Reward Management Report

(AC 1.1)

The term ‘reward’ typically covers all financial provisions made to employees. This can include cash pay or other benefits, such as private medical insurance. There are also non-pay benefits such as flexible working opportunities too (CIPD, 2025e).

Rewards are important in attracting, retaining and motivating employees and has a key role to play at the beginning of an employee lifecycle (Waite et al, 2021). Within behaviour science, rewards can be described as ‘reinforcement’ and this is the principle that we are more likely to repeat behaviour if the consequences are reinforced/rewarded.

Employees may value different rewards, they are individualised, not one size fits all, for example, one employee may feel their salary is the most important reward whereby another may feel that development is the most important reward (Waite et al, 2021). The ranking of rewards is also likely to change throughout the employee’s time, so being able to provide choice of rewards could be advantageous (Waite et al, 2021).

An employer’s cultural appeal can suffer from implementing the wrong sort of reward. However, implementing the right rewards can improve your organisation’s brand (CIPD, 2025e) and could put the company into a position whereby it an ‘employer of choice’ (Waite et al, 2021).

Research has shown that, in general, financial incentives have a positive effect on employee motivation and performance. According to a meta-analysis, using incentives doubles the improvements seen in performance (Cotton, Marriott and Perkins, 2022).

Financial incentives and recognition should be clearly linked with performance standards. This will allow employees to understand which contributions and efforts have been rewarded. When the link is not made, incentives and recognition is likely to harm work performance (Cotton, Marriott and Perkins, 2022).

Currently, it is known that special schemes operate for senior staff only within GreenFriendlyEco, which is likely to be damaging morale and contributing to the negative culture and performance that is recognised by managing directors (MD). Therefore, it is important that MD’s take the time to understand the function and impact of rewards and ensure that these rewards are, where appropriate, offered to all staff. If the rewards are not able to be offered to all staff, then MD’s should investigate whether other rewards could be provided to those members of staff.

(AC 1.2)

Extrinsic rewards are often used as a means of incentivizing certain actions and results (Rajesh et al, 2024). Examples of extrinsic rewards include competitive salaries, bonuses, promotions and are often tangible type of rewards (Rajesh et al, 2024). Intrinsic rewards are the internal, psychological benefits employees experience when they feel their work is meaningful and contributes to something worthwhile (Hajduk, 2017). Intrinsic rewards are crucial for encouraging long-term engagement and work happiness and extrinsic rewards are used to help drive performance and goal attainment in the short term (Rajesh et al, 2024).

Research has shown the using the combination of both intrinsic and extrinsic rewards can positively influence motivation levels within an organisation (Rajesh et al, 2024). Research

has found that employees intrinsically motivated to work will experience great job satisfaction and are less likely to leave the company than those driven by explicit or implicit incentives (Avgoustaki and Frankort, 2023). This means that the intrinsic rewards are likely to be more aligned with personal values and although it takes longer to attain this reward, the reward is greater than the short-term extrinsic reward. Therefore, it may be suggested that extrinsic rewards better improve employee contribution whereas intrinsic rewards help improve sustained organisational performance. However, it has been shown that no matter the age or generation, people's major focus is nearly always on extrinsic rewards. Therefore, it is only after people are happy with their pay, companies are able to then able to discuss the intrinsic rewards (Hajduk, 2017).

Based on the information above, GreenFriendlyEco need to assess both of their current intrinsic and extrinsic rewards that are offered to help motivate the workforce. Both of the rewards hold a place within ensuring that employee's contributions are positive and sustained organisational performance. Reviewing the current salaries of the employee's would be a good place to start, with then a further dive into methods that can help improve intrinsic rewards within the company (McMullen and Koliren, 2025). Building success withing the manufacturing business is not built on uptime or metrics alone; it is built on people. As a company, GreenFriendlyEco should ensure that their rewards are thoughtful transparent and flexible to help reduce turnover, reinforce culture and signal respect (McMullen and Koliren, 2025). It is important that rewards are delivered with purpose to transform how shop-floor workers show up every day (McMullen and Koliren, 2025).

