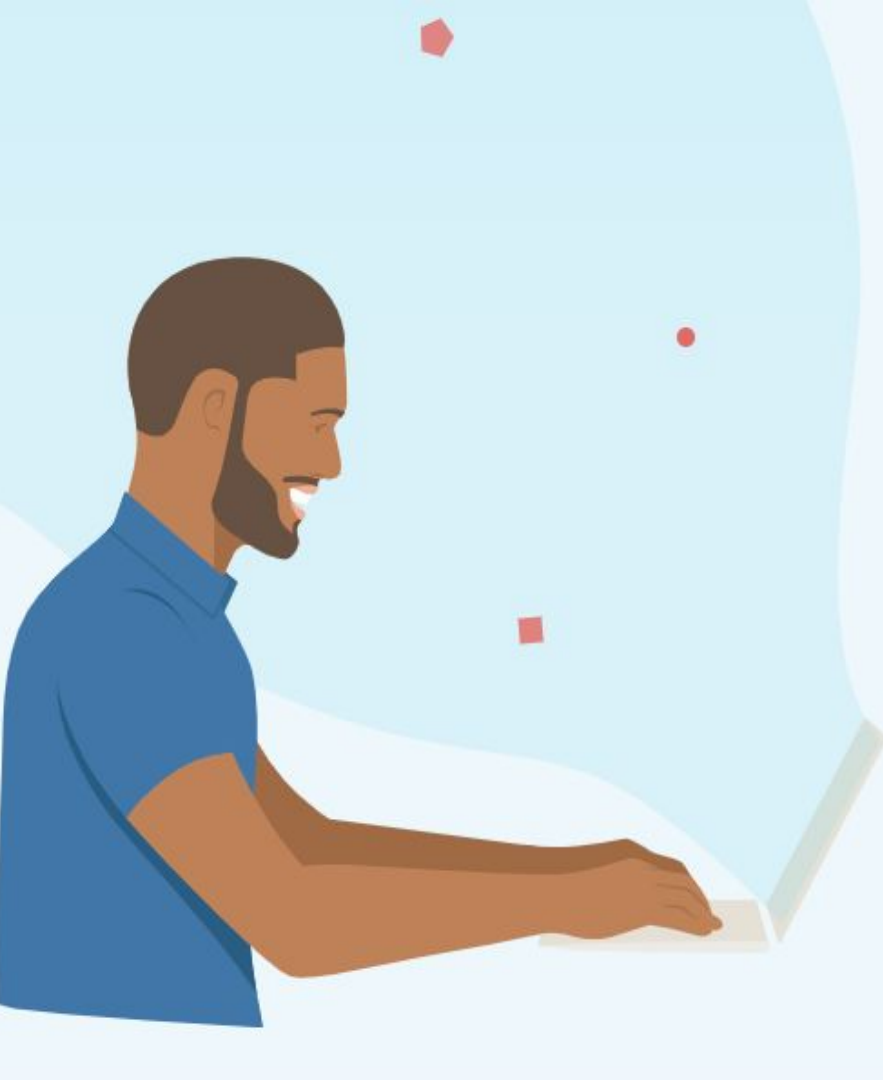
Millennials Are the Biggest Proponents of Pay Transparency to Close Gaps and Are Willing to Take Action

Millennials (64%) are most likely to believe a federal/national law mandating companies to disclose gender pay gap figures would help to close the gender pay gap, compared to Gen Zers (39%), Gen Xers (54%) and Baby Boomers (47%). Millennials (42%) are the most likely to think the gender pay gap at their place of work has increased over the last two years. This may be why Millennials (72%) are most likely to be more willing to work at a company that discloses its gender pay gap figures each year, compared to Gen Zers (60%), Gen Xers (70%) or Baby Boomers (62%). They're also the most willing to make an impact to close the gap, with Millennials (50%) the most likely to say they would forgo their bonus if it meant creating equal pay at their company, compared to Gen Zers (40%), Gen Xers (40%) or Baby Boomers (33%). Millennials (73%) are the most likely to be willing to publicly share their salary to benefit others' knowledge of compensation in the industry, compared to Gen Zers (56%), Gen Xers (58%) or Baby Boomers (59%).

Finance Employees Have the Most Access to Information on Pay

Finance employees (83.5%) are the most likely to be aware of the gender pay gap in the US, compared to tech (71.5%), retail (67.5%), manufacturing (64%) and telecomms (53.5%). More than half (51%) of finance employees also say there are pay transparency laws in their city or state. However nearly half (48%) believe that men make more than women in the finance industry despite equal skill, performance and experience, and more than a quarter (27.5%) do not think they're paid fairly. Nearly two-thirds (72%) of finance employees would be more willing to work at a company that discloses its gender pay gap figures each year, and 85.5% think widespread or national pay transparency laws would help to close pay gaps.

UK Key Findings



Key Findings

UK Employees Are Clear There is Still a Major Gender Pay Gap Problem & More Legislation is Needed

More than half (54.5%) do not think enough has been done to address the UK's gender pay gap, with women (63%) more likely than men (45%) to believe this. This may be a contributing factor to why more than half (57%) of employees believe the UK government should introduce stronger legislation to close the gender pay gap. In fact, more than two-thirds (69%) of employees think widespread or national pay transparency laws would help to close pay gaps (up 8% since 2019.) Furthermore, in the workplace, just half (50%) of employees reported they have been made aware of the UK's pay gap reporting laws/practices by their place of work, with more men (58%) than women (43%) made aware.

The Pay Gap Problem May Drive Employees to a New Employer

More than two in five (42%) UK employees think their workplace has a problem with gender pay gaps (up 83% since 2019) - with men (46%) are more likely than women (38%) to believe their place of work has a problem with gender pay gaps. Nearly a third (33%) of employees think the gender pay gap has increased at their place of work over the last two years (up 14% since 2019). This may contribute to why more than half (56%) of employees do not think they're paid fairly. Furthermore, more than a third (35%) of employees would seek a job at a company that disclosed a lower gender pay gap than their current company. Additionally, nearly half of employees (47%) think their workplace has a problem with age-based pay gaps and more than a third (36%) think their workplace has a problem with racial pay gaps.

Key Findings

Many Employees Don't Feel There's Any Impactful Action at Their Company to Close Gaps, and Execs/Board Members are Most Responsible

More than a third (35%) of employees who believe there is a pay gap at their workplace, think board members/executives should be most responsible for driving change to close the gap, followed by managers (23%), the government (19%), fellow employees (13%) and third-party organizations (10%). However, 22% of employees don't think there are any actions taken at all to close or prevent gender pay gaps and for 17% while they think their employer is taking the steps, they are not effective .

Employers Are Taking Few Actions to Close Pay Gaps, Leaving Employees Feeling They Are Not Doing Enough

Nearly half (47%) of employees think their employer/manager takes closing the gender pay gap seriously (down 8% since 2019), with men (51%) more likely than women (44%) to think their employer/manager takes closing the pay gap seriously. This may be because their employers aren't taking many steps to close or prevent gaps. Just a third (31%) have put more women in leadership roles, while less than a quarter have announced a commitment to solve the pay gap (24%), changed recruiting practices (21%), adjusted salaries for female employees (19%), created an internal mentoring/training program for employees (19%) or disclosed current pay gap measurement (18%).



Key Findings

Few Employees Would Give Up Their Extra Comp to Even the Playing Field, But They Will Be More Transparent

Roughly two-thirds of employees would be more willing to work at a company that discloses the gender pay gap (65%) (up 8% since 2019), ethnic pay gap (63%), salary ranges for roles internally (68%) and salary ranges for roles externally (68%). Additionally, more than half (52.5%) of employees do not think enough has been done to address the ethnic pay gap in the UK. However, while a third (33%) of employees would forgo their bonus if it meant creating equal pay at their company - more than a third (37%) would not. Gen Zers (40%) are the most likely to say they would forgo their bonus if it meant creating equal pay at the company, compared to Millennials (33%), Gen Xers (32%) or Baby Boomers (27%). Additionally, while more than a quarter (27%) of employees would accept a lower salary if it contributed to equalising pay in their organization, nearly half (48%) would not. Furthermore, nearly two-thirds (62%) of employees would be willing to publicly share their salary to benefit others' knowledge of compensation in the industry.

Inflation and the Pandemic Have Made Major Impacts on Pay Discussions at Work

When it comes to how the pandemic and inflation have impacted pay discussions, more than half (55%) of employees think the pandemic has made them more likely to discuss pay their colleagues, but 43% also say it's made them less likely to discuss pay with their managers. Nearly two-thirds (63%) of employees think inflation has made them more likely to discuss pay with their colleagues, but 41% think it's made them less likely to discuss pay with their managers. Gen Zers (63%) are the most likely to say the pandemic has made them more likely to discuss pay with their colleagues, compared to Millennials (55%), Gen Xers (53%) or Baby Boomers (51%).



Key Findings

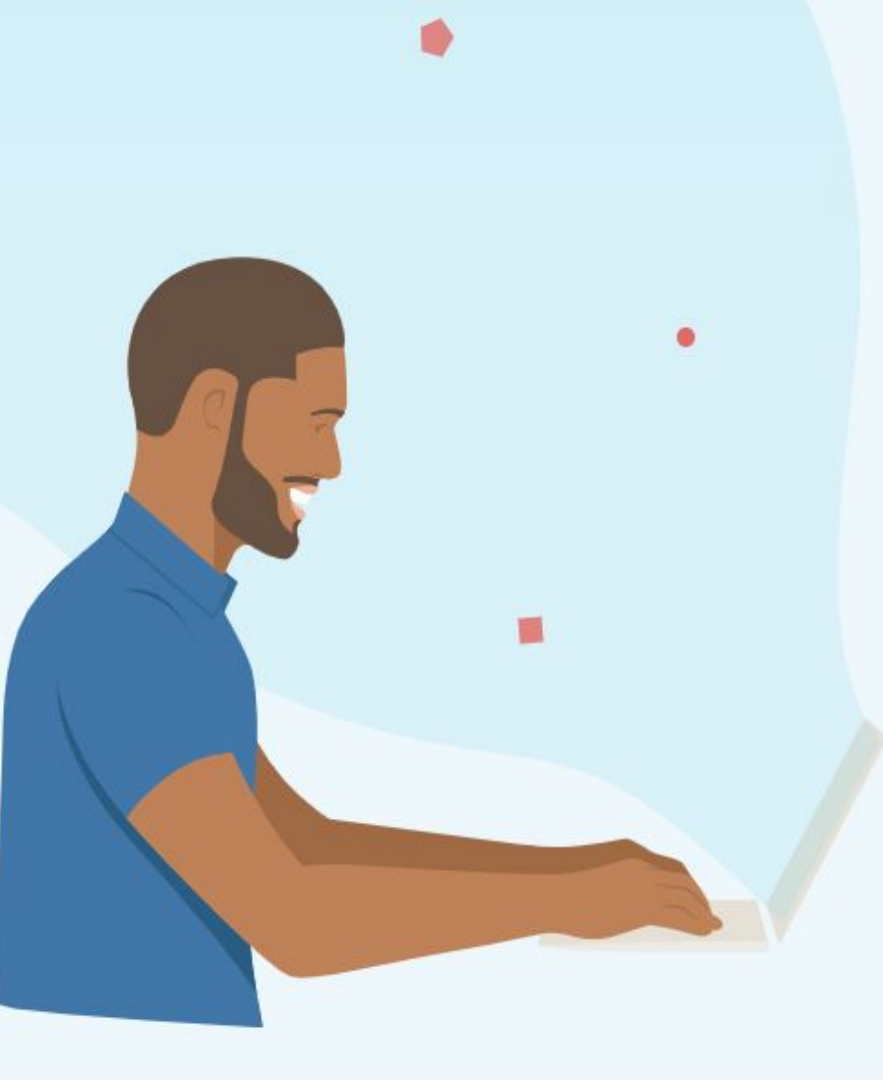
While Asking For a Raise in 2022 Often Resulted in Receiving One, Concern Over Lack of Conversation Around Pay Prevented Many From Asking

Nearly half (45%) of employees asked their employer or manager for a raise in the last year, while more than half (55%) did not. Men (53%) were more likely than women (39%) to have asked for a raise in the last year. For those who asked for a raise, more than two in five (42%) received one, but it was below their expectations, while a fifth (22%) did not receive a raise. For those who did not ask for a raise, the top reasons were they were proactively given a raise (26%) or they didn't feel comfortable asking due to the lack of open conversation about pay at their company (26%), followed by being happy with their salary (20%), concerns of a recession making them feel like they couldn't ask (17%) and knowing they already made more money than their colleagues in the same position (11%). Women (29%) were more likely than men (21%) to not ask for a raise because they didn't feel comfortable due to lack of open conversation about pay at their company.

Employees Have More Transparency into Pay For Others in Their Role

More than half of employees are aware of how much someone else in their current position makes at their company (56%), how much a new hire in their position makes at their company (57%) and how much someone else makes in their position at a different company (54%). Gen Zers (63%) are the most likely to know how much someone else in their current position makes at their company, compared to Millennials (56%), Gen Xers (54%) or Baby Boomers (50%). Gen Zers are also the most likely to know how much someone in their current position makes at a different company (64%). For those who know how much a new hire in their position makes, a quarter (26%) report the new hire makes more than they do.





