

2024 Un-Salary. Guide

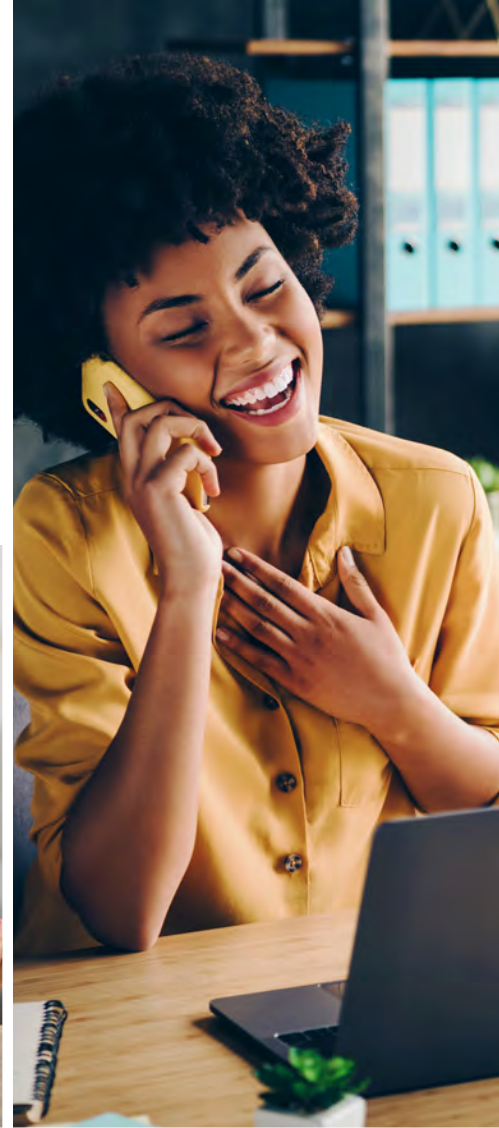


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***An employer's
guide to thinking
beyond salary.***

Welcome to the Agilus Un-Salary Guide

Work can be a *totally rewarding* experience.

CEO's Message

It is undeniable that the landscape of employment is evolving at an unprecedented pace. In this era of heightened transparency, salary information is no longer confined to the shadows; it's readily available on job boards, compensation platforms, and headlines. Moreover, the movement towards pay transparency in various provinces signals a collective shift towards recognizing the intrinsic value of fair pay for equal work.

At Agilus, we acknowledge this shift and embrace the opportunity to redefine the narrative surrounding employment. In an age where individuals wield a wealth of data to make informed choices about their worth in the job market, we recognize work extends beyond mere transactions and both employers and employees contribute to each other's success.

While salary figures can be found with a few clicks, our focus at Agilus extends beyond numbers. We believe in fostering relationships that are not just mutually beneficial but truly rewarding. The future of work is about building connections, understanding aspirations, and creating an environment where both parties thrive.

So, if you're in search of a repository of corporate salary statistics, you may want to explore other avenues. However, if your vision extends to a new reality where work becomes better outcomes then welcome to our Un-Salary Guide. We invite you to dive into a future where the essence of work is encapsulated in the totality of rewards, beyond the numerical confines of salaries.

Thank you for considering Agilus as your partner in shaping the future of work. Let's embark on this journey together, where the true value of work is measured not just in dollars but in the richness of connections and shared successes.

Here's to a future of work that goes beyond expectations!



Craig Brown, CEO Agilus





Introduction

Since the global pandemic the world has been changing and adapting to the new normal – change. Canada saw a mass exodus of the workforce in 2020 and then a slow, reluctant return of talent to work, and office, in 2021 and 2022. In 2022, finding and hiring was top of mind as Canada’s economy rebounded and businesses clamoured for qualified talent creating bidding wars for the most wanted.

For the first two quarters of 2023, the Canadian employment landscape was relentlessly resilient. Despite Bank of Canada interest rate pressures, supply chain issues and affordability challenges, employers continued to create jobs and wage gains outpaced inflation.

However, in the second half of 2023, we saw employment levels softening, labour gains overshadowed by unprecedented population growth and an overall softening of the economy – all of which have created an uncertain 2024 for both employers and workers.

Job seekers went from the post pandemic euphoria of limitless salaries and multiple concurrent offers to a much more thoughtful job search weighing job security against salaries, work/life balance and other benefits and now facing affordability pressures, the trend for employees looking for greener pastures is gaining traction again.

