

AC 1.1

Total reward is the principle of covering all aspects of work that people value, including both intrinsic and extrinsic rewards. Total reward is about recognising that pay is not the only motivator but also acknowledging wider rewards in the context of employee experience for Eco-Insulate to improve the psychological contract with their employees, through non-financial rewards too (CIPD, 2025). Other key principles of reward are to ensure that individuals are rewarded fairly, consistently and transparently. In situations where employees feel that reward practices are potentially unfair, Eco-Insulate could see a break in the psychological contract between the employer and employee. As such, there should be clear and effective communications on the reward initiatives and decisions that eco-insulate are looking to implement to assist in maximising employee engagement (Taylor and Woodhams, 2022).

By taking a holistic approach to how Eco-Insulate can attract and retain staff, they should be able to align a total reward offering to the organisations values and culture and achieve a better fit between the needs of both their employees and the organisation (Taylor and Woodhams, 2022). Without the right rewards package for employees, the cultural appeal of the organisation could suffer whereas implementing a total reward package which is fair, consistent and transparent there could be a significant improvement in the overall brand of the organisation and employee retention, so it is important to ensure that the reward package being offered is fit for purpose (CIPD, 2017). Furthermore, by aligning the reward strategy with organisational objectives and by introducing inclusive practices like flexible working, there can be major scope to promote a more positive cultural change and enhance the overall employer brand (Wickens, 2023).

Aside from improvements to organisational culture, Eco-Insulate could also see a benefit in overall employee performance, specifically where rewards are directly tied, as employees are more likely to be motivated to achieve higher levels of productivity (Chown, 2023). Employees who have incentives which encourage them to perform highly will be less likely to perform badly, thus positively impacting the overall performance of the organisation. Eco-Insulate could also look to introduce additional time off for those who meet performance targets which could foster a culture of healthy competition and look to introduce professional development opportunities to upskill employees and create an environment where employees are supported to succeed and feel valued.

AC 1.2

Extrinsic rewards refer to those that are tangible and visible to the employee including wages, bonus schemes and other financial incentives, which should play a huge factor in Eco Insulate's reward package (Hajduk, 2017).

Overall, there is research to show that extrinsic factors do have a moderate to large positive effects on employee contribution and performance, with certain data showing that performance of an employee can double when financial incentives are involved (CIPD, 2022). However, where financial rewards and incentives are not transparent and fair, Eco Insulate could run the risk of demotivating employees. This is supported further by Herzbergs Two-Factor Theory which categorises financial rewards as a hygiene factor, meaning that if absent or inadequate these can cause dissatisfaction, but they do not necessarily improve performance either (Koshevoy, 2024). Extrinsic rewards can also

have a positive impact on sustained organisational performance, specifically where salary increases or bonuses could be awarded to the top performers of Eco Insulate, or to those who have acquired new skills essential to their role (Munir et al, 2016). As those employees will have helped the organisation achieve their financial targets in order to achieve the financial reward and gained skills that can be reinvested back into the organisation, the sustained performance of Eco Insulate should be improved as a result.

Intrinsic rewards refer to the psychological benefits that an employee gains as a means of meaningful contribution through their work which can be provided through feedback, employee recognition programmes and opportunities for personal and professional growth (Hajduk, 2017). There is research to show that recognition and non-financial rewards can positively impact employee motivation and performance substantial enough for Eco-Insulate to take note, with recognition even going as far as to have a positive knock-on effect on colleagues also, thus boosting team morale and engagement (CIPD, 2022). This is supported further by Herzbergs Two Factor Theory, which categorises non-financial rewards as key motivation factors, meaning that when included in reward packages can really influence employees to perform better (Koshevoy, 2024). This can also be beneficial to sustained organisational performance as when an organisation invests in employees' skills and development, there is opportunity for the organisation to reap the benefits of the skills gained by the employee through investment.

In order for Eco Insulate to utilise both intrinsic and extrinsic rewards to maximise improving employee contribution and organisational performance, there would need to be a fair balance between both of the rewards ensuring fair distribution rather than a means of demotivating.

