

Taking Employee Engagement to the Next Level Achievers

Best Advance in Rewards and Recognition Technology
March 2018



Company Background

Achievers

Company At-a-Glance	
Headquarters	190 Liberty Street, Suite 100, Toronto, ON M6K 3L5 Canada & 600 California Street, Floor 11, San Francisco, CA 94108
Year Founded	2002
Revenue	Achievers does not disclose revenue figures.
Employees	200
Global Scale	150 countries
Customers/Output, etc. (Key customers and services offered)	<p>230+ customers worldwide</p> <p>Key Customers: General Motors, PwC UK, Direct Energy, Ericsson, Deloitte, Samsung, Quest, BMO, BP, Panasonic, 3M Eli Lilly, NetSuite, Cox Automotive, Shop Direct, Visa, PWC, KPMG, MGM Grand, Starwood Rogers, BCBS NJ, Johnson Inc., and others.</p> <p>Services provided:</p> <ul style="list-style-type: none"> • Social employee recognition • Values-based recognition • Monetary (rewards-based) recognition • Social newsfeed that encourages and enhances recognitions (Boost, Like, Comment and Share to social networks) • Surveys (customized and engagement pulse surveys)

	<ul style="list-style-type: none"> • Mobile (iOS, Android and HTML5) • API Integration • Years of service award programs • Milestone Celebrations • Safety program incentives • Wellness program support • Industry’s largest global rewards network (gift cards, experiences, travel, merchandise and more) • Consulting services • Sales incentives • Custom awards and nominations • Real-time analytics and dashboards (reporting, tracking, budgeting) • Concierge service • Achievers University (customer training program) • Global services <ul style="list-style-type: none"> ○ Platform localization in 16 languages ○ Purchase price parity to create common member experience across regions ○ Local reward fulfillment • Award-Winning in-house Customer Service <ul style="list-style-type: none"> ○ 24/7 global customer support ○ Communication planning and execution ○ Program management ○ Leadership training ○ Thought leadership ○ Dedicated client success managers ○ Dedicated program design and implementation ○ Customer support for employees in 120 languages ○ Creative design services ○ Project Management
Industry	HR Technology
Stock Symbol	HAWK – Parent Company, Blackhawk Network, Ticker
Website	http://www.achievers.com/

Value Proposition

Achievers is a global-enterprise employee-engagement solution-provider with a product that aligns employees with company values, drives desired behaviors and business outcomes, and captures meaningful employee insights using recognition data and real-time employee feedback. The Achievers platform enables millions of recognitions across 129 countries annually, with services in more than 150 countries and territories for reward fulfillment.

Achievers introduced social, non-monetary recognition in 2010 to enable companies and teams to increase engagement by making appreciation and employee recognition a frequent, everyday occurrence instead of an annual activity. In 2013, Achievers was the first vendor in the employee engagement space to add engagement measurement pulse capabilities to its recognition and rewards offering.

The most recent iteration of the platform offers the capability to tie in any initiative (wellness, employee development etc.) or application via the industry's first open API. Achievers also offers a comprehensive reporting suite, a data warehouse and a dedicated Data Analytics team to enable a company to measure and quantify the impact of its customers' recognition and engagement actions.

Achievers' robust platform, coupled with its open API, enable a single, unified "culture hub" for a company's recognition and engagement activities. This unified offering led to some of the highest engagement scores in the industry:

- 22 percent increase in highly engaged employees
- 122 percent increase in customer satisfaction
- 55 percent increase in employee productivity
- 31 percent decrease in voluntary turnover

Moreover, the platform achieves above-average adoption rates compared to industry rating; consistently above 80 percent, with 12 times higher ongoing recognition when compared to the competition. The platform gives managers insight into their teams' performance, recognition and rewards visibility, as well as powerful tools to build connection and trust with their teams. Employee engagement comes to life as managers can better understand how to guide their entire team to success.

