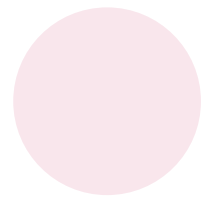
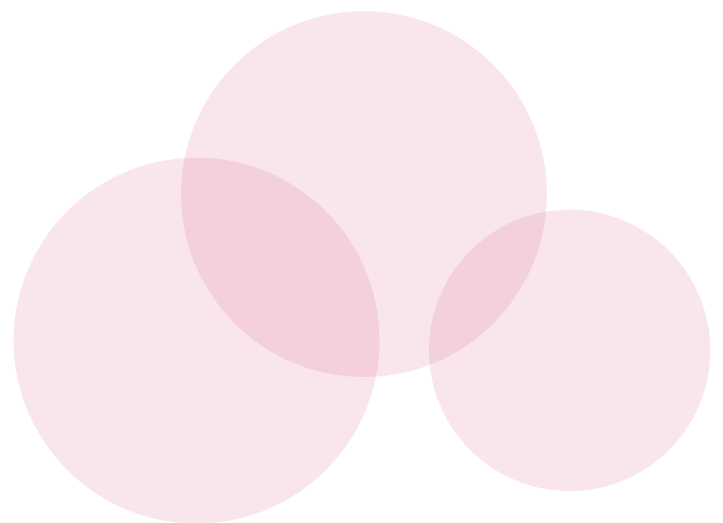
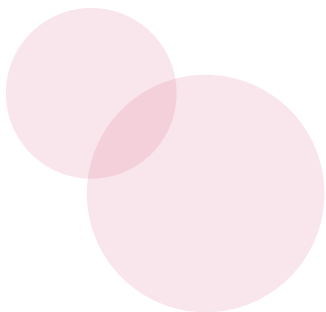
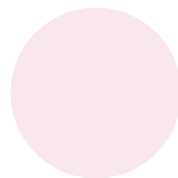


Research Paper



Headline estimates from WERS by
Government Office Region

Ref: 13/14



2014

John Forth (NIESR) and Acas Research and Evaluation Section

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HEADLINE ESTIMATES FROM WERS BY GOVERNMENT OFFICE REGION

Produced by John Forth (NIESR) and the Acas Research and
Evaluation Section

1. INTRODUCTION

This report comprises a set of analyses that use the Workplace Employment Relations Survey (WERS) to examine the nature of employment relations in each of the 11 Government Office Regions of Great Britain.

This introductory section provides information on the data sources and methodology for producing the regional estimates. There is no further commentary to accompany the individual estimates; as the tables of estimates following this introductory note are to be used by the reader is as a reference document.

A separate accompanying report provides an overview of employment relations in the four broad regions into which Acas' activities are organised. That report covers a smaller range of estimates, but these are accompanied by a commentary highlighting: (a) the key changes in each region between 2004 and 2011; and (b) the distinctive features of each Acas region vis-à-vis the rest of Great Britain. This is available to download from the research pages on the Acas website at www.acas.org.uk/researchpapers:

Forth J (2014) *An Overview of Employment Relations in the Acas Regions*, London: Acas.

2. THE DATA SOURCE FOR THIS REPORT

The data source for the report – WERS – is a national survey of British workplaces and employees. It provides a comprehensive account of the state of employment relations and working life, and is considered by many to be the most authoritative source of information on employment relations in Britain. The survey is representative of all workplaces with five or more employees, which together account for around 90 per cent of all employees in Britain.

This report draws on the two most recent WERS surveys, undertaken in 2004 and 2011. Each of these two surveys collected data from workplace employment relations managers, who reported on employment practices at their workplace, and from employees, who were asked about their experience of working life. The data from workplace managers was collected in a face-to-face interview with the most senior workplace manager responsible for employee relations. The data from employees was collected through a self-completion questionnaire that was distributed to a random sample of up to 25 employees in those workplaces that had provided a management interview.

The WERS Survey of Workplace Managers offers data for a total of 2,295 workplaces in 2004 and 2,680 in 2011. The Survey of Employees naturally offers larger samples, having data from 22,451 employees in 2004 and 21,981 in 2011. The sample sizes for each of the 11 Government Office Regions are provided in Table 2.1 below.

Fieldwork for the 2004 WERS was conducted between January 2004 and April 2005 and achieved a response rate of 64 per cent among workplace managers and 60 per cent among employees. Fieldwork for the 2011 WERS was conducted between March 2011 and June 2012, achieving a response rate of 46 per cent among workplace managers and 54 per cent among employees. Weights are provided with the survey data to correct for the sample design and any observable non-response biases.

Table 2.1: Sample sizes from WERS

	Survey of Workplace Managers		Survey of Employees	
	2004	2011	2004	2011
North East	92	110	930	1,015
North West	275	352	3,081	3,113
Yorkshire and the Humber	197	213	2,100	1,737
East Midlands	172	174	1,515	1,593
West Midlands	225	207	2,153	1,822
East of England	205	226	2,026	1,782
London	300	399	2,329	2,289
South East	315	351	2,762	3,125
South West	175	225	1,969	1,949
Scotland	223	276	2,515	2,414
Wales	116	147	1,071	1,142
Total	2,295	2,680	22,451	21,981

3. THE ANALYTICAL APPROACH

The WERS data are used to examine changes in employment relations in each of the specified regions over the period 2004-2011, and to identify areas in which employment relations in each region differs from the Rest of Great Britain.

For a given practice (e.g. whether the workplace has a disciplinary procedure), we use the WERS Survey of Workplace Managers to estimate the percentage of all employees in the region who work in a workplace with that practice. We produce such estimates for 2004 and 2011 and we look to see whether the prevalence of the practice has changed over this period. We also estimate the prevalence of the practice in the rest of Great Britain in 2011, and look to see whether the practice is then more or less common in the region than it is elsewhere in the country. The same approach is taken when looking at employee attitudes, using data from the WERS Survey of Employees. All of the various estimates are presented in statistical tables.

If the prevalence of a particular practice or attitude appears to have changed between 2004 and 2011 (or appears to differ between regions), we conduct a statistical test to identify the robustness of this conclusion. Such tests are important because, unlike a census, a survey can only provide an *estimate* of what is going on in the full population. We must then look at the statistical properties of the survey sample to gauge how confident we can be that an increase or decrease has actually occurred in the population at large. When examining estimates from the WERS Survey of Employees, we highlight differences that are statistically significant at the 5 per cent level (meaning that we can be 95 per cent confident that a change has occurred on that item in the population at large). When examining estimates from the WERS Survey of Workplace Managers, we apply a less rigorous threshold because of the smaller sample size, and highlight differences that are statistically significant at the 10 per cent level (meaning that we can be 90 per cent confident that a change has occurred in the population at large).

Statistically significant differences are marked in the tables through the use of asterisks. In view of the sample sizes indicated in Table 1, regional estimates from the Survey of Workplace Managers will typically have to change by around eight percentage points between 2004 and 2011 in order to be statistically significant at the ten per cent level. Regional estimates from the Survey of Employees will typically have to change by

around five percentage points between 2004 and 2011 in order to be statistically significant at the five per cent level.¹

When making comparisons across time or between regions, one further possibility is that differences may be accentuated (or hidden) by the composition of the economy and workforce. For example, Financial intermediation and Other business services account for a larger percentage of employment in the South East than in the rest of Great Britain, whilst Manufacturing and the public sector account for less. Regression methods are therefore used to examine whether any statistically-significant variations in the prevalence of a practice between regions persist after removing any differences in composition.² Such methods are also used to examine whether statistically-significant changes in employment relations within a single region can be explained by compositional change within that region over the same period. The tables indicate whether statistically-significant variations in practice remain after removing compositional differences.

4. TOPIC COVERAGE

The tables contained in the Excel workbook cover the following broad topics:

- Workplace characteristics
- Workforce characteristics
- The nature of the HR function
- Employee representation and voice
- Methods of pay determination
- Work organisation and job quality
- Equal opportunities policy and practice
- Dispute resolution and the quality of employment relations
- Job satisfaction and organisational commitment.

5. FURTHER READING

A separate accompanying report provides an overview of employment relations in the four broad regions into which Acas' activities are organised.³ That report covers a smaller range of estimates, but these are accompanied by a commentary highlighting: (a) the key changes in each region between 2004 and 2011; and (b) the distinctive features of each region vis-à-vis the rest of Great Britain.

¹ These figures are based on the case of Scotland. Clearly estimates from those regions with smaller sample sizes (notably the North East and Wales) will have even larger confidence intervals and so will need to change by even larger amounts in order to register a change that is statistically significant from zero.

