REWARD FOR PERFORMANCE AND CONTRIBUTION

Executive Summary

The report features the strategic management of the reward practice in GreenFriendlyEco. It is a medium sized environment friendly manufacturing firm in United Kingdom. It has been experiencing poor morale and extreme employee turnover presently. The assessment considers the fundamental reward concepts which entail both inherent and external rewards, pay systems, contingent reward plans and recognition programs. Formal and informal methods of job evaluation are contrasted with the object to supporting fairness and equal pay and benchmarking techniques are applied to obtain the data and provide information to reward decisions. Legislation such as National Minimum Wage Act 1998 and the Equality Act 2010 are also taken into consideration to ascertain the aspect of law-fulfilment. The report ends by deducing that a strategic, accommodating and legal reward system would go a long way in ensuring staff enhancement, retention and organisational performance within GreenFriendlyEco.

Introduction

GreenFriendlyEco is a company that produces ecological insulation and it is based in the UK. The company is experiencing the current trend of high turnover among skilled and unskilled workers. The Managing Director has identified that the organizational culture at the place of work is averse and that there is lack of formal reward and incentive mechanism. The company have a few basic benefits including holidays and a non-contributory pension, though the external things to attract and keep the staff active is absent. This has brought a vacuum between performance expectation and staff morale. The report will explore the way a more tactical strategy toward reward practices both financially and non-financially can be helpful to improve motivation and confidence among the staff members, reduce staff turnover and develop a more preferable organizational culture. The report will discuss some reward strategies such as pay structures and grades, benefit, recognition schemes and job evaluation methods. It will also look at how fair and effective reward practices can be supported by market benchmarking and the compliance of the legislations. By the end of the report, the senior management will know clearly how the contemporary reward systems can help in the future progress of the business.

EXCELLENCE INNOVATIONS
SAMPLE - FOR REFERENCE ONLY

A.C 1.1 Explain the principles of reward and its importance to organisational culture and performance management

At GreenFriendlyEco, the absence of a structured reward system is similar to the contribution to a lack of motivation and increasing staff turnover. The employees are less intending to work well or stay with the organization if they feel undervalued or unrewarded. Two important principles relevant here are equity and performance linkage. The workers create a sense of belonging and purpose when reward systems are transparent, fair and aligned with company goals. Reward is a key driver of employee engagement and organizational performance (Aldabbas *et al*, 2025). Trust can be built through the policy of fairness in pay and benefits and that ultimately reduces feelings of inequality and undervaluation. This is a particular concern to the case of GreenFriendlyEco when senior staff members are provided with special pension schemes unattainable to the rest of the workforce generating a feeling of unfairness. At GreenFriendlyEco, the introduction of bonuses or recognition tied to meeting quality or production goals would communicate that the company values hard work and results. This can shift the culture from one of dissatisfaction to one focused on achievement and improvement.

A reward is something more than just a monthly salary to a corporate employee or worker. It includes everything an employee is offered by an organization in exchange for their work. It can be given as a form of pay, bonuses, benefits, recognition, training and career development opportunities (Sorn *et al*, 2023). These elements are often called ‘total rewards’ that help to shape the relationship between the company and its employees. Fairness in reward systems also contributes to organizational culture in terms of raising motivation. As an example, fairness in terms of rewards or awards after meeting targets will encourage every

employee to give their best (CIPD, a, 2024).

The principle of performance linkage guarantees the direct connection between rewards and the performance of the individual or team. When rewards are tied with performance, it builds a culture of accountability and high standards. Performance-linked rewards also make performance management more effective by providing clear incentives for meeting targets (SHRIVASTAV, 2021). Employees observe what the company expect from them and see tangible benefits for success. For example, a contingent reward system that offers a monthly bonus for zero safety incidents encourages safer work practices and measurable performance improvements.

A.C 1.2 Assess the contribution of extrinsic and intrinsic rewards to improving employee contribution and sustained organisational performance

Rewards can be grouped into two mains types that is extrinsic and intrinsic. Intrinsic rewards include internal motivators as the feelings of being valued, enjoying the work or having opportunities to grow. The rewards are important for skilled or long-term employees in the company as it include recognition and personal growth opportunities (Manzoor *et al*, 2021). Employees are most motivated when they experience autonomy, competence and connection. Providing employees with regular positive feedback, chances to develop new skills or their involvement in decision-making processes can create a strong sense of achievement and satisfaction (Yousef *et al*, 2024). This internal motivation helps employees feel valued and connected to their work which increases their commitment and encourages higher-quality output. Intrinsic rewards often lead to long-term loyalty and job satisfaction among employees. Unilever offers structured pay reviews and bonuses tied to individual and company performance metrics. The company promotes its sustainability and social impact agenda by giving employees a sense of purpose and meaning in their work.