Achievers integrated Employee Engagement Platform offers:

- Open API connects any workplace application with employee engagement and recognition initiatives
- Employee Engagement pulse and custom survey capabilities for real-time visibility into employee job satisfaction, morale and team dynamics

- Anonymous feedback mechanism to capture honest opinions
- Self-serve surveys for HR to gather feedback as needed
- Immediate delivery of recognition messages so employees receive praise and feedback in the moment when it is of the highest impact
- The most complete recognition and engagement platform to support every type of employee recognition activity. With peer to peer recognition as the program anchor, the Achievers employee recognition and engagement platform also offers performance driving incentive campaigns, Years of Service awards, nominations and awards, spot bonuses and celebrations for employee milestones, etc.

¹ [Investors, Take Note: Engagement Boosts Earnings](#). Gallup.

² [Engaged Employees Drive the Bottom Line](#). Towers Perrin.

³ [Aon Hewitt Analysis Finds Managing and Improving Employee Engagement is Key to Achieving Revenue Growth and Profitability Goals](#). Aon Hewitt.

How the Achievers Platform Makes Ericsson a More Connected and Data-Driven Workplace

Business Challenge

Ericsson is a world leader in communications technology and services with more than 2.5 billion subscribers around the world. In 2014, the organization's North American arm wanted to create a technology-enabled culture of recognition across its 15,000 employees and 30+ regional offices and hubs. They wanted a platform that would help encourage and support shared goals and values, especially a spirit of innovation. With already outstanding employee engagement scores, the Dallas-headquartered organization sought to consolidate its many manual recognition programs into an enterprise-wide, cloud-based platform. Ideally, the system would enable the HR team to automate recognition among employees, track program spends, and use program data to link recognition to business results.

Achievers Insight

Employee engagement is a key driver of business success in today's knowledge economy where recruiting, retaining, and inspiring top talent provides the only true competitive advantage. According to Aon Hewitt, each incremental percentage increase of employee engagement translates to an additional 0.6 percent growth in sales. Additionally, Gallup found that companies in the top quartile of employee engagement see heightened levels of business success (compared to bottom-quartile organizations), including:

- 21 percent higher productivity
- 22 percent higher profitability

- 41 percent higher quality
- 48 percent fewer safety incidents
- 37 percent reduced absenteeism

Employees who are engaged in their work stay longer. Highly engaged employees are 87 percent less likely to leave their companies compared to their disengaged counterparts, making a highly-engaged workforce an important factor in increasing retention and retaining top talent.

Achievers Employee Engagement Platform™ Solution

Ericsson rolled out the Achievers Employee Engagement Platform to its 30+ geographically-dispersed locations across North America, connecting the widely-spread workforce onto one program. The program named as *E-STAR* was quickly adopted by the company's employees with a 92.3 percent activation rate since its inception in 2014, becoming the most widely-utilized "voluntary" enterprise platform the organization had implemented. Ericsson credits the program's success to the platform's intuitiveness, as well as the popularity and "stickiness" of social recognition, which reinforces employee achievements and behaviors on a consistent basis, while allowing the program to stay on budget. Most of the recognitions given and received through the platform are social recognitions with no monetary rewards attached.

Business Impact

The Achievers program has had an immediate and sustained positive impact on Ericsson's corporate culture and cross-continent visibility. Since launching the program, Ericsson has seen a 3 percent increase in engagement scores, up from an already world-class score of 81 percent. Per the organization's latest annual report on employee engagement, Ericsson's North American employee engagement scores are 5 percent higher than their global scores, and 14 percent higher than the industry average. The program empowers managers by offering an easy way to recognize employees for their achievements, especially their innovations. As a result, engagement survey results related to recognition given by managers have jumped four percent since implementing the program.

Additionally, the program spreads positivity throughout the geographically dispersed organization, connecting employees – through the recognitions they post on a daily basis – to each other, and to the company.