With Canadians facing an uncertain economy in 2024 and dynamic labour market, a [recent Mercer report](#) indicates that Canadian companies are planning smaller salary increases for 2024 compared to the previous year. However, this report recognizes the fluidity of the current labour market making it hard for employers to make longer term assessments of more competitive labour pools.

The Value of Retaining Talent


According to [The Globe and Mail](#), 71% of Canadian workers want to leave their jobs this year. Attracting and retaining an engaged workforce is paramount for success in 2024.

The Agilus Perspective

In navigating the shifting dynamics of the Canadian employment landscape, Agilus assumes a unique vantage point as a connector between candidates and employers. As of 2023, our real-time observations of local, national, and regional talent markets allow us to provide valuable insights into evolving hiring dynamics. With more than 23,000 interviews conducted in the past year, we comprehend candidates' compensation expectations and actively engage in negotiating final offers on behalf of our clients. In facilitating the placement of nearly 10,000 permanent, contract, and temporary candidates annually, we intimately understand candidates' career aspirations, lifestyles, and the delicate intersection of work and life.

Through this lens, we have garnered insights into the evolving expectations and considerations on both sides of the hiring spectrum. To navigate this uncertain and dynamic landscape, offering a robust total work rewards package makes financial sense to attract and retain talent in 2024.

In January 2024, The [Daily Hive](#) reported a concerning rise in job dissatisfaction among Canadians, with 71% considering quitting within the next year, marking a significant increase from 2022. Additionally, the possibility of a staggering 78% considering leaving their jobs when economic stability resumes suggests a potential mass exodus from current positions.



In Canada, the job market is expected to face [significant hiring challenges](#) in 2024, with 89% of employers anticipating difficulties. The primary obstacles include finding qualified candidates (45%), increased job market competition (25%), and demands for higher wages due to the rising cost of living. Over half of employers reported that their employees requested raises due to the rising cost of living.

The Current State of Compensation

Easily Accessible Salary Data

Salary information was once highly valued and proprietary. Recruitment firms and consulting agencies poured over their annual data and employment contracts to publish the preceding year's salary ranges, which set the salary ranges for the year – full stop.

Like everything else in this Industrial Revolution 4.0, data is readily available if you know where to look for it and validated salaries can be easily found online – from job boards and job postings, to digital platforms and salary sites. There are 34 quoted in this [article from Teal HQ](#) alone.

In addition, historically salary ranges were based on location, experience, certifications, and seniority. Now technology adapted for the pandemic makes working from anywhere viable for many roles, so the global workforce is also layering complexities to the salary question.

“Businesses should take a big picture approach to total compensation. ‘Only paying for services sold’ is an insufficient equation for the value of work in today’s market. When the conversation stops at just dollars and cents, both workers and hiring managers miss out on the broader, richer opportunities.”

