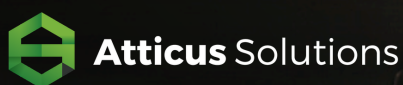




The Filipino Offshore Leadership System





MANAGER'S TOOLKIT | MODULE 07

Total Rewards and Compensation

Compensation, Benefits, and Rewards Conversations

Total Rewards discussions are not simply about salary. They communicate how much the organization values its people.





What's In This Module

This module equips managers with the cultural awareness, tools, and conversation frameworks to confidently lead Total Rewards discussions with Filipino employees. Rewards conversations should be transparent, culturally respectful, motivating, and aligned with both employee needs and business objectives.

Section	What It Covers
Why Total Rewards Conversations Matter	The three engagement drivers rewards address, and why this matters for Filipino teams.
Understanding Filipino Employee Motivations	What Filipino employees value most, and how rewards connect to their priorities.
Total Rewards Framework	The full scope of compensation, benefits, and recognition available to employees.
The Role of the Manager	What managers own in rewards conversations and when to involve HR.
How Managers Evaluate Total Rewards	A five-step process for gathering feedback, observing patterns, and adjusting programs.
Career Development and Rewards Integration	How development and rewards reinforce each other.
Manager Playbook for Rewards Conversations	A simple five-step framework for any rewards conversation.
Sample Conversations	Three fully scripted scenarios managers can adapt immediately.
Coaching Questions for Leaders	Reflection prompts for reviewing rewards with the team.
Career and Rewards Dashboard	A simple tracking tool for managing rewards proactively.
Cultural Anchors for Rewards	The Filipino cultural dynamics that shape how rewards land.

FOUNDATION

Why Total Rewards Conversations Matter

Total Rewards discussions communicate how much the organization values its people. For Filipino employees, relational recognition and family-oriented benefits are highly valued. Proactively discussing rewards reinforces psychological safety and shows that the organization cares.

Engagement Driver	What It Means for Filipino Employees
Security	Compensation and benefits support personal stability and family responsibilities. This is not just about the salary number. It is about whether the employee feels financially safe.
Recognition	Employees want to know their effort is seen and appreciated. In Filipino culture, being acknowledged matters as much as being compensated.
Belonging	Recognition and support reinforce their connection to the team and company. Employees who feel they belong stay longer and perform better.

When these three drivers are addressed well, employees feel secure, motivated, proud of their work, and committed to the organization.



Why This Matters for the Business

Total Rewards Outcome	Business Impact
Employee Retention	Employees who feel fairly compensated and recognized are more likely to stay. Total rewards reduce turnover risk by creating a sense of value and fostering belonging.
Employee Growth and Security	Rewards signal the organization's investment in the employee's career, health, and well-being. Clear benefits and recognition give employees confidence to focus on growth and take on new responsibilities.
Motivation and Engagement	When employees understand the full scope of rewards, they feel motivated and secure, which drives higher productivity and satisfaction.



CULTURAL FOUNDATION

Understanding Filipino Employee Motivations

For many Filipino professionals, work is closely tied to family stability, respect, and community belonging. Understanding what employees value allows managers to connect rewards to what actually matters to them.

What Filipino Employees Value	What This Means for Rewards
Family Security	Healthcare coverage, maternity and paternity leave, dependent support, and financial stability are among the most valued rewards. These are not just benefits. They are signals of care.
Recognition and Appreciation	Verbal acknowledgement, team recognition, and celebration of milestones carry significant emotional weight. In many cases, recognition matters as much as a bonus.
Career Progression	Visible growth opportunities, skill development, and promotion pathways motivate employees to perform and stay. Career conversations are rewards conversations.
Respectful Leadership	Leaders who listen, fairness and transparency, and relational rather than purely transactional management. How a manager leads is itself a form of reward.

How Rewards Support Employee Growth

- Access to learning and development programs tied to rewards motivates skill-building and career progression.
- Transparent communication about compensation and benefits empowers employees to make informed career and personal growth decisions.
- Recognition and feedback encourage continued high performance and confidence in contributions.

In Filipino teams, recognition often carries equal emotional impact as financial rewards. A simple acknowledgement like 'We really appreciate the work you put into this project' can significantly boost engagement.





FRAMEWORK

Total Rewards Framework

Managers should understand the full scope of rewards available to employees. Total Rewards goes well beyond salary. When employees understand the full picture, their perception of value increases significantly.