On the other hand, an example of an extrinsic reward is a performance-based bonus. This financial incentive rewards employees for meeting or exceeding specific targets such as production quality or safety standards. The introduction of a quarterly bonus scheme at GreenFriendlyEco would give employees a clear and tangible motivation to perform well. Extrinsic rewards can drive short-term performance improvements through goal-focused behaviour and increase productivity (Mdhlalose, 2024). Extrinsic rewards are tangible and often financial as salary, bonuses or company benefits. Both are essential to create a positive and productive environment in a workplace. At GreenFriendlyEco, many employees may feel demotivated because there are no structured reward schemes in place. They receive their wages and holidays but may lack recognition or purpose in their work. The involvement of both types of rewards can help to improve the situation. For GreenFriendlyEco, combining intrinsic and extrinsic rewards can create a balanced system that appeals to employees' emotional needs. While also offering incentive programs for clear performance outcomes ultimately supports staff retention and boosts organisational success.

Both types of rewards impact employee contribution and organizational performance in complementary ways (CIPD, b, 2025). Intrinsic rewards as recognition tend to enhance job satisfaction, motivation and loyalty. It fosters a positive workplace culture and reduces staff turnover. This leads to more consistent and innovative work over time. Meanwhile, extrinsic rewards directly encourage employees to meet measurable targets that align individual goals with company objectives and improve overall business results.

Reward Type	Example	Impact on Employee Contribution	Impact on Organisational Performance
Intrinsic Reward	Recognition and Development	Increases job satisfaction, motivation, and commitment; encourages personal growth and loyalty.	Fosters a positive culture, reduces turnover, improves overall productivity and innovation.

EXCELLENCE INNOVATIONS SAMPLE FOR REFERENCE ONLY

Reward Type	Example	Impact on Employee Contribution	Impact on Organisational Performance
Extrinsic Reward	Performance-Based Bonus	Encourages goal-oriented behaviour and focuses on measurable outcomes; motivates short-term performance.	Drives higher output and quality, aligns employee goals with business targets, and improves financial results.

A.C 2.1 Explain the differences between types of grades and pay structures

Grade and Pay help organizations organise employee salaries in a clear and fair way based on roles, responsibilities and skills. Two general types of pay structures are pay bands or pay scales and spot salaries. Pay bands group jobs with similar responsibilities and skill levels into defined salary ranges. Employees progress within these bands based on experience, performance or length of service. This structure promotes fairness and transparency because employees understand the salary range for their role and how they can progress (Cullen, 2024). It also supports career development and motivation by giving employees a clear salary pathway. Conversely, spot salaries are specific set salary per single employee with no pay range or band denoting the amount (Håkansta *et al*, 2025). This structure is simpler but less flexible and may cause inconsistencies, especially as roles evolve or employees gain experience. Some smaller organizations use spot salaries because they are easier to manage.

Organizations might choose pay bands to encourage fairness, reward skill development and support retention through structured progression (CIPD, c, 2024). Spot salaries may be used for simplicity or when job roles are highly specialised or unique, but they risk perceptions of unfairness if not carefully managed.

For example, GreenFriendlyEco might create pay bands for unskilled workers, skilled technicians and supervisors. This allows the company to reward progression and skills development and also maintain control over payroll costs. However, the current practice of ‘measured day work’ at GreenFriendlyEco without formal grading resembles spot salary use. Ultimately, the structure lacks transparency and can cause dissatisfaction among employees. Many medium-sized manufacturers in the UK as GreenFriendlyEco adopt pay band systems to balance fairness and cost control while offering some flexibility to reward performance or experience. It supports its goal to reduce turnover and improve employee engagement.

AC 2.2 Explain how contingent rewards can impact individual, team and organisational performance

Contingent pay is also known as a contingent reward and it refers to pay or benefits that are directly linked to an individual’s or group’s performance. Rather than fixed salaries, contingent rewards are earned only when specific outcomes, targets or behaviours are achieved. These may include performance bonuses, sales commissions, profit sharing or achievement-based incentives. The principle is to motivate employees to meet organizational goals by offering clear and meaningful rewards for success (CIPD, d, 2022).

