








# Employment Forum - Minimum Wage Review 2023/2024

Respondent status

1. Are you responding as (please tick whichever applies):				
Answer Choices			Response Percent	Response Total
1	Employer		73.68%	42
2	Employee/Looking for work		17.54%	10
3	Employers' Association		0.00%	0
4	Trade Union/Staff Association		1.75%	1
5	Other (please specify)		3.51%	2
6	Other (please specify):		8.77%	5
			answered	57
			skipped	1

## Minimum Wage Rates - question for all consultees

2. To what extent do you think the minimum wage is set at the right level? Should it be lower, higher or is it about right? Please give your reasons				
Answer Choices			Response Percent	Response Total
1	Lower		14.29%	8
2	About right		33.93%	19
3	Higher		51.79%	29
			answered	56
			skipped	2
Comments: (40)				
1		With the increase in cost of living in Jersey, a review should be undertaken of both the minimum and living wages		
2		The cost of living continues to increase massively year on year, however the minimum wage has not increased since November 2022. The island is becoming unaffordable for lots of people but especially those on minimum wage. Having said this, the cost of running a business has also increased massively and therefore increasing minimum wage is impacting that issue but it's not right that people working would be working hard for a wage that is simply not enough to live.		
3		It should match the living wage rate.		
4		Income support due to insufficient fulltime earnings to enable survival in this financial climate should be stopped. It is effectively supporting businesses which choose an operating model to increase profits or is an un survivable business in normal circumstances. Minimum wage should be sufficient for a single person, working full time, to be able to cover housing/electricity/gas/water/tv licence (not pay per view/sky)/insurance/transport i.e. the basics of food/shelter/security. Anything less is unacceptable in my view		
5		Unfortunately with the current cost of living crisis putting up wages will further impact the cost of everything else. When minimum wage is increased we further review all salaries and the impact to the business is very high. Businesses, especially hospitality and agriculture are the ones being hit by fuel, food and utility increases and are having to manage that too, without putting too much onto the consumer. Most hospitality gives the provision of food, regardless of if you have staff accommodation or not, and this benefit is only getting more and more expensive to run, however this is never taken into consideration when looking at salaries. To raise minimum wage too, especially anything above 5% for alot of business may be a deciding point how or if they can continue.		

6	The minimum wage would be set at 2/3rds of the average wage, it should be move upwards in incremental steps 0.50p per year. Not at the living wage where the employer has no control over of future costs.
7	With the rampant level of inflation, exacerbated by an out of control housing market (particularly rent), the minimum wage is hugely behind the curve.
8	just manageable for current team-as we always aim to pay a little more.
9	Based on our employees working in the agricultural sector where staff are provided with subsidised fully furnished/equipped accommodation, and free travel to and from work. Once these factors are taken into account these employees are earning above the minimum wage.
10	I run a healthcare business. Market forces are already driving up wages, arguably to unsustainable levels. The minimum wage is not necessary and is driving up the price of unskilled labour which we have traditionally taken on, trained up and then allowed them to increase their earning potential
11	Lower for ages 16/17 doing weekend jobs for example.



12	Cost of living has risen to a point Jersey is no longer affordable to live in just with the minimum wage. Foreign workers have high tax rates and high accommodation payments. Offsets have risen almost to the same value you would pay outside employment provided accommodation, not to mention BIK must be added to your earnings. Minimum wage is not enough to pay accommodation, food, electricity, tax and social, specially not with 40 hours of work in the minimum wage.
13	There shouldn't be a minimum wage. Plenty of industries are desperate for employees, so the employee holds the power. If there were no minimum wage then the employers offering the least pay will find it extremely difficult to find people willing to work for them, so they will have to offer more pay to get employees. It is then effectively up to the potential employee to decide whether they are happy with the rate of pay, if they are not then they could either negotiate with the employer or move on to somewhere which is offering a better rate of pay. Employers would quite quickly realise that they need to offer more pay to secure employees and the rate of pay would find a natural level per industry.
14	The minimum wage is about right. What isn't right is the government taking more social and tax from people on minimum wage when their wage package increases. In the last minimum wage increase our employees were no better off than they were before due to the social and tax increase as their wage increased. The once body that benefits from the minimum wage increasing is the government in taxes.
15	The minimum wage should be a living wage for adults over a certain age
16	The minimum wage should be calculated using the living wage philosophy ie what is the basic that a worker needs to thrive - not what the employer of willing to pay.
17	The minimum wage is often used as the baseline for all other wages. Increasing with experience qualifications etc. when you increase the minimum wage all other wages in an organisation will rise. The cost of operations will also rise as well as the cost of products or services. Leaving no one any better off.

18	Should reflect high cost of living in Jersey
19	We should be aiming towards Living Wage. We need to ensure our employees can live on the wages they earn.
20	We would like to see the minimum wage and living wage combined, bringing the same level of stakeholder consultation and governance around the living wage as currently applied to the living wage.
21	There are multiple fully functioning and overstretched food banks on the island. This shames us. Most of the people using them are employed. We are materially under where we need to be with minimum wage. No employer a myself included - has a fos given right to have their business. If they can't afford to pay a decent wage they should re examine their business model
22	Minimum wage is not enough to live on in Jersey
23	It is so hard to make ends meet, to pay bills and buy food and the clothes my children need. Holidays? Forget it. Wages should really reflect inflation and living costs, there is no need for such an affluent island to have so many people struggling.
24	I believe that there should a increase to the living wage and that margins and prices are set to reflect that, this will of course be a impact on the economy but its better in my opinion to "rip off the plaster" now, take the pain and allow business to adjust.

25	There is simply no way that people can live on the current minimum wage in Jersey
26	Very few employees are paid minimum wage right now except for some coming in under Work Permits.
27	Bearing in mind that it does not include the commissions that can be earned.
28	The Jersey farming industry is competing with produce from countries that have a much lower minimum wage eg France £9.86/h, UK £9.50/h and Spain £7.24 for domestic workers and £5.48/h for temporary workers. We do not receive more money for our produce due to our higher wage costs
29	At current costs for food, rent and bills it is impossible to have a decent life style on minimum wage
30	Our business is doing no more than breaking even, so cannot afford to pay more
31	In so far as how much the business can bear and taking into account the subsidized accommodation and food offering – including utilities, wifi, rates, linen supply and laundry etc. We face international competition for our product which, in economic terms is considered to be an export. It is imperative therefore to ensure that we remain competitive from a pricing perspective. The minimum wage must take into account how much a business can bear in order to remain competitive in a global market.

32		There should be a lower minimum wage range for students and under 18's. 17 year old students without the same skill set as experienced staff currently expect the same wage as those with experience. A guide for young people would be helpful
33		Aim for living wage levels
34		The minimum wage needs to be nearer or equal to the Living Wage and move quickly towards following the rest of EU at 60% of median wage.
35		The Current Minimum wage of £10.10p should increase only in line with current Inflation so as not to put extra burden on businesses at a time when costs are already significant.
36		<ol style="list-style-type: none"> <li>1. The current level is making sectors like agriculture and hospitality uncompetitive because high labour costs have to be passed onto the customer, making the local export expensive and driving local businesses out of the market.</li> <li>2. The current level has eroded the number of casual labour jobs because it is too expensive, this impacts students looking for holiday work.</li> <li>3. The current level ignores those people who want to work to give them purpose in life, they do not depend upon the income to live off - pensioners in particular.</li> </ol>
37		The 2023 minimum wage rate was set in line with the forecasted RPI figures for 2023 which have so far proved to be broadly accurate. So, we suggest that the 2023 minimum wage rate is about right. The latest Economics Assumptions Paper suggests that RPI will continue to fall with a caveat that wage increases may keep inflation rates higher for longer.
38		I believe that the minimum wage set as one figure across different businesses and different working practices and hours of work does not make sense and basing it on the Median pay level in Jersey with a high percentage of Finance Business influencing this also does not make sense.
	39	Last year Government ignored the Employment Forum when setting the minimum wage. We firmly believe the Forum is critical to setting the minimum wage at the appropriate level as it takes account of employer, employee and trade association viewpoints. The reduced weight that Government has placed on the employment Forum recommendations has resulted in the minimum wage level accelerating too quickly for hotel businesses to absorb the cost in recent years which is putting business viability at risk in our industry.
	40	Minimum wage level is from our perspective a safety net and it is not prescriptive. It is an employee's market and there are enormous inflationary pressures in our economy. ID: Shifting wages up is the last thing the consumer needs. We will just make Jersey less competitive. It is hard to believe any employee wishing to better themselves with increased income will not have multiple options to do so. Government is driving up costs when there are multiple external pressures.

## Questions for employers and employers' associations

3. Do you currently pay any employees £10.50 an hour or less? If your answer is yes, please give your reasons				
Answer Choices			Response Percent	Response Total
1	Yes		30.43%	14
2	No		69.57%	32
			answered	46
			skipped	12
Comments: (16)				
1		Our lowest paid employee is £11.83		
2		Not an employer		
3		We aim to pay (at least) the living wage and measure employee pay against performance at all grades, rather than using a fixed scale.		
4		A proportion of our workers earn the minimum wage but are also provided with fully furnished and equipped accommodation.		
5		Weekend juniors age 16/17		
6		Due to the nature of the work they complete in addition to the guidelines around the limits that they can earn in regard to the therapeutic wage. Minimum wage keeps increasing but the therapeutic wage guidelines doesn't allow for this increase. Which means when the salary increases which we think it should be, it means that we have to adjust their hours so that they do not breach what they are entitled to.		
7		We pay living wage as a minimum		
8		I don't "employ" but I contract and the minimum I pay is £17 per hour.		
9		n/a		

10	Nearly all workers on Work Permits are paid min wage. Employers often have to pay for workers return travel. Financial returns from customers have not increased despite costs going up. Agri-inflation has been running at over 30% for the past 18 months but returns to primary producers have not increased much. No workers are paid less than £10.50/h.
11	Already answered in previous question
12	Majority of employees are employed on a seasonal work permit basis and are 'live-in'. In addition to the Minimum Wage further on-boarding costs are also paid either in part or in full relating to travel to the Island and government fees relating to employment.
13	Our young student employees and some temp workers who work flexibly with variable hours ( to suit themselves and to suit us) are on zero hours contracts. Our rates of pay vary dependent on experience and ability from many minimum £10.50 per hour to £20 per hour. We also operate a service charge which is an additional income stream for our team and can increase their hourly income by approx £2 to £3 per hour. We have to pay a lot to rent accommodation and the employees accommodation is therefore subsidised. In this case we can only pay the minimum wage.
14	We pay the minimum wage to casual labour and zero hour staff. These people are not committed to the future of the business, they are not fully trained and their productivity is low.
15	Some of my staff are paid £10.50 or less as their hourly rate. These staff are also paid a considerable amount from service charge on a monthly basis which would take their hourly rate over £10.50. They are also paying far less for their monthly accommodation than they would if they had to live off site, so as a package it is very competitive and would be over the current living wage.
16	Not below £10.50 but some trainees on Minimum Wage.

4. What proportion of your workforce is paid the minimum wage rate of £10.50 an hour?				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	43
1		None		
2		None		
3		0		

4		0%		
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5	0
6	0%
7	0
8	Apprentices only, as using the apprentice rate gives us the flexibility to create these positions.
9	none all above
10	Around 35%.
11	0/%
12	Just 4 Juniors who work 4 hours each at weekends, so insignificant percentage.
13	Less than 5%
14	75%
15	None we always pay just above the minimum wage.
16	0% not even apprentices
17	Zero
18	0
19	0
20	None, all above Living Wage.