AC 2.1

Grade structures incorporate several different grades, ranks or levels that groups of comparable jobs can be placed, whereas pay structures are a framework that define the levels of pay for jobs relative to the value of an organisation (Taylor and Woodhams, 2022).

To assist in combining comparable jobs for pay grades there are several structures that organisations can lean on, one being a narrow-graded structure. This structure consists of usually ten or more grades with jobs of equal worth slotted into each band. This could allow for organisations to manage their costs more efficiently and could provide employees with more opportunities for promotion if they develop their skills to enter a higher band. However, as the grades are narrow, individuals will tend to reach the top of their grades quickly and could lead to a demand in upgrade. This differs from a broad banding structure where less grades are used, typically four or five, which allows for greater flexibility with pay compared to narrow-graded structures (CIPD, 2024). However, this structure does require a lot more communication with promotions being less visible and employees potentially feeling there is not much room for progression. Organisations could also lean into job family structures to assist in pay grading, this structure allows for organisations to split roles into distinct groups where the job is of equal value in nature and purpose. This structure can allow for tailored pay within each family with employers having autonomy to refine pay without affecting the wider business. This differs from a career family structure, which applies the same grading and pay ranges across all groups in an organisation which supports long term career development by employees having a clear understanding of their potential career route (Morris, 2025).

Types of pay structures can include individual pay rates, spot salaries and spot rates, which can be found amongst both lower and higher skilled occupations to attract, retain and motivate a specific person. With this approach there can be potential for individuals to move to higher rates in line with external factors such as inflation. This differs from individual job and individual salary ranges in that employers can attach a pay range to each role and may be preferred to spot rates due to the scope for pay progression (CIPD, 2024).

AC 2.2

There can be several different contingent reward strategies which Eco Insulate can adopt to impact individual, team and organisational performance, such as performance related pay. Performance related pay links wage progression to an assessment on an individual's performance usually determined by pre-agreed objectives (CIPD, 2024b). Where the aim for this strategy could be to improve individual performance, basic logic suggests that naturally where there is a link between the amount of effort put in by an employee and the financial incentives they will receive, employees will increase their output to achieve them (Morris, 2025b). By introducing PRP into the organisation, Eco Insulate could find increasing engagement from their workforce and higher productivity where employees are more invested in achieving goals and targets set.

Eco Insulate could also lean on PRP initiatives to set targets for a group of employees where collaboration and teamwork is needed to achieve those goals and gain the financial incentives, which as a result could foster an environment where employees are building positive relationships with each other to achieve the same goal, boosting a positive working environment. However, this could lead to an unhealthy amount of competitiveness and a break down in relationships where distribution of rewards is seen as unfair (Morris, 2025b).

Through PRP, where targets are being met and staff are engaged and motivated to increase their efforts, Eco Insulate could find a natural positive impact on organisational performance (CIPD, 2024b). This could be seen through less absenteeism, higher retention rates, improved engagement and a workforce determined to invest a greater amount of time and effort into their tasks.

Eco Insulate could also utilise skills-based pay as a reward strategy, which encompasses rewarding employees based on their demonstrations of skills and certificates, rather than job titles or length of service. Individuals can find themselves continuously committed to their professional development and expand their skills and competencies to gain financial incentives and where employees feel valued for their skills this could contribute to increased job satisfaction and engagement to their job roles and also positively impact their behaviour (Lockey, Graham and Zhou, 2017). Furthermore, by introducing SBP to the organisation there can be scope to build a culture of continuous improvement, which can create a healthy competitiveness between employees and emphasise the importance of skill development. However, similar to PRP, where employees feel rewards are distributed unfairly there could be potential conflict and dissatisfaction.

Organisational performance can be greatly impacted through SBP, specifically when compensation is linked to the skills which contribute to the success of Eco-Insulate as this can ensure that both the organisation and employees are focusing on developing the relevant knowledge that can contribute to Eco-Insulate achieving organisational goals and objectives (HRM Handbook, 2025).

AC 2.3

By implementing a reward and benefit strategy that is fair, consistent and includes both intrinsic and extrinsic benefits either formally or informally, Eco Insulate could find a boost in employee engagement, retention and productivity.