(AC 2.1)

Pay structures give a framework for wage progression and can help encourage appropriate behaviours and performance (CIPD, 2025d). Research has found that 67% of employers use a pay structure, and they are usually used in large and public sector companies (CIPD, 2025d). There is criticism that although getting pay right is so important, we are unscientific in our approach and frequently rely on instinct or even prejudice when it comes to making these decisions (Jeffery, 2019).

GreenFriendlyEco may choose to explore more formal pay structures, for example multi-graded jobs and job families. Multi-graded jobs have multiple levels, each containing a salary range, offering clear progression routes (Morris, 2025a). Within multi-graded jobs, some companies have narrow-graded pay structure which typically compromise of ten or more grades and progression can be quick through this (CIPD, 2025c). Whilst others have broad grades, the broad grades usually have between six and nine grades (CIPD, 2025c). Narrow-graded pay structure runs the risk of causing 'grade drift', whereby jobs are being ranked more highly than justified. On the contrary, broad grade help counter grade drift due to there being greater scope for employees to progress further (CIPD, 2025d).

Job families group job within similar occupations or functions together. Similarly to broad-graded structures, there are usually around six to eight levels (CIPD, 2025d). There are separate salary structures for different families which can help facilitate higher pay for desirable workers (CIPD, 2025d).

Although using grade progression appears to be the most common pay structure, within manufacturing, flexibility and differentiation based on individual performance is most likely to be seen (Jeffrey, 2019), therefore a less structured approach may be more beneficial for GreenFriendlyEco.

GreenEcoFreindly may explore using spot rates which provide weekly, or annual pay rate for each job or person. Spot rates are found among more senior position, where the pay is designed to attract, retain and motivate a specific person (CIPD, 2025d). The manufacturing sector is more likely to use skills as a basis for pay management; this may be because, to use complex machinery, you need people who are suitably qualified and therefore their pay should reflect their skills (Marriott, Perkins and Cotton, 2019). However, there is no formal structure for progression with this approach and therefore individual rates could be threatened by equal value legislation (Suff and Reilly, 2007).

Thus, individual pay ranges may be a happy-medium where there is scope for progression (CIPD, 2025d), but GreenFriendlyEco are able to be more flexible in what they pay.

(AC 2.2)

Many companies that operate some form of contingent reward system, which provides employees with an element of base pay and a bonus related to whatever factor they deem to be important (Taylor and Woodhams, 2022).

Contingent pay systems are deemed to motivate employee's, it is assumed that linking an element of pay to the achievement of a particular goal, whether this be skill based or service related, will encourage employees to achieve that goal (Taylor and Woodhams, 2022). Research has revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance with pay and recognition being the most important variables (Armstrong, Brown and Reilly, 2011). However, it is also argued that using purely monetary incentives is almost always a double-edges sword (Brown, 2019), with evidence showing that employees would temporarily 'slack' in their work tasks following the incentive payment (Frankort, 2024). GreenFriendlyEco cannot assume that pay-based rewards are the only rewards that are advantageous to employees, so need to ensure that different rewards are explored to best suit as many individuals as possible.

Rewards can boost team-morale by rewarding performance and aligning goals, but the effectiveness relies on the behaviours for the rewards being clear, fair and consistent (Chown, 2023). However, having team-based incentives can increase the likelihood that employees remain silent when observing a team member engage in unethical behaviour (Hu et al, 2024). Furthermore, researchers have found that incentives, such as bonuses, especially those offered as a reward for meeting targets, could lead to acting unethically to improve results and speed up reward (Brown, 2019). These both can negatively impact the team morale within a company.

On an organisational level, research has shown that bonuses are more effective when more workers receive them within the organisation (Reizer, 2025). As an organisation, in order to make the most out of the rewards scheme, it is important to ensure that the behaviours that are rewarded are in line with the cultural values and encouraged people to work in a way that suits them and the business (Tanner, 2025). Therefore, it would be advantageous for GreenFriendlyEco to look at their own values, the behaviours that make up these values and ensure that these are being rewarded. Currently, there are 'secret' benefits for the MD's and this need to be removed and all employee's to be given fair opportunities to be rewarded for appropriate behaviours.