Key Findings

Finance Employees See the Inequities in Their Industry, and Want to Do More to Help

Two-thirds of finance workers believe that not enough has been done to address the gender pay gap (66%) and ethnic pay gap (66.5%) in the UK. This may be why more than three-quarters (77.5%) of finance employees would be more willing to work at a company that discloses its gender pay gap figures each year, compared to manufacturing (52%), retail (76.5%), tech (56.5%) or telecoms (64.5%). Additionally, finance employees (83.5%) are the most likely to think widespread or national pay transparency laws would help to close pay gaps. This is especially critical in the finance industry as 44% think that men make more than women in the finance industry despite equal skill, performance and experience. These employees (73.5%) are willing to publicly share their salary to benefit others' knowledge of compensation in the industry, showing dedication to closing gaps.

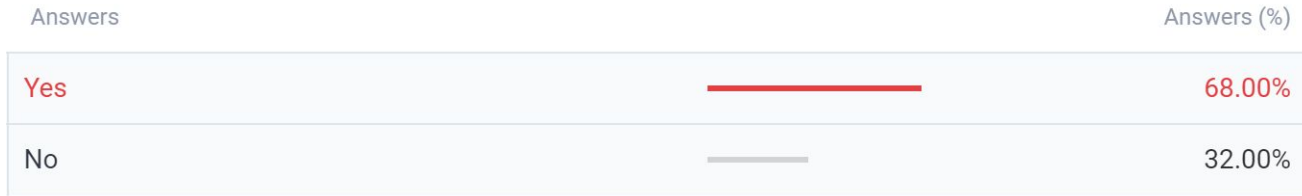
Millennials See an Increased Pay Gap In Their Companies and It Could Be Enough to Give Them a Wandering Eye

Three in five (61%) Millennials believe that not enough has been done to address the gender pay gap in the UK, and two-thirds (67%) believe the UK government should introduce stronger legislation to close the gender pay gap. Furthermore, 75% of Millennials think widespread or national pay transparency laws would help to close pay gaps. This may be because more than a third (35%) of Millennials (35%) think the gender pay gap has increased in the past two years. Millennials (73%) are more willing to work at a company that discloses its gender pay gap figures each year, showing their desire for transparency. Millennials (70%) are also the most likely to be willing to publicly share their salary to benefit others' knowledge of compensation in the industry, compared to Gen Zers (59%), Gen Xers (58%) and Baby Boomers (51%).

US Findings

Question 1

Are you aware of the gender pay gap in the US?



- More than two-thirds (68%) of US employees are aware of the gender pay gap in the US (down from 73% in 2019), while nearly a third (32%) are not

Question 1: Findings by Gender, Generation & Industry

Men (72%) are more likely than women (64%) to be aware of the gender pay gap in the US.

- Men (72% Yes; 28% No)
- Women (64% Yes; 36% No)

Millennials (76%) are the most likely to be aware of the gender pay gap in the US, compared to Gen Zers (63%), Gen Xers (64%) and Baby Boomers (61%).



- Gen Zers (63% Yes; 37% No)
- Millennials (76% Yes; 24% No)
- Gen Xers (64% Yes; 36% No)
- Baby Boomers (61% Yes; 39% No)

Finance employees (83.5%) are the most likely to be aware of the gender pay gap in the US, compared to Manufacturing (64%), Retail (67.5%), Tech (71.5%) and Telecomms (53.5%).

- Finance (83.5% Yes; 16.5% No)
- Manufacturing (64% Yes; 36% No)
- Retail (67.5% Yes; 32.5% No)
- Software/Technology (71.5% Yes; 28.5% No)
- Telecomms (53.5% Yes; 46.5% No)

Question 2

Which of the following is the current gender pay gap in the US?

Answers	Answers (%)
Women earn 64 cents for every \$1 men earn 	26.03%
Women earn 71 cents for every \$1 men earn 	35.29%
Women earn 82 cents for every \$1 men earn 	26.32%
Women earn 90 cents for every \$1 men earn 	12.35%

- Only a quarter (26%) of employees know the correct current gender pay gap in the US (women earn 82 cents for every \$1 men earn), while 74% did not know the correct current gender pay gap.
- In fact, 61% think the gender pay gap is wider than the true gap

Question 2: Findings by Gender

Men (42%) are more likely than women (29%) to think the gender pay gap for women is 64 cents for every \$1 men earn.

	Men	Women
Women earn 64 cents for every \$1 men earn	42%	29%
Women earn 71 cents for every \$1 men earn	35%	36%
Women earn 82 cents for every \$1 men earn	29%	23%
Women earn 90 cents for every \$1 men earn	12%	13%

Question 2: Findings by Generation

Gen Xers (28%) and Millennials (27%) are the most likely to know the accurate gender pay gap in the US (women earn 82 cents for every \$1 men earn), while Baby Boomers (19%) were most likely to underestimate the gap.

	Gen Z	Millennial	Gen X	Baby Boomer
Women earn 64 cents for every \$1 men earn	27%	26%	29%	20%
Women earn 71 cents for every \$1 men earn	37%	37%	31%	37%
Women earn 82 cents for every \$1 men earn	24%	27%	28%	25%
Women earn 90 cents for every \$1 men earn	12%	11%	12%	19%

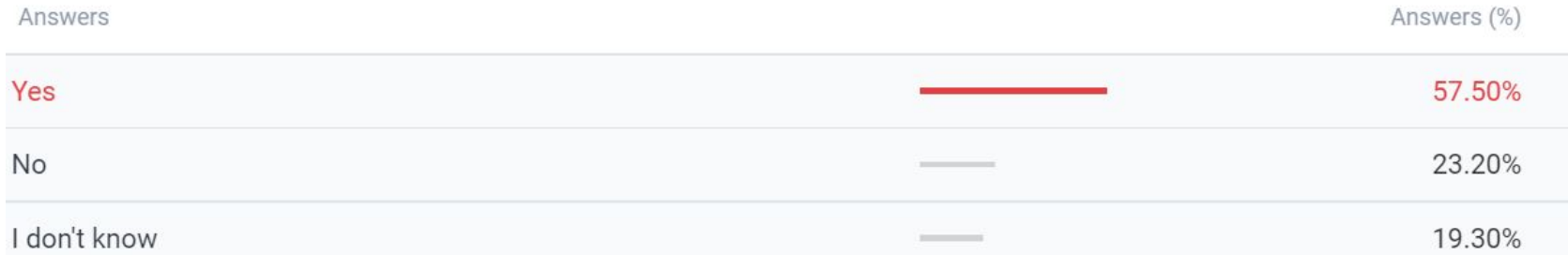
Question 2: Findings by Industry

Telecomms employees (19%) were more likely than finance (10%), manufacturing (11%), retail (12%) and tech (13%) to think the gender pay gap is smaller than the current gap. Telecomms employees were also most likely (35%) to think the gap was in the highest bracket (64 cents), and retail employees were most likely to overestimate the gap (67%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Women earn 64 cents for every \$1 men earn	19%	32%	27%	22%	35%
Women earn 71 cents for every \$1 men earn	39%	31%	40%	40%	22%
Women earn 82 cents for every \$1 men earn	32%	26%	21%	26%	24%
Women earn 90 cents for every \$1 men earn	10%	11%	12%	13%	19%

Question 3

Do you think there should be a national law mandating companies to disclose gender pay gap figures (i.e., if men in the company make more than women)?



- More than half (58%) of employees believe there should be a national law mandating companies to disclose gender pay gap figures (down from 72% in 2019), while 23% do not

Question 3: Findings by Gender, Generation & Industry

More men (60%) believe there should be a national law mandating companies to disclose gender pay gap figures than women (55%)

- Men (60% Yes; 22% No)
- Women (55% Yes; 24% No)

Millennials (70%) are most likely to believe there should be a national law mandating companies to disclose gender pay gap figures, compared to Gen Zers (44%), Gen Xers (57%) and Baby Boomers (45%)

- Gen Zers (44% Yes; 29% No)
- Millennials (70% Yes; 17% No)
- Gen Xers (57% Yes; 27% No)
- Baby Boomers (45% Yes; 23% No)

Finance workers (73%) are nearly twice as likely as telecomms workers (38%) to believe there should be a national law mandating companies to disclose gender pay gap figures

- Finance (73% Yes; 15% No)
- Manufacturing (59% Yes; 24% No)
- Retail (55% Yes; 22% No)
- Software/Technology (63% Yes; 23% No)
- Telecomms (38% Yes; 33% No)

Question 4

Do you think a federal/national law mandating companies to disclose gender pay gap figures would help to close the gender pay gap?

Answers	Answers (%)
Yes	53.90%
No	26.70%
I don't know	19.40%

- More than half (54%) of employees believe a federal/national law mandating companies to disclose gender pay gap figures would help to close the gender pay gap (down from 66% in 2019), while 27% do not

Question 4: Findings by Gender, Generation & Industry

More men (57%) than women (51%) believe a federal/national law mandating companies to disclose gender pay gap figures would help to close the gender pay gap

- Men (57% Yes; 27% No)
- Women (51% Yes; 27% No)

Millennials (64%) are most likely to believe a federal/national law mandating companies to disclose gender pay gap figures would help to close the gender pay gap, compared to Gen Zers (39%), Gen Xers (54%) and Baby Boomers (47%)


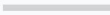

- Gen Zers (39% Yes; 33% No)
- Millennials (64% Yes; 21% No)
- Gen Xers (54% Yes; 29% No)
- Baby Boomers (47% Yes; 29% No)

Finance workers (71%) are most likely to believe a federal/national law mandating companies to disclose gender pay gap figures would help to close the gender pay gap, compared to manufacturing (60%), retail (48%), software/technology (63%) and telecomms (30%)

- Finance (71% Yes; 17% No)
- Manufacturing (60% Yes; 22% No)
- Retail (48% Yes; 33% No)
- Software/Technology (63% Yes; 22% No)
- Telecomms (30% Yes; 41% No)

Question 5

Would you seek a job at a company that disclosed a lower gender pay gap than the company you currently work for?

Answers		Answers (%)
Yes		45.20%
No		31.90%
I don't know		22.90%

- Nearly half (45%) of employees would seek a job at a company that disclosed a lower gender pay gap than the company they currently work for (up from 34% in 2019), while less than a third (32%) would not

Question 5: Findings by Gender, Generation & Industry

Men (48%) are more likely than women (42%) to seek a job at a company that disclosed a lower gender pay gap than the company they currently work for.

- Men (48% Yes; 29% No)
- Women (42% Yes; 35% No)

Millennials (49%) are more likely than Gen Zers (41%), Gen Xers (45%) and Baby Boomers (42%) to seek a job at a company that disclosed a lower gender pay gap than the company they currently work for.

- Gen Zers (41% Yes; 33% No)
- Millennials (49% Yes; 32% No)
- Gen Xers (45% Yes; 33% No)
- Baby Boomers (42% Yes; 29% No)

Finance (54%) and tech (54%) employees are the most likely to seek a job at a company that disclosed a lower gender pay gap than the company they currently work for, compared to manufacturing (36%), retail (40%) and telecomms (43%) workers.

- Finance (54% Yes; 31% No)
- Manufacturing (36% Yes; 38% No)
- Retail (40% Yes; 37% No)
- Software/Technology (54% Yes; 27% No)
- Telecomms (43% Yes; 28% No)

Question 6

Do you think your place of work has a problem with any of the following:

Statements	Yes	No
Gender pay gaps	509 <i>(50.90%)</i>	491 <i>(49.10%)</i>
Racial pay gaps	462 <i>(46.20%)</i>	538 <i>(53.80%)</i>
Age-based pay gaps	526 <i>(52.60%)</i>	474 <i>(47.40%)</i>

- Roughly half of employees think their place of work has a problem with gender pay gaps (51%) (up from 23% in 2019), age-based pay gaps (53%) or racial pay gaps (46%)

Question 6: Findings by Gender

More than half of both men (51%) and women (51%) believe their place of work has a gender pay gap problem.

	US Men		US Women	
	Yes	No	Yes	No
Gender Pay Gaps	51%	49%	51%	49%
Racial Pay Gaps	44%	56%	49%	51%
Age-based Pay Gaps	53%	47%	52%	48%

Question 6: Findings by Generation

Millennials (55%) are the most likely to think that their place of work has a gender pay gap problem, while Gen Zers (55%) are the most likely to think that their place of work has an age-based pay gap problem and Baby Boomers (53%) are the most likely to think their place of work has a racial pay gap problem.

	Gen Z		Millennial		Gen X		Baby Boomer	
	Yes	No	Yes	No	Yes	No	Yes	No
Gender Pay Gaps	45%	55%	55%	45%	51%	49%	48%	52%
Racial Pay Gaps	40%	60%	47%	43%	46%	54%	53%	47%
Age-based Pay Gaps	55%	45%	53%	47%	51%	49%	50%	50%

Question 6: Findings by Industry

Tech employees (60.5%) are the most likely to think that their place of work has a gender pay gap problem and age-based pay problem (57%), while Finance and Insurance employees (53%) are the most likely to think that their place of work has a racial pay gap problem.

