











WageMap BACKGROUND

Round 2 Public Consultation





Our Launch Partners (selection)



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1. About WageMap





WageMap's mission is to support the achievement of living wages for workers globally, drive alignment across living wage methodologies and frameworks.

Core Priorities

1. Establish a Living Wage Reference Standard



Develop a universally accepted Living Wage Reference Standard method to calculate a living wage



Guide data providers, offer a foundation for creating incentives, and promote transparency in employer actions

2. Create an aggregated map of living wage estimates



Assess existing national and global living wage benchmarking methodologies against the living wage reference standard



Determine a single living wage estimate value that is most aligned with the Living Wage reference standard in a specific geography

Secondary Priorities

Build Living Wage Knowledge Hub

Expand the Global Movement

The Living Wage Data Problem

While progress on living wages has been made – WageMap seeks to tackle the following core issues...

Lack of Transparency

Limited Comparability

Weak Implementation
Capacity

- There is a lack of transparency in the differences between the methodologies.
- This makes it challenging for actors to identify how estimates compare to one another.
- The lack of a standardized and universally accepted method to calculate a living wage.
- This **leads to market distortion** and disparities in compensation and working conditions.
- These factors have weakened implementation efforts as actors across value chains use different living wage data, driving greater confusion.



Founding member organizations

WageMap's six founding organizations are **leading living wage data and service providers** who came together in 2023 to try to address the data inconsistencies and confusion that are a major blockage in the living wage movement.



BSR is a sustainability and human rights organization that builds impactful multi-stakeholder collaborations and supports companies to establish living wage programs.



Creates public benchmarks across the U.S. and certifies U.S. employers that pay their workers and contractors a living wage based on real costs of living.



The research organization behind the UK Living Wage Foundation's cost-of-living number that also supports research teams globally to determine the true cost of living in decency.



Strategy consultancy firm with expertise across the full living income and living wage journey working to firm driving transitions towards sustainable economies in over 35 sectors and 45 countries.



UK accreditation scheme for over 14,000 recognized Living Wage Employers, including over half of the FTSF 100



Global not-for profit organization.
Co-creator of the WageIndicator
Living Wage methodology. Publishes
data and information to inform
workers, trade unions, employers and
policy makers to improve wage
negations - in every country in the
world, in national languages.



Funders

Launch Partners	Members	Sponsors
 Launch partners provide a fixed, three-year financial commitment to enable the WageMap proposition to be put into practice. 	 Members provide a fixed, three-year financial commitment to enable the WageMap proposition to be put into practice. 	 Sponsors provide a financial commitment determined on an individual basis to contribute to the WageMap activities.
 Current paying Launch Partners are Hershey, Mondelez, and an undisclosed partner. 	WageMap's current paying Member is Target Corporation.	 WageMap's current sponsors are ISS World, Bettys and Taylors of Harrogate, and an undisclosed partner (made public soon).
Mondelez HERSHEY	target	B&T



2. How does WageMap work?



Our Principles



Transparency: Share information, actions, decisions, and decision-making processes in a clear and accessible manner to all stakeholders involved.



Human Rights: Uphold the fundamental, universal, inalienable and indivisible rights that every person is entitled to.



Evidence-Based Decision Making: Prioritize evidence-based insights in all decisions, minimizing political influences. Involve both external and internal experts to ensure a well-rounded perspective on each issue.



Multiple Perspectives: Consider multiple perspectives on any given topic or question to inform decisions. Ensure that the ultimate goal remains the guiding principle throughout the decision-making process.



Adherence to Academic Standards: Apply rigorous academic norms, such as the principle of hearing both sides (audi alteram partem), forming and revising hypotheses, and maintaining scholarly integrity.