(AC 2.3)

Performance related pay links salary progression to an assessment of individual performance (CIPD, 2025a). Performance-related pay systems have many benefits; it can encourage higher performance by linking performance to pay, embed high-performance cultures across organisation and can be deemed as fair (CIPD, 2025a). However, they can distort employees' focus toward tasks that are measured and rewarded, leading to the neglect of other equally important but non-incentivised aspects of work (Morris, 2025b). Additionally, performance-related pay may foster unhealthy competition or encourage higher levels of risk-taking, particularly when performance indicators carry significant consequences (Morris, 2025b) and it has been widely criticised on grounds of accountability (CIPD, 2025a). Adding in performance related pay may be beneficial for GreenFriendlyEco to help promote the envisioned culture. However, this will need to be carefully monitored to ensure that it is fair and does not dampen morale.

Recognition schemes are personal, non-monetary rewards for individual efforts and work accomplishments which aim to reinforce desired behaviours (Brun and Dugas, 2008). In general, research has shown that recognition is an effective way to enhance or maintain performance (Barends et al, 2022). Employee's that are rewarded with verbal praise show greater intrinsic motivation than financially rewarded employee's (Barends et al, 2022). Employee recognition has been shown to have a positive impact on employee attendance and produce strong, positive spill-over effects on other employee's performance (Barends et al, 2022). Furthermore, it also has effects of employee retention, commitment and work engagement, though these effects are minor (Barends et al, 2022). However, there is also evidence which suggests that employee recognition can foster envy and resentment (Barends et al, 2022). Recognising the great work that employees have produced doesn't take much time and the outcomes are largely positive, therefore it is important to embed employee recognition initiatives as part of the reward strategy within GreenFriendlyEco.

With employee mental health and well-being such an important topic. GreenFriendlyEco could explore if there are any benefits that aims to increase employee health and well-being. Within this, there are various types of benefits that could be explored, such as occupational sick play, life assurance and programmes to help encourage physical fitness (CIPD, 2025a). These benefits are not ones that are performance based, unlike recognition schemes and performance related pay. Instead, these are benefits that are employee benefits used to compete against other companies, to enhance attractiveness and to try and reduce turnover (CIPD, 2025a). If the employee's at GreenFriendlyEco can see that the company care about their well-being, then this would set the company in good stead to promote a more positive culture.

(AC 2.4)

There are various types of recognition schemes that can be offered to organisations, one of which is informal recognitions. Informal recognition is at the discretion of the managers, and recognition takes place when it is merited (Norman et al, 2023). This could be anything from a thank you note, to giving the employee tickets for a show (Norman et al, 2023). These types of recognition are typically not on the reward scheme and depending on the form of recognition, could be more partial to bias and 'favouritism' (Sarkar, n.d.).

On the other hand, a formal recognition programme is one that is created within the organisation (Norman et al, 2023). These can include public recognition, private recognition and non-cash rewards.

Public recognition or acknowledge via an award, certificate or commendation has been ranked the most memorable form of recognition (Gallup, 2025). Whilst some people enjoy being recognised publicly, it is important to remember that no two people are motivated in the same way and therefore, not everyone would want to be publicly recognised and would prefer to be recognised privately (Epperson, 2019).

Those who don't wish to be publicly recognised are individuals that are often internally motivated and don't require a turn in the spotlight to be productive (Epperson, 2019). In this scenario, one-on-one communication is incredibly effective. It was found that private recognition given by managers has found to be motivational for 88% of employees (LevelEleven, 2019).

There are many non-cash rewards that companies have shown to be effective in the workplace (Silverson, 2004). An example of non-cash rewards are vouchers, whereby an increasing number of organisations are finding thus method to be highly effective and popular with employees (Silverson, 2004). Vouchers have the advantage of not being absorbed into the employee's salary (Silverson, 2004). When using vouchers, it is worth exploring whether the individual would prefer a voucher for a specific place or a broader voucher that can be used in multiple places (Silverson, 2004).

For GreenFriendlyEco, it is essential for leaders and managers to keep these employee recognition examples in mind when acknowledging employee's successes or accomplishments (Gallup, 2025). GreenFriendlyEco should undertake surveys to see what different recognition schemes would be preferred by the employees. At a minimum, GreenFriendlyEco need to ensure that they have some verbal praise where it is deserved. A survey has found that the most meaningful and memorable recognition comes from the employee's manager (28%), followed by a high-level leader or CEO (24%), the manager's manager (12%), a customer (10%) and peers (9%) (Gallup, 2024).