Dofasco Drives Employee Engagement and Unites Multi-generational and Offline Workforce with Achievers

Business Challenge

Employing over 5,500 employees, Dofasco is a 104-year-old subsidiary of ArcelorMittal, the world's largest steel producer. Throughout its history, the company has always placed a strong emphasis on its employees, reflected in its slogan, "Our product is steel. Our strength is people". After its 2006 acquisition by ArcelorMittal and weathering the 2008 financial crisis, Dofasco surveyed employees for the first time to gather feedback on the direction and state of the company. Results from the survey and employee focus groups revealed an overarching issue: employees didn't feel recognized for their hard work. Dofasco knew they needed to find a solution that would position recognition as a key element of company culture, would revamp their Years of Service program, and would appeal to a multi-generational, predominantly offline workforce.

Achievers Employee Engagement Platform™ Solution

Dofasco partnered with Achievers in 2011 to implement the Achievers Employee Engagement Platform, effectively reducing the time and labor costs associated with the company's previous home-grown solutions. The *Thanks a Ton* program was rolled out in 2012 to the entire employee base and saw over 950 recognitions in the first day. The company knew it was vital to find a solution that could recognize both team-based and individual success — something that was important to a new generation of millennial employees.

With 90 percent of Dofasco employees voting to specifically implement a recognition tool, their instance of the Achievers platform, *Thanks a Ton*, became an immediate success. *Thanks a Ton* empowers the entire workforce to share social recognitions publicly, regardless of their role, by combining both points-based and social (non-monetary) recognitions. The program also gave employees the freedom to choose their own Years of Service awards from the Achievers Marketplace, instead of the traditional milestone award chosen by Dofasco. Additionally, *Thanks a Ton* allowed recognition moments to take place anywhere — on shared on-site computers, on employees' mobile phones, or at home — making it easy for an offline workforce to participate.

Business Impact

The Achievers Employee Engagement Platform had a significant impact on the company culture at Dofasco. Since implementing *Thanks a Ton*, Dofasco has seen over 240,000 employee recognitions flow through their platform. The company re-surveyed their employee base in 2012 and found that as a direct result of the platform, their engagement scores went up by 28 percent — an incredible accomplishment. The program maintains greater than 90 percent activation, indicating strong employee adoption rates. Manager recognition, a key area of employee concern, has increased on

the platform through “Boost” – a feature allowing managers to view and add points to existing recognitions — creating line of sight between organizational layers that have been absent in the past. *Thanks a Ton* has been cited as a contributing factor to Dofasco being recognized as a Top 100 Employer in Canada, a Great Place to Work and receiving a Gold Standard rating from Healthy Workplaces. The company can confidently say that Achievers gave them back the power of “thanks”.

American Express – Global Business Travel

As a large, global company with remote employees located around the world, American Express Global Business Travel (GBT) recognized the need to improve the interconnectivity of employees by uniting them around a shared corporate culture. Achievers was unique in offering a rewards and recognition platform that could bring GBT’s globally dispersed workforce together in new ways; bridging physical and cultural divisions and fostering a positive environment of recognition and continuous engagement.

After considering several providers, Achievers proved capable of meeting GBT’s requirements and serving as its one-stop shop for employee engagement and recognition programs. Although the Achievers Employee Engagement Platform was originally intended for the 7,000 service delivery employees, GBT saw the benefit in expanding it to about 12,000 global employees to build a single, unified company culture.

Launched in mid-April 2016, GBT reports a more than 90 percent activation rate among its employees. The company has also benefitted from Achievers’ focus on the strategic use of recognition that aligns employees with core business objectives and company values. With a large virtual workforce – about 80 percent of GBT’s U.S. employees work remotely and 50 percent do so globally – the company now has a robust solution to build peer to peer relationships among its many employees who do not work at a central office location.

