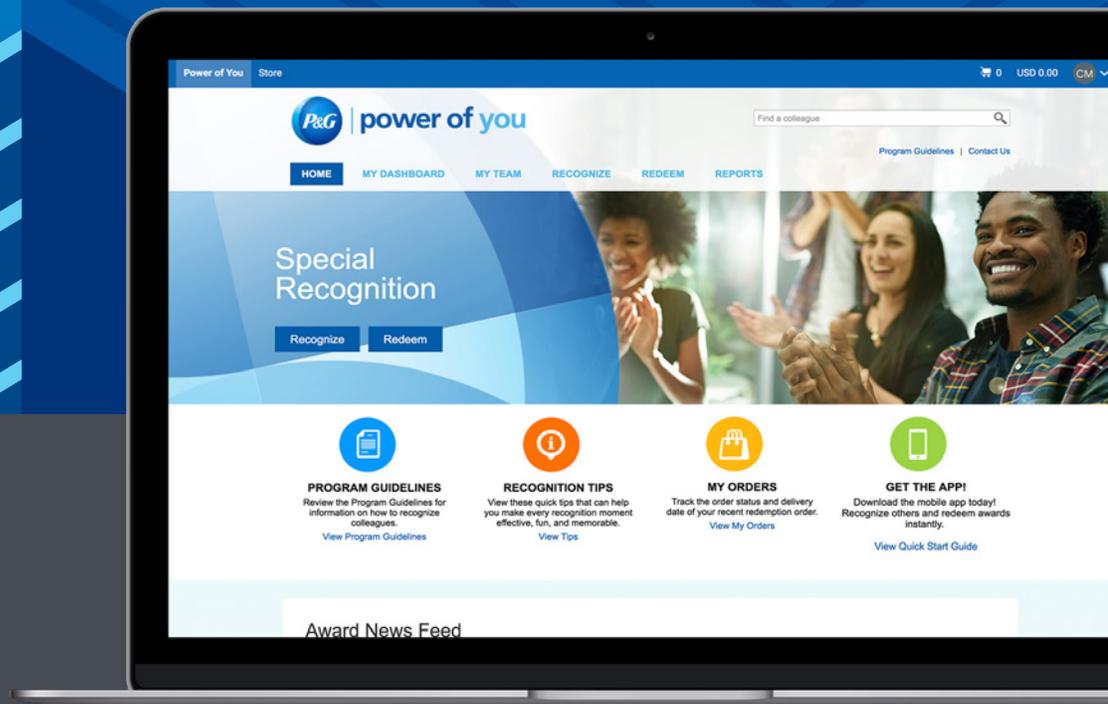




# How Inclusive Recognition Drives Retention

A CASE STUDY





Internally this has been recognized as one of the flagship HR accomplishments, by putting in place a program with enhanced features and functionality, refreshed technology, and including more people in a culture of appreciation.”

KEVIN DALTON  
Compensation Leader at P&G



For more than 180 years, P&G brands like Pampers, Bounty, Tide, Febreze, and many more have been trusted in millions of homes and passed down from generation to generation. The multinational consumer goods corporation is headquartered in Cincinnati, Ohio, and employs 95,000 people around the globe.

P&G's corporate values of integrity, leadership, ownership, passion for winning, and trust are integral to fulfilling the company's purpose of providing products and services of superior quality and value that improve the lives of the world's consumers. This case study explores how P&G partnered with Workhuman to deliver a truly inclusive, values-based recognition experience for its employees – one that drives a culture of shared purpose and improves engagement and retention.

## THE CHALLENGE

For more than 10 years, Power of You has served as P&G's global recognition program to reward employees for above and beyond performance. While internal data analysis indicated that employees who were recognized through the platform scored higher on P&G's engagement survey, the challenge was making recognition effective across the entire organization and ensuring the redemption experience was as meaningful and transparent as possible.

P&G worked with the Workhuman® Analytics & Research Institute to get baseline data on how Power of You was impacting employees and the bottom line. They found that people who received monetary and non-monetary awards through Power of You were **a third less likely to leave the company**. Further, employees who received at least five awards were **2x less likely to leave**.

Knowing recognition had a direct impact on engagement and retention, P&G partnered with Workhuman to revamp Power of You to meet the needs of its modern workforce. “The goal was to be more deliberate with appreciation,” says Kevin Dalton, compensation leader at P&G. He continues, “The value for us was quantifying the return we get on our recognition investment. This data was what truly changed minds that this is not an expense. It is truly an investment.”

## THE SOLUTION

In the consumer space, there's a concept called the "moment of truth." The first moment of truth is when someone chooses to buy a P&G product; the second moment of truth is when they use that product at home. Translating this moment of truth concept to the employee experience at P&G led to five significant changes to Power of You to drive more engagement and business impact.

**First, P&G reframed Power of You as everyday appreciation. "This is about appreciating one another for the work we do every day, not just the above and beyond," says Kevin. "And ultimately, that's going to drive engagement and productivity, and have a positive impact on the business."**

Second, Power of You is now aligned to key performance factors. So every time someone is recognized, that recognition moment is tied to predefined values that drive success across P&G. This contributes to a culture of shared purpose.

Additionally, the new program allows employees across the organization, not just managers, to show appreciation by sending monetary awards. "We wanted to make this more of an inclusive culture of everybody appreciating everybody through Power of You," explains Kevin.

In a similar vein, the new program has a publicized newsfeed where everyone in the company can see award messages and share their congratulations in the moment. "As people started seeing their co-workers getting appreciated for their work, then naturally they wanted to share appreciation with their co-workers, and

it really took hold," says Kevin. "Regardless of culture around the globe, people love to see other people getting recognized."

The second moment of truth is when an employee redeems their award, and the new solution offers more flexibility and choice with a robust merchandise catalogue and locally relevant gift cards.

## THE RESULT

The data coming out of Power of You's program refresh is outstanding. In less than a year there was a 300% increase in peer-to-peer recognition and more than 5,000 congratulations written on the social feed.

"We're getting huge returns off this. I can invest \$600 in one employee versus having to replace that employee when they leave. Replacing an employee is a really expensive proposition ... This is not an expense. It is truly an investment," Kevin says.

Feedback from the HR team has also been positive. "Our HR managers around the world are ecstatic because they now have the latest and greatest appreciation program, features, and technology," says Kevin. A key part of this success is P&G's partnership with Workhuman. "We're a small team and can't spend a week developing a communication plan. Workhuman did an outstanding job providing that support for us."

And the most important stakeholder – P&G employees – have truly embraced the new program. "The word inclusive keeps coming up in the feedback that we receive from employees. For them, opening up appreciation was a big deal."

Employees  
recognized through  
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**one third less  
likely to leave P&G**

Employees who  
receive 5 awards  
through Power of  
You are **2x less  
likely to leave P&G**

**300% increase**  
in peer-to-peer  
recognition



**To learn how recognition can  
drive retention and engagement  
at your company, get in touch.**

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