

MAN VS WOMAN

ONLY **40%** OF
'THANK YOUS' SENT
CAME FROM MEN

72%

OF WOMEN WERE
RECOGNISED BY
COLLEAGUES VS
57% OF MEN

ONLY **14%** OF
MEN RECEIVED A
NON-CASH
THANK YOU

17%

OF WOMEN
SEND MORE LOW
LEVEL NON-CASH
AWARDS
THAN MEN AND
RECEIVE 11% MORE

64%
OF HIGH LEVEL
AWARDS ARE SENT
BY MEN.
THIS IS THE ONLY
AWARD LEVEL
WHERE MEN SEND
MORE (+2.45%)
THAN WOMEN

11%

MORE WOMEN
RECOGNISED THEIR
COLLEAGUES
THAN MEN

Gender in Recognition Key Findings

EXECUTIVE SUMMARY

- Study:** Audit of recognition generated and received by employees within two large, nationwide, recognition programmes in 2013.
- Industries:** Insurance / Financial Services, Manufacturing.
- Gender Split:** 61.7% Male and 38.2% Female.
- Analysed:**
1. Total Recognition Activity Received (number of people & volume)
 2. Total Recognition Activity Sent (number of people & volume)
 3. Distribution across recognition Award levels.
 4. Analysis of each Award level.

Summary of findings:

There are clear differences between how men and women give and respond to recognition. In general, women give and receive more recognition, with 72% of women being recognised compared to 57% of men and 36% of women sending compared to 25% of men.

Men become much more engaged when there is a monetary award involved whereas women tend to be better at just saying thank you. 42% of recognition sent by women was non-monetary, 17% more than men at 25%. In contrast 64% of recognition sent by men was for mid-level monetary awards, 13% higher than women at 51%.

The implication is that to help recognition have wider appeal and be more cost effective, schemes may now be due for a review.

INTRODUCTION

Recognition should be a weekly activity

It is well documented that recognition is a key tool for driving engagement. Many assessment models of engagement see recognition as one of the core drivers of engagement, for example, the Gallup Q12 Employee Engagement Instrument states that recognition or praise for doing good work should be a weekly activity. As with engagement, the definition of recognition can vary significantly from ad-hoc, discretionary through to formal structured schemes, with different levels of recognition, utilising both peer-to-peer and manager driven recognition.

One of the primary benefits of formalising recognition is the management information it provides, which can help companies to understand the scheme's effectiveness in how it is contributing to employee engagement. For example, is the scheme utilised consistently across the business, achieving a consistent average spend, driving participation with managers and employees, utilising different levels of recognition appropriately and reinforcing core behaviours evenly?

Recognition is very powerful at driving engagement. By recognising examples of behaviour that align with the organisations goals, we create role models and influence wider attitudes, which reinforce behaviour. Recognition is a key driver in doing this because it helps create a positive perceived outcome, establishes a positive culture amongst peers and reinforces self-efficacy and confidence.

High participation is essential to a scheme's effectiveness

High participation is essential to a scheme's effectiveness. Given that being recognised makes employees more than twice (2.29 times) as likely to recognise colleagues, it is essential that organisations appeal to as wide an audience as possible. Our research provides compelling evidence that there are clear differences between how men and women give and respond to recognition. So while employers are currently developing generic schemes, perhaps they should tailor approaches for the differing demands of men and women. Taking gender differences into account when implementing recognition programmes will be more effective and can also potentially achieve savings by improving the schemes appeal to men.

THE ANALYSIS

Women send and receive more recognition than men.

Total Recognition Activity Received (number of people & volume):

We first analysed the overall levels of recognition received by men and women.

Ostensibly the schemes had quite extensive coverage with over **63% of the audience being recognised** with over 33,000 pieces of recognition.

However, **74% of women were recognised compared to 57% of men**, meaning women were 14% more likely to receive recognition than men.

Looking at the male female split of all individuals recognised, despite being only 38% of the audience, women represent 44% of those recognised and men 56%. In volume terms (the number of recognition items received) the split was very similar (44% and 56% split) with women receiving proportionately 6% more.

| RECOGNITION RECEIVED | Audience Split | Individuals Recognised as a % of Audience | All Individuals Recognised M/F Split | Volume of recognition M / F Split |
|----------------------|----------------|---|--------------------------------------|-----------------------------------|
| All | | 62.9% | | |
| Men | 61.7% | 57.45% | 56% | 56% |
| Women | 38.2% | 71.94% | 44% | 44% |

Total Recognition Activity Sent (number of people & volume):

Next we analysed the overall levels of recognition sent by men and women.