Since implementation, GBT has seen more than 50,000 employee recognitions sent among its teams, helping to foster a culture of greater collaboration, engagement, and appreciation. Additionally, with Achievers’ Results Driver platform feature, GBT has gamified its incentive program, providing recognition and incentives when its travel counselors meet key goals or book clients with preferred providers. As GBT continues to utilize Achievers systems, it hopes for additional success within other areas, such as learning and development, service awards, and employee referrals, making Achievers a central hub of activity for all employees.

Building engagement and creating positive employee experiences are key to maintaining a satisfied and productive workforce aligned with company objectives. GBT is the latest

company to benefit from Achievers innovative engagement platform to unite its globally dispersed teams, celebrate shared success, and drive positive behaviors.

Product or Program Innovation

Achievers is taking employee engagement to the next level with Achievers Listen – a suite of tools designed to work with the Achievers Employee Engagement Platform or as a standalone offering. Achievers Listen empowers employees to give continuous feedback on what’s working well and what needs to be improved, and provides managers with recommended actions based on the unique values and culture of their teams.

To engage a modern workforce, an organization needs to be actively and continuously listening. Employees expect to be heard and understood and managers need clear, actionable direction that addresses the needs of their teams. When paired with Achievers Recognize, Achievers Listen closes the loop from measurement to action that drives employee engagement.

Today, most enterprise companies gather employee feedback using an annual employee engagement survey. According to the *2017 Global Human Capital Trends* research by Bersin by Deloitte, advancing the employee experience now requires tools and programs to capture employee feedback continuously. Especially relevant to multi-national workforces, the report calls for tools and apps that can build real-time understanding of the issues faced by employees.

Achievers Listen makes it easy for employees to provide feedback on day-to-day issues via check-ins and pulse surveys. Managers receive alerts with bite-sized actions, tailored to what their team values, that they can implement right away to move the needle on employee engagement.

Features include:

- **Check-in:** Conversational check-ins via Allie, the active listening interface, make it easy for employees to provide feedback on day-to-day issues. Allie is available within the Achievers Platform or via API within collaboration tools such as Microsoft Teams.
- **Check-in Reporting:** Manager alerts present trends to the people who can most impact the business – front-line managers. Allie will make bite-sized suggestions for actions managers can take right away to improve engagement with their teams.
- **Pulse:** Short quarterly pulses provide deeper understanding of team engagement while avoiding survey fatigue by asking employees 14 pulse questions every

quarter. The question set was defined by Achievers research, led by Dr. Natalie Baumgartner, to identify the most important drivers of employee engagement. Organizations can add custom questions to match their own initiatives. Organizations can also see how teams benchmark against other teams in the company as well as to wider industry averages. Pulse also offers the option to evaluate eNPS.

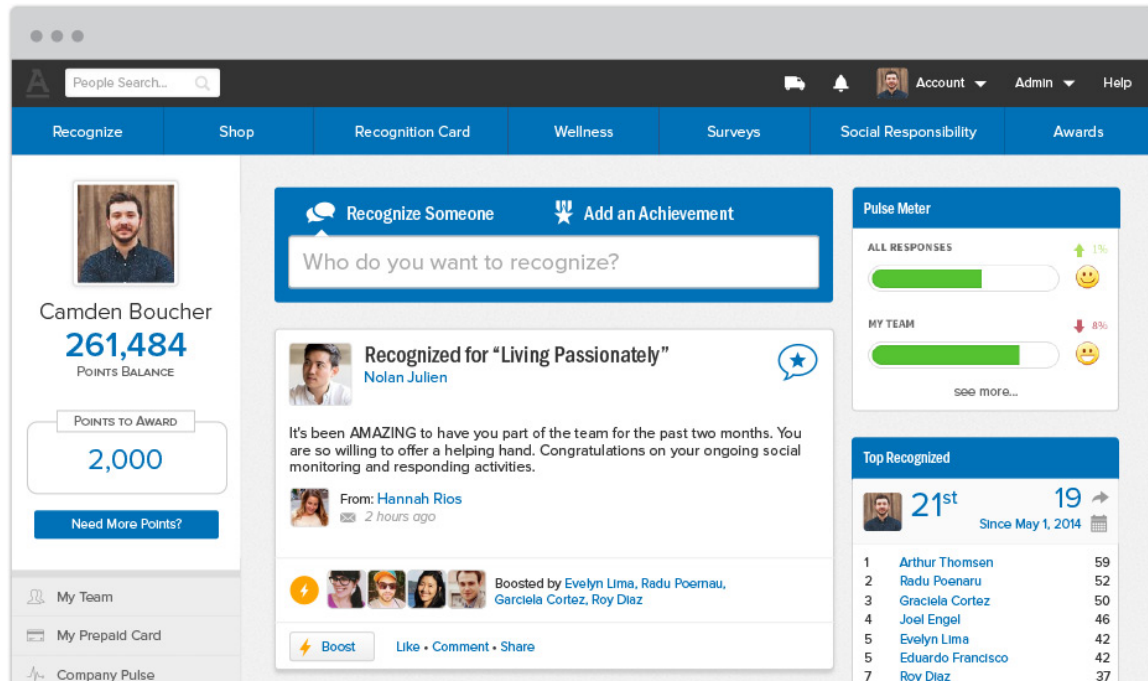
Presently being previewed to existing clients, Achievers Listen will be in general availability in January 2018.