² We use an OLS regression to test whether the raw difference in the prevalence of a practice between two regions remains statistically significant after controlling for regional differences in workplace and workforce characteristics. The workplace characteristics that are included in the regression analyses are: workplace size; industry sector; whether part of a multi-site organisation; and whether private/public sector. The employee characteristics that are included are: gender; age; ethnicity; occupation; usual working hours; and whether on a temporary or fixed-term contract.

³ Forth J (2014) *An Overview of Employment Relations in the Acas Regions*, London: Acas.

The national findings from the 2011 WERS are summarised in:

Van Wanrooy B et al (2013) *The 2011 Workplace Employment Relations Study: First Findings*, London: Department for Business Innovation and Skills.

This publication and further details about the WERS survey are available from the [WERS 2011 pages](#) on the GOV.UK website.

6. ACKNOWLEDGEMENTS

We gratefully acknowledge the Department for Business, Innovation and Skills, Acas, the UK Commission for Employment and Skills, the ESRC and the National Institute of Economic and Social Research as the sponsors of the Workplace Employment Relations Study, the National Centre for Social Research as the data collector and the UK Data Service as the distributor of the data.

7. THE AUTHORS

This introductory note and the associated tabulations were produced by John Forth (NIESR) and the Acas Research and Evaluation Section, and published in October 2014.

Analysis of WERS by Government Office Region

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North East - Workplace Characteristics

	North East		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Workplace size:						
Mean number of employees	34	42	32	32		
Percentage of employment in workplaces with specific characteristics:						
Workplace size (distribution):						
5-9 employees	8	8	10	10		
10-19 employees	8	4	11	12		*
20-49 employees	22	18	18	17		
50-99 employees	10	14	13	14		
100-499 employees	23	33	28	27		
500+ employees	28	23	19	21		
Industry sector, SIC(2003):						
D: Manufacturing	17	12	15	11		
E: Electricity, gas and water	1	0	0	0		
F: Construction	4	2	4	3		
G: Wholesale and retail	20	14	17	15		
H: Hotels and restaurants	2	6	6	6		
I: Transport and communication	6	12	6	6		
J: Financial intermediation	2	0	5	4	*	*
K: Other business services	6	13	14	17		
L: Public administration	10	11	5	7		
M: Education	10	11	9	12		
N: Health and social work	12	14	13	14		
O: Other community services	10	4	5	4		
Single independent workplaces	15	25	25	25	*	
Organisation size and ownership:						
Small private sector organisation (5-49 employees)	11	12	18	18		
Medium private sector organisation (50-249 employees)	9	6	12	12		*
Large private sector organisation (250+ employees)	45	51	47	46		
Public sector organisation	35	30	23	24		

Source: WERS Survey of Managers

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

North East - Workforce Characteristics

	North East		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Percentage of employees with specific characteristics:						
Male	9	6	12	12		
Age:						
Less than 20 years	45	51	47	46		
20-29 years	35	30	23	24		
30-59 years	54	50	50	49		
60 years and above	3	1	4	2		*
Non-white ethnic group	18	17	19	19		
Occupation, SOC(2000):						
Managers and senior officials	74	74	72	71		
Professional	6	8	5	8		
Associate professional and technical	3	4	8	12		*
Administrative and secretarial	9	9	12	14		*
Skilled trades	11	13	11	12		
Caring, leisure and personal service	14	13	15	16		
Sales and customer service	16	14	17	15		
Process, plant and machine operatives	12	6	8	6		
Routine unskilled occupations	7	9	7	8		
Not known	9	7	9	7		
Usual working hours:						
Less than 10 hours per week	7	7	8	7		
10-29 hours per week	14	19	12	12		
30-48 hours per week	2	1	1	4		*
More than 48 hours per week	4	4	4	4		
Not known	15	19	17	17		
Temporary or fixed-term contract	65	61	65	64		

Source: WERS Survey of Employees

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

North East - The HR function at the workplace

	North East		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Manager with responsibility for personnel issues:								
Is an HR specialist (indicated by job title, or spending 50%+ time on personnel matters)	53	66	56	57			*	
Is female	50	60	50	55				
Has a recognised qualification in personnel management	53	58	49	57				
Has sought information or advice from Acas in past 12 months	40	47	43	50				
Membership of employer network:								
Workplace or its parent organisation belongs to an employer network (e.g. Employers association, trade association, Chamber of commerce)	62	58	61	55				

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

North East - Employee representation and voice

	North East		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
<i>Percentage of employment in workplaces with specific characteristics:</i>								
Any trade union members	64	64	54	51		*		
Any recognised unions	63	63	44	46		*		*
Any joint consultative committee	49	39	37	37				
Any non-union reps	20	20	17	17				
Any group meetings with 25% question time	62	71	52	57		*		*
Manager is in favour of union membership	43	35	30	29				
Manager is not in favour of union membership	16	6	14	14	*	*	*	*
Manager is neutral about union membership	41	59	56	57	*		*	
Manager 'Strongly agrees' or 'Agrees' that they would rather consult directly with employees than with unions	58	61	64	67				
Manager 'Strongly agrees' or 'Agrees' that unions find ways to improve workplace performance	47	43	32	33				
<i>Percentage of employees rating managers at their workplace as 'Good' or 'Very good' at:</i>								
Seeking the views of employees and their representatives	43	57	48	52	*		*	*
Responding to suggestions from employees and their representatives	37	47	44	47	*		*	
Allowing employees and their representatives to influence decisions	29	32	32	35				

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

The final two managers' ratings in the upper panel were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree

The first three employee ratings in the lower panel were given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

North East - Pay

	North East		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
<i>Percentage of employment in workplaces with specific characteristics:</i>								
Any collective bargaining	43	37	32	27				
Any payment-by-results or merit pay	52	43	47	48				
Any profit-related pay	34	17	33	33	*	*	*	*
Any share schemes	19	18	24	20				
Any incentive scheme listed above	63	50	62	62		*		*
<i>Percentage of employees paid in the specified ways:</i>								
Pay set by collective bargaining	40	30	28	22			*	
<i>Whether fixed or variable pay:</i>								
Fixed pay only	n/a	86	n/a	77	n/a	*	n/a	*
Performance-related pay only	n/a	2	n/a	3	n/a		n/a	
Both	n/a	12	n/a	20	n/a	*	n/a	*

Source: WERS Survey of Managers (items headed 'Percentage of employment', plus 'Pay set by collective bargaining') and WERS Survey of Employees ('Whether fixed or variable pay')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

North East - Work organisation and job quality

	North East		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Team working:								
Core employees work in teams with autonomy to decide how work is done	37	46	38	50				
Performance appraisals:								
All non-managerial employees are formally appraised	33	77	48	70	*		*	
Some non-managerials are formally appraised	11	5	6	13		*		*
No non-managerial employees are formally appraised	56	18	46	17	*		*	
Percentage of employees who give the following ratings:								
Job demands:								
Employee "Agrees" or 'Strongly agrees' that their job requires them to work very hard.	78	85	76	83	*			
Employee "Agrees" or 'Strongly agrees' that people in their kind of job have to put in long hours to progress at their workplace	n/a	40	n/a	41	n/a		n/a	
Job control:								
Employee has 'A lot' of influence over: how they do their work; the pace at which they work; and the order in which they carry out tasks.	27	31	27	30				
Job security:								
Employee "Agrees" or 'Strongly agrees' that their job is secure in their workplace.	65	70	67	60		*		*
Skill development:								
Off-the-job training received in past 12 months:								
None	37	27	37	32	*		*	*
Less than 5 days	47	49	45	52				
5 days or more	16	24	18	16	*	*	*	*
Employee "Agrees" or 'Strongly agrees' that managers at the workplace encourage employees to develop their skills	56	62	59	59				*
Work-life balance:								
Employee has 'A lot' of influence over the time they start or finish the working day	23	30	27	31			*	
Employee "Agrees" or 'Strongly agrees' that managers at their workplace understand about employees having to meet responsibilities outside of work.	54	60	60	62				

Source: WERS Survey of Managers (Team working and Performance appraisals) and WERS Survey of Employees (All other items)

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee ratings of job influence were given on a four-point scale: A lot, Some, A little, None

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

North East - Equal opportunities policy and practice

	North East		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Equal opportunities policy:								
Policy covering gender, ethnic group, disability, age, religion and sexual orientation	58	82	53	76	*		*	
Policy that does not cover all six of these protected characteristics	30	10	31	16	*		*	
No formal written policy	12	8	16	8				
Equal opportunities practice:								
Workplace monitors recruitment and selection by at least one of the six protected characteristics	49	56	42	44		*		
Workplace reviews recruitment and selection procedures for indirect discrimination by at least one of the six protected characteristics	39	35	32	35				
Workplace monitors promotions by at least one of the six protected characteristics	27	26	18	21				
Workplace reviews promotion procedures for indirect discrimination by at least one of the six protected characteristics	25	29	18	23				
Workplace reviews pay rates by at least one of the six protected characteristics	13	22	16	21				