– Diana De Melo,
COO Agilus



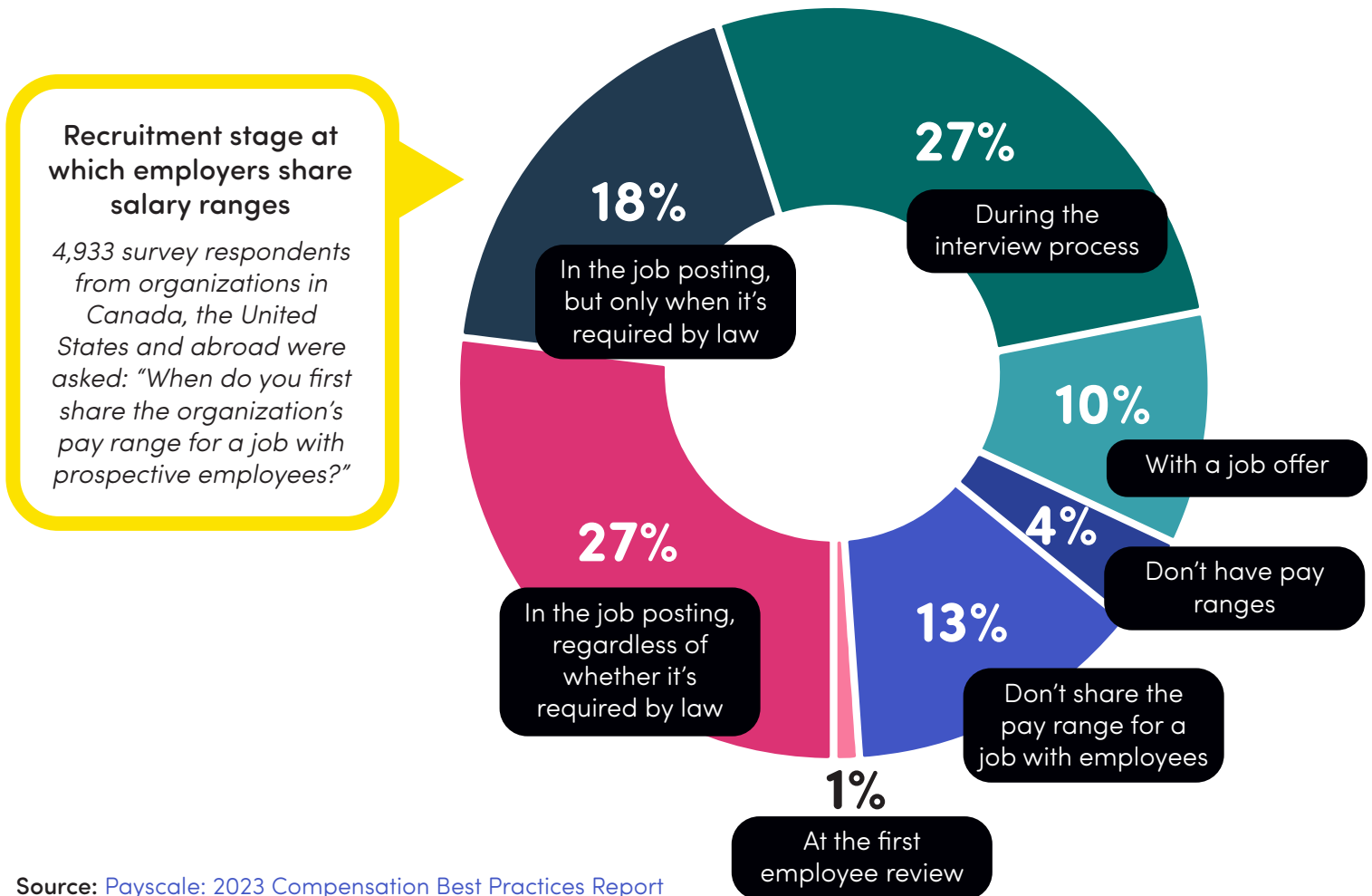
Pay Transparency Mandates Across Provinces

[Pay transparency has taken root in several provinces](#), with PEI, Newfoundland and BC already legislating the practice in job postings. Manitoba’s attempt was defeated in March 2022 but with a new party in power it is likely to be brought up again. Ontario has legislation on the books for implementation in this year and other provinces are discussing the benefits on their provincial floors.

Pay transparency offers significant implications for how employers approach compensation and employee rewards. It involves openly sharing information about pay structures, salary ranges, and the factors that influence compensation decisions within an organization. Some challenges to pay transparency become apparent in application:

- Hiring for a role that already exists and is filled by other people who may not align with the published range.
- Hiring someone who is overqualified but a great candidate.
- The opposite scenario is true if you hire someone inexperienced but see their potential growth.
- Changing in the availability and competition for specific skills in the talent pool.

Pay transparency in Canada is here to stay so employers should plan accordingly and take advantage of this new reality.



Source: [Payscale: 2023 Compensation Best Practices Report](#)

*“Over the last year, the number of Canadian companies who report that they **share salary ranges** in job postings has nearly **doubled**, from **8% to 15%**.*

*However, a report from Mercer says, **51%** of employers have **no plans to go further** with **pay transparency** than **required by local law.**”*

— [Human Resources Director Magazine](#)



The Limitations of Solely Focusing on Salary Data

In the current landscape where pay data is increasingly scrutinized, it is crucial for organizations to broaden hiring conversations beyond salary information. Focusing on total rewards in 2024 becomes particularly relevant for several reasons:

- **Enhancing Perceived Value:** Organizations benefit from transparency regarding total rewards, encompassing base salary, benefits, bonuses, and non-monetary perks. This understanding boosts the perceived value of the total rewards package among employees.
- **Mitigating Discontent:** Pay transparency may amplify awareness of potential pay disparities. By concentrating on total rewards, employers can underscore the value of the complete compensation package, including benefits, flexible work arrangements, and professional development.
- **Competing Effectively in the Job Market:** In a transparent job market, employers must offer competitive total rewards to attract and retain talent. A well-structured total rewards program, extending beyond base salary, serves as a strategic advantage in the competition for top talent.
- **Addressing Diverse Employee Needs:** Employees prioritize compensation differently; some value a higher base salary, while others prioritize benefits, work-life balance, or career development. Focusing on total rewards enables employers to cater to the diverse needs and preferences of their workforce.
- **Promoting Employee Engagement:** Transparent communication about total rewards cultivates fairness and trust. When employees comprehend the factors influencing their compensation, including various valuable rewards, they are more likely to feel engaged and committed to their work.
- **Attracting Top Talent:** In a transparent job market, potential candidates evaluate not only the salary but also the overall rewards package. Employers emphasizing a comprehensive total rewards program are more likely to attract top talent by showcasing a commitment to employee well-being and satisfaction.
- **Aligning with Organizational Values:** Total rewards, extending beyond monetary compensation, can align with an organization's values and culture. For instance, if an organization values work-life balance, a comprehensive benefits package and flexible work arrangements become integral components of the total rewards strategy.