Unique Differentiators

Achievers is a mission-driven company devoted to changing the way the world works. Achievers believes employees or companies don't benefit from old-school recognition programs, which is why the company is focused on building intuitive software that drives the behaviors that lead to successful organizations. With Achievers Employee Engagement Platform, organizations get the world's most advanced behavior-driving engine that aligns employees to business objectives and company values.

The success most employee engagement programs identify is often too little or too late. But with Achievers, employee engagement and appreciation become a way of life. With tools for every kind of employee engagement program, Achievers empowers employees to identify and share the progress and successes all around them. Engaging employees becomes a natural part of working together, creating a culture driven by living company values and making a difference.

Figure 1: Login Home screen



Source: Achievers 2018

Supporting Achievers' innovative, one-of-a-kind platform is Achievers' services. Achievers understands that one size does not fit all. Its customers' success stems from tailoring each employee engagement program to each organization. Providing dedicated one-on-one guidance, Achievers' Customer Success Managers help customers define program goals and target key results that matter to the customer's business – increased employee engagement, a culture of recognition, and improved leader performance. As an extension of the customer's team, Achievers partners with customers to continually evolve and optimize the platform to reflect the business' changing needs.

Results are what matter:

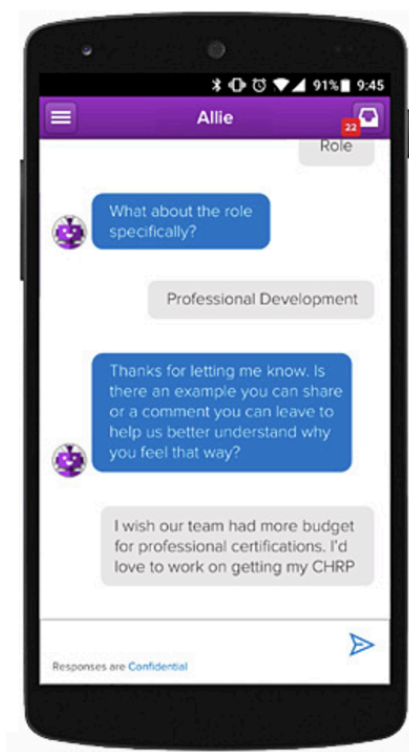
- 92 percent client retention
- 95 percent member satisfaction
- 77.5 percent Net Promoter Score

Achievers continuously updates and introduces cutting-edge innovation and features. With the most recent introduction of Achievers Listen, Achievers continues to evolve employee engagement.

Achievers Listen empowers employees to give continuous feedback to employers on what's working well and what needs to be improved in the workplace and provides

managers with recommended actions based on the company's unique values and culture. Included with Achievers Listen is Allie, an intelligent, digital "coach" that interacts with employees in a conversational way, while guiding employees with effective feedback and providing recommendations to managers.

