

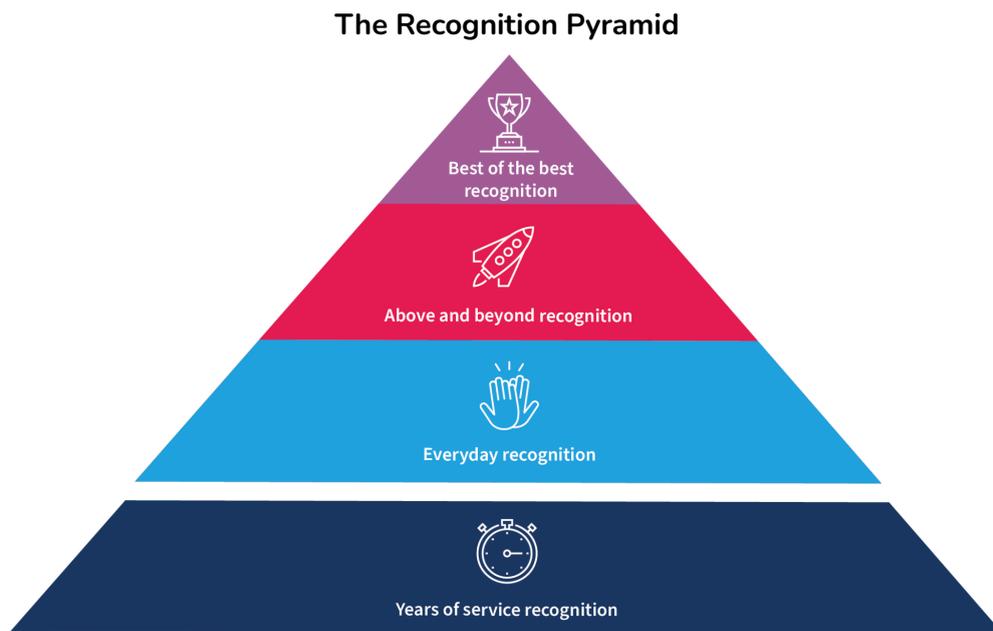
Employee Recognition Pyramid Survey



Introduction

This survey was conducted at the end of 2021 by DebCo HR in order to collect data on global employee recognition programs and practices to be shared in Debra Corey's book titled *Appreciate it: The Playbook for Employee Recognition*. The survey questions align with the recognition pyramid model that is described in detail in the book, and which is shown below.

A recognition pyramid covers both the depth and breadth of appreciation, providing a comprehensive and complementary way to capture all of the moments that matter.



This report provides details on how companies address recognition at each of the four levels of the recognition pyramid so that you can identify similarities and differences to help you build or rebuild your recognition program and pyramid.

Survey Participants

There were 181 companies that participated in the survey. Of these, **93% have some form of an employee recognition program** at their company. Here are details on these companies:

- **Sector:** 84% = private sector, 13% = public sector, 3% = other.
- **Employee headcount:** 27% = 101 - 500 employees, 27% = 1,001 - 5,000, 14% = less than 100, 12% = 10,001 - 50,000, 9% = 501 - 1,000, 7% = 5,001 - 10,000, 2% = 50,001 - 100,000, 2% = 100,001 and more.
- **Country:** 57% = U.K., 22% = U.S., 11% = Australia, 10% = other countries.

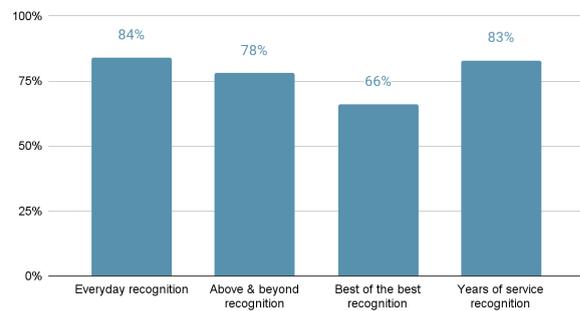
Key Findings

In reviewing the survey data, there were four key points and trends that came across as follows:

1. The majority of companies have each of the four recognition pyramid levels.

Most companies reported having each of the four levels of recognition as appearing in the recognition pyramid model. This shows that companies have more than one recognition plan to meet the varying needs of their people and business