A focus on total rewards allows employers to navigate the evolving compensation landscape more effectively than a salary-first approach. Further, it facilitates transparent communication – ensuring fairness and competitiveness in the labour market while highlighting the diverse array of unique benefits an organization provides. Total rewards is an opportunity to differentiate your offer from your competitors without competing head-to-head on base salary alone.

“The key to hiring managers’ success in securing their preferred candidates comes down to active listening and getting to know the candidate’s ‘currency’ - what’s really important to them. When you can offer them that, you not only have a great hire, but a long-term, valuable member for your team.”

— Joe McIninch
President, Talent Solutions, Agilus

Understanding Total Rewards Beyond Dollars and Cents

In Canada, businesses recognize the need to go beyond traditional monetary compensation to attract, retain, and engage top talent. They believe there is a real opportunity to talk about investing in employees and building a bigger story than the dollar and cents on a paycheck and that is resonating with candidates.

With our 47-year history of connecting workers and employers we noted several key factors contribute to understanding total work rewards:

- **Comprehensive Compensation Approach:** Organizations are adopting a holistic approach to compensation by considering not only base salary but also variable pay (commissions), bonuses, and other performance-based incentives. According to a survey conducted by the Conference Board of Canada, 85% of organizations consider variable pay as a part of their total rewards strategy (Source: Conference Board of Canada, "[Compensation Planning Outlook](#)").
- **Non-Monetary Elements:** Employees increasingly value non-monetary elements of compensation, such as career development opportunities, work-life balance, and a positive work environment. According to a study by Morneau Shepell, 88% of Canadian employees consider work-life balance as an essential factor in their job satisfaction (Source: Morneau Shepell, "[Benefits Preferences Study](#)").
- **Communication and Transparency:** Transparent communication about the various components of total rewards is crucial. A study by WorldatWork found that organizations with effective communication strategies regarding total rewards experienced higher employee engagement (Source: WorldatWork, "[Total Rewards Communication Practices Survey Report](#)").
- **Alignment with Organizational Values:** Employees prioritize compensation differently; some value a higher base salary, while others prioritize benefits, work-life balance, or career development. Focusing on total rewards enables employers to cater to the diverse needs and preferences of their workforce.
- **Promoting Employee Engagement:** Rewards programs that align with the organizational values and culture are more likely to resonate with employees. For instance, if an organization emphasizes innovation, a total rewards package may include opportunities for skill development and continuous learning.



"Focusing on the employee experience to build an employment offer creates synergy and authenticity between your employer brand and corporate culture. This in turn builds retention and loyalty."

— Tamara Smith
VP, Strategic Marketing, Agilus

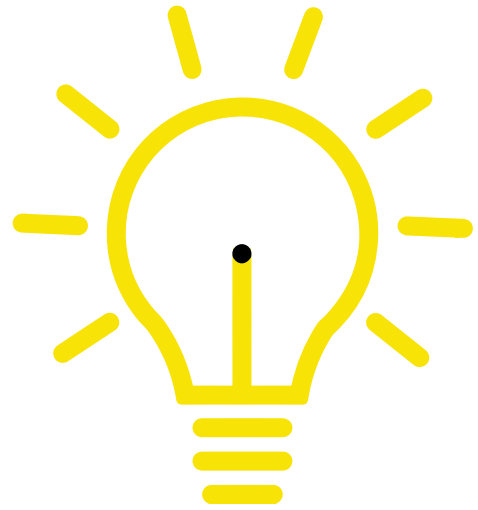


Work Culture is Key

Building and maintaining a **positive company culture** is one of the most vital aspects for employers, with up to **46% of job seekers** prioritizing it while applying for a new position.

A recent report by [Jobvite](#) found that up to **88% of job seekers** would classify **company culture** as an **important factor** while looking for a job.

The same report also shows that **15% of talent** turned down job offers due to **negative workplace culture**, with **33% willing to accept a relatively small pay cut** to work at a company with better culture!



