



Reward and Recognition Policy

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Issue, Review and Amendment

This Policy shall be made available through the Company intranet and its issue notified to relevant employees through an internal memorandum or other appropriate form of communication.

Revisions shall be notified to relevant employees through an internal memorandum or other appropriate form of communication.

Document Reviews		
Date	Revision	Reviewer
30/08/2012	1	Kevin Shiers
03/03/2021	2	Lindsey Laing
31/08/2022	3	Tony Edwards

Introduction

Our Reward and Recognition Policy is designed to recognise and reward our people for their commitment and contribution in the delivery of the Company's business objectives. Our success relies on the talent and contribution of all our people and in return we will value and reward what they contribute and achieve.

Objective

Our objective is to have a reward and recognition policy that supports us in our aim to be an employer of choice and enables us to attract, recruit, retain and engage people of the quality required to operate the company successfully.

This aim is reflected in a number of policies and the Reward and Recognition policy supports that by ensuring fairness and equality between comparable roles and market competitiveness within the utility sectors and geographical areas in which our company operates.

Scope

All employees of the Company.

Policy Framework

General Principles

All our people will be treated fairly and equitably in accordance with their demonstrable levels of individual ability, performance and sustained contribution, irrespective of employment or contractual status and personal circumstances.

The annual performance and development review process will inform the decision making process regarding any form of recognition and reward which is merited in addition to any general award that may be payable in a given year.

Timely recognition based on the significance of the contribution will be provided to our people either as planned or immediate recognition.

Salary Grades and Pay Structures

In support of the policy, we operate a broad banded salary structure that ranges between grades A-G. Within this structure, salary will take account of competitive market rates, individual responsibility and performance. Where the salary packages for comparable roles is different, the reason for the difference should be clear.

To ensure that salary and remuneration packages support the aim to be an employer of choice, the company will periodically benchmark roles internally and externally, as appropriate.

The Company operates a pay structure for our people at operative grade which is dependent on sector, individual skills, competencies, job knowledge and commercial contract requirements. In addition, pay will take into account competitive market rates.

Remuneration for all our people will be made in line with our Inclusion and Diversity Policy and adhere to current legislation.

Salary / Pay Reviews

In most cases salaries will be paid monthly on a true annual salary basis.

Basic salaries will generally be reviewed annually, usually in April. A salary budget will be approved by the Operational Board based on a review of general industry pay trends, market competitiveness and affordability both from a Company and contract perspective. Reviews will be carried out by the Operational Board Director and the senior management team supported by the People Services team.

People who have joined the company or have received an individual salary review (for whatever reason) in the three months prior to the annual review will not normally be eligible to participate in this 'general' salary review.

A salary review does not imply a right to a pay increase. Receipt of a salary review one year creates neither the right to nor expectation of a salary review in any subsequent year.

A salary review will not take place for those not employed and/or under notice of termination given by either party for any reason as at the date of review.

Individual increases in salary between any annual reviews can be given in cases of a promotion, additional responsibility and where market conditions necessitate.

While the Company is not a signatory to the Working Rule Agreement (WRA) and has no company-wide collective pay bargaining arrangements, it will be informed by any national pay settlements reached between employers and trade unions who are party to the Working Rule Agreement when setting its minimum rates of pay for certain job categories and for those people who are at operative grade and are employed under WRA terms.

The Company will always pay a minimum of the prevailing National Living Wage rate applicable to age 23 and over to all our people, regardless of age, other than those in a recognised trainee role who are in their first year of employment.

Where driven by commercial arrangements, a minority of our people on particular contracts may be paid on an hourly rate basis and/or may be paid weekly. Annual pay reviews may not be conducted in April but at a time aligned to the terms of the client contract. In all circumstances, all other principles and practices outlined in this Policy will continue to apply.

Responsibilities

The salary ranges or pay rates for each distinct job category or group of related jobs will be based on recommendations made by the HR team following research into suitable market comparisons.

Salary Reviews are conducted within a framework laid down by the Operational Board and are managed and monitored by the HR team who ensure compliance with minimum legal requirements and company policy.

Salary recommendations will be made by senior line managers and approved by their Operational Board director.

Bonus / Incentive Schemes

The Company operates a non-contractual and discretionary annual bonus scheme for people at grade A-G. Operative grades may also be eligible to receive a non-contractual and discretionary incentive or bonus scheme dependent on the contract or area of the business in which they are employed.

Where bonus schemes are applicable, the rules of the scheme will be clearly defined and payments will be related to Company, team or individual performance, or a combination of any of these.

Recognition Schemes

The Company operates on an individual and team basis a number of monetary and non-monetary recognition schemes at local contract level and across the business which are designed to reward and recognise exceptional performance in key areas aligned to our Company values. Examples of such company-wide recognition schemes include *Star of the Month* and the *Beyond Expectations Award* scheme.

The Company also operates a *Long Service Award* programme. Recognition is made through monetary awards which start at 10 years service. Please refer to the Long Service Award Policy for full details.

Pension and Benefits

The Company provides access to a pension scheme for all our people which as a minimum is compliant with government auto-enrolment legislation. In addition, we also seek to offer a competitive range of benefits.

All our people are eligible for a minimum of £40,000 of Life Assurance cover, and have access to the Employee Assistance Programme, and *My Rewards* which offers a wide range of discounts at many retailers and providers of other products and services including financial wellbeing support through Salary Finance and a Cycle to Work scheme through the Green Commute Initiative.

Depending on role or grade other benefits offered include Personal Accident Insurance and Private Healthcare cover.

Further information about all Company benefits is available on the company intranet.

Related Policies

Inclusion and Diversity Policy
Long Service Awards Policy