(AC 3.1)

When a company is looking into their rewards, there are various factors that may influence what rewards and on offer and whether rewards can be added or must be removed. These can be internal or external factors.

One of these factors is the cost of living. GreenFriendlyEco are currently operate within the UK which has been hit by the cost-of-living crisis following COVID-19 (Rose, 2022). Salary reviews will be influenced by the increase in market rates and driven by the cost of living (Rose, 2022). GreenFriendlyEco should examine different reward strategies that don't highly, financially, impact on the company. Peer recognition remains one of the most favoured benefits, which would not cost the company (RewardGateway, 2022). In addition, financial well-being recourses have also been recognised as a favoured benefit too (RewardGateway, 2022). Companies such as Sainsburys have increased their employee's wages but also offer free food when their staff are on shift (Rose, 2022) so GreenFriendlyEco could look into doing something similar.

Bonuses are more commonly found in the private sector so GreenFriendlyEco may need to analyse whether this is affordable for the company and whether this is what reflects the employees (Van Triest, 2023). There is a consensus that being in a public sector means that there are more generous pension contributions, but the rigid pay frameworks are not present within a private sector (Incento, 2019). Private sectors can provide more flexibility around

bonuses, share plans and pay decisions (Incento, 2019). GreenFriendlyEco should use their flexibility as an advantage to help make the most rewarding packages for the employees.

According to the Labour Market Outlook, within the manufacturing sector, it is near 50/50 (48% and 46%) as to whether employees expect there to be problem in filling vacancies in the next six months (Cockett, 2025). Therefore, it would be beneficial for GreenFriendlyEco to optimise their rewards package to make them more appealing to work for. In Autumn 2025, companies are most commonly providing their employees with a 3-3.99% pay rise (Cockett, 2025). Whereas in Autumn 2024, most companies provided their employees with a 5% pay rise. Therefore, there may be more scope for companies to offer different rewards if the pay rises are not expected to be as large (Cockett, 2025). However, this would depend on the current financial situation of GreenFriendlyEco as 3% pay raise for employees within a small company may have a much larger impact that a 3% pay raise for larger companies and some smaller companies are opposing the rise under the believe that it is only a 'benefit' to businesses that can afford the rise (Bailey, 2025).
(AC 3.2)
Benchmarking is only as good as the data that is collected and analysed (Farrand, 2023). There are various ways in which Benchmarking can be conducted, including Salary and Reward Surveys, job evaluations and benchmarking reports.

Salary and Reward surveys could be used to help to benchmark data. Analysing industry surveys will provide insight into specific sectors (Whitfield, 2024), which will allow GreenFriendlyEco to analyse and compare their salaries to others. However, surveys can be costly (Whitfield, 2024), which may not be feasible for GreenFriendlyEco due to financial constraints. In addition, there is a danger that as a company, you are doing what everyone else is doing rather than reflecting your business strategy (Farrand, 2023). The surverys could be anonymous surveys which may allow employees to feel more comfortable providing truthful answers (Coelen, 2021).

Aswell as internal and external surveys, another method that could be used is job evaluation. Job evaluations help gather internal and external data on roles within the company and equivalent jobs with other employers (CIPD, 2024). However, it is crucial to ensure that there is effective interpretation of the data, and it must be reviewed on a regular basis (CIPD, 2024).

Online benchmarking reports, such as those produced by Croner or the Incomes Data Service, can be used to support pay benchmarking (Taylor and Woodhams, 2022). In the private sector, organisations typically benchmark against others within the same industry or against comparable organisations (Taylor and Woodhams, 2022). Analysis of these data sources enables employers to identify trends in specific areas and adjust their reward strategies accordingly (Taylor and Woodhams, 2022).
To obtain a holistic view of benchmarking, it is recommended that GreenFriendlyEco adopt both internal and external approaches. Internal methods, such as employee surveys, can provide valuable insight into employee perceptions of the reward package. In addition, the use of external benchmarking reports would enable GreenFriendlyEco to enhance its competitiveness in the market.