21	0%. You can live on £10.50 an hour in Jersey. It is demeaning and creates unnecessary poverty
22	zero
23	None
24	None
25	10-15%
26	none
27	Approx 45%. The answer given to WQ306/2023 by the Soc Sec Minister was incorrect when it stated 14%.
28	None
29	None
30	None
31	About half our workforce
32	40% (of which 84% live-in, 84% are seasonal, 83% are on work permits)
33	25%. They are primarily students
34	none
35	Zero. We pay all employees at least the Living Wage of £12.19.
36	Nil

37		3% on an FTE basis.	
38		As a seasonal business with temporary staff in an out and entering at the entry skill level all our temp staff are paid minimum wage, but enjoy additional benefits such as free meals when on duty and commission and bonuses	
39		50%	
40		None	
41		None	
42		15%	
43		To provide stability in our workforce and to remain competitive in the recruitment market, we as a business have always paid above the minimum wage.	
		answered	43
		skipped	15

**5. Do you currently pay any employees above the minimum wage rate of £10.50 an hour, but below the Caritas Jersey recommended Living Wage rate (currently £12.19 an hour)? If so, what proportion of your workforce does this apply to? Please give details.**



Answer Choices		Response Percent	Response Total
1	Yes	54.55%	24
2	No	45.45%	20
		answered	44
		skipped	14
Comments: (28)			

1	24% - This is increased after their probation period or before once abilities and performance are proven.
2	We followed cost of living increase to £11.27 but then could not keep up with the increase to £12.19 the year later.
3	Not an employer
4	All entry positions, students, trainees are paid at £11.5 an hour (approximately 30%)
5	The Caritas Jersey recommended Living Wage rate is not based on Jersey specific pay rates and is an uplift from the UK Living wage which is not reflective of the reality in Jersey.

	We pay the going rate to all carers and nurses £14.50 per up to £30 per hour.
6	50%
7	50% of the hourly paid workforce receive above £10.50 but below £12.19. 24% on £10.77 per hour 17% on £11.20 per hour 7% on £11.71 per hour 2% on £12.12 per hour
8	20% Uni students as they pay no tax, only Social Security
9	10%
10	3 member of staff out of 8 but they do not pay for accommodation of utilities.
11	100%
12	Paid above the living wage.
13	No, all above Living Wage.
14	Yes, but this is due to be increased wef 29 July 2023, after which only 5 (3%) apprentices will be on less than 12.92 per hour.

15	10 of 21
16	PT students
17	9 out of 12
18	Approx 25%. These are workers who have slightly enhanced skills such as van drivers
19	2 employees hourly rate £12
20	All
21	About a fifth of employees
22	70% (of which 78% live-in, 76% are seasonal, 70% are on work permits)
23	20% are paid £12.00 per hour but would be paid more . However, because we are having to pay excessive rates for staff accommodation and are therefore subsidizing their accommodation there hourly pay rate is less.
24	In reality most businesses will already be paying more due to market rates. 100 % of our workforce are above minimum, if the minimum was to increase significantly above this level it will have the effect of pushing wages at all levels and therefore overall costs and inflation even higher.
25	55% on an FTE basis. Taking commission and other bonuses into account these people earn above £12.19 but this is not included in the Caritas calculation.
26	Only 5% of our team do not meet the Caritas living wage when the additional benefits are added.
27	42%
28	Rates of pay for circa. 80% of our staff fall between the minimum wage rate and the living wage rate. As such, any increase in the minimum wage has a substantial impact on our business.

6. Do you currently pay any employees at or above the Caritas Jersey recommended Living Wage rate of £12.19 per hour? If so, what proportion of your workforce does this apply to? Please give details.

Answer Choices			Response Percent	Response Total
1	Yes		93.33%	42
2	No		6.67%	3
			answered	45
			skipped	13

Comments: (45)

1		100%
2		76%
3		98%- it's only our Saturday employees that receive below £12.19 per hour

4		100%
5		Not an employer
6		60%
7		100%
8		As above
9		The majority of our team are paid above the living wage - we treat this as our effective minimum.

10	50%
11	15% of workers earn greater than the rate of £12.19, with rates ranging from £12.50 per hour up to £16.82 per hour. 5% of these earn below £13 per hour 10% earn above £13 per hour
12	100%. natural market forces drive the wage inflation in healthcare.. no need at all for gov intervention
13	68% i.e. all full-time permanent staff
14	15%
15	Yes the senior members of staff.
16	100%
17	I don't employ anyone but I pay contractors at least £17 per hour but usually more eg gardener £25 per hour.
18	100%
19	100%
20	All employees are above Living Wage.

21	c70%
22	100% of our staff of 60 is paid over £12.19 an hour. We achieve this by restricting Director remuneration - though Directors are still well paid
23	11 of 21
24	All of my employees
25	All are above the recommended Living Wage

26	50%
27	3 out of 12
28	Approx 30%. These are workers such as herdmen, tractor drivers and other skilled/managerial staff
29	Commission based other employees
30	Management and qualified staff
31	100%
32	All the staff not mentioned in previous questions
33	30%
34	30%. Most of our full time permanent staff are paid over the living wage. If we don't have to find and pay for their accommodation we can comfortably pay them higher hourly rates .
35	100%
36	All
37	Wage growth has been between 5-10% this year dependent on the position to be filled. What should be noted is that minimums have increased by 36% over the last 2 years and further pressure to increase is not sustainable. approximately 25% are above the £12:19 level
38	42% on an FTE basis.
39	95%
40	50%
41	This effects 10% of our workforce.

42	65%
43	43%
44	Circa 20%
45	100%

**7. How relevant for your business is the level of the minimum wage in the current economic and labour conditions in Jersey?**

Answer Choices		Response Percent	Response Total
1	Relevant	82.22%	37
2	Not relevant	17.78%	8
		answered	45
		skipped	13

Comments: (25)

1	As a business we need flexibility to set our own wage levels, not to be dictated to. If we don't pay enough, we wouldn't be able to recruit staff or they would leave so it self governs to that extent especially in such a closed labour market such as Jersey.
2	We support children and families and see first hand the implications of Jersey's minimum wage rates.
3	It is good to have a minimum wage for students, to provide them with the opportunity to develop work skills.
4	It's relevant to all employees as it pushes up base pay across the board - while we offer other benefits we do also need to remain competitive for our employees.

5	it pushes all the other salaries up higher every time it goes up
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6	All wage grades are affected by the minimum wage with over one third of the workforce on the minimum wage. To keep the differentiation between the pay grades all staff need to have their hourly rate increased by the same % increase as the minimum wage. Those paid above the minimum wage are either people who continue to return to work for the company year on year or have additional skills such as machinery operators, tractor drivers, engineers, quality controllers, supervisors or managers.
7	As per the response in Q3
8	Wages are 50% of our costs.
9	I do not have a business but those close to me tell me that it is impossible to find anyone who would work for the minimum wage. Gardeners are getting a minimum of £14 an hour, for example.
10	Minimum wage is the baseline from which actual wages are calculated based on experience and qualifications
11	We use the Living Wage as our benchmark.
12	This is particularly pertinent to our soft services (cleaning) workforce.
13	We operate in a competitive market. So yes impacted
14	Min Wage rates are extremely relevant and a large increase could result in some farmers giving up farming as their businesses would no longer be viable with increased labour costs. This could have a detrimental effect on economies of scale for the whole industry.
15	Especially the trainee rates for those staff training in hair and beauty and without a clientele, or building one.
16	Extremely important. Payroll represents approximately 50% of turnover. Profit margins are already under great stress meaning that re-investment into the future of our business is difficult. Because of the labour-intensive nature of our business, the level of minimum wage effectively translates to the level of total payroll. The level set affects the entire workforce, as opposed to a small isolated group of employees.
17	It is the impossible to discuss minimum wage without also considering accommodation costs for employers of seasonal workers. As a hospitality business we invest time and money in staff accommodation and also visas and work permits and this has an impact on overall staff costs.
18	Means we are more expensive.
19	We pay living wage so not relevant unless it exceeds the Living Wage.

20	In practice increasing the minimum levels would have a negative effect because it would level the whole market across every sector. Any significant increase In the minimum would put us in the bottom quartile it would take away our current point of difference.in addition we would also need to reduce headcounts for the wage bill to be affordable.
21	a rise in the minimum wage would mean that the price that I have to charge my customers would have to increase
22	This is relevant in terms of assisting our clients at CAJ. Clients may be employees or employers. If minimum wage rate is set too low it may cause hardship for employees whereas if it is set too high it may result in hardship for employers.
23	We're facing so many inflationary pressures. The impact on business is unprecedented
24	<p>All cost are increasing at a far greater rate than people are willing to increase their spend in Hospitality.</p> <p>With the current economic climate and the Summer season that has been hit by the weather, the Cost of Living Crisis, travel uncertainty due to operator issues, strikes in the UK etc...</p> <p>The recent increases in the minimum wage which were not consulted on, implemented out of step with previous time scales and dictated by the GoJ, without any consideration to the impact on many businesses is very concerning.</p> <p>If my calculations are correct the Minimum wage has increased by 62% in the past 10 years (from £6.48 in 2012 to £10.50 in 2022), RPI has seen an overall increase since 2012 of 38%.</p> <p>Businesses in Jersey have seen significant increases in costs for labour, product, utilities and difficult trading conditions, throughout this period and we have seen many Hotels, restaurants, retail outlets and produce suppliers re-think whether these sectors can remain viable within this jurisdiction if Jersey is not considerate to the challenges now and ahead, beyond Finance, Legal and Government.</p> <p>Raising the Minimum Wage too quickly will have disastrous consequences for many businesses and will push up prices and potentially increase inflation further, unless unemployment increases, via raising the Minimum Wage and then this could be seen to decrease inflation if this is the intended outcome.</p>
25	Hotel businesses have been put in a highly challenging economic situation as we are experiencing exponential increases in the local cost base whilst being unable to pass all of these costs on to customers via increases in room rates given the elasticity of demand in a globally competitive tourism market. Other sectors may be able to absorb cost increases by increasing their prices but we are an export product and if we put our prices up too far then potential visitors will holiday elsewhere. When that happens, the whole local economy loses and ultimately locals and visitors suffer a reduction of services.

## 8. How has your business's use of the minimum wage changed over the last three years?

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	42

1	We use the minimum and in particular the living wage to ensure our employees are remunerated fairly
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2	No change
3	We used to follow minimum wage for our lowest paid jobs but then given the rising cost of living, we have had to supersede it and pay beyond this in order to be fair to our employees and even our school aged Saturday workers are paid significantly more than the minimum wage.
4	We are conscious, as a Living Wage Accredited Employer that ALL contractors that we use pay their staff at least the Living Wage - this is tricky when looking for cleaning staff for example.
5	We did pay minimum wage, however when the minimum wage didnt increase in 2021 we took the opportunity to increase salaries whilst able to
6	Less relevant, labour shortage deepens.
7	As above
8	No.
9	always aimed to pay equal to or above to begin with for very new /young/inexperienced. Pay above after 3 months trial
10	The use of minimum wage has not changed over the past 3 years with the need to increase all wage grades to provide a differential between these as explained in the previous question.
11	we always aim to have all staff earning a living wage and continue to do so
12	Use only for 16/17 year old part-timers
13	It impacts on us being able to give the opportunity of work to people to earn up to a threshold of the "therapeutic" wage, hours decrease so not to impact this but it also means that the team supporting people in their role is impacted as they work together as a team to support them in the workplace to carry out their duties.
14	Use of minimum wage hasn't changed.
15	We improved everyone to the living wage

16	I have never used the minimum wage as it is not based on the workers' needs.
17	It's a baseline to establish the actual wages (I.e. minimum wage = no training, no experience and no qualifications)
18	N/A

19	We have been able to move towards living wage as our customers have been willing to pay an increased price, which has been required in order to be able to meet the living wage level and stay competitive. In a business where we operate on low single digit margin, the cost of our resources has a direct impact on our prices to customers, including SoJ.
20	No
21	Yes. No longer pay minimum wage but a higher hourly rate
22	Yes, we have adapted and accepted that this will come and have acted early
23	N/A
24	We still pay above what the increases have been in majority
25	it has not changed
26	Yes - more mechanisation to reduce staff numbers and to reduce cost base of businesses
27	It has worked as always and been followed as a guideline for trainees or part time staff
28	Increased the labour costs
29	We have looked at current minimum wage for guidance however feel that the rate is low and made a business decision to increase all team member's base rate in excess of minimum wage
30	Not changed
31	It has been the cause of an increase to selling prices but with no corresponding increase to guest amenity therefore affecting perceived value for money.