South of the border, over 63% of US employees would opt for better work-life balance over a pay raise.

— [Benefits Canada](#)



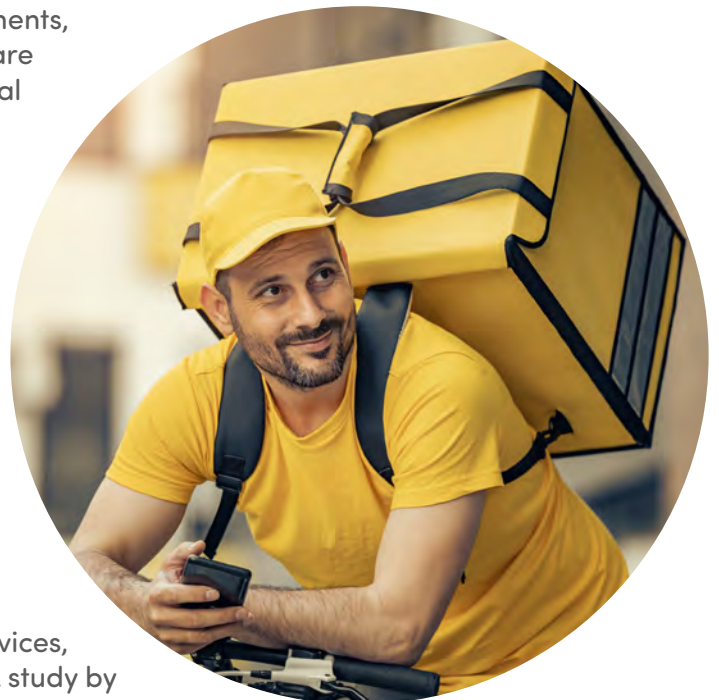
The Role of Benefits and Perks in the Total Package

Employees and job seekers expect their employers to take care of them beyond a salary – making time and space for mental health and medical benefits, volunteerism, caregiver responsibilities and work flexibility to name a few. Many of these benefits are no longer perks; they are considered the bare minimum an employer can offer. Employers and jobseekers know these are critical to maintain a healthy, engaged, and productive workforce:

- **Health and Wellness Benefits:** Health benefits, including medical and dental coverage, are integral components of total rewards. According to a survey by the Canadian Health Policy Institute, 79% of Canadians consider health and dental benefits to be essential in their employment package (Source: Canadian Health Policy Institute, "[Benefits and Employee Wellness Survey](#)").
- **Retirement Savings Plans:** Employer-sponsored retirement plans, such as the Registered Retirement Savings Plan (RRSP) in Canada, contribute to employees' long-term financial well-being. A study by Mercer indicates that 68% of Canadian organizations offer retirement benefits as part of their total rewards strategy (Source: Mercer, "[2019 Total Rewards Survey](#)").
- **Work-Life Balance Initiatives:** Flexible work arrangements, paid time off, and other work-life balance initiatives are increasingly valued. According to the Canadian Mental Health Association, 78% of Canadians believe that employers should provide resources and support for mental health, indicating the importance of holistic well-being (Source: Canadian Mental Health Association, "[Workplace Mental Health in Canada](#)").
- **Recognition and Rewards Programs:** Programs that recognize and reward employees for their contributions contribute to a positive work environment. According to a survey by Deloitte, 85% of Canadian organizations have recognition programs in place as part of their total rewards strategy (Source: Deloitte, "[Global Human Capital Trends](#)").
- **Employee Assistance Programs (EAPs):** EAPs provide employees with access to counseling and support services, addressing mental health and personal well-being. A study by Morneau Shepell found that 84% of Canadian organizations offer EAPs as part of their total rewards package (Source: Morneau Shepell, "[2020 Trends in Human Resources](#)").

"Organizations that consistently and effectively communicate the elements of total rewards, especially intangible benefits, are better positioned to attract, retain, and engage a diverse and talented workforce by creating a unique employee value proposition that differs from their competitors."

– Marco Verna
President, Technology &
Office Professional, Agilus





Employers and Candidates in Sync

The significance of cultural and skill fit cannot be overstated at the employment offer stage. A study by Glassdoor indicates that a strong cultural fit can improve job satisfaction and decrease turnover rates. Candidates who align with the values and work culture of a company are more likely to thrive in their roles, leading to a more engaged and committed workforce. Moreover, the cost of a bad hire is substantial; the [Society for Human Resource Management \(SHRM\) estimates](#) that the cost of replacing an employee can be as high as 50-60% of their annual salary. So prioritizing fit during the offer stage not only enhances the chance of a successful hire but also contributes to long-term financial sustainability.