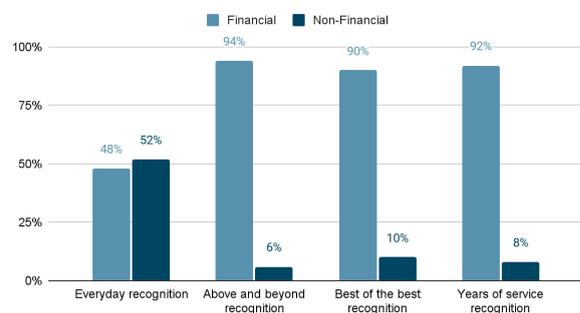
% of companies having each level of the recognition pyramid



2. Financial recognition is more common than non-financial recognition.

Most companies provide some form of financial recognition throughout their recognition plans. The only exception is the first level, everyday recognition, where there are slightly more companies that focus on non-financial recognition.

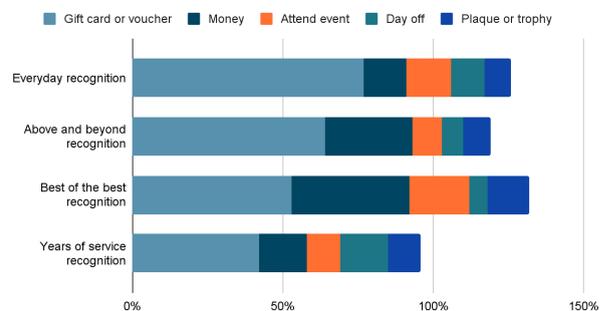
% companies having financial or non-financial recognition



3. Gift cards or vouchers are the most common form of recognition awards.

At all levels of recognition, gift cards or vouchers are the most common awards provided. This shows that companies favor offering choice, either through gift cards and vouchers, or the next most common method, which is money, to meet their diverse needs.

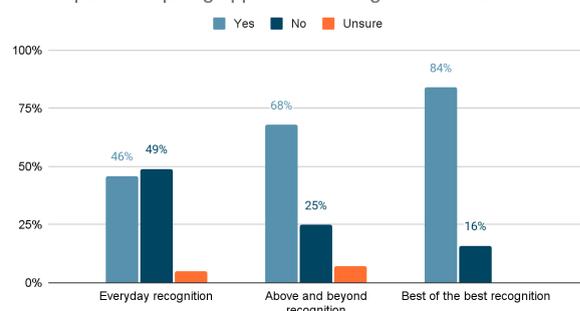
% companies granting each recognition award



4. Most companies require approvals on financial recognition awards.

Most companies require some form of approval before financial recognition awards can be given. The only exception is the first level, everyday recognition, where there are slightly more companies that allow awards to be granted without approvals. However, as shown later in the report, awards at this level are lower than at other levels, with 60% being \$50 or less in value.

% companies requiring approval for recognition awards



Detailed Results

Please find below the survey results for the three core levels of the recognition pyramid, and for the years of service recognition level.

Level 1 - Everyday recognition

This level of the pyramid recognizes employees for day-to-day accomplishments and contributions, ones that are important, but are of a lower impact to colleagues, customers and to the company, and involve minimal work and effort. At most companies, this is where the most number of employees are recognized.

84% of companies have this level of recognition at their company.

Non-financial recognition

52% of companies provide non-financial recognition at this level. For these companies, the most common ways to do so are:

- e-Card: 69%
- Shout out or call out: 20%
- Handwritten note or postcard: 9%

Financial recognition

48% of companies provide financial awards at this level. For these companies, many give more than one kind of award, with the most common ones being:

- | | |
|------------------------------------|------------------------|
| ● Gift cards or vouchers: 77% | ● Money: 14% |
| ● Company-branded merchandise: 20% | ● Day off: 11% |
| ● Attend an event: 15% | ● Plaque or trophy: 9% |

For companies providing information on the financial value of awards, they reported:

- | | |
|--------------------|-----------------------|
| ● Up to \$25: 31% | ● \$51 - \$100: 17% |
| ● \$26 - \$50: 29% | ● \$101 and more: 14% |

For companies giving financial awards, 49% do not require approval before it can be awarded, 46% do require approval, and 5% are unsure.

