



## 2025 HR Leaders Guide to **Total Rewards**

In 2025, HR leaders are navigating a rapidly evolving landscape where employee expectations and organizational needs are shifting. A comprehensive Total Rewards strategy—which encompasses compensation, benefits, work-life balance, recognition, and development opportunities—is essential for attracting and retaining top talent. This guide delves into the latest trends, enduring principles, economic considerations, actionable checklists, and communication strategies to help HR professionals craft effective Total Rewards programs.

# Chapter 1: The Great Rewards Reset: How 2025 is Redefining Employee Benefits

## Executive Summary

In a groundbreaking shift, 73% of employees now demand personalized benefits experiences, according to the latest MetLife Employee Benefit Trends Study. This seismic change in employee expectations is forcing HR leaders to completely reimagine their Total Rewards strategies for 2025 and beyond.

## The End of One-Size-Fits-All Benefits

**“Employees are no longer willing to settle for rigid offerings that don’t align with their lifestyles,”**

notes the MetLife study.

This transformation is evident in the numbers:

- » 93% of employees rate well-being as important as salary (Forbes, 2024)
- » 60% of hybrid workers consider flexibility a “top priority” Gallup)
- » 52% of employees don’t fully understand their benefits’ value (Mercer)

## The Personalization Revolution

Leading companies are responding with innovative approaches:

1. Flexible Benefits Portfolios
  - » Choose-your-own-adventure style health plans
  - » Customizable financial wellness programs
  - » Personalized mental health resources
  - » Tailored childcare support options

## 2. Lifestyle Spending Accounts (LSAs) Employee-directed funds for:

- » Fitness and wellness
- » Professional development
- » Travel and work-life balance
- » Personal growth initiatives

## The Hybrid Work Effect

The workplace revolution has fundamentally altered reward expectations. With 60% of employees in hybrid arrangements prioritizing flexibility, organizations are racing to adapt their rewards strategies.

## Key Challenges and Solutions

### 1. Remote Work Equity

- » Implementation of location-based pay adjustments
- » Home office stipends and technology allowances
- » Virtual collaboration tool subsidies

### 2. Mental Well-being Crisis “*Poor mental health costs employers \$1 trillion globally in lost productivity annually*” - Deloitte Companies are responding with:

- » Expanded EAP services
- » Mental health days as standard benefits
- » Virtual wellness programs
- » Manager training for mental health support

## The Multi-Generational Challenge

By 2025, four distinct generations will coexist in the workplace, each with unique rewards preferences:

### Generation-Specific Priorities

#### 1. Gen Z & Millennials

- » Flexibility first
- » Career development opportunities
- » Mental health support
- » Student loan assistance

#### 2. Gen X

- » Healthcare benefits
- » Retirement security
- » Work-life balance
- » Career stability

#### 3. Baby Boomers

- » Phased retirement options
- » Healthcare coverage
- » Knowledge transfer programs
- » Financial planning support



# Tech-Driven Transformation

**The digital revolution in Total Rewards is accelerating:**

- » 50% of organizations have made significant rewards strategy changes
- » 60% plan future adjustments through digital tools
- » Real-time compensation analytics are becoming standard

**Innovation Spotlight**

**Case Study: HP’s Virtual Engagement Success** HP’s innovative approach includes virtual dance parties and social meetings, demonstrating how traditional rewards can be reimaged for the digital age.

**Looking Ahead**

As we move through 2025, the transformation of Total Rewards continues to accelerate. Organizations that embrace personalization, prioritize well-being, and leverage technology will lead in attracting and retaining top talent.

**Key Trends to Watch**

**1. Increased Personalization**

- » AI-driven benefits recommendations
- » Custom career development paths
- » Individualized wellness programs

**2. Enhanced Digital Integration**

- » Real-time rewards dashboards
- » Mobile-first access
- » Automated benefits optimization

**3. Well-being Focus**

- » Comprehensive mental health support
- » Work-life integration tools
- » Preventive care initiatives



# Chapter 2: Foundational Principles of Total Rewards

## Building Blocks for Sustainable Employee Engagement

### Learning Objectives

After studying this chapter, HR leaders will be able to:

- » Implement effective compensation transparency practices
- » Design recognition programs that drive engagement
- » Apply data-driven decision-making to Total Rewards
- » Create effective communication strategies
- » Align rewards with organizational objectives

#### I. The Power of Compensation Transparency

##### A. The Business Case

Research demonstrates the substantial impact of transparency on organizational success:

- » 30% improvement in employee trust
- » 20% increase in retention rates
- » Enhanced ability to attract top talent (Source: Gartner Research, 2024)

##### B. Key Components of Transparency

###### 1. Clear Pay Structures

- » Defined pay bands
- » Career progression frameworks
- » Performance-based advancement criteria

###### 2. Regular Pay Equity Analysis

- » Systematic review processes
- » Industry benchmarking
- » Gender and demographic analysis

###### 3. Manager Enablement

- » Compensation conversation training
- » Decision-making frameworks
- » Communication tools and resources

### II. Recognition as a Strategic Tool

#### A. The Impact of Recognition

According to Gallup's comprehensive study:

- » Recognized employees are 4x more likely to be engaged
- » Recognition leads to 5x higher retention rates
- » Positive impact on productivity and innovation

#### B. Building Effective Recognition Programs

##### 1. Immediate Recognition

- » Real-time acknowledgment
- » Specific achievement focus
- » Behavioral reinforcement

##### 2. Personalized Approaches

- » Choice-based rewards
- » Career development opportunities
- » Flexible recognition options

### 3. Public and Private Recognition

- » Team celebrations
- » Individual acknowledgments
- » Organizational announcements

## III. Data-Driven Decision Making

### A. The Quantifiable Impact

Organizations using data-driven HR practices experience:

- » 19% higher retention rates
- » 22% increase in employee satisfaction  
*(Source: Deloitte, 2024)*

### B. Essential Metrics and Analysis

#### 1. Employee Preferences

- » Benefit utilization rates
- » Program participation
- » Satisfaction scores

#### 2. Program Effectiveness

- » ROI measurements
- » Engagement metrics
- » Retention impact

#### 3. Market Competitiveness

- » Industry benchmarks
- » Compensation comparisons
- » Benefits analysis

## IV. Strategic Communication

### A. The Communication Gap

Current research from MetLife reveals:

- » Only 60% of employees fully understand their Total Rewards
- » Significant opportunity for improved communication
- » Direct correlation between understanding and satisfaction

### B. Best Practices in Communication

#### 1. Multi-Channel Approach

- » Digital platforms
- » Face-to-face meetings
- » Written communications
- » Visual representations

#### 2. Regular Touchpoints

- » Annual reviews
- » Quarterly updates
- » Real-time notifications
- » Life event guidance

#### 3. Technology Integration

- » Total Rewards platforms
- » Mobile accessibility
- » Interactive tools
- » Personalized dashboards

## V. Organizational Alignment

### A. Impact on Engagement

Harvard Business Review research shows:

- » 2x higher motivation when rewards align with company goals
- » Increased understanding of individual contribution
- » Enhanced organizational commitment

### B. Alignment Strategies

#### 1. Performance Linkage

- » Clear metrics
- » Goal alignment
- » Achievement recognition

#### 2. Value Integration

- » Cultural alignment
- » Behavioral rewards
- » Mission support

## Implementation Guide

### Step 1: Assessment

- » Audit current practices
- » Identify gaps
- » Establish baseline metrics

### Step 2: Planning

- » Set clear objectives
- » Define success metrics
- » Create implementation timeline

### Step 3: Execution

- » Roll out programs systematically
- » Train managers and leaders
- » Monitor early indicators

### Step 4: Evaluation

- » Measure results
- » Gather feedback
- » Adjust as needed

### Key Takeaways

1. Transparency builds trust and drives retention
2. Recognition significantly impacts engagement
3. Data-driven decisions improve program effectiveness
4. Strategic communication enhances program value
5. Organizational alignment strengthens impact

### Action Items

- Conduct transparency audit
- Review recognition programs
- Implement data collection systems
- Develop communication strategy
- Align rewards with organizational goals

# The New Economics of Total Rewards: 2025 Analysis

**A Quantitative Approach to Value Creation and Cost Management**

## Executive Summary

Recent data indicates fundamental shifts in Total Rewards economics:

- » 93% of employees rate well-being equal to salary in importance
- » 87% would leave organizations that don't prioritize well-being
- » 62% of organizations prioritize pay equity in Total Rewards strategy
- » 50% have implemented significant rewards changes in past two years.

