

Q14_1. Thinking about how your performance is reviewed, please tell me to what extent you agree or disagree with each of the statements I am about to read. Please say whether you "agree" or "disagree" with each one - Performance reviews are supposed to be about my general performance, but reviewing sales is always the focus of the conversation x Crossbreak

| Base: 371 All who are sellers No weighting | Total | Selling frequency | | | | | | | | | |
|--|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 371 | 313 | 44 | 12 | 2 | - | - | 369 | 2 | 371 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Agree | 182 | 156 | 21 | 5 | - | - | - | 182 | - | 182 | - |
| | 49.1% | 49.8% | 47.7% | 41.7% | - | - | - | 49.3% | - | 49.1% | - |
| Disagree | 155 | 129 | 19 | 7 | - | - | - | 155 | - | 155 | - |
| | 41.8% | 41.2% | 43.2% | 58.3% | - | - | - | 42.0% | - | 41.8% | - |
| Don't know | 22 | 17 | 3 | - | 2 | - | - | 20 | 2 | 22 | - |
| | 5.9% | 5.4% | 6.8% | - | 100.0% | - | - | 5.4% | 100.0% | 5.9% | - |
| Prefer not to say | 12 | 11 | 1 | - | - | - | - | 12 | - | 12 | - |
| | 3.2% | 3.5% | 2.3% | - | - | - | - | 3.3% | - | 3.2% | - |

| Base: 371 All who are sellers No weighting | Total | Sales target | | | | |
|--|--------|--------------|--------|--------|----------|--------|
| | | Personal | Team | Branch | Net: Any | No |
| | | K | L | M | N | O |
| Total | 371 | 221 | 126 | 130 | 298 | 62 |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Agree | 182 | 140 | 72 | 65 | 172 | 8 |
| | 49.1% | 63.3% | 57.1% | 50.0% | 57.7% | 12.9% |
| | | MO | O | KO | O | KLMN |
| Disagree | 155 | 72 | 43 | 57 | 107 | 46 |
| | 41.8% | 32.6% | 34.1% | 43.8% | 35.9% | 74.2% |
| | | MO | O | KO | O | KLMN |
| Don't know | 22 | 4 | 7 | 4 | 13 | 5 |
| | 5.9% | 1.8% | 5.6% | 3.1% | 4.4% | 8.1% |
| Prefer not to say | 12 | 5 | 4 | 4 | 6 | 3 |
| | 3.2% | 2.3% | 3.2% | 3.1% | 2.0% | 4.8% |

Q14_2. Thinking about how your performance is reviewed, please tell me to what extent you agree or disagree with each of the statements I am about to read. Please say whether you "agree" or "disagree" with each one - I'm made to feel like I'm underachieving if I do not make enough sales x Crossbreak

| Base: 371 All who are sellers No weighting | Total | Selling frequency | | | | | | | | | |
|--|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 371 | 313 | 44 | 12 | 2 | - | - | 369 | 2 | 371 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Agree | 162 | 146 | 14 | 2 | - | - | - | 162 | - | 162 | - |
| | 43.7% | 46.6% | 31.8% | 16.7% | - | - | - | 43.9% | - | 43.7% | - |
| | | C | | AGI | | | | C | | C | |
| Disagree | 166 | 132 | 23 | 10 | 1 | - | - | 165 | 1 | 166 | - |
| | 44.7% | 42.2% | 52.3% | 83.3% | 50.0% | - | - | 44.7% | 50.0% | 44.7% | - |
| | | C | C | ABGI | | | | C | | C | |
| Don't know | 28 | 21 | 6 | - | 1 | - | - | 27 | 1 | 28 | - |
| | 7.5% | 6.7% | 13.6% | - | 50.0% | - | - | 7.3% | 50.0% | 7.5% | - |
| Prefer not to say | 15 | 14 | 1 | - | - | - | - | 15 | - | 15 | - |
| | 4.0% | 4.5% | 2.3% | - | - | - | - | 4.1% | - | 4.0% | - |

| Base: 371 All who are sellers No weighting | Total | Sales target | | | | |
|--|--------|--------------|--------|--------|----------|--------|
| | | Personal | Team | Branch | Net: Any | No |
| | | K | L | M | N | O |
| Total | 371 | 221 | 126 | 130 | 298 | 62 |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Agree | 162 | 128 | 59 | 61 | 154 | 7 |
| | 43.7% | 57.9% | 46.8% | 46.9% | 51.7% | 11.3% |
| | | LMO | KO | KO | O | KLMN |
| Disagree | 166 | 78 | 50 | 58 | 116 | 47 |
| | 44.7% | 35.3% | 39.7% | 44.6% | 38.9% | 75.8% |
| | | O | O | O | O | KLMN |
| Don't know | 28 | 10 | 11 | 7 | 20 | 5 |
| | 7.5% | 4.5% | 8.7% | 5.4% | 6.7% | 8.1% |
| Prefer not to say | 15 | 5 | 6 | 4 | 8 | 3 |
| | 4.0% | 2.3% | 4.8% | 3.1% | 2.7% | 4.8% |