Rewards Category	What It Includes
Compensation	Base salary, bonuses and incentives.
Government Benefits (Philippines)	SSS (Social Security System), PhilHealth, Pag-IBIG housing fund, maternity and paternity leave, Violence Against Women and Children leave, Magna Carta leave, Single Parent leave.
Health and Well-Being	HMO coverage, wellness initiatives.
Time Off	Leave entitlements, flexibility when possible.
Recognition	Performance recognition, milestone celebrations such as work anniversaries, core values recognition.
Career Growth	Training programs, mentorship, career progression opportunities.
Work-Life Balance	Flexible arrangements when possible, team culture and celebrations.

Helping Employees Understand the Full Picture

Many employees focus only on base salary when thinking about compensation. Managers can shift this perspective by walking employees through the full rewards picture during onboarding, annual reviews, or any rewards conversation.

Sample framing for a total rewards conversation:

Manager: I want to make sure you have a clear picture of everything available to you here. Your total rewards go beyond your salary. Let me walk you through what is included.

Manager: On the government benefits side, you have SSS, PhilHealth, Pag-IBIG, and your statutory leaves including maternity and paternity. On the health side, you have HMO coverage. On top of that, there are programs for learning and development, career progression, and recognition. All of this is part of what the organization is investing in you.



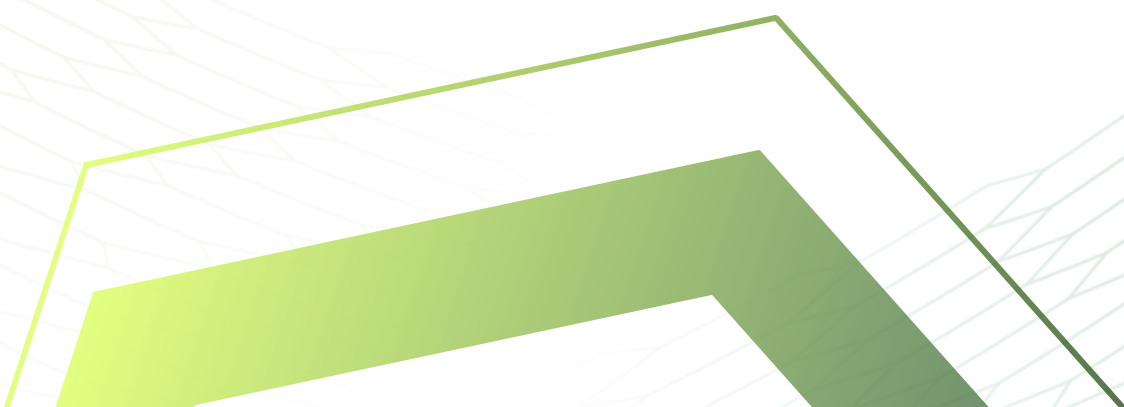
MANAGER ROLE

The Role of the Manager in Total Rewards

Managers are not expected to know every HR policy. They play a key role in helping employees understand and appreciate their rewards. The manager is the bridge between the organization's rewards programs and the employee's lived experience of them.

Manager Responsibility	What It Looks Like in Practice
Initiate rewards discussions proactively	Do not wait for employees to ask. Bring it up during 1:1s, check-ins, and annual reviews.
Observe participation, energy, and morale	Watch for signals that rewards may not be landing well: disengagement, recurring questions about pay, reduced motivation.
Highlight available benefits and encourage usage	Employees often do not use benefits they do not know about. Remind them regularly.
Connect rewards to performance and development	Make the link explicit. Show employees how their growth leads to recognition and reward.
Escalate complex questions to HR	You do not need to know everything. Know when to involve HR and do it quickly.

In Filipino teams, recognition often carries equal emotional impact as financial rewards. Simple acknowledgements build engagement just as powerfully as salary increases. Use them consistently.





TOOL 01

How Managers Evaluate Total Rewards

Use 1:1 meetings and team discussions to understand how employees perceive their rewards. Make this a regular part of your conversations, not a one-off exercise.

Step 1: Gather Employee Feedback

- Clearly outline roles, responsibilities, and expectations for each career stage (for example: Consultant, Senior Consultant, Principal Consultant, Solutions Architect).
- Identify requirements for each level: technical skills and leadership behaviors and competencies.
- Highlight skills needed to transition from current performance levels to higher-impact roles.

Questions to ask during rewards feedback conversations:

Manager: Which benefits have been most valuable to you recently?

Manager: Is there anything that would make your work or life easier that we do not currently offer?

Manager: Are there rewards or programs you wish we had?

Manager: Do you feel the recognition you receive reflects the effort you put in?





Step 2: Observe Patterns and Insights

Not all feedback comes from direct conversation.
Pay attention to behavioral signals.