(AC 3.3)

Job evaluations can be used to understand what each job is worth in relation to others jobs in the organisation and then pay can be set in levels that are fair in relation to each job (Waite et al, 2021). They are a method of determining on a systematic basis the relative importance of a number of different jobs (CIPD, 2025c). Job evaluation can be categorised as non-analytical and analytical schemes (Waite et al, 2021).

Formal approaches rely on standardised methods to evaluate jobs, using either analytical or non-analytical techniques (Polc, 2021). In contrast, informal approaches determine job value based on assumptions about internal and external relativities, or by referencing prevailing market rates during recruitment, without the support of systematic analysis (Polc, 2021).

Non-analytical job evaluations compare whole jobs, rather than specific knowledge's kills and competencies (Waite et al, 2021). These are the most straightforward method of job evaluation and is most often used in small organisation (Smither, 2004). A non-analytical job method would be job ranking, which involves ranking each job so that a hierarchy of jobs are involved (Waite et al, 2021). Those who rank higher are jobs that are of more value to the company than those jobs that rank lower (Waite et al, 2021).

Another non-analytical method is a paired comparison whereby one job whole is compared to another (Waite et al, 2021). During the comparisons, points are allocated according to whether they are higher, lower or the same value as the other job role (Waite et al, 2021). After the comparison of all jobs, a hierarchy is then created based on the points (Waite et al, 2021). Paired comparison is a "statistical" technique that is based on "felt fair" judgement (Lye, 2007).

In comparisons to non-analytical methods, analytical job evaluations schemes break each job into factors and points are then allocated for each factor (Waite et al, 2021). Once the points are added up, the total determines where the job 'sits' in a pay scale (Waite et al, 2021). Characteristics of the job role could be split into skill, responsibility, working conditions and efforts (Waite et al, 2021). Job evaluations should be reliable so that the same results would be obtained on comparable occasions (Waite et al, 2021).

Both methods could be used with GreenFriendlyEco to help ensure that the pay could be 'fair' by employee's (ACAS, 2014). Gaining more understanding about analytical and non-analytical methods and which methods works better for GreenFriendlyEco depending on what they are trying to evaluate.

(AC 3.4)

There are various legislative requirements that impact reward practice such as equal pay, minimum wage and holiday entitlement.

Equal pay refers to men and women being paid the same when carrying out work that is the same or similar, work rated as equivalent by analytical job evaluation study and work of equal value (Cotton, 2025). As well as gender, the law required employers not to pay an employee less because of their disability, race, religion, sexual orientation or any other protected characteristic (Cotton, 2025). The manufacturing sector ranks among the top four sectors in the UK facing equal pay disputes (Huttley, 2023). Therefore, as a company, GreenFriendlyEco need to ensure that abide by UK law and ensure that all employees are being paid equally. There is a Code of practice on equal pay that whilst it is not legally binding, it provides guidance on good practice (Cotton, 2025).

Another legislative requirement is national minimum wage which is underpinned by the National Minimum Wage Act 1998 (Kerrigan, 2023). Those who are volunteers or self-employed are not entitled to national minimum wage (Kerrigan, 2023). Since 2023, the government Naming Scheme publicly shamed high-profile employers including WHSmiths

and Argos for not complying with national minimum wage (Kerrigan, 2023). Often, national minimum wage breaches will be unintentional, but it is important for employers to review their practice to refrain from breaking the law (Kerrigan, 2023). If there is in minimum wage, this is typically effective from April 1st to coincide with the new financial year. It is typically announced in the Autumn budget and GreenFriendlyEco need to ensure they remain up to date with this. This can be done by ensuring that the company regularly review the official announcements that are published on GOV.UK.

Another legislative requirement is annual leave. Statutory holiday entitlement applies to all workers covered by the Working Time Regulations 1998. These regulations include agency workers, plus irregular hours and part-year workers (CIPD, 2025b). If employers provide less then statutory minimum holiday, there are several sanctions that could be imposed, including compensation awards to the employee, declarations that workers' rights have been infringed and Enforcement measured issued by the Health and Safety Executive (CIPD, 2025b). Currently, it is stated that ‘Most employees receive 28 days paid holidays per year’ with GreenEcoFriendly. Therefore, reviewing this and ensuring that employees have 28 days holiday, or pro-rated for those who work part time would ensure that are adhering to the legislation.

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