

TRENDICATORS BEST PRACTICES REPORT

HOW INDUSTRY LEADERS ARE
**Making
Recognition
Meaningful**



TRENDICATORS
HR Research & Insights by Engage2Excel® Group

**Recognition leaders
design programs to address
specific business challenges and
succeed by building cultures
of appreciation that drive
competitive advantage**



INTRODUCTION

How five industry leaders are making recognition meaningful by creating cultures of appreciation

Employee recognition and rewards programs play a vital role in influencing the perceptions, attitudes and actions of employees. They are critical for creating a sense of belonging, motivating exceptional performance and enabling managers and peers to celebrate achievements, milestones and success. In this report, we showcase insights, strategies and examples from five Engage2Excel clients that do an exceptional job of integrating recognition into operations and the daily experiences of employees. The programs represented include different types and styles of recognition for performance, safety, demonstration of core values and employee loyalty.

FEATURED COMPANIES

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Special thanks to each of the industry leaders featured in this report for sharing details on their strategies and programs for making recognition meaningful.



Trendicators is the research division of the E2E group of companies, leading providers of engaging career and consumer experiences. Trendicators provides original HR research and reports on insights and best practices from industry leaders and experts.





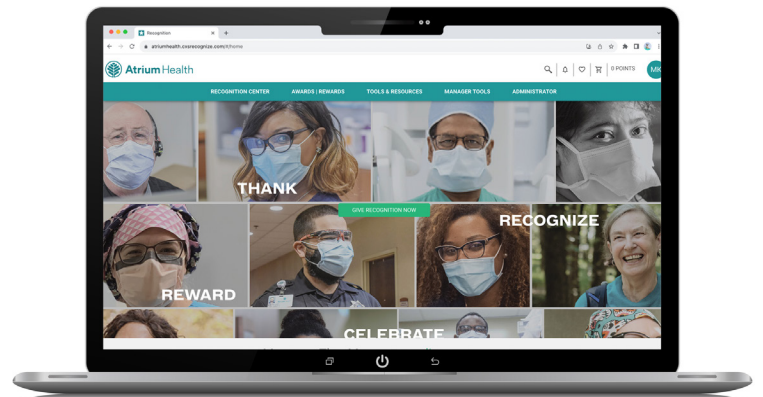
Atrium Health celebrates a shared sense of commitment, purpose & belonging



Atrium Health is a nationally recognized leader in shaping health outcomes through innovative research, education and compassionate patient care. Based in Charlotte, North Carolina, Atrium Health is an integrated, nonprofit health system with more than 70,000 teammates serving patients at 40 hospitals and more than 1,400 care locations. Atrium Health is now part of Advocate Health, the third-largest nonprofit health system in the United States.

Atrium Health has earned its reputation as one of the nation's leading healthcare organizations by creating a vibrant and creative program for integrating recognition and appreciation into the daily lives of 70,000 teammates. Atrium Health's culture is built around four core values that are held in the highest regard: Caring, Commitment, Integrity and Teamwork.

The Atrium Health Recognition & Rewards Platform allows teammates to show appreciation for great work, years of service and meaningful actions that make a difference in the lives of patients and teammates. These programs inspire, motivate and connect teammates to Atrium Health's purpose of improving lives. Through this platform, teammates can share everyday wins and successes, send and share eCards to celebrate various occasions and achievements, nominate teammates for performance awards and select gifts from points catalogs.

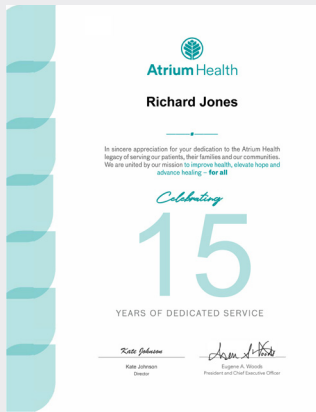


"At Atrium Health, we are passionate about making teammate appreciation central to our culture. This has helped to foster a shared sense of purpose, belonging and commitment in support of our mission to make a difference in the lives of patients and fellow teammates."