At the individual type, contingent rewards can enhance motivation and goal-directed behaviour. For example, GreenFriendlyEco could introduce a monthly bonus for machine operators who consistently meet safety and quality targets. This would encourage personal accountability and focus. However, researches show that this can lead to frustration or stress if targets are unrealistic or rewards are inconsistently applied (Mangampo, 2025). Therefore, rewards must be fair, transparent and achievable to all employees. At the team level, group-based contingent rewards as shared bonuses or team recognition can promote collaboration and mutual support. For instance, a team responsible for packaging and dispatch could receive a collective bonus when orders are shipped without errors for an entire quarter. This kind of reward helps align team members toward shared goals and encourages cooperation rather than competition. However, care must be taken to ensure equal contribution is recognised as unequal effort within the team may create conflict or resentment. At

EXCELLENCE INNOVATIONS
SAMPLE - FOR REFERENCE ONLY

organization level, well-designed contingent reward systems are helpful to align employee efforts with strategic business goals. As an example, a profit-sharing plan in which everyone who works in the firm has an income in the rise of the profits of the company can prove beneficial in cultivating a feeling of ownership and a sense of loyalty (Mackin, 2024). Tesco gives the contingent reward through Performance-based bonuses both financial and operational KPIs to both store staff and senior managers (Fitzgerald and Kang, 2022).

When it comes to GreenFriendlyEco, contingent rewards based on equity, safety, or innovation can resolve the problem and enhance work culture and performance. Modern UK employers supplement contingent pay with employee growth to develop long-term participation. Introducing a balanced reward system where structure appreciates the results as well as behaviours in GreenFriendlyEco would go a long way in reshaping its culture and enhancing its general performance.

A.C 2.3 Explain the merits of different types of benefits offered by organisations

Employee benefits go beyond basic pay and can significantly influence employee wellbeing, motivation and retention. In the UK, organizations use a wide variety of benefits to support staff, improve work-life balance and enhance overall engagement. The introduction of diverse and meaningful benefits can help to reduce staff turnover and foster a more positive culture at GreenFriendlyEco. Three different and commonly used types of benefits include pension schemes, enhanced family leave and flexible benefits. Most UK organizations offer either contributory or non-contributory pension plans (Foster *et al*, 2023). GreenFriendlyEco already has a non-contributory scheme, but currently reserves special provisions for senior staff. Extension of a fair pension structure to all employees would show long-term investment in their future and promote financial security (CIPD, e, 2025). The merit lies in building trust and loyalty, especially among older or long-serving staff. While pensions incur long-term costs, they can reduce recruitment expenses by improving retention. The organization can value family and work-life balance by offering leave beyond statutory minimums. The renowned company of UK called Adobe offers enhanced family leave as paternal leaves and pay (Wong, 2022). Additionally, companies as LinkedIn, Accenture and Duolingo offer a variety of benefits as paid time off, wellness stipends, language learning courses and flexible work arrangements (Saxena and Sirohi, 2025). Enhancement of these benefits can be a key differentiator to attract and retain a diverse workforce in GreenFriendlyEco as the morale of the company is low. The merit is not just social responsibility but also practical as employees are more likely to return post-leave if they feel supported. The cost is manageable and can be budgeted annually as part of HR planning. Flexible benefits allow employees to choose from a range of perks such as cycle-to-work schemes, season ticket loans or insurance (Semkina *et al*, 2025). The merit of this approach is personalisation as different employees value different things. Flexible schemes also support budget control as organizations set a defined allowance per employee. The introduction of a low-cost flexible benefits system can boost satisfaction at GreenFriendlyEco without significantly increasing expenditure. The company can create a more attractive and supportive environment that enhances staff wellbeing and productivity by offering a mix of long-term, life-stage and personalised benefits.

EXCELLENCE INNOVATIONS
SAMPLE - FOR REFERENCE ONLY

A.C 2.4 Explain the merits of different types of recognition schemes offered by organisations

Recognition schemes are the main part of employee reward systems that offer employees appreciation for their contributions. Recognition does not always need to be monetary as both financial and non-financial play an important role in building motivation, engagement and loyalty (Altassan, 2024). It is especially useful for companies as GreenFriendlyEco that are looking to improve culture and morale without significant financial strain. At GreenFriendlyEco, the implementation of diverse recognition strategies could significantly improve workplace culture as the morale is currently low there. Recognition schemes can be financial as cash or cash-equivalent or non-financial and each appeal to different motivational drivers in employees.