Bonus schemes could be introduced by the organisation as a means of encouraging maximum effort from employees, to remain competitive in an ever-growing work environment and these could be issued based on individual performance, collective performance and/or organisational performance. Introducing discretionary bonuses linked to performance can be a critical factor that contributes to an employee's motivation, employees who feel they are being valued and rewarded for the effort they are inputting are more likely to experience higher job satisfaction with lower turnover rates (Labour Laws UK, 2024). Where there are lower turnover rates in comparison to the current rates, Eco Insulate can save on recruitment costs that can be reinvested back into the organisation to foster a benefits strategy that meets the needs of all of their employees.

Profit-Sharing can also be used by organisations as a benefit that can improve employee and organisational performance. Where Eco-Insulate could give a portion of their profits to their employees, then employees would be more likely to work harder for the organisation to gain a bigger profit. In comparison to Performance-related pay, profit sharing can provide a fairer way of compensating all employees as recognition for their contribution rather than focusing on individual performance which can reduce feelings of dissatisfaction and conflict (BBC, 2025). Research indicates that much like bonus schemes, profit sharing can also improve job satisfaction which again, could assist high turnover rates that Eco Insulate seem to be experiencing and also attract new employees to the organisation (Bryson and Freeman, 2016).

Enhanced family friendly packages such as maternity pay, paternity pay, or adoption pay can be a great way to increase loyalty and retention during periods of family leave and could assist in allowing working mothers to return to work after maternity leave (Simpson, 2017). With recent data showing that working parents would like to see more support from their employer when it comes to childcare, 63.5% of employers in the UK now offer maternity pay above the statutory minimum, and 60.8% offer enhanced paternity pay, further incentives such as added bonuses upon returning from maternity leave is also becoming more common (Jackson, 2021). Organisations can find improved employee satisfaction, less reports of stress and a harmonious work-life balance through offering an enhanced package, which could also support Eco Insulate further to strategically position themselves as an employer of choice in a competitive market (Langdon, 2018).

AC 2.4

Eco Insulate can lean on both formal and informal recognition schemes to keep employees motivated and for them to feel that the work they are carrying out is valued.

Day to day informal recognition can be a great way to boost the morale of the workforce at Eco Insulate with recent data showing that nearly 30% of workers have felt unheard at work, and 22% feel invisible, which ultimately results in employees feeling undervalued as a whole (Perna, 2023). The CIPD (2020) suggest that when it comes to recognition schemes, it is the little things which make

the biggest difference, even a simple thank you after every little milestone that an employee completes can assist in them climbing the ladder with motivation, positivity and confidence. Furthermore, Eco Insulate can also benefit from encouraging and partaking in day-to-day recognition as a vital tool to help with their employer branding with employees naturally promoting the organisation as an employer of choice through feeling valued and appreciated.

Public recognition can also be utilised as a recognition scheme which Eco Insulate can use to have a positive impact on their employees. Eco Insulate can make effort to ensure that employees are recognised in front of their peers through team meetings, company wide emails or employee platforms (Burman, 2025). This can encourage other employees to share and recognise the contributions of their peers, which allows Eco Insulate to create a culture of peer-to-peer recognition. Where employees feel that they are being appreciated, Eco Insulate will find that employees are more engaged and motivated to deliver results, which in turn aids in greater organisational performance. Eco Insulate can also lean on team celebrations through team lunches or after work events that foster collaboration, a sense of unity and ensures that everyone has a valued contribution to the organisation.

Simple noncash awards can also prove to have a huge impact on employee engagement and retention, which Eco Insulate can use to the organisations advantage. Well thought noncash rewards such as be spoke gifts, vouchers or tickets can have memory value attached which are more meaningful to employees and with these kinds of rewards being differentiated from standard pay with a psychological bonus of the employee feeling their work is being recognised wider (Fairhurst, 2012). Furthermore, Eco Insulate should understand their workforce and their personal interests so this unique incentive can go a long way to strengthen the loyalty of their employees and aid in higher retention and greater organisational performance through meaningful recognition.