— Joe Forquer, Director, Teammate Experience

Atrium Health Social Recognition

The Atrium Health Recognition and Rewards Platform makes it easy for teammates to recognize one another via eCards and nominate individuals for demonstrating core values. The Good Catch program serves as a nationwide model for the prevention of a harmful event.



Atrium Health Service and Teammate Appreciation Awards

Atrium Health recognizes teammates' length of service in five-year intervals in various ways, including gifts, badge accents and personal letters from leadership. Certificates of appreciation are awarded, along with reward points for above-and-beyond effort.



The Atrium Health Proud Store

Teammates can order branded items, including apparel, drinkware, bags, technology items, protection and wellness products, via The Proud Store on the Recognition and Rewards Platform.



Children's Birthday Card Contest Social Recognition

Each year, the children of Atrium Health's teammates are invited to participate in a birthday card design contest. Winning designs are selected for inclusion in the enormously popular eCard gallery, inspiring young artists and reinforcing a family-centric culture throughout the year.

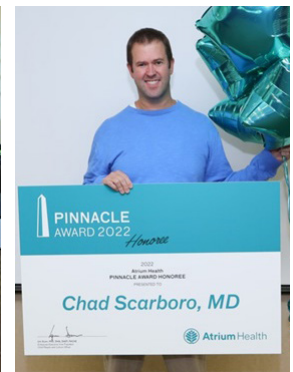


Advocate Health Has Talent

Since 2004, Advocate Health Has Talent has been an important part of work/life balance at Atrium Health. Teammates from across the organization showcase their talents, ranging from singing and poetry to musical instruments, dancing and much more. As part of an exciting audition round, teammates proudly take the stage to compete for a spot in the grand finale.

Pinnacle Award

The Pinnacle Award recognizes outstanding teammates who demonstrate extraordinary attention to Atrium Health Commitments: belong, work as one, trust, innovate and excellence. Recognition is demonstrated through special events, including a surprise patrol, and a breakfast and banquet with their guests and senior leadership.



Employer Branding

Atrium Health actively recognizes employees and teams throughout the year on social media. Here's a photo posted on National Smile Day, which included a reminder that "smiling can be contagious — and studies have shown it could actually be good for your health!"



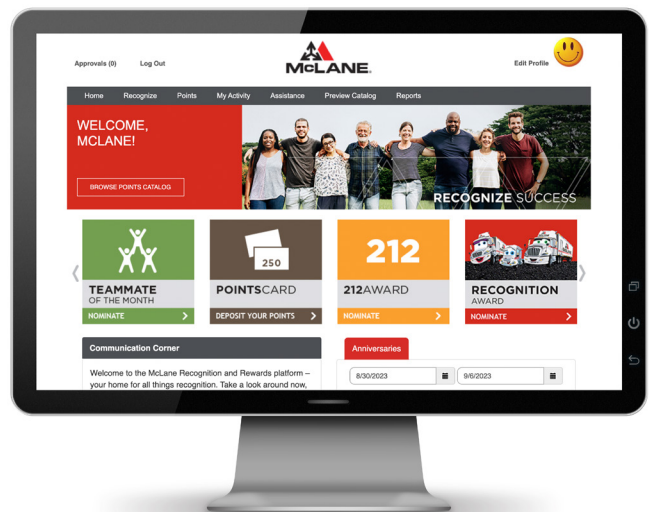
McLane creates a family-centric work environment from day one



McLane Company Inc. is one of the largest distributors in America, serving convenience stores, mass merchants and chain restaurants. The company is an industry-leading partner to the biggest retail and restaurant businesses. With headquarters in Temple, Texas, McLane has more than 80 distribution centers across the country, employs more than 25,000 teammates and delivers to nearly every zip code in the US.

In the highly competitive field of retail distribution, McLane has established industry leadership through a relentless focus on enabling superior customer and employee experiences. The company's mission is "to be an agile, innovative, and unified supply chain partner that delivers a superior customer experience and improves the lives of our teammates and community while producing best-in-class returns."

McLane empowers teammates to make bold moves and celebrate taking calculated risks, being people-centric in operations and strategy, coaching and fostering professional growth and collaboration. The company has built a comprehensive recognition strategy designed to create a family environment from day one. Length of service, performance recognition and peer-to-peer recognition have played an important part in increasing retention rates, improving customer service and creating a sense of belonging across age groups.