32	We run a tighter ship and we cut peoples hours if we are not busy. . The minimum wage means that you can't afford to be charitable. Every person working needs to pull their weight and be efficient and if trade is slow, unfortunately we have to send people home.		
33	no change		
34	No		
35	we have always paid above minimums and market conditions have led salaries to have increased by 36% at the lowest levels in the last 24 Months		
36	As the minimum wage has increased significantly, it now sets scales through the business. Those members of staff who are fully trained and make a valuable contribution to the business expect to be paid more than casual labour and new, untrained staff, therefore a premium on the minimum wage is expected. Furthermore, supervisors and mangers expect a premium on the basic salaries paid to experienced, non management staff, otherwise they are not being rewarded for taking extra responsibility; this premium has reduced in recent years.		
37	It hasn't		
38	A full review was conducted during this period. CAJ took the decision to introduce wage payments to staff in line with the Living Wage Rate as the level of experience we require demands a higher pay rate.		
39	We pay at least £1 above the minimum wage.		
40	We have always tried to stay ahead of the Minimum Wage, but due to recent increases and the huge knock on effect this has through the company to maintain differences between competencies and roles, we have had to review our structure and headcount significantly.		
41	Our ability to continue paying above the minimum wage is diminishing due to the acceleration of the increase in minimum wage in recent years.		
42	Higher minum wage levels drive up the bands of pay above. Higher paid staff quite reasonably expect differentials to maintained. 18%		
		answered	42
		skipped	16

## 9. What has been your experience of wage growth in the past year?

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	42
1		We have seen an increase in salaries particularly in niche and specialist roles, trust roles and customer service roles, this is being driven by the external market	
2		With a shrinking labour market as people leave the island to due to affordability issues, wages have had to increase in any event to retain staff.	
3		<p>Huge- the pressure to keep increasing at all levels. The pressure is two fold</p> <p>1) to either attract/retain people in our fundamental roles; or</p> <p>2) For those at the lower end of the pay scale, to be a responsible employer and ensuring we are paying people at a rate in which they can afford to live</p> <p>Both the above have to be balanced with the companies ability to pay which is hard as we can't keep up with other industries.</p>	
4		We have seen our wage bill increase significantly as we followed the States 7.9% cost of living rise but it is essential that we do this to keep our long standing team.	

5		9% we increase for 2023	
6		Circa 10%	
7		Due to affordability a 5% "pot" was used which was cascaded down, the highest earning receiving the smallest percentage of the "pot".	
8		We aim to track the RPI, and to exceed this where there has been exceptional performance - we have not been able to do this to the extent we would like during 2023 as inflation has risen more rapidly than it has in recent years. We've made one adjustment on this basis and will likely make another after the summer if conditions continue as they are.	
9		it has jumped up quite rapidly- but i am keen for retail workers to earn more- so i try and pay better but cannot compete with the big stores as an independent	
10		The minimum wage has increased hourly paid wages by 10.7% in the past year. With an annual hourly wage bill of over £6 million this is an increase in £650,000. Over the past 8 years the effect of minimum wage increases has been over 55%. Since Brexit the additional cost n recruiting seasonal labour has also increased greatly with the costs of work permits, visa's, recruitment fees and air fares adding to other significant increases in labour costs.	
11		10% up	

12	Pay rises given twice total 12% instead of one annual increase.
13	As a not-for-profit organisation, we have to compete with both the public and private sector for salaries across the organisation which means that we cannot always compete financially and any increase that we have been able to give to support the increase of the cost of living has been difficult.
14	More tax for the government. Not at all benefiting the employee.
15	It has made things more difficult from a budgeting point of view however we aim to 'do the right thing'
16	Wage growth is not keeping up with the needs of the workers.
17	The private sector can keep up with the over inflated pay rises seen in the public sector. If private sector tried to match it would drive business to closure.
18	Below inflation
19	We have had to increase salaries extremely more than we would normally due to the cost of living and RPI.
20	Very significant pressures on wages due to the shortage of resources for our business - this has been driven by a shortage of supply - skilled engineers, cleaners, project managers and office workers, who get paid far more by the finance industry and by SoJ.

21	Significant. We have had to raise salaries by about 8% to meet CoL
22	Crippling
23	Steady and we will increase wage in 2024 as well as increasing our rates for services
24	At JACS we have seen client salary increases from zero to 7.9%
25	Huge increases in a very short time frame have really impacted our chance to make any profits and haven't been able to be passed on to the consumer
26	Last minimum wage rise was 13.8%. All the extra aid to the Ag industry from Government in the sum of £1.5 million was swallowed up by increasing staff costs. Some growers are now questioning whether their businesses can survive, particularly in the sectors that cannot mechanise.
27	It has increased, as have prices to accommodate those increases, but making business less sustainable

28	Not enough
29	Qualified chefs are most difficult to recruit, so increases have been disproportionate to other staff, and a significant strain on our finances
30	It has diverted funds from continued investment in the long term future of the business Our payroll has increased by over 10%. In the context of a business whose second most significant cost (food & liquor) is increasing at unprecedented levels, this makes it difficult to tread water.
31	Our wage costs have increased in addition to our supplier costs but we can't increase our prices so we are running on much lower profit margins.
32	6% increase.
33	We have seen general wages rise around 10% or more.
34	5-10% higher dependent on the position and available skills and experience
35	Our sales floor staff have received a 25% increase in basic salary since October 2021. The high increases in the minimum wage have turbo charged salary increases, we are currently looking at further increases for this year.
36	Unprecedented. It has caused and will cause major strategic changes to our business which are not all helpful or have the time to bed in before we're off making more changes. The impact on our pricing and services has been felt by our customers and other team members.
37	In the current climate I have not been able to increase my staff's salary's. It is more likely that I will have to cut my staff numbers to be able to get through the winter months.
38	Within our own organization, an annual wage review has taken place. We are unaware of the position externally.
39	The recruitment crisis has meant an overall increase in salary levels.
40	A 14% percent increase on top of an 11% increase in minimum wage, coming out of COVID, was staggering, considering the state of many businesses at this time.  The whole structure of the business had to be reviewed and the increments between roles narrowed to the point that a junior member of staff just above the minimum wage is not that far away from an experienced Supervisor in terms of hourly rate,
41	Concern is growing as to the long-term viability of hotel businesses if the current direction of travel with minimum wage increases is maintained. Ultimately, continuing in this direction will lead to further losses of hotel beds going forward.
42	18%



	answered	42
	skipped	16

**10. When the minimum wage rate increases, does this have any impact on rates of pay for other employees who earn more than the minimum wage? Please explain what you consider the impact to be, if any**

Answer Choices		Response Percent	Response Total
1	Yes, always	43.18%	19
2	Yes, sometimes	20.45%	9
3	No	36.36%	16
		answered	44
		skipped	14

Comments: (30)

1	We ensure all employees are remunerated fairly against market pay
2	In the past, when the minimum wage increases, then we've had to review those who we have salaried above minimum wage which has a knock on effect 'up the ladder.'
3	Even though we pay no staff minimum wage. We will increase all salaries. Last year the increase meant we had to raise in October all salaries as we were only paying £10 an hour, so in October we raised to minimum wage and again in January. Again this was across all roles. otherwise the gap between a 'new start' or 'trainee' to someone in the next level wouldn't be significant enough.






4	It's always a trigger point for a management review of wage levels. Typically we do this every 3 months, but focus drawn to minimum & living wages or RPI are also conversation starters around it.
5	we increase everyone pro rata
6	As previously stated other semi skilled/skilled workers earn slightly more than the minimum wage and so o keep these differentiations all hourly paid grades need to increase by the same percentage as the minimum wage.
7	it pushes all expectations up and the higher bands earn more than the lower bands to reflect training, responsibility, seniority etc.

8	Employees on above minimum wage want a % increase in line with the minimum wage % increase.
9	We generally try to keep up with COL of living, so it is indirectly affected
10	Yes, research suggests that overall wages may increase between 5 and 10% but this should not be an excuse for not doing it.
11	All wages go up relative to minimum wage. Minimum wage is the baseline figure.
12	Yes because it affects supervisor and managers pay to retain the integrity of a higher salary for greater levels of responsibility and experience.
13	All have to go up to acknowledge levels of responsibility etc
14	As stated we will increase wages annually within RPI although possibly not to the maximum
15	It incrementally impacts every position
16	More costly to the firm
17	When the Min wage goes up, it has a ripple effect of increasing hourly wage rates for other workers. This happens to maintain the differential in pay due to the small gap between the lowest and highest paid.
18	No impact as other staff on fixed commission. Increases in basic and training staff is reviewed as part of overall cost for salon so May impact increase in prices, which those commission staff then benefit.
19	Not in this instance for our business
20	We observe minimum wage, but do not feel under pressure to adjust higher paid workers accordingly
21	An increase in minimum wage impacts across all payroll groups due to maintaining differentials through the organisation structure Also due to the highly labour intensive nature of our industry. People are essentially our product.
22	When the lower paid members of our team have an increase we feel the need to increase the wages of the more experienced and higher skilled. This has a direct impact on our bottom line as we can't keep raising the price of our product.
23	We already pay above the minimum wage. Tend to follow average wage increase rates.

24	It can result in claims for higher rates at those above the minimum wage rates but these are usually short lived issues and can easily be addressed.
25	Parity of differentials for those who earn more needs to be maintained otherwise those with more responsibility become disillusioned and look for alternative employment which in turn leads to higher labour turnover and ultimately a higher cost of recruitment and salaries
26	As detailed previously: Those members of staff who are fully trained and make a valuable contribution to the business expect to be paid more than casual labour and new, untrained staff, therefore a premium on the minimum wage is expected. Furthermore, supervisors and managers expect a premium on the basic salaries paid to experienced, non management staff, otherwise they are not being rewarded for taking extra responsibility; this premium has reduced in recent years. Also, when one staff cohort receives double digit percentage pay increases, the rest of the employees expect something.
27	Not applicable.
28	We always want to be over the minimum wage and have to maintain differentials.
29	The impact severity will vary depending on the amount or percentage increase.  The last two caused a lot of problems as mentioned above.
30	It is vital that differentials are maintained to keep our organisational structure and career progression pathways for staff. If you don't apply the increase across all employees then staff will not see the benefit of taking on additional responsibilities. This is fundamental to the issue we face in that better remunerated employees often live outside of hotel accommodation and as such their accommodation cost is at full market rate so they need the increase more than live-in staff who are sheltered to a large degree from the full impact of recent high inflation. Our ability to pay more to this set of employees will be reduced when high increases to the minimum wage are implemented.

**11. Given the aspiration of the States Assembly to achieve a minimum wage rate equivalent to two-thirds of the median wage by the end of 2024, do you think that the right economic and business conditions exist to enable an increase in the minimum wage to that level in that time? Please give reasons for your response.**

Answer Choices	Response Percent	Response Total
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1	Agree strongly		16.98%	9
2	Agree		11.32%	6
3	Neither agree nor disagree		13.21%	7
4	Disagree		26.42%	14
5	Disagree strongly		32.08%	17
			answered	53
			skipped	5

Comments: (39)

1	The increasing costs on businesses in the recent period have been horrific. Compounding this by an increase in the minimum wage of 19% in the next 18 months will cause havoc with local businesses and cause many to stop operations.
2	Whilst this aspiration is good to keep up with the cost of living, with the predicted number for this being £12.50 per hour, this is a huge jump which would be very hard for some businesses to afford. This should be balanced with other cost savings for employers trying to run a business in Jersey which is becoming harder year on year.
3	We MUST prioritise paying all employees a wage that enables them to actually afford to live here in Jersey - even on Living Wage this is questionable but goes in the right direction.