Q14_4. Thinking about how your performance is reviewed, please tell me to what extent you agree or disagree with each of the statements I am about to read. Please say whether you "agree" or "disagree" with each one - My manager helps me achieve my full potential at work x Crossbreak

| Base: 371 All who are sellers No weighting | Total | Selling frequency | | | | | | | | | |
|--|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 371 | 313 | 44 | 12 | 2 | - | - | 369 | 2 | 371 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Agree | 241 | 207 | 28 | 6 | - | - | 241 | - | 241 | - | |
| | 65.0% | 66.1% | 63.6% | 50.0% | - | - | 65.3% | - | 65.0% | - | |
| Disagree | 88 | 75 | 10 | 2 | 1 | - | 87 | 1 | 88 | - | |
| | 23.7% | 24.0% | 22.7% | 16.7% | 50.0% | - | 23.6% | 50.0% | 23.7% | - | |
| Don't know | 28 | 19 | 4 | 4 | 1 | - | 27 | 1 | 28 | - | |
| | 7.5% | 6.1% | 9.1% | 33.3% | 50.0% | - | 7.3% | 50.0% | 7.5% | - | |
| Prefer not to say | 14 | 12 | 2 | - | - | - | 14 | - | 14 | - | |
| | 3.8% | 3.8% | 4.5% | - | - | - | 3.8% | - | 3.8% | - | |

| Base: 371 All who are sellers No weighting | Total | Sales target | | | | |
|--|--------|--------------|--------|--------|----------|--------|
| | | Personal | Team | Branch | Net: Any | No |
| | | K | L | M | N | O |
| Total | 371 | 221 | 126 | 130 | 298 | 62 |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Agree | 241 | 147 | 83 | 96 | 193 | 46 |
| | 65.0% | 66.5% | 65.9% | 73.8% | 64.8% | 74.2% |
| Disagree | 88 | 59 | 29 | 24 | 77 | 9 |
| | 23.7% | 26.7% | 23.0% | 18.5% | 25.8% | 14.5% |
| | | O | | | O | KN |
| Don't know | 28 | 9 | 11 | 7 | 21 | 4 |
| | 7.5% | 4.1% | 8.7% | 5.4% | 7.0% | 6.5% |
| Prefer not to say | 14 | 6 | 3 | 3 | 7 | 3 |
| | 3.8% | 2.7% | 2.4% | 2.3% | 2.3% | 4.8% |

Q14_5. Thinking about how your performance is reviewed, please tell me to what extent you agree or disagree with each of the statements I am about to read. Please say whether you "agree" or "disagree" with each one - Sales are only a minor part of my performance reviews x Crossbreak

| Base: 371 All who are sellers No weighting | Total | Selling frequency | | | | | | | | | |
|--|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 371 | 313 | 44 | 12 | 2 | - | - | 369 | 2 | 371 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Agree | 160 | 124 | 25 | 11 | - | - | - | 160 | - | 160 | - |
| | 43.1% | 39.6% | 56.8% | 91.7% | - | - | - | 43.4% | - | 43.1% | - |
| | | BC | AC | ABGI | | | | C | | C | |
| Disagree | 172 | 156 | 16 | - | - | - | - | 172 | - | 172 | - |
| | 46.4% | 49.8% | 36.4% | - | - | - | - | 46.6% | - | 46.4% | - |
| | | C | C | ABGI | | | | C | | C | |
| Don't know | 25 | 20 | 2 | 1 | 2 | - | - | 23 | 2 | 25 | - |
| | 6.7% | 6.4% | 4.5% | 8.3% | 100.0% | - | - | 6.2% | 100.0% | 6.7% | - |
| Prefer not to say | 14 | 13 | 1 | - | - | - | - | 14 | - | 14 | - |
| | 3.8% | 4.2% | 2.3% | - | - | - | - | 3.8% | - | 3.8% | - |

| Base: 371 All who are sellers No weighting | Total | Sales target | | | | |
|--|--------|--------------|--------|--------|----------|--------|
| | | Personal | Team | Branch | Net: Any | No |
| | | K | L | M | N | O |
| Total | 371 | 221 | 126 | 130 | 298 | 62 |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Agree | 160 | 76 | 46 | 50 | 116 | 42 |
| | 43.1% | 34.4% | 36.5% | 38.5% | 38.9% | 67.7% |
| | | O | O | O | O | KLMN |
| Disagree | 172 | 131 | 65 | 70 | 157 | 13 |
| | 46.4% | 59.3% | 51.6% | 53.8% | 52.7% | 21.0% |
| | | O | O | O | O | KLMN |
| Don't know | 25 | 9 | 9 | 7 | 17 | 4 |
| | 6.7% | 4.1% | 7.1% | 5.4% | 5.7% | 6.5% |
| Prefer not to say | 14 | 5 | 6 | 3 | 8 | 3 |
| | 3.8% | 2.3% | 4.8% | 2.3% | 2.7% | 4.8% |