	Finance & Insurance		Manufacturing		Retail		Software/ Technology		Telecommunications	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Gender Pay Gaps	56.5%	43.5%	38.5%	61.5%	46%	54%	60.5%	39.5%	53%	47%
Racial Pay Gaps	53%	47%	36.5%	63.5%	45.5%	54.5%	50%	50%	46%	54%
Age-based Pay Gaps	53.5%	46.5%	44.5%	55.5%	53.5%	46.5%	57%	43%	54.5%	45.5%

Question 7

In the last two years, do you think the gender pay gap has increased, decreased or remained the same at your place of work?

Answers	Answers (%)
I think the gender pay gap has increased	35.17%
I think the gender pay gap has decreased	27.70%
I think the gender pay gap has not changed	23.18%
I don't know	13.95%

- More than a third (35%) of employees think the gender pay gap has increased in the last two years (up from 29% in 2019), 28% think it has decreased and 23% think it has not changed

Question 7: Findings by Gender

Men (41%) are more likely than women (29%) to think the gender pay gap has increased.

	Men	Women
I think the gender pay gap has increased	41%	29%
I think the gender pay gap has decreased	25%	30%
I think the gender pay gap has not changed	22%	25%

Question 7: Findings by Generation

Millennials (42%) are the most likely to think the gender pay gap at their place of work has increased over the last two years, while Baby Boomers (48%) are the most likely to think it has decreased.

	Gen Z	Millennial	Gen X	Baby Boomer
I think the gender pay gap has increased	27%	42%	40%	17%
I think the gender pay gap has decreased	23%	23%	28%	48%
I think the gender pay gap has not changed	28%	23%	20%	23%

Question 7: Findings by Industry

Finance employees (56%) are the most likely to think the gender pay gap has increased at their place of work in the last two years, compared to manufacturing (29%), retail (21%), tech (43%) or telecomms (22%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
I think the gender pay gap has increased	56%	29%	21%	43%	22%
I think the gender pay gap has decreased	21%	27%	34%	29%	28%
I think the gender pay gap has not changed	17%	26%	29%	17%	29%

Question 8

If you believe there is a gender pay gap at your workplace, who do you think should be most responsible for driving change to close the gap in the workplace?

Answers	Answers (%)
Board Members/Executives	27.50%
Managers	30.65%
Fellow employees	15.91%
The government	14.34%
Third-party organizations (e.g. workers unions, watchdog organizations, fair labor associations, etc.)	11.59%

- Nearly a third (31%) of employees think their managers are most responsible for driving change to close the gender pay gap, followed by:
 - Board members/executives (28%)
 - Fellow employees (16%)
 - The government (14%)
 - Third-party organizations (12%)

Question 8: Findings by Gender

Women (16%) are twice as likely as men (8%) to think that third-party organizations should be responsible for driving change to close the gender pay gap. Men (17%) are more likely than women (11%) to think the government should be responsible.

	Men	Women
Board Members/Executives	26%	29%
Managers	32%	29%
Fellow employees	17%	15%
The government	17%	11%
Third-party organizations (e.g. workers unions, watchdog organizations, fair labor associations, etc.)	8%	16%

Question 8: Findings by Generation

Millennials (36%) are the most likely to think managers are the most responsible for driving change to close the gender pay gap in their workplace, while Gen X (31%) think board members/executives are the most responsible.

	Gen Z	Millennial	Gen X	Baby Boomer
Board Members/Executives	21%	29%	31%	27%
Managers	27%	36%	27%	28%
Fellow employees	21%	13%	18%	13%
The government	14%	14%	17%	8%
Third-party organizations (e.g. workers unions, watchdog organizations, fair labor associations, etc.)	17%	8%	7%	25%

Question 8: Findings by Industry

Manufacturing employees (38%) are the most likely to think board members/executives are most responsible for closing the gender pay gap, while tech employees (37%) are most likely to think managers are most responsible.

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Board Members/Executives	29%	38%	25%	26%	22%
Managers	30%	21%	34%	37%	28%
Fellow employees	19%	17%	12%	10%	22%
The government	13%	14%	9%	17%	17%
Third-party organizations (e.g. workers unions, watchdog organizations, fair labor associations, etc.)	8%	10%	21%	9%	11%

Question 9

If your employer is taking steps or actions to close or prevent gender pay gaps, do you think they are effective?

Answers	Answers (%)
Yes	42.60%
No	18.40%
My employer is not taking steps or actions to close or prevent gender pay gaps	21.90%
I don't know	17.10%

- More than four in five (43%) employees think the actions their employer is taking to close or prevent pay gaps are effective, while 18% think they are not
 - More than one in five (22%) reported their employer is not taking steps or actions to close or prevent gender pay gaps

Question 9: Findings by Gender

Men (45%) are more likely than women (40%) to think the actions their employer is taking to close or prevent pay gaps are effective.

	Men	Women
Yes	45%	40%
No	18%	19%
My employer is not taking steps or actions to close or prevent gender pay gaps	21%	22%
I don't know	16%	18%

Question 9: Findings by Generation

Millennials (48%) are the most likely to think the actions their employer is taking to close or prevent pay gaps are effective, while Gen Zers (23%) and Baby Boomers (23%) are the most likely to think the actions are not effective. Gen Zers (25%) are also the most likely to think their employer is not taking steps or actions to close or prevent pay gaps.

	Gen Z	Millennial	Gen X	Baby Boomer
Yes	34%	48%	45%	39%
No	23%	17%	15%	23%
My employer is not taking steps or actions to close or prevent gender pay gaps	25%	23%	20%	18%
I don't know	18%	13%	20%	20%




Question 9: Findings by Industry

Finance employees (58%) are the most likely to think the actions their employer is taking to close or prevent pay gaps are effective, compared to manufacturing (37%), retail (37%), tech (53%) or telecomms (29%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Yes	58%	37%	37%	53%	29%
No	12%	19%	19%	16%	27%
My employer is not taking steps or actions to close or prevent gender pay gaps	18%	25%	25%	21%	22%
I don't know	13%	19%	20%	11%	23%

Question 10

Do you think your employer/manager takes closing the gender pay gap seriously?

Answers		Answers (%)
Yes		50.80%
No		25.00%
I don't know		24.20%

- Just over half (51%) of employees think their employer/manager takes closing the gender pay gap seriously (up from 48% in 2019), but a quarter (25%) do not think they take it seriously

Question 10: Findings by Gender, Generation & Industry

Men (53%) are more likely than women (48%) to think their employer/manager takes closing the gender pay gap seriously.

- Men (53% Yes; 23% No)
- Women (48% Yes; 27% No)

Millennials (56%) are the most likely to think their employer/manager takes closing the gender pay gap seriously, compared to Gen Zers (45%), Gen Xers (52%) or Baby Boomers (43%).

- Gen Zers (45% Yes; 26% No)
- Millennials (56% Yes; 24% No)
- Gen Xers (52% Yes; 23% No)
- Baby Boomers (43% Yes; 30% No)

Placeholder

- Finance (66% Yes; 14% No)
- Manufacturing (41% Yes; 31% No)
- Retail (50% Yes; 26% No)
- Software/Technology (62% Yes; 22% No)
- Telecomms (37% Yes; 33% No)

Question 11

Of the following, which of these steps or actions has your employer taken to close or prevent gender pay gaps?

Answers	Respondents (%)
Disclosed its current pay gap measurement	22.70%
Announced a commitment to solve the pay gap	28.30%
Put more women in leadership roles	30.40%
Changed recruiting practices	26.20%
Adjusted salaries for female employees	24.60%
Created an internal mentoring/training program for employees	22.80%
None of these	14.00%
I don't know	19.50%

- Nearly a third (30%) of employees report their employer has put more women in leadership roles in attempts to close to prevent pay gaps, followed by
 - Announcing a commitment to solve the pay gap (28%)
 - Changing recruiting practices (26%)
 - Adjusted salaries for female employees (25%)
 - Disclosing current pay gap measurement (23%)
 - Creating an internal mentoring/training program for employees (23%)

Question 11: Findings by Gender

Men (33%) are more likely than women (27%) to say their employer put more women in leadership roles in attempts to close or prevent gender pay gaps.

	Men	Women
Disclosed its current pay gap measurement	26%	19%
Announced a commitment to solve the pay gap	30%	26%
Put more women in leadership roles	33%	27%
Changed recruiting practices	30%	22%
Adjusted salaries for female employees	27%	22%
Created an internal mentoring/training program for employees	23%	23%
None of these	11%	17%
I don't know	18%	21%

Question 11: Findings by Generation

Gen Xers (36%) are the most likely to say their employer put more women in leadership roles in attempts to close or prevent gender pay gaps.

	Gen Z	Millennial	Gen X	Baby Boomer
Disclosed its current pay gap measurement	21%	26%	22%	17%
Announced a commitment to solve the pay gap	25%	30%	32%	22%
Put more women in leadership roles	24%	33%	36%	22%
Changed recruiting practices	24%	30%	25%	21%
Adjusted salaries for female employees	21%	26%	25%	25%
Created an internal mentoring/training program for employees	20%	24%	24%	21%
None of these	14%	15%	14%	13%
I don't know	21%	15%	20%	30%


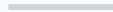

Question 11: Findings by Industry

Placeholder

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Disclosed its current pay gap measurement	29%	19%	22%	27%	18%
Announced a commitment to solve the pay gap	37%	25%	28%	35%	18%
Put more women in leadership roles	41%	37%	27%	26%	22%
Changed recruiting practices	34%	17%	25%	32%	24%
Adjusted salaries for female employees	24%	23%	28%	29%	20%
Created an internal mentoring/training program for employees	29%	14%	24%	26%	23%
None of these	8%	18%	15%	11%	19%
I don't know	13%	21%	22%	20%	23%

Question 12

Would you forgo your bonus if it meant creating equal pay at your company?

Answers		Answers (%)
Yes		43.00%
No		34.10%
I don't receive a bonus		22.90%

- More than two in five (43%) employees would forgo their bonus if it meant creating equal pay at their company, while a third (34%) would not

Question 12: Findings by Gender

Slightly more men (44%) than women (42%) would forgo their bonus if it meant creating equal pay at their company.

	Men	Women
Yes	44%	42%
No	36%	33%
I don't receive a bonus	20%	26%

Question 12: Findings by Generation

Millennials (50%) are the most likely to say they would forgo their bonus if it meant creating equal pay at their company, compared to Gen Zers (40%), Gen Xers (40%) or Baby Boomers (33%).

	Gen Z	Millennial	Gen X	Baby Boomer
Yes	40%	50%	40%	33%
No	32%	33%	35%	39%
I don't receive a bonus	27%	17%	25%	28%

Question 12: Findings by Industry

Finance employees (58%) are the most likely to say they would forgo their bonus if it meant creating equal pay at their company, compared to manufacturing (31%), retail (36%), tech (57%) or telecomms.

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Yes	58%	31%	36%	57%	34%
No	30%	37%	38%	28%	39%
I don't receive a bonus	13%	33%	27%	16%	28%

Question 13

Would you be more willing to work at a company that does the following

Statements	Yes	No
Discloses its gender pay gap figures each year	675 <i>(67.50%)</i>	325 <i>(32.50%)</i>
Discloses its ethnic pay gap figures each year	629 <i>(62.90%)</i>	371 <i>(37.10%)</i>
Discloses salary ranges for roles internally	662 <i>(66.20%)</i>	338 <i>(33.80%)</i>
Discloses salary ranges for roles externally	679 <i>(67.90%)</i>	321 <i>(32.10%)</i>

- Roughly two-thirds of employees would be more willing to work at a company that discloses the following this year:
 - Gender pay gap (68%) (up from 65% in 2019)
 - Ethnic pay gap (63%)
 - Salary ranges for roles internally (66%)
 - Salary ranges for roles externally (68%)

Question 13: Findings by Gender

Men (69%) are more likely than women (66%) to be more willing to work at a company that discloses its gender pay gap figures each year.

	Men		Women	
	Yes	No	Yes	No
Discloses its gender pay gap figures each year	69%	31%	66%	34%
Discloses its ethnic pay gap figures each year	63%	37%	63%	37%
Discloses salary ranges for roles internally	65%	35%	68%	32%
Discloses salary ranges for roles externally	70%	30%	65%	35%

Question 13: Findings by Generation

Millennials (72%) are most likely to be more willing to work at a company that discloses its gender pay gap figures each year, compared to Gen Zers (60%), Gen Xers (70%) or Baby Boomers (62%).

	Gen Z		Millennial		Gen X		Baby Boomer	
	Yes	No	Yes	No	Yes	No	Yes	No
Discloses its gender pay gap figures each year	60%	40%	72%	28%	70%	30%	62%	38%
Discloses its ethnic pay gap figures each year	60%	40%	65%	35%	63%	37%	61%	39%
Discloses salary ranges for roles internally	64%	36%	72%	38%	64%	36%	58%	42%
Discloses salary ranges for roles externally	64%	36%	75%	25%	67%	33%	55%	45%

Question 13: Findings by Industry

Finance employees (72%) are most likely to be more willing to work at a company that discloses its gender pay gap figures each year, compared to manufacturing (68%), retail (66.5%), tech (66.5%) or telecomms (58.5%).