4	<p>Businesses who tend to pay minimum wage are hospitality, agriculture and retail. Most of these businesses are struggling with the cost of living crisis.</p> <p>Retail is hit by online importing, food inflation etc.</p> <p>Hotels are paying for utilities in all rooms (heating, water, aircon), heating pools, hottubs, refurbishments etc these have all risen in the last year. Insurances (again risen significantly), feeding guests, feeding staff (food inflation is extremely high), if they have staff accommodation they are hit with utilities from that too.</p> <p>Agriculture are paying staff accom utilities, food, insurances, fuel etc</p> <p>Finance do not have the level of overheads that these industries have so are easily able to pay higher salaries. Support needs to be given to industries who need it to have the right 'conditions' for significant increases</p>
5	<p>There will never be a right time to move, planned increments over a three year period would help employer get used to the increase and increase their prices to ensue their survival.</p>
6	<p>Strong economic growth, record employment, low unemployment, future plans for infrastructure spending will embed strong economic growth</p>
7	<p>The States need to review the tie between residential qualifications and freedom to work . Residency/ immigration should be based on skills required within the island. The local pool of talent/skills is very poor at the non academic end. Introduce more apprenticeship schemes and 'back to work ' should train people to be able to work full-time - not just how to pass the interview stage. More support for small business in terms of employment law and HR support. Small budget business should not have the same rules as multi million pound banks etc. Develop the skill at the JAC so they stop treating all employers like potential wrong doers, and learn some supportive/conciliatory skills- maybe even have personnel who have worked in business on their team.</p>
8	<p>If the minimum wage was to increase by £2 per hour in the next 12 months then the financial impact would be that many businesses would become unprofitable and stop production. This would increase our hurly labour costs by over £1.1 million on its own with the knowledge that energy costs, salary costs and freight are all likely to increase significantly too.</p>

	<p>It is very unlikely that we would be able to increase cost prices by more that 1 or 2% in the next 12 months.</p>
9	<p>Healthcare staff shortages are acute and driving wage increase already. Ultimately it is the state via LTC that will end up paying</p>
10	<p>In Hospitality sector our profits do not allow for this for workers, only for Managers.</p>
11	<p>Employers have no conditions to pay because they need to make everything more expensive to be able to afford such thing.</p>
12	<p>Whilst I support the States Assembly ambition to achieve the increase of the minimum wage, I think that as a whole, they should also be looking island wide to see if all of the increases that have been applied because of the cost of living should be reviewed.</p>
13	<p>Wages in Jersey are hugely skewed by the finance industry. I imagine that there are very few (if any) employees in the finance industry earning minimum wage, yet the states want to include the finance industry wage levels to determine a minimum wage, when it has absolutely no bearing on them at all.</p>
14	<p>The private sector can not keep up with the wages rises income into business is not keeping pace. Local companies also end up in competition with UK based companies which can offer cheaper rates. Jersey will drive small local businesses to extinction.</p>

15	The concern is the smaller businesses (and non Finance sector) that will be struggling with increased costs and therefore may not be able to pay the wage they want to.
16	It is also a very challenging economic environment (supply side shortages), which is driving up supply side pricing anyway. There needs to be recognition that there will be increased prices for customers as a direct result. Minimum wage, if consolidated with living wage, as per my earlier comment, does at least create a level playing field, which can be helpful and leads to more consistent acceptance of pricing from customers.
17	Could we just do the right thing here and help eliminate poverty in the island?
18	Business has fallen due to people working from home Costs have risen due to world economic situation / inflation If we had to pay 2/3 of the Jersey median wage, we would have to close. We couldn't increase our prices to cover such an increase
19	At least £12.50 is needed to be able to live here and not be in difficulty
20	I feel that many small businesses, farming industry and suchlike will struggle to pay their staff more and those who can easily afford it just won't want to.
21	The median income for jersey is not a figure that can be used to calculate the min wage across all industries. There are clear factors that shift the medium higher. By increasing the minimum wage to this level, as well, as a vast amount of other increases in the cost base, we will see a large number of hospitality, businesses close due to not being able to increase the costs to the end consumer in the same ratio. Another very serious impact will be That our island will become non-competitive as a visitor destination due to the cost.
22	In the current economic conditions the rise from £10.5 to £12.5 an hour would impact adversely on the smaller business outside the finance industry.

23	See answer to Q2 re min wage in other jurisdictions. Weekly take home pay for agricultural workers + subsidised fully furnished accommodation means that workers already earn more than the median wage in reality. Workers don't have to pay for transport, parking, rates, replacement of white goods etc. The finance industry which can afford to pay its workers well, skews the figures for the island's median wage.
24	The average wage is skewed by finance salaries, that do not equate to shops/ retail/ hair / beauty and service industries, that cannot compete. So minimum wages should be considered by work sectors.
25	We are loosing low skilled workers as they can't live in Jersey on minimum wage
26	Such aspirations clearly show zero knowledge of our business

27		<p>Will only contribute to wage led inflation          Inability to pass cost on to end user as price elasticity is at its limit          65% of non-payroll expenditure is sourced locally – further pressures will focus purchasing more goods and services from outside of the Island          There is a level of wage increase that keeps pace with inflation and allows for improvement in real wages, without triggering a wage-price spiral. However, mandating hikes that exceed this reasonable level risks wage push inflation that could negate any real wage growth as overall inflation rises. Moderation is key</p>
28		<p>Many hospitality businesses such as ours are already working on reduced profitability. An increase of the minimum wage to that level would have an extremely negative impact on the viability of our business.          We use other methods to increase an employees wage over and above the minimum wage that increasing the minimum wage does not take into account. Methods such as subsidized accommodation, service charge/tips.</p>
29		<p>There will never be the right economic conditions.</p>
30		<p>There is always an argument that it is not the right time due to economic conditions and this argument has been used for the last 20 years. Business will adapt and productivity will grow with less demand for migrant labour in island if we increase minimum wage to Living Wage. In fact in current "cost of living crisis" the gap between those at top end and bottom end of salary scales has widened and inflation has bigger impact on those on minimum wage so they need the increase.</p>
31		<p>Retail business can not sustain salary increases to this level. so no definitely not , that would create another increase of around 11% to wage costs. Retail businesses topline are static at best and volumes of product sold are generally negative Price inflation is maintaining the topline so real growth is non-existent Footfall although data shows we are ahead of last year the reality again is it is still well below 2019. The equation TO 2/3 does not stack up</p>
32		<p>This is an arbitrary, ideological target that does not take into consideration the very high salaries that are paid in the finance and public sectors and the need for our economy to remain competitive. Jersey's economy is not growing sufficiently to support this and has not been growing sufficiently for the last decade.          The increases in the minimum wage have ruined the agriculture and hospitality sectors because they are no longer competitive. Take a look at the number of hotels that have closed or announced they will close in the last 2 years; even if they bring labour in from jurisdictions with low labour costs, hoteliers still have to pay the Jersey minimum wage with an unrealistic offset for board and lodging. Retail will go the same way as labour increases cannot be passed onto the customer because they will buy on line from less expensive jurisdictions, take a look at the empty shops in Queen street and King street. Sephora closed their store in May, this is a highly successful European retailer that has</p>
		<p>launched in London with great success, the fact that they pulled out of Jersey is an appalling indictment of the business climate in Jersey.</p>
33		<p>While the Assembly aspiration is sound, it must listen to the business community who generate the wealth to allow the assembly and island as a whole to function. The more constrictive the assembly is the business community will find it harder to operate it this delicate balance. This 20% minimum wage rise would be too far. The knock-on is not just at the low level, those who had experience, skills and have earned the higher level would now be proportionately less well remunerated. I do not believe the workforce or business could accept this.</p>
34		<p>I believe that different industries need to be treated in different ways. Hospitality is different for instance to retail because of the benefits that they receive. Tips, food on duty and cheaper accommodation should be taken into consideration and net monthly pay is more important than the hourly rate.</p>

35	Given the current uncertainty in terms of the Ukraine war & the cost of living situation, it seems too early to say whether minimum wage rate should be set at the proposed level. We feel that this needs to be looked at again in approximately a year's time in conjunction with up to date Economic Assumption reports.
36	Something needs to be done to reduce the rate of cost of living, this crisis and lack of support for people is what will drive up the minimum wage ultimately driving up costs further
37	The whole concept is wrong - Jersey hosts some very high earners in finance-related corporations. This skews the calculations and makes it unsustainable for smaller businesses and other industries.
38	I do not believe that a) the premise of the calculation is correct to measure Minimum Wage in Jersey and b) the economic and business conditions have been and continue to be very difficult and we can see businesses ceasing trading or selling to developers for flats already.
39	Trading in the hotel market is highly volatile and revenues can easily collapse due to external factors such as the poor weather we have experienced in recent weeks. This makes hotels more vulnerable to economic conditions than other business, particularly when ours is a labour intensive industry and wage costs are a high percentage of our revenues. In our opinion, hotels have closed and will continue to close if there is continued marginal profitability caused by a high local cost base and an inability to pass cost increase on to our customers.

## 12. To what extent have you made any changes to the following aspects of your business in the past year? If you have made any changes, please give details.

Answer Choices		Response Percent	Response Total
1	Prices or tariffs	80.00%	32
2	Staffing levels	77.50%	31
3	Basic working hours of employees	22.50%	9
4	Overtime hours or overtime rates of pay	27.50%	11
5	Annual holiday entitlement for staff	17.50%	7
6		35.00%	14



	Staff benefits or perks (eg parking or meals)			
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7	More use of technology		45.00%	18
8	Productivity improvements		42.50%	17
			answered	40
			skipped	18

Comments: (26)

1		No changes to the majority of the above have been made ... we are seeing a decrease in staffing levels with work being centralised or outsourced.
2		No changes in the past year, but a reduction in consumer prices will need to be made in the next period, with a reduction in staffing due to lack of sales as a consequence of increased interest rates and lack of purchasing.
3		We are a charity but have managed to increase staffing levels to cope with the increasing needs of children and families. We have moved to a paperless operation with working from home mix with office an option for all who are free to choose, so an investment in mobile technology - it's working v well and our team continues to deliver incredible levels of productivity.
4		We've had to increase prices, we had to raise staff accommodation from £80 a week to £115, we've had to reduce the food offering for staff meals it is now meat or vegan, less budget for external training,
5		increased prices due to increases for suppliers reduced staffing levels and basic working hours increased use of social media and revised stock control system constantly reviewing productivity methods within the shop/ also product ranges/ opening hours etc-always under review
6		Costs of inputs (fertiliser, fuel, agrochemicals, seeds, packaging etc) and labour recruitment costs (visas, work permits, travel costs etc) have risen in the past 12 months significantly. With statutory rest breaks and holiday pay also adding to the costs of employing staff the Company has in recent years invested heavily in automation and mechanisation to reduce the number of workers employed and increasing productivity. Indeed, no other sector has increased productivity anywhere near the rates achieved in agriculture. Over the past five years staff numbers have been reduced by over 30% as a result. However, there is now limited areas where the workforce can be reduced further. As migrant workers come to the Island to earn as much as they can during their time here, they demand that there are plenty of hours to be worked during the season so that workers work for an average of 55 to 60 hours per week. As previously stated , all staff enjoy subsidised accommodation which is fully furnished and includes all appliances, cutlery, cooking utensils, bedding etc. All this is replaced if it wears out or breaks. Staff benefit from free transport to and from work and use of company vehicles to do their week food shopping. All banking, social security and tax affairs are undertaken by the company's welfare team on their behalf at no charge. With all this taken into account, the net effect is that workers are currently earning well in excess of a minimum wage or indeed living wage when compared to people on the same rate in other sectors who do not receive any of these benefits.
7		up 10%