The problem Strategic response **Outcomes IMPACT** Short Medium Long A global consortium of living wage data & 1/3 of workers globally service providers driving alignment across earn less than a living Greater LW methodologies and frameworks. wage, equating to 1 consistency in billion people. These living wage **Core priorities Activities** benchmarking workers earn less than they need to afford a Increased **Draft Standard** stakeholder decent standard of living. Increased Refine the Workers and unions adoption of 1. Develop a awareness and standard and **Estimates** living wage To support efforts to **Living Wage** understanding develop are more benchmarking More close the living wage gap, Reference assessment of of living wage commonly Increased informed (in policy and compliance to Greater concept and numerous living wage **Standard** used in wages negotiations practice) standard alignment, benchmarking measurement wage Review, update trust & approaches & negotiations Government + civil and increase collaboration methodologies have Increased society global adoption amongst emerged. understanding stakeholders Consistent **Progress** of differences working on Strengthened and fairer towards As a result: Standard is and similarities Understand advocacy **UN SDGs** living wages 2. Set globally labor No universal universally in LW estimate efforts on existina (1,8,10)practices comparable, All workers standard to calculate accepted, approaches methodologies living wages locally receive a a living wage and widely used and principles and specific Living **Supply chain actors** & considered minimal trust and drive consensus estimates Wage. collaboration on LW best practice Increased Establish 'best More approaches. transparency available' data More ethical business consistent Use of different and access to map and promote practices living wages methods has led to living wage adoption implementati estimates market distortions on support across and compensation Other priorities geographies disparities 3. Strengthen · Build network of More ethical investments • The hyperfocus on living wage equipped service methodologies has implementation providers resulted in Community support insufficient 4. Expand the building resources directed global movement towards actions to **Assumptions** reduce the living Inputs wage gap Multi-stakeholder visions • Financial resources Need for harmonization Academic expertise • Time · Willingness to share amongst all

Alignment with existing living wage efforts

There are many organizations that have established living wage methodologies and approaches to implementation.

The purpose of WageMap is to drive alignment across these platforms while also building on best practices.

WageMap remains open to additional members joining the consortium, actively consults other living wage organizations on the strategic vision, and references recommended practices generated by these organizations into the Living Wage Reference Standard. This should not be misinterpreted as implying these organizations have endorsed the WageMap effort. Rather, it is an acknowledgment of their independent work and a credit that we referenced this work in the standard creation from publicly available documentation.

Several contributors beyond the WageMap consortium include:

















... in addition to local trade unions and community led initiatives



Building on ILO principles for a Living Wage

The Living Wage Reference Standard is designed to be in alignment with the ILO principles. As the ILO expands its guidance on living wage WageMap will continue to evolve the standard.

Definition

In line with the ILO Constitution and the Philadelphia Declaration, and consistent with the spirit of the Universal Declaration of Human Rights (UDHR), the ILO denotes that the concept of the living wage is:

"the wage level that is necessary to afford a decent standard of living for workers and their families, taking into account the country circumstances and calculated for the work performed during the normal hours of work; calculated in accordance with the ILO's principles of estimating the living wage, as outlined below; and to be achieved through the wage-setting process in line with ILO principles on wage setting."

ILO Principles for living wage benchmarking

- Estimation of the needs of workers and their families through evidence-based methodologies;
- Consultation with representative employers' and workers' organizations on living wage estimates and involvement of social partners throughout their development, with a view to ensuring national and/or local ownership;
- Transparency, including details with regard to data sources and methods of processing, that are open to scrutiny, are comprehensive and replicable;
- Robustness of the data in terms of representativeness and transparent data collection methods;
- **Timely** public availability of the estimates, data and methodologies;
- Specification on whether estimates are gross or net, namely whether items such as social security contributions are included or not;
- Regular adjustments to consider changes in the cost of living and the patterns of consumption;
- quality control, including sound technical review, validation, as well as periodic review for continuous improvements;
- Promotion of gender equality and non-discrimination;
- Consideration of the **regional or local context** and socio-economic and cultural realities.



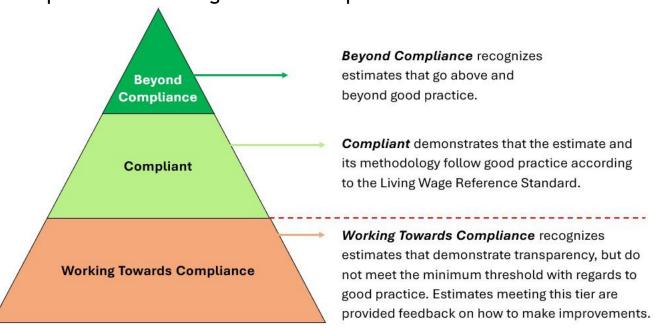
3. What is the Living Wage Reference Standard?