Figure 2: Mobile Interaction



Source: Achievers

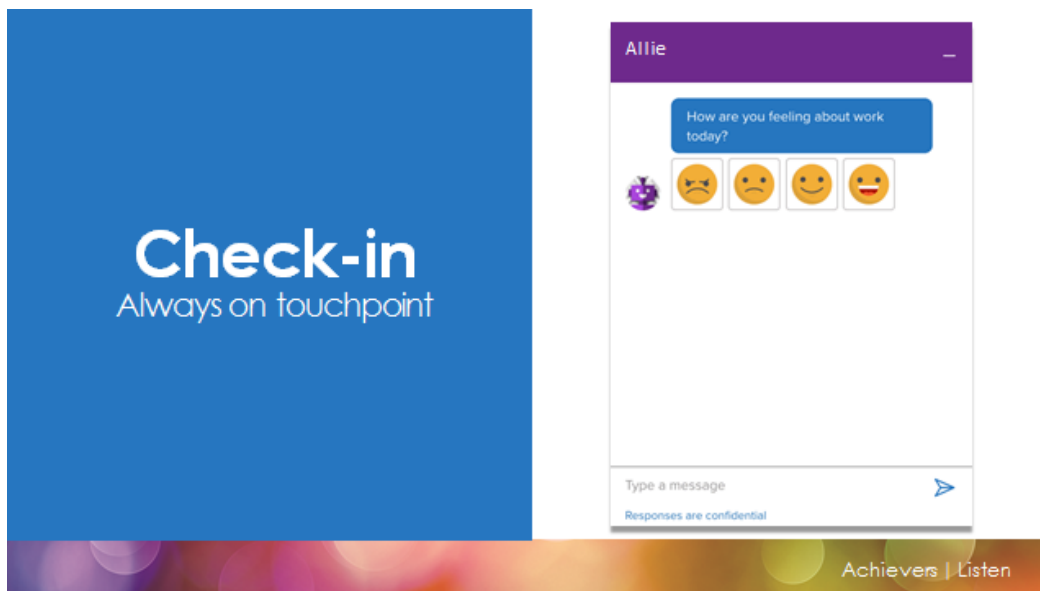
With the introduction of Achievers Listen, Achievers Employee Engagement Platform not only measures employee engagement, but provides actionable information to leaders, the only solution in the marketplace to do so. Most solutions measure or recognize/interact with employees. Achievers Employee Engagement Platform does both.