8	Recruitment and retention even more difficult than usual in Hospitality sector - cannot compete with Finance sector who seem to be taking anyone with no experience and qualifications.
9	Unable to make any changes, we cannot reduce staff levels and aren't in an industry where you can just pass on the extra cost by increasing prices. As a company we have had to absorb the extra cost, as we have done over the past few

	years. Year on year we are becoming less viable as a business, to the point where we may close down.
10	Obviously prices for everything has had to increase otherwise the business wouldn't be able to sustain itself.
11	N/A
12	Reduced working hours Increased pay Increased perks to offset pay rises can't match public sector. Investment in technology Increase staffing to help generate the extra income required to raise wages Reviewed and increased holiday allowance as a perk benefit
13	We have increased our prices in line with market. We are constantly reviewing staffing levels and looking at how we can become more efficient when we have turnover. We are embarking on a new digital strategy that will enable us to use technology better and become more efficient.
14	We have had to increase prices due to wage and price increases We have had to increase holiday entitlement as mandated by gov.je to minimum 15 days (at the same time as the minimum wage increase) We work at minimum staff levels so we are very pushed if we have people on holiday and at the same time unexpectedly people on sick leave - this puts a great stress on our employees (not great for mental health) but we cannot afford another employee without pricing ourselves out of business
15	None of the above
16	Prices increased where necessary to still allow a reasonable mark up. Staffing levels have fluctuated especially as it is difficult to recruit and retain staff in the retail sector at present.
17	Input costs have been the driver of higher prices in 2023. Any rises in the financial return for produce that farmers have received in 2023 are unlikely to continue for 2024. The higher cost of labour has meant that employers are seeking to use more technology to reduce staffing levels.
18	Price of goods has increased greatly, more than inflation rate, so we had no choice but to increase prices. It has been impossible to find local staff, so we have recruited from Africa, and increased staff this way, as we have been understaffed for some considerable time
19	Had to increase prices to customers significantly Held back on recruitment when for the first time in over 20 years, we had demand from sufficient (and excellently qualified) candidates Changed our rates of overtime to allow more of the required hours to be covered by existing team members Introduced numerous staff well-being events, celebrations and incentives

20	Increased our prices to reflect increased wage bills and costs of materials etc.
21	We constantly work to become more productive to enable us to pay higher salaries and invest more and provide a good long term sustainable return to shareholders.
22	As a retailer, we are unable to put prices up or customers will buy on-line, this is a constant battle in any case. We are using technology to reduce our headcount and increasing training of sales floor
	staff to be more productive, however this is proving difficult as the skill level of these people is low, for example we are running English speaking classes because staff don't understand the training that they are receiving. Overtime has been curtailed.
23	Prices have had to increase, and ensuring that your staffing numbers are at the right level are critical for survival.
24	We have increased our staff levels.
25	<p>Although we are constantly reviewing our position, offerings, and strategy. The Minimum Wage increases when especially large adds a dimension of complexity that the business can not make up for in room rate or menu or tariff prices, what customers are willing to pay is not in line with the cost increases.</p> <p>If you look at what the average room rates, menu price and beverage prices have been over the same 10 years, you would see that these have not moved significantly, whereas costs most certainly have.</p> <p>In some instances this will lead to businesses looking to recoup some margin with cheaper product, cutting corners on working practices.</p> <p>There is an added complication that in the current situation where recruitment from outside the CTA a work permit is required and this complication has put off a lot of potential Hospitality professionals, the candidates we are able to recruit are not always of a suitable calibre and yet a Minimum Rate is imposed and as all businesses are struggling to get staff they will take staff on that are not qualified to do the job, and what we have found is that we are taking on 1.5 to 2.5 people where a qualified individual would be able to handle the job and command a better rate.</p>
26	Hotels will always have a high human services element as their operation is labour intensive. Services such as housekeeping and food provision cannot be materially automated. Full efficiencies have in our view already been implemented to mitigate previous cost increases. Business that failed to do this would no longer be trading.

**13. Have you made any of the following changes in your business in the past year? If yes, please give details. If not, why not?**

Answer Choices		Response Percent	Response Total
1	Redundancies	7.41%	2
2	Changes to other terms and conditions of employment	14.81%	4
3	Restricted recruitment	48.15%	13
4	Restructured the business	48.15%	13
5	Reprioritised key business initiatives or projects	70.37%	19
		answered	27
		skipped	31

Comments: (23)

1	There have been redundancies following restructures and reprioritisation of workloads and some work being centralised and outsourced.
2	Reduction in recruitment due to drastic reduction in activity in the current market and reprioritisation to business where forward funding is available given the increase in borrowing rates and lack of open market activity.
3	Restructured our Support team for children to introduce trainee and supervisory (coaching and mentoring) roles, therefore growing the workforce and progression within our organisation.
4	we cant have an extra head just incase. so everything runs tighter in holidays and sickness

5	<p>The business has had to offer its hourly workforce an incentive scheme which includes minimum hours of work provided on a weekly basis and reduced accommodation charges in addition to the other benefits mention in the previous question to attract people to the Island to work. The business has also had to invest and restructure significantly to improve productivity and reduce costs associated with employing staff wherever possible.</p> <p>Key projects such as investment in cold stores, automated planting equipment and optical grading equipment have all been introduced with the infrastructure of the business changed in terms of land, shed and accommodation utilisation.</p>
6	na
7	No changes possible.
8	N/A
9	<p>We are constantly reviewing staffing levels and looking at how we can become more efficient when we have turnover.</p> <p>Reviewing our Strategic Business Plan to ensure we focussing on what our customers want and need.</p>
10	Our business is growing and we have made our product better allowing us to raise prices somewhat
11	Not redundancies but cut back staffing to the bare minimum
12	No - minimum wage levels are not applicable to us.
13	No changes to date but always under review.
14	Farming businesses have cut down on numbers of employees where they can
15	Salon makeover done done on a needs must basis only, as hard to get qualified staff with clientele, still clearing COVID overdraft position, built up covering PPE costs and staff wages in weeks that could not be claimed.
16	Non of the above
17	<p>Overtime rates have been decreased due to increase in overall basic pay rates</p> <p>More seasonal work permit holders recruited to align with seasonality of the business</p> <p>Balance between capital available for investment versus financing operating costs</p>
18	<p>We have struggled to find staff. It has nothing to do with the pay rate. There is a lack of people wanting to work irrespective of pay.</p> <p>Some of our team want to work less and feel the more they earn the higher their tax so they just reduce their working hours. An increase in the minimum wage would make this worse unless the tax thresholds change.</p> <p>We now recruit from overseas and have additional expenses associated with that</p>

19	Our staff complement has been downsized by the finance sector and States of Jersey poaching our staff. We do not want to reduce the attractiveness of our employment package to give us the best chance of employing replacement staff. This year there has been a focus on introducing technology to improve productivity.
20	Investment in our business has stalled as we only take on the keenest projects, this will have an effect on the end user experience in time. Which is the ambition of no business I know.
21	None of these.
22	No, we have not made any of these changes. To mitigate past increases in minimum wage levels we have already made efficiencies and implemented new operational procedures to ensure our hotels run as productively as possible. There is no fat left to trim.
23	We have not restricted recruitment, but we note a lack of motivated applicants. Regulations on employment are becoming a serious threat.

**14. Have you taken any specific measures necessary to help your business adjust to the previous rise in the minimum wage rate to £10.50 per hour for 2023? Please give details.**

Answer Choices		Response Percent	Response Total
1	Yes	39.53%	17
2	No	32.56%	14
3	Not relevant	32.56%	14
		answered	43
		skipped	15
Comments: (19)			
1		Increase in consumer prices	
2		The 2 raises 1 in October and one in January	

3	restricted recruitment
4	See comments above
5	Due to the small number of people employed on the minimum wage and their personal circumstances - we have to balance their earnings in line with the guide around earning a therapeutic wage.
6	No measures possible, we cannot reduce staffing levels. We have just had to absorb the increased labour costs.
7	We already pay above the min. wage
8	Prices of service have gone up to cover cost of all wage increases
9	Price (customer) and pay (employee) rises.
10	We had to increase our prices
11	Restricted our operating hours Temporarily close business operations Haven't been able to start new projects or reinvest in the business.
12	Mechanisation, where it is possible eg potato planting machines
13	Rise prices
14	Please refer to above
15	Yes, many, see previous responses.
16	Altered business hours and opening days.
17	Have maintained an over and above rate.
18	Adjusted headcount, recruitment and structures as far as possible.

19	In prior years we've had significant headroom between our live-in deduction charge and the maximum offset. With last year's substantial increase in the minimum wage, in common with many others in the industry, we had to increase our live-in deduction to the maximum level allowable under the law. This helped to mitigate the impact of such a
	significant increase in the minimum wage last year but that option is now used up. For 2024, any increase in the minimum wages will have a full cost impact on hotel profitability and consequently has potential to impact on viability.

**15. If the minimum wage was increased for 2024, for example by 20%, please tell us how your business would respond to such an increase.**

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	44
1	No change we already pay over the minimum		
2	Increase in consumer pricing		
3	This would be a huge jump and we would have to look at all salaries with a number of people then moving 'up to minimum wage' and being paid at this level. It would then add a lot of pressure to those just above the new rate of minimum wage to demand further reviews again.		
4	Haven't done the maths, but would like it raised to Living Wage rate.		
5	20%!!!!!! im not sure how the business can respond to that. For us that would be a 9.56% increase and thats just keeping staff on minimum wage and that would be a massive hit, we may make it, im not sure those businesses with staff on minimum wage would		
6	Inevitably this would have a knock-on affect higher up the wages chain, increasing wage demands of those above the minimum rate too, so we would need to Increase our charge out rates to compensate.		
7	We will not be impacted by this increase.		
8	We would definitely increase both remuneration and prices - however this is already on the cards for 2024 as it stands.		
9	we would have to review our viability as a business in the long term.		
10	It is likely that the business could not sustain this increase in costs.		



11	we would increase prices 20%
12	Would reduce profits, probably leading to price increases
13	If this was approved, we would need to review their hours based on the increase as there is likely to be no increase to the amount they can earn as a therapeutic wage. As a notfor-profit organisation it would also mean that we would need to grow the income

	generating areas that these people work in which has a larger impact as we would need to grow the team that works with them to support them at work as well to cover the increase to salary, holiday entitlement etc.
14	Close down
15	So if minimum wage went up to £12.60 in 2024 we would have to seriously look at our closing our business as the price increase that would have to be passed onto customers may be too great. Please appreciate that businesses will actually be paying £13.42 per hour with the 6.5% social security that is added on. Tax should be looking at its thresholds for lower earners rather than using smoke and mirrors to give the illusion that lower earners will be better off if minimum wages are increased.
16	We would respond to the living wage only
17	Either increase workload to generate income or cease trading.
18	We would continue to want to be seen as an employer of choice and set wages above average
19	Minimal impact as it would match the Living Wage.
20	As above.
21	We would cheer the politicians who had the bravery to do the right thing.
22	We would have to increase our prices by 20% and put ourselves out of business - I guess along with many other small businesses
23	This will not impact my business as we work to the living wage nit the minimum wage
24	N/A

25	Standard hospitality business model would state that salaries need to equal will be less than 30% of total revenue in order for a business to survive. As minimum wage increases, this 30% increases, and therefore the total revenues of the business needed in order for survival or exponentially increased. The only way to achieve this increase in revenue is to increase costs for the end consumer. Therefore, there is absolutely no. Benefit to Islanders as while they will make more, everything will just cost more. The important factor is what is left in someone's bank account at the end of the week, not what the hourly earnings are.
26	As reviously mentioned to big a jump. We might have to reduce numbers or hours.
27	It would be catastrophic for all potato, vegetable and horticulture producers. The Dairy industry could survive if the price of milk were to rise significantly.