What is the Living Wage Reference Standard?

Definition

The Living Wage Reference Standard is a document which can be used to assess living wage estimates according to three categories containing quality criteria: Beyond Compliant, Compliant and Working Towards Compliance*.



Purpose

Create a universally accepted 'Standard' that:

- Provides greater consistency, clarity and alignment on approaches to living wage estimation
- ✓ Guides methodology owners about good practices, and
- ✓ Increases credibility and transparency of employer initiatives on living wages.



Contents of the Standard – Part 1 [Overarching Frameworks]

Section	Overview
Data collection and Transparency	 Data Collection and Sharing Academic Rigor – Survey-based Data and Focus Groups Transparency Conflict of Interest Representative Data
Geographic scope and Timing of estimates	 Geographic Scope Quality Control Local Input of Ownership Migrant Labor Timing for Updates of Data
Family size, Number of workers per family and Working hours	 Family Household Size – General Family Size – Number of Adults and Children Number of Workers Per Family Working Hours
Accounting for public Benefits	 Applicability of Public Benefits Accessibility of Public Benefits Accounting for Public Benefits



Contents of the Standard – Part 2 [Items on Cost of Living]

Section	Overview
Nutritious Food	 Nutrition Variability of Diet Price Collection
Housing	 Housing Size Rent vs. Home Ownership Utilities, Furnishings, Insurance, Maintenance and Repairs, Taxes, and Mandatory Services Charges
Healthcare	Data Collection and Transparency – General
Care	 Ensuring Timely Childcare Payment Elder Care / Retirement
Transportation	Assessing Transportation
Other Categories (COICOP)	 Alcoholic Beverages, Tobacco and Narcotics Clothing and Footwear Furnishings, Household Equipment and Routine Household Maintenance Information and Communication Recreation, Sport and Culture Education Services
Savings for Special or Emergency Events	Amount Included
Mandatory Deductions from Pay	Depth and Specificity



We are here

How have we developed the Standard?

Compare
Methodology
Documents &
Descriptions

Compare Data from Specific Benchmarks in Overlapping Geographies

Present consensus and areas of difference for stakeholder feedback to inform Standard design

Step 5

Step 1

- Assess methodology documents and records
- Identify major differences in approach
- Identify where methodological differences are producing equivalencies in results, allowing for flexibility in

approaches

Step 2

Assess estimates from different methodologies in the same geographic area to determine which elements of the calculations are showing the greatest level of consistency or variability in results

Step 3

Examine the differences against the framework of ILO, IDH, and LICoP guidance on living wage estimations to inform best path forward

Step 4

- Discuss identified differences and similarities in technical committee meetings establishing where consensus exists
- Present choices
 where consensus
 does not yet exist
 within WageMap for
 stakeholder
 feedback to inform
 the standard
 choices

Step 6

Methodologies and estimates reviewed in comparative analysis – Using publicly available or shared data and details Alberta Living Wage Network Canadian Centre for Policy Alternatives Living Wage Ireland NewForesight Living Wage Movement Aotearoa New Anker Methodology **ILO Methodology** Ontario Living Wage Network Zealand Institut de recherche et d'informations Anker Reference Values Seoul Metropolitan Council Loughborough University socio-economiques Area Metropolitana de Barcelona Living Wage for Families BC MIT Living Wage Calculator **UK Living Wage Foundation** Living Wage For Us Asia Floor Wage National University of Singapore WageIndicator Foundation

4. How will the Standard be applied?



How are methodologies evaluated?