AC 3.1

For a reward strategy to be the most effective, Eco Insulate need to rely on both external and internal influences to help shape a strategy most suitable to their workforce, whether that be considerations from trade unions, employee consultation groups, economic factors or legal factors.

When talking about economic factors in the context of reward, recent studies suggest that the UK manufacturing industry is expected to see a 12% growth over the next ten years (Williams, 2025). With these industrial trends, Eco Insulate could find a lot more competitors on the market which employees could voluntarily jump to providing that they do not make effort to implement an effective reward strategy to improve their company culture and performance. With the predicted rise in the manufacturing industry, this could greatly affect the labour market further with recent conditions of the market forcing organisations to already make changes to their reward packages (Brand, 2022). Eco Insulate, could conduct competitor analysis to provide an in depth look into what competitors are offering their employees to allow the organisation to position themselves as an employer of choice where the market is predicted to become more competitive. Through this, Eco-Insulate could find a positive change in organisational culture.

It is also important for Eco Insulate to understand the legal factors that influence reward within the workplace. For example, under The Equality Act 2010, men, women and those with protected characteristics have the right to equal terms and conditions of their employment such as benefits and pay, for carrying out 'equal work'. Providing that Eco-Insulate is not compliant with the legal

principles that influence reward practices they could find themselves in costly legal claims, damage to the reputation of the organisation and further damages to an already poor retention rate (CIPD, 2025b). It is important that the organisation conduct thorough pay audits and reviews to identify any potential risks of discrimination whether that be through unfair pay distribution, holiday entitlement or pension contributions. Furthermore, Eco-Insulate could also consider regional differences in pay as a means for understanding why employees are choosing to leave the organisation to potentially work for competitors, which can also prove to impact an organisations reward strategy.

AC 3.2

There can be many sources of data which Eco Insulate can use to develop insight on reward strategies to adapt their own to meet workforce needs and improve retention rates (Taylor and Woodhams, 2022).

Reward and salary surveys provide insight into what companies are paying for specific roles, covering base salary, bonuses and potentially other forms of benefits which Eco Insulate could use to benchmark their pay against other companies within the eco-friendly manufacturing industry (Whitfield, 2025). Pay is one of the most important motivators for employees to come to work and as this data can be compared with different organisations in the same industry, salary surveys are a valid source of data which Eco-Insulate could use in order to reduce staff turnover and remain competitive. With that being said, the reliability of the data gathered could be called into question as organisations may submit salary data only, which Eco Insulate would be unable to gather a sound idea on what a similar organisation's full reward package looks like.

Data gathered from both internal and external recruitment and vacancies could also provide Eco Insulate with insight when it comes to benchmarking in order to remain competitive and provide a reward package which is suitable to their workforce. As such, this data would be valid for Eco Insulate to benchmark as candidate pools are more likely to be attracted to employers who are setting their salary ranges and benefits package appropriately and inevitably, candidates who are looking for work are more than likely looking to improve their benefits package too (Morris, 2025c). Furthermore, with Eco Insulate benchmarking their recruitment data, this can enable them to attract more skilled and experienced workers who will inevitably be comparing job offers. With that said, benchmarking against external vacancies may not be the most reliable as organisations may choose to not disclose their full benefits package on the advertisement, which may make it difficult for Eco Insulate to gain full insight into what competitors are offering.

Exit Interviews can be a valuable way for Eco Insulate to gather relevant data. In the reward context it can enable employees to give honest feedback on why they are leaving and what the organisation is doing wrong in terms of reward and recognition, which could be helpful to improve the low retention rates. This data can be valid as it can be a starting point for Eco Insulate to identify trends that are affecting employee retention, highlight weaknesses in the reward context and gather further insight into what needs adjusting (Newsome, 2024). However, in order for this data to be the most reliable it is important to choose impartial interviewers and guarantee confidentiality, so employees feel like they have a gateway to be open and honest. Where an employee is fearful, they may have little incentive to provide honest feedback which questions the reliability of the data (Miller, 2018).