"We advocate for our teammates in so many different ways — I feel great about what I do! Recognition drives engagement, performance, retention and workplace safety nationwide."

— Katie Cole, Senior HR Manager

Creating a Family Culture

McLane has established its industry leadership by creating a family culture where teammates are truly valued through recognition, rewards, events and celebrations. Teammates on the front lines of customer service step in to assist others, celebrate each other's achievements and volunteer for extra hours when needed.



Building Connections with Teammates from Day One

New hires experience a luncheon with distribution center leaders and supervisors. Retention meetings are held after 30-60 days in a roundtable setting where teammates are asked how they wish to be recognized. Every quarter, managers shadow a worker to observe what they do. All these events build connections and provide a continuous feedback loop.

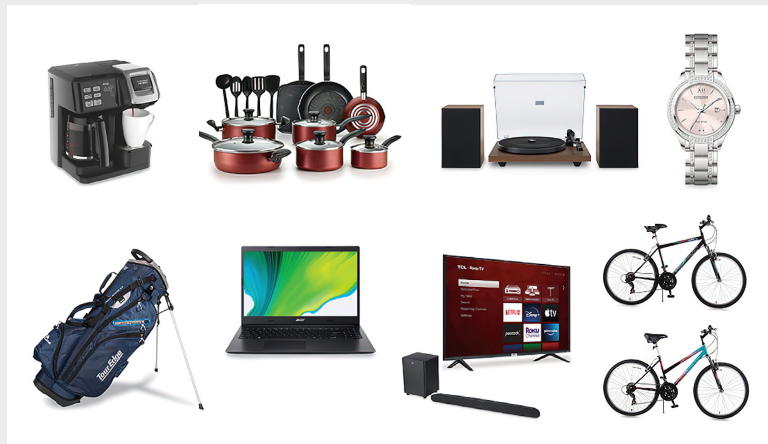
Driving Retention Through One-Year Service Recognition

Warehouse workers and drivers represent a majority of McLane's workforce. The high turnover rate for these roles is a problem for all distribution companies. This year, McLane added a one-year service recognition program that significantly reduced turnover. Presentation materials for all service awards ship to managers ahead of the anniversary date, and teammates select from a variety of branded rewards that are sent to their homes.



Employer Branding on Social Media

The family atmosphere at McLane can be seen through posts that provide authentic insights into everyday working life, celebrations and volunteer activities. A recent post features teammates who volunteered in their community at a local food bank to package 960 meal boxes for seniors in need of meals.



Length of Service Awards

McLane's Service Awards program recognizes milestones at one year and from five to 45 years and above. Brochures ship to managers mid-month, prior to the anniversary of each teammate and a wide assortment of gift items are available for each level of service. The popularity of this program is evidenced by an 86% redemption rate.

CHECK OUT THE...

ROADMAP 2 RECOGNITION

AN ONLINE PROGRAM WHERE YOU CAN GO TO **THANK OR CELEBRATE** YOUR TEAMMATES!

The **ROADMAP TO RECOGNITION** is our way to say thanks and recognize you for being a valuable member of our team! This site is designed to honor you for the outstanding performance you provide our organization and give you a way to recognize others.

<p>TEAMMATE OF THE MONTH</p>	<p>POINTSCARD</p>	<p>212AWARD</p>
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Anyone can be a leader at work. Submit a Teammate of the Month nomination to recognize a teammate who has gone above and beyond to lead by example.

Supervisors will be looking for opportunities to award you! When you receive a points card, go to the site and enter your codes. Points must reach 250 (\$25 value) before you can redeem.

A little extra thought and effort can have a huge effect. The **212 Award** recognizes a teammate whose quick thinking saved the day.

To start recognizing log in to McLane.AwardSuite.com and enter your Username and Password.

Recognizing Exceptional Performance

The Roadmap2Recognition program is another way McLane thanks and honors teammates for their contributions. This online program is widely promoted through posters and emails. It is open to all employees and includes awards for Teammate of the Month at each center for above-and-beyond performance, supervisor-awarded points cards and the 212 Award for those who have made a significant difference through exceptional effort and quick thinking that saves the day.