As with all schemes, the number of people sending recognition was much smaller than those receiving recognition, as only **29% of the audience recognised someone**.

36% of women recognised a colleague compared to just 25% of men, so again women are more likely to send than men (+11%).

Looking at the male female split of all individuals who sent recognition, women represent 47% of those recognised and an even greater 52% of the volume of recognition sent. This far exceeds the 38% of the audience they represent.

| RECOGNITION SENT | Audience Split | Individuals Sent as a % of Audience | All Individuals Sent M/F Split | Volume of recognition M / F Split |
|------------------|----------------|-------------------------------------|--------------------------------|-----------------------------------|
| All | | 29% | | |
| Men | 61.7% | 25% | 53% | 48% |
| Women | 38.2% | 36% | 47% | 52% |

Women send and receive much more non-monetary awards than men and utilise high-level monetary awards less.

Distribution across recognition Award levels:

In a hierarchical recognition scheme, the objective would be that non-monetary awards represent 30-40% of all awards. This allows an organisation to increase the number of people being recognised without increasing costs. There were three levels of award available:

- A non-monetary thank you - representing 30% of recognition received and 33% sent
- A low level monetary award - representing 58% of recognition received and 58% sent
- A high level monetary award - representing 12% of recognition received and 9% sent

However, this profile changes significantly for men and women and indicates that the pay gap is somewhat reflected in recognition schemes. Women send and receive much more non-monetary awards than men and utilise high-level monetary awards less.

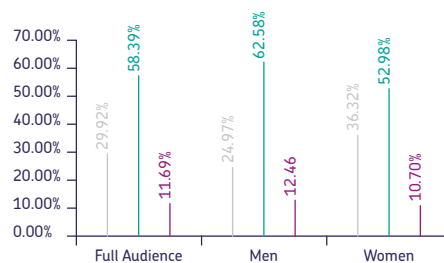
Receiving recognition

- 37% of recognition received by women was non-monetary, which was 12% more than men at 25%.
- Men receive proportionately more monetary awards.
- 63% of recognition received by men was for mid-level monetary awards, 10% higher than women at 53%.
- 12.5% of recognition received by men was for high-level monetary awards, 1.5% greater than women, who received 11% at this level.

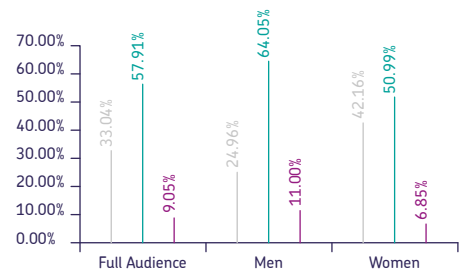
Sending recognition

- 42% of recognition sent by women was non-monetary, which was 17% more than men at 25%.
- Men certainly prefer to recognise with monetary awards.
- 64% of recognition sent by men was for mid-level monetary awards, 13% higher than women at 51%.
- 11% of recognition sent by men was for high-level monetary awards, 4% greater than women, who sent 7% at this level.

% of Recognition Received for each recognition type:



% of Recognition Sent for each recognition type:



- Non-Monetary
- Low-Monetary
- High-Monetary

Analysis of each Award level:

We then analysed each award level in detail, investigating the percentage of the audience who received each level and the percentage split across men and women at each level.

Non-monetary awards show significant female bias

Only 18% of the audience received a non-monetary award, with just 14% of men receiving one compared to 26% of women. These stats were reflected in sending recognition with just 6.2% of men sending non-monetary awards compared to 15% of women. In terms of the male / female split of all individuals who sent non-monetary awards; women sent 60% and received 53%, a much higher proportion than their overall audience size of 38% would suggest.

So whilst we can say that non-monetary awards were not as popular for both genders, they were considerably less popular amongst men.

THANK YOU RECEIVED

| No pp received | All Individuals M/F Split | Individuals as a % of Audience | Volume / No Items |
|----------------|---------------------------|--------------------------------|-------------------|
| 5763 | | 18.84% | 10431 |
| 2710 | 47.02% | 14.34% | 4669 |
| 3053 | 52.98% | 26.13% | 5762 |

THANK YOU SENT

| No pp sent | All Individuals M/F Split | Individuals as a % of Audience | Volume / No Items |
|------------|---------------------------|--------------------------------|-------------------|
| 2924 | | 9.56% | 9787 |
| 1171 | 40.05% | 6.20% | 3676 |
| 1753 | 59.95% | 15.00% | 6111 |

So significantly, we can say that men become much more engaged with recognition as monetary awards are introduced.

