

WNS’s League of Champions Enables Culture of Recognition

WNS

Best Advance in Employee Recognition Program

January 2023



Company Background



Company-at-a-Glance	
Headquarters	Mumbai
Year Founded	1996
Revenue	USD 1,109.8 million as of March 31, 2022
Employees	52,081 as of March 31, 2022
Global Scale (Regions that you operate in or provide services to)	China, Costa Rica, India, Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, United Kingdom and the United States.
Customers/Output, etc. (Key customers and services offered)	WNS delivers an entire spectrum of BPM solutions including industry-specific offerings, customer experience services, finance and accounting, human resources, procurement, and research and analytics to re-imagine the digital future of businesses.
Industry	Business Process Management (BPM)
Stock Symbol	NYSE: WNS
Website	www.wns.com

Budget and Timeframe

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Overall budget	USD 1.6 million
Number of (HR, Learning, Talent) employees involved with the implementation?	4
Number of Operations or Subject Matter Expert employees involved with the implementation?	45
Number of contractors involved with implementation	1
Timeframe to implement	3 months
Start date of the program	April 01, 2020

Business Conditions and Business Needs

League of Champions [LOC]

Being part of the business process management (BPM) industry and considering global macro-economic situation changes, WNS has been at the forefront of adopting digital technologies to keep pace with BPM industry trends and in view of global macro-economic trends.

WNS believes in re-organizing technology and business processes to bring together people and technology in a human-centric manner.

With a growing global footprint across 16 countries and about 54 delivery centers and multiple HR products and programs aligned to the company’s HR strategy, technology has been a key derivate to standardize implementation, drive data security and data integration, continuously engage talent, and ensure legal compliance and governance along with effectiveness and efficiency measures.

With a workforce operating from different time zones and geographies, collaboration and user experience is vital.

WNS embraces a digital rewards and recognition (R&R) system at the workplace that caters to all employees globally.

‘Employee, Experience and Empowerment’, are the Three Es that act as a base for WNS’ R&R framework.

The company's practical philosophy foundation rests on four parameters:



- Appreciate employee with timely rewards
- Increase engagement with gamification and automation
- Reward by creating moments of delight with an extensive reward catalog
- Understand the impact and ROI of programs with the budget utilization report, rewards distribution and redemption data

Overview

The League of Champions (LOC) program at WNS is a blend of best practices and a comprehensive summation of all decision points that need to be considered when designing recognition initiatives and supporting programs.

Framework and Elements of LOC

Launch	April 01, 2020
Grades	All Employees, globally
Frequency	24x7 & 365 days in a year
Approval Levels	Generally, one level up else higher denomination, Higher approval level
Certificate	Yes
Merchandise Options	Yes
Important Milestones Celebration	Yes Zero Value: Welcome Aboard, Confirmation, Promotion, Career Milestone (ten years of service) 5, 10, 15, 20, 25 Years of service: Globe awards with value attached
Group CEO Awards	CEO Habits Award: Client Honors KUDOS** This category of awards does not follow the traditional nomination process
Social Feed System	Yes (Employees can like, comment and create Work Circle)
Mobile App	Yes
Manager Analytics and Dashboard	Yes

Below are the Award Categories:

Pat on the Back

As the name suggests, this program is aimed at real-time recognition. It helps drive recognition as a culture in the organization while ensuring that contributions and enthusiasm of employees who demonstrate engagement with their work, team and company, are recognized instantly.

Celebrating Outperformance

While outperformance has always been the core of the LOC program, this category of awards includes recognizing employees for living the WNS values, embracing diversity, going beyond the project brief and delighting clients, and involving oneself with social responsibility initiatives. This program also recognizes thought leaders within the organization who are characterized by their clear-cut vision, ambition to succeed, and the ability to inspire outperformance in their teams.

Service Milestone

This category focuses on celebrating different milestones in the career of an employee from the time they join the organization. It also recognizes tenure as a reflection of the employee’s loyalty and commitment to WNS.

#iValYou

Spelled as “iValYOU” which stands for “I Value You” emphasizing “YOU” as a form of employee celebration. This non-monetary award aims to drive recognition and appreciation to highlight experiences or meaningful interactions that made an impact.

In FY11-12, before the launch of the program, R&R was prevalent only in three geographies – India, the Philippines and Costa Rica, with a budget utilization of 17.5% covering only three role bands

In FY14-15, the program was launched globally covering all role bands.

The screenshot below encapsulates WNS’ y-o-y award history

WNS AWARDS HISTORY	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	(%) +/-
Recognition Moments Monetary	9324	21732	19893	27398	30043	39928	14996	23309	55%
Unique Coverage Monetary	7569	14616	14127	17998	19588	23886	11783	16626	41%
Top Talent Getting Rewarded	143%	73%	62%	74%	60%	143%	55%	82%	48%
Diversity: Award Distribution [M:F] (%)	61:39	61:39	59:41	57:43	56:44	55:45	56:44	56:44	-
Diversity: Award Value Distribution [M:F] (%)	63:37	60:40	60:40	59:41	56:44	57:43	58:42	57:43	-
Manager Giving Awards	24%	68%	75%	71%	58%	72%	51%	57%	12%
Average Approval Time [Benchmark 3 Days] - Total awards	1.5	7.5	8.0	8.1	11.1	1.1	0.7	0.72	7%