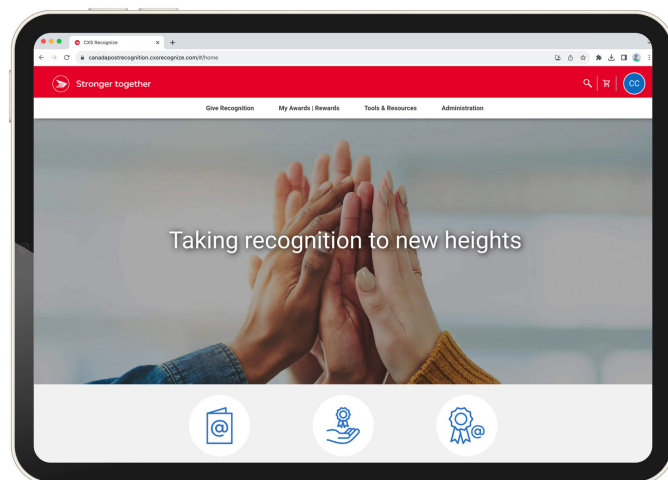
Recognizing employee achievements and special moments at Canada Post



Canada Post is a Crown corporation that delivered more than 6.5 billion pieces of mail, parcels and messages to over 17 million Canadian addresses last year. It operates more than 20 processing plants and over 460 depots nationwide, and it maintains a retail network of close to 6,000 post offices. Its nearly 68,000 employees and 14,300-vehicle fleet help the company deliver to homes and businesses in every corner of the country.

During the pandemic, the company recognized its role of providing an essential service and stepped up to meet the needs of all Canadians. This effort reinforced Canada Post as the country's leading ecommerce delivery company. In 2022, the company initiated a comprehensive transformation to address fundamental business challenges. With its Parcels segment representing approximately half of its revenue, the Corporation is transforming to better position itself in a competitive market and ensure the postal service continues to be a vital economic link for all Canadians. Its plan, "A Stronger Canada - Delivered," is anchored in three pillars, providing a service all Canadians can count on, social and environmental leadership and doing right by its people.

As part of its plan to do right by its people, the company introduced a recognition program designed to make recognition more meaningful and easier to deliver. The program recognizes employees for their contributions and acknowledges significant events in their lives.



"More meaningful and frequent recognition is part of our overall strategy to do right by our people and enable Canada Post's transformation. Our new program is designed to improve how we engage, support and celebrate our people."

— Katharine Price-Raas, Senior HR Leader

Honoring a Proud Tradition of Serving Canadians

Canada Post is taking steps to attract and retain employees in the global war for talent. Engagement survey results revealed that employees have a tremendous sense of pride serving Canadians. They also revealed that employees wanted an easy way to recognize each other and share their successes. The company took this feedback to heart.



Spontaneous Recognition Wallet

The Canada Post Spontaneous Recognition Wallet provides managers with an easy-to-use tool for presenting on-the-spot recognition of teammates in the field and at distribution facilities. The wallets include recognition tips, a recognition log sheet and a pocket to keep gift cards always at hand.



Celebrating Canadian Citizenship

Recently, Canada Post launched a new feature to celebrate team members who become Canadian citizens with a gift basket of made-in-Canada items, delivered to their homes. The company continues to add new options to its online awards catalogue with a focus on environmentally friendly and Indigenous- and Canadian-made products.



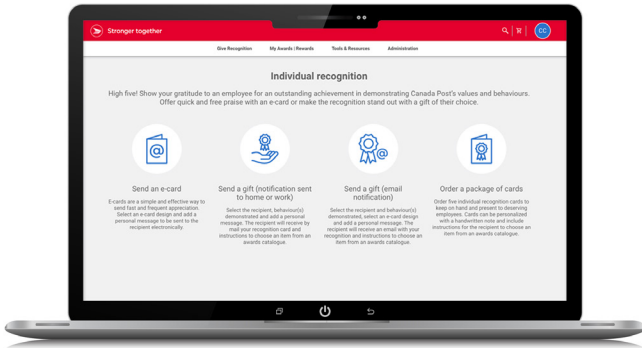
Community Foundation

Employees who receive recognition can select a gift from an awards catalogue or choose to donate to the Canada Post Community Foundation in lieu of their award. Established in 2012, the Foundation provides grants to community organizations that make a difference in the lives of Canadian children and youth.



