



Reward and Recognition Policy

1. Policy Statement

CSW Group seeks to create a work environment where employees feel appreciated for their efforts and contribution, it serves to attract, retain and motivate employees. CSW value their staff and will enable them to achieve their full potential, it is essential that everyone feels valued and recognised. Reward and recognition is vital to demonstrate to employees that we practice our company vision of building aspiration and turning it into achievement.

2. Scope

This policy is intended for all employees of the company.

3. Aim of the policy

The aim of this policy is to ensure that employees feel valued, enabling them to achieve their full potential through both formal and informal processes. Reward and recognition aims to appreciate:

- Ongoing excellence in performance
- Performance over and above job requirements
- Positive customer/stakeholder feedback
- Outstanding one-off achievement
- Contribution to team effectiveness

4. Initiatives:

Initiative	How to Access
Pension and Group Life Insurance	<p>The company provides a contributory group personal pension scheme through a Local Government Pension Scheme (LGPS) for employees who were employed prior to 15th May 2012, and a defined contribution pension scheme through Scottish Widows for all employees. Scottish Widows also facilitates auto enrolment for the company.</p> <p>The company has a Group Life Insurance policy through Mercer Marsh Benefits for employees that are not members of the pension scheme.</p>
Learning Hub	The company has a Learning Hub that offers a plethora of online training

	opportunities, some of which are essential for your job role.
Additional Annual Leave Entitlement	In addition to your contractual holiday (bank holidays are in addition to this), the company also provides 3 extra statutory holidays which are granted at its discretion during the holiday year. If your birthday falls on a work day, you will also have an extra days leave on your birthday (or equivalent if for religious purposes this does not apply to you).
Additional Maternity, Adoption and Paternity Pay	The company offers pay in addition to Statutory amounts. As long as you qualify to receive the additional payment, Company Maternity and Adoption pay consist of a top up of the statutory 90% to 90% of your current salary, followed by 12 weeks half pay. For Paternity Leave the company will pay you 2 weeks full pay (requirements and restrictions are outlined in Procedure H12).
Employee Well-Being and work life balance	<p>CSW has an Employee Well-Being Policy. The policy sets out the company's aims and objectives for the management of employee well-being and work life balance. There are a number of benefits that support a work life balance and many go beyond statutory requirements.</p> <p>The company is committed to promoting a healthy and supportive working environment placing high value on both physical and mental health. The company recognises and believes that its employees are its most important asset and that employee well-being is essential to ensure effective performance and the provision of a high quality service. The company dedicates a section on the intranet to health, support and well-being.</p> <p>The company recognises that it has no control over external or personal factors, however it is committed to managing risks which are within the organisations control. The company is also committed to ensuring procedures are in place to support the well-being of employees and that through employee development and other support systems, employees are helped to understand and recognise issues that could affect them and to take positive steps to manage their well-being effectively. This includes encouraging employees to achieve a good work-life balance in order to enhance their well-being.</p> <p>Employee Assistance Programme: The company provides all employees with access to an Employee Assistance Programme. The programme provides employees with confidential access to a help line for counselling, financial support etc. Where it is identified that employees would benefit from one to one counselling the company provides this through our independent provider. Family members who live with employees are also provided with access to the service but not one to one counseling.</p> <p>Occupational Health: The company engages an Occupational Health Professional where this is deemed necessary following risk assessment being carried out with employees.</p> <p>Flexible Working Hours:</p>