Signal to Watch For	What It May Indicate
Declining engagement or participation	Employees may feel undervalued or unseen.
Low utilization of available benefits	Employees may not know what is available, or the benefits do not meet their needs.
Recurring questions about compensation	There may be a transparency gap. Employees are seeking information they should already have.
Reduced morale during busy or high-pressure periods	The recognition and support mechanisms may not be strong enough to sustain motivation under pressure.

Step 3: Align With Market and Business Needs

- Compare programs against market benchmarks for salary and benefits.
- Ensure alignment with company values and culture.
- Rewards should remain aligned with company performance, not just individual performance.
- Identify gaps between what employees need and what is currently available.





Step 4: Adjust and Communicate

When rewards programs change, clear communication is critical. Employees need to understand what is changing, why, and what it means for them.

Communication Principle	What to Do
Explain the intent behind changes	Tell employees why the change is being made. Employees who understand the reason are more accepting of change.
Reinforce fairness and transparency	Be clear about what is changing and what is staying the same. Ambiguity breeds anxiety.
Acknowledge employee contributions	When making changes, recognize the team's work. Changes that come without acknowledgment feel transactional.

Under Philippine labor law, removing an existing benefit that employees have regularly received may violate the non-diminution of benefits rule. HR should always be consulted before any changes are made to existing benefits.





Step 5: Document and Follow Up

- Record discussion outcomes and action items.
- Monitor effectiveness in future 1:1s and engagement check-ins.
- Repeat the evaluation cycle annually to maintain market competitiveness.

Total Rewards Evaluation Tracker

Employee	Feedback Gathered	Key Themes	Actions Agreed	Follow-Up Date





INTEGRATION

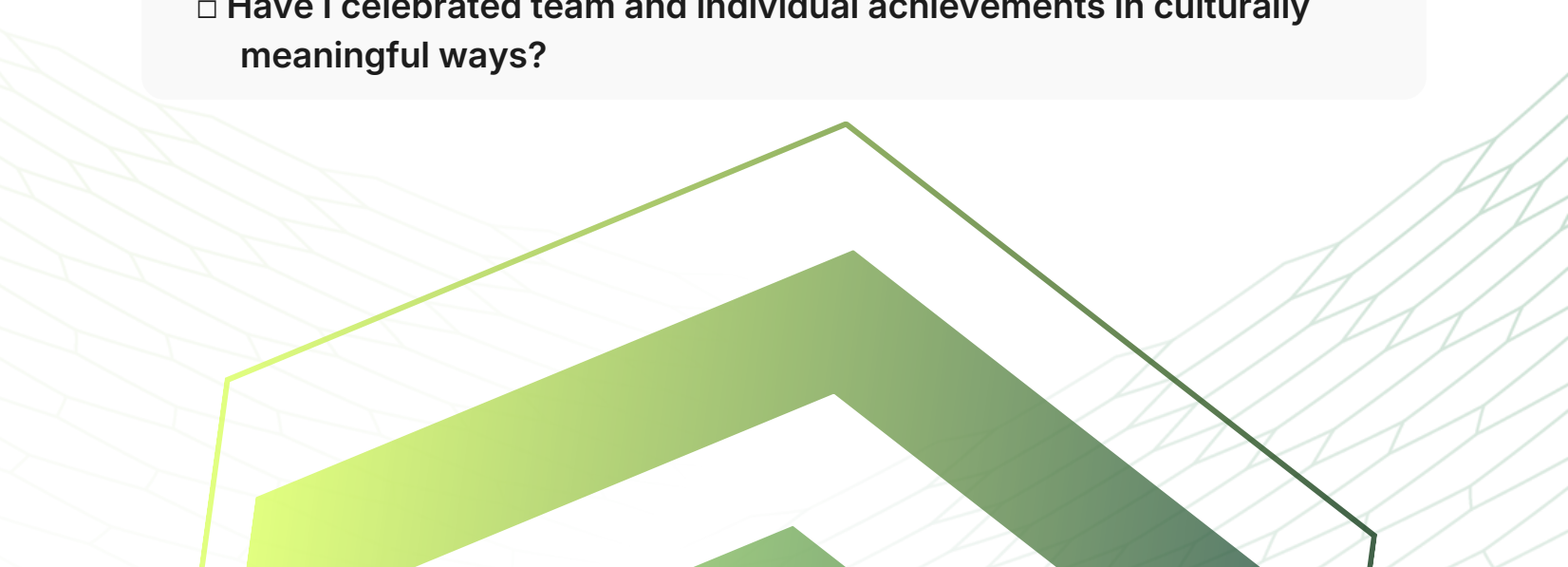
Career Development and Total Rewards Integration

Career development and rewards are most effective when they are connected. Employees who see how their growth leads to recognition and reward are more motivated to develop and more likely to stay.