28	The business would not be able to take on young talent or trainees as they would end up earning more than the qualified staff who work on commission. So would be unfair compensation for their unqualified support role With no clientele.
29	By restructuring the staffing levels and increased prices
30	Our base rate would still be higher
31	We would need to lose one member of staff
32	Would seriously have to consider continued operation in the sector At the very least, we would have to close several parts of our businesses ahead of the 2024 season Without question, we would reduce our levels of staffing significantly throughout the group Ask States to provide grants for continuing re-investment purposes
33	If this rate also applied to students and young people under 18 with no skills or experience this would have a major impact on our business. I would only employ the young high performers and wouldn't be encouraged to support the less able.
34	No change as the staff employed on a living wage are less skilled, and our qualified staff are paid at a higher rate.
35	We have already achieved this with a move to living wage in hospitality so it is possible for others to do too.
36	Reduction in staffing and service levels creating a downward economic spiral.
37	We would have to take some serious measures, like reduce opening hours and reduce contracted working hours to keep the wage bill to what it is now. More retailers in St. Helier will close and the move will be a red light to attracting new retailers, a third economic sectors will die due to States ineptness.
38	it would cause us serious operational concern.

39	I would have to increase my prices and probably cut staff numbers. Large increases coming for electricity and gas will mean prices will have to increase already, and minimum wage rises will push up this up further.		
40	We already pay the Living Wage rate.		
41	It would result in a restructure of the business, in particular staffing levels and consequently service levels.		
42	Decrease staff, re-evaluate what areas of the Business can remain open and increase prices where possible to help cover this increased cost as well as the increase in regulatory processes, utilities, product costs, shipping costs, recruitment costs, work permit and visa costs...		
43	Possible closure.		
44	Pass on costs to consumer.		
		answered	44
		skipped	14

**16. Do you think that a significant increase in the minimum wage rate would reduce your ability to recruit staff? Please explain.**

Answer Choices		Response Percent	Response Total
1	Yes	39.13%	18
2	No	63.04%	29
		answered	46
		skipped	12
Comments: (30)			
1	It would causes pricing to rise, reducing workload as that affected the consumer market slowing sales and therefore reducing our requirement to recruit as business expansion would be curtailed.		

2	We would have to review the numbers of employees in the budget as this increase would make the current budgeted headcount unaffordable. It would be better to increase incrementally for businesses to be able to factor it in more easily.
3	Theres only so much we can spend on wages. Service levels in the island will drop.
4	Locally there is not a pool of potential staff waiting to be employed if “ the price is right “ We could try importing staff which, with the burgeoning population, no one really wants to encourage, Incentivising potential employees to move to a new position/company is the only option but that is an inflationary merry-go-round in itself
5	Wages are generally the driver for workers to move or stay with a company. There is increasing competition for a shrinking number of workers with the right skills to do the job effectively
6	possibly if the foot fall/economy do not improve
7	Should the minimum wage increase by the suggested level then we would not be able to employ the number of staff required to run the business. This would lead to less income for Government in terms of income form tax and social security revenues and also for local businesses that benefit from employees spending money on the Island.
8	staff shortages already
9	There are no available staff to recruit

10	We currently source 50% of our staff from overseas and we would still have access to them if the minimum wage inceased.
11	No but it would reduce our ability to employ more staff and the business would have to close more regularly with shorter operating hours.
12	We pay the living wage, we want our full time employees to be able to live in Jersey without having to take on second or third jobs that impact how they can work for us
13	Minimum wage is a baseline which impacts all wages. The standard wage would then be closer to the minimum which would reduce the appeal of the role / devalue the experience of those applying for roles. If all wage raise to meet the change to minimum then the business may have to cease trading which would make it difficult to recruit.
14	Not if the price is passed on to customers, which it has to be if they require continuity of service.
15	We retain significant business flexibility by having zero debt and restricting cash paid out to Directors and the principal. We can deal with wage increase - as we have done over the past year. They are badly needed
16	It would reduce our ability to have an acceptable business model.
17	Because we wouldn't be able to afford to pay any new staff

18	We could not afford to.
19	The agriculture industry would not be able to afford to recruit anyone. Without workers, there would no longer be any local vegetable production in the island and so Jersey's food security would become even more precarious.
20	The business would not be able to afford to pay them.
21	Wrong question. It would certainly reduce our ability to INCREASE staff
22	<p>Will only contribute to making Jersey a more expensive place to live and work which is not conducive to our workforce</p> <p>Seasonal work permit holders are primarily interested in their 'take home' pay Our highly subsidised benefits (accommodation and meals) would have to increase significantly, reducing overall take-home pay.</p> <p>A significant increase in the minimum wage may affect the employee ITIS rate thereby reducing overall take-home pay.</p> <p>High inflation ultimately hurts all workers and consumers by eroding purchasing power. Wage increases should aim for fairness while also considering business sustainability. Excessively high hikes could perversely harm job seekers if businesses cannot afford current staffing levels.</p> <p>Reduction to recruitment would be on the basis that the business would be unable to support a significant increase in the overall payroll cost i.e. the need to recruit would not exist.</p>
23	<p>I would not be comfortable employing staff from overseas. It is always a risk to bring seasonal staff to fill roles when the skill levels are so variable and cannot be tested. At £12.50 per hour plus all the associated accommodation visa and permit costs, this would not be sustainable.</p> <hr/> <p>If the staff we recruit are efficient and skilled we find other ways to remunerate them or we increase their wages accordingly.</p> <p>Being forced to pay a minimum wage of £12.50 irrespective of ability is not a good position for an employer.</p> <p>We would think twice about employing young people and students if these pay rates were enforced.</p> <p>It removes the ability to reward success with a pay increase as everyone's pay would have to be increased accordingly and the business could not sustain pay increases of 20% at all levels.</p>
24	It would in theory improve our ability to recruit as it would make retail more attractive. in practice however because the whole market across every sector would be at the same level so a significant increase would take away our current point of difference.in addition we would also need to reduce headcounts for the wage bill to be affordable as per my comment above
25	<p>It will make no difference because everybody will increase their salaries, some industry sectors because they have to and others (finance and the States of Jersey) to recruit the people they want.</p> <p>We may find recruitment easier as other retailers close due to this move but when Sephora closed, most of the staff went in the two sectors mentioned above.</p>
26	To recruit at non-entry level the inflationary knock on would be a concern
27	I will not be able to recruit more staff. If my prices go up then I will probably see a drop in numbers coming to the restaurant, so I will need less staff to serve them.

28	<p>The higher the base level is the levels at which you can recruit for say a Kitchen Porter for £26,000 approximately and say a section Manager at £30,000 to 35,000 (not normally in the Kitchen but Restaurant or Reception say) and then look at all the positions in between.</p> <p>A reasonably good Chef with some responsibility, say a Chef de Partie, who looks after one section of the Kitchen can earn between £25,000 to £30,000 plus, depending on the quality and size of the venue. if the Minimum wage is around £26,000, then we have Kitchen Porters, Kitchen Assistants, 1st Commis Chef, 2nd Commis Chef, Junior Chef de Partie, Demi Chef de Partie before we get to the stage of Chef de Partie, then we start to see that a Chef de Partie would be looking to be paid at a significantly higher rate.</p> <p>The gap between positions of high skill to low skill is being pushed so narrow that this creates discord, but also the variations in quality and size of venues, have a hard time creating a pay structure that allows for the difference in skill, knowledge, ability or experience.</p>
29	Yes, in the case of ceasing trading, our ability to recruit staff would no longer be relevant.
30	This study should publish a comprehensive list of wages elsewhere in the CTA, EU and further afield

### Questions for employees and employees' organisations

17. Given the aspiration of the States Assembly to achieve a minimum wage rate equivalent to two-thirds of the median wage by the end of 2024, do you think that the right economic and business conditions exist to enable an increase in the minimum wage to that level in that time? Please give reasons for your response.			
Answer Choices		Response Percent	Response Total
1	Agree strongly	25.00%	8
2	Agree	18.75%	6
3	Neither agree nor disagree	15.63%	5
4	Disagree	18.75%	6
5	Disagree strongly	21.88%	7
		answered	32
		skipped	26

Comments: (16)

1	The increasing costs on businesses in the recent period have been horrific. Compounding this by an increase in the minimum wage of 19% in the next 18 months will cause havoc with local businesses and cause many to stop operations.
2	staff shortages plus a painful recession on the way
3	Increasing to that level would mean our business is no longer viable. We would close down.
4	We will have to see what happens but with interest rate s
5	All ready stated
6	As per previous section.
7	At least £12.50 needed to live here these days
8	for the reasons stated on the previous page
9	£12.50 an hour is probably not enough to live on either in Jersey but it is far more realistic than £10.50. We earn a little more than £12.50 at present and it is a real struggle to make ends meet so I wonder people on a lot less cope?
10	Loads of money in Jersey and that doesn't get to everyone
11	Footfall in town is less due to lack of parking as so many have been lost in town, online shopping competition.
12	Already answered
13	I don't think the right conditions exist. We have had a down turn in turnover, reduced tourism and there is a lack of employable people willing to work. Business conditions are not good
14	The current climate is challenging enough at the moment with locals not going out as much as they did in the last few years. This will make it even harder for businesses to operate and survive.
15	Industry is already having to manage considerable cost increases. Our competitiveness is being eroded
16	The whole concept is wrong - Jersey hosts some very high earners in finance-related corporations. This skews the calculations and makes it unsustainable for smaller businesses and other industries.

**18. Do you currently earn the minimum wage of £10.50 per hour or less**

Answer Choices		Response Percent	Response Total
1	Yes	28.57%	10
2	No	71.43%	25
		answered	35
		skipped	23

**19. Do you currently earn more than the minimum wage rate of £10.50 per hour, but less than the Caritas Jersey recommended Living Wage rate of £12.19 per hour?**

Answer Choices		Response Percent	Response Total
1	Yes	37.14%	13
2	No	65.71%	23
		answered	35
		skipped	23

**20. Do you currently earn at least the Caritas Jersey recommended Living Wage rate of £12.19 per hour?**

Answer Choices		Response Percent	Response Total
1	Yes	85.71%	30
2	No	14.29%	5



		answered	35
		skipped	23

21. Have your wages increased in the last three years?			
Answer Choices		Response Percent	Response Total
1	Yes	80.00%	28
2	No	20.00%	7
		answered	35
		skipped	23

22. Do you think that a significant increase in the minimum wage rate would make finding a job more difficult?			
Answer Choices		Response Percent	Response Total
1	Yes	20.00%	7
2	No	80.00%	28
		answered	35
		skipped	23

**23. Are you provided with regular and accurate wage slips as the Law requires?**

Answer Choices		Response Percent	Response Total
1	Yes	100.00%	34
2	No	0.00%	0
		answered	34
		skipped	24

**24. Have any of the following changes been made in your workplace in the last year? Please give details.**

Answer Choices		Response Percent	Response Total
1	Redundancies	9.09%	2
2	Changes to other terms and conditions of employment	18.18%	4
3	Restricted recruitment	27.27%	6
4	Restructured the business	45.45%	10
5	Reprioritised key business initiatives or projects	77.27%	17
		answered	22
		skipped	36

Comments: (13)

1	As question 13 comments
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2	na
3	Business activity has reduced therefore employment is no longer provided to the same amount of people. Costs have risen so the business cannot stand to keep going with the costs.
4	None
5	None
6	Businesses saying they cannot pay a basic living wage need to answer how much the Directors and Principals are taking from the business.
7	No
8	not as far as I know
9	don't know
10	Makeover of salon suspended as other accumulated debts during Covid need clearing first. Additionally hard to find staff to build business
11	None
12	I need to invest in new kitchen equipment but in the current climate it is a big risk to make these investments no knowing how business levels will be in the next 12 months.
13	staffing levels have been lower

**25. To what extent have you personally experienced any of the following in the past year? Have they, for example increased, decreased or has there been no change? Please give details**



Answer Choices		Response Percent	Response Total
1	Changes to basic working hours	15.79%	3
2	Changes in overtime hours or overtime rates of pay	15.79%	3
3	Changes to annual holiday entitlement	0.00%	0
4	Changes to benefits or perks (eg parking or meals)	36.84%	7
5	More technology	47.37%	9
6	Productivity improvements	57.89%	11
		answered	19
		skipped	39

Comments: (10)

1	Implementation of software/hardware changes to improve existing systems and processes.
2	na
3	Overtime is not mandatory in Jersey. Technology has developed so that human work can reduce and therefore costs reduce.
4	I am the employer, i have had to work more hours to try and reduce the amount of hours the employees on an hourly rate do.
5	None

6		No
7		none
8		None, as I run the run the business I forfeited wage increase to pay staff increases, also, forfeited rent due to me, to keep business afloat.
9		increased
10		No change

**26. Have you personally experienced any of the following changes in the past year? If yes, please describe those changes.**

Answer Choices			Response Percent	Response Total
1	Redundancy		0.00%	0
2	Changes to other terms and conditions of employment		40.00%	2
3	Restructuring of the business		80.00%	4
			answered	5
			skipped	53

Comments: (8)

1		no
2		Introduced new roles and restructured the management teams
3		None
4		Change of ownership due to liquidation of the parent company.