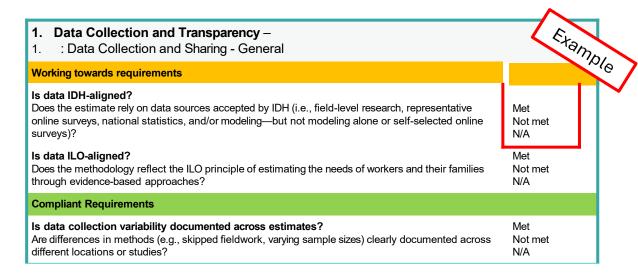
WageMap has developed a draft methodology to evaluate living wage estimates and their methodologies. To evaluate these methodologies, WageMap will work with separate organizations and individual contributors (see Evaluators).

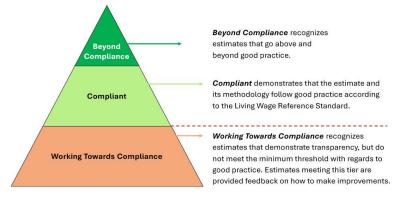
1. Assess methodology against questions in Standard

- To ensure evaluations are as clear and consistent as possible, we've adopted a binary approach – each criterion is scored as Met or Not Met.
- This binary approach eliminates ambiguity and allows users to quickly understand weather a requirement has been fulfilled.

2. Conduct overall assessment against quality criteria

- The framework is organized into structured categories –
 Working towards compliant, Compliant, Beyond Compliance –
 with each tied to a specific set of yes/no questions.
- We've developed scoring templates to illustrate how this approach works in real assessments.







Potential Evaluation Journey for Living Wage Estimates



Month 1-2

Month 3-4

Month 5-10

Month 11-12

Preparation – Opt In

- Data provider opts in to have their methodology and data evaluated.
- Data provider conducts self-assessment and submits with data.

Preparation – Opt Out

 For methodologies and data that WageMap has prioritized to include, but the data provider has not formally opted in, a package of data and an initial assessment will be submitted for evaluation.

Evaluation

- Evaluators will be trained to use the standard to review the self-assessments and datasets as well as evaluate any methodologies that are provided without a self-assessment.
- Evaluators will provide scoring as well as feedback to the data providers on what they can do to improve their scores initially and over the long term to improve their scores.

Reassess

- Data providers will be provided their scores and feedback. There will be a call to review the results and to hear about any issues, questions.
- Data providers will have ~4
 months to make any initial
 changes and resubmit their
 methodology and
 estimates. They are not
 required to make changes
 but will be noted as
 "Working towards
 Compliance."

Approval

 Evaluators submit their final recommendation to WageMap.

Publish

 WageMap will compile data and scores to publish on website.



A Phased Implementation Approach for Evaluating Estimates*

1

Year 1 (Pilot 2026)

Pilot approach with 1
 organization and/or several
 individuals to evaluate
 methodologies

2

Medium term

 2-4 organizations/multiple individuals from different regions and sectors to evaluate methodologies and provide scoring. 3

Long-term

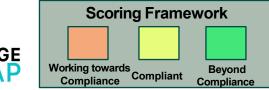
 4+ organizations/multiple individuals from different regions and sectors to evaluate methodologies and provide scoring.



Results of Assessments: WageMap Aggregated Data Map

The core output is a publicly available aggregated data map* of globally comparable, locally specific, living wage estimates. Estimates will be assessed at the regional estimate level, with each sub-national estimate evaluated independently. The example below shows how three different estimates could be visualized based on 1) how the data provider chooses to 'opt-in' to have their estimates disclosed and 2) how estimate's methodology aligns with the standard.





	Full Opt-in	Partial Opt-in	No Active Opt-in		
Living Wage Reference Standard Categories and Scoring This standard is used as a point of comparison. The most aligned living wage estimation is provided along with the associated data below	Living Wage Methodology 1 Estimate: 15.35 DOP/hour Estimate Year: 2024 Evaluation: Link: Website	Living Wage Methodology 2 Estimate: See public site (link) Estimate Year: 2024 Evaluation: Link: Website	Living Wage Methodology 3 Estimate: See website Estimate Year: 2024 Evaluation: Link: Website		
The scoring below is illustrative only, showing two of six subcategories within the first category. The final version would include scoring across all categories.					
Data Collection and Transparency					
Data Collection and Sharing					
Academic Rigor – Survey-based Data	Ind:				
Academic Rigor – Focus Groups	Indicati	ivo			
Transparency		, G			
Conflict of Interest					
Representative Data					
Geographic Scope and Timing					
Geographic Scope					

^{*}WageMap continues to explore different ways to visualize their data map and welcomes feedback on the proposed concept.