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

North East - Dispute resolution and climate

	North East		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Collective disputes procedure:								
Any formal procedure for dealing with collective disputes	69	64	54	54				
Collective disputes procedure with provision to refer to Acas Conciliation	11	11	12	12				
Collective disputes procedure with provision to refer to Acas Arbitration	6	9	8	9				
Disciplinary procedure:								
Any formal procedure for dealing with discipline and dismissals	98	98	95	97				
Disciplinary procedure with provision for third-party mediation	n/a	62	n/a	57	n/a		n/a	
Discipline: three-steps used all of the time	92	88	80	91				
Grievance procedure:								
Any formal procedure for dealing with employee grievances	98	97	93	97				
Grievance procedure with provision for third-party mediation	n/a	70	n/a	64	n/a		n/a	
Grievances: three-steps used all of the time	63	56	50	57				
Workplace disputes:								
Any industrial action in past 12 months	13	14	6	15				
Number of disciplinary sanctions per 100 employees	8.2	3.7	5.0	4.8				
Number of grievances raised per 100 employees	n/a	0.8	n/a	1.4	n/a	*	n/a	*
Any Employment Tribunal claim in past 12 months	28	27	27	27				
Percentage of employees giving the following ratings:								
Managers' behavioural integrity:								
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace can be relied upon to keep their promises	44	48	49	50				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace are sincere in attempting to understand employees' views	50	56	55	57				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace deal with employees honestly	52	56	57	58				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace treat employees fairly	53	61	57	58				
Climate of employment relations:								
Employee rates relations between managers and employees at the workplace as 'Good' or 'Very good'	56	65	62	64	*			

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee rating of relationships between managers and employees was given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

North East - Job satisfaction and organizational commitment

	North East		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Job satisfaction:								
<i>Percentage of employees 'Very satisfied' or 'Satisfied' with:</i>								
The sense of achievement they get from work	69	75	70	74				
The scope for using their initiative	71	77	72	75				
The amount of influence they have over their job	57	61	59	62				
The training they receive	49	64	51	54	*	*	*	*
The amount of pay they receive	35	43	36	42				
Their job security	65	66	65	58		*		*
The work itself	71	77	72	75				
Their degree of involvement in decision-making at the workplace	37	43	40	43				
Average number of items where satisfied (0-8)	4.6	5.0	4.7	4.8	*			
Organizational commitment:								
<i>Percentage of employees who 'Strongly agree' or 'Agree' that:</i>								
I share many of the values of my organisation	55.9	68.7	55.4	64.9	*		*	*
I feel loyal to my organisation	67.4	78.6	70.8	74.8	*		*	*
I am proud to tell people who I work for	57.3	71.0	60.7	67.8	*		*	
Average number of items where in agreement (0-3)	1.8	2.2	1.9	2.1	*		*	*

Source: WERS Survey of Employees

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

The employee ratings of satisfaction were given on a five-point scale: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied or Very dissatisfied.

The employee ratings of commitment were given on a five-point scale: Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree.

North West - Workplace Characteristics

	North West		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Workplace size:						
Mean number of employees	36	39	31	31		*
Percentage of employment in workplaces with specific characteristics:						
Workplace size (distribution):						
5-9 employees	7	7	10	10		*
10-19 employees	9	8	11	12		*
20-49 employees	24	18	18	17		
50-99 employees	13	12	13	14		
100-499 employees	30	31	28	27		
500+ employees	18	23	20	20		
Industry sector, SIC(2003):						
D: Manufacturing	15	13	15	10		
E: Electricity, gas and water	1	0	0	0		
F: Construction	4	3	4	3		
G: Wholesale and retail	19	14	17	16		
H: Hotels and restaurants	10	7	5	6		
I: Transport and communication	6	4	6	7		*
J: Financial intermediation	4	1	5	4	*	*
K: Other business services	14	15	14	18		
L: Public administration	10	11	5	7		*
M: Education	4	11	9	12	*	
N: Health and social work	10	15	14	13	*	
O: Other community services	5	5	5	4		
Single independent workplaces	31	25	24	25		
Organisation size and ownership:						
Small private sector organisation (5-49 employees)	20	15	17	19		
Medium private sector organisation (50-249 employees)	15	12	11	11		
Large private sector organisation (250+ employees)	43	47	48	46		
Public sector organisation	23	26	24	24		

Source: WERS Survey of Managers

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

North West - Workforce Characteristics

	North West		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Percentage of employees with specific characteristics:						
Male	15	12	11	11		
Age:						
Less than 20 years	43	47	48	46		
20-29 years	23	26	24	24		
30-59 years	52	50	50	49		
60 years and above	7	3	4	2	*	
Non-white ethnic group	20	22	19	18		
Occupation, SOC(2000):						
Managers and senior officials	69	69	72	72		
Professional	4	7	5	8	*	
Associate professional and technical	8	10	8	12		*
Administrative and secretarial	11	11	12	14		
Skilled trades	9	10	11	13		
Caring, leisure and personal service	12	19	15	16	*	
Sales and customer service	19	17	17	15		
Process, plant and machine operatives	8	7	8	6		
Routine unskilled occupations	7	8	7	8		
Not known	10	7	9	7		
Usual working hours:						
Less than 10 hours per week	10	7	8	6		
10-29 hours per week	13	11	12	12		
30-48 hours per week	1	3	1	4	*	
More than 48 hours per week	4	5	4	4		
Not known	18	17	17	17		
Temporary or fixed-term contract	66	68	65	63		

Source: WERS Survey of Employees

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

North West - The HR function at the workplace

	North West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Manager with responsibility for personnel issues:								
Is an HR specialist (indicated by job title, or spending 50%+ time on personnel matters)	57	66	56	57	*	*		*
Is female	44	58	51	55	*		*	
Has a recognised qualification in personnel management	45	62	49	57	*		*	
Has sought information or advice from Acas in past 12 months	41	55	43	49	*		*	
Membership of employer network:								
Workplace or its parent organisation belongs to an employer network (e.g. Employers association, trade association, Chamber of commerce)	61	60	61	55				

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

North West - Employee representation and voice

	North West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
<i>Percentage of employment in workplaces with specific characteristics:</i>								
Any trade union members	55	53	55	52			*	
Any recognised unions	44	49	45	46				
Any joint consultative committee	40	42	37	36				
Any non-union reps	19	19	17	17				
Any group meetings with 25% question time	53	61	53	57				
Manager is in favour of union membership	31	34	31	28				
Manager is not in favour of union membership	15	17	13	13				
Manager is neutral about union membership	54	49	56	59		*		*
Manager 'Strongly agrees' or 'Agrees' that they would rather consult directly with employees than with unions	65	67	63	66				
Manager 'Strongly agrees' or 'Agrees' that unions find ways to improve workplace performance	33	29	33	34			*	*
<i>Percentage of employees rating managers at their workplace as 'Good' or 'Very good' at:</i>								
Seeking the views of employees and their representatives	50	51	48	52				
Responding to suggestions from employees and their representatives	46	46	43	47				
Allowing employees and their representatives to influence decisions	33	34	32	35				

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

The final two managers' ratings in the upper panel were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree

The first three employee ratings in the lower panel were given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

North West - Pay

	North West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Any collective bargaining	32	29	33	27			*	
Any payment-by-results or merit pay	51	45	47	48				
Any profit-related pay	34	29	33	33				
Any share schemes	21	14	25	21	*	*		
Any incentive scheme listed above	66	59	61	62				
Percentage of employees paid in the specified ways:								
Pay set by collective bargaining	27	24	28	22				
Whether fixed or variable pay:								
Fixed pay only	n/a	78	n/a	77	n/a		n/a	
Performance-related pay only	n/a	4	n/a	3	n/a		n/a	
Both	n/a	18	n/a	20	n/a		n/a	

Source: WERS Survey of Managers (items headed 'Percentage of employment', plus 'Pay set by collective bargaining') and WERS Survey of Employees ('Whether fixed or variable pay')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