Stronger Together Recognition Platform

Canada Post's recognition platform simplifies and automates the delivery of individual, team and spontaneous recognition. Team members can be recognized for their years of service, outstanding achievements or for demonstrating the company's values and behaviours. Employees can also celebrate each other's special life moments, such as a marriage or birth/adoption with e-cards, physical cards and gifts. Recognitions can be highlighted on an internal newsfeed on the recognition platform, allowing employees to like or comment on posts.



Building Loyalty by Putting Employees First

Canada Post also builds loyalty through a pension plan and health benefits. Wellness and safety programs help foster a psychologically healthy and safe workplace. Professional development is offered for employees at all career stages, along with mentoring and leadership development programs for experienced personnel.



Celebrating Career Milestones

Service recognition for Canada Post employees extends from year one through retirement and includes a package mailed to the home, with gift options redeemable on the recognition platform. Membership in the Heritage Club offers benefits to retired and long-service employees, including insurance, fitness and travel discounts. With 25 local chapters, the Heritage Club has 23,000 members.





SIG SAUER builds a performance-driven culture by putting employees first



SIG SAUER, Inc., is a leading provider and manufacturer of firearms, electro-optics, ammunition, airguns, suppressors, remote controlled weapons stations and training. For over 250 years, SIG SAUER has evolved and thrived by blending American ingenuity, German engineering and Swiss precision. Today, SIG SAUER is the brand of choice amongst the U.S. Military, the global defense community, law enforcement, competitive shooters, hunters and responsible citizens.

SIG SAUER is a billion-dollar company with over 3,000 employees that operates like it's in start-up mode. Headquartered in Newington, New Hampshire, SIG SAUER's workforce operates across 15 locations worldwide. In 2022, the U.S. Army awarded the company a multibillion-dollar contract to manufacture the branch's Next Generation Squad Weapon system after a multiyear prototype development and evaluation process.

SIG SAUER's success is fueled by a sense of palpable pride, passion and comradery, combined with leadership open to reevaluating everything it does to spark innovation and foster continuous improvement. The company launched its first formal performance recognition program and enhanced its service milestones program last year in response to requests from employees and leaders. Like all aspects of operations, this still-evolving program is closely tied to the company's corporate goals.



"We have a lean HR team. Putting a formal recognition program in place, along with training for managers, is helping motivate and engage teammates in alignment with corporate goals for continuous improvement."

— Jennifer DeFrancisco, Dir. of HR Strategic Programs



Aligning Recognition with Corporate Goals

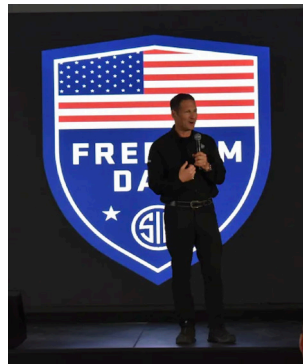
Every year, SIG SAUER creates corporate goals for each division that drive planning, programs and performance management. This is followed by mid-year reviews and an end-of-year performance review. The recognition and rewards program is designed to directly support and align with corporate goals.

An Employee-Centric Approach to Continuous Improvement

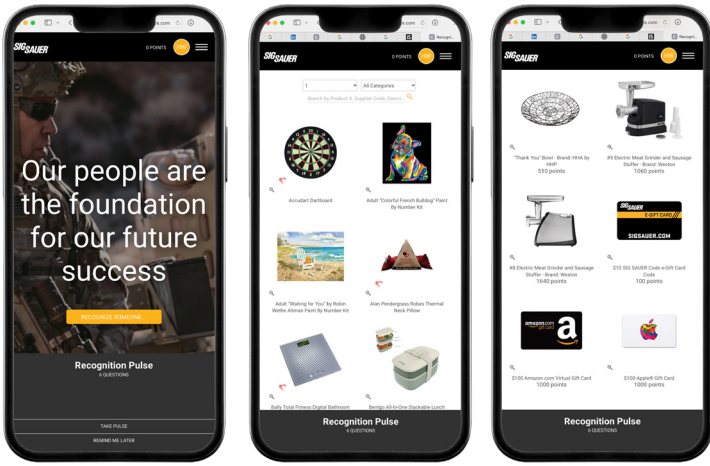
SIG SAUER replaced the traditional “assembly line” process for manufacturing by empowering individual employees to take ownership over the final product. Embracing an old-world approach to craftsmanship enabled SIG SAUER to increase engagement, pride, personal accountability and productivity.