6. How will WageMap operate in the long-term?



WageMap Proposed Governance (~2027 Onwards)

WageMap is preparing to evolve its governance and its stakeholder engagement approach after the first round of pilot data is launched. The following model is subject to change based on feedback.

Steering Group

Steers implementation of the project plan and takes decisions where needed. At least one representative from each Consortium member sits on this body.

PMO / Secretariat manages the evaluation of methodologies through the methodology evaluation partners. WageMap will start with one evaluation organization due to resources, but the goal will be to move towards a system where multiple organizations/parties will oversee standard scoring.

Project Management Group

Coordinates day-to-day operations and facilitates collaboration across all governance bodies.

Funding Partners

Support the financial sustainability of WageMap.

Standard Technical Advisory Group

Provides technical experts input into the development and evolution of the standard and its implementation.

Methodology Evaluators

Evaluate data providers and methodologies against the WageMap standard.

Standard Implementation Advisory Group

Provides non-technical experts and additional stakeholders input into how the data standards are implemented.

Evolution of Technical Committee

Data providers who opt into being evaluated against the standard can have members of their team sit on the Technical Advisory Committee that will approve updates to the standard and overall implementation. A **separate advisory group** will be established to ensure ongoing feedback on the standard implementation is provided from different stakeholder perspectives.



A range of key stakeholder groups will interact with the Standard

WageMap is preparing to evolve its governance and its stakeholder engagement approach after the first round of pilot data is launched. The following model is subject to change based on feedback.

DATA PROVIDERS:

Organizations that generate or maintain living wage estimate data



DATA USERS:

Employers or other entities that use Living Wage data to inform their living wage efforts

Living Wage Reference Standard

METHODOLOGY EVALUATORS:

Individual organizations or collaborators trained to evaluate living wage estimates



KEY PARTNERS:

Non-profit organizations, unions, international organizations, governments



Methodology evaluators

Individual organizations or collaborators trained to evaluate living wage estimates

Use case

Methodology evaluators will review self-assessments and estimate methodologies against the Living Wage Reference Standard and provide scoring*.

Methodology evaluators will:

- be separate organizations from data providers themselves.
- **provide objectivity** in the evaluation of different methodologies.
- operate independently in evaluating and scoring methodologies and will report to the Project Management Office.

Engagement approach

WageMap is currently meeting with potential methodology evaluators and will be using the insights from the 2nd public consultation period to inform the overall engagement approach with potential partners.



Data Providers

Voluntary network of data providers who opt in to collaborate with WageMap

Use case

To fulfill its mission of advancing alignment and transparency across living wage estimate methodologies, WageMap aims to build a collaborative community of Data Providers – working together to strengthen the Living Wage Reference Standard and enhance its value for those contributing to and using the data.

Engagement approach

Data Providers can choose to share their living wage estimates (or just have a link to their website) and participate directly in WageMap's evaluation and engagement activities. Providers that choose to have their estimates evaluated will:

- Receive recognition as official contributors
- Nominate representatives to participate in WageMap's Technical Advisory Board
- Provide feedback on methodology alignment and scoring processes
- Stay informed of developments, revisions, and expectations around data validation and standard alignment.



Data users

Employers or other entities that use Living Wage data to inform their living wage efforts

Use case

WageMap was created to make it easier for Data Users to implement living wages. WageMap aims to offer solutions for employers, unions, civil society and even governments. WageMap will continue to strive to support data users through providing:

- Transparent, easy-to-use, reliable living wage data
- Clarity and standardization on how to evaluate and implement living wages

Engagement approach

As WageMap explores how to establish a sustainable model to maintain the ongoing evaluations of estimates and its platform, it will continue to engage Data Users so it can create offerings that meet their needs.

WageMap appreciates all employers who participated and provided feedback in the 1st Public Consultation in Oct/Nov 2024.