Q14_6. Thinking about how your performance is reviewed, please tell me to what extent you agree or disagree with each of the statements I am about to read. Please say whether you "agree" or "disagree" with each one - I am made to feel like I should always be selling more, even if I have hit my targets x Crossbreak

| Base: 298 Those who have sales targets No weighting | Total | Selling frequency | | | | | | | | | |
|---|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 298 | 258 | 30 | 9 | 1 | - | - | 297 | 1 | 298 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Agree | 157 | 140 | 13 | 4 | - | - | - | 157 | - | 157 | - |
| | 52.7% | 54.3% | 43.3% | 44.4% | | | | 52.9% | | 52.7% | |
| Disagree | 113 | 97 | 11 | 5 | - | - | - | 113 | - | 113 | - |
| | 37.9% | 37.6% | 36.7% | 55.6% | | | | 38.0% | | 37.9% | |
| Don't know | 18 | 13 | 4 | - | 1 | - | - | 17 | 1 | 18 | - |
| | 6.0% | 5.0% | 13.3% | - | 100.0% | | | 5.7% | 100.0% | 6.0% | |
| Prefer not to say | 10 | 8 | 2 | - | - | - | - | 10 | - | 10 | - |
| | 3.4% | 3.1% | 6.7% | - | | | | 3.4% | | 3.4% | |

| Base: 298 Those who have sales targets No weighting | Total | Sales target | | | | | |
|---|--------|--------------|--------|--------|----------|----|--|
| | | Personal | Team | Branch | Net: Any | No | |
| | | K | L | M | N | O | |
| Total | 298 | 221 | 126 | 130 | 298 | - | |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | |
| Agree | 157 | 128 | 60 | 61 | 157 | - | |
| | 52.7% | 57.9% | 47.6% | 46.9% | 52.7% | - | |
| | | M | | K | | | |
| Disagree | 113 | 77 | 53 | 60 | 113 | - | |
| | 37.9% | 34.8% | 42.1% | 46.2% | 37.9% | - | |
| | | M | | K | | | |
| Don't know | 18 | 8 | 8 | 5 | 18 | - | |
| | 6.0% | 3.6% | 6.3% | 3.8% | 6.0% | - | |
| Prefer not to say | 10 | 8 | 5 | 4 | 10 | - | |
| | 3.4% | 3.6% | 4.0% | 3.1% | 3.4% | - | |

Q14_7. Thinking about how your performance is reviewed, please tell me to what extent you agree or disagree with each of the statements I am about to read. Please say whether you "agree" or "disagree" with each one - Every day, I feel like my sales are being scrutinised x Crossbreak

| Base: 371 All who are sellers No weighting | Total | Selling frequency | | | | | | | | | |
|--|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 371 | 313 | 44 | 12 | 2 | - | - | 369 | 2 | 371 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Agree | 138 | 124 | 11 | 3 | - | - | 138 | - | 138 | - | |
| | 37.2% | 39.6% | 25.0% | 25.0% | - | - | 37.4% | - | 37.2% | - | |
| Disagree | 191 | 158 | 26 | 7 | - | - | 191 | - | 191 | - | |
| | 51.5% | 50.5% | 59.1% | 58.3% | - | - | 51.8% | - | 51.5% | - | |
| Don't know | 27 | 18 | 5 | 2 | 2 | - | 25 | 2 | 27 | - | |
| | 7.3% | 5.8% | 11.4% | 16.7% | 100.0% | - | 6.8% | 100.0% | 7.3% | - | |
| Prefer not to say | 15 | 13 | 2 | - | - | - | 15 | - | 15 | - | |
| | 4.0% | 4.2% | 4.5% | - | - | - | 4.1% | - | 4.0% | - | |

| Base: 371 All who are sellers No weighting | Total | Sales target | | | | |
|--|--------|--------------|--------|--------|----------|--------|
| | | Personal | Team | Branch | Net: Any | No |
| | | K | L | M | N | O |
| Total | 371 | 221 | 126 | 130 | 298 | 62 |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Agree | 138 | 114 | 55 | 55 | 133 | 4 |
| | 37.2% | 51.6% | 43.7% | 42.3% | 44.6% | 6.5% |
| | | O | O | O | O | KLMN |
| Disagree | 191 | 95 | 53 | 68 | 138 | 51 |
| | 51.5% | 43.0% | 42.1% | 52.3% | 46.3% | 82.3% |
| | | O | O | O | O | KLMN |
| Don't know | 27 | 7 | 11 | 3 | 18 | 4 |
| | 7.3% | 3.2% | 8.7% | 2.3% | 6.0% | 6.5% |
| | | L | KM | L | | |
| Prefer not to say | 15 | 5 | 7 | 4 | 9 | 3 |
| | 4.0% | 2.3% | 5.6% | 3.1% | 3.0% | 4.8% |