Integration Principle	What It Means
Development Drives Rewards	Employees who grow their skills and deliver strong results are recognized and rewarded. Growth leads to opportunity.
Rewards Reinforce Development	Recognition motivates employees to pursue growth opportunities. Being rewarded for progress signals that development is valued.
Continuous Alignment	Quarterly coaching, career conversations, and performance reviews ensure that employees see how their effort leads to opportunity.

Manager Checklist: Career and Rewards Alignment

- Have I conducted quarterly coaching and career check-ins for every employee?
- Are IDPs current for every employee on my team?
- Am I tracking performance and engagement metrics to guide rewards conversations?
- Have I communicated total rewards clearly during the most recent annual review or career discussion?
- Have I celebrated team and individual achievements in culturally meaningful ways?





Career and Rewards Dashboard

Managers can maintain a simple dashboard to track rewards proactively rather than reactively. This connects individual contributions to business objectives and ensures nothing gets missed.

Employee	Performance Rating	IDP Status	Last Salary Review	Last Recognition	Next Review Date





TOOL 02

Manager Playbook for Total Rewards Conversations

Use this five-step framework for any rewards conversation, whether it is a salary question, a benefits query, or a recognition moment.

Step	What You Do	Why It Works
1. Acknowledge the Question	Show openness and appreciation. Do not deflect or minimize.	Employees need to feel safe raising rewards questions. Acknowledgment signals that it is welcome.
2. Provide Guidance	Share available information clearly and honestly.	Transparency builds trust. Employees who understand the system are less anxious about it.
3. Connect to Growth	Explain how rewards relate to performance and development.	This reinforces that rewards are earned and linked to real behaviors, not arbitrary.
4. Escalate When Needed	Partner with HR for complex or policy-specific questions.	Managers do not need to know everything. Knowing when to involve HR is itself a skill.
5. Follow Up	Ensure employees receive answers or support within a reasonable timeframe.	Following through builds credibility. Employees remember when their questions were addressed.





TOOL 03

Sample Rewards Conversations

Use these as starting points. Adapt the language to your relationship and context.

Scenario 1: Employee Asks About Salary Growth

Employee: *I am wondering what I need to do to increase my compensation here.*

Manager: *That is a great question and I am glad you brought it up. Your growth here is important to us. Compensation adjustments are typically connected to performance, skill development, and role progression. Let's review your current goals and identify the steps that can position you for that next level. I will also coordinate with HR to make sure you have clear visibility on the process.*

Why this works

It acknowledges the question, reinforces growth, and provides clarity without over-promising.

Scenario 2: Employee Is Unsure About Benefits

Employee: *I am not sure what benefits I am eligible for.*

Manager: *That is a great thing to clarify. Our total rewards include salary, government benefits, healthcare coverage, leave programs, and recognition programs. Some of these also extend to dependents, which many team members appreciate. Let's walk through what is available to you, and I will connect you with HR for detailed guidance.*



Scenario 3: Recognizing an Employee's Contributions

Manager: *I want to recognize the effort you put into the recent project. The quality and dedication you showed really stood out. Contributions like this are exactly what we look for when considering growth opportunities and recognition.*