Beyond the initial offer, fit remains a critical factor for employee retention and satisfaction. According to a Gallup poll, employees who believe they are a good fit for their organization are 30 times more likely to be engaged in their work. This engagement is a key driver of retention, with employees more likely to stay in an environment where they feel a sense of belonging and alignment with the company's mission. A strong fit contributes to a positive work environment, fostering collaboration and camaraderie. The [American Psychological Association reports](#) that employees who feel they fit well with their organizations are more likely to report better mental health and job satisfaction.

Assessing and maintaining a strong fit between employees and the organizational culture is not just a hiring strategy; it's a cornerstone for building a resilient and satisfied workforce.

What Constitutes a Total Rewards Package?

Total rewards represents the overall value that employees receive in exchange for their work and includes various components beyond monetary compensation. In fact, businesses are identifying what perks and benefits align with their workforce with engagement surveys and focus groups to ensure that the benefits resonate with the entire organization and not just the assumptions from the C-suite and Human Resources.

Key elements typically included in a total rewards package:

- **Base Salary:** The fixed amount of money paid regularly to an employee for their work.
- **Variable Pay:** Performance-based incentives such as bonuses, profit-sharing, or commission that are contingent on individual or organizational performance.
- **Benefits:** Health insurance, dental coverage, vision care, life insurance, disability coverage, and other health and wellness programs provided by the employer.
- **Retirement Plans:** Employer-sponsored retirement savings plans, such as pension plans, that help employees save for their future.
- **Work-Life Balance Programs:** Flexible work hours, telecommuting options, and other initiatives that promote a healthy work-life balance.
- **Professional Development:** Training programs, educational assistance, and opportunities for career development to enhance employees' skills and knowledge.
- **Recognition and Rewards:** Programs that acknowledge and reward outstanding performance, including employee recognition programs, awards, and employee-of-the-month initiatives.

A number of businesses are thinking outside of the benefit box when it comes to creating a meaningful employee value proposition:

1. **Unlimited Vacation Days:**
 - Example: Several tech companies, like [Shopify](#) have offered unlimited vacation days to their employees (Source: [Shopify Careers](#)).
2. **Pet-Friendly Offices:**
 - Example: Many companies such as [Google](#), have allowed employees to bring their pets to work (Source: [Google blog](#)).
3. **On-Site Fitness and Wellness Programs:**
 - Example: Some companies provide on-site fitness classes, gym facilities, and wellness programs for employees (Source: [Telus Health](#); [LinkedIn](#)).
4. **Reimbursement for Non-Work-Related Courses:**
 - Example: Companies like [Starbucks](#) have been known to offer tuition reimbursement for employees pursuing degrees in fields unrelated to their current job (Source: [Starbucks College Achievement Plan](#)).
5. **Sabbaticals and Extended Time Off:**
 - Example: Some companies, like [Salesforce](#), offer sabbatical programs that allow employees to take an extended leave of absence for personal or professional development (Source: [Salesforce Careers](#)).
6. **Four Day Work Week:**
 - Example: This initiative aims to prove that a 20% reduction in work hours, without pay cut, can still sustain 100% productivity (Source: [4DayWeek.io](#)).

- **Wellness Programs:** Initiatives that focus on promoting employees' physical and mental well-being, such as gym memberships, wellness challenges, or Employee Assistance Programs (EAPs).
- **Work Environment:** The overall workplace culture, atmosphere, and opportunities for growth and advancement within the organization.
- **Perks and Additional Benefits:** Additional non-monetary benefits or perks, such as stock options, company cars, discounts, loyalty plans and other special privileges (on-site daycare, vacations).

The combination of these rewards is greater than the sum of its parts and contributes to the overall satisfaction and engagement of employees within the organization.

“The right benefits package may get your preferred candidate in the door, but equally important is to consider the types of benefits that will build up your company culture – i.e., the perks you can offer that will boost morale, make employees feel supported and cared about, and encourage them to stay with the organization,” says [Workhuman](#), a human capital management software solutions provider.



Total Work Rewards: A New Approach

Redefining Work with Better Outcomes

Redefining work as a collaborative and mutually beneficial endeavour between employees and employers involves embracing win-win situations in negotiations. This occurs when both parties find the resolution to be in their best interest, fostering positive working relationships, future business opportunities, stronger mutual interests, and creative problem-solving.