Q14_8. Thinking about how your performance is reviewed, please tell me to what extent you agree or disagree with each of the statements I am about to read. Please say whether you "agree" or "disagree" with each one - Employees are valued even if they aren't good sellers x Crossbreak

| Base: 371 All who are sellers No weighting | Total | Selling frequency | | | | | | | | | |
|--|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 371 | 313 | 44 | 12 | 2 | - | - | 369 | 2 | 371 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Agree | 170 | 140 | 26 | 4 | - | - | 170 | - | 170 | - | |
| | 45.8% | 44.7% | 59.1% | 33.3% | - | - | 46.1% | - | 45.8% | - | |
| Disagree | 144 | 126 | 13 | 4 | 1 | - | 143 | 1 | 144 | - | |
| | 38.8% | 40.3% | 29.5% | 33.3% | 50.0% | - | 38.8% | 50.0% | 38.8% | - | |
| Don't know | 40 | 33 | 2 | 4 | 1 | - | 39 | 1 | 40 | - | |
| | 10.8% | 10.5% | 4.5% | 33.3% | 50.0% | - | 10.6% | 50.0% | 10.8% | - | |
| Prefer not to say | 17 | 14 | 3 | - | - | - | 17 | - | 17 | - | |
| | 4.6% | 4.5% | 6.8% | - | - | - | 4.6% | - | 4.6% | - | |

| Base: 371 All who are sellers No weighting | Total | Sales target | | | | |
|--|--------|--------------|--------|--------|----------|--------|
| | | Personal | Team | Branch | Net: Any | No |
| | | K | L | M | N | O |
| Total | 371 | 221 | 126 | 130 | 298 | 62 |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Agree | 170 | 85 | 52 | 67 | 124 | 44 |
| | 45.8% | 38.5% | 41.3% | 51.5% | 41.6% | 71.0% |
| | | MO | O | KO | O | KLMN |
| Disagree | 144 | 113 | 53 | 50 | 132 | 10 |
| | 38.8% | 51.1% | 42.1% | 38.5% | 44.3% | 16.1% |
| | | MO | O | KO | O | KLMN |
| Don't know | 40 | 17 | 16 | 9 | 34 | 3 |
| | 10.8% | 7.7% | 12.7% | 6.9% | 11.4% | 4.8% |
| | | | | | O | N |
| Prefer not to say | 17 | 6 | 5 | 4 | 8 | 5 |
| | 4.6% | 2.7% | 4.0% | 3.1% | 2.7% | 8.1% |

Q14_9. Thinking about how your performance is reviewed, please tell me to what extent you agree or disagree with each of the statements I am about to read. Please say whether you "agree" or "disagree" with each one - I would have passed my probation even if I hadn't met sales targets x Crossbreak

| Base: 298 Those who have sales targets No weighting | Total | Selling frequency | | | | | | | | | |
|---|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 298 | 258 | 30 | 9 | 1 | - | - | 297 | 1 | 298 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Agree | 105 | 95 | 8 | 2 | - | - | - | 105 | - | 105 | - |
| | 35.2% | 36.8% | 26.7% | 22.2% | | | | 35.4% | | 35.2% | |
| Disagree | 98 | 82 | 13 | 3 | - | - | - | 98 | - | 98 | - |
| | 32.9% | 31.8% | 43.3% | 33.3% | | | | 33.0% | | 32.9% | |
| Don't know | 85 | 72 | 8 | 4 | 1 | - | - | 84 | 1 | 85 | - |
| | 28.5% | 27.9% | 26.7% | 44.4% | 100.0% | | | 28.3% | 100.0% | 28.5% | |
| Prefer not to say | 10 | 9 | 1 | - | - | - | - | 10 | - | 10 | - |
| | 3.4% | 3.5% | 3.3% | | | | | 3.4% | | 3.4% | |

| Base: 298 Those who have sales targets No weighting | Total | Sales target | | | | | |
|---|--------|--------------|--------|--------|----------|----|--|
| | | Personal | Team | Branch | Net: Any | No | |
| | | K | L | M | N | O | |
| Total | 298 | 221 | 126 | 130 | 298 | - | |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | - | |
| Agree | 105 | 85 | 40 | 47 | 105 | - | |
| | 35.2% | 38.5% | 31.7% | 36.2% | 35.2% | - | |
| Disagree | 98 | 74 | 48 | 48 | 98 | - | |
| | 32.9% | 33.5% | 38.1% | 36.9% | 32.9% | - | |
| Don't know | 85 | 55 | 32 | 31 | 85 | - | |
| | 28.5% | 24.9% | 25.4% | 23.8% | 28.5% | - | |
| Prefer not to say | 10 | 7 | 6 | 4 | 10 | - | |
| | 3.4% | 3.2% | 4.8% | 3.1% | 3.4% | - | |