Financial Scheme

A widely used financial recognition practice in UK organizations is the gift voucher scheme. In this scheme, employees receive vouchers or cash equivalents for achievements such as outstanding performance, innovation or long service (Kankisingi and Dhliwayo, 2022). For example, employees may receive a £50 voucher after consistently exceeding monthly production targets or for perfect attendance over a quarter. Employees can use these vouchers for something personally meaningful and that enhances motivation. It is also flexible as different departments or managers can distribute rewards based on different types of achievements. These are usually part of a structured reward programme. Low-cost voucher schemes could offer immediate and tangible rewards without major budgetary strain at GreenFriendlyEco.

Non-financial Scheme

A typical non-financial recognition practice is the ‘Employee of the Month’ award, where individuals are publicly recognised for their contributions often with a certificate or workplace display (Manjenje and Muhanga, 2021). This is a low-cost and highly impactful approach that celebrates effort and creates a sense of pride and belonging. While monetary value is not attached, the emotional impact of the employees can be significant. It can be particularly effective in close-knit or team-oriented environments. This kind of recognition speaks to intrinsic motivators that employees feel respected, appreciated and seen by leadership and peers (CIPD, f, 2025). At GreenFriendlyEco, this could encourage staff to engage more actively and feel visible within the organisation. Recognition schemes must reflect the diverse preferences of employees. While financial recognition offers clear, immediate rewards for high performance, non-financial recognition nurtures long-term engagement, loyalty and team cohesion. For GreenFriendlyEco, implementation of both types as components of a wider reward strategy will allow for broader impact across different job roles and personal motivations and it will support both employee wellbeing and organisational performance.

Recognition Type	Example	Merits
Financial	Gift vouchers for the performance	Immediate motivation Tangible and valued Suitable for diverse preferences
Non-Financial	‘Employee of the Month’	Builds pride and identity Encourages peer recognition Cost-effective and inclusive

EXCELLENCE INNOVATIONS
SAMPLE - FOR REFERENCE ONLY

A.C 3.1 Assess the business context of the reward environment

The reward strategy within any organization is shaped by both external and internal factors. These influences determine how competitive, fair and sustainable an organisation’s benefits and pay are and they must be carefully considered during the design of a reward strategy.

External Factor

One of the most influential external factors is the state of the labour market and wider economic insight. In the UK, rising cost of living and inflation pressures have led to increased expectations around pay and benefits. According to BEIS (2023), many employers are reviewing their reward structures to remain competitive and retain staff. Labour shortages in sectors such as manufacturing, logistics and skilled trades have also increased the pressure to offer better pay, more flexible benefits and clearer career pathways (Walsh *et al*, 2025). GreenFriendlyEco operates in a niche manufacturing sector. The company must benchmark salaries carefully and offer compelling reward packages to compete for skilled technical staff in a tight labour market. The reward packages not just include the base pay but also pensions, incentives and recognition. Failure in this strategy may result in higher turnover and difficulty in attracting new talent as nearby competitors may offer better conditions.

Internal Factor

The internal organizational culture is a major driver of the reward environment. The psychological contract is the unwritten expectations between employees and the employer and it also plays a vital role as an internal factor. If employees feel that their effort is not matched with fair pay, benefits or recognition, this perceived imbalance can lead to disengagement and reduced performance. This is tied closely to the equity theory where employees compare their input and rewards with others in similar roles (Patricia and Asoba, 2021). Currently, GreenFriendlyEco lacks formal incentives and has an unclear recognition structure. This reduces the mutual expectations and eventually lead to a negative organizational culture. The company should invest in rewards such as transparent pay structures, fair access to benefits and regular recognition. It aligns with employee expectations and improves employee retention and morale.

A.C 3.2 Evaluate the most appropriate ways in which benchmarking data can be gathered and measured to develop insight