North West - Work organisation and job quality

	North West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Team working:								
Core employees work in teams with autonomy to decide how work is done	35	52	38	49	*		*	
Performance appraisals:								
All non-managerial employees are formally appraised	41	70	48	71	*		*	
Some non-managers are formally appraised	6	18	6	12	*		*	
No non-managerial employees are formally appraised	53	12	46	18	*	*	*	
Percentage of employees who give the following ratings:								
Job demands:								
Employee "Agrees" or 'Strongly agrees' that their job requires them to work very hard.	77	85	76	83	*		*	*
Employee "Agrees" or 'Strongly agrees' that people in their kind of job have to put in long hours to progress at their workplace	n/a	42	n/a	41	n/a		n/a	
Job control:								
Employee has 'A lot' of influence over: how they do their work; the pace at which they work; and the order in which they carry out tasks.	25	29	27	31	*		*	
Job security:								
Employee "Agrees" or 'Strongly agrees' that their job is secure in their workplace.	67	59	67	61	*		*	
Skill development:								
Off-the-job training received in past 12 months:								
None	40	32	37	32	*		*	
Less than 5 days	42	50	46	52	*		*	
5 days or more	18	17	18	16				
Employee "Agrees" or 'Strongly agrees' that managers at the workplace encourage employees to develop their skills	58	58	58	59				
Work-life balance:								
Employee has 'A lot' of influence over the time they start or finish the working day	27	30	26	31				
Employee "Agrees" or 'Strongly agrees' that managers at their workplace understand about employees having to meet responsibilities outside of work.	60	60	60	62				

Source: WERS Survey of Managers (Team working and Performance appraisals) and WERS Survey of Employees (All other items)

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee ratings of job influence were given on a four-point scale: A lot, Some, A little, None

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

North West - Equal opportunities policy and practice

	North West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Equal opportunities policy:								
Policy covering gender, ethnic group, disability, age, religion and sexual orientation	50	78	54	76	*			*
Policy that does not cover all six of these protected characteristics	34	16	31	16	*			*
No formal written policy	16	6	16	9	*	*		*
Equal opportunities practice:								
Workplace monitors recruitment and selection by at least one of the six protected characteristics	43	46	43	44				
Workplace reviews recruitment and selection procedures for indirect discrimination by at least one of the six protected characteristics	30	40	33	35	*			
Workplace monitors promotions by at least one of the six protected characteristics	22	26	18	21				
Workplace reviews promotion procedures for indirect discrimination by at least one of the six protected characteristics	22	28	18	22				
Workplace reviews pay rates by at least one of the six protected characteristics	15	24	16	20	*			

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

North West - Dispute resolution and climate

	North West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Collective disputes procedure:								
Any formal procedure for dealing with collective disputes	59	58	54	54				
Collective disputes procedure with provision to refer to Acas Conciliation	17	13	11	12				
Collective disputes procedure with provision to refer to Acas Arbitration	10	6	8	9				
Disciplinary procedure:								
Any formal procedure for dealing with discipline and dismissals	97	97	95	97				
Disciplinary procedure with provision for third-party mediation	n/a	64	n/a	56	n/a		n/a	
Discipline: three-steps used all of the time	80	92	81	91	*		*	
Grievance procedure:								
Any formal procedure for dealing with employee grievances	94	97	93	97	*			
Grievance procedure with provision for third-party mediation	n/a	70	n/a	63	n/a	*	n/a	
Grievances: three-steps used all of the time	51	52	51	57				
Workplace disputes:								
Any industrial action in past 12 months	7	17	6	15	*		*	
Number of disciplinary sanctions per 100 employees	4.9	4.6	5.1	4.7				
Number of grievances raised per 100 employees	n/a	1.5	n/a	1.4	n/a		n/a	
Any Employment Tribunal claim in past 12 months	30	33	26	26				
Percentage of employees giving the following ratings:								
Managers' behavioural integrity:								
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace can be relied upon to keep their promises	51	48	49	50				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace are sincere in attempting to understand employees' views	56	56	55	57				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace deal with employees honestly	57	56	56	58				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace treat employees fairly	58	58	57	59				
Climate of employment relations:								
Employee rates relations between managers and employees at the workplace as 'Good' or 'Very good'	64	63	62	65				

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee rating of relationships between managers and employees was given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

North West - Job satisfaction and organizational commitment

	North West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Job satisfaction:								
<i>Percentage of employees 'Very satisfied' or 'Satisfied' with:</i>								
The sense of achievement they get from work	70	71	71	74				
The scope for using their initiative	72	74	72	76				
The amount of influence they have over their job	60	61	58	62				
The training they receive	51	55	51	55				
The amount of pay they receive	35	40	36	42	*		*	
Their job security	64	57	65	59	*		*	
The work itself	72	73	72	75				
Their degree of involvement in decision-making at the workplace	40	42	40	43				
Average number of items where satisfied (0-8)	4.6	4.7	4.7	4.9				
Organizational commitment:								
<i>Percentage of employees who 'Strongly agree' or 'Agree' that:</i>								
I share many of the values of my organisation	53.9	62.8	55.7	65.4	*		*	
I feel loyal to my organisation	70.5	72.7	70.7	75.3				
I am proud to tell people who I work for	60.3	66.0	60.7	68.2				
Average number of items where in agreement (0-3)	1.8	2.0	1.9	2.1	*		*	

Source: WERS Survey of Employees

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

The employee ratings of satisfaction were given on a five-point scale: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied or Very dissatisfied.

The employee ratings of commitment were given on a five-point scale: Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree.

Yorkshire and the Humber - Workplace Characteristics

	Yorkshire and the Humber		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Workplace size:						
Mean number of employees	33	32	32	32		
Percentage of employment in workplaces with specific characteristics:						
Workplace size (distribution):						
5-9 employees	11	8	9	10		
10-19 employees	10	11	11	11		
20-49 employees	15	23	19	17	*	*
50-99 employees	13	18	13	13		
100-499 employees	33	19	28	28	*	*
500+ employees	17	21	20	21		
Industry sector, SIC(2003):						
D: Manufacturing	18	12	15	11	*	
E: Electricity, gas and water	1	0	1	0		
F: Construction	2	3	4	3		
G: Wholesale and retail	20	15	17	15		
H: Hotels and restaurants	3	8	6	6		
I: Transport and communication	9	11	6	6		*
J: Financial intermediation	4	3	5	4		
K: Other business services	14	11	14	18		*
L: Public administration	5	5	6	7		
M: Education	9	12	8	11		
N: Health and social work	10	15	14	13		
O: Other community services	5	4	5	4		
Single independent workplaces	25	26	25	25		
Organisation size and ownership:						
Small private sector organisation (5-49 employees)	14	16	18	18		
Medium private sector organisation (50-249 employees)	12	10	11	11		
Large private sector organisation (250+ employees)	49	43	47	47		
Public sector organisation	25	31	24	24		*

Source: WERS Survey of Managers

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

Yorkshire and the Humber - Workforce Characteristics

	Yorkshire and the Humber		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Percentage of employees with specific characteristics:						
Male	12	10	11	11		
Age:						
Less than 20 years	49	43	47	47		
20-29 years	25	31	24	24		
30-59 years	50	46	50	49		
60 years and above	5	2	4	2	*	
Non-white ethnic group	20	19	19	19		
Occupation, SOC(2000):						
Managers and senior officials	70	71	72	71		
Professional	4	7	5	8	*	
Associate professional and technical	6	9	8	12	*	*
Administrative and secretarial	13	13	12	14		
Skilled trades	8	11	11	12		
Caring, leisure and personal service	15	13	15	16		
Sales and customer service	14	13	17	15		
Process, plant and machine operatives	6	6	8	6		
Routine unskilled occupations	6	9	7	8		
Not known	10	6	9	7		
Usual working hours:						
Less than 10 hours per week	9	5	8	7	*	
10-29 hours per week	16	20	12	11		*
30-48 hours per week	1	4	1	4	*	
More than 48 hours per week	4	3	4	4		*
Not known	20	21	17	16		
Temporary or fixed-term contract	64	63	65	64		

Source: WERS Survey of Employees

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

Yorkshire and the Humber - The HR function at the workplace

	Yorkshire and the Humber		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Manager with responsibility for personnel issues:								
Is an HR specialist (indicated by job title, or spending 50%+ time on personnel matters)	54	52	56	58				
Is female	50	48	50	56		*		
Has a recognised qualification in personnel management	51	53	48	58				
Has sought information or advice from Acas in past 12 months	45	46	43	51				
Membership of employer network:								
Workplace or its parent organisation belongs to an employer network (e.g. Employers association, trade association, Chamber of commerce)	63	56	61	55				