Why this works

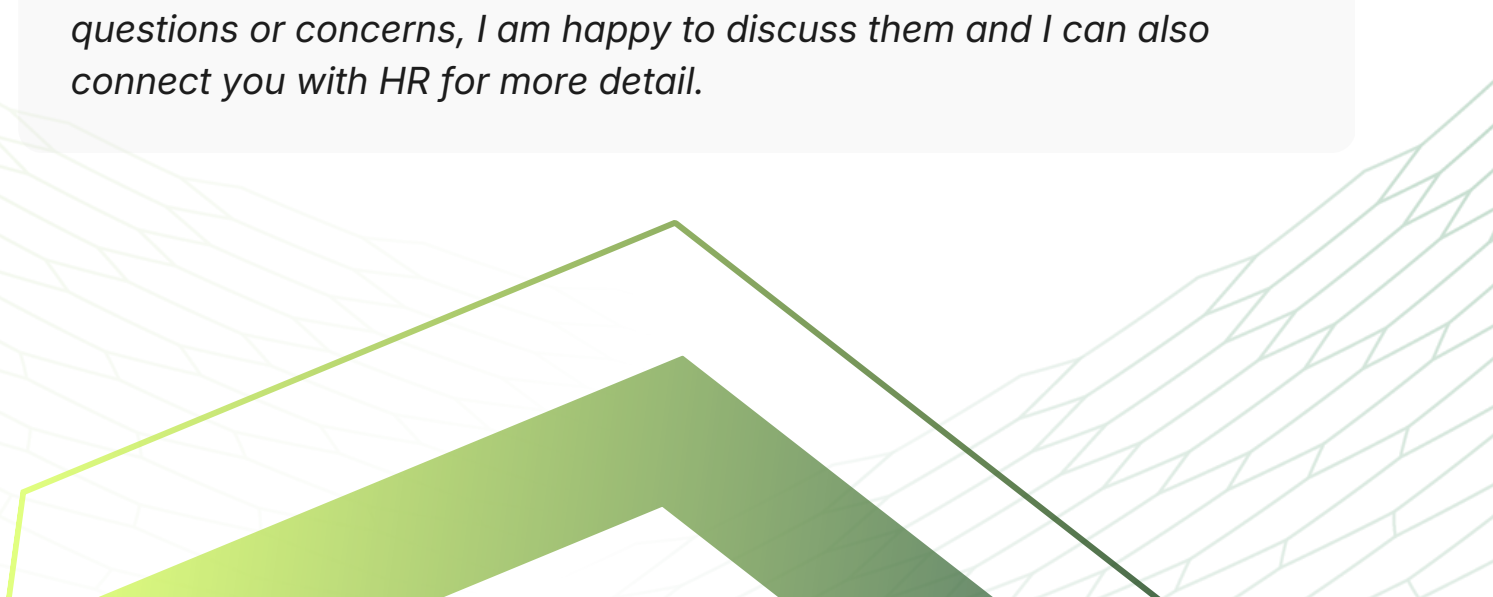
Recognition like this reinforces motivation and cultural appreciation. It connects effort to future reward, which is the link employees need to see.

Scenario 4: Proactively Opening a Rewards Conversation

Manager: *I wanted to take a few minutes to check in on how you are feeling about your total rewards here. We do not talk about this enough and I want to make sure you feel informed and valued. Is there anything about your compensation, benefits, or recognition that you want to discuss or that feels unclear?*

Scenario 5: Communicating a Rewards Change

Manager: *I want to give you a heads-up about a change to [specific program]. Here is what is changing and why: [explanation]. I want to be transparent that this decision was made at the organizational level, and I want to make sure you have all the information you need. If you have questions or concerns, I am happy to discuss them and I can also connect you with HR for more detail.*





TOOL 04

Coaching Questions for Leaders

Use these reflection questions when reviewing rewards with your team. Run through them before annual reviews, during engagement check-ins, and whenever you sense a disconnect between effort and morale.

Employee Understanding

- Do employees clearly understand what is in their total rewards package?
- Are available benefits being utilized?
- Have I walked new employees through the full rewards picture during onboarding?

Motivation

- What motivates each team member? Is my recognition approach aligned with that?
- Is recognition happening frequently enough, not just during formal review cycles?
- Am I recognizing both professional achievements and personal milestones?

Retention

- Are there signs of disengagement that may be linked to rewards dissatisfaction?
- Are employees seeing career growth opportunities?
- Have I asked employees directly whether they feel fairly recognized and compensated?

Cultural Anchors for Rewards Conversations

Cultural Anchor	What It Means for Rewards
Family-Oriented Support	Programs supporting dependents and well-being have the strongest emotional impact. Lead with these when walking employees through total rewards.
Recognition	Frequent acknowledgment motivates teams. Do not save recognition for big moments. Small, consistent acknowledgments build the foundation.
Transparency	Clear communication builds trust. Employees who understand their rewards are more secure and more engaged.
Relational Leadership	Respectful conversations strengthen engagement. How you have the conversation matters as much as what is in the rewards package.



Final Outcome

When rewards conversations are proactive and culturally aligned:

- Managers gain credibility.
- Employees feel valued and supported.
- Teams remain motivated and engaged.

Most importantly, organizations build loyal, high-performing offshore teams that grow with the business.



The Filipino Offshore Leadership System

Module 01 | The Filipino Offshore Leadership System

Module 02 | The Employee Relationship Cycle

Module 03 | Onboarding and the First 6 Months

Module 04 | Performance Management

Module 05 | Employee Engagement

Module 06 | Career Management

Module 08 | Employee Relations & Labor Management

Module 09 | Offboarding in the Philippines





Atticus Solutions

www.atticus.ph