	Finance & Insurance		Manufacturing		Retail		Software/Technology		Telecommunications	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Discloses its gender pay gap figures each year	78%	22%	68%	32%	66.5%	33.5%	66.5%	33.5%	58.5%	41.5%
Discloses its ethnic pay gap figures each year	68.5%	31.5%	65.5%	34.5%	63%	37%	61%	39%	56.5%	43.5%
Discloses salary ranges for roles internally	75%	25%	67%	33%	66%	34%	66%	34%	57%	43%
Discloses salary ranges for roles externally	79%	21%	71.5%	28.5%	66.5%	33.5%	66.5%	33.5%	56%	44%

Question 14

Of the following, in which industry do you think men make more than women despite equal skill, performance, and experience?

Answers	Answers (%)
Energy & Resources	14.50%
Financial Services	18.00%
Manufacturing & Retail	19.00%
Technology and Business Services	10.50%
Telecommunications	20.50%
I don't know	17.50%

- Employees are the most likely to think that men make more than women despite equal skill, performance and experience in the finance industry (22%) and tech industry (22%), followed by manufacturing & retail (20%), energy and resources (14%) and telecomms (9%).

Question 14: Findings by Gender

Men (24%) are more likely than women (20%) to think men make more than women despite equal skill, performance, and experience in the finance industry.

	Men	Women
Energy & Resources	12%	15%
Financial Services	24%	20%
Manufacturing & Retail	21%	20%
Technology and Business Services	21%	23%
Telecommunications	10%	8%
I don't know	12%	14%

Question 14: Findings by Generation

Millennials (27%) are the most likely to think men make more than women despite equal skill, performance, and experience in the tech industry, compared to Gen Zers (21%), Gen Xers (18%) or Baby Boomers (18%).

	Gen Z	Millennial	Gen X	Baby Boomer
Energy & Resources	14%	12%	14%	17%
Financial Services	18%	25%	23%	20%
Manufacturing & Retail	25%	20%	19%	17%
Technology and Business Services	21%	26%	18%	18%
Telecommunications	7%	7%	10%	14%
I don't know	1%	10%	16%	14%

Question 14: Findings by Industry

Finance employees (48%) are by far the most likely to think that men make more than women in the finance industry despite equal skill, performance and experience.

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Energy & Resources	11%	11%	19%	14%	15%
Financial Services	48%	12%	15%	18%	18%
Manufacturing & Retail	15%	37%	17%	15%	19%
Technology and Business Services	16%	18%	29%	35%	11%
Telecommunications	3%	6%	9%	6%	21%
I don't know	8%	16%	12%	13%	18%

Question 15

Are you aware of any pay transparency laws in your state or city? (i.e., legislation that mandates that employers disclose salary ranges in job postings)

Answers	Answers (%)
Yes, there are pay transparency laws	39.30%
No, there are not pay transparency laws	22.30%
I don't know if there are pay transparency laws	38.40%

- Nearly two in five (39%) employees report there are pay transparency laws in their state or city, when 22% say there are not
- Nearly two in five (38%) don't know if there are pay transparency laws in their state or city

Question 15: Findings by Gender

Men (42%) are more likely than women (37%) to say there are pay transparency laws in their city or state.

	Men	Women
Yes, there are pay transparency laws	42%	37%
No, there are not pay transparency laws	23%	21%
I don't know if there are pay transparency laws	35%	42%

Question 15: Findings by Generation

Millennials (48%) are the most likely to say there are pay transparency laws in their city or state, compared to Gen Zers (31%), Gen Xers (39%) or Baby Boomers (28%). .

	Gen Z	Millennial	Gen X	Baby Boomer
Yes, there are pay transparency laws	31%	48%	39%	28%
No, there are not pay transparency laws	25%	19%	22%	28%
I don't know if there are pay transparency laws	44%	33%	39%	44%

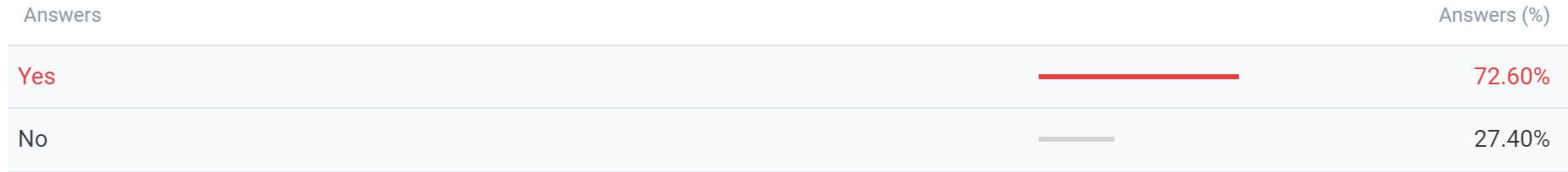
Question 15: Findings by Industry

Tech employees (52%) are the most likely to say there are pay transparency laws in their city or state, followed by finance (51%), retail (34%), manufacturing (31%) and telecomms (30%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Yes, there are pay transparency laws	51%	31%	34%	52%	30%
No, there are not pay transparency laws	18%	23%	22%	20%	29%
I don't know if there are pay transparency laws	31%	46%	45%	29%	42%

Question 16

Do you think widespread or national pay transparency laws would help to close pay gaps?



- Nearly three quarters (73%) of employees think a widespread or national pay transparency laws would help to close pay gaps, while 27% do not

Question 16: Findings by Gender, Generation & Industry

Slightly more men (73%) than women (72%) think widespread or national pay transparency laws would help to close pay gaps.

- Men (73% Yes; 27% No)
- Women (72% Yes; 28% No)

Millennials (77%) are the most likely to think widespread or national pay transparency laws would help to close pay gaps, compared to Gen Zers (65%), Gen Xers (71%) or Baby Boomers (73%).

- Gen Zers (65% Yes; 35% No)
- Millennials (77% Yes; 23% No)
- Gen Xers (71% Yes; 29% No)
- Baby Boomers (73% Yes; 27% No)

Finance employees (85.5%) are the most likely to think widespread or national pay transparency laws would help to close pay gaps, compared to manufacturing (74%), retail (71%), tech (78%) or telecomms (54.5%).

- Finance (85.5% Yes; 14.5% No)
- Manufacturing (74% Yes; 26% No)
- Retail (71% Yes; 29% No)
- Software/Technology (78% Yes; 22% No)
- Telecomms (54.5% Yes; 45.5% No)

Question 17

Which of the following do you believe is true?

Statements	Yes	No
Lack of pay transparency has caused me to ask for a lower salary (or not negotiate)	489 (48.90%)	511 (51.10%)
I think I am paid fairly	613 (61.30%)	387 (38.70%)
The pandemic has made me more likely to discuss pay with my colleagues	560 (56.00%)	440 (44.00%)
The pandemic has made me less likely to discuss pay with my colleagues	469 (46.90%)	531 (53.10%)
The pandemic has made me less likely to discuss pay with my managers	490 (49.00%)	510 (51.00%)
Inflation has made me more likely to discuss pay with my colleagues	581 (58.10%)	419 (41.90%)
Inflation has made me less likely to discuss pay with my managers	438 (43.80%)	562 (56.20%)
My company has released salary ranges internally	540 (54.00%)	460 (46.00%)
My company has released salary ranges externally	522 (52.20%)	478 (47.80%)
I feel like there is a stigma around pay transparency	602 (60.20%)	398 (39.80%)

- Nearly half (49%) of employees reported lack of pay transparency has caused them to ask for a lower salary or not negotiate
- Nearly two in five (39%) employees do not think they're paid fairly
- More than half (56%) of employees think the pandemic has made them more likely to discuss pay their colleges, but 47% also say it's made them less likely to discuss pay with their managers
- Nearly three in five (58%) employees think inflation has made them more likely to discuss pay with their colleges, but 44% think it's made them less likely to discuss pay with their managers
- More than half of employees say their company has released salary ranges internally (54%) and a similar number release salary ranges externally (52%)
- Nearly two-thirds (60%) feel like there is a stigma around pay transparency

Question 17: Findings by Gender

Men (67%) are more likely than women (55%) to think they are paid fairly.

	Men		Women	
	Yes	No	Yes	No
Lack of pay transparency has caused me to ask for a lower salary (or not negotiate)	50%	50%	48%	52%
I think I am paid fairly	67%	33%	55%	45%
The pandemic has made me more likely to discuss pay with my colleagues	57%	43%	54%	46%
The pandemic has made me less likely to discuss pay with my colleagues	48%	52%	45%	55%
The pandemic has made me less likely to discuss pay with my managers	51%	49%	47%	53%
Inflation has made me more likely to discuss pay with my colleagues	55%	45%	61%	39%
Inflation has made me less likely to discuss pay with my managers	42%	58%	45%	55%
My company has released salary ranges internally	56%	44%	52%	48%
My company has released salary ranges externally	55%	45%	50%	50%
I feel like there is a stigma around pay transparency	59%	41%	62%	38%

Question 17: Findings by Generation

Gen Zers (43%) are the most likely to think they are not paid fairly, compared to Millennials (36%), Gen Xers (38%) or Baby Boomers (40%). Millennials are the most likely to say the pandemic (64%) and inflation (63%) have made them more likely to discuss pay with their colleagues.

	Gen Z		Millennial		Gen X		Baby Boomer	
	Yes	No	Yes	No	Yes	No	Yes	No
Lack of pay transparency has caused me to ask for a lower salary (or not negotiate)	45%	55%	54%	46%	47%	53%	45%	55%
I think I am paid fairly	57%	43%	64%	36%	62%	38%	60%	40%
The pandemic has made me more likely to discuss pay with my colleagues	57%	43%	64%	36%	53%	47%	40%	60%
The pandemic has made me less likely to discuss pay with my colleagues	46%	54%	48%	52%	43%	57%	53%	47%
The pandemic has made me less likely to discuss pay with my managers	45%	55%	52%	48%	47%	53%	52%	48%
Inflation has made me more likely to discuss pay with my colleagues	50%	50%	63%	37%	56%	44%	59%	41%
Inflation has made me less likely to discuss pay with my managers	41%	59%	47%	53%	41%	59%	45%	55%
My company has released salary ranges internally	52%	48%	60%	40%	49%	51%	51%	49%
My company has released salary ranges externally	53%	47%	52%	48%	48%	52%	58%	42%
I feel like there is a stigma around pay transparency	53%	47%	69%	31%	60%	40%	46%	54%

Question 17: Findings by Industry

Tech employees (63.5%) are the most likely to say lack of pay transparency has caused them to ask for a lower salary or not negotiate, compared to manufacturing (37%), retail (38.5%), finance (56.5%) or telecomms (49%).

	Finance & Insurance		Manufacturing		Retail		Software/Technology		Telecommunications	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Lack of pay transparency has caused me to ask for a lower salary (or not negotiate)	56.5%	43.5%	37%	63%	38.5%	61.5%	63.5%	36.5%	49%	51%
I think I am paid fairly	72.5%	27.5%	56%	44%	60%	40%	66%	34%	52%	48%
The pandemic has made me more likely to discuss pay with my colleagues	65%	35%	55.5%	44.5%	50%	50%	64%	36%	45.5%	54.5%
The pandemic has made me less likely to discuss pay with my colleagues	42%	58%	36%	64%	45%	55%	56%	44%	55.5%	44.5%
The pandemic has made me less likely to discuss pay with my managers	48.5%	51.5%	42.5%	57.5%	46%	54%	57%	43%	51%	49%
Inflation has made me more likely to discuss pay with my colleagues	61%	39%	57.5%	42.5%	58.5%	41.5%	64.5%	35.5%	49%	51%
Inflation has made me less likely to discuss pay with my managers	42.5%	57.5%	39.5%	60.5%	40.5%	59.5%	52.5%	47.5%	44%	56%
My company has released salary ranges internally	59%	41%	48%	52%	46.5%	53.5%	52%	38%	54.5%	45.5%
My company has released salary ranges externally	49.5%	50.5%	45%	55%	47%	53%	64%	36%	55.5%	44.5%
I feel like there is a stigma around pay transparency	71%	29%	60%	40%	55%	45%	64.5%	35.5%	50.5%	49.5%

Question 18

In the last year, did you ask your employer or manager for a raise?

Answers	Answers (%)
Yes	58.30%
No	41.70%

- More than half (58%) of employees asked their employer or manager for a raise in the last year, and 42% did not

Question 18: Findings by Gender, Generation & Industry

Women (59%) and men (58%) were about equally as likely to ask for a raise in the last year.

- Men (58% Yes; 42% No)
- Women (59% Yes; 41% No)

Millennials (60%) were the slightly more likely to ask for a raise in the last year, compared to Gen Zers (56%), Gen Xers (57%) or Baby Boomers (59%).

- Gen Zers (56% Yes; 44% No)
- Millennials (60% Yes; 40% No)
- Gen Xers (57% Yes; 43% No)
- Baby Boomers (59% Yes; 41% No)

Tech employees (63.5%) were the most likely to ask for a raise in the last year, followed by finance (62.5%), telecomms (61%), retail (55%) and manufacturing (49.5%).

- Finance (62.5% Yes; 37.5% No)
- Manufacturing (49.5% Yes; 50.5% No)
- Retail (55% Yes; 45% No)
- Software/Technology (63.5% Yes; 36.5% No)
- Telecomms (61% Yes; 39% No)

Question 19

(For those who did not ask for a raise) Which best describes why you did not ask for a raise in the last year?