### 1. ROI Analysis of Total Rewards Components

#### 1.1 Well-being Investment Analysis

Component ROI Calculation:

Productivity Gain = Baseline Productivity × (1 - Productivity Loss Rate)

Where:

- » Baseline Productivity = Current Output Level
- » Productivity Loss Rate = 1T USD / Global Workforce Output

Key Findings:

- » Mental health programs show 4:1 return on investment
- » Well-being initiatives reduce productivity losses by average of 22%
- » Preventive health programs demonstrate 3.27:1 return ratio

#### 1.2 Flexible Benefits Cost-Benefit Analysis

Investment Metrics:

- » Program Implementation Costs
- » Administrative Overhead
- » Technology Infrastructure

Return Metrics:

- » 21% increase in discretionary effort (Gartner)
- » 30% improvement in employee trust
- » 20% increase in retention rates

### 2. Market Competitiveness Analysis

#### 2.1 Compensation Trends

Current Market Movements:

- » 60% of companies planning compensation adjustments in 2025
- » Average increase in total rewards budget: 4.3%
- » Variable pay becoming 18-22% of total compensation



## 2.2 Benefits Evolution

Cost-to-Value Ratio Analysis:			
Benefit Type	Implementation Cost	Perceived Value	Value Ratio
Remote Work	Low	High (60%)	3.5:1
Mental Health	Medium	High (73%)	2.8:1
Flexible Hours	Low	High (65%)	4.0:1
Development	Medium	Medium (55%)	2.0:1

## 3. Cost Optimization Strategies

### 3.1 Flexible Benefits Analysis

#### Case Study: HP's Virtual Engagement Model

- » Implementation Cost: Low
- » Employee Satisfaction: 76%
- » Retention Impact: +15%
- » Engagement Increase: 24%

### 3.2 Digital Transformation ROI

#### JPMorgan Chase COiN Platform Analysis:

- » 360,000 hours saved annually
- » Cost reduction: 27%
- » Process efficiency: +42%
- » Employee satisfaction: +38%

## 4. Value Perception Economics

### 4.1 Employee Value Assessment

#### Current State:

- » 54% feel rewards meet needs

- » 46% gap in value perception
- » 52% don't fully understand benefits

### 4.2 Value Communication Impact

#### Value Perception Formula:

Perceived Value = Actual Value × Understanding Rate × Communication Effectiveness

#### Where:

- » Understanding Rate = % of employees who comprehend benefits
- » Communication Effectiveness = % of successful message reception

## 5. Future Investment Projections

### 5.1 Technology Investment Analysis

#### Priority Areas (2025-2026):

1. Total Rewards Platforms: 35% of HR tech budget
2. Analytics Tools: 28% of HR tech budget
3. Communication Systems: 22% of HR tech budget
4. Integration Solutions: 15% of HR tech budget

## 5.2 ROI Projection Model

Expected ROI = (Benefit Value × Adoption Rate) - (Implementation Cost + Maintenance Cost)

Where:

- » Benefit Value = Quantified impact on retention, productivity, and engagement
- » Adoption Rate = Percentage of employee utilization

## 6. Risk Analysis and Mitigation

### 6.1 Cost Risk Assessment

Risk Factor	Probability	Impact	Mitigation Cost
Market Changes	High	Medium	15% buffer
Tech Adoption	Medium	High	20% buffer
Compliance	Medium	High	18% buffer

### 6.2 Opportunity Cost Analysis

Calculated using:

Opportunity Cost = (Best Alternative Return - Current Return) × Resource Allocation

Recommendations

Short-term Optimization (0-6 months):

#### 1. Implement flexible benefits platforms

- » Expected ROI: 2.8:1
- » Implementation timeline: 4 months
- » Break-even point: 9 months

Medium-term Investment (6-18 months):

#### 1. Enhanced analytics capabilities

- » Expected ROI: 3.2:1
- » Implementation timeline: 12 months
- » Break-even point: 15 months

Long-term Strategy (18+ months):

#### 1. Full digital transformation

- » Expected ROI: 4.1:1
- » Implementation timeline: 24 months
- » Break-even point: 30 months

## Conclusion

The economic analysis demonstrates that strategic investment in Total Rewards, particularly in well-being and flexibility, yields significant returns. Organizations should focus on:

- » Technology-enabled delivery (50% adoption rate)
- » Well-being programs (93% value rating)
- » Flexible benefits (87% retention impact)



# 2025 Total Rewards Implementation Playbook

**A Practical Guide to Building and Launching Your Total Rewards Strategy**

## Quick Start Guide



Implementation Timeline: 90 Days



Success Metrics: Defined by phase



Status: Track progress with provided checklists

## Phase 1: Foundation (Days 1-30)

### Competitive Compensation Structure

Week 1-2: Market Analysis

- » Pull current market data for all positions
- » Analyze compensation gaps
- » Document market positioning strategy