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

Yorkshire and the Humber - Employee representation and voice

	Yorkshire and the Humber		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Any trade union members	65	63	54	51		*		*
Any recognised unions	52	58	44	46		*		*
Any joint consultative committee	37	37	38	37				
Any non-union reps	17	18	18	17				
Any group meetings with 25% question time	46	59	53	57	*		*	
Manager is in favour of union membership	37	29	30	29			*	
Manager is not in favour of union membership	14	9	14	14		*		
Manager is neutral about union membership	49	62	56	57	*		*	
Manager 'Strongly agrees' or 'Agrees' that they would rather consult directly with employees than with unions	64	61	63	67				
Manager 'Strongly agrees' or 'Agrees' that unions find ways to improve workplace performance	30	39	33	33	*		*	
Percentage of employees rating managers at their workplace as 'Good' or 'Very good' at:								
Seeking the views of employees and their representatives	48	49	48	52				
Responding to suggestions from employees and their representatives	42	44	44	47				
Allowing employees and their representatives to influence decisions	30	35	32	35				

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

The final two managers' ratings in the upper panel were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree

The first three employee ratings in the lower panel were given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

Yorkshire and the Humber - Pay

	Yorkshire and the Humber		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Any collective bargaining	38	28	32	27	*		*	
Any payment-by-results or merit pay	51	37	47	49	*	*	*	*
Any profit-related pay	30	31	33	32				
Any share schemes	25	19	24	20				
Any incentive scheme listed above	65	56	61	62	*			
Percentage of employees paid in the specified ways:								
Pay set by collective bargaining	34	23	28	23	*		*	
Whether fixed or variable pay:								
Fixed pay only	n/a	86	n/a	76	n/a	*	n/a	*
Performance-related pay only	n/a	3	n/a	3	n/a		n/a	
Both	n/a	11	n/a	21	n/a	*	n/a	*

Source: WERS Survey of Managers (items headed 'Percentage of employment', plus 'Pay set by collective bargaining') and WERS Survey of Employees ('Whether fixed or variable pay')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

Yorkshire and the Humber - Work organisation and job quality

	Yorkshire and the Humber		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Team working:								
Core employees work in teams with autonomy to decide how work is done	37	54	38	49	*		*	
Performance appraisals:								
All non-managerial employees are formally appraised	41	71	48	71	*		*	
Some non-managerials are formally appraised	9	11	6	13				
No non-managerial employees are formally appraised	50	19	46	17	*		*	
Percentage of employees who give the following ratings:								
Job demands:								
Employee 'Agrees' or 'Strongly agrees' that their job requires them to work very hard.	74	81	76	83	*		*	
Employee 'Agrees' or 'Strongly agrees' that people in their kind of job have to put in long hours to progress at their workplace	n/a	37	n/a	41	n/a		n/a	
Job control:								
Employee has 'A lot' of influence over: how they do their work; the pace at which they work; and the order in which they carry out tasks.	25	30	27	30	*			
Job security:								
Employee 'Agrees' or 'Strongly agrees' that their job is secure in their workplace.	69	57	67	61	*		*	
Skill development:								
Off-the-job training received in past 12 months:								
None	38	36	37	32				
Less than 5 days	46	48	45	52				
5 days or more	16	16	18	16				
Employee 'Agrees' or 'Strongly agrees' that managers at the workplace encourage employees to develop their skills	55	57	59	59				
Work-life balance:								
Employee has 'A lot' of influence over the time they start or finish the working day	27	27	27	31				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace understand about employees having to meet responsibilities outside of work.	58	62	60	62				

Source: WERS Survey of Managers (Team working and Performance appraisals) and WERS Survey of Employees (All other items)

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee ratings of job influence were given on a four-point scale: A lot, Some, A little, None

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

South West - The HR function at the workplace

	South West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Manager with responsibility for personnel issues:								
Is an HR specialist (indicated by job title, or spending 50%+ time on personnel matters)	55	55	56	58				
Is female	45	49	51	56				
Has a recognised qualification in personnel management	43	61	49	57	*		*	
Has sought information or advice from Acas in past 12 months	39	57	43	49	*	*	*	*
Membership of employer network:								
Workplace or its parent organisation belongs to an employer network (e.g. Employers association, trade association, Chamber of commerce)	57	63	61	55				*

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

South West - Employee representation and voice

	South West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
<i>Percentage of employment in workplaces with specific characteristics:</i>								
Any trade union members	54	47	55	52				
Any recognised unions	43	46	45	47				
Any joint consultative committee	42	32	37	37				
Any non-union reps	17	13	18	17				
Any group meetings with 25% question time	50	56	53	58				
Manager is in favour of union membership	28	26	31	29				
Manager is not in favour of union membership	14	13	14	14				
Manager is neutral about union membership	58	61	56	57				
Manager 'Strongly agrees' or 'Agrees' that they would rather consult directly with employees than with unions	64	67	63	66				
Manager 'Strongly agrees' or 'Agrees' that unions find ways to improve workplace performance	36	30	33	34				
<i>Percentage of employees rating managers at their workplace as 'Good' or 'Very good' at:</i>								
Seeking the views of employees and their representatives	48	52	48	52				
Responding to suggestions from employees and their representatives	44	47	43	47				
Allowing employees and their representatives to influence decisions	33	32	32	35				

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

The final two managers' ratings in the upper panel were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree

The first three employee ratings in the lower panel were given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

South West - Pay

	South West		Rest of GB		Significant differences [1] vs [2]	With controls [1] vs [2]	[2] vs [4]
	2004	2011	2004	2011			
	[1]	[2]	[3]	[4]			
Percentage of employment in workplaces with specific characteristics:							
Any collective bargaining	31	24	33	28			
Any payment-by-results or merit pay	45	52	47	47			
Any profit-related pay	39	35	32	32			
Any share schemes	22	23	24	19			
Any incentive scheme listed above	57	68	62	61	*	*	*
Percentage of employees paid in the specified ways:							
Pay set by collective bargaining	26	20	28	23			
Whether fixed or variable pay:							
Fixed pay only	n/a	77	n/a	77	n/a		n/a
Performance-related pay only	n/a	2	n/a	3	n/a		n/a
Both	n/a	21	n/a	20	n/a		n/a

Source: WERS Survey of Managers (items headed 'Percentage of employment', plus 'Pay set by collective bargaining') and WERS Survey of Employees ('Whether fixed or variable pay')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

South West - Work organisation and job quality

	South West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Team working:								
Core employees work in teams with autonomy to decide how work is done	42	53	37	49				
Performance appraisals:								
All non-managerial employees are formally appraised	52	70	47	71	*		*	
Some non-managers are formally appraised	11	14	6	12				
No non-managerial employees are formally appraised	36	16	47	17	*		*	
Percentage of employees who give the following ratings:								
Job demands:								
Employee "Agrees" or 'Strongly agrees' that their job requires them to work very hard.	73	82	76	83	*		*	
Employee "Agrees" or 'Strongly agrees' that people in their kind of job have to put in long hours to progress at their workplace	n/a	42	n/a	41	n/a		n/a	
Job control:								
Employee has 'A lot' of influence over: how they do their work; the pace at which they work; and the order in which they carry out tasks.	26	30	27	30				
Job security:								
Employee "Agrees" or 'Strongly agrees' that their job is secure in their workplace.	69	61	67	60	*		*	
Skill development:								
Off-the-job training received in past 12 months:								
None	39	32	37	32	*		*	
Less than 5 days	42	53	45	52	*		*	
5 days or more	18	14	18	16	*		*	
Employee "Agrees" or 'Strongly agrees' that managers at the workplace encourage employees to develop their skills	61	54	58	59			*	*
Work-life balance:								
Employee has 'A lot' of influence over the time they start or finish the working day	25	30	27	31	*			
Employee "Agrees" or 'Strongly agrees' that managers at their workplace understand about employees having to meet responsibilities outside of work.	60	65	60	62				

Source: WERS Survey of Managers (Team working and Performance appraisals) and WERS Survey of Employees (All other items)

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee ratings of job influence were given on a four-point scale: A lot, Some, A little, None

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

South West - Equal opportunities policy and practice

	South West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Equal opportunities policy:								
Policy covering gender, ethnic group, disability, age, religion and sexual orientation	48	73	54	76	*		*	
Policy that does not cover all six of these protected characteristics	33	19	31	16	*		*	
No formal written policy	19	9	15	8	*		*	
Equal opportunities practice:								
Workplace monitors recruitment and selection by at least one of the six protected characteristics	41	41	43	45				
Workplace reviews recruitment and selection procedures for indirect discrimination by at least one of the six protected characteristics	24	33	33	36				
Workplace monitors promotions by at least one of the six protected characteristics	7	17	19	22	*		*	
Workplace reviews promotion procedures for indirect discrimination by at least one of the six protected characteristics	9	20	19	23	*		*	
Workplace reviews pay rates by at least one of the six protected characteristics	9	22	16	21	*		*	