Figure 3: Active Listening Interface



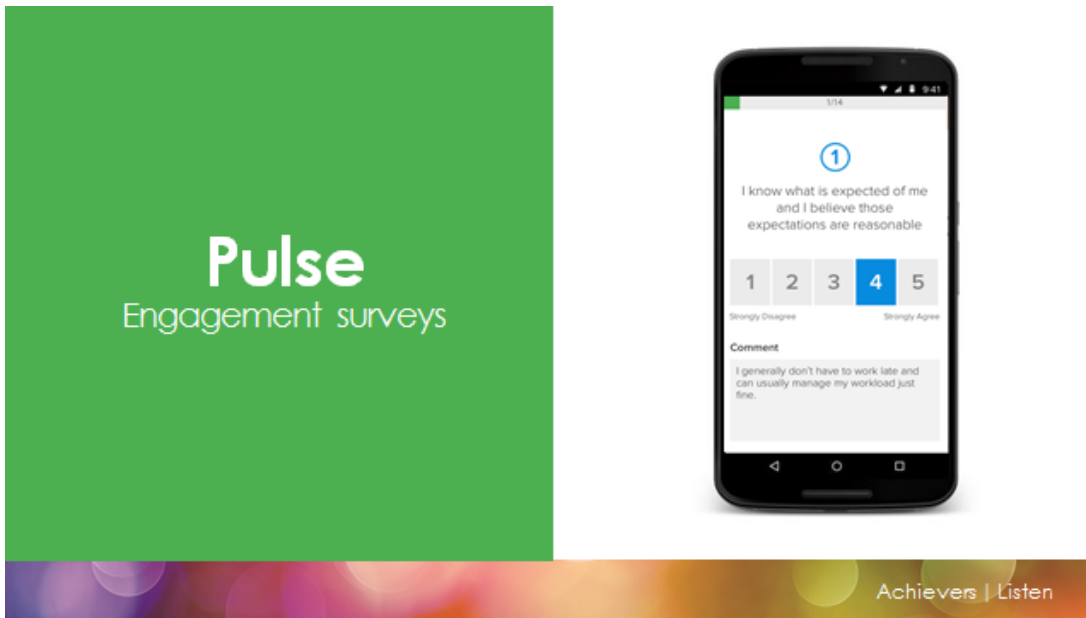
Source: Achievers

Figure 4: Check-in Screen



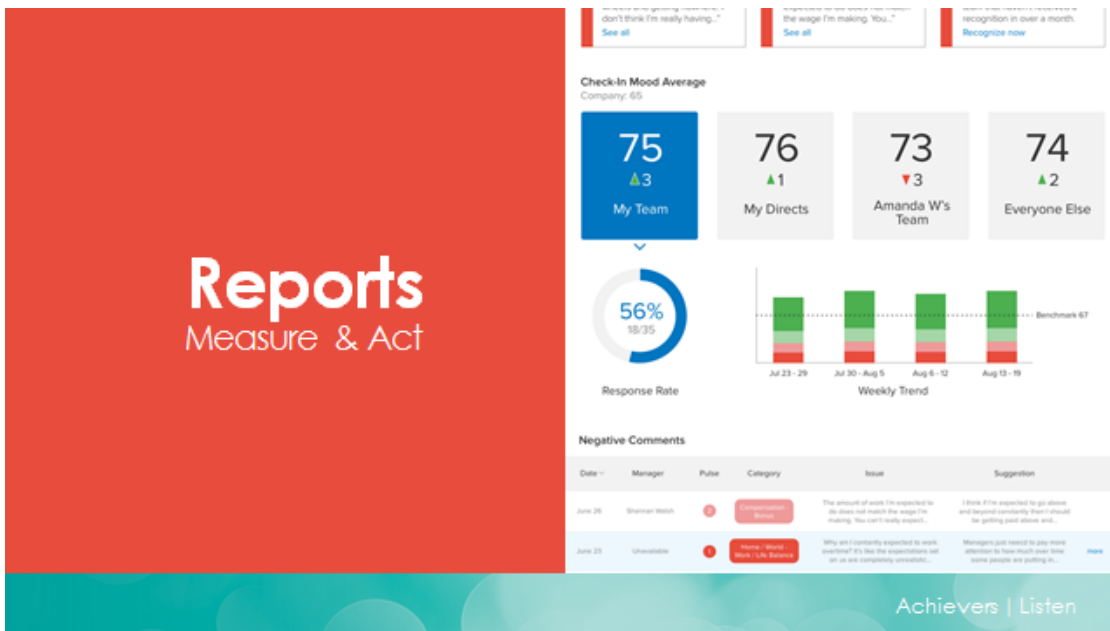
Source: Achievers

Figure 5: Pulse Engagement Surveys



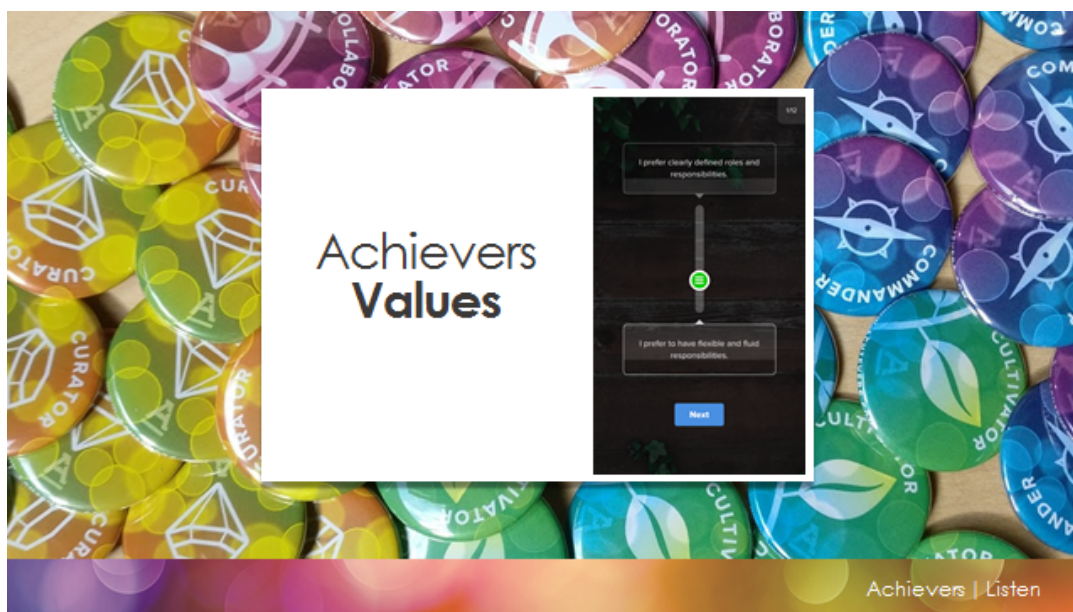
Source: Achievers

Figure 6: Reports



Source: Achievers

Figure 7: Achievers Values



Source: Achievers 2018

Measurable Results

Business Challenge

The primary goal of this major healthcare system is to provide quality, compassionate care to those they serve in an operationally successful manner. As part of a greater health organization with more than 30,000 associates, this specific instance employs 1,799 associates, 95 percent of whom are offline. The organization was looking for a more modern, “real-time” solution to reward and recognize employees and integrate social recognition into the business to increase alignment with business objectives and improve employee engagement.

Achievers Insight

Just 44 percent of the U.S. Hospital workforce is engaged.¹ Having a highly-engaged healthcare organization reduces employee turnover and increases employee satisfaction. These two factors play a large part in determining the quality of their patients’ experience as well as the financial health of the organization. Highly engaged caregiving organizations are 15 percent safer than average.² Additionally, high caregiver turnover impacts financial performance. Replacing nurses costs an average of \$36,567 per hire. For other healthcare jobs, the cost to replace a single employee can be as much as 20 percent of annual salary.³

Achievers Employee Engagement Platform™ Solution:

The healthcare system launched its recognition and engagement program on the Achievers Employee Engagement Platform with an emphasis on social and points-based recognition, a modern Years of Service awards program and other programs designed to engage, align and recognize their associates.

Business Impact:

Within a year and a half of initiating its recognition and engagement program, the healthcare system saw a 4,500 percent increase in recognition given compared to the their prior “home-grown” manual paper solution. The healthcare system saw more than a 10 percent increase in associate engagement specific to leadership recognition, from 66 percent to 77 percent.

Prior to launching the Employee Success Platform, the healthcare system experienced an annualized turnover rate of 13.8 percent. Within two years, they had decreased that turnover rate to an impressively low 6.4 percent, significantly below the industry standard annual turnover rate of 19.6 percent.

Based on the success of the recognition and engagement program, the Achievers Employee Success Platform has been expanded to include seven other U.S.-based regions.

Sources:

1. 2012 Global Workforce Study. Towers Watson. 2012.
2. “The Best Ways to Keep Hospital Patients Safe.” Gallup. 2013.
3. Cleaver, Tim. “The High (and Hidden) Costs of Staff Turnover in Healthcare”. ShiftHound. 2013.

About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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