| Base: 371 All interviews No weighting | Total | Agree | Disagree | Don't know | Prefer not to say |
|--|---------------|--------------|-----------------|-------------------|--------------------------|
| Q14_4. My manager helps me achieve my full potential at work | 371 100.0% | 241 65.0% | 88 23.7% | 28 7.5% | 14 3.8% |
| Q14_6. I am made to feel like I should always be selling more, even if I have hit my targets | 298 100.0% | 157 52.7% | 113 37.9% | 18 6.0% | 10 3.4% |
| Q14_1. Performance reviews are supposed to be about my general performance, but reviewing sales is always the focus of the conversation | 371 100.0% | 182 49.1% | 155 41.8% | 22 5.9% | 12 3.2% |
| Q14_8. Employees are valued even if they aren't good sellers | 371 100.0% | 170 45.8% | 144 38.8% | 40 10.8% | 17 4.6% |
| Q14_2. I'm made to feel like I'm underachieving if I do not make enough sales | 371 100.0% | 162 43.7% | 166 44.7% | 28 7.5% | 15 4.0% |
| Q14_5. Sales are only a minor part of my performance reviews | 371 100.0% | 160 43.1% | 172 46.4% | 25 6.7% | 14 3.8% |
| Q14_7. Every day, I feel like my sales are being scrutinised | 371 100.0% | 138 37.2% | 191 51.5% | 27 7.3% | 15 4.0% |
| Q14_9. I would have passed my probation even if I hadn't met sales targets | 298 100.0% | 105 35.2% | 98 32.9% | 85 28.5% | 10 3.4% |

Q15_1. I'm going to read out a number of ways in which employees can be rewarded for meeting sales targets or not. For each one, please tell me whether or not it applies to your current role.
 - I receive a financial incentive for meeting sales targets x Crossbreak

| Base: 298 Those who have sales targets No weighting | Total | Selling frequency | | | | | | | | | |
|---|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 298 | 258 | 30 | 9 | 1 | - | - | 297 | 1 | 298 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Yes | 183 | 162 | 17 | 4 | - | - | 183 | - | 183 | - | |
| | 61.4% | 62.8% | 56.7% | 44.4% | - | - | 61.6% | - | 61.4% | - | |
| No | 56 | 45 | 10 | 1 | - | - | 56 | - | 56 | - | |
| | 18.8% | 17.4% | 33.3% | 11.1% | - | - | 18.9% | - | 18.8% | - | |
| Don't know | 44 | 37 | 2 | 4 | 1 | - | 43 | 1 | 44 | - | |
| | 14.8% | 14.3% | 6.7% | 44.4% | 100.0% | - | 14.5% | 100.0% | 14.8% | - | |
| Prefer not to say | 15 | 14 | 1 | - | - | - | 15 | - | 15 | - | |
| | 5.0% | 5.4% | 3.3% | - | - | - | 5.1% | - | 5.0% | - | |

| Base: 298 Those who have sales targets No weighting | Total | Sales target | | | | | |
|---|--------|--------------|--------|--------|----------|----|--|
| | | Personal | Team | Branch | Net: Any | No | |
| | | K | L | M | N | O | |
| Total | 298 | 221 | 126 | 130 | 298 | - | |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | - | |
| Yes | 183 | 148 | 73 | 80 | 183 | - | |
| | 61.4% | 67.0% | 57.9% | 61.5% | 61.4% | - | |
| No | 56 | 37 | 21 | 25 | 56 | - | |
| | 18.8% | 16.7% | 16.7% | 19.2% | 18.8% | - | |
| Don't know | 44 | 27 | 21 | 19 | 44 | - | |
| | 14.8% | 12.2% | 16.7% | 14.6% | 14.8% | - | |
| Prefer not to say | 15 | 9 | 11 | 6 | 15 | - | |
| | 5.0% | 4.1% | 8.7% | 4.6% | 5.0% | - | |

Q15_2. I'm going to read out a number of ways in which employees can be rewarded for meeting sales targets or not. For each one, please tell me whether or not it applies to your current role.
 - I do not receive a financial incentive for meeting sales targets, but am still required to meet them x Crossbreak

| Base: 298 Those who have sales targets No weighting | Total | Selling frequency | | | | | | | | | |
|---|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 298 | 258 | 30 | 9 | 1 | - | - | 297 | 1 | 298 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Yes | 85 | 73 | 11 | 1 | - | - | 85 | - | 85 | - | |
| | 28.5% | 28.3% | 36.7% | 11.1% | | | 28.6% | | 28.5% | | |
| No | 147 | 127 | 16 | 4 | - | - | 147 | - | 147 | - | |
| | 49.3% | 49.2% | 53.3% | 44.4% | | | 49.5% | | 49.3% | | |
| Don't know | 51 | 43 | 3 | 4 | 1 | - | 50 | 1 | 51 | - | |
| | 17.1% | 16.7% | 10.0% | 44.4% | 100.0% | | 16.8% | 100.0% | 17.1% | | |
| Prefer not to say | 15 | 15 | - | - | - | - | 15 | - | 15 | - | |
| | 5.0% | 5.8% | | | | | 5.1% | | 5.0% | | |

