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# Electrical Contractors' Association

## UK Reward Management Survey Report

Summary report for members

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## Introduction

This short report summarises current market practice collected from the UK Reward Management survey for major members of the Electrical Contractors Association. It has been designed to provide summary market practice in the area of Reward.

### REPORT STRUCTURE

This report has the following structure:

|           |                |  |
|-----------|----------------|--|
| Section 1 | Introduction   | Background information, the method of approach and data sources. |
| Section 2 | Survey Results | Analysis and commentary of the results of the survey.            |

### APPROACH

The information and quantitative data presented in this report is based on information provided in response to a short, online survey.

### CONFIDENTIALITY

Our aim is to provide robust data. At the same time we are committed to maintaining the confidentiality of participants' data. Consequently, we will not report data where sample populations fall short of acceptable minimum levels.

### DATE OF INFORMATION

The information in this report reflects market practice as at June 2024.

### DEFINITIONS

A number of statistical terms are used in this report and these are defined as follows:

|                       |   |
|-----------------------|---|
| <b>Lower quartile</b> | Where 25% of people in the sample population receive less than the figure shown.      |
| <b>Median</b>         | Where half of the people in the sample population receive less than the figure shown. |
| <b>Upper quartile</b> | Where 25% of people in the sample population receive more than the figure shown.      |

## Survey results

This section summarises the results of the survey based on responses from ECA members.

### PARTICIPANT MAKE UP

| Participants by Employees |                             |
|---------------------------|-----------------------------|
| Number of employees       | Percentage of organisations |
|                           | %                           |
| 100 - 199                 | 9%                          |
| 200 - 249                 | 9%                          |
| <b>250 - 499</b>          | <b>27%</b>                  |
| 500 - 999                 | 18%                         |
| 1,000 - 2,499             | 9%                          |
| 2,500 - 4,999             | 18%                         |
| 10,000 +                  | 9%                          |

The table above displays the number of employees that each company holds. The **most common number of employees** within the companies who have responded is **250 – 499**. In previous years, the most common number has been **2,500 – 4,999**.

### PAY REVIEW

Most organisations review pay **within the first four months of the year**.

This year's pay review budget figures show an **increase for 2024**, when compared to 2023. Although some organisations offered less than 4% in 2023, this year the most frequent pay budgets were 5% and most were 4% or more. Like last year, no organisation stated they had a pay freeze.

| Pay review budgets * |            |            |
|----------------------|------------|------------|
|                      | Last year  | This year  |
|                      | %          | %          |
| Median               | <b>4.0</b> | <b>4.6</b> |
| Mode                 | 5.0        | 5.0        |



\* Further statistics have been provided to participating members in this survey.

The most common trend for distributing pay reviews is to use an **across-the board increase**. Last year the most common format was an individually-determined increase.

### PAY ACTIONS

Like last year, the greatest proportion of organisations' pay actions are **driven by external relativities**. Internal relativities are also common, as is targeting scarce resources.

## OUT-OF-CYCLE PAY INCREASES

Organisations were asked what they expect to be the value of their out-of-cycle pay increases, excluding employee promotions.

| Out-of-cycle pay increases |            |            |
|----------------------------|------------|------------|
|                            | Last year  | This year  |
|                            | %          | %          |
| <b>Median</b>              | <b>1.0</b> | <b>1.0</b> |
| <b>Mode</b>                | 1.0        | 1.0        |

Like last year, the **most common out-of-cycle increase this year is 1%**. However, there are variations between organisations, shown in the full statistical report for participating organisations.

## BONUSES

It is common for organisations within the industry to offer bonuses. Indeed **90% of organisations** reporting **they offer a bonus scheme** to at least some employees, compared to 87% last year.

**70%** of organisations report broadly the same number of people receiving a bonus and similar size of bonus payments, compared with last year.

All organisations state that they pay their bonuses **annually**. Organisations report different performance criteria for their bonuses, set out in the participants report.

## RECRUITMENT AND RETENTION

Marginally lower than last year, almost **eight in every ten organisations** indicate that they **expect to experience difficulties in recruiting** people in the next 6 months. This compares with **three quarters** of organisations indicate that they **expect to experience difficulties in retaining** people in the next 6 months.

The figures collected indicate labour market pressures have somewhat eased since last year, in regards to retention of key skills.

## EMPLOYEE TURNOVER

Member organisations state the following labour turnover figures, compared with 12 months ago.

| Employee turnover – All employees |                         |
|-----------------------------------|-------------------------|
|                                   | Median                  |
|                                   | % Increase on last year |
| <b>Overall *</b>                  | -5.3                    |
| <b>Voluntary **</b>               | -3.5                    |

\* Further labour turnover statistics have been provided to participating members in this survey.

As would be expected from a calmer labour market, the above figures are lower than the last two year's figures.

*\* Overall turnover is defined as the average number of people leaving your employment for all reasons as a percentage of the average number of people employed in the same period.*

*\*\* Voluntary turnover is defined as the average number of people voluntarily leaving your employment (excluding redundancies) as a percentage of the average number of people employed in the same period.*

**75%** of organisations **expect their employee turnover to stay the same** in the next 12 months (compared with 46% last year), 25% expect it **to reduce**, whilst just **no one expects it to increase** (compared to 23% last year).

63% of organisations state that they have had to offer new recruits **salaries which conflict with those paid to existing employees**, compared with 64% last year.

The participants report sets out the value of recruitment premiums, as reported by participating organisations.

## HYBRID / FLEXIBLE WORKING

In this edition of the survey, organisations were asked questions about flexible / hybrid working.

Only a third of organisations (33%) **currently have** a formal Hybrid / Flexible working policy. Of those that do, they currently offer several flexible working arrangements; **working from home** being the most common. However, over half of organisations **do not offer flexibility to front-line workers**.

Those that do offer flexibility, offer the following arrangements:

- Ability to swap shifts.
- Employee input into shift/rota schedules.
- Flexibility in start and finish times.

The majority of organisations are currently tracking **on-site attendance**.

## Appendix A

### Participating organisations

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**THIS REPORT INCLUDES DATA FROM 11 MEMBER ORGANISATIONS, INCLUDING:**

|                         |
|-------------------------|
| Balfour Beatty          |
| BGEN                    |
| Clarkson Evans          |
| Dalkia                  |
| Derry Building Services |
| Emersons                |
| Munro Building Services |
| N G Bailey              |
| Phoenix Me              |
| Skanska UK              |
| Wingate                 |

Thank you for reading this document. If you have any questions please do not hesitate to contact us by phone on +44(0)1733 391 377 or by email at [info@paydata.co.uk](mailto:info@paydata.co.uk)

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