Benchmarking is the way to compare an organization's reward practices against industry standards or competitors that ensure fairness, competitiveness and strategic alignment. Using reliable benchmarking data is important for GreenFriendlyEco as it can address high turnover, remain competitive in the labour market and design attractive reward packages for the employees. GreenFriendlyEco can analyse industry salary surveys data insights to determine how its pay and benefits compare to competitors. Adjustment of its packages in the company will be helpful to attract skilled labour and reduce attrition if surveys show that similar companies offer higher starting salaries or better pensions (Office for National Statistics, 2025). The second useful source is internal benchmarking that involves analysis of GreenFriendlyEco's own payroll, absence records, turnover statistics and reward distribution. This allow to examine how equitably current rewards are distributed among the employees and whether certain departments or roles are under-rewarded or if they experience a lesser payroll. For example, if data shows that skilled machinists have the highest turnover but are paid below the industry average, it signals an urgent need to review their pay band or introduce targeted incentives. Internal data also reveals pay gaps and inconsistencies in benefits access and whether reward policies are being applied fairly (Cullen, 2024). All these benchmarking insights allow GreenFriendlyEco to design reward packages that are competitive, fair and strategically aligned. This might include adjustment of pay scales to reflect market conditions, enhance benefits that competitors offer or to improve internal equity through clearer pay structures. GreenFriendlyEco can build a reward system that reflects both its business needs and the satisfaction of employees through external comparisons with internal analytics.

An effective and common benchmarking practice is the use of surveys of industry salary. The surveys are often conducted by professional figures or independent consultants. These surveys provide detailed information about pay levels, bonus schemes, benefits and working conditions across various sectors. For example, the CIPD Annual Reward Management Survey explores insights into trends in base pay, flexible benefits and reward strategies that is used in the UK manufacturing sector (Ayi, 2023). A real-life example of a

EXCELLENCE INNOVATIONS
SAMPLE - FOR REFERENCE ONLY

UK company utilizing benchmarking data is a facilities management (FM) company. Reliable data also supports evidence-based decision-making to ensure that reward changes are justifiable, budget-aligned and intend to improve employee satisfaction and performance.

A.C 3.3 Explain approaches to job evaluation

Job evaluation encompasses determination of the relative value of various jobs in an organisation

in order to have equity in pay. It offers a well-organized methodology to establish internal equity, enhancing transparency in pay and refuting any possible equal pay claims. Generally, there are two classifications of job evaluation methods in either formal or analytical and informal or non-analytical.

Formal Approach

A formal job evaluation is structured, documented, and often analytical. It uses defined criteria and scales to determine job value. One of the most popular formal and analytical approaches is the point factor approach. This includes breaking down of job into its components; skills, responsibility, working conditions and decision-making determining points to each sector (Dwivedi et al, 2021). Occupations are ordered by the current score of that occupation. It is an objective, consistent process that can be used to justify the equal pay decisions. It also encourages the development of transparent grade systems, and assists in the rationalization of variations in pay on grounds of the job not individual attributes.

Informal Approach

An informal job evaluation is less structured, often based on general perceptions or managerial judgement without detailed documentation. In contrast, a non-analytical or uncritical process is job ranking. It merely requires listing jobs in terms of perceived value or according to the perceived significance without breaking them down into measurable aspects (Zheng et al, 2023). This can be done either by managerial decision or by the opinion of the heads of departments.

The differences between formal and informal approaches to job evaluation are that formal approaches are based on measurable job factors. On the other hand, informal approaches are based on overall job impressions. Formal or analytical approaches are objective and detailed, whereas informal approaches are quicker but more subjective (Vuong and Nguyen, 2022).

As an illustration, GreenFriendlyEco may employ unofficial job ranking to cluster work positions hurriedly without extensive scoring. Although it is faster to administer and apply, it is more opinionated and less justifiable in instances where conflict arises as an equal pay accusation. Without careful monitoring, it can cause some biased or inconsistent decisions. Scenario might include having GreenFriendlyEco employ a point-factor method of assessing job positions as ground operators in production, maintenance technicians and supervisors. The various roles will be rated on specific criteria that are determined in advance to ensure the roles are valued in the company (ACAS, 2014). For GreenFriendlyEco, the adoption of a formal job evaluation method as point factor analysis would help create a fair, transparent and legally compliant reward system that supports internal equity and employee trust.

A.C 3.4 Explain the legislative requirements that impact reward practice

Reward practices in the UK are governed by various important pieces of legislation that ensure transparency, fairness and legal compliance. The understanding and implementation of these requirements are essential for GreenFriendlyEco to promote equality, avoid legal risks and maintain employee trust.

EXCELLENCE INNOVATIONS
SAMPLE - FOR REFERENCE ONLY

The National Minimum Wage Act 1998

In the National Minimum Wage Act, the legislation sets the legal minimum hourly rate of pay for workers based on age and employment status (McKnight, 2022). All employers in the UK are legally required to pay at least the National Minimum Wage (NMW) or National Living Wage (NLW) which is reviewed annually. For GreenFriendlyEco, this means regular updation of payroll systems and pay rates, especially for lower-paid or entry-level roles to ensure compliance and avoid financial penalties or reputational damage.