Traditional relationships based on hierarchy, tenure or education no longer hold true in the new world of work. Moving beyond an exchange of services for cash is good news for employees and employers. By presenting an offer letter that goes beyond salary, hiring managers can cultivate an environment conducive to collaborative success in the workplace. **Employers have the opportunity to build a relationship based on managing expectations, equity, mutual respect, objectivity, and presenting value beyond working hard.**

In the book "Getting to Yes: Negotiating Agreement Without Giving In" by Roger Fisher and William Ury, they introduce the concept of principled negotiation. The authors advocate for separating people from the problem, focusing on interests rather than positions, generating options for mutual gain, and insisting on using objective criteria. Implicit in these principles is the idea that effective negotiation involves transparent communication and the sharing of expectations to achieve mutual understanding and agreement.

"Successful negotiation is not a battle but a collaborative process where shared expectations and transparent communication create the foundation for mutually beneficial agreements."

— Principles of Principled Negotiation



Cultivate Workplace Fulfillment Beyond Salary

If the global pandemic and the “great resignation” has taught businesses anything, it is that ultimately employers and workers want a mutually beneficial, and totally rewarding relationship that goes beyond the exchange of labour for dollar and cents.

Employers must think outside the box and build an employee value proposition that transcends economics but still provides a concrete return on investment through retention and talent attraction.

When you invest in a strong Employee Value Proposition (EVP), you can attract significant talent and boost employee engagement. For example, your organization can reduce the compensation premium by 50% and reach 50% deeper into the labor market when candidates view an EVP as attractive.

Organizations that effectively deliver on their EVP can decrease annual employee turnover by just under 70% and increase new hire commitment by nearly 30%. (Source: [Gartner](#))

The Value of Values

Last fall, Agilus undertook identifying our corporate values, which was initially explored at our October 2022 leadership off-site. We consulted with 98% of our team through in-person and virtual focus groups to articulate what values were important to our teams. The new values were presented in March 2023:

We care.

We collaborate.

We make an impact.

We are better with you.

In November, our 2023 Employee Experience Survey reported that 96% of Agilus employees agreed or strongly agreed that they understand and align with Agilus’ corporate values.

Corporate values are a crucial element for any organization serving as guideposts for culture, behaviour, and decision-making. Similarly, they are an important consideration for a candidate or employee: *Do these values align with my own? How will these values help me get my work done or excel at my job? Do they promote a work style I can adapt?*

Importance of Corporate Values:

- **Cultural Foundation:** Corporate values form the foundation of organizational culture, influencing how employees interact and work together.
- **Employee Engagement:** Clear and meaningful values contribute to higher employee engagement, job satisfaction, and retention.
- **Decision-Making Framework:** Values provide a framework for decision-making, helping employees align their actions with the company’s mission and goals.
- **Brand Image:** Well-communicated values contribute to a positive brand image, attracting customers who align with the company’s principles.
- **Adaptability:** Values guide organizations during times of change, helping them adapt while maintaining a sense of identity and purpose.
- **Inclusion:** There is value in building a diverse, equitable and inclusive workplace. A sense of belonging is paramount to an employee’s experience.

“We work with many employers who hire independent contractors and temporary employees. As businesses lean into a skill-based workforce, this category of workers is becoming more common. The companies that recognize the intangible needs of this group are going to win the day and set the expectations for all contract workers.”

*— Brad Holtkamp
President, Engineering & Technical, Agilus*



Word use and actions matter: It's easy for current and ex-employees to give feedback in online public spaces.



Fit matters, when connecting candidates and employers. An organization's Total Work Rewards program needs to be authentic and fit with their culture and budget. If the elements do not align with an organization's culture, leadership, or behaviour, there is always going to be a disconnect and distrust which will eventually result in employees being unsatisfied and disengaged. So, investing in benefits that do not align with the culture actually hurts business.



Balancing Cost Considerations with Employee Satisfaction

Balancing cost considerations with employee satisfaction is a crucial reality of designing a total work reward package. Work-life balance, career development opportunities, inclusivity and a positive work environment often outweigh traditional rewards. Although many benefits have hard costs attached to them, many are more culture driven. For any intangible rewards to be quantified in a candidate or employee's mind, they must be important and valued by the individual, and omnipresent in their workplace. Some key points to consider in building total work rewards:



Understand Employee Needs and Preferences:

- Conduct surveys or engage in discussions to understand what aspects of the total reward package are most important to your employees.
- Different employees may value different elements, so gaining insights into their needs and preferences is essential.

Prioritize Key Elements:

- Identify the most critical components of the total work reward package that contribute to employee satisfaction.
- Prioritize these elements based on their impact on employee well-being and motivation.