Answers	Answers (%)
I didn't feel comfortable due to lack of open conversation about pay at my company	21.82%
I'm happy with my salary	25.42%
I was proactively given a raise	22.06%
I know I make more than my colleagues in the same position	14.15%
Concern of a recession made me feel like I couldn't ask	16.55%

- A quarter (25%) of employees who did not ask for a raise, didn't ask because they were happy with their salary, following by:
 - They were proactively given a raise (22%)
 - They didn't feel comfortable asking due to lack of open conversation about pay at their company (22%)
 - Concern of a recession made them feel they couldn't ask (17%)
 - They knew they made more than their colleagues in the same position (14%)

Question 19: Findings by Gender

Men (30%) were most likely not to ask for a raise because they were happy with their salary, while women (26%) were most likely not to ask for a raise because they didn't feel comfortable asking due to a lack of open conversation around pay at their company.

	Men	Women
I didn't feel comfortable due to lack of open conversation about pay at my company	18%	26%
I'm happy with my salary	30%	21%
I was proactively given a raise	20%	24%
I know I make more than my colleagues in the same position	16%	12%
Concern of a recession made me feel like I couldn't ask	16%	17%

Question 19: Findings by Generation

Gen Zers (26%) were the most likely not to ask for a raise because they didn't feel comfortable asking due to a lack of open conversation around pay at their company, compared to Millennials (24%), Gen Xers (17%) or Baby Boomers (19%).

	Gen Z	Millennial	Gen X	Baby Boomer
I didn't feel comfortable due to lack of open conversation about pay at my company	26%	24%	17%	19%
I'm happy with my salary	29%	26%	24%	20%
I was proactively given a raise	19%	19%	28%	22%
I know I make more than my colleagues in the same position	14%	12%	15%	19%
Concern of a recession made me feel like I couldn't ask	12%	18%	16%	20%

Question 19: Findings by Industry

Retail employees (21%) were the most likely not to ask for a raise because the concern of a recession made them feel like they couldn't ask, compared to finance (13%), manufacturing (16%), tech (19%) and telecomms (13%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
I didn't feel comfortable due to lack of open conversation about pay at my company	16%	25%	20%	23%	24%
I'm happy with my salary	40%	22%	18%	26%	24%
I was proactively given a raise	24%	28%	24%	15%	17%
I know I make more than my colleagues in the same position	7%	10%	17%	16%	22%
Concern of a recession made me feel like I couldn't ask	13%	16%	21%	19%	13%

Question 20

(For those who did ask for a raise) What was the response to you asking for a raise?

Answers	Answers (%)
I received a raise that met or exceeded my expectations	47.00%
I received a raise but it was below my expectations	33.79%
I did not receive a raise	19.21%

- For employees who asked for a raise, nearly half (47%) received a raise that met or exceeded their expectations, but a third (34%) received a raise that was below their expectations
- Nearly a fifth (19%) didn't receive any raise

Question 20: Findings by Gender

More men (51%) than women (42%) who asked for a raise received one that met or exceeded expectations. More women (22%) than men (17%) who asked for a raise did not receive one.

	Men	Women
I received a raise that met or exceeded my expectations	51%	42%
I received a raise but it was below my expectations	32%	36%
I did not receive a raise	17%	22%

Question 20: Findings by Generation

Gen Xers (57%) who asked for a raise were the most likely to receive a raise that met or exceeded expectations, compared to Millennials (50%), Baby Boomers (41%) or Gen Zers (31%). Gen Zers (27%) were the most likely not to receive a raise at all, compared to Gen Xers (20%), Millennials (16%) or Baby Boomers (15%).

	Gen Z	Millennial	Gen X	Baby Boomer
I received a raise that met or exceeded my expectations	31%	50%	57%	41%
I received a raise but it was below my expectations	42%	34%	23%	44%
I did not receive a raise	27%	16%	20%	15%

Question 20: Findings by Industry

Telecommunications employees (31%) who asked for a raise were the most likely not to receive one, compared to manufacturing (22%), retail (22%), tech (17%) and finance (5%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
I received a raise that met or exceeded my expectations	66%	35%	41%	53%	37%
I received a raise but it was below my expectations	30%	42%	37%	30%	32%
I did not receive a raise	5%	22%	22%	17%	31%

Question 21

Are you aware of the following concerning salaries of people in similar roles?

Statements	Yes	No
How much someone else in my current position makes at my company	595 <i>(59.50%)</i>	405 <i>(40.50%)</i>
How much a new hire in my position makes at my company	598 <i>(59.80%)</i>	402 <i>(40.20%)</i>
How much someone else in my current position makes at a different company	566 <i>(56.60%)</i>	434 <i>(43.40%)</i>

- Nearly three in five employees are aware of how much someone else in their current position makes at their company (60%), how much a new hire in their position makes at their company (60%) and how much someone else makes in their position at a different company (57%)

Question 21: Findings by Gender

Men (59%) are more likely than women (54%) to know how much someone else in their current position makes at a different company.

	Men		Women	
	Yes	No	Yes	No
How much someone else in my current position makes at my company	61%	39%	57%	43%
How much a new hire in my position makes at my company	60%	40%	60%	40%
How much someone else in my current position makes at a different company	59%	41%	54%	46%

Question 21: Findings by Generation

Millennials (67%) are the most likely to know how much someone else in their current position makes at their company, compared to Gen Zers (56%), Gen Xers (58%) or Baby Boomers (47%). Millennials are also the most likely to know much a new hire in their position makes at their company (66%) and how much someone in their current position makes at a different company (62%).

	Gen Z		Millennial		Gen X		Baby Boomer	
	Yes	No	Yes	No	Yes	No	Yes	No
How much someone else in my current position makes at my company	56%	44%	67%	33%	58%	42%	47%	53%
How much a new hire in my position makes at my company	55%	45%	66%	34%	61%	39%	46%	54%
How much someone else in my current position makes at a different company	51%	49%	62%	38%	57%	43%	49%	51%

Question 21: Findings by Industry

Finance employees (70%) are the most likely to know how much someone else in their current position makes at their company, compared to manufacturing (54.5%), retail (62%), tech (65%) or telecomms (46%). Finance employees are also the most likely to know how much a new hire in their position makes at their company (68%) and how much someone in their current position makes at a different company (63.5%).

	Finance & Insurance		Manufacturing		Retail		Software/Technology		Telecommunications	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
How much someone else in my current position makes at my company	70%	30%	54.5%	45.5%	62%	38%	65%	35%	46%	54%
How much a new hire in my position makes at my company	68%	32%	62%	38%	60.5%	39.5%	61%	39%	47.5%	52.5%
How much someone else in my current position makes at a different company	63.5%	36.5%	58.5%	41.5%	60%	40%	55.5%	44.5%	45.5%	54.5%

Question 22

(For those who know how much a new hire in their position make) Which of the following is true?

Answers	Answers (%)
The new hire makes more than I do	36.45%
The new hire makes less than I do	37.29%
The new hire makes the same as I do	26.25%

- More than a third (37%) reported the new hire makes less than I do, but roughly the same (36%) report the new hire makes more than they do
- A quarter (26%) reported the new hire makes the same as they do

Question 22: Findings by Gender

Men (38%) are slightly more likely than women (35%) to report the new hire makes more than they do.

	Men	Women
The new hire makes more than I do	38%	35%
The new hire makes less than I do	38%	37%
The new hire makes the same as I do	24%	28%

Question 22: Findings by Generation

Gen Xers (42%) are the most likely to report a new hire in their same position makes more than they do, compared to Gen Zers (32%), Millennials (37%) or Baby Boomers (25%).

	Gen Z	Millennial	Gen X	Baby Boomer
The new hire makes more than I do	32%	37%	42%	25%
The new hire makes less than I do	37%	37%	38%	38%
The new hire makes the same as I do	30%	26%	20%	38%

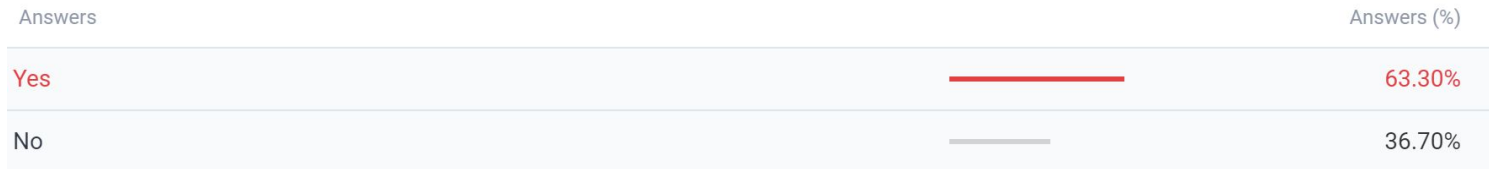
Question 22: Findings by Industry

Finance employees (47%) are the most likely to report a new hire in their same position makes more than they do, compared to tech (42%), manufacturing (27%), retail (29%) and telecomms (36%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
The new hire makes more than I do	47%	27%	29%	42%	36%
The new hire makes less than I do	35%	44%	42%	36%	26%
The new hire makes the same as I do	18%	28%	29%	22%	38%

Question 23

Would you be willing to publicly share your salary to benefit others' knowledge of compensation in the industry?



- Nearly two-thirds (63%) of employees would be willing to publicly share their salary to benefit others' knowledge of compensation in the industry, while 37% would not

Question 23: Findings by Gender, Generation & Industry

Men (64.5%) are slightly more likely than women (62%) to be willing to publicly share their salary to benefit others knowledge of compensation in the industry.

- Men (64.5% Yes; 35.5% No)
- Women (62% Yes; 38% No)

Millennials (73%) are the most likely to be willing to publicly share their salary to benefit others knowledge of compensation in the industry, compared to Gen Zers (56%), Gen Xers (58%) or Baby Boomers (59%).

- Gen Zers (56% Yes; 44% No)
- Millennials (73% Yes; 27% No)
- Gen Xers (58% Yes; 42% No)
- Baby Boomers (59% Yes; 41% No)

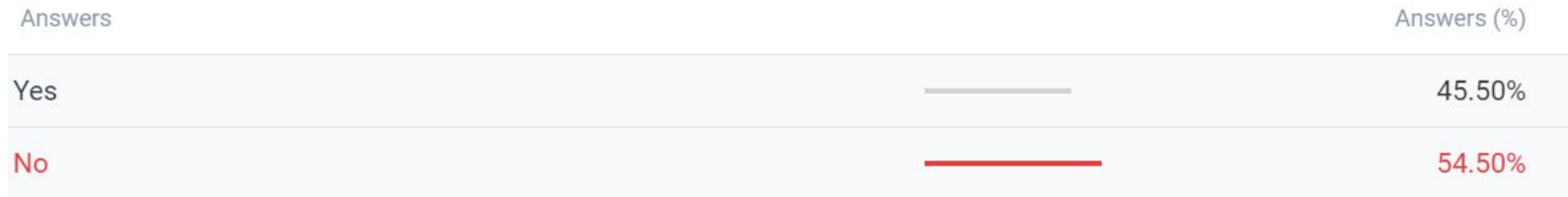
Finance employees (72.5%) are the most likely to be willing to publicly share their salary to benefit others knowledge of compensation in the industry, compared to manufacturing (61.5%), retail (62.5%), tech (64.5%) or telecomms (55.5%).

- Finance (72.5% Yes; 27.5% No)
- Manufacturing (61.5% Yes; 38.5% No)
- Retail (62.5% Yes; 37.5% No)
- Software/Technology (64.5% Yes; 35.5% No)
- Telecomms (55.5% Yes; 44.5% No)

UK Findings

Question 1

Do you think enough has been done to address the gender pay gap in the UK?



- Most employees (54.5%) do not think enough has been done to address the UK's gender pay gap

Question 1: Findings by Gender, Generation & Industry

Women (63%) are more likely than men (45%) to believe that not enough has been done to address the gender pay gap in the UK.

- Men (55% Yes; 45% No)
- Women (37% Yes; 63% No)

Millennials (61%) are most likely to believe that not enough has been done to address the gender pay gap in the UK, compared to Gen Zers (52%), Gen Xers (49%) and Baby Boomers (51%).

- Gen Zers (48% Yes; 52% No)
- Millennials (39% Yes; 61% No)
- Gen Xers (51% Yes; 49% No)
- Baby Boomers (49% Yes; 51% No)

Telecomms employees (60%) are most likely to believe that enough has been done to address the gender pay gap in the UK. Meanwhile, finance workers (34%) are least likely to believe that enough has been done to address the gender pay gap in the UK.

- Finance (34% Yes; 66% No)
- Manufacturing (49.5% Yes; 50.5% No)
- Retail (38% Yes; 62% No)
- Software/Technology (46% Yes; 54% No)
- Telecomms (60% Yes; 40% No)

Question 2

Have you been made aware by your place of work of the UK's pay gap reporting laws/practices?

Answers	Answers (%)
Yes	49.90%
No	50.10%

- There is an even divide between people whose workplace has made them aware of the UK's pay gap reporting laws/practices (50%) and people whose workplace has not made them aware (50%)

Question 2: Findings by Gender, Generation & Industry

More men (58%) than women (43%) have been made aware of the UK's pay gap reporting laws/practices by their workplace.