The Equality Act 2010

The Equality Act 2010 prohibits discrimination in pay and reward based on gender, race, age, disability and other protected characteristics (Hand and Hooton, 2023). The equal pay requirement ensures that both men and women doing equal work or equal value work, receive the same pay and benefits (CIPD, 2025). GreenFriendlyEco must ensure its reward structures and job evaluation processes are transparent and defensible, particularly if challenged under equal pay claims. This also ties into the importance of using formal or analytical job evaluation methods to ensure fairness.

Larger UK organizations are also required to report specific pay-related data such as the Gender Pay Gap and CEO pay ratios under government regulations (Cheng and Zhang, 2024). While GreenFriendlyEco may not currently meet the reporting threshold, the adoption of transparent reporting practices voluntarily can build trust and support equality. Access to itemised pay statements and accurate records of deductions in line with the Employment Rights Act 1996 is also a legal obligation.

Conclusions and Recommendations

This report has highlighted that GreenFriendlyEco lacks a structured reward and recognition strategy that contributes to low morale, high employee turnover and a negative organizational culture. The introduction of a fair, transparent and motivating reward system is essential through the exploration of key reward principles, pay structures and benchmarking practices for long-term organizational success. The evaluation of both financial and non-financial rewards as well as internal and external benchmarking shows that a blended approach tailored to employee needs can significantly enhance management and retention. Legal compliance with the National Minimum Wage Act and Equality Act must also underpin all reward practices to avoid risks and promote fairness.

The graded pay system should be introduced at GreenFriendlyEco to ensure that transparency and trust among the employees remain maintained. The company is also recommended to introduce performance rewards in the form of vouchers or team bonus and flexible benefits as well as strengthen family leave policies to maintain work and family life balance. This can demonstrate the caring act and welfare of the workers that eventually results to job satisfaction. Other recognition programmes as employee of the month will be launched to increase the productivity and create desire for work among the employees. It must also conduct internal equity and routine benchmark pay using the payroll data and industry surveys. GreenFriendlyEco will be able to build a more positive, inclusive and performance-driven culture by adopting the strategies which can help both the organisation and employee in terms of wellbeing.

References

Aldabbas, H., Pinnington, A., Lahrech, A. and Blaique, L., 2025. Extrinsic rewards for employee creativity? The role of perceived organisational support, work engagement and intrinsic motivation. International Journal of Innovation Science, 17(2), pp.237-260. https://www.researchgate.net/profile/Hazem-Aldabbas-2/publication/374631911_Extrinsic_rewards_for_employee_creativity_The_role_of_perceived_organisational_support_work_engagement_and_intrinsic_motivation/links/6536ecc71d6e8a70704919fa/Extrinsic-rewards-for-employee-creativity-The-role-of-perceived-organisational-support-work-engagement-and-intrinsic-motivation.pdf

EXCELLENCE INNOVATIONS
SAMPLE - FOR REFERENCE ONLY

Altassan, M.E., 2024. Exploring non-financial incentives for employee motivation in small and medium enterprises in Saudi Arabia. *Journal of Infrastructure, Policy, and Development*, *8*(8), pp.1-22. https://systems.enpress-publisher.com/index.php/jipd/article/view/3356/3565

Ayi, T.D., 2023. The Relationship between Reward Management Practices and Employees' Behavior. International Journal of Multidisciplinary Studies and Innovative Research, 11(5), pp.1727-1739. https://www.academia.edu/download/113806263/The_Relationship_between_Reward_Management_Practices_and_Employees_1.pdf

BEIS (2023). Department for Business, Energy & Industrial Strategy. [online] GOV.UK. Available at: https://www.gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy.

Cheng, M. and Zhang, Y., 2024. Corporate stakeholders and CEO-worker pay gap: evidence from CEO pay ratio disclosure. Review of accounting studies, 29(4), pp.3713-3751. https://papers.ssrn.com/sol3/Delivery.cfm?abstractid=4539892

CIPD, (a) (2022). Reward management survey. [online] CIPD. Available at: https://www.cipd.org/uk/knowledge/reports/reward-surveys/.

CIPD, (b) (2024). Pay Structures and Pay Progression. [online] CIPD. Available at: https://www.cipd.org/uk/knowledge/factsheets/pay-structures-factsheet/.