Level 2 - Above and beyond recognition

This level of the pyramid recognizes employees for going above and beyond in their efforts and actions, contributing at a higher level, and having a greater impact to colleagues, customers and the company. Think of it like a ladder, with employees needing to work that much harder to get to the next rung of the ladder, this level of your recognition plan.

78% of companies have this level of recognition at their company.

Non-financial recognition

Only 6% of companies provide non-financial recognition at this level.

Financial recognition

94% of companies provide financial awards at this level. For these companies, many give more than one kind of award, with the most common ones being:

- Gift cards or vouchers: 64%
- Money: 29%
- Gift: 11%
- Attend an event: 10%
- Plaque or trophy: 9%
- Company-branded merchandise: 8%
- Day off: 7%
- Experience: 5%

For companies providing information on the financial value of awards, they reported:

- \$101 and more: 31%
- \$51 - \$100: 18%
- \$26 - \$50: 25%
- \$1 - \$25: 17%

For companies giving financial awards, 49% do not require approval before it can be awarded, 46% do require approval, and 5% are unsure.

Level 3 - Best of the best recognition

This level of the pyramid recognizes employees who have gone above and beyond the most – often outside of their typical job role. Their actions have a larger or more long-term impact on a group or the business, and require more work and effort to accomplish this. Again, think of it like a ladder, but this time think of the bell at the top that you ring when you get to the very top of the ladder.

66% of companies have this level of recognition at their company.

Non-financial recognition

Only 10% of companies provide non-financial recognition at this level.

Financial recognition

90% of companies provide financial awards at this level. For these companies, many give more than one kind of award, with the most common ones being:

- Gift cards or vouchers: 53%
- Money: 39%
- Attend an event: 20%
- Plaque or trophy: 14%
- Experience: 12%
- Company-branded merchandise: 11%
- Gift: 7%
- Day off: 6%
- Company shares: 3%
- Charity donation: 2%

For companies providing information on the financial value of awards, they reported:

- \$101 and more: 71%
- \$51 - \$100: 12%
- \$26 - \$50: 8%
- \$1 - \$25: 1%

For companies giving financial awards, 84% require approval before it can be awarded and 16% do not require approval.

Years of service recognition

This level of the pyramid recognizes years of service, and is often referred to as a long-service plan.

83% of companies have this level of recognition at their company. The most common times to recognize years of service are as follows:

- Every 5 years: 47%
- Every year: 30%
- Every 10 years: 13%
- 3 years and then every 5 years: 4%
- After 20 or 25 years: 3%
- Other: 2%

Many companies give more than one kind of award, with the most common ones being:

- Gift cards or vouchers: 42%
- Money: 16%
- Day off: 16%
- Attend an event: 11%
- Plaque or trophy: 11%
- Company-branded merchandise: 11%
- Gift: 10%
- Non-financial: 8%
- Pin or badge: 5%
- Experience: 4%
- Watch: 4%

We hope you've found this data helpful, and that you can and will use it to design and deliver a meaningful and effective recognition pyramid at your company to deliver the feeling of appreciation..

To further help you with your recognition journey, here's an excerpt from the introduction of the book:

Let me begin this book with a quote that to me sums up so eloquently what appreciation is all about. It's from the wonderful Maya Angelou, who was an American poet and civil rights activist, and who many of us still go to for motivation and inspiration.

“People will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

I start here instead of my normal practice of starting with data because I believe that for appreciation to genuinely happen it needs to all start with, as Dr. Angelou says, a feeling! It doesn't start with a fancy trophy, a beautiful gift or even money, it starts with a feeling that we matter, that we make a difference, that we're seen, that we belong and that we're appreciated for who we are and what we've done. For no matter who we are, this is something we all need and deserve.

My hope for this book is to change the order, to have companies begin with the feeling, the reason for appreciation, and from here, deliver on this by building their appreciation and recognition programs, their “say and do,” around this. Build ones where every employee feels appreciated, not just a few. Build ones where we focus on all of the small things that matter and make a difference, and not just the big ones. Build ones that are “always on” – freely and continuously happening each and every day, and not just every year or every five years. And build ones to create moments and feelings that truly and genuinely matter.

This book is a starting point to fuel the recognition *rebelution*, one where we rebelliously challenge the status quo of traditional recognition to add the exclamation point to appreciation!

Taken from *Appreciate it! The Playbook for Employee Recognition*, by Debra Corey