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

South West - Dispute resolution and climate

	South West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Collective disputes procedure:								
Any formal procedure for dealing with collective disputes	48	54	55	54				
Collective disputes procedure with provision to refer to Acas Conciliation	10	9	12	13				
Collective disputes procedure with provision to refer to Acas Arbitration	7	5	8	9		*		*
Disciplinary procedure:								
Any formal procedure for dealing with discipline and dismissals	94	97	95	97				
Disciplinary procedure with provision for third-party mediation	n/a	57	n/a	57	n/a		n/a	
Discipline: three-steps used all of the time	74	92	81	91	*		*	
Grievance procedure:								
Any formal procedure for dealing with employee grievances	92	94	94	97		*		
Grievance procedure with provision for third-party mediation	n/a	61	n/a	64	n/a		n/a	
Grievances: three-steps used all of the time	46	57	51	57	*		*	
Workplace disputes:								
Any industrial action in past 12 months	3	14	7	15	*		*	
Number of disciplinary sanctions per 100 employees	5.0	4.1	5.1	4.8				
Number of grievances raised per 100 employees	n/a	1.2	n/a	1.4	n/a		n/a	
Any Employment Tribunal claim in past 12 months	24	24	27	27				
Percentage of employees giving the following ratings:								
Managers' behavioural integrity:								
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace can be relied upon to keep their promises	50	51	49	50				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace are sincere in attempting to understand employees' views	57	59	55	57				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace deal with employees honestly	57	60	56	58				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace treat employees fairly	57	60	57	58				
Climate of employment relations:								
Employee rates relations between managers and employees at the workplace as 'Good' or 'Very good'	63	68	62	64				

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee rating of relationships between managers and employees was given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

South West - Job satisfaction and organizational commitment

	South West		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Job satisfaction:								
<i>Percentage of employees 'Very satisfied' or 'Satisfied' with:</i>								
The sense of achievement they get from work	71	77	70	74	*		*	*
The scope for using their initiative	71	76	73	75			*	
The amount of influence they have over their job	59	61	59	62				
The training they receive	52	52	51	55				
The amount of pay they receive	36	41	36	42	*			
Their job security	66	58	64	59			*	
The work itself	73	78	72	75	*	*		
Their degree of involvement in decision-making at the workplace	43	44	40	43				
Average number of items where satisfied (0-8)	4.7	4.9	4.6	4.8				
Organizational commitment:								
<i>Percentage of employees who 'Strongly agree' or 'Agree' that:</i>								
I share many of the values of my organisation	57.4	65.0	55.2	65.1	*		*	
I feel loyal to my organisation	73.2	76.4	70.5	74.8				
I am proud to tell people who I work for	63.6	68.1	60.3	67.9				
Average number of items where in agreement (0-3)	1.9	2.1	1.9	2.1				

Source: WERS Survey of Employees

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

The employee ratings of satisfaction were given on a five-point scale: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied or Very dissatisfied.

The employee ratings of commitment were given on a five-point scale: Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree.

Scotland - Workplace Characteristics

	Scotland		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Workplace size:						
Mean number of employees	31	27	32	32		*
Percentage of employment in workplaces with specific characteristics:						
Workplace size (distribution):						
5-9 employees	10	11	10	10		
10-19 employees	10	15	11	11	*	*
20-49 employees	19	16	18	17		
50-99 employees	12	13	13	14		
100-499 employees	27	24	28	27		
500+ employees	22	19	20	21		
Industry sector, SIC(2003):						
D: Manufacturing	7	7	16	11		*
E: Electricity, gas and water	1	1	0	0		
F: Construction	8	7	4	3		*
G: Wholesale and retail	13	16	17	15		
H: Hotels and restaurants	5	8	6	6		
I: Transport and communication	5	9	6	6		
J: Financial intermediation	8	5	5	4		
K: Other business services	14	10	14	18		*
L: Public administration	6	6	6	7		
M: Education	12	13	8	11		
N: Health and social work	18	17	13	13		
O: Other community services	3	3	5	4		
Single independent workplaces	21	26	25	25		
Organisation size and ownership:						
Small private sector organisation (5-49 employees)	15	16	18	18		
Medium private sector organisation (50-249 employees)	11	13	12	11		
Large private sector organisation (250+ employees)	42	44	48	47		
Public sector organisation	32	27	23	24		

Source: WERS Survey of Managers

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

Scotland - Workforce Characteristics

	Scotland		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Percentage of employees with specific characteristics:						
Male	11	13	12	11		
Age:						
Less than 20 years	42	44	48	47		
20-29 years	32	27	23	24		
30-59 years	51	49	50	49		
60 years and above	3	3	4	2		
Non-white ethnic group	17	15	19	19		*
Occupation, SOC(2000):						
Managers and senior officials	76	75	71	71		*
Professional	5	7	5	8	*	
Associate professional and technical	2	5	9	13	*	*
Administrative and secretarial	10	13	12	14		
Skilled trades	12	13	11	12		
Caring, leisure and personal service	14	12	15	16		*
Sales and customer service	18	15	17	15		
Process, plant and machine operatives	11	8	7	5		
Routine unskilled occupations	9	8	7	8		
Not known	8	7	9	7		
Usual working hours:						
Less than 10 hours per week	8	8	8	6		
10-29 hours per week	10	12	12	12		
30-48 hours per week	1	5	1	4	*	
More than 48 hours per week	3	5	4	4	*	
Not known	16	16	18	17		
Temporary or fixed-term contract	70	65	65	64	*	

Source: WERS Survey of Employees

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

Scotland - The HR function at the workplace

	Scotland		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Manager with responsibility for personnel issues:								
Is an HR specialist (indicated by job title, or spending 50%+ time on personnel matters)	52	59	56	58			*	*
Is female	51	52	50	56				
Has a recognised qualification in personnel management	49	53	49	58			*	
Has sought information or advice from Acas in past 12 months	37	44	43	51			*	
Membership of employer network:								
Workplace or its parent organisation belongs to an employer network (e.g. Employers association, trade association, Chamber of commerce)	57	54	61	55				

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

Scotland - Employee representation and voice

	Scotland		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
<i>Percentage of employment in workplaces with specific characteristics:</i>								
Any trade union members	67	61	54	51		*		*
Any recognised unions	57	56	44	46		*		*
Any joint consultative committee	42	36	37	37				
Any non-union reps	16	13	18	17				
Any group meetings with 25% question time	47	57	53	58	*		*	
Manager is in favour of union membership	38	30	30	29	*			
Manager is not in favour of union membership	11	13	14	14				
Manager is neutral about union membership	51	57	56	57				
Manager 'Strongly agrees' or 'Agrees' that they would rather consult directly with employees than with unions	52	60	64	67	*	*		*
Manager 'Strongly agrees' or 'Agrees' that unions find ways to improve workplace performance	44	38	32	33				
<i>Percentage of employees rating managers at their workplace as 'Good' or 'Very good' at:</i>								
Seeking the views of employees and their representatives	47	54	48	52	*		*	
Responding to suggestions from employees and their representatives	42	50	44	46	*		*	
Allowing employees and their representatives to influence decisions	30	38	32	34	*		*	

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

The final two managers' ratings in the upper panel were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree

The first three employee ratings in the lower panel were given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

Scotland - Pay

	Scotland		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Any collective bargaining	43	42	32	26		*		*
Any payment-by-results or merit pay	39	39	48	49		*		*
Any profit-related pay	26	27	33	33				
Any share schemes	26	16	24	20	*		*	
Any incentive scheme listed above	57	51	62	62		*		*
Percentage of employees paid in the specified ways:								
Pay set by collective bargaining	38	38	27	21		*		*
Whether fixed or variable pay:								
Fixed pay only	n/a	82	n/a	77	n/a		n/a	
Performance-related pay only	n/a	2	n/a	3	n/a	*	n/a	*
Both	n/a	16	n/a	20	n/a		n/a	

Source: WERS Survey of Managers (all items headed 'Percentage of employment', plus 'Pay set by collective bargaining') and WERS Survey of Employees ('Whether fixed or variable pay')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

Scotland - Work organisation and job quality

	Scotland		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Team working:								
Core employees work in teams with autonomy to decide how work is done	37	39	38	51	*		*	
Performance appraisals:								
All non-managerial employees are formally appraised	57	60	46	72		*		*
Some non-managerials are formally appraised	4	13	6	12	*		*	
No non-managerial employees are formally appraised	38	27	47	16	*	*	*	*
Percentage of employees who give the following ratings:								
Job demands:								
Employee 'Agrees' or 'Strongly agrees' that their job requires them to work very hard.	74	81	76	83	*		*	
Employee 'Agrees' or 'Strongly agrees' that people in their kind of job have to put in long hours to progress at their workplace	n/a	40	n/a	41	n/a		n/a	
Job control:								
Employee has 'A lot' of influence over: how they do their work; the pace at which they work; and the order in which they carry out tasks.	27	35	27	30	*	*	*	*
Job security:								
Employee 'Agrees' or 'Strongly agrees' that their job is secure in their workplace.	68	62	67	60	*		*	
Skill development:								
Off-the-job training received in past 12 months:								
None	37	33	37	32			*	
Less than 5 days	46	51	45	52			*	
5 days or more	17	16	18	16				
Employee 'Agrees' or 'Strongly agrees' that managers at the workplace encourage employees to develop their skills	57	60	59	59				
Work-life balance:								
Employee has 'A lot' of influence over the time they start or finish the working day	24	32	27	31	*		*	
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace understand about employees having to meet responsibilities outside of work.	57	63	60	62	*		*	