CIPD, (c) (2025). CIPD | Reward | Factsheets. [online] CIPD. Available at: https://www.cipd.org/uk/knowledge/factsheets/reward-factsheet/.

CIPD, (d) (2025). Employee benefits: an Introduction. [online] CIPD. Available at: https://www.cipd.org/uk/knowledge/factsheets/benefits-factsheet/.

CIPD (e) (2025). Equal Pay: UK Employment Law. [online] CIPD. Available at: https://www.cipd.org/uk/knowledge/employment-law/equal-pay/.

CIPD. (f) "CIPD | Build Your Impact and Career in the People Profession." CIPD, 2024,www.cipd.org/en/

Cullen, Z., 2024. Is pay transparency good?. Journal of Economic Perspectives, 38(1), pp.153-180. https://pubs.aeaweb.org/doi/pdfplus/10.1257/jep.38.1.153

Dwivedi, R., Prasad, K., Mandal, N., Singh, S., Vardhan, M. and Pamucar, D., 2021. Performance evaluation of an insurance company using an integrated Balanced Scorecard (BSC) and Best-Worst Method (BWM). Decision Making: Applications in Management and Engineering, 4(1), pp.33-50. https://dmame-journal.org/index.php/dmame/article/download/165/64

Fitzgerald, R. and Kang, J.W., 2022. Open Access: Transforming Korean business? Foreign acquisition, governance and management after the 1997 Asian crisis. In War on Family Property Rights (pp. 111-129). Routledge. https://www.taylorfrancis.com/reader/download/f29e5f60-dbcb-473c-8ec2-9bfc6bf5e94a/chapter/pdf?context=ubx

Foster, L., Yu, S.W.K. and Chau, R.C.M., 2023. Exploring the contributions of concepts of time to pension studies in Hong Kong and the United Kingdom. International Journal of Sociology and Social Policy, 43(9/10), pp.809-822. https://eprints.whiterose.ac.uk/id/eprint/194807/3/pensionfinal11%20%281%29%20Time%20LF%2B%2B%2B%20for%20White%20Rose.pdf

Håkansta, C., Gunn, V., Kreshpaj, B., Matilla-Santander, N., Wegman, D.H., Hogstedt, C., Vignola, E.F., Muntaner, C., Bodin, T., O'Campo, P. and Lewchuk, W., 2025. What is the role of minimum wages in addressing precarious employment in the informal and formal sectors? Findings from a systematic review. International Journal of Social Determinants of Health and Health Services, 55(2), pp.124-147. https://journals.sagepub.com/doi/pdf/10.1177/27551938241286463

EXCELLENCE INNOVATIONS SAMPLE - FOR REFERENCE ONLY

Hand, J. and Hooton, V., 2023. Equal Pay and the Equality Act 2010. https://thestacks.libaac.de/server/api/core/bitstreams/c9ac2677-61ef-4234-96a6-d0f9157a32a7/content

Kankisingi, G.M. and Dhliwayo, S., 2022. Rewards and innovation performance in manufacturing small and medium enterprises (SMEs). Sustainability, 14(3), p.1737. https://www.mdpi.com/2071-1050/14/3/1737

Mackin, C., 2024. Defining employee ownership: four meanings and two models. Journal of Participation and Employee Ownership, 7(1), pp.1-25. https://www.emerald.com/jpeo/article-pdf/7/1/1/9547186/jpeo-10-2022-0019.pdf

Mangampo, J., 2025. Employee Sustainable Intervention Program for the Department of Social Welfare and Development: The Case of Regional Office V. Journal of Interdisciplinary Perspectives, 3(4), pp.32-55. https://www.jippublication.com/index.php/jip/article/download/424/321

Manjenje, M. and Muhanga, M., 2021. Financial and non-financial incentives best practices in work organisations: a critical review of literature. https://repository.mocu.ac.tz/bitstream/handle/123456789/613/Financial%20and%20non-%20financial%20incentives%20best%20practices%20in%20work%20organisations%20A%20critical%20review%20of%20literature.pdf?sequence=1&isAllowed=y

Manzoor, F., Wei, L. and Asif, M., 2021. Intrinsic rewards and employee's performance with the mediating mechanism of employee's motivation. *Frontiers in psychology*, *12*, p.563070. https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2021.563070/pdf

McKnight, A., 2022. The impact of the NMW/NLW on employment retention and wage progression by Ethnicity, Disability and Gender. https://assets.publishing.service.gov.uk/media/6464eedbe14070000cb6e132/NMW_NLW_ethnicity_disability_and_gender.pdf

Mdhlalose, D., 2024. An examination of employee rewards and work environment on employee creativity and innovation. SEISENSE Journal of Management, 7(1), pp.21-34. https://journal.seisense.com/jom/article/download/961/206

Office for National Statistics (2025). Earnings and working hours - Office for National Statistics. [online] Ons.gov.uk. Available at: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours.