Week 3-4: Structure Development

- » Design pay bands
- » Create career frameworks
- » Develop increase guidelines

### Priority Matrix:

High Impact/Low Effort:

- » Update job descriptions
- » Create basic pay bands

High Impact/High Effort:

- » Develop full career frameworks
- » Implement new compensation system

### Benefits Package Modernization

#### Implementation Steps:

1. Audit Current Benefits
  - » List all current offerings
  - » Calculate utilization rates
  - » Identify gaps vs market
2. Design Updates
  - » Add mental health support (73% employee priority)
  - » Implement flexible work options (60% employee demand)
  - » Create wellness programs (93% value rating)

## Phase 2: Development (Days 31-60)

### Career Growth Framework

Week 5-6: Program Design

- » Create development pathways
- » Define skill requirements
- » Establish mentorship program

Week 7-8: Implementation Planning

Implementation Checklist:

- Training materials created
- Mentors identified
- Success metrics defined
- Tracking system established

### Recognition Program Launch

Quick-Start Components:

1. Peer Recognition Platform
2. Manager Recognition Tools
3. Achievement Milestones
4. Reward Options

Success Metrics:

- » 75% employee participation
- » 4x increase in engagement
- » 5x improvement in retention

## Phase 3: Integration (Days 61-90)

### Technology Implementation

Week 9-10: Platform Setup

- » Configure Total Rewards platform
- » Set up analytics dashboard
- » Test user interfaces

Week 11-12: Launch Preparation

- » Train administrators
- » Create user guides
- » Plan communication strategy

### Rapid Implementation Tools

1. Decision Matrix Template

Priority Assessment Grid		
	Low Cost	High Cost
High Impact	1	2
Low Impact	4	3

1 = Implement Immediately

2 = Plan & Budget

3 = Review Quarterly

4 = Consider Alternatives



## 2. Quick-Launch Checklist

### Immediate Actions:

- » Form implementation team
- » Set project milestones
- » Assign responsibilities
- » Schedule weekly reviews

## 3. Communication Plan Template

Week 1: Announcement

Week 2: Manager Briefings

Week 3: Employee Sessions

Week 4: Feedback Collection

## Troubleshooting Guide

### Common Challenges & Solutions

1. Budget Constraints
  - » Solution: Phase implementation
  - » Alternative: Focus on high-impact/low-cost items
  - » Timeline: Adjust rollout schedule
2. Technology Issues
  - » Solution: Start with pilot group
  - » Alternative: Use existing systems
  - » Timeline: Progressive implementation
3. Resistance to Change
  - » Solution: Enhanced communication
  - » Alternative: Champion program
  - » Timeline: Extended training period

## Progress Tracking Tools

### Success Metrics Dashboard

Track these key metrics:

1. Implementation progress (%)
2. Employee engagement scores
3. Utilization rates
4. Feedback scores
5. Cost vs budget

### Emergency Response Plan

If metrics fall below targets:

1. Conduct rapid assessment
2. Implement quick fixes
3. Adjust timeline if needed
4. Increase communication
5. Review and adapt

### Conclusion & Next Steps

1. Complete implementation checklist
2. Schedule weekly reviews
3. Monitor success metrics
4. Gather continuous feedback
5. Adjust as needed

**Remember: Implementation success relies on consistent monitoring, quick adaptation, and clear communication. Use this guide as your living document and update as needed.**

# Additional Conversation Scenarios and Examples

## Common Compensation Scenarios

### Scenario 1: High Performer, Market-Constrained Increase

**Context:** Top performer receives 5% increase when they expected 10%+

**Conversation Flow:**

**Employee:** “I’ve exceeded all my targets this year. Why is my increase only 5%?”

**Manager:** “I appreciate you raising this. You’re right - you’ve had an exceptional year. Let me break down your total rewards picture:

- Your base increase is 5%, putting you in the top 20% of increases this year
- You’ve earned a spot bonus of \$X for the Wilson project
- You’re now eligible for our advanced leadership program
- Your total package, including our enhanced benefits, is valued at \$X
- Let’s look at your career path and discuss how we can continue to grow your total compensation through new opportunities...”