Monetary awards show increased participation from men

34% of the audience received a low level monetary award. Interestingly, although 38% of women and 36% of men received mid-level awards, men substantially closed the gap that existed at non-monetary level. The male / female split was quite proportionate to audience size as men received 60% and women 40%, meaning women are 2% more likely to receive than men.

The results were slightly different for sending these awards. 17% of the total audience sent a mid-level award; 16% of men and 18% of women, showing women have a slightly higher propensity to send. In terms of the male / female split of individuals who sent this level; women sent 42% and men 58%, reflecting the receive figures.

High level monetary awards show higher participation from men

As you would expect, only a small proportion of the total audience (7.35%) receive a high level award. The good news is that high-level awards are proportionate to gender in that 7.16% of men and 7.69% of women received these awards. Looking at the split of awards across men and women was also proportionate, with a slight bias in favour of women by 1.7%.

In terms of sending recognition, 2.6% of the audience recognised a colleague, with a consistent percentage of men and women being recognised at 2.73% of men and 2.44% of women. Significantly, in terms of the male / female split of individuals who sent this level, men send 64% of high level awards compared to women who send 36%. This is the ONLY award level where men send more (+2%) proportionate to audience size.

CONCLUSION

It may well be time for gender difference to play a greater part when designing schemes. At the very least, this study reveals that there are significant differences that should prompt organisations to review their schemes.

Given that being recognised makes employees over twice (2.29 times) as likely to recognise colleagues, it's essential that schemes appeal broadly to the entire audience. Organisations that take gender differences into account when implementing recognition programmes will be more effective and can potentially achieve savings by improving their schemes appeal to men.

Many HR departments are female-orientated and recognition schemes may unintentionally be designed to appeal to women. It may be worth HR managers reviewing the design of schemes and how the organisation communicates low value recognition to establish if they appeal to both genders. There are 5 key things you should consider:

1. Review the scheme creative design:

It may be worth HR managers reviewing the design of schemes, with input from Marketing, to determine how best to communicate no-cost and low value recognition and establish if they appeal to both genders.

2. Tailor communications for men:

Schemes might tap into the factors that have made campaigns such as the Movember prostate cancer fundraising campaign so successful in appealing to men, with its male imagery, talk of 'Mo Bros' and 'Team Mo', and the use of straightforward, less emotive language.

3. Use evidence not emotion supported by manager tools:

Focus messages on the benefits of recognition to the recipient, team, management and the business. Use empirical evidence rather than referencing how it feels. Provide analytical tools and integrate reports with other measures such as absence or customer satisfaction, so managers can reinforce this statistical approach.

4. Review the structure:

Consider extending non-monetary thank yous with 'Quick Messages' that can contain pre-set recognition phrases, tied into behaviours. These are easy, low level forms of recognition that can remove the emotion, making them more acceptable to men. Re-consider your approach to submitting recognition, perhaps the written form isn't the most suitable or reposition recognition as an appraisal support mechanism.

5. Introduce competition and integrate behavioural incentives:

Appealing to the extrinsic motivation of men need not mean blowing the budget on monetary awards. Retain the element of competition, perhaps by introducing prize draws for employees who have sent and received 'thank yous', or league tables of top departments. Breaking down the isolated nature of a recognition scheme is also effective by providing managers with incentive tools which are tied in clearly with job objectives, which works well for many men – and again, women.

And Finally:

In order to maximise and improve organisational performance – and to retain staff – it is important for organisations to review their recognition schemes and to better understand the drivers of individual behaviours. By taking a more empirical, rather than emotional, approach organisations can deploy a more scalable and inclusive programme that is more effective at engaging staff.

ABOUT SODEXO

Engagement encourages employees to buy-in to the goals, ambitions and corporate ethos of an organisation in a way that will inspire them to drive the business forward proactively and generate success.

Sodexo's dedicated motivation division helps organisations to engage their workforce through **award winning recognition schemes** and branded **incentive schemes** which improve performance and talent retention and, unlike cash incentives, provide detailed reporting to demonstrate return on investment.

Headquartered in Milton Keynes, the company is part of Sodexo, which employs over 500 people from a wide range of specialist and vertical sector backgrounds.

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