Celebrating Freedom Days at the SIG Experience Center



It began as an event where employees attended the SIG Experience Center for an entire day of celebration with food, gifts and instructor-led training with the company’s latest firearms on the shooting range. The event was so successful that SIG Freedom Days has morphed into multi-day brand experiences for employees and customers in all SIG locations.



The SIG SAUER Recognition and Rewards Center

The SIG SAUER recognition platform enables teammates to express appreciation, recognize achievements and celebrate important occasions by sending eCards or messages with uploaded images and videos. A vast catalog of cool, unique and practical gift items is available for the redemption of service awards and performance recognition.

Employee Feedback Helps Drive Great Place To Work Certification

In 2023, SIG SAUER achieved Great Place To Work Certification for creating an outstanding employee experience. A survey of employees revealed that 91% are able to take time off when necessary, 89% are proud to tell others where they work, 84% feel a sense of pride in their accomplishments and 82% expect to be long-term employees.



Celebrating the Corporate Values That Drive Competitive Advantage

SIG SAUER's corporate values are the foundation for a performance-driven culture that fuels the company's competitive advantage and gives teammates the opportunity for self-development and realization of their full potential.





Emory Healthcare understands the personal dynamics that promote a sense of belonging



Emory Healthcare, part of Emory University, is the most comprehensive academic health system in Georgia. The system is made up of 11 hospitals, the Emory Clinic and more than 425 provider locations. The Emory Healthcare Network, established in 2011, is the largest clinically integrated network in Georgia, with more than 3,450 physicians concentrating in 70 different subspecialties.

Recognized consistently among the nation’s leading healthcare providers, Emory Healthcare is an integrated academic healthcare system committed to providing the best care for its patients, educating health professionals and leaders for the future and pursuing discovery research in all forms, including basic, clinical and population-based research.

Healthcare institutions experienced devastating staffing challenges more than any other industry sector during the pandemic. Two years ago, leaders from across the organization convened to develop strategies for addressing recruitment, retention and engagement challenges. The Emory Healthcare recognition program has played an important and evolving role in addressing these challenges by unifying service recognition and teammate appreciation programs and building a shared sense of commitment and belonging.



“Our recognition program has played an important role in creating a sense of belonging, recognizing milestones and celebrating teammates who make a difference.”

– Ansley Thompson, Dir., Community Engagement



Making Recognition Fun

Freddie Falcon of the Atlanta Falcons made surprise visits during Nurses Week 2023 to celebrate how Emory Healthcare nurses “rise up” and make a difference every day in so many lives. The honorees received Atlanta Falcons goodies, snacks from Coca-Cola and flowers from Publix Super Markets.

Integrating Recognition with Hand Hygiene Technology

Several years ago, Emory Healthcare began deploying sophisticated electronic sensors attached to alcohol hand and soap dispensers to reduce the incidence of infections. Efforts are under way to leverage sensor data to recognize compliance from top-performing departments.