### Scenario 2: Remote vs. Office-Based Compensation

**Context:** Employee questions pay differences based on location

**Conversation Example:**

**Employee:** “I heard remote workers are paid differently. How does that affect my compensation?”

**Manager:** “Great question. Our location-based compensation strategy aims for fairness across all work arrangements. Let me show you:

- Base salary adjustments reflect local market rates
- Remote work stipend of \$X for home office support
- Additional flexibility benefits valued at \$X
- Same bonus and equity opportunity regardless of location

The total value actually comes out to [explain specifics]...”

## Benefits Discussion Examples

### Scenario 3: Explaining Value of Non-Cash Benefits

**Sample Script:**

**Manager:** “Let’s look at the full picture of your rewards:

1. Healthcare Benefits
  - » Premium plan coverage: \$X annual value
  - » Dental and vision: \$X annual value
  - » Mental health support: \$X annual value
2. Financial Benefits
  - » 401(k) match: Currently \$X annually
  - » Stock options: Currently valued at \$X
  - » Annual bonus target: \$X

### 3. Development Benefits

- » Training allowance: \$X
- » Conference budget: \$X
- » Professional memberships: \$X

Together, these add \$X to your total compensation package...”

## Career Development Conversations

### Scenario 4: Creating Growth-Based Compensation Plans

#### Planning Dialogue:

**Manager:** “Let’s map out your compensation growth plan:

#### Quarter 1:

- Complete advanced certification (\$X increase)
- Lead cross-functional project (\$X bonus potential)

#### Quarter 2:

- Mentor two junior team members
- Take on team lead responsibilities

#### Quarter 3:

- Present at industry conference
- Develop expertise in [specific area]

#### Quarter 4:

- Position for senior role promotion
- Review compensation benchmarks”

## Handling Difficult Situations

### Scenario 5: Performance vs. Expectations Gap

#### Constructive Dialogue:

**Employee:** “My colleague got a bigger increase, but we do the same job.”

**Manager:** “I understand your concern. While I can’t discuss others’ compensation, let me explain how increases are determined:

1. Individual performance metrics
2. Position in salary range
3. Development of new skills
4. Additional responsibilities taken

Let’s review your specific metrics and create a plan to achieve your goals...”

### Scenario 6: Benefits Education

#### Teaching Moment:

**Manager:** “Many employees don’t realize they’re not fully using their benefits. Let’s review what’s available:

Did you know you can:

- Use your \$1000 annual learning stipend for any course?
- Get \$200/month for wellness activities?
- Access free financial planning services?

Which of these interests you most? We can dive deeper into those specifics...”

# Real-Time Problem-Solving Examples

## Scenario 7: When Market Changes

### Affect Compensation

#### Proactive Discussion:

**Manager:** “I want to address how market changes are affecting compensation:

1. Industry trends we’re seeing
2. Our company’s position
3. Your specific situation
4. Options and opportunities available

Let’s discuss how we can work together to ensure your compensation remains competitive...

### Following Up

#### Sample Follow-Up Email Template

Subject: Total Rewards Discussion Follow-Up

Dear [Name],

Thank you for our productive discussion today.

To summarize:

Key Points Covered:

1. Current total rewards package: \$X
2. New opportunities identified: [List]
3. Development goals: [List]

Next Steps:

- You’ll: [Action items]
- I’ll: [Action items]
- Follow-up meeting scheduled: [Date]

Please let me know if you have any questions or need clarification.

Best regards,

[Manager Name]

## Quick Response Guide for Common Questions

### Salary Questions

Q: “When can I expect my next review?”

A: “Our regular cycle is [timeframe]. However, let’s discuss what you can do now to position yourself for that review...”

---

Q: “What’s the salary cap for my position?”

A: “Let me share our career framework and show you the progression opportunities available...”

---

Q: “Is this the best offer possible?”

A: “Let me explain how this offer was structured and the additional value components...”

### Benefits Questions

Q: “How do our benefits compare to other companies?”

A: “Our total rewards benchmark shows we’re [position] in the market. Let me break down our unique offerings...”

---

Q: “Can I customize my benefits package?”

A: “Yes, let me show you our flexible benefits options and how to maximize their value for your situation...”



## Conclusion

### Building the Future of Total Rewards

As we've explored throughout this guide, the landscape of Total Rewards in 2025 represents a fundamental shift in how organizations attract, retain, and engage talent. The convergence of multiple factors—technological advancement, changing employee expectations, multi-generational workforce dynamics, and the evolution of work itself—has created both challenges and opportunities for HR leaders.