	The company fully supports employees to ensure there is a work-life balance, a range of working patterns can be considered, such as part-time, casual and term time working. The company has a flexible working hours scheme that form part of most employees contracts of employment.																					
Company Sick Pay Scheme	<p>CSW have a Sick Pay Scheme which entitles employees to receive payment for sickness absences due to sickness or injury. Entitlement is as follows:</p> <table border="1"> <thead> <tr> <th>Period of employment *</th> <th>Number of days on full pay</th> <th>Number of days on half pay</th> </tr> </thead> <tbody> <tr> <td>Up to 1 year</td> <td>26</td> <td>52</td> </tr> <tr> <td>Exceeding 1 year up to 2 years</td> <td>52</td> <td>52</td> </tr> <tr> <td>Exceeding 2 years up to 3 years</td> <td>104</td> <td>104</td> </tr> <tr> <td>Exceeding 3 years up to 4 years</td> <td>130</td> <td>130</td> </tr> <tr> <td>Exceeding 4 years up to 5 years</td> <td>130</td> <td>130</td> </tr> <tr> <td>Exceeding 5 years</td> <td>156</td> <td>156</td> </tr> </tbody> </table>	Period of employment *	Number of days on full pay	Number of days on half pay	Up to 1 year	26	52	Exceeding 1 year up to 2 years	52	52	Exceeding 2 years up to 3 years	104	104	Exceeding 3 years up to 4 years	130	130	Exceeding 4 years up to 5 years	130	130	Exceeding 5 years	156	156
Period of employment *	Number of days on full pay	Number of days on half pay																				
Up to 1 year	26	52																				
Exceeding 1 year up to 2 years	52	52																				
Exceeding 2 years up to 3 years	104	104																				
Exceeding 3 years up to 4 years	130	130																				
Exceeding 4 years up to 5 years	130	130																				
Exceeding 5 years	156	156																				
Hospitality	CSW offers local tea, coffee, milk and water cooler arrangements within offices.																					
Regular Feedback on Performance	<p>In addition to day to day line management, when employees/managers/directors/ Chief Executive feel that colleagues deserve additional recognition, they can propose that senior management provide a 'Thank You' to recognise either:</p> <ul style="list-style-type: none"> • Ongoing excellence in performance • Performance over and above job requirements • Positive customer/stakeholder feedback • Outstanding one-off achievement • Contribution to team effectiveness <p>The recommendation links the achievement to company goals and values, and to the appraisal competencies below, whilst clearly identifying what they want to reward/recognise.</p> <p>The company expects employee recognition to be a "given" process. Employees should be recognised for their efforts and contributions through means that are not just formal. Employees should be thanked for their contribution where appropriate at all times.</p> <p>Appraisal:</p> <p>This scheme enables employees and their line managers to focus on work priorities, identify employees development needs and receive feedback on employees work. Individual priorities are linked to the following competencies:</p> <ul style="list-style-type: none"> • Business Acumen – the knowledge, skills and attitudes needed to achieve • Relationships – working with others to achieve • Ambition –the desire to achieve 																					

	<ul style="list-style-type: none"> • Vision –communicating clarity on what needs to be achieved • Drive – the energy needed to achieve <p>Supervision/line management meetings:</p> <p>Regular supervision/meetings are held with employees, the purpose of supervision/line management meetings is to facilitate critical reflection of the impact, on customers, the employee and the company, of an individual’s work and work practice.</p> <p>Supervision/meetings will ensure that an employee:</p> <ul style="list-style-type: none"> • has a clear understanding of their job role • receives constructive feedback from their line manager that supports improved performance • can reflect on what practice is working well and what can be improved • is supported by their line manager and the company • can explore the emotional and social impact of their work, particularly their work with specific customers, on themselves • has an opportunity to explore new ways of working with customers
Salary Sacrifice Schemes	<p>As part of our family-friendly policies we have introduced Childcare Vouchers as an employee benefit, which is offered as part of the employee benefit package. They are available through Computershare Voucher Services.</p> <p>Childcare Vouchers are a tax initiative, designed to help working parents save money on their registered child care costs via reduced tax and National Insurance contributions.</p> <p>We are continually looking into further salary sacrifice initiatives.</p>
Relocation and Removal	<p>Where a re-organisation of the company results in individual employees having to incur additional expenditure in respect of daily travelling and changes in living accommodation, assistance will be given to staff over a reasonable transition period. The removal expenses provision may also apply to the recruitment of new employees.</p>
Time off for Charity Work	<p>CSW offers employees the opportunity to take 1 day off per year to work supporting a Registered Charity.</p>
Involvement	<p>CSW wants to positively encourage employees to contribute to the running of the company and to promote health, safety and environmental, and equality and diversity policies and procedures. Employees can do this by:</p> <ul style="list-style-type: none"> • making a suggestion through the company’s Staff Suggestion Scheme • making suggestions at team meetings • emailing relevant managers • through membership of Unison (the union recognised by the company) • responding to the Chief Executive’s blogs

	<p>The company undertakes an annual Employee Survey where employees are able to feedback anonymously and have a voice on a number of topics. This helps the company to ascertain employee morale and where improvements need to be made.</p>
<p>Gift on leaving CSW</p>	<p>In recognition of contribution to the success of CSW, when an employee leaves the company, there will be a £10 contribution for every year of service towards an appropriate gift.</p>