Patricia, N.M. and Asoba, S.N., 2021. Theories of job satisfaction in the higher education context. *Academy of Entrepreneurship Journal*, *27*(2), pp.1-16. https://www.academia.edu/83661932/Theories_of_Job_Satisfaction_in_the_Higher_Education_Context

Saxena, M.P. and Sirohi, N., 2025. Talent Acquisition in the Gig Era: Strategies for Attracting Freelancers. The Gig Economy Revolution: Rethinking Talent Management, p.86.https://books.google.co.in/books?hl=en&lr=&id=Gq9bEQAAQBAJ&oi=fnd&pg=PA86&dq=Additionally,+companies+like+LinkedIn,+Accenture,+and+Duolingo+offer+a+variety+of+benefits+like+paid+time+off,+wellness+stipends,+language+learning+courses,+and+flexible+work+arrangements&ots=boj1nx4xuH&sig=pwodwwDqhANsJXz_l8heOe3kXcU&redir_esc=y#v=onepage&q&f=false

Semkina, A., Manthorpe, J., Elaswarapu, R. and Norrie, C., 2025. Wellbeing and Occupational Health services in South London Local Authorities: a post Covid-19 review. https://kclpure.kcl.ac.uk/ws/portalfiles/portal/325246009/Semkina_et_al_2025_OHLA_Final_Report.pdf

SHRIVASTAV, S., 2021. Enhancing Employee Performance through Monetary Incentives. https://ijarasem.com/admin/img/22_sandhya%20january%202021%20ijarasem.pdf

Sorn, M.K., Fienena, A.R., Ali, Y., Rafay, M. and Fu, G., 2023. The effectiveness of compensation in maintaining employee retention. Open Access Library Journal, 10(7), pp.1-14. https://www.scirp.org/pdf/oalibj_2023071016420224.pdf

EXCELLENCE INNOVATIONS SAMPLE - FOR REFERENCE ONLY

Vuong, T.D.N. and Nguyen, L.T., 2022. The key strategies for measuring employee performance in companies: a systematic review. Sustainability, 14(21), p.14017. https://www.mdpi.com/2071-1050/14/21/14017

Walsh, D., Pajón, L., Lawson, K., Hafeez, K., Heath, M. and Court, N., 2025. Increased risks of labor exploitation in the UK following Brexit and the Covid-19 pandemic: perspectives of the agri-food and construction sectors. *Journal of human trafficking*, *11*(2), pp.154-169. https://researchonline.ljmu.ac.uk/id/eprint/17157/1/Increased%20risks%20of%20labor%20exploitation%20in%20the%20UK%20following%20Brexit%20and%20the%20Covid-19%20pandemic%20Perspectives%20of%20the%20agri-food%20and%20construction%20sectors.pdf

Wong, E., 2022. A Proposal for Paid Family Leave in Utah. https://scholarsarchive.byu.edu/cgi/viewcontent.cgi?article=1370&context=studentpub

Yousef, L., Alghizzawi, M. and Ezmigna, I., 2024. The impact of strategic leadership on creating job satisfaction and performance effectiveness: A theoretical framework. In The AI Revolution: Driving Business Innovation and Research: Volume 2 (pp. 725-736). Cham: Springer Nature Switzerland. https://www.researchgate.net/profile/Md-Aslam-Uddin-Phd-2/publication/381503635_Creation_of_a_Conceptual_Framework_for_the_Acceptance_of_Green_Tech_Products_in_Bangladesh/links/66e84e970463442fa851f2ad/Creation-of-a-Conceptual-Framework-for-the-Acceptance-of-Green-Tech-Products-in-Bangladesh.pdf#page=714

Zheng, Z., Qiu, Z., Hu, X., Wu, L., Zhu, H. and Xiong, H., 2023. Generative job recommendations with large language model. arXiv preprint arXiv:2307.02157. https://arxiv.org/pdf/2307.02157

EXCELLENCE INNOVATIONS
SAMPLE - FOR REFERENCE ONLY