- Men (58% Yes; 42% No)
- Women (43% Yes; 57% No)

Gen Xers (58%) are most likely to have been made aware of the UK's pay gap reporting laws/practices by their workplace, compared to Gen Zers (47%), Millennials (48%) and Baby Boomers (40%).




- Gen Zers (47% Yes; 53% No)
- Millennials (48% Yes; 52% No)
- Gen Xers (58% Yes; 42% No)
- Baby Boomers (40% Yes; 60% No)

Telecomms workers (64.5%) are most likely to have been made aware of the UK's pay gap reporting laws/practices by their workplace, compared to finance (49.5%), manufacturing (49.5%), retail (33.5%) and software/technology (52.5%).

- Finance (49.5% Yes; 50.5% No)
- Manufacturing (49.5% Yes; 50.5% No)
- Retail (33.5% Yes; 66.5% No)
- Software/Technology (52.5% Yes; 47.7% No)
- Telecomms (64.5% Yes; 35.5% No)

Question 3

Do you think the UK government should introduce stronger legislation to close the gender pay gap? (i.e., if men in the company make more than women)?

Answers		Answers (%)
Yes		57.00%
No		23.90%
I don't know		19.10%

- Most employees (57%) believe the UK government should introduce stronger legislation to close the gender pay gap, while 24% do not

Question 3: Findings by Gender, Generation & Industry

Women (61%) are more likely than men (53%) to believe the UK government should introduce stronger legislation to close the gender pay gap.

- Men (53% Yes; 28% No)
- Women (61% Yes; 21% No)

Although 45% of Baby Boomers do not believe the UK government should introduce stronger legislation to close the gender pay gap, most Gen Zers (51%), Millennials (67%) and Gen Xers (58%) believe the government should.

- Gen Zers (51% Yes; 24% No)
- Millennials (67% Yes; 19% No)
- Gen Xers (58% Yes; 21% No)
- Baby Boomers (34% Yes; 45% No)

Retail employees (73%) are more likely to believe the UK government should introduce stronger legislation to close the gender pay gap than those working in finance (72%), manufacturing (42%), software/technology (45%) and telecomms (54%).

- Finance (72% Yes; 15% No)
- Manufacturing (42% Yes; 36% No)
- Retail (73% Yes; 16% No)
- Software/Technology (45% Yes; 28% No)
- Telecomms (54% Yes; 25% No)

Question 4

Would you seek a job at a company that disclosed a lower gender pay gap than the company you currently work for?

Answers	Answers (%)
Yes	35.40%
No	36.90%
I don't know	27.70%

- Over a third (35%) of employees would seek a job at a company that disclosed a lower gender pay gap than their current company, while 37% would not

Question 4: Findings by Gender, Generation & Industry

Men (41%) are more likely than women (30%) seek a job at a company that disclosed a lower gender pay gap than the current company they work for.

- Men (41% Yes; 36% No)
- Women (30% Yes; 38% No)

Baby Boomers are the most likely to seek out a job at a company that disclosed a lower gender pay gap than the current company they work for, compared to Gen Zers (31%), Millennials (35%) or Gen Xers (35%).

- Gen Zers (31% Yes; 40% No)
- Millennials (37% Yes; 36% No)
- Gen Xers (35% Yes; 38% No)
- Baby Boomers (38% Yes; 33% No)

Retail employees (46%) are most likely to not seek a job at a company that disclosed a lower gender pay gap than the current company they work for, compared to those who work in finance (38%), manufacturing (36%), software/technology (30%) and telecomms (36%).

- Finance (34% Yes; 38% No)
- Manufacturing (36% Yes; 36% No)
- Retail (28% Yes; 46% No)
- Software/Technology (34% Yes; 30% No)
- Telecomms (46% Yes; 36% No)

Question 5

Do you think your place of work has a problem with any of the following:

Statements	Yes	No
Gender pay gaps	418 (41.80%)	582 (58.20%)
Racial pay gaps	364 (36.40%)	636 (63.60%)
Age-based pay gaps	469 (46.90%)	531 (53.10%)

- More than two in five (42%) think their workplace has a problem with gender pay gaps (up from 23% in 2019)
- Nearly half of employees (47%) think their workplace has a problem with age-based pay gaps
- Over one third (36%) of employees think their workplace has a problem with racial pay gaps

Question 5: Findings by Gender

Men (46%) are more likely than women (38%) to believe their place of work has a problem with gender pay gaps.

	UK Men		UK Women	
	Yes	No	Yes	No
Gender Pay Gaps	46%	54%	38%	62%
Racial Pay Gaps	43%	57%	31%	69%
Age-based Pay Gaps	51%	49%	44%	56%

Question 5: Findings by Generation

Millennials (70%) are most likely to think their place of work does not have issues with racial pay gaps. Gen Xers and Baby Boomers (50%) are divided evenly on whether their place of work has issues with age-based pay gaps.

	Gen Z		Millennial		Gen X		Baby Boomer	
	Yes	No	Yes	No	Yes	No	Yes	No
Gender Pay Gaps	46%	54%	39%	61%	43%	57%	42%	58%
Racial Pay Gaps	40%	60%	30%	70%	41%	59%	40%	60%
Age-based Pay Gaps	52%	48%	41%	59%	50%	50%	50%	50%


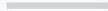


Question 5: Findings by Industry

Most retail employees (84%) think their workplace does not have issues with racial pay gaps. Telecommunications employees (55%) think their workplace has issues with gender pay gaps, compared to only 22% of retail employees.

	Finance & Insurance		Manufacturing		Retail		Software/Tech nology		Telecommunic ations	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Gender Pay Gaps	38%	62%	46.5%	53.5 %	22%	78%	47.5 %	52.5 %	55%	45%
Racial Pay Gaps	29%	71%	40%	60%	16%	84%	39.5 %	60.5 %	57.5 %	42.5 %
Age-based Pay Gaps	41.5%	58.5%	46.5%	53.5 %	37.5 %	62.5 %	50.5 %	49.5 %	58.5 %	41.5 %

Question 6

In the last two years, do you think the gender pay gap has increased, decreased or remained the same at your place of work?

Answers		Answers (%)
I think the gender pay gap has increased		31.34%
I think the gender pay gap has decreased		29.43%
I think the gender pay gap has not changed		23.68%
I don't know		15.55%

- Nearly a third (33%) of employees think the gender pay gap has increased at their place of work over the last two years (up from 29% in 2019)
 - 29% think it has decreased
 - 24% think it has not changed

Question 6: Findings by Gender

Men (33%) are more likely than women (29%) to think the gender pay gap has increase at their place of work in the last two years.

	Men	Women
I think the gender pay gap has increased	33%	29%
I think the gender pay gap has decreased	30%	29%
I think the gender pay gap has not changed	21%	26%

Question 6: Findings by Generation

Gen Zers (34%) are most likely to think that the gender pay gap has decreased in their place of work at the last two years, compared to Millennials (29%), Gen Xers (28%) or Baby Boomers (25%). Millennials (35%) are the most likely to think the gender pay gap has increased.

	Gen Z	Millennial	Gen X	Baby Boomer
I think the gender pay gap has increased	29%	35%	34%	20%
I think the gender pay gap has decreased	34%	29%	28%	25%
I think the gender pay gap has not changed	21%	24%	26%	22%

Question 6: Findings by Industry

Manufacturing employees (37%) are the most likely to think the gender pay gap at their company has increased in the past two years, while finance employees (39%) are the most likely to think the gender pay gap has decreased.

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
I think the gender pay gap has increased	29%	37%	30%	28%	32%
I think the gender pay gap has decreased	39%	22%	25%	26%	34%
I think the gender pay gap has not changed	28%	23%	32%	23%	19%

Question 7

If you believe there is a gender pay gap at your workplace, who do you think should be most responsible for driving change to close the gap in the workplace?

Answers	Answers (%)
Board Members/Executives	35.17%
Managers	22.73%
Fellow employees	13.40%
The government	18.90%
Third-party organisations (e.g. trade unions, watchdog organisations, etc.)	9.81%

- More than a third (35%) of employees who believe there is a pay gap at their workplace, think board members/executives should be most responsible for driving change to close the gap, followed by:
 - Managers (23%)
 - The government (19%)
 - Fellow employees (13%)
 - Third-party organisations (10%)

Question 7: Findings by Gender

Women (38%) are more likely than men (32%) to think board members/executives should be most responsible for driving change to close the gender pay gap. Men (25%) are more likely than women (20%) to think managers should be most responsible for driving change to close the gender pay gap.

	Men	Women
Board Members/Executives	32%	38%
Managers	25%	20%
Fellow employees	14%	13%
The government	18%	20%
Third-party organizations (e.g. workers unions, watchdog organizations, fair labor associations, etc.)	10%	10%

Question 7: Findings by Generation

Millennials (46%) are the most likely to think board members/execs are the most responsible for driving change to close the gender pay gap in their workplace, while Gen Zers (31%) think board members/executives are the most responsible.

	Gen Z	Millennial	Gen X	Baby Boomer
Board Members/Executives	22%	46%	32%	33%
Managers	31%	17%	25%	20%
Fellow employees	8%	15%	16%	12%
The government	26%	15%	19%	16%
Third-party organizations (e.g. workers unions, watchdog organizations, fair labor associations, etc.)	13%	7%	8%	20%

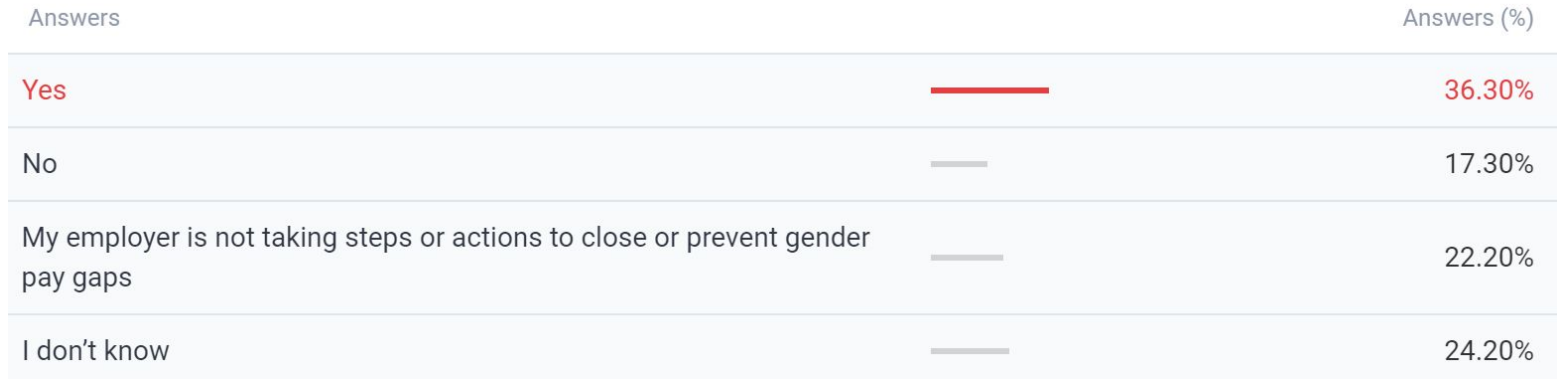
Question 7: Findings by Industry

Finance employees (59%) are the most likely to think board members/executives are most responsible for closing the gender pay gap, while tech employees (28%) are most likely to think managers are most responsible.

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Board Members/Executives	59%	35%	34%	16%	35%
Managers	20%	18%	23%	28%	24%
Fellow employees	9%	15%	9%	18%	13%
The government	9%	22%	27%	22%	17%
Third-party organizations (e.g. workers unions, watchdog organizations, fair labor associations, etc.)	3%	10%	7%	16%	11%

Question 8

If your employer is taking steps or actions to close or prevent gender pay gaps, do you think they are effective?



- A third (36%) of employees think their employer is taking steps or actions to close or prevent gender pay gaps, and that they're effective, while 17% think their employer is taking the steps, but they are not effective
- Nearly a quarter (22%) think their employer is not taking steps or actions to close or prevent gender pay gaps

Question 8: Findings by Gender

Men (43%) are more likely than women (31%) to think the actions their employer is taking to close or prevent pay gaps are effective.

	Men	Women
Yes	43%	31%
No	16%	18%
My employer is not taking steps or actions to close or prevent gender pay gaps	20%	24%
I don't know	22%	26%

Question 8: Findings by Generation

Gen Xers (42%) are the most likely to think the actions their employer is taking to close or prevent pay gaps are effective, while Baby Boomers (28%) are the most likely to think the actions are not effective. Millennials (25%) are the most likely to think their employer is not taking steps or actions to close or prevent pay gaps.

	Gen Z	Millennial	Gen X	Baby Boomer
Yes	35%	35%	42%	28%
No	18%	15%	17%	25%
My employer is not taking steps or actions to close or prevent gender pay gaps	23%	25%	19%	20%
I don't know	24%	25%	22%	27%




Question 8: Findings by Industry

Finance employees (45%) are the most likely to think the actions their employer is taking to close or prevent pay gaps are effective, compared to manufacturing (31%), retail (34%), tech (30%) or telecomms (42%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Yes	45%	31%	34%	30%	42%
No	14%	17%	15%	19%	23%
My employer is not taking steps or actions to close or prevent gender pay gaps	21%	26%	21%	26%	19%
I don't know	21%	27%	31%	26%	17%

Question 9

Do you think your employer/manager takes closing the gender pay gap seriously?