Design and Delivery of the Program

With the advent of digital transformation, WNS has revamped its R&R on a regular basis while the underlying foundation of Employees, Experience and Empowerment remains unchanged. Briefly, the WNS R&R program aims to do the following:

- With a 24x7 global recognition platform, WNS caters to employee perspectives in all senses i.e. What, When, Where and Whom
- The Whole Merchandise option over the platform eases the hustle to redeem points
- Keeping in mind the socialization process, WNS encourages employees to share recognitions over the feed system on the portal
- Executive Insights: Insights on the frequency, culture and meritocracy of recognition
- Actionable Insights and Dashboard: Empowers managers with clear, intuitive and guided analytics
- Award Advisor: Nominator is prompted with a set of questions to be answered, and algorithms score the answers to provide a recommended award
- R&R is integrated with a mobile app, which further makes it more user-friendly
- The choice to redeem points to make employees more empowered

Integration

WNS' framework goes beyond conventional work review with the intent of striking the right balance with talent across distinct generations.

The business world has chugged its way to 2022 with a fundamentally altered perspective of life and work. WNS' attempt has always been to break away from the norm. The result was a digital-led, tailor-made experience of employee recognition, acknowledgment and appreciation for the entire workforce.

The key factors that are required for the initiative to sustain and grow include:

- **Constructive use of Technology:** A well-defined Reward and Recognition platform integrated within WNS has made the entire process smooth and hassle-free
- **Instant Recognition:** "Recognition delayed is recognition Denied." The R&R program is not bound by timelines; rather it is round-the-clock, available to appreciate one another when the need is felt
- **Deeper Engagement:** The program is not limited to top performers but involves all employees, which builds a sense of belonging and motivates them to recognize more
- Involvement of stakeholders at every stage to ensure buy-in and timely feedback
- Adherence to governance framework and optimization outcomes
- Identification of Champions to ensure training, re-training and up-skilling of employees

Measurable Benefits

To develop a true and open culture of recognition, WNS takes various parameters into consideration. Recognitions are connected with WNS' Values & Mission. The underlying motivation is "What's get recognized, gets repeated".

- **Social Recognition:** The interactive Reward and Recognition framework allows all employees to get involved and helps in enabling frequent recognition across the entire organization. One out of every ten employees visits the portal for recognizing (monetary/non-monetary) a colleague and adding a comment/thumbs up for great efforts.
- **#IValYou Award:** Peer-to-peer recognition creates a multiplier effect, inspiring even more employees to engage with and recognize others reinforcing the company culture. This zero-value award has accounted for 19% contribution to WNS' Award Category Panel. This highlight 43.4% of WNS' headcount is happy to be rewarded under #IValYou award category.
- **Recognition from Leaders:** "Leadership sets a precedent for recognition". FY21-22 has been marked as a breakthrough year for WNS's managers and leaders. Around 23.4% of leaders and 57.3% of managers gave away awards to high performers. This also indicates that 85% of them were active on the portal each month. This value class behavior has retained 86.1% employees via monetary and 85.2 % via non-monetary recognition.

"With unprecedented times, comes unprecedented courage". Around 54.5% of WNS' top achievers were recognized despite unforeseen macro situations. Despite a three-day turnaround time (TAT) window, awards get approved almost instantaneously or within a day.

- **Milestone Awards:** The framework encourages employees to send recognition and thank you notes on important milestones for an employee (5, 10, 15, 20, 25 years of Service /promotions/confirmations, etc.)

The awards were divided in the ratio 56:44 for males and females, respectively.

The awards covered 99.2% of WNS' headcount in FY21-22, striking a 29% increase from the last fiscal. 70.4% coverage (FY2020-21)

Despite the fact the monetary funnel is being suppressed during this time of uncertainty, WNS' Top Talent Retention is still marked at 86%. Although this marks a slight decline of 7% on papers from last time (93%), however, the organization's brand value and trust have multi-folded.

Also, the increase % in Redemption of LOC points is 10% in FY21-22

For a better holistic view and insights, the below parameters were also taken into consideration:

- Recognition Moments, Unique Coverage – Monetary, Unique Coverage – Non-Monetary, Top Talent Getting Awarded, Diversity: Award Value Distribution, Leaders/Managers giving the award, Retention of an employee receiving Monetary Awards, Performance Impact [Improvement in Rating/Performance Incentive], BU/EU/Location-specific business metrics & many others.

Overall

League of Champions [LOC]

An engaged employee is someone who understands and believes in the direction the organization is going. At WNS, the belief is all about creating an environment and a culture where engaged employees thrive.”

The pandemic helped us realize that all of us don multiple hats. WNS made sure to emphasize and keep employees connected with core organizational values. It’s only when they feel connected and supported that they continue to give their best.

The following strategy is being tried out as part of WNS’ R&R blueprint this year:

- SMART Recognition strategy: Specific, Measurable, Applicable, Relevant and Timely
- Celebrating Small Wins
- Celebrating Diversity and Women
- Pivoting Successful Initiatives that can always stand the toughest times

Roadmap Ahead:

WNS intends to incentivize employees in a completely different way. As the way forward, the organization will strive to encourage employees to engage in activities that will accelerate the achievement of defined goals.

As a process, the attempt is to create a comprehensive roadmap and carry out a gap analysis to clearly outline activities that need to occur before WNS executes its vision. Through program transparency, WNS strives to establish a level of trust between WNS and its employees.

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