| Base: 298 Those who have sales targets No weighting | Total | Sales target | | | | | No |
|---|--------|--------------|--------|--------|----------|---|----|
| | | Personal | Team | Branch | Net: Any | | |
| | | K | L | M | N | O | |
| Total | 298 | 221 | 126 | 130 | 298 | - | |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | - | |
| Yes | 85 | 68 | 32 | 32 | 85 | - | |
| | 28.5% | 30.8% | 25.4% | 24.6% | 28.5% | - | |
| No | 147 | 113 | 59 | 72 | 147 | - | |
| | 49.3% | 51.1% | 46.8% | 55.4% | 49.3% | - | |
| Don't know | 51 | 31 | 25 | 22 | 51 | - | |
| | 17.1% | 14.0% | 19.8% | 16.9% | 17.1% | - | |
| Prefer not to say | 15 | 9 | 10 | 4 | 15 | - | |
| | 5.0% | 4.1% | 7.9% | 3.1% | 5.0% | - | |

Q15_3. I'm going to read out a number of ways in which employees can be rewarded for meeting sales targets or not. For each one, please tell me whether or not it applies to your current role.
 - Employees who do not make enough sales are unlikely to be promoted x Crossbreak

| Base: 371 All who are sellers No weighting | Total | Selling frequency | | | | | | | | | |
|--|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 371 | 313 | 44 | 12 | 2 | - | - | 369 | 2 | 371 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Yes | 153 | 132 | 18 | 3 | - | - | - | 153 | - | 153 | - |
| | 41.2% | 42.2% | 40.9% | 25.0% | - | - | - | 41.5% | - | 41.2% | - |
| No | 61 | 53 | 7 | - | 1 | - | - | 60 | 1 | 61 | - |
| | 16.4% | 16.9% | 15.9% | - | 50.0% | - | - | 16.3% | 50.0% | 16.4% | - |
| Don't know | 145 | 116 | 19 | 9 | 1 | - | - | 144 | 1 | 145 | - |
| | 39.1% | 37.1% | 43.2% | 75.0% | 50.0% | - | - | 39.0% | 50.0% | 39.1% | - |
| Prefer not to say | 12 | 12 | - | - | - | - | - | 12 | - | 12 | - |
| | 3.2% | 3.8% | - | - | - | - | - | 3.3% | - | 3.2% | - |

| Base: 371 All who are sellers No weighting | Total | Sales target | | | | |
|--|--------|--------------|--------|--------|----------|--------|
| | | Personal | Team | Branch | Net: Any | No |
| | | K | L | M | N | O |
| Total | 371 | 221 | 126 | 130 | 298 | 62 |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Yes | 153 | 122 | 61 | 72 | 153 | - |
| | 41.2% | 55.2% | 48.4% | 55.4% | 51.3% | - |
| | | 0 | 0 | 0 | 0 | KLMN |
| No | 61 | 44 | 29 | 24 | 61 | - |
| | 16.4% | 19.9% | 23.0% | 18.5% | 20.5% | - |
| | | 0 | 0 | 0 | 0 | KLMN |
| Don't know | 145 | 46 | 29 | 30 | 72 | 62 |
| | 39.1% | 20.8% | 23.0% | 23.1% | 24.2% | 100.0% |
| | | 0 | 0 | 0 | 0 | KLMN |
| Prefer not to say | 12 | 9 | 7 | 4 | 12 | - |
| | 3.2% | 4.1% | 5.6% | 3.1% | 4.0% | - |

Q15_4. I'm going to read out a number of ways in which employees can be rewarded for meeting sales targets or not. For each one, please tell me whether or not it applies to your current role.
 - Positively recognises employees who meet their sales targets x Crossbreak

| Base: 371 All who are sellers No weighting | Total | Selling frequency | | | | | | | | | |
|--|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 371 | 313 | 44 | 12 | 2 | - | - | 369 | 2 | 371 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Yes | 208 | 184 | 20 | 4 | - | - | 208 | - | 208 | - | |
| | 56.1% | 58.8% | 45.5% | 33.3% | - | - | 56.4% | - | 56.1% | - | |
| No | 32 | 23 | 6 | 2 | 1 | - | 31 | 1 | 32 | - | |
| | 8.6% | 7.3% | 13.6% | 16.7% | 50.0% | - | 8.4% | 50.0% | 8.6% | - | |
| Don't know | 119 | 95 | 17 | 6 | 1 | - | 118 | 1 | 119 | - | |
| | 32.1% | 30.4% | 38.6% | 50.0% | 50.0% | - | 32.0% | 50.0% | 32.1% | - | |
| Prefer not to say | 12 | 11 | 1 | - | - | - | 12 | - | 12 | - | |
| | 3.2% | 3.5% | 2.3% | - | - | - | 3.3% | - | 3.2% | - | |