Answers		Answers (%)
Yes		47.20%
No		26.50%
I don't know		26.30%

- Nearly half (47%) of employees think their employer/manager takes closing the gender pay gap seriously (down from 51% in 2019), while more than a quarter (27%) do not

Question 9: Findings by Gender, Generation & Industry

Men (51%) are more likely than women (44%) to think their employer/manager takes closing the pay gap seriously.

- Men (51% Yes; 27% No)
- Women (44% Yes; 26% No)

Gen Xers (52%) are the most likely to think their employer/manager takes closing the pay gap seriously, compared to Gen Zers (42%), Millennials (48%) or Baby Boomers (42%).

- Gen Zers (42% Yes; 30% No)
- Millennials (48% Yes; 25% No)
- Gen Xers (52% Yes; 23% No)
- Baby Boomers (42% Yes; 36% No)

Finance (53%) and telecomms (53%) are the most likely to think their employer/manager takes closing the pay gap seriously, compared to manufacturing (40%), retail (50%) or tech (41%).

- Finance (53% Yes; 22% No)
- Manufacturing (40% Yes; 30% No)
- Retail (50% Yes; 20% No)
- Software/Technology (41% Yes; 35% No)
- Telecomms (53% Yes; 27% No)

Question 10

Of the following, which of these steps or actions has your employer taken to close or prevent gender pay gaps?

Answers	Respondents (%)
Disclosed its current pay gap measurement	18.20%
Announced a commitment to solve the pay gap	23.70%
Put more women in leadership roles	31.30%
Changed recruiting practices	20.70%
Adjusted salaries for female employees	19.20%
Created an internal mentoring/training programme for employees	19.10%
None of these	17.40%
I don't know	18.00%

- Nearly a third (31%) of employees report their employer has put more women in leadership roles in attempts to close to prevent pay gaps, followed by
 - Announcing a commitment to solve the pay gap (24%)
 - Changing recruiting practices (21%)
 - Adjusted salaries for female employees (19%)
 - Creating an internal mentoring/training program for employees (19%)
 - Disclosing current pay gap measurement (18%)

Question 10: Findings by Gender

Men (29%) are more likely than women (19%) to say their company has announced a commitment to solve the pay gap.

	Men	Women
Disclosed its current pay gap measurement	20%	17%
Announced a commitment to solve the pay gap	29%	19%
Put more women in leadership roles	30%	32%
Changed recruiting practices	23%	19%
Adjusted salaries for female employees	24%	15%
Created an internal mentoring/training program for employees	19%	19%
None of these	16%	18%
I don't know	16%	19%

Question 10: Findings by Generation

Millennials (36%) are the most likely to say their company put more women in leadership roles in attempts to close the gender pay gap, compared to Gen Zers (24%), Gen Xers (34%) or Baby Boomers (21%).

	Gen Z	Millennial	Gen X	Baby Boomer
Disclosed its current pay gap measurement	14%	20%	17%	20%
Announced a commitment to solve the pay gap	24%	23%	27%	15%
Put more women in leadership roles	24%	36%	34%	21%
Changed recruiting practices	19%	22%	22%	17%
Adjusted salaries for female employees	19%	18%	24%	12%
Created an internal mentoring/training program for employees	18%	18%	22%	17%
None of these	17%	17%	16%	25%
I don't know	22%	15%	18%	22%

Question 10: Findings by Industry

Finance employees (29%) are most likely to say their company disclosed its current pay gap measurement in attempts to close the gender pay gap - they were also most likely to say their company announced a commitment to solve the pay gap (31%) and put more women in leadership roles (50%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Disclosed its current pay gap measurement	29%	16%	14%	19%	14%
Announced a commitment to solve the pay gap	31%	16%	19%	24%	30%
Put more women in leadership roles	50%	23%	36%	21%	28%
Changed recruiting practices	22%	22%	16%	15%	30%
Adjusted salaries for female employees	17%	16%	17%	17%	30%
Created an internal mentoring/training program for employees	20%	16%	20%	22%	19%
None of these	11%	25%	19%	16%	17%
I don't know	12%	17	19%	24%	19%

Question 11

Would you forgo your bonus if it meant creating equal pay at your company?

Answers	Answers (%)
Yes	33.10%
No	36.90%
I don't receive a bonus	30.00%

- While a third (33%) of employees would forgo their bonus if it meant creating equal pay at their company, more than a third (37%) would not

Question 11: Findings by Gender

Men (41%) are more likely than women (33%) not to say they would forgo their bonus if it meant creating equal pay at their company.

	Men	Women
Yes	33%	34%
No	41%	33%
I don't receive a bonus	26%	33%

Question 11: Findings by Generation

Gen Zers (40%) are the most likely to say they would forgo their bonus if it meant creating equal pay at the company, compared to Millennials (33%), Gen Xers (32%) or Baby Boomers (27%).

	Gen Z	Millennial	Gen X	Baby Boomer
Yes	40%	33%	32%	27%
No	32%	38%	40%	33%
I don't receive a bonus	28%	29%	29%	40%

Question 11: Findings by Industry

Finance (37%) and telecomms (37%) employees are the most likely to say they would forgo their bonus if it meant creating equal pay at your company.

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Yes	37%	33%	25%	35%	37%
No	42%	36%	32%	32%	43%
I don't receive a bonus	21%	31%	43%	33%	20%

Question 12

Would you be more willing to work at a company that does the following

Statements	Yes	No
Discloses its gender pay gap figures each year	654 (65.40%)	346 (34.60%)
Discloses its ethnic pay gap figures each year	636 (63.60%)	364 (36.40%)
Discloses salary ranges for roles internally	676 (67.60%)	324 (32.40%)
Discloses salary ranges for roles externally	680 (68.00%)	320 (32.00%)

- Roughly two-thirds of employees would be more willing to work at a company that discloses the following this year:
 - Gender pay gap (65%) (up from 60% in 2019)
 - Ethnic pay gap (63%)
 - Salary ranges for roles internally (68%)
 - Salary ranges for roles externally (68%)

Question 12: Findings by Gender

Men (66%) are slightly more likely than women (65%) to be more willing to work at a company that discloses its gender pay gap figures each year.

	Men		Women	
	Yes	No	Yes	No
Discloses its gender pay gap figures each year	66%	34%	65%	35%
Discloses its ethnic pay gap figures each year	63%	37%	64%	36%
Discloses salary ranges for roles internally	69%	31%	67%	33%
Discloses salary ranges for roles externally	69%	31%	67%	33%

Question 12: Findings by Generation

Millennials (73%) are most likely to be more willing to work at a company that discloses its gender pay gap figures each year, compared to Gen Zers (62%), Gen Xers (64%) or Baby Boomers (50%).

	Gen Z		Millennial		Gen X		Baby Boomer	
	Yes	No	Yes	No	Yes	No	Yes	No
Discloses its gender pay gap figures each year	62%	38%	73%	27%	64%	36%	50%	50%
Discloses its ethnic pay gap figures each year	65%	35%	69%	31%	62%	38%	48%	52%
Discloses salary ranges for roles internally	62%	38%	74%	26%	68%	32%	56%	44%
Discloses salary ranges for roles externally	64%	36%	71%	29%	72%	28%	53%	47%

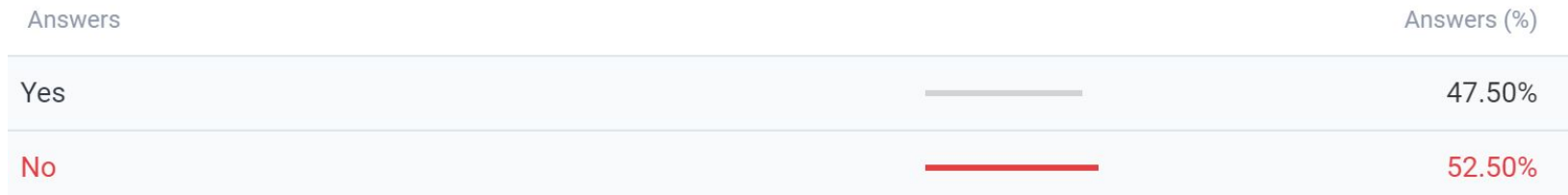
Question 12: Findings by Industry

Finance employees (77.5%) are most likely to be more willing to work at a company that discloses its gender pay gap figures each year, compared to manufacturing (52%), retail (76.5%), tech (56.5%) or telecomms (64.5%).

	Finance & Insurance		Manufacturing		Retail		Software/Technology		Telecommunications	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Discloses its gender pay gap figures each year	77.5%	22.5%	52%	48%	76.5%	23.5%	56.5%	43.5%	64.5%	35.5%
Discloses its ethnic pay gap figures each year	74.5%	25.5%	53.5%	46.5%	74.5%	25.5%	53%	47%	62.5%	37.5%
Discloses salary ranges for roles internally	76.5%	23.5%	56%	44%	78%	22%	60%	40%	67.5%	32.5%
Discloses salary ranges for roles externally	77.5%	22.5%	60%	40%	78.5%	21.5%	57%	43%	67%	33%

Question 13

Do you think enough has been done to address the ethnic pay gap in the UK?



- Less than half (47.5%) of employees think enough has been done to address the ethnic pay gap in the UK, while more than half (52.5%) do not

Question 13: Findings by Gender, Generation & Industry

Men (56%) are much more likely than women (40%) to think enough has been done to address the ethnic pay gap in the UK.

- Men (56% Yes; 44% No)
- Women (40% Yes; 60% No)

Gen Zers (61%) are the most likely to think that not enough has been done to address the ethnic pay gap in the UK, compared to Millennials (56%), Gen Xers (45%) or Baby Boomers (46%).

- Gen Zers (39% Yes; 61% No)
- Millennials (44% Yes; 56% No)
- Gen Xers (55% Yes; 45% No)
- Baby Boomers (54% Yes; 46% No)

Finance employees (66.5%) are the most likely to think that not enough has been done to address the ethnic pay gap in the UK, compared to manufacturing (48%), retail (53%), tech (55.5%) or telecomms (39.5%).

- Finance (33.5% Yes; 66.5% No)
- Manufacturing (52% Yes; 48% No)
- Retail (47% Yes; 53% No)
- Software/Technology (44.5% Yes; 55.5% No)
- Telecomms (60.5% Yes; 39.5% No)

Question 14

Of the following, in which industry do you think men make more than women despite equal skill, performance, and experience?

Answers	Answers (%)
Energy & Resources	15.00%
Financial Services	15.00%
Manufacturing & Retail	18.50%
Technology and Business Services	20.00%
Telecommunications	16.00%
I don't know	15.50%

- Employees are the most likely to think that men make more than women despite equal skill, performance and experience in the tech industry (20%) followed by manufacturing and retail (19%), energy & resources (15%) and finance (15%)

Question 14: Findings by Gender

Women (26%) are more likely than men (23%) to think men make more than women despite equal skill, performance, and experience in the finance industry.

	Men	Women
Energy & Resources	14%	13%
Financial Services	23%	26%
Manufacturing & Retail	19%	12%
Technology and Business Services	19%	20%
Telecommunications	9%	11%
I don't know	15%	18%

Question 14: Findings by Generation

Millennials (30%) are the most likely to think men make more than women despite equal skill, performance, and experience in the finance industry, compared to Gen Zers (24%), Gen Xers (22%) or Baby Boomers (16%).

	Gen Z	Millennial	Gen X	Baby Boomer
Energy & Resources	15%	12%	13%	19%
Financial Services	24%	30%	22%	16%
Manufacturing & Retail	17%	15%	15%	13%
Technology and Business Services	22%	19%	22%	13%
Telecommunications	10%	8%	12%	13%
I don't know	11%	16%	17%	26%

Question 14: Findings by Industry

Finance employees (44%) are by far the most likely to think that men make more than women in the finance industry despite equal skill, performance and experience.

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
Energy & Resources	11%	17%	11%	16%	15%
Financial Services	44%	20%	27%	18%	15%
Manufacturing & Retail	12%	17%	13%	15%	19%
Technology and Business Services	21%	13%	22%	24%	20%
Telecommunications	3%	12%	7%	14%	16%
I don't know	10%	22%	22%	15%	15%

Question 15

Do you think widespread or national pay transparency laws would help to close pay gaps?



- More than two-thirds (69%) of employees think widespread or national pay transparency laws would help to close pay gaps (up from 64% in 2019), with 31% do not

Question 15: Findings by Gender, Generation & Industry

Men (69%) and women (69%) are equally likely to think widespread or national pay transparency laws would help to close pay gaps.

- Men (69% Yes; 31% No)
- Women (69% Yes; 31% No)

Millennials (75%) are the most likely to think widespread or national pay transparency laws would help to close pay gaps, compared to Gen Zers (65%), Gen Xers (68%) or Baby Boomers (55%).