Source: WERS Survey of Managers (Team working and Performance appraisals) and WERS Survey of Employees (All other items)

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee ratings of job influence were given on a four-point scale: A lot, Some, A little, None

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

Scotland - Equal opportunities policy and practice

	Scotland		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Equal opportunities policy:								
Policy covering gender, ethnic group, disability, age, religion and sexual orientation	59	78	53	76	*		*	
Policy that does not cover all six of these protected characteristics	29	12	31	16	*		*	
No formal written policy	12	10	16	8			*	
Equal opportunities practice:								
Workplace monitors recruitment and selection by at least one of the six protected characteristics	47	47	42	44				
Workplace reviews recruitment and selection procedures for indirect discrimination by at least one of the six protected characteristics	29	34	33	36			*	
Workplace monitors promotions by at least one of the six protected characteristics	16	21	19	21			*	
Workplace reviews promotion procedures for indirect discrimination by at least one of the six protected characteristics	17	23	19	23			*	
Workplace reviews pay rates by at least one of the six protected characteristics	12	25	16	20	*		*	*

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

Scotland - Dispute resolution and climate

	Scotland		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Collective disputes procedure:								
Any formal procedure for dealing with collective disputes	61	63	54	53		*		*
Collective disputes procedure with provision to refer to Acas Conciliation	15	18	11	12				
Collective disputes procedure with provision to refer to Acas Arbitration	9	18	8	8	*	*	*	*
Disciplinary procedure:								
Any formal procedure for dealing with discipline and dismissals	94	96	95	97			*	
Disciplinary procedure with provision for third-party mediation	n/a	50	n/a	58	n/a	*	n/a	*
Discipline: three-steps used all of the time	79	90	81	91	*		*	
Grievance procedure:								
Any formal procedure for dealing with employee grievances	94	96	93	97			*	
Grievance procedure with provision for third-party mediation	n/a	62	n/a	64	n/a		n/a	
Grievances: three-steps used all of the time	45	54	51	57			*	
Workplace disputes:								
Any industrial action in past 12 months	8	17	6	15	*		*	
Number of disciplinary sanctions per 100 employees	4.0	4.2	5.2	4.8				
Number of grievances raised per 100 employees	n/a	1.4	n/a	1.4	n/a		n/a	
Any Employment Tribunal claim in past 12 months	24	22	27	27				
Percentage of employees giving the following ratings:								
Managers' behavioural integrity:								
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace can be relied upon to keep their promises	47	50	49	50				
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace are sincere in attempting to understand employees' views	53	58	55	57	*			
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace deal with employees honestly	54	58	57	58	*			
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace treat employees fairly	56	58	57	59				
Climate of employment relations:								
Employee rates relations between managers and employees at the workplace as 'Good' or 'Very good'	58	64	63	65	*			

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

n/a indicates that the question was not asked in the 2004 survey

The employee rating of relationships between managers and employees was given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

Scotland - Job satisfaction and organizational commitment

	Scotland		Rest of GB		Significant differences [1] vs [2]	With controls [1] vs [2]		
	2004	2011	2004	2011			[2] vs [4]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Job satisfaction:								
<i>Percentage of employees 'Very satisfied' or 'Satisfied' with:</i>								
The sense of achievement they get from work	68	74	71	74	*	*		
The scope for using their initiative	68	75	73	76	*	*		
The amount of influence they have over their job	54	62	59	62	*	*		
The training they receive	49	56	51	55	*	*		
The amount of pay they receive	36	45	36	41	*	*		
Their job security	65	62	65	58				
The work itself	70	76	72	75	*	*		
Their degree of involvement in decision-making at the workplace	39	44	40	43	*			
Average number of items where satisfied (0-8)	4.5	5.0	4.7	4.8	*	*		
Organizational commitment:								
<i>Percentage of employees who 'Strongly agree' or 'Agree' that:</i>								
I share many of the values of my organisation	54.2	66.0	55.5	65.0	*	*		
I feel loyal to my organisation	66.5	74.5	71.2	75.0	*	*		
I am proud to tell people who I work for	57.7	68.0	60.9	67.9	*	*		
Average number of items where in agreement (0-3)	1.8	2.1	1.9	2.1	*	*		

Source: WERS Survey of Employees

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

The employee ratings of satisfaction were given on a five-point scale: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied or Very dissatisfied.

The employee ratings of commitment were given on a five-point scale: Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree.

Wales - Workplace Characteristics

	Wales		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Workplace size:						
Mean number of employees	27	27	32	32		
Percentage of employment in workplaces with specific characteristics:						
Workplace size (distribution):						
5-9 employees	13	13	9	10		
10-19 employees	11	13	11	11		
20-49 employees	16	14	19	17		
50-99 employees	10	17	13	14		
100-499 employees	33	16	28	28	*	*
500+ employees	16	27	20	20	*	
Industry sector, SIC(2003):						
D: Manufacturing	24	16	15	11		
E: Electricity, gas and water	2	1	0	0		
F: Construction	5	3	4	3		
G: Wholesale and retail	10	17	17	15	*	
H: Hotels and restaurants	4	4	6	6		
I: Transport and communication	6	3	6	7		*
J: Financial intermediation	4	1	5	4		
K: Other business services	8	6	14	18		*
L: Public administration	10	12	5	7		
M: Education	8	15	9	11	*	
N: Health and social work	15	19	13	13		
O: Other community services	5	4	5	4		
Single independent workplaces	13	24	25	25	*	
Organisation size and ownership:						
Small private sector organisation (5-49 employees)	16	17	18	18		
Medium private sector organisation (50-249 employees)	11	9	12	11		
Large private sector organisation (250+ employees)	36	30	48	47		*
Public sector organisation	36	44	23	23		*

Source: WERS Survey of Managers

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

Wales - Workforce Characteristics

	Wales		Rest of GB		Significant differences	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]		
Percentage of employees with specific characteristics:						
Male	11	9	12	11		
Age:						
Less than 20 years	36	30	48	47		*
20-29 years	36	44	23	23		*
30-59 years	49	41	50	49		*
60 years and above	2	2	4	2		
Non-white ethnic group	15	12	19	19		*
Occupation, SOC(2000):						
Managers and senior officials	76	77	71	71		*
Professional	7	9	5	8		
Associate professional and technical	2	7	8	12	*	*
Administrative and secretarial	11	9	12	14		*
Skilled trades	12	13	11	12		
Caring, leisure and personal service	11	14	15	16		
Sales and customer service	16	17	17	15		
Process, plant and machine operatives	6	6	8	6		
Routine unskilled occupations	9	13	7	8		
Not known	7	5	9	7		
Usual working hours:						
Less than 10 hours per week	13	5	8	7	*	
10-29 hours per week	13	14	12	12		
30-48 hours per week	1	4	1	4	*	
More than 48 hours per week	5	4	4	4		
Not known	18	18	17	17		
Temporary or fixed-term contract	65	66	65	64		

Source: WERS Survey of Employees

Note: * indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

Wales - The HR function at the workplace

	Wales		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Manager with responsibility for personnel issues:								
Is an HR specialist (indicated by job title, or spending 50%+ time on personnel matters)	58	49	56	58				
Is female	54	53	50	56				
Has a recognised qualification in personnel management	53	54	49	58				
Has sought information or advice from Acas in past 12 months	45	46	43	50				
Membership of employer network:								
Workplace or its parent organisation belongs to an employer network (e.g. Employers association, trade association, Chamber of commerce)	52	65	61	55	*	*	*	*

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

Wales - Employee representation and voice

	Wales		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
<i>Percentage of employment in workplaces with specific characteristics:</i>								
Any trade union members	68	70	54	51	*			*
Any recognised unions	60	66	44	46	*			*
Any joint consultative committee	34	33	38	37				*
Any non-union reps	11	7	18	17	*			*
Any group meetings with 25% question time	50	49	53	58				*
Manager is in favour of union membership	50	48	30	28	*			*
Manager is not in favour of union membership	5	8	14	14	*			
Manager is neutral about union membership	45	44	56	58	*			
Manager 'Strongly agrees' or 'Agrees' that they would rather consult directly with employees than with unions	49	55	64	67	*			
Manager 'Strongly agrees' or 'Agrees' that unions find ways to improve workplace performance	39	50	33	33	*			*
<i>Percentage of employees rating managers at their workplace as 'Good' or 'Very good' at:</i>								
Seeking the views of employees and their representatives	52	54	48	52				
Responding to suggestions from employees and their representatives	49	49	43	47				
Allowing employees and their representatives to influence decisions	36	37	32	35				

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level (items from Survey of Managers) or 5 per cent level (items from Survey of Employees)

The final two managers' ratings in the upper panel were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree

The first three employee ratings in the lower panel were given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

Wales - Pay

	Wales		Rest of GB		Significant differences		With controls		
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]	
	[1]	[2]	[3]	[4]					
Percentage of employment in workplaces with specific characteristics:									
Any collective bargaining	49	42	32	27		*			
Any payment-by-results or merit pay	29	33	48	49		*		*	
Any profit-related pay	22	24	33	32					
Any share schemes	24	10	24	20	*	*			
Any incentive scheme listed above	46	43	62	62		*		*	
Percentage of employees paid in the specified ways:									
Pay set by collective bargaining	45	34	27	22		*	*		
Whether fixed or variable pay:									
Fixed pay only	n/a	88	n/a	77	n/a	*	n/a	*	
Performance-related pay only	n/a	1	n/a	3	n/a	*	n/a	*	
Both	n/a	10	n/a	20	n/a	*	n/a	*	

Source: WERS Survey of Managers (all items headed 'Percentage of employment', plus 'Pay set by collective bargaining') and WERS Survey of Employees ('Whether fixed or variable pay')

Notes:

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n/a indicates that the question was not asked in the 2004 survey

Wales - Work organisation and job quality

	Wales		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Team working:								
Core employees work in teams with autonomy to decide how work is done	37	52	38	50	*			
Performance appraisals:								
All non-managerial employees are formally appraised	38	60	48	71	*		*	
Some non-managers are formally appraised	6	17	6	12	*		*	
No non-managerial employees are formally appraised	56	23	46	17	*		*	
Percentage of employees who give the following ratings:								
Job demands:								
Employee "Agrees" or 'Strongly agrees' that their job requires them to work very hard.	78	86	76	83	*		*	
Employee "Agrees" or 'Strongly agrees' that people in their kind of job have to put in long hours to progress at their workplace	n/a	38	n/a	41	n/a		n/a	
Job control:								
Employee has 'A lot' of influence over: how they do their work; the pace at which they work; and the order in which they carry out tasks.	30	33	27	30				
Job security:								
Employee "Agrees" or 'Strongly agrees' that their job is secure in their workplace.	65	58	67	61			*	
Skill development:								
Off-the-job training received in past 12 months:								
None	33	35	37	32				
Less than 5 days	45	49	45	52				
5 days or more	22	17	17	16				
Employee "Agrees" or 'Strongly agrees' that managers at the workplace encourage employees to develop their skills	68	60	58	59			*	
Work-life balance:								
Employee has 'A lot' of influence over the time they start or finish the working day	28	33	26	31				
Employee "Agrees" or 'Strongly agrees' that managers at their workplace understand about employees having to meet responsibilities outside of work.	64	64	60	62				

Source: WERS Survey of Managers (Team working and Performance appraisals) and WERS Survey of Employees (All other items)

Notes:

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n/a indicates that the question was not asked in the 2004 survey

The employee ratings of job influence were given on a four-point scale: A lot, Some, A little, None

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

Wales - Equal opportunities policy and practice

	Wales		Rest of GB		Significant differences		With controls	
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]
	[1]	[2]	[3]	[4]				
Percentage of employment in workplaces with specific characteristics:								
Equal opportunities policy:								
Policy covering gender, ethnic group, disability, age, religion and sexual orientation	56	80	53	76	*		*	
Policy that does not cover all six of these protected characteristics	31	15	31	16	*		*	
No formal written policy	12	6	16	8	*		*	
Equal opportunities practice:								
Workplace monitors recruitment and selection by at least one of the six protected characteristics	39	39	43	44				*
Workplace reviews recruitment and selection procedures for indirect discrimination by at least one of the six protected characteristics	33	28	32	36				*
Workplace monitors promotions by at least one of the six protected characteristics	14	16	19	22				*
Workplace reviews promotion procedures for indirect discrimination by at least one of the six protected characteristics	11	16	19	23		*		*
Workplace reviews pay rates by at least one of the six protected characteristics	12	22	16	21	*		*	

Source: WERS Survey of Managers

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 10 per cent level

Wales - Dispute resolution and climate

	Wales		Rest of GB		Significant differences		With controls		
	2004	2011	2004	2011	[1] vs [2]	[2] vs [4]	[1] vs [2]	[2] vs [4]	
	[1]	[2]	[3]	[4]					
Percentage of employment in workplaces with specific characteristics:									
Collective disputes procedure:									
Any formal procedure for dealing with collective disputes	68	61	54	54					
Collective disputes procedure with provision to refer to Acas Conciliation	18	19	11	12					
Collective disputes procedure with provision to refer to Acas Arbitration	14	17	8	8		*			
Disciplinary procedure:									
Any formal procedure for dealing with discipline and dismissals	94	97	95	97					
Disciplinary procedure with provision for third-party mediation	n/a	53	n/a	57	n/a			n/a	
Discipline: three-steps used all of the time	70	89	81	91	*			*	
Grievance procedure:									
Any formal procedure for dealing with employee grievances	91	95	94	97					
Grievance procedure with provision for third-party mediation	n/a	66	n/a	64	n/a			n/a	
Grievances: three-steps used all of the time	54	62	50	57					
Workplace disputes:									
Any industrial action in past 12 months	10	25	6	15	*	*		*	
Number of disciplinary sanctions per 100 employees	3.5	2.2	5.2	4.8	*	*		*	*
Number of grievances raised per 100 employees	n/a	0.8	n/a	1.4	n/a	*		n/a	*
Any Employment Tribunal claim in past 12 months	17	23	27	27					*
Percentage of employees giving the following ratings:									
Managers' behavioural integrity:									
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace can be relied upon to keep their promises	53	52	49	50					
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace are sincere in attempting to understand employees' views	59	60	55	57					
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace deal with employees honestly	58	61	56	58					
Employee 'Agrees' or 'Strongly agrees' that managers at their workplace treat employees fairly	60	60	57	58					
Climate of employment relations:									
Employee rates relations between managers and employees at the workplace as 'Good' or 'Very good'	64	64	62	64					

Source: WERS Survey of Managers (items headed 'Percentage of employment') and WERS Survey of Employees (items headed 'Percentage of employees')

Notes:

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n/a indicates that the question was not asked in the 2004 survey

The employee rating of relationships between managers and employees was given on a five-point scale: Very good, Good, Neither good nor poor, Poor or Very poor.

The remaining employee ratings were given on a five-point scale: Strongly agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree.

Wales - Job satisfaction and organizational commitment

	Wales		Rest of GB		Significant differences [1] vs [2]	With controls		
	2004 [1]	2011 [2]	2004 [3]	2011 [4]		[2] vs [4]	[1] vs [2]	[2] vs [4]
Job satisfaction:								
<i>Percentage of employees 'Very satisfied' or 'Satisfied' with:</i>								
The sense of achievement they get from work	73	75	70	74				
The scope for using their initiative	75	77	72	75				
The amount of influence they have over their job	62	65	59	62				
The training they receive	55	54	51	55				
The amount of pay they receive	34	41	36	42	*		*	
Their job security	64	54	65	59	*		*	
The work itself	75	80	72	75		*		*
Their degree of involvement in decision-making at the workplace	47	43	40	43				
Average number of items where satisfied (0-8)	4.9	4.9	4.6	4.9				
Organizational commitment:								
<i>Percentage of employees who 'Strongly agree' or 'Agree' that:</i>								
I share many of the values of my organisation	62.0	66.5	55.2	65.0				
I feel loyal to my organisation	75.2	75.0	70.5	74.9				
I am proud to tell people who I work for	63.2	70.0	60.5	67.8				
Average number of items where in agreement (0-3)	2.0	2.1	1.9	2.1				

Source: WERS Survey of Employees

Notes:

* indicates that the difference between the two columns indicated in the heading is statistically significant at the 5 per cent level

The employee ratings of satisfaction were given on a five-point scale: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied or Very dissatisfied.

The employee ratings of commitment were given on a five-point scale: Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree.