| Base: 371 All who are sellers No weighting | Total | Sales target | | | | |
|--|--------|--------------|--------|--------|----------|--------|
| | | Personal | Team | Branch | Net: Any | No |
| | | K | L | M | N | O |
| Total | 371 | 221 | 126 | 130 | 298 | 62 |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Yes | 208 | 160 | 86 | 93 | 208 | - |
| | 56.1% | 72.4% | 68.3% | 71.5% | 69.8% | - |
| | | O | O | O | O | KLMN |
| No | 32 | 24 | 15 | 12 | 32 | - |
| | 8.6% | 10.9% | 11.9% | 9.2% | 10.7% | - |
| | | O | O | O | O | KLMN |
| Don't know | 119 | 30 | 18 | 22 | 46 | 62 |
| | 32.1% | 13.6% | 14.3% | 16.9% | 15.4% | 100.0% |
| | | O | O | O | O | KLMN |
| Prefer not to say | 12 | 7 | 7 | 3 | 12 | - |
| | 3.2% | 3.2% | 5.6% | 2.3% | 4.0% | - |

Q15_5. I'm going to read out a number of ways in which employees can be rewarded for meeting sales targets or not. For each one, please tell me whether or not it applies to your current role.
 - I don't receive official rewards or penalties for not meeting sales targets, but my manager comments on my sales every day x Crossbreak

| Base: 298 Those who have sales targets No weighting | Total | Selling frequency | | | | | | | | | |
|---|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 298 | 258 | 30 | 9 | 1 | - | - | 297 | 1 | 298 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Yes | 111 | 97 | 14 | - | - | - | - | 111 | - | 111 | - |
| | 37.2% | 37.6% | 46.7% | | | | | 37.4% | | 37.2% | |
| No | 122 | 104 | 13 | 5 | - | - | - | 122 | - | 122 | - |
| | 40.9% | 40.3% | 43.3% | 55.6% | | | | 41.1% | | 40.9% | |
| Don't know | 48 | 41 | 3 | 3 | 1 | - | - | 47 | 1 | 48 | - |
| | 16.1% | 15.9% | 10.0% | 33.3% | 100.0% | | | 15.8% | 100.0% | 16.1% | |
| Prefer not to say | 17 | 16 | - | 1 | - | - | - | 17 | - | 17 | - |
| | 5.7% | 6.2% | | 11.1% | | | | 5.7% | | 5.7% | |

| Base: 298 Those who have sales targets No weighting | Total | Sales target | | | | | No |
|---|--------|--------------|--------|--------|----------|---|----|
| | | Personal | Team | Branch | Net: Any | | |
| | | K | L | M | N | O | |
| Total | 298 | 221 | 126 | 130 | 298 | - | |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | - | |
| Yes | 111 | 89 | 43 | 39 | 111 | - | |
| | 37.2% | 40.3% | 34.1% | 30.0% | 37.2% | - | |
| | | M | | K | | - | |
| No | 122 | 90 | 53 | 65 | 122 | - | |
| | 40.9% | 40.7% | 42.1% | 50.0% | 40.9% | - | |
| Don't know | 48 | 32 | 19 | 22 | 48 | - | |
| | 16.1% | 14.5% | 15.1% | 16.9% | 16.1% | - | |
| Prefer not to say | 17 | 10 | 11 | 4 | 17 | - | |
| | 5.7% | 4.5% | 8.7% | 3.1% | 5.7% | - | |

Q15_3. I'm going to read out a number of ways in which employees can be rewarded for meeting sales targets or not. For each one, please tell me whether or not it applies to your current role.
 - Employees who do not make enough sales are unlikely to be promoted x Crossbreak

| Base: 298 Those who have sales targets No weighting | Total | Selling frequency | | | | | | | | | |
|---|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 298 | 258 | 30 | 9 | 1 | - | - | 297 | 1 | 298 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Yes | 153 | 132 | 18 | 3 | - | - | - | 153 | - | 153 | - |
| | 51.3% | 51.2% | 60.0% | 33.3% | - | - | - | 51.5% | - | 51.3% | - |
| No | 61 | 53 | 7 | - | 1 | - | - | 60 | 1 | 61 | - |
| | 20.5% | 20.5% | 23.3% | - | 100.0% | - | - | 20.2% | 100.0% | 20.5% | - |
| Don't know | 72 | 61 | 5 | 6 | - | - | - | 72 | - | 72 | - |
| | 24.2% | 23.6% | 16.7% | 66.7% | - | - | - | 24.2% | - | 24.2% | - |
| Prefer not to say | 12 | 12 | - | - | - | - | - | 12 | - | 12 | - |
| | 4.0% | 4.7% | - | - | - | - | - | 4.0% | - | 4.0% | - |