Key partners

Non-profit organizations, unions, international organizations, governments

Use case

- WageMap is built upon multiple attempts by different parties to find a solution to the living wage data problem. WageMap works with many of these stakeholders and engages with others to strengthen the approach and overall movement. WageMap stakeholders include:
 - Workers and Unions
 - Employers and Employer Organizations
 - Businesses and Investors
 - Governments
 - Platforms and Multi-stakeholder Initiatives

Engagement approach

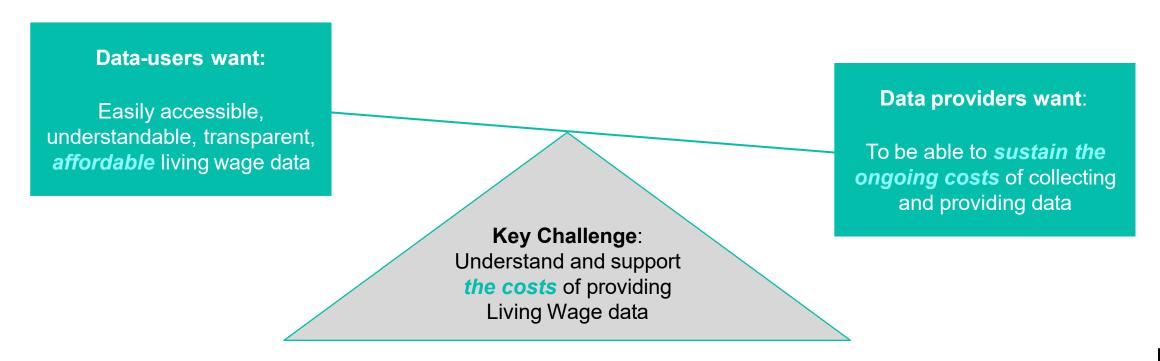
WageMap is grateful to have received feedback and insights from numerous contributors as part of:

- Regular check-ins with key organizations
- Specialized focus groups during public consultation sessions
- Collaboration on evaluation and implementation



Long-term model must address costs of collecting data

WageMap recognizes that to be able to provide easily understandable living wage data, living wage Data Providers must be able to sustain their work. **WageMap aims to work iteratively on its 'publicly available aggregated data map' to drive progress while working collaboratively within the living wage movement to address this challenge**.





6. What is the consultation process?



Public Consultation Process

WageMap is dedicated to getting stakeholder input from across different regions, stakeholder groups and channels. It is hosting two rounds of public consultation as well as a round of targeted feedback to garner final insights before launching in November 2025 at the UN Forum on Business and Human Rights.

1

Round 1 Public Stakeholder
Consultation
Nov – Dec 2024

2

Round 2 Public Stakeholder Engagement Consultation July – August 2025 Targeted Final
Feedback
Sept – Oct 2025

Engagement results:

- 6 webinars
- 122 organizations
- 36 countries
- 150 individuals
- 53 survey responses

Stakeholder groups consulted

- Methodology owners
- Certification bodies
- Civil society, NGOs, INGOs
- Local living wage networks
- Research institutes
- Unions/Labour movement
- Governments
- Industry groups
- Corporates
- Funders

Consultation Focus

- Feedback on the draft Living Wage Reference Standard
- Feedback on draft WageMap Background document
- Share progress and feedback from Round 1

Planned engagements

- Online focus group series for 'underrepresented' groups (e.g. unions and local movements)
- Online Survey, open to all
- 1-2-1 interviews & conversations for key stakeholders

Planned engagements

- Online focus groups with key stakeholder groups
- Follow up on specific issues that need greater expertise and further discussion
- Address scoring and implementation guidance



Decision making structure

You can find the WageMap Standard Development and Revision Procedure in this link.

This document specifies the procedure to be followed by WageMap for the development of any new WageMap standards, such as the Living Wage Reference Standard, and when substantive changes to existing WageMap standards are required to be made.



Contact us

To follow up or for broader questions, please address communication to the Project Management Office:



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If you're familiar with any collaborating organizations and wish to discuss this project, please reach out to their designated lead contact for communication:



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