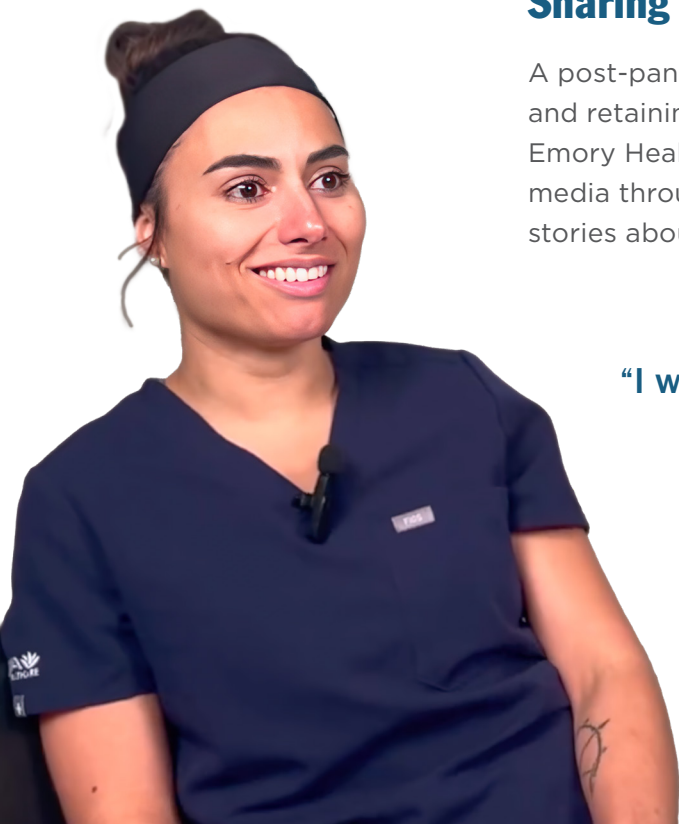


Sharing Employee Stories

A post-pandemic challenge for all healthcare organizations is attracting and retaining full-time staff in lieu of more costly traveler positions. The Emory Healthcare communications team has made effective use of social media through video interviews with teammates who share their personal stories about how they found their forever work home.

“I was a career travel nurse since before the pandemic, and this job made me want to stop travel nursing. They want to see me thrive. I’m really happy here, and I’ll shout it from the rooftops.”

—LUCIANA, EMORY HEALTHCARE NURSE



Recognition Analytics

Emory Healthcare is one of a growing number of organizations beginning to leverage analytics to provide managers with the personalized insights and prescriptive learning they need to track and improve their effectiveness in demonstrating key leadership and recognition skills.



The EHC Recognize Platform

The EHC Recognize Platform makes it easy to nominate and celebrate teammates across a wide variety of categories, including Employee of the Month, Making a Difference, Patient Safety and Leadership. Nominations for extraordinary performance and collaboration are available for leaders, nursing and clinical and support services teams.



Celebrating Milestones

Emory Healthcare celebrates career milestones with a congratulatory gift box sent to teammates' homes. To address early attrition challenges, a new onboarding program was launched this year with eCards sent to new hires on day one and on days 30, 60 and 90.



Key Takeaways

Recognition programs should be reviewed annually to identify opportunities for improving business impact, relevancy, participation and appeal across all employee groups. Consider the following best practices in your annual recognition program planning process.

Best practices for making recognition meaningful



Define your business objectives for recognition and rewards programs to align with and accomplish specific enterprise goals and C-Suite objectives.



Ensure that your organization's mission, purpose and values are communicated in language that resonates with employees. Consistently recognize behaviors that bring your company's values to life.



In designing programs, distinguish between recognition and rewards. *Recognition* is an intangible acknowledgment of people for their behaviors, personal efforts or contributions. *Rewards* are a tangible way of acknowledging the achievement of a specific goal.



Educate managers on delivering timely and specific recognition and help them monitor, manage and improve their recognition effectiveness for individuals and teams.



Enable meaningful recognition and rewards for achieving career milestones, exhibiting exceptional performance and demonstrating values.



Celebrate teammates, internally and externally, throughout the year with programming and activities to create a culture of appreciation.



Take a holistic approach to employee appreciation, realizing that every employee who shows up to work has discretion over the level of effort they exert on any given day.



Get employee feedback on recognition preferences and programs through pulse surveys. Track employee perceptions, attitudes and insights through an annual engagement survey.

The Engage2Excel group of companies creates engaging career and consumer experiences. Its Career Experience Suite (CXS) provides recruitment, onboarding, employee recognition, manager development and employee survey solutions tailored to each organization and designed to help clients find and keep their talent. With over 3,000 client partners, Engage2Excel has a proud heritage of developing innovative solutions that improve competitive advantage and boost bottom-line results.

To learn more, visit engage2excel.com.

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