- Gen Zers (65% Yes; 35% No)
- Millennials (75% Yes; 25% No)
- Gen Xers (68% Yes; 32% No)
- Baby Boomers (55% Yes; 45% No)

Finance employees (83.5%) are the most likely to think widespread or national pay transparency laws would help to close pay gaps, compared to manufacturing (58%), retail (75%), tech (60%) or telecomms (68%).

- Finance (83.5% Yes; 16.5% No)
- Manufacturing (58% Yes; 42% No)
- Retail (75% Yes; 25% No)
- Software/Technology (60% Yes; 40% No)
- Telecomms (68% Yes; 32% No)

Question 16

Which of the following do you believe is true?

Statements	Yes	No
Lack of pay transparency has caused me to ask for a lower salary (or not negotiate)	450 (45.00%)	550 (55.00%)
I think I am paid fairly	556 (55.60%)	444 (44.40%)
The pandemic has made me more likely to discuss pay with my colleagues	554 (55.40%)	446 (44.60%)
The pandemic has made me less likely to discuss pay with my colleagues	385 (38.50%)	615 (61.50%)
The pandemic has made me less likely to discuss pay with my managers	429 (42.90%)	571 (57.10%)
Inflation has made me more likely to discuss pay with my colleagues	627 (62.70%)	373 (37.30%)
Inflation has made me less likely to discuss pay with my managers	405 (40.50%)	595 (59.50%)
My company has released salary ranges internally	469 (46.90%)	531 (53.10%)
My company has released salary ranges externally	390 (39.00%)	610 (61.00%)
I feel like there is a stigma around pay transparency	623 (62.30%)	377 (37.70%)

- Nearly half (45%) of employees reported lack of pay transparency has caused them to ask for a lower salary or not negotiate
- More than half (56%) employees do not think they're paid fairly
- More than half (55%) of employees think the pandemic has made them more likely to discuss pay their colleges, but 43% also say it's made them less likely to discuss pay with their managers
- Nearly two-thirds (63%) of employees think inflation has made them more likely to discuss pay with their colleagues, but 41% think it's made them less likely to discuss pay with their managers
- Nearly half of employees say their company has released salary ranges internally (47%), but just 39% have released salary ranges externally
- Nearly two-thirds (62%) feel like there is a stigma around pay transparency

Question 16: Findings by Gender

Men (48%) are more likely than women (39%) think the pandemic made them more likely to discuss pay with their managers.

	Men		Women	
	Yes	No	Yes	No
Lack of pay transparency has caused me to ask for a lower salary (or not negotiate)	46%	54%	44%	56%
I think I am paid fairly	58%	42%	53%	47%
The pandemic has made me more likely to discuss pay with my colleagues	57%	43%	54%	46%
The pandemic has made me less likely to discuss pay with my colleagues	44%	56%	34%	66%
The pandemic has made me less likely to discuss pay with my managers	48%	52%	39%	61%
Inflation has made me more likely to discuss pay with my colleagues	60%	40%	65%	35%
Inflation has made me less likely to discuss pay with my managers	46%	54%	36%	64%
My company has released salary ranges internally	53%	47%	42%	58%
My company has released salary ranges externally	45%	55%	34%	66%
I feel like there is a stigma around pay transparency	62%	38%	62%	38%

Question 18: Findings by Generation

Millennials (32%) are the most likely to have not asked for a raise because they didn't feel comfortable due to lack of open conversation about pay at their company, compared to Gen Zers (23%), Gen Xers (23%) or Baby Boomers (15%).

	Gen Z	Millennial	Gen X	Baby Boomer
I didn't feel comfortable due to lack of open conversation about pay at my company	23%	32%	23%	15%
I'm happy with my salary	26%	16%	22%	20%
I was proactively given a raise	23%	27%	29%	23%
I know I make more than my colleagues in the same position	10%	9%	9%	24%
Concern of a recession made me feel like I couldn't ask	17%	17%	17%	18%

Question 18: Findings by Industry

Finance employees (34%) are the most likely to have not asked for a raise because they didn't feel comfortable due to lack of open conversation about pay at their company, compared to manufacturing (20%), retail (30%), tech (25%) or telecomms (17%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
I didn't feel comfortable due to lack of open conversation about pay at my company	34%	20%	30%	25%	17%
I'm happy with my salary	19%	24%	22%	14%	18%
I was proactively given a raise	32%	24%	24%	33%	18%
I know I make more than my colleagues in the same position	5%	16%	5%	13%	20%
Concern of a recession made me feel like I couldn't ask	10%	16%	19%	15%	27%

Question 19

(For those who did ask for a raise) What was the response to you asking for a raise?

Answers	Answers (%)
I received a raise that met or exceeded my expectations	36.20%
I received a raise but it was below my expectations	41.50%
I did not receive a raise	22.30%

- More than two in five (42%) of those who asked for a raise received one, but it was below their expectations, while more than a third (36%) received a raise that met or exceeded their expectations
- More than a fifth (22%) did not receive a raise

Question 19: Findings by Gender

Women (24%) who asked for a raise, were more likely than men (21%) not to receive a raise.

	Men	Women
I received a raise that met or exceeded my expectations	36%	36%
I received a raise but it was below my expectations	43%	40%
I did not receive a raise	21%	24%

Question 19: Findings by Generation

Millennials (39%) who asked for a raise were the most likely to receive a raise that met or exceeded their expectations, compared to Gen Zers (37%), Gen Xers (32%) or Baby Boomers (38%).

	Gen Z	Millennial	Gen X	Baby Boomer
I received a raise that met or exceeded my expectations	37%	39%	32%	38%
I received a raise but it was below my expectations	43%	41%	44%	36%
I did not receive a raise	21%	21%	24%	25%

Question 19: Findings by Industry

Tech employees (33%) who asked for a raise, were the most likely not to receive one, compared to finance (19%), manufacturing (19%), retail (20%) or telecomms (19%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
I received a raise that met or exceeded my expectations	38%	36%	35%	32%	38%
I received a raise but it was below my expectations	43%	44%	45%	34%	42%
I did not receive a raise	19%	19%	20%	33%	19%

Question 20

Are you aware of the following concerning salaries of people in similar roles?

Statements	Yes	No
How much someone else in my current position makes at my company	563 (56.30%)	437 (43.70%)
How much a new hire in my position makes at my company	572 (57.20%)	428 (42.80%)
How much someone else in my current position makes at a different company	540 (54.00%)	460 (46.00%)

- More than half of employees are aware of how much someone else in their current position makes at their company (56%), how much a new hire in their position makes at their company (57%) and how much someone else makes in their position at a different company (54%)

Question 20: Findings by Gender

Men (60%) are more likely than women (409%) to know how much someone else in their current position makes at a different company.

	Men		Women	
	Yes	No	Yes	No
How much someone else in my current position makes at my company	58%	42%	55%	45%
How much a new hire in my position makes at my company	61%	39%	54%	46%
How much someone else in my current position makes at a different company	60%	40%	49%	51%

Question 20: Findings by Generation

Gen Zers (63%) are the most likely to know how much someone else in their current position makes at their company, compared to Millennials (56%), Gen Xers (54%) or Baby Boomers (50%). Gen Zers are also the most likely to know how much someone in their current position makes at a different company (64%).

	Gen Z		Millennial		Gen X		Baby Boomer	
	Yes	No	Yes	No	Yes	No	Yes	No
How much someone else in my current position makes at my company	63%	37%	56%	44%	54%	46%	50%	50%
How much a new hire in my position makes at my company	52%	48%	57%	43%	59%	41%	59.5%	40.5%
How much someone else in my current position makes at a different company	64%	36%	48%	52%	55%	45%	56%	44%

Question 20: Findings by Industry

Telecomms employees (64%) are the most likely to know how much someone else in their current position makes at their company, compared to manufacturing (59.5%), retail (56%), tech (54%) or finance (59.5%). Finance employees are also the most likely to know much someone in their current position makes at a different company (65%).

	Finance & Insurance		Manufacturing		Retail		Software/Technology		Telecommunications	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
How much someone else in my current position makes at my company	59.5%	40.5%	59.5%	40.5%	56%	44%	54%	46%	64%	36%
How much a new hire in my position makes at my company	59.5%	40.5%	48%	52%	63.5%	36.5%	50%	50%	62.5%	37.5%
How much someone else in my current position makes at a different company	50%	50%	51%	49%	50.5%	49%	53.5%	46.5%	65%	35%

Question 21

(For those who know how much a new hire in their position make) Which of the following is true?

Answers		Answers (%)
The new hire makes more than I do		26.05%
The new hire makes less than I do		41.08%
The new hire makes the same as I do		32.87%

- More than two in five (41%) reported the new hire makes less than I do, but a quarter (26%) report the new hire makes more than they do
- A third (33%) reported the new hire makes the same as they do

Question 21: Findings by Gender

Men (27%) are slightly more likely than women (25%) to report the new hire makes more than they do.

	Men	Women
The new hire makes more than I do	27%	25%
The new hire makes less than I do	42%	40%
The new hire makes the same as I do	31%	35%

Question 21: Findings by Generation

Baby Boomers (32%) are the most likely to report a new hire in their same position makes more than they do, compared to Gen Zers (28%), Millennials (34%) or Gen Xers (26%).

	Gen Z	Millennial	Gen X	Baby Boomer
The new hire makes more than I do	28%	24%	26%	32%
The new hire makes less than I do	45%	39%	43%	38%
The new hire makes the same as I do	28%	37%	32%	31%

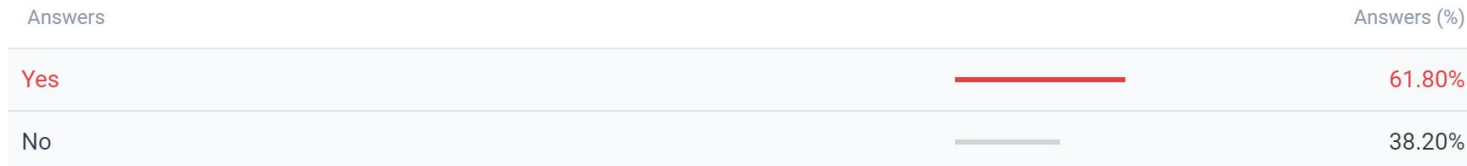
Question 21: Findings by Industry

Tech employees (34%) are the most likely to report a new hire in their same position makes more than they do, compared to finance (27%) manufacturing (33%), retail (16%) and telecomms (24%).

	Finance & Insurance	Manufacturing	Retail	Software/Technology	Telecommunications
The new hire makes more than I do	27%	33%	16%	34%	24%
The new hire makes less than I do	45%	36%	37%	39%	47%
The new hire makes the same as I do	28%	32%	47%	27%	29%

Question 22

Would you be willing to publicly share your salary to benefit others' knowledge of compensation in the industry?



- Nearly two-thirds (62%) of employees would be willing to publicly share their salary to benefit others' knowledge of compensation in the industry, while 38% would not

Question 22: Findings by Gender, Generation & Industry

Men (63%) are slightly more likely than women (61%) to be willing to publicly share their salary to benefit others' knowledge of compensation in the industry.

- Men (63% Yes; 37% No)
- Women (61% Yes; 39% No)

Millennials (70%) are the most likely to be willing to publicly share their salary to benefit others' knowledge of compensation in the industry, compared to Gen Zers (59%), Gen Xers (58%) and Baby Boomers (51%).

- Gen Zers (59% Yes; 41% No)
- Millennials (70% Yes; 30% No)
- Gen Xers (58% Yes; 42% No)
- Baby Boomers (51% Yes; 49% No)

Finance employees (73.5%) are the most likely to be willing to publicly share their salary to benefit others' knowledge of compensation in the industry, compared to manufacturing (54%), retail (67%), tech (54.5%)

- Finance (73.5% Yes; 26.5% No)
- Manufacturing (54% Yes; 46% No)
- Retail (67% Yes; 33% No)
- Software/Technology (54.5% Yes; 45.5% No)
- Telecomms (60% Yes; 40% No)

Question 23

Would you accept a lower salary if it contributed to equalising pay in your organisation?

Answers	Answers (%)
Yes	27.40%
No	47.80%
I don't know	24.80%

- While more than a quarter (27%) of employees would accept a lower salary if it contributed to equalising pay in their organization, nearly half (48%) would not.

Question 23: Findings by Gender, Generation & Industry

Men (32%) are more likely than women (24%) to say they would accept a lower salary if it contributed to equalising pay in their organization.

- Men (32% Yes; 47% No)
- Women (24% Yes; 49% No)

Gen Xers are the most likely to say they would accept a lower salary if it contributed to equalising pay in their organization, compared to Gen Zers (32%), Millennials (20%) or Baby Boomers (29%).

- Gen Zers (32% Yes; 37% No)
- Millennials (20% Yes; 57% No)
- Gen Xers (33% Yes; 47% No)
- Baby Boomers (29% Yes; 37% No)

Telecomms employees (42%) are the most likely to say they would accept a lower salary if it contributed to equalising pay in their organization, compared to finance (20%), manufacturing (25%), retail (21%) or tech (31%).

- Finance (20% Yes; 65% No)
- Manufacturing (25% Yes; 45% No)
- Retail (21% Yes; 57% No)
- Software/Technology (31% Yes; 36% No)
- Telecomms (42% Yes; 37% No)

Thank you.

for inquiries or executive commentary, contact beqom@shiftcomm.com