AC 3.3

Job evaluation schemes are a process which could help Eco Insulate define the worth or size of jobs within its organisation in order to define which roles are of similar value and plot their position within grade and pay structures (Taylor and Woodhams, 2022). Job evaluations can also assist organisations in making market comparisons of specific roles and ensure that pay obligations are met.

Eco Insulate can use formal and analytical approaches when assessing roles within its organisation which can provide a deeper insight as the roles are broken down into more detail. The 'points rating' method can help Eco Insulate identify the key elements of each role according to skill, responsibility and effort which are weighted. Through this, the organisation can allocate points according to the level of the job and higher points are given for jobs seen as more demanding (CIPD, 2025d). Eco Insulate could choose to use analytical job matching as another formal approach to job evaluation. This approach appoints a benchmark job as a reference point to where similar roles can be compared in order to grade jobs at the same pay grade. To do this effectively, Eco Insulate can conduct an analysis into sample benchmark tasks which can be less time consuming than conducting a point factor analysis, particularly in bigger organisations and when it comes to roles classed as more generic (HRM Handbook, 2025).

Non analytical and informal approaches to job evaluation involve assessing roles as a whole rather than taking individual factors into consideration, which ultimately do not protect employers against equal value claims, however, are still useful at assessing different roles broadly (Taylor and Woodhams, 2022). These approaches typically list jobs in order of importance to the organisation by comparing select criteria and will focus on a handful of benchmark jobs with other roles being placed around them in their evaluated order of importance, which are often simpler, cheaper and quicker, known as job ranking. Another informal and non-analytical approach which Eco Insulate could use are paired comparisons, which forces the organisation to compare two whole jobs together to make a sound decision (Millar, 2004). This approach is more rigorous than job ranking and is more time consuming considering each job separately in line with another. Job classification could also be utilised to evaluate roles, which involves determining a number of grades based on tasks, skills and competencies, experience and initiative to which the jobs in the organisation are allocated in these determined grades (CIPD, 2025c).

As such, Eco Insulate could benefit from using all forms of approaches of job evaluation to ensure thorough analysis and protection of the analytical approaches but also the cost effectiveness and time efficiency of informal and non-analytical approaches.

AC 3.4

There are legal requirements that Eco Insulate need to be compliant with when introducing a reward system to the organisation which helps to assist in the fair distribution of rewards to maximise employee engagement and reduce the current high turnover rates.

The Equality Act 2010 addresses pay discrimination on the grounds of gender and outlines that men and women within the same employment performing equal work must receive equal pay, without following this legislation Eco-Insulate could be at risk of costly litigation, tribunal claims and damage to their reputation (EHRC, 2021). Not only does this apply to the distribution of equal wages, but also all contractual terms including non-discretionary bonuses, performance related benefits and pension schemes. The case of '*Asda Stores Ltd v Brierley and others 2019*' demonstrates a claim where women who worked for Asda brought an equal pay claim to a tribunal who allowed the claims to proceed further which shows the importance of distributing wages fairly, particularly where men and women are carrying out work of equal value.

To help level concerns surrounding the distribution of equal pay, organisations with 250 employees or more are required to report and publish their gender pay gap. Gender pay gap reporting was introduced to assist in promoting pay transparency and can help measure any disadvantages in the labour market, the workplace and highlight differences between the individual earnings of men and women (CIPD, 2024c). It is important for Eco Insulate to pay attention to the pay gap reporting from other organisations as this can give them insight into how each job compares to others within the same industry. Furthermore, when reporting on the gender pay gap, it is important that organisations note what could contribute to the gap becoming wider, for example there may be a significant gap in the rates of pay between a CEO and employees who are entry level, which is likely to add to the gap considering that statistically men are more likely to be in the former and women in the latter (Taylor and Woodhams, 2022).

Further legislation which Eco-Insulate need to give attention to is the National Minimum Wage. Legally, all employers in the UK will need to pay at least the National Minimum Wage per age regardless of level of skill, competency or performance. By being compliant with minimum wage standards and further pay legislation when implementing reward practices, Eco Insulate will avoid legal claims, enforce a positive message about their organisational values, attract top performers and reduce staff turnover all of which the organisation is aiming to do (EHRC, 2020).

Jack Davies
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