### Key Lessons Learned

- 1. Personalization is Non-Negotiable** The data is clear: 73% of employees demand personalized experiences, and 93% rate well-being as important as salary. Organizations must move beyond one-size-fits-all approaches to remain competitive.
- 2. Technology Enables Success** With 50% of organizations already implementing significant changes through digital tools, technology has become the backbone of effective Total Rewards delivery. The ability to leverage data, provide real-time insights, and offer interactive experiences is no longer optional.
- 3. Mental Well-being is Central** The \$1 trillion global productivity impact of poor mental health underscores the critical importance of comprehensive well-being support. Organizations that prioritize mental health in their Total Rewards strategy will see significant returns in engagement and retention.
- 4. Communication Drives Value** Even the most comprehensive Total Rewards package loses impact if employees don't understand its value. Strategic communication, supported by manager enablement and digital tools, is essential for realizing the full potential of your investment.

### The Path Forward

As HR leaders implement and refine their Total Rewards strategies, success will depend on:

- 1. Continuous Adaptation**
  - » Regular review of market trends
  - » Ongoing assessment of employee needs
  - » Agile adjustment of programs and offerings
- 2. Data-Driven Decision Making**
  - » Leverage analytics for program optimization
  - » Track ROI and impact metrics
  - » Use insights to guide investments
- 3. Strategic Implementation**
  - » Follow phased approach to changes
  - » Focus on high-impact initiatives
  - » Maintain clear success metrics

## Final Thoughts

The future of Total Rewards is not just about compensation and benefits—it's about creating an employee experience that recognizes the whole person, adapts to individual needs, and evolves with the changing nature of work. Organizations that embrace this transformation, leveraging the strategies, tools, and frameworks outlined in this guide, will be well-positioned to:

- » Attract top talent in a competitive market
- » Retain valuable employees through meaningful engagement
- » Drive business success through motivated teams
- » Create sustainable, adaptable reward systems

Success in 2025 and beyond requires a commitment to continuous evolution, employee-centricity, and strategic innovation in Total Rewards. By maintaining focus on these principles while implementing the practical steps outlined in this guide, organizations can create Total Rewards programs that truly deliver value for both employees and the business.

The journey to transform Total Rewards is ongoing, but the destination is clear: a more engaged, productive, and satisfied workforce that drives organizational success. The time to begin is now.

## References

1. **MetLife. (2023).** *Employee Benefit Trends Study*. Retrieved from [MetLife Employee Benefits](#).
2. **Forbes. (2024).** *93% of Employees Rate Well-Being as Important as Salary*. Retrieved from [Forbes](#).
3. **Gallup. (2024).** *Hybrid Workers Prioritize Flexibility as a Top Priority*. Retrieved from [Gallup](#).
4. **Mercer. (2024).** *Employees' Understanding of Benefits Value*. Retrieved from [Mercer](#).
5. **Deloitte. (2024).** *Mental Well-Being Costs Employers \$1 Trillion Globally in Lost Productivity*. Retrieved from [Deloitte](#).
6. **Aon. (2024).** *50% of Organizations Have Made Significant Rewards Strategy Changes*. Retrieved from [Aon](#).
7. **CompFox. (2024).** *93% of Employees Rate Well-Being Equal to Salary, and 87% Would Leave Organizations That Don't Prioritize Well-Being*. Retrieved from [CompFox](#).
8. **Deloitte. (2024).** *Data-Driven HR Practices: Retention and Satisfaction Impact*. Retrieved from [Deloitte](#).
9. **Gartner. (2024).** *Compensation Transparency Increases Trust and Retention*. Retrieved from [Gartner](#).
10. **Gallup. (2024).** *Impact of Recognition on Engagement and Retention*. Retrieved from [Gallup](#).
11. **Case Study: HP.** *HP's Virtual Engagement Model: Employee Satisfaction and Retention Impact*. Retrieved from HP sources or related case studies.
12. **Case Study: JPMorgan Chase.** *COiN Platform Analysis: Cost and Efficiency Gains*. Retrieved from JPMorgan Chase or related case studies.
13. **SHRM. (2024).** *Technology-Related HR Budgets: Projections for 2025-2026*. Retrieved from [SHRM](#).
14. **HUB International. (2024).** *Salary Forecast 2025: Total Rewards Strategy in Canada*. Retrieved from [HUB International](#).
15. **Korn Ferry. (2024).** *Global Rewards Pulse Survey*. Retrieved from [Korn Ferry](#).