| Base: 298 Those who have sales targets No weighting | Total | Sales target | | | | | No |
|---|--------|--------------|--------|--------|----------|----|----|
| | | Personal | Team | Branch | Net: Any | No | |
| | | K | L | M | N | O | |
| Total | 298 | 221 | 126 | 130 | 298 | - | |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | - | |
| Yes | 153 | 122 | 61 | 72 | 153 | - | |
| | 51.3% | 55.2% | 48.4% | 55.4% | 51.3% | - | |
| No | 61 | 44 | 29 | 24 | 61 | - | |
| | 20.5% | 19.9% | 23.0% | 18.5% | 20.5% | - | |
| Don't know | 72 | 46 | 29 | 30 | 72 | - | |
| | 24.2% | 20.8% | 23.0% | 23.1% | 24.2% | - | |
| Prefer not to say | 12 | 9 | 7 | 4 | 12 | - | |
| | 4.0% | 4.1% | 5.6% | 3.1% | 4.0% | - | |

Q15_4. I'm going to read out a number of ways in which employees can be rewarded for meeting sales targets or not. For each one, please tell me whether or not it applies to your current role.
 - Positively recognises employees who meet their sales targets x Crossbreak

| Base: 298 Those who have sales targets No weighting | Total | Selling frequency | | | | | | | | | |
|---|--------|-------------------|--------|---------|-----------|--------|-------|-----------------------|---------------------------|--------------|------------------|
| | | Daily | Weekly | Monthly | Quarterly | Rarely | Never | Net: Frequent sellers | Net: Non-frequent sellers | Net: Sellers | Net: Non-sellers |
| | | A | B | C | D | E | F | G | H | I | J |
| Total | 298 | 258 | 30 | 9 | 1 | - | - | 297 | 1 | 298 | - |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | 100.0% | 100.0% | 100.0% | |
| Yes | 208 | 184 | 20 | 4 | - | - | 208 | - | 208 | - | |
| | 69.8% | 71.3% | 66.7% | 44.4% | - | - | 70.0% | - | 69.8% | - | |
| No | 32 | 23 | 6 | 2 | 1 | - | 31 | 1 | 32 | - | |
| | 10.7% | 8.9% | 20.0% | 22.2% | 100.0% | - | 10.4% | 100.0% | 10.7% | - | |
| Don't know | 46 | 40 | 3 | 3 | - | - | 46 | - | 46 | - | |
| | 15.4% | 15.5% | 10.0% | 33.3% | - | - | 15.5% | - | 15.4% | - | |
| Prefer not to say | 12 | 11 | 1 | - | - | - | 12 | - | 12 | - | |
| | 4.0% | 4.3% | 3.3% | - | - | - | 4.0% | - | 4.0% | - | |

| Base: 298 Those who have sales targets No weighting | Total | Sales target | | | | | No |
|---|--------|--------------|--------|--------|----------|---|----|
| | | Personal | Team | Branch | Net: Any | | |
| | | K | L | M | N | O | |
| Total | 298 | 221 | 126 | 130 | 298 | - | |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | - | |
| Yes | 208 | 160 | 86 | 93 | 208 | - | |
| | 69.8% | 72.4% | 68.3% | 71.5% | 69.8% | - | |
| No | 32 | 24 | 15 | 12 | 32 | - | |
| | 10.7% | 10.9% | 11.9% | 9.2% | 10.7% | - | |
| Don't know | 46 | 30 | 18 | 22 | 46 | - | |
| | 15.4% | 13.6% | 14.3% | 16.9% | 15.4% | - | |
| Prefer not to say | 12 | 7 | 7 | 3 | 12 | - | |
| | 4.0% | 3.2% | 5.6% | 2.3% | 4.0% | - | |

| Base: 551 All interviews No weighting | Total | Yes | No | Don't know | Prefer not to say |
|--|---------------|--------------|--------------|-------------------|--------------------------|
| Q15_4. Positively recognises employees who meet their sales targets | 371 100.0% | 208 56.1% | 32 8.6% | 119 32.1% | 12 3.2% |
| Q15_1. I receive a financial incentive for meeting sales targets | 298 100.0% | 183 61.4% | 56 18.8% | 44 14.8% | 15 5.0% |
| Q15_3. Employees who do not make enough sales are unlikely to be promoted | 371 100.0% | 153 41.2% | 61 16.4% | 145 39.1% | 12 3.2% |
| Q15_5. I don't receive official rewards or penalties for not meeting sales targets, but my manager comments on my sales every day | 298 100.0% | 111 37.2% | 122 40.9% | 48 16.1% | 17 5.7% |
| Q15_2. I do not receive a financial incentive for meeting sales targets, but am still required to meet them | 298 100.0% | 85 28.5% | 147 49.3% | 51 17.1% | 15 5.0% |