Competitive Benchmarking:

- Understand the industry standards and benchmarks for compensation and rewards to ensure that your package is competitive.
- Regularly review and adjust your total work reward package to stay competitive in the job market.

Cost-Benefit Analysis:

- Conduct a cost-benefit analysis for each component of the total work reward package.
- Evaluate the return on investment (ROI) for each element to ensure that the costs are justified by the value they bring to both the organization and employees.

Communication and Transparency:

- Clearly communicate the value of the total work reward package to employees.
- Be transparent about the costs associated with each component and how they contribute to overall employee well-being.



Flexibility and Customization:

- Consider offering flexibility and customization options.
- Allow employees to tailor certain elements to better suit their individual needs and preferences.

Performance-Linked Rewards:

- Tie a portion of the total work reward package to individual and organizational performance.
- Align employee efforts with organizational goals while ensuring that rewards are earned and justified.

Continuous Feedback and Adjustment:

- Gather feedback from employees regularly to understand how satisfied they are with the current model.
- Use this feedback to make necessary adjustments and improvements over time.

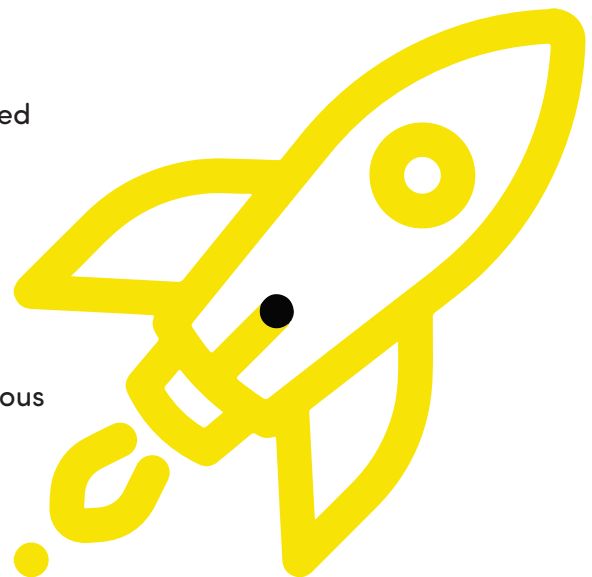
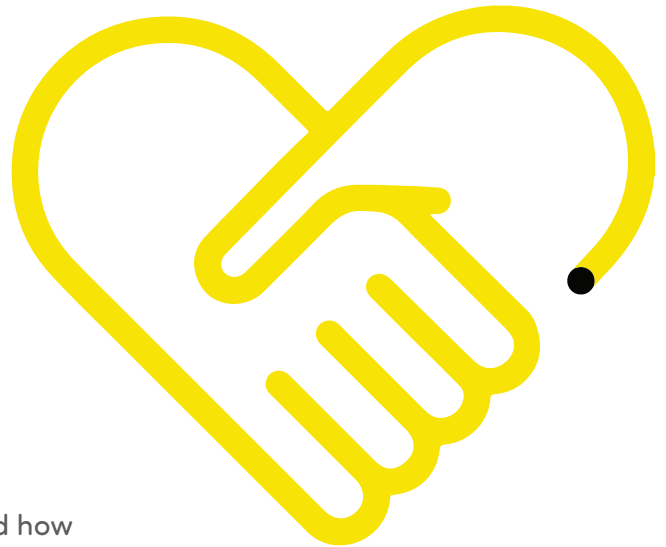
Non-Monetary Rewards:

- Recognize the importance of non-monetary rewards, such as professional development opportunities, flexible work schedules, and a positive work culture.
- These elements can significantly contribute to employee satisfaction without significantly increasing costs.

When it comes to culture and employee value propositions, actions speak louder than words. Businesses need to align their actions with their words to be seen as sincere and authentic. Our news feeds are full of leaders who thought they were aligned with their values but were caught offside for being inauthentic or tone deaf to the realities of their workers.

Conclusion

The evolving landscape of the modern workplace has witnessed a paradigm shift in the definition of total work rewards, with enlightened employers recognizing the pivotal role of fit, cultural values, and the employee value proposition. Beyond traditional remuneration packages, these factors have emerged as key determinants in attracting, engaging, and retaining top talent. Forward-thinking employers not only enhance the overall work experience for employees but also contribute to the creation of resilient, innovative, and harmonious work environments. A holistic approach to total work rewards is integral to building enduring relationships between employers and their workforce, marking a transformative departure from conventional reward structures, and creating better outcomes for all.





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