5		No
6		no
7		N/a answered previously
8		N/A

**27. All respondents - Are there any other issues relating to the minimum wage rate that you would like the Employment Forum to take into account in this review?**

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	25
1		Now is not the right economic climate to make significant changes to the minimum wage or living wage levels	
2		No thank you.	

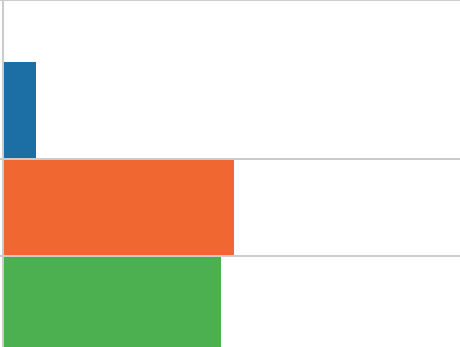
3		remember business at the lower end of the turnover scale-we still provide jobs, customer services, product ranges and contribute to the economy- but not on an even playing field.
4		staff shortages. Gov would be better served coming up with a plan for cheap staff accommodation to allow overseas recruitment.
5		The reason we have staff who earn the minimum wage is because of the limitations surrounding the guidance on the therapeutic wage. They can only earn a certain amount per week before they are penalized in areas that they receive support from the Government in regards to their disability. We are employer that offers a small group of people with LD the opportunity to work in a supported environment to earn a salary with full employment rights and the ability to be a part of the community and be proud to work and have something to show for their day.
6		Use common sense in coming to a recommendation. This island isn't just about the finance industry. If you approve increasing the minimum wage then this has no bearing on the finance industry but other industries such as hospitality and agriculture are going to suffer hugely. Businesses will close, all whilst the finance industry sit in their shiny new offices on the waterfront making multiple millions of pounds profit. Politicians just want to push the minimum wage up as it's good PR for them and a vote winner. They won't care if hotels or restaurants close, or farms shut down.

7	Yes as mentioned before. The increase in minimum wage only benefits the government. As someone in HR when doing monthly wages the employee isn't getting anymore money as social and tax % increases so they are only taking home very similar amount that they did before the wage increase. Please stop looking like these increased in minimum wage are there to help the average person when it really only benefits the government coffers.
8	It should be increased to the living wage to slow down the workforce leaving the island
9	The process is flawed. It should be based on the worker's needs.
10	This is a badly designed survey - why have you routed me through all the questions intended for business owners. This will likely bias the responses as most employees would have given up at this point.
11	Some employers may need time to transition to the new rate of pay.
12	All other price increases - rents set to RPI increases, utilities, cost of goods etc etc
13	Not many of my mates or work people know about this, I found out through a family relation. How is this made available to the general public? My cousin said its usually the employers and businesses who take part, that can't be fair? If more people like me filled it in then theyre might be a minimum wage that is more realistic for us people who struggle with rent, food and everything else.
14	Yes, please take into account the horrific rising costs of food, fuel, heating, every single thing and raise wages accordingly as so many people of working age are leaving as they can no longer afford to live here and the financial struggle of those who cannot afford to leave is crushing and soul destroying.
15	Please help people, we know so many friends who are struggling, far more so now than even during covid. You hear all the time about the huge profits companies are making and all the wealth here in Jersey but none of that comes down to the majority of us in the island. Surely with all these profits decent wages can be paid to everyone
16	we need more money to live in Jersey
17	Minimum wage is not enough to live on here. I get paid £10.50 an hour but still have to use the foodbank and often borrow money from friends
18	Minimum wages should be split out and be sector specific, not generic across the board. A finance employee earns more than retail/ hospitality/ service industries so this sways the average wage figures when blocked together and therefore make those no finance rolls non sustainable for those Businesses to cover and they will close or not encourage training staff to be taken on.
19	No
20	Consider excluding students from the minimum wage.

21		<p>1. You must understand that pushing up labour costs without underlying economic growth is a road to ruin and Industry sectors are now uncompetitive against external jurisdictions causing them to fail.</p> <p>2. Jersey is currently in the grip of a damaging inflationary cycle, the last 10% increase in the minimum wage boosted wages generally and another big increase will further boost wages, spike inflation and make our economy uncompetitive - even the finance sector is becoming worried that high salaries are making their services expensive in the International market. Above all else, we need to stamp out inflation and pushing up labour costs now is completely the wrong policy move.</p>					
22		<p>There is no 1 rule that applies to all industries, and there needs to be careful consideration and consultation to each sector before decisions are made.</p>					
23		<p>Some businesses pay minimum wage, some pay just above but some industries have other perks. Where i work the pay maybe less than finance for example but i get free parking, tips on top of salary (sometimes upto £400 a month more in tips), meals on duty, flexible hours meaning less money on childcare, not all benefits are financial (though it helps)</p>					
24		<p>Min wage increase has no meaningful impact if nothing is done to reduce the housing costs on a household budget (as they will increase proportionally).</p>					
25		<p>We cannot emphasise enough the gravity of the situation facing the hotel industry at the current time. Off the back of challenging trading through Brexit and Covid uncertainties, we now face a wage push cost spiral combined with other serious cost pressures which threaten the future viability of our sector. Any increase in the minimum wage will be very challenging as many businesses in the sector are already struggling after last year's significant increase.</p> <p>We ask that the Forum relays to Government in the strongest possible terms that they must give full and proper consideration to the current economic conditions before continuing down the path set out in Propostion P98/2021 and substantially extend the timing and reduce the extent of proposed increases to the minimum wage. To not do so will have a devastating impact on business viability in our sector which we believe would be to the detriment of our employees or to the island as a whole.</p>					
			<table border="1"> <tr> <td data-bbox="1110 1205 1254 1283">answered</td> <td data-bbox="1254 1205 1394 1283">25</td> </tr> <tr> <td data-bbox="1110 1283 1254 1346">skipped</td> <td data-bbox="1254 1283 1394 1346">33</td> </tr> </table>	answered	25	skipped	33
answered	25						
skipped	33						



Employment benefits - meals and accommodation - questions for employers and employers' organisations

28. To what extent do you think the maximum offset for meals and accommodation (£153.28 per week) is set at the right level? Should it be lower, higher or is it about right? Please give reasons				
Answer Choices			Response Percent	Response Total
1	Lower		5.88%	2
2	Higher		50.00%	17
3	About right		47.06%	16
			answered	34
			skipped	24
Comments: (33)				
1		No real comment		
2		N/A- Hard to comment as no experience in this area		
3		The standards of accommodation should be reviewed if it is to exceed that cost		
4		Can't comment as not applicable to our business at present		
5		To encourage workers to come to the Island we also need to provide additional incentives to workers and so we believe that the current offsets are set at an appropriate rate albeit they are heavily subsidised as the costs of providing this food/accommodation is well in excess of the returns form these offsets.		
6		try and feed and accommodate yourself in Jersey for that amount!		
7		Please see the average cost of a bedsit in Jersey - it is approximately £180 per week and that generally means it will have shared bathroom or kitchen facilities before meals.		
8		Those figures equate to £664 per month. You can't even rent a bedsit for that amount, yet employers who provide accommodation and food can only charge that, so those employees are already effectively getting way over minimum wage as they are getting hugely discounted accommodation and food.		

9	I don't know much about this but it feels low
10	Do not match market.
11	Don't know detail so unable to comment.
12	No comment

13	Not familiar with the topic so cannot comment
14	Does not apply.
15	No idea
16	Don't know, not something we have
17	We don't use offsets. We don't deduct any additional charges for meals or accommodation from our staff We provide meals for free and accommodation at the exact cost the landlords charge us.
18	No idea as we do not offer this in our wage package.
19	The ag industry does not offer meals and accommodation
20	N/a to my business
21	You can't even rent a single room with this amount
22	As it forms part of an employee's overall employment package it is about right, however it by no means reflects the true cost or benefit that is provided Please refer to the UK MIS 'shopping basket' of expenses (see separate email) Our subsidised accommodation/meals are of significant value to employees. This should be accounted for when setting wage increases.
23	It's difficult to find accommodation for less £600 a room. Food costs are a lot higher now than when these rates were set.
24	N/A to us.

25	We don't use an offset and rather fix a competitive rate and allow staff to more should they wish on one months notice.
26	I have no knowledge relevant to the offset
27	£664 per month for accommodation and all meals is ridiculously low - please show me where I can get this for my staff on the open market.
28	All costs are increasing therefore the offset which employers use to feed/house their employees should also fairly increase.
29	We do not provide any meals/accommodation for our own employees.
30	Employers need to be able to cover the majority of these costs
31	<p>Staff Accommodation and Food offerings vary drastically across businesses and comparing what some of us provide our staff by way of Accommodation and or Food against what is available privately at double, sometimes more what we are allowed to charge, this should be considered.</p> <p>Many businesses will charge far less because they are competing for staff in a currently very small pool of potential candidates or know where their Accommodation quality sits against others.</p>
32	<p>It should be noted that, in our case, the meals and accommodation offset includes all utilities, wifi, rates, buildings insurance, building maintenance, laundry and full catering provision with three meals a day (whether on duty or not). This leaves the employee with circa 70% of their gross salary as disposable income (not including any tax under ITIS). Raising the threshold to which people pay tax should also be considered.</p> <p>The offset is in no way reflective of the full cost to our business and is way behind open market cost for the equivalent items. The live-in deduction needs to be increased significantly if the minimum wage is adjusted upwards. The timing of any change in the live-in deduction must also align with any change in minimum wage, which was not the case last year.</p>
33	This will need to rise if government hikes up wages

**29. To what extent do you think the maximum offset for accommodation alone (£115 per week) is set at the right level? Should it be lower, higher or is it about right? Please give reasons**

Answer Choices		Response Percent	Response Total
1	Lower	8.82%	3
2	Higher	47.06%	16
3	About right	44.12%	15
		answered	34
		skipped	24

**Comments: (28)**


1	Fits with current accommodation rates for shared lodging.
2	N/A- Hard to comment as no experience in this area
3	Can't comment as not applicable to our business at present

4	To encourage workers to come to the Island we also need to provide additional incentives to workers and so we believe that the current offsets are set at an appropriate rate albeit they are heavily subsidised as the costs of providing this accommodation is well in excess of the returns from these offsets.
5	accommodation v expensive in Jersey
6	Accommodation offsets reach nearly the same value as outside accommodation. Meaning that living in accommodation provided by the company or not is nearly the same value. Nearly £1000 a month for a couple. With 40 hours a week under the minimum wage, more than 27% of pay is accommodation payments.
7	See comment above in No. 28.





8	Those figures equate to £500 per month, if an employer provides accommodation then the employee is effectively already getting significantly over minimum wage as they are getting hugely discounted accommodation compared to if they had to go and rent themselves.
9	I don't know much about this but it feels low
10	Don't know detail so unable to comment.
11	No comment
12	Not familiar with the topic so cannot comment
13	N/a
14	nio idea
15	don't know
16	See above
17	The offset should always increase at the same time as an increase in the min wage and at the same %
18	N/a for my business
19	Not everyone can rent Andium
20	Accommodation also includes electricity, water, wifi, rates, linen & laundry supply etc. Also subsidised personal laundry facilities. However, even this does not reflect true cost or benefit that is provided. Take home pay is what matters most.
21	It's difficult to find accommodation for less £600 a room
22	Accommodation for £500 per month seems to be a bargain to me! You are using a 'one size fits all' approach whereas the accommodation should be priced on the attributes. Why do you want to control this? It should be an area agreed between the employer and employee which will be influenced by open market prices.
23	All costs are increasing therefore the offset which employers use to feed/house their employees should also fairly increase.

24	We do not provide any meals/accommodation for our own employees.
25	If accommodation is not owned by the employer, who guarantees for the employee (i.e. in a lodging house), the employer should be able to increase the amount taken
26	See above.
27	See comments to previous question.
28	It will need to rise if government hikes wages

Offsets - accommodation and meals - questions for employers and employers' organisations

30. Do you currently provide either accommodation alone or accommodation with meals to any of your staff?				
Answer Choices			Response Percent	Response Total
1	Yes		47.83%	22
2	No		52.17%	24
			answered	46
			skipped	12

**31. Do you currently offset a sum for accommodation alone or accommodation with meals against your employees' pay?**

Answer Choices			Response Percent	Response Total
1	Yes, the maximum		14.71%	5
2	Yes, less than the maximum		26.47%	9
3	No offset against pay		52.94%	18
4	Other (please tell us how you use the offsets):		8.82%	3
			answered	34
			skipped	24

Comments: (14)

1	N/A
2	Not applicable
3	Incentives for reduced accommodation rates are provided to many employees.
4	We have had to bring staff over on skilled worker permits and as an employer, we have a duty of care to provide them with suitable accommodation for at least 6 months. Generally, accommodation is not something that we provide to staff due to the logistics but we must for skilled workers due to the requirements around their permits which means we have had to source suitable accommodation to house this group of staff that is affordable for them.
5	We pay a good wage which teh employee pays for their living costs from
6	N/A
7	Some employers charge the maximum and some very the rates charged to staff eg for long term employees

8	N/a for my Business
9	see below
10	Pay their standard salary minimum wage or above) and then deduct a contribution towards their accommodation costs
11	See previous commenyt
12	We have recently looked into purchasing accommodation for staff but the cost is significant and the quantum of the offsets is just a joke.
13	Not applicable
14	We have very good quality Accommodation and Food but are competing for staff at present which pushes this down currently.  Many overseas candidates see Jersey as too expensive to work in.

### 32. If you do not deduct the maximum offset against your employees' pay, please tell us why:

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	21
1	N/A		
2	To allow the employees more benefit from their pay in order to retain staff.		
3	If you are offering cooking facilities, private bathrooms etc then yes charge the maximum. I dont think you can charge that much for no cooking and a shared bathroom		
4	Not applicable		
5	Incentives for reduced accommodation rates are provided to many employees.		
6	As above. The organisation does not provide accommodation and meals based on the nature of the work carried out. We do it now due to the requirements under the skilled worker permits but outside of the small group mentioned earlier, this role generally earns more than the minimum wage.		



7	As my employer isn't greedy and feels that the amount taken is fair for what is provided.		
8	N/A		
9	We just pay proper wages in the first place. We do not need to play these games		
10	N/A		
11	We try to make it as competitive as possible for our staff to work with us.		
12	Not part of our pay package		
13	To reward certain members of staff eg long term employees		
14	N/ a for my business		
15	To retain them		
16	As a means of providing an alternative benefit to the team		
17	The provision of accommodation and meals forms part of an overall competitive salary package offered to employees the majority of whom are working away from their home country. Their take home pay is what matters.		
18	I didn't realise this could be done.		
19	Not applicable		
20	As above.		
21	It is part of the package		
		answered	21
		skipped	37

**33. Have you changed the way in which you use the offsets in the last three years? If yes, please explain what changes you have made. If not, why not?**

Answer Choices		Response Percent	Response Total
1	Yes	17.24%	5
2	No	82.76%	24
		answered	29
		skipped	29

Comments: (12)

1	N/A
2	N/A
3	We have had to increase rents, and ensure meals are provided to the accommodation
4	Not applicable
5	Incentives for reduced accommodation rates are provided to many employees.
6	N/A
7	No charges
8	see above
9	Offset rates that we charge have been reduced and different packages offering further savings have been introduced where sharing of accommodation has been requested and/or mutually accepted by employees.
10	Not applicable
11	We have had to increase our Rental amounts as all costs are increasing for us, but can only do this currently in smaller increments.

12		With the steep increase in minimum wage last year we were forced to move to the maximum offset in order to maintain viability.
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Any other comments - accommodation and meals - employers and employers' organisations

34. Do you have any other comments about the offsets for accommodation and meals?				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	13
1		N/A		
2		no		
3		No		
4		They are way too low, the figure seems to be based on guesswork rather than based on actual rental rates.		
5		Why are you asking me this? See previous comment		
6		No		
7		No		
8		no		
9		See answer to Q29 above		
10		No		
11		If we did not provide our own subsidised accommodation for staff then it would place further significant and onerous pressures on the local housing stock		

12	I don't really know how the offset works properly so I will look into this.		
13	Travel and other employment costs met or loaned by employer should be considered a valid employment cost		
		answered	13
		skipped	45

Employment benefits - accommodation and meals - questions for employees and employees' organisations

35. Are you currently provided with either accommodation, or accommodation and meals, as part of your employment contract?				
Answer Choices			Response Percent	Response Total
1	Yes		6.90%	2
2	No		93.10%	27
			answered	29
			skipped	29

36. Does your employer currently offset a sum for accommodation, or accommodation and meals, against your pay?				
Answer Choices			Response Percent	Response Total
1	Yes, the maximum		15.00%	3
2	Yes, less than the maximum		0.00%	0
3	No offset against pay		85.00%	17

	answered	20
	skipped	38

**37. Do you think that the offset rates are set at the right level and are being used appropriately by your employer? Please explain.**

Answer Choices		Response Percent	Response Total
1	Yes	50.00%	2
2	No	50.00%	2
		answered	4
		skipped	54

Comments: (10)

1	N/A
2	n/a
3	Offsets are not at the right level but used as the law allows by my employer.
4	Don't know detail so unable to comment.
5	dont know
6	they should take less
7	dont know
8	N/ a for my business
9	N/a

10	N/A
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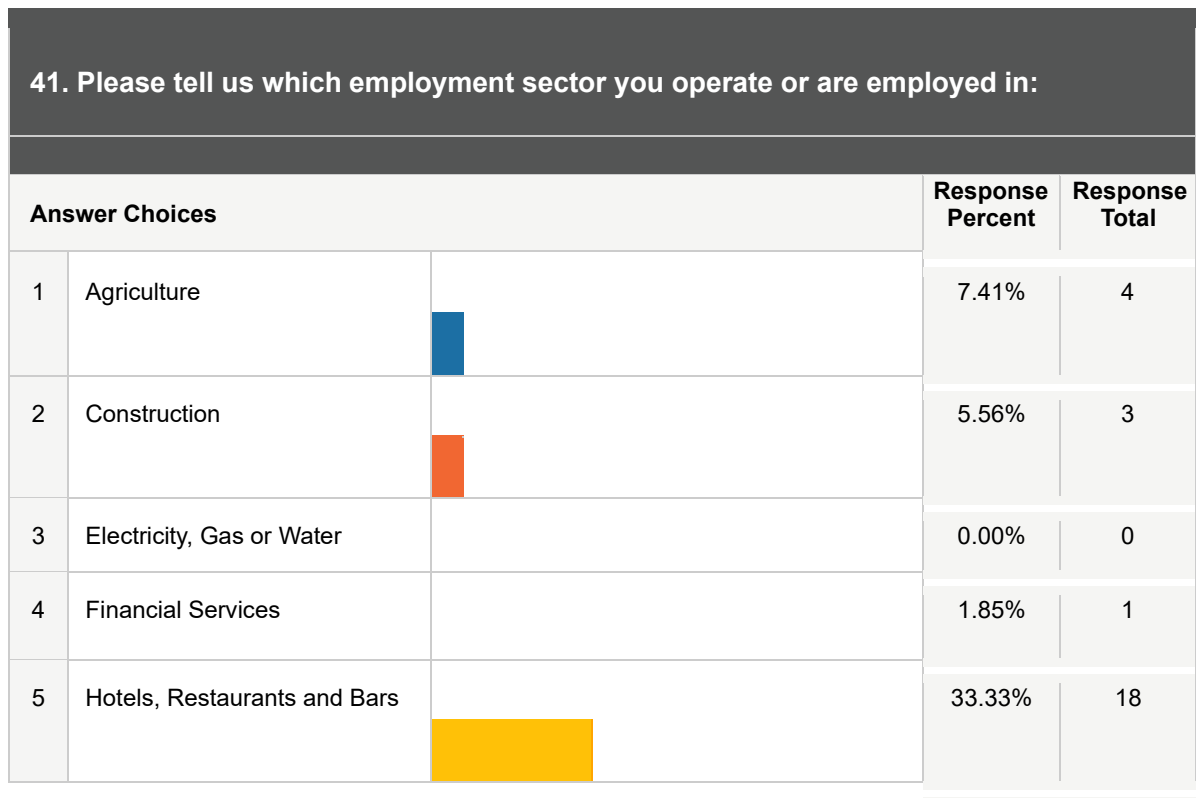
Any other comments - accommodation and meals - employees and employees' organisations

38. Do you have any other comments about the offsets for accommodation and meals?				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	10
1		N/A		
2		no		
3		No		
4		no		
5		no		
6		we do not get any choice , we have to have this		
7		no		
8		No		
9		No		
10		We get meals on shift even if not in accommodation		
			answered	10
			skipped	48





Any other comments - all respondents

39. Are there any other issues relating to the offset rates that you would like the Employment Forum to take into account in this review?				
Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	9
1		N/A		
2		no		
3		Meals and accommodation should not be seen as perk in an island where there are so many housing restrictions. It ammorall. If you are not going to work to SIGNIFICANTLY reduce the housing crisis then you have no right to tax individuals on basic living requirements.		
4		None		
5		Mostly only hoteliers use them, rest of industry doesn't		
6		N/a for my business		
7		The maximum offset insulates staff from an overheating economy suffering high inflationary costs. Jennifer Bridge MBE recently spoke of the need to commission research to establish a bespoke figure for a Jersey equivalent to the findings of the Living Wage Foundation. In order to demonstrate and account for the true worth of the benefits of subsidized accommodation and meals this would be very welcome		
8		Last year, the timing of the minimum wage increase was not aligned with the increase in offsets. This meant employees were paid the new rate with the old offset until such time as the offset increased. This was not helpful for employees and caused confusion and additional administration for employers. Going forward, changes to offsets must be aligned with any increase in minimum wage.		
9		Jersey's economy faces multiple challenges, as now at last recognised. Is UK and internationally, from e.g. DEFRA report to uk government on labour shortages in food supply chain 3/6/23 and, House of Lords library report on pork supplies June 2022.		
			answered	9
			skipped	49

Questions about you - all respondents





6	Manufacturing		1.85%	1
7	Public Sector		5.56%	3
8	Transport, Storage and Communications		5.56%	3
9	Wholesale and Retail		20.37%	11
10	Other (please specify)		27.78%